
To be appropriated by Vote	R171, 164,000
Statutory amount	R 720 000
Responsible MEC	MEC for Finance
Administering department	Provincial Treasury
Accounting officer	Dr Accounting Officer for Provincial Treasury

1. Overview

The department adopted a continuous improvement strategy, focused on promoting service excellence in Treasury Services to other departments and enhancing its own internal operational efficiencies. A key strategy has been the promotion of a culture of service excellence and striving for an increase in service beneficiary satisfaction. The aim is to promote a high quality Provincial Treasury that can be benchmarked against the best in the world.

A lot of effort has been put into decentralisation, and appropriate allocation of responsibility and accountability. The needs of our stakeholders must come first and be satisfied. In line with the spirit of the Public Finance Management Act and the Batho Pele White paper, Provincial Treasury wants other provincial departments (its clients) to view and experience its service delivery in an entirely new way.

The Vision of the department is “A quality Treasury, leading in Service Excellence” and the Mission is “To provide strategic and technical leadership in the allocation and utilisation of resources, in order to improve quality of life in the province”.

The department renders the following main services:

- Executive management
- Financial Management Services
- Accounting Services
- Information Services
- Corporate Services

The main legislation that guides the activities of the Provincial Treasury are:

- Public Financial Management Act (PFMA), Treasury Regulations and provincial Directives;
- Municipal Finance Management Bill;
- Provincial Tender Board Act and State Tender Directives;
- Preferential Procurement Policy Framework Act;
- Appropriation Acts;
- Division of Revenue Act;
- Public Service Act and Regulations;
- Labour Relations Act and the Employment Equity Act;
- Skills Development Act, Skills Development Levies and the South African Qualifications Authority Act;

- Basic Conditions of Employment Act and the Occupational Health and Safety Act; and
- Promotion of Access to Information Act

Other important documents that also guides the departments activities are:

- Medium Term Budget Policy Statement, which is issued in April by the Minister of Finance;
- Intergovernmental Fiscal Review, also issued at the end of October by the Minister of Finance;
- Report of the Auditor-General on the Accounts of the Government;
- Budget Review document;
- Recommendations of the FFC; and
- Other National Treasury guidelines.

2. Review of the current financial year

The review of the current financial year reflects the following successes:

- Unqualified audit opinion for Treasury as a department obtained as compared to previous years' disclaimer.
- The budget for 2002/03 was tabled in March 2002 and subsequently passed by the Legislature at the beginning of the year under review. New programme structure as part of the budget reforms nationally, had been complied with. Reporting will thus be improved and there is standardisation across the departments nationally. The formats have also been designed to include key performance indicators.
- The Fort Hare University, Public Financial Service Agency (PFSA), for the provision of targeted training over the next 5 years is now well established for the improvement of financial management in the Province.
- Through the CFO support programme, professional financial management support, aimed at improving compliance with the PFMA, has been provided to all provincial departments. The programme ran through to March 2003.
- Following from the CFO support programme, a financial management measurement instrument was developed and implemented, culminating in significant improvement in all departments in terms of In-Year monitoring.
- The 2002/03 AG audit reports reflected major improvement in the financial administration of nearly all provincial departments, compared to the 2000/01 and 2001/02 period. As shown in the assessment report, the Audit opinion in all departments had been maintained and improved except Department of Housing, Local Government & Traditional Affairs .
- Treasury co-ordinated the successful closing of books by all departments by the deadline of 31 May 2002 and 31 May 2003, as well as the finalisation of the long outstanding closing of the books from 1998, onwards.
- The BAS system was successfully co-ordinated and implemented in all departments.
- The service excellence programme, Ikwezi Lomso – based on the SA excellence model was further rolled out.

- The implementation of the LOGIS Inventory control system, continues. The project was started in 2000/01. A total of 41 sites had been implemented up to end of November 2003.
- Considerable improvement in own revenue collection was realised during the reporting period.
- Due to the improved financial management, the Province was able to increase the allocation substantially for infrastructure development, for example, the provision of extra resources to fund COEGA IDZ and East London IDZ projects.
- In line with the decentralisation of BAS, all departments have maintained separate bank accounts in order to be accountable for their Cash-flow management.
- Training undertaken on new Cash-flow monitoring model for all departments enabled departments to improve their liquidity management.
- Improvement in payment to Municipalities.
- Support for additional capital grants to Nelson Mandela Metropole and Buffalo City.
- Mount Aylif intervention by deploying Treasury Official to head the municipality on an interim basis.
- The Intergovernmental Fiscal Review Information was compiled and submitted in order to enable interested parties to interrogate the outcomes and linked that to the current years (2003/04) budget. Roadshows were undertaken to brief the Legislature, SALGA and other stakeholders.
- Increased procurement delegations were issued on 1 May 2003 to all Accounting Officers.
- Preferential Procurement Policy Framework Act (PPPFA) was implemented with effect from 1 July 2002.

3. Outlook for coming financial year

The strategic plan for the Provincial Treasury supports the overall theme namely “From stabilisation to decentralisation. “ The implication of this theme is a commitment from Provincial Treasury to accelerate the devolution of the budget to the various provincial departments enabling the managers to manage and control their own financial environment.

Guided by the above principles the overall strategic goals can be summarised as follow:

- To further devolve financial management in accordance with the PFMA
- A focussed and structured programme to enhance financial management capacity of departments
- Improvement of internal efficiencies within Provincial Treasury
- Further stabilisation of provincial finances

4. Receipts and Financing

The following sources of funding are used for the Vote.

Table 4.1: Summary of receipts: Vote 12: Provincial Treasury

RECEIPTS	Outcome			Main	Adjusted	Estimated	Medium-term estimates		
	Audited	Audited	Audited	Appropri	Appropri	Actual			
	2000/01	2001/02	2002/03	2003/04			2004/05	2005/06	2006/07
R thousand	1	2	3	4	5	6	7	8	9
Treasury funding	1,091,953	90,939	-5,317	-46,033	-46,033	-46,033	21,083	66,160	91,329
Equitable share	987,965	84,465	-5,317	-46,033	-46,033	-46,033	21,083	66,160	91,329
Conditional grants	103,988	6,474							
Departmental receipts	189,267	331,675	398,512	221,601	221,601	167,211	150,081	193,097	204,683
Tax receipts									
Non-tax receipts	189,267	331,675	398,512	221,601	221,601	167,211	150,081	193,097	204,683
Sale of goods & serv. other than cap. assets	71,730	32,831	3,288	81	81		81	90	90
Interest, dividends and rent on land	117,537	298,844	395,224	221,520	221,520	227,053	150,000	193,007	204,593
Total Receipts	1,281,220	422,614	393,195	175,568	175,568	121,178	171,164	259,257	296,012

5. Departmental Summary

Table 5.1: Summary of payments and estimates by program for Vote 12: Provincial Treasury

PAYMENTS	Outcome			Main	Adjusted	Estimated	Actual	
	Audited	Audited	Audited	Audited	Appropri	Appropri		
	2000/01	2001/02	2002/03	2003/04			2004/05	2005/06
R thousand	1	2	3	4	5	6	7	8
1. Executive	1,556	3,679	4,275	7,315	5,551	5,551	7,878	11,759
2. Financial Management	7129	16,315	20,034	38,146	29,674	18,574	28,374	37,978
3. Accounting Services	20941	25,453	28,032	34,329	33,470	29,201	37,198	45,840
4. Information Services	49765	45,239	69,336	60,516	55,493	48,392	57,893	106,342
5. Corporate Services	37184	26,836	25,543	35,294	21,547	31,516	39,821	57,338
6. Treasury Reserves	362966				51,834			
Total by program	479,541	117,522	147,220	175,600	197,569	133,234	171,164	259,257

Table 5.2: Summary by economic classification for Vote 12: Provincial Treasury

PAYMENTS	Outcome			Main	Adjusted	Estimated	Medium-term estimates		
	Audited	Audited	Audited	Appropri	Appropri	Actual			
	2000/01	2001/02	2002/03	2003/04			2004/05	2005/06	2006/07
R thousand	1	2	3	4	5	6	7	8	9
Current payments	110,480	112,474	139,834	170,737	142,089	131,418	165,956	249,331	284,247
Compensation of employees	34,847	41,269	45,904	66,226	56,079	56,907	75,175	76,306	79,158
Goods and services	75,633	71,205	93,930	104,511	86,010	74,511	90,781	173,025	205,089
Transfers and subsidies to:	363,574			211	51,834				
Departmental agencies and accounts	362,966				51,834				
Public corporations and private enterprises	608								
Households				211					
Payments for capital assets	5,487	5,048	7,386	4,652	3,646	1,816	5,208	9,926	11,765
Machinery and equipment	5,487	5,048	7,386	4,652	3,646	1,816	5,208	9,926	11,765

Total payments	479,541	117,522	147,220	175,600	197,569	133,234	171,164	259,257	296,012
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6. Programme Description

There are six programmes

6.1 Programme 1: Executive Management

To provide policy direction, executive management leadership and quality treasury services.

Table 6.1.1: Summary by subprogram for Program 1: Executive Management

PAYMENTS	Outcome			Main	Adjusted	Estimated	Medium-term estimates		
	Audited	Audited	Audited	Appropriations	Appropriations	Actual			
R thousand	2000/01	2001/02	2002/03	2003/04			2004/05	2005/06	2006/07
	1	2	3	4	5	6	7	8	9
1.1: Office of the MEC	1,556	1,466	1,983	3,123	2,698	2,606	2,709	3,625	4,038
1.2: Office of the SG		2,213	2,292	4,192	2,853	2,945	5,169	8,134	9,351
Total by Subprogram	1,556	3,679	4,275	7,315	5,551	5,551	7,878	11,759	13,389

Table 6.1.2: Summary by economic classification for Program 1: Executive

PAYMENTS	Outcome			Main	Adjusted	Estimated	Medium-term estimates		
	Audited	Audited	Audited	Appropriations	Appropriations	Actual			
R thousand	2000/01	2001/02	2002/03	2003/04			2004/05	2005/06	2006/07
	1	2	3	4	5	6	7	8	9
Current payments	1,556	3,679	4,275	7,315	5,551	5,551	7,878	11,759	13,389
Compensation of employees	1,371	2,158	2,668	2,601	3,173	3,008	3,657	3,714	3,850
Goods and services	185	1,521	1,607	4,714	2,378	2,543	4,221	8,045	9,539
Transfers and subsidies to:									
Payments for capital assets									
Total payments	1,556	3,679	4,275	7,315	5,551	5,551	7,878	11,759	13,389

6.1.3 Service Delivery Measures: Programme 1: Executive Management

Key Objectives	Measure Indicator (Branch Outputs)	Performance Target
1.1 Office of the MEC Political Head of the Provincial Treasury.	Political direction on the allocation of resources in order to improve the quality of life in the province	Improvement of both financial and non-financial organisation's results
1.2 Office of the SG To provide technical leadership in allocation of resources in order to improve allocation efficiency.	Technical and administrative policy direction on Treasury functions.	Improvement of the organisational performance within Provincial Treasury

6.2 Programme 2: Financial Management

To provide strategic and sound leadership to the financial management function.

Table 6.2.1: Summary by subprogram for Program 2: Financial Management

PAYMENTS R thousand	Outcome			Main	Adjusted	Estimated	Medium-term estimates		
	Audited	Audited	Audited	Appr	Appr	Actual			
	2000/01	2001/02	2002/03	2003/04			2004/05	2005/06	2006/07
	1	2	3	4	5	6	7	8	9
2.1: Senior General Manager		2,484	1,211	5,560	3,402	2,811	4,513	4,892	5,175
2.2: Budget Office	6,726	11,099	16,505	21,453	18,923	12,241	16,219	22,921	25,821
2.3: Municipal Financial Management			576	5,912	4,068	1,048	4,603	6,826	7,763
2.4: Cash Management Services	403	2,732	1,742	5,221	3,281	2,474	3,039	3,339	3,544
Total by Subprogram	7,129	16,315	20,034	38,146	29,674	18,574	28,374	37,978	42,303

Table 6.2.2: Summary by economic classification for Program 2: Financial Management

PAYMENTS R thousand	Outcome			Main	Adjusted	Estimated	Medium-term estimates		
	Audited	Audited	Audited	Appr	Appr	Actual			
	2000/01	2001/02	2002/03	2003/04			2004/05	2005/06	2006/07
	1	2	3	4	5	6	7	8	9
Current payments	7,129	16,315	20,034	38,146	29,674	18,574	28,374	37,978	42,303
Compensation of employees	6,582	8,696	9,495	19,207	14,190	13,018	18,073	18,345	19,030
Goods and services	547	7,619	10,539	18,939	15,484	5,556	10,301	19,633	23,273
Transfers and subsidies to:									
Payments for capital assets									
Total payments	7,129	16,315	20,034	38,146	29,674	18,574	28,374	37,978	42,303

6.2.3 Service Delivery Measures: Programme 1: Executive Management

Key Objectives	Measure Indicator (Branch Outputs)	Performance Target
2.1 SGM Financial Management : To provide strategic and sound leadership to the financial management function.		
Provide strategic management of the programme	<ul style="list-style-type: none"> Facilitate the communication within and outside the branch. Facilitate the improvement of employees skills level 	Improve Employee Satisfaction Index (ESI) by 15%.
Improve Client Satisfaction Index	<ul style="list-style-type: none"> Transparency on resource allocation by engaging clients Execution of the budget process in consultation with relevant stakeholders 	Establish Clients Satisfaction Index.
2.2: Budget Office : To facilitate the allocation of financial and other resources through planning and managing the provincial budgeting and controlling process.		
Table Provincial Budget	<ul style="list-style-type: none"> Output-driven budget statements 	Two weeks after the tabling of the National Budget

Key Objectives	Measure Indicator (Branch Outputs)	Performance Target
Alignment of the provincial budget with the PGDP	<ul style="list-style-type: none"> Promote proper functioning of monitoring and evaluation committee. Ensure that revenue collection plans are included in the strategic planning process which covers the MTEF Targeted funding for PGDP priorities 	<p>50% attendance and availability reports</p> <p>5% PGDP projects funded.</p>
Facilitate the implementation of the PFMA	<ul style="list-style-type: none"> Issue a provincial PFMA compliance report (Normative Measures) Review compliance to the Ten Focus areas identified internally through our clients Execute and provide database for all departmental authorizations. 	<p>80% compliance with PFMA based on the ten focus areas.</p> <p>Offer dispensation services</p>
Conduct and monitor all Dispensation services	<ul style="list-style-type: none"> Co-ordination of adjustment estimates, issuing of provincial gazettes. 	<p>Gazetting and tabling of all adjustments estimates as prescribes by the MEC</p>
Systems in place for proper reporting in terms of PFMA and DORA	<ul style="list-style-type: none"> Consolidated In-Year Monitoring reports submitted to National Treasury timeously Action oriented processes in place for the management of deviations 	<p>22nd of each month.</p>
Maximisation of Own Revenue collection through effective co-ordination and monitoring.	<ul style="list-style-type: none"> Development of revenue retention policy Identification of alternative revenue sources Facilitate the communication within and outside the branch 	<p>Retention policy adopted</p> <p>Research undertaken on new revenue sources completed.</p>
Provide strategic management of the Sub-Programme	<ul style="list-style-type: none"> Create an environment conducive to continuous improved organizational performance step by step. 	<p>Improve Employee Satisfaction Index (ESI) by 10%.</p>

2.3: Municipal Finance: To provide support to assist with fiscal control around accounting services, cash management services and budgeting.

Support municipalities in implementing Municipal Finance Management Act	<ul style="list-style-type: none"> Conduct readiness assessment of municipalities in implementing the Municipal Finance Management Act 	<p>The assessment undertaken and recommendations made.</p>
Co-ordination of intergovernmental fiscal relations	<ul style="list-style-type: none"> Development and maintenance of Municipal database. Participate in intra-governmental forums on local government finances 	<p>A database developed</p> <p>To participate in at least 50% local government forums.</p>
Provide strategic	<ul style="list-style-type: none"> Facilitate the communication within and 	<p>Improve Employee Satisfaction Index</p>

Key Objectives	Measure Indicator (Branch Outputs)	Performance Target
management of the Sub-programme	outside the branch	(ESI) by 10%

2.4: Cash Management Services: To provide efficient and effective cash management services.

Ensure effective and efficient provincial Cash Management	<ul style="list-style-type: none"> Optimal funding of departmental requests Issuing of an early warning report in terms of any potential existence of an overall overdraft of a department Management of provincial liabilities in terms of exposures to guarantees, PPP, approved provincial debts. Draft borrowing framework produced 	<p>All budgeted government operations funded at the least cost.</p> <p>An early warning report issued to management for action.</p> <p>Investigate the system to manage the risk associated with guaranteed and PPP's exposures.</p> <p>Interactions undertaken with various stakeholders in regard to processes of drafting the borrowing framework</p>
Ensure proper maintenance of Revenue Fund.	<ul style="list-style-type: none"> Production of Annual Financial Statements of the fund. Proper allocation of departmental budgets within the revenue fund. 	<p>Quality Annual Financial Statement with audit queries less than 10% of the threshold.</p>
Provide strategic management of the sub-programme	<ul style="list-style-type: none"> Facilitate the communication within and outside the branch. 	<p>Improve Employee Satisfaction Index (ESI) by 10%</p>

6.3 Programme 3: Accounting Services

To render effective, efficient and transparent accounting services to provincial departments.

PAYMENTS	Outcome			Main	Adjusted	Estimated		
	Audited	Audited	Audited	Appropri	Appropri	Actual		
	2000/01	2001/02	2002/03	2003/04			2004/05	2005/06
R thousand	1	2	3	4	5	6	7	8
3.1: Mngmnt: Accounting Services		136	2,950	777	743	307	846	1,052
3.2: Financial Administration	11,001	8,935	3,867	11,184	9,419	7,311	6,262	8,290
3.3: Procurement Management	2,287	3,841	7,878	6,567	8,888	5,667	7,141	9,791
3.4: Pmt Monitoring & Dist Serv	7,653	12,541	11,990	11,903	12,261	13,882	16,195	17,064
3.5: Compliance & Forensic Invest			1,347	3,898	2,159	2,034	6,754	9,643
3.6: Financial Management Training								
3.7: Financial Mangement Systems								
Total by Subprogram	20,941	25,453	28,032	34,329	33,470	29,201	37,198	45,840

Table 6.3.2: Summary by economic classification for Program 3: Accounting Services

PAYMENTS R thousand	Outcome			Main	Adjusted	Estimated	Medium-term estimates		
	Audited	Audited	Audited	Appropri	Appropri	Actual			
	2000/01	2001/02	2002/03	2003/04			2004/05	2005/06	2006/07
	1	2	3	4	5	6	7	8	9
Current payments	20,936	25,453	28,032	34,329	33,470	29,201	37,198	45,840	50,111
Compensation of employees	13,853	18,939	21,010	19,818	21,161	21,092	28,124	28,545	29,612
Goods and services	7,083	6,514	7,022	14,511	12,309	8,109	9,074	17,295	20,499
Transfers and subsidies to:	5								
Public corporations and private enterprises	5								
Payments for capital assets (1)									
Total payments	20,941	25,453	28,032	34,329	33,470	29,201	37,198	45,840	50,111

(1) Of which capitalized compensation

6.3.3 Service Delivery Measures: Programme 3: Accounting Services

Key Objectives	Measure Indicator (Branch Outputs)	Performance Target
3.1 Management Accounting Services		
To provide policy and leadership direction with respect to Provincial accounting services.	Efficiency in accounting services and accounting reports.	Improvement in the audit opinion expressed by the AG.
3.2 Financial Administration		
To improve and maintain sound accounting environment which is conducive to confident reporting.	Provide a support program to assist departments to prepare for and implement GRAP standards from ASB and National Treasury.	Accounting reforms in all departments based on the new ASB standards on GRAP.
3.3: Procurement Management		
Ensure efficient, effective, competitive and cost effective procurement services	Evaluate effectiveness of the SCM policy.	Implementation/rollout of the SCM policy.
3.4: Payment Monitoring & District Services		
To Provide a Provincial Payment Monitoring Service	Ensure that payments comply with relevant legislation and policies	Improved adherence with the relevant legislation and policies by 10%
3.5: Compliance & Forensic Investigation		
To Provide a Professional Financial Non-Compliance Incident Response Service to all its clients	Resolving complicated and serious matters of misconduct, loss and crime	Use fraud indicators as identified

6.4 Programme 4: Information Services

Information Services is concerned with information and information technology management for the Provincial Treasury and with respect to financial information systems for the provincial government as a whole.

Table 6.4.1: Summary by subprogram for Program 4: Information Services

PAYMENTS	Outcome			Main	Adjusted	Estimated	Medium-term estimates		
	Audited	Audited	Audited	Appropriations	Appropriations	Actual			
	2000/01	2001/02	2002/03	2003/04			2004/05	2005/06	2006/07
R thousand	1	2	3	4	5	6	7	8	9
4.1: Mngmnt: Information Services			30	649	661	678	848	1,061	1,165
4.2: Financial Management Training	711	4,902	8,763	17,339	17,465	13,645	27,433	51,918	61,476
4.3: Financial Information Systems	49,054	40,337	60,543	42,528	37,367	34,069	29,612	53,363	62,732
Total by Subprogram	49,765	45,239	69,336	60,516	55,493	48,392	57,893	106,342	125,373

Table 6.4.2: Summary by economic classification for Program 4: Information Services

PAYMENTS	Outcome			Main	Adjusted	Estimated	Medium-term estimates		
	Audited	Audited	Audited	Appropriations	Appropriations	Actual			
	2000/01	2001/02	2002/03	2003/04			2004/05	2005/06	2006/07
R thousand	1	2	3	4	5	6	7	8	9
Current payments	43,675	42,883	63,368	56,941	52,550	47,525	54,950	100,733	118,725
Compensation of employees	710	1,319	2,612	4,991	4,071	3,875	4,489	4,558	4,730
Goods and services	42,965	41,564	60,756	51,950	48,479	43,650	50,461	96,175	113,995
Transfers and subsidies to:	603								
Public corporations and private enterprises	603								
Payments for capital assets	5,487	2,356	5,968	3,575	2,943	867	2,943	5,609	6,648
Machinery and equipment	5,487	2,356	5,968	3,575	2,943	867	2,943	5,609	6,648
Total payments	49,765	45,239	69,336	60,516	55,493	48,392	57,893	106,342	125,373

6.4.3 Service Delivery Measures: Programme 4: Information Services

Key Objectives	Measure Indicator (Branch Outputs)	Performance Target
4.1: Management of Information Services		
To provide policy and leadership direction with respect to Provincial Information Services	Information Plan for the Provincial Treasury in place	Effective management of Information Services program
4.2: Financial management training		
To strategically manage on behalf of Treasury, the implementation of financial management training of the EC Provincial Government with respect to financial management, procedures and systems.	Skills Audit completed. Skills Profiling and competency framework presented to departments.	Financial Management Training targeting all departments

Key Objectives	Measure Indicator (Branch Outputs)	Performance Target
4.3: Financial information systems		
Manage and support Financial Information Systems to Provincial Treasury and financial information systems to all provincial government departments	Co-ordination of transversal systems	Provide a cost effective ICT infrastructure

6.5 Corporate Services

Provide corporate services to Provincial Treasury.

Table 6.5.1: Summary by subprogram for Program 5: Corporate Services

PAYMENTS R thousand	Outcome			Main	Adjusted	Estimated	Medium-term estimates		
	Audited	Audited	Audited	Appropri	Appropri	Actual			
	2000/01	2001/02	2002/03	2003/04			2004/05	2005/06	2006/07
	1	2	3	4	5	6	7	8	9
5.1: Mngmnt: Corporate Services	37,184	1,099	1,600	1,462	1,512	1,315	1,115	1,456	1,613
5.2: Financial & Logistical Servic		19,038	5,452	15,168	11,080	17,853	27,775	41,447	47,191
5.3: Human Resource Management		6,699	5,930	18,126	8,740	11,670	10,219	13,667	15,221
5.4: Quality Assurance			113	538	215	678	712	768	811
5.5: Policy & Labour Law Adv Serv			24						
5.6: Corporate Planning & Budgetg			184						
5.7: Information & Comms Mngmnt			4,051						
5.8: Logistics Management			7,168						
5.9: Transformation Unit			1,021						
Total by Subprogram	37,184	26,836	25,543	35,294	21,547	31,516	39,821	57,338	64,836

Table 6.5.2: Summary by economic classification for Program 5: Corporate Services

PAYMENTS R thousand	Outcome			Main	Adjusted	Estimated	Medium-term estimates		
	Audited	Audited	Audited	Appropriations	Appropriations	Actual			
	2000/01	2001/02	2002/03	2003/04			2004/05	2005/06	2006/07
	1	2	3	4	5	6	7	8	9
Current payments	37,184	24,144	24,125	34,006	20,844	30,567	37,556	53,021	59,719
Compensation of employees	12,331	10,157	10,119	19,609	13,484	15,914	20,832	21,144	21,936
Goods and services	24,853	13,987	14,006	14,397	7,360	14,653	16,724	31,877	37,783
Transfers and subsidies to:				211					
Households				211					
Payments for capital assets		2,692	1,418	1,077	703	949	2,265	4,317	5,117
Machinery and equipment		2,692	1,418	1,077	703	949	2,265	4,317	5,117
Total payments	37,184	26,836	25,543	35,294	21,547	31,516	39,821	57,338	64,836

6.5.3 Service Delivery Measures: Programme 5: Corporate Services

Key Objectives	Measure Indicator (Branch Outputs)	Performance Target
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5.1: Management of Corporate Services

Manage Corporate, Accounting Officer and Chief Financial Officer Services.	Efficient Corporate Services / Conducive Corporate Service environment	Improvement in Service Excellence Baseline
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Key Objectives	Measure Indicator (Branch Outputs)	Performance Target
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5.2: Financial & Logistical Services

To provide financial management and logistical services to the department	Manage the finances of Provincial Treasury department (Vote 12)	100% PFMA compliance
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5.3: Human Resource Management

Provide client centered General and Strategic Human Resource Services	Provide HR Services aligned with Provincial Treasury needs	HR task force and departmental workforce aligned to the strategic requirements of the Department.
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5.4: Quality Assurance

Ensure a high standard of Treasury services	Quality service at the right place at the right time	Risk management plan and controls in place.
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6.6 Programme 6: Treasury Reserve

The Treasury Reserve programme is for the management of provincial government debts and the provision for contingencies. Special ring-fenced projects are also funded through the Reserve. Allocations from the Treasury Reserve are made through the Adjustments Estimates. The customers for the Treasury Reserve programme are all provincial government departments.

Table 6.6.1: Summary by subprogram for Program 6: Treasury Reserves

PAYMENTS	Outcome			Main	Adjusted	Estimated	Medium-term estimates		
	Audited	Audited	Audited	Appropri	Appropri	Actual			
R thousand	2000/01	2001/02	2002/03	2003/04			2004/05	2005/06	2006/07
	1	2	3	4	5	6	7	8	9
6.1: Treasury Reserves	362,966				51,834				
Total by Subprogram	362,966				51,834				

Table 6.6.2: Summary by economic classification for Program 6: Treasury Reserves

PAYMENTS	Outcome			Main	Adjusted	Estimated	Medium-term estimates		
	Audited	Audited	Audited	Appropri	Appropri	Actual			
R thousand	2000/01	2001/02	2002/03	2003/04			2004/05	2005/06	2006/07
	1	2	3	4	5	6	7	8	9
Current payments									
Transfers and subsidies to:	362,966				51,834				
Local government									
Departmental agencies and accounts	362,966				51,834				
Payments for capital assets (1)									
Total payments	362,966				51,834				

6.7 Other programme information

Table 6.7.1: Personnel numbers and costs¹: Vote 12: Provincial Treasury

Personnel numbers	As at 31 March 2000	As at 31 March 2001	As at 31 March 2002	As at 31 March 2003	As at 31 March 2004	As at 31 March 2005
1: Executive Management	6	6	11	10	10	11
2: Financial Management	29	29	44	50	54	56
3: Accounting Services	137	169	185	146	148	150
4: Information Services				19	21	25
5: Corporate Services	119	115	80	104	106	110
Total personnel numbers	291	319	320	329	339	352
Total personnel cost (R thousand)	29,160	34,847	41,270	45,904	66,226	68,877
Unit cost (R thousand)						

Table 6.7.2: Expenditure on training: Vote 12: Provincial Treasury

Table 1: Expenditure on training, Vote 121: Provincial Treasury									
Outcome				Main appropri	Adjusted appropri	Estimated actual	Medium-term estimates		
Audited	Audited	Audited	2004/05				2005/06	2006/07	
R thousand	2000/01	2001/02		2002/03	2003/04				
1: Executive Management									
2: Financial Management									
3: Accounting Service									
4: Information Service									
5: Corporate Service	254	528	542	651		651	689	726	770
Total expenditure on training:	254	528	542	651		651	689	726	770

NB. Information regarding expenditure on training per programme is not available. It is centralised to Programme 5.