

*ESTIMATES OF PROVINCIAL
REVENUE AND EXPENDITURE
(EPRE)*

2013/14

Department:

***PROVINCIAL PLANNING AND
TREASURY***

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Vote 12

Department: Provincial Planning and Treasury

Table 1: Summary of departmental allocation

R' 000	2013/14 To be appropriated
MTEF allocations	R 374 872
Statutory Amount*	R 1 645
Responsible MEC	MEC for Provincial Planning and Treasury: Hon. Phumulo Masualle
Administering Department	PROVINCIAL PLANNING AND TREASURY
Accounting Officer	Head of Department: Ms Marion Mbina-Mthembu

* The Statutory Amount discloses the total package of the MEC's remuneration. It is part of Current Payments in Programme 1 (except for the Legislature where it is part of Direct Charge).

1. OVERVIEW

1.1 Vision

A prosperous province supported by sound financial and resource management.

1.2 Mission

Ensure the financial health of the province through efficient management and utilization of public finances and other provincial resources in order to optimize service delivery.

1.3 Core functions and responsibilities

The oversight role of the department requires it to ensure the stability and soundness of the financial system and financial services, coordinate intergovernmental financial and fiscal relations, manage the budget preparation process and enforce transparency and effective management in respect of revenue and expenditure, assets and liabilities, public entities and constitutional institutions.

1.4 Main Services

The department's main services are outlined in Section 18 of the PFMA as follows:

- Prepare the provincial budget
- Exercise control over the implementation of the provincial budget
- Promote and enforce transparency and effective management in respect of revenue, expenditure, assets and liabilities of provincial departments and provincial public entities
- Ensure that its fiscal policies do not materially and unreasonably prejudice national economic policies

- Enforce the PFMA and any prescribed national and provincial norms and standards, including any prescribed standards of generally recognised accounting practices and uniform classification systems, in provincial departments
- Comply with the annual Division of Revenue Act, and monitor and assess the implementation of that Act in provincial public entities
- Monitor and assess the implementation in provincial public entities of national and provincial norms and standards
- Assist provincial departments and provincial public entities in building their capacity for efficient, effective and transparent financial management
- Investigate any system of financial management and internal control applied by a provincial department or a provincial public entity
- Municipal support and enforce MFMA implementation

1.5 Expected changes in services

There are no expected changes in services.

1.6 The Acts, rules and regulations

The Constitution informs the mandate and operations of the department as well as the following Acts: PFMA (of 1999 as amended); Municipal Finance Management Act (of 2000); Preferential Procurement Policy Framework Act (of 2004); Appropriation Act; the Division of Revenue Act; as well as the National Treasury Regulations.

1.7 Budget decisions

The departmental baseline was reduced by 1 one per cent for 2013/14, 2 per cent for 2014/15 and 3 per cent for 2015/16. Further reductions were effected based on the results of the Census 2011 as well as a 2 per cent budget cut on compensation of employees. Additional funding for technical support initiatives in the departments of Health and Education was prioritised over the MTEF period.

1.8 Aligning departmental budget to achieve government's prescribed outcomes

The Treasury mandate is directly linked to Outcome 12 which comprises 4 outputs:

- a) Service delivery quality and access;
- b) Human resource management and development;
- c) Business processes, decision rights and accountability; and
- d) Tackling corruption effectively.

Outcome 12 is also a crucial enabler for the other 11 outcomes and it has an impact on the entire public service.

Treasury's contribution is also through Outcomes 6 and 9 and the support directed to achieving these outcomes include:

- a) Enhancing infrastructure delivery in departments through the Infrastructure Delivery Improvement Programme (IDIP);
- b) Streamlined hands-on support to municipalities and the enforcement of full compliance with the MFMA;
- c) Facilitating integrated provincial planning through the establishment of Eastern Cape Planning Commission (ECPC); and
- d) Curbing escalating cost of compensation of employees through data clean up interventions and other initiatives.

2. REVIEW OF THE CURRENT FINANCIAL YEAR (2012/13)

2.1 Key achievements

The ECPC is currently operational with the aim of developing a long-term development plan for the province. In 2012/13 ECPC focused on public participation and community engagement.

To improve financial management in the province, the department continued to provide technical support to provincial departments with particular focus on the departments of Health, Education and Transport. A streamlined and hands-on financial management support was also provided to specific district municipalities in the province and this will continue over the medium term expenditure framework (MTEF).

A benchmark study was also conducted on personnel costs incurred in departments of Health and Education in order to reduce the escalating compensation of employees. Data clean-up support has been provided to DoE through supporting the roll-out of South African Schools Administration and Management System (SASAMS).

Municipal Support has been enhanced through the identification of specific municipalities where hands-on support is being provided. This programme is continuing and is expected to lead to improved financial management and audit opinions in municipalities.

The department sponsored the ILIMA revision camp for matric students in 2012/13 and the focus was on matric learners in underperforming schools. There was a tremendous improvement in the pass rate of schools supported by the department with the exception of 2 schools being Zanempucuko (KWT) and Nqwiliso SSS (Qumbu district) which has a slight drop in the pass rate. This has contributed to the overall provincial achievement of a 62 per cent matric pass rate.

Change management was identified in the past year as one of the key drivers that would assist the department towards improving its culture of performance. A change management strategy was developed through a thorough data gathering exercise done. Change management interventions at all levels of the organisation were identified with clear action plans and key drivers. Some of the 'quick-wins' were implemented during the period under review. It is envisaged that the strategy would take at least three years before the desired cultural change is realized.

A decision to re-engineer Treasury to focus on its core business and its oversight role was also identified and steps were taken towards realizing that focus. Such steps included serious engagements within senior management which culminated into the development of a well-

defined service delivery model. The model is primarily aimed at assisting the department to achieve its desired results while it will help to strengthen internal consensus and improve stakeholder relations.

Human Resource Management was identified as one of the main areas targeted for improvement in the department, in particular the full compliance to the HR Plan and PMDS policy. Management of performance information, more specifically around the reconciliation of quarterly performance with annual performance data was also identified as a focus area for improvement.

2.2 Key challenges

Key to the many challenges facing the province is the difficulty to break the cycle of poor audit outcomes at both the provincial and local government sphere. The reality of this situation is the difficulty to leverage and build on the good work done by Provincial Planning and Treasury and other oversight institutions towards enhancing the provincial and local government spheres capacity to manage financial resources. The non-filling of critical posts by the challenged and supported departments brings a huge risk to any impact the combined efforts and investments would have towards addressing key provincial challenges related to financial planning and management.

The department experienced the following specific internal challenges during the 2012/13 financial year:

- Service delivery oriented culture not yet achieved; and
- Performance management development systems not effectively implemented.

3. OUTLOOK FOR THE COMING FINANCIAL YEAR (2013/14)

In order to build leadership capacity internally, the department will embark upon a business coaching process. Executive coaching, targeting senior management, has been identified as an organisational development intervention and is viewed as an experiential and individualized leader development process which will help achieve short and long-term organizational goals. The organization, the executive and senior managers, and the executive coach will work in partnership to achieve maximum impact and ultimately work towards the creation of “an efficient, effective and development oriented Public Service”, (Outcome 12).

Over the years National, Provincial and Local government have been contending with serious challenges in terms of the availability of the accounting skills necessary to ensure that resources are efficiently allocated and used to the benefit of the people of South Africa. As part of a talent management framework, the intention is to build a pipeline of high calibre leaders by providing focused on-the-job training within Treasury to high performing graduates before placement out into other provincial departments to strengthen financial management capacity across the province.

Provision of financial management training, based on training needs and audit implementation plans, will continue. Training services will mainly be provided by PALAMA while some courses will be conducted internally by Treasury staff.

To improve financial management in municipalities, Treasury will continue offering a streamlined and hands-on support programme in collaboration with the department of Local Government & Traditional Affairs as well as with local municipalities. The programme will continue in the three identified districts over the MTEF.

The department will offer Specialized Auditing Services with the aim of achieving economies of scale and ensure consistency in internal auditing services as well as ensuring a common approach in the methodology of specialised internal auditing services in the province. These audits will include: IT Audits, Performance Audits, Fraud / Forensic Audits and Investigations.

The department also plans to have a unified communications platform which involves the replacement of the existing telephone systems with a new system, which has the functionality to reduce monthly telephone expenses.

4. REPRIORITISATION

The department has undertaken a budget reprioritisation exercise with a view of cost savings. Funds were directed from non-core items to fund mandated priorities as well as contractual obligations. Further reprioritisation over the 2013/14 MTEF was necessary to accommodate reductions on the provincial baseline as well as on the Census 2011 data. Budgeted vacant posts were earmarked to fund a further 2 per cent budget cut from compensation of employees whilst the funding of other vacant posts were ring-fenced to fund additional technical support provided to improve financial management skills in the departments of Education and Health and interventions in the Department of Transport. Cost containment measures are currently in place and will continue over the 2013/14 MTEF.

5. PROCUREMENT

The department has standard lease agreements informed by contractual obligations that drive operations. In the current financial year, the department has entered into a Commercial Banking services contract for a period of three (3) years and a Mobile Communication Solutions contract for a period of 24 months.

Over the 2013/14 MTEF, the following projects will be outsourced: Disaster Recovery Plan; 24 Hour Service Employee Wellness Programme; Skills Audit; Business Coaching; Electronic PMDS; competency assessments; communications and new website for ECPC; drafting of a long-term development plan by ECPC; unified communications system; financial management training; and Specialized Audits.

6. RECEIPTS AND FINANCING

6.1 Summary of receipts

Table 2: Summary of departmental receipts

R'000	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates			% change from
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16	
Equitable share	130 138	209 012	292 631	352 143	342 269	337 890	374 872	387 568	396 212	10.94
Conditional grants	-	-	-	-	-	-	-	-	-	-
Total receipts	130 138	209 012	292 631	352 143	342 269	337 890	374 872	387 568	396 212	10.94
<i>of which</i>										
Departmental receipts	127 102	78 494	110 121	609	72 676	137 706	76 312	80 134	88 147	(44.58)

Departmental receipts consist of equitable share transfers from national government as well as departmental own revenue. The substantial increase from 2009/10 to the 2012/13 revised estimates is due to an increase in allocation for initiatives to strengthen provincial financial management.

The 2013/14 MTEF allocation reflects the net position after taking into account the suspension of funds to Vote 1 (Office of the Premier). These funds are in respect of the management of network data lines that were handed over to Office of the Premier during the 2012/13 financial year as well as drafting work conducted by ECSECC on behalf of the ECPC, through the Office of the Premier. All provincial baseline reductions have been effected in the 2013/14 MTEF allocation reflected above.

6.2 Departmental receipts collection

Table 3 Summary of departmental receipts collection

R'000	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates			% change from 2012/13
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16	
Tax receipts	-	-	-	-	-	-	-	-	-	-
Sales of goods and services other than capital assets	140	174	162	156	156	178	164	173	190	(7.87)
Transfers received	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	-	-	-	-	-	-	-	-	-	-
Interest, dividends and rent on land	126 190	77 430	109 730	72 000	72 000	137 281	75 600	79 380	87 318	(44.93)
Sales of capital assets	-	-	-	-	-	-	-	-	-	-
Transactions in financial assets and liabilities	772	890	229	520	520	247	548	581	639	121.86
Total	127 102	78 494	110 121	72 676	72 676	137 706	76 312	80 134	88 147	(44.58)

Table 3 reflects the summary of the departmental receipts collection. Actual revenue increased from R127.1 million in 2009/10 to an estimated R137.7 million in 2012/13. The fluctuating trend during this period is due to interest earned from positive bank balances available in the provincial bank account that is held by the department. The decrease of 44.6 per cent for 2013/14 from the revised estimates for 2012/13 is due to expected lower cash balances available in the provincial revenue fund. It is estimated that receipts will increase gradually over the MTEF. The department also collects own receipts against the sale of goods and services other than capital assets in respect of commission earned on insurance deductions and garnishee orders that are collected from staff.

6.3 Official development assistance (donor funding)

The department does not receive donor funds and it does not have donor funding payments.

7. PAYMENT SUMMARY

7.1 Key assumptions

When the budget was formulated, assumptions and factors contained in the 2012 Medium-Term Budget Policy Statement (MTBPS) such as revised inflation projections were taken into consideration. Over the MTEF, the budget for personnel was formulated using the 2013/14 MTEF personnel inflation related adjustments as issued by National Treasury. Provision was also made for the carry-through costs of the 2012 wage agreement. Cost containment measures have been taken into account and will continue over the 2013/14 MTEF.

7.2 Programme summary

Table 4: Summary of payments and estimates by programme

R'000	-			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates			% change from 2012/13
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16	
1. Administration	90 257	97 518	115 805	150 168	161 744	158 860	160 287	170 792	177 641	0.90
2. Sustainable Resource	40 539	44 815	55 398	79 686	64 320	62 381	89 893	95 092	100 708	44.10
3. Asset and Liabilities	52 798	62 675	66 068	67 034	62 428	61 817	60 662	59 490	62 925	(1.87)
4. Financial Governance	50 519	42 442	46 716	55 255	53 777	54 832	64 030	62 194	54 938	16.77
Total	234 113	247 450	283 987	352 143	342 269	337 890	374 872	387 568	396 212	10.94

Table 4 reflects the summary of payments and estimates per programme. Actual expenditure increased from R234.1 million in 2009/10 to R337.9 million in 2012/13. Expenditure is estimated to increase from an estimated R337.9 million in 2013/14. The increase is mainly attributable to provincial financial management strengthening initiatives.

7.3 Summary of economic classification

Table 5: Summary of payments and estimates by economic classification

R'000				Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates			% change from 2012/13
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16	
Current payments	209 242	241 405	277 913	340 091	331 580	327 182	366 023	378 240	386 405	11.87
Compensation of employees	130 831	159 251	205 873	259 434	245 959	244 205	289 229	300 965	307 816	18.44
Goods and services	78 411	82 154	72 040	80 657	85 621	82 977	76 794	77 275	78 589	(7.45)
Interest and rent on land	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies	473	2 163	1 548	9 081	2 107	2 263	1 868	1 963	2 061	(17.45)
Provinces and municipalities	-	-	-	7 301	1	1	1	1	1	-
Households	473	2 163	1 547	1 780	2 104	2 260	1 865	1 960	2 057	(17.48)
Payments for capital assets	2 569	3 215	4 438	2 971	8 582	8 445	6 981	7 365	7 746	(17.34)
Buildings and other fixed	-	-	-	-	-	-	-	-	-	-
Machinery and equipment	2 541	3 130	4 438	2 939	8 555	8 391	6 948	7 330	7 709	(17.20)
Software and other intangible	28	85	-	32	27	54	33	35	37	-
Payments for financial assets	21 829	667	88	-	-	-	-	-	-	-
Total	234 113	247 450	283 987	352 143	342 269	337 890	374 872	387 568	396 212	10.94

Table 5 reflects the summary of payments and estimates per economic classification. The spending trends from 2009/10 to 2012/13 were characterised by an increase in compensation of employees from R130.8 million to R244.2 million respectively. This increase is due to the appointment of contract personnel in respect of the Graduate Assistance Programme for experiential training; the establishment of the Technical Support Unit and the provision of contract personnel for the Municipal Support Enhancement Programme as an intervention towards the provision of both hands-on financial management support to departments and municipalities. Funding for the improvement in conditions of service for employees has also contributed to the increase in compensation of employees. These have culminated into an increase of 18.4 per cent in 2013/14 from the 2012/13 revised estimates. The respective increases over the 2013/14 MTEF have been adjusted in terms of the indicative inflationary rates.

Goods and Services increased from R78.4 million in 2009/10 to R83 million in 2012/13 characterised by fluctuations due to once-off purchases in-between financial years. The major increase is due to provisions for ECPC projects (general communications, new website and drafting of a long-term development plan by ECPC is allocated R6.4 million) that will kick-start in 2013/14. The decrease of 7.5 per cent in 2013/14 from the 2012/13 revised estimate is mainly due to a once-off provision made for the Microsoft Migration project. Goods and Services increases moderately over the 2013/14 MTEF.

Expenditure on Transfers and Subsidies increased substantially from R473 thousand 2009/10 to an estimated R2.3 million in 2012/13. The substantial increase in the baseline in Transfers and Subsidies is due to the reclassification of bursaries of non-employees from Goods and Services to Transfer Payments, as well as the number of employees exiting the government service.

Payments for Capital assets increased sharply from R2.6 million in 2009/10 to R8.4 million in 2012/13 due to once off hardware costs for the Microsoft Migration as well as the concomitant effect of filling of permanent and contractual personnel. Over the MTEF, estimated expenditure decreases by 17.2 per cent as provisions for most furniture, equipment and computer requirements have been made in the 2012/13 financial year.

7.4 Expenditure by municipal boundary

Table 6: Summary of departmental payments and estimates by benefiting municipal boundary

R' 000	Audited			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates			% change from 2012/13
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16	
Category A	-	-	-	-	-	-	-	-	-	
Category B	-	-	-	-	-	-	-	-	-	
Category C	-	-	-	-	-	-	-	-	-	
Whole Province	234 113	247 450	283 987	352 143	342 269	337 890	374 872	387 568	396 212	10.94
Total payments and estimates	234 113	247 450	283 987	352 143	342 269	337 890	374 872	387 568	396 212	10.94

The department does not have expenditure by municipal boundary. All expenditure is under EC whole province.

7.5 Infrastructure payments

The department does not have any infrastructure projects but it provides an oversight and advisory function to provincial departments.

7.6 Departmental Public-Private Partnership (PPP) projects

The department does not have any PPP projects.

7.7 Conditional grant payments

The department does not have Conditional Grant Payments.

7.8 Transfers

7.8.1 Transfers to public entities

The department does not have transfers to public entities.

7.8.2 Transfers to other entities

Table 7: Summary of transfers to other entities

Entity Group / Name	Audited			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates			% change from 2012/13
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16	
R' 000										
SABC (TV Licence)	-	-	-	-	2	2	2	2	3	
Total	-	-	-	-	2	2	2	2	3	

Table 7 reflects the summary of transfers to other entities. The expenditure relates to television license fees for the department and is classified under transfers as a result of changes in standard chart of accounts (SCoA). In 2013/14, the budget is expected to be R2 000.

7.8.3 Transfers to local government by category

Table 8: Summary of departmental transfers to local government by category

R' 000	Audited			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates			% change from 2012/13
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16	
Category A	-	-	1	1	1	1	1	1	1	0
Category B	-	-	-	-	-	-	-	-	-	
Category C	-	-	-	7 300	-	-	-	-	-	
Total	-	-	1	7 301	1	1	1	1	1	

Table 8 reflects the summary of departmental transfers to local government by category. The expenditure relates to annual registration of the vehicle used by the MEC which is licensed annually.

8. PROGRAMME DESCRIPTION

• Programme 1: Administration

Objectives

Provide leadership and strategic management and appropriate support services to all other programmes.

The programme consists of four sub-programmes, namely:

- Office of the Member of the Executive Council sets priorities and political directives in order to meet the mandate of the department;
- Management Services translates policies and priorities into strategies for effective service delivery, provides strategic direction, and manages and monitors organisational performance;
- Corporate Services provides an internal enabling environment and support service to the other programmes with regard to human resource management and development, information technology and records management, security and facilities management
- Financial Management (Office of the CFO) provides financial management, supply chain management, risk management and internal controls services to the department; and
- Internal Audit renders an effective risk based internal audit service to the department.

Table 9: Summary of departmental payments and estimates sub-programme: P1 – Administration

R' 000	Audited			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates			% change from 2012/13
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16	
1. Office of the MEC	4 083	4 421	5 237	5 291	5 882	5 854	5 878	6 226	6 584	0.41
2. Management Services	11 842	9 022	12 456	47 431	34 108	32 563	36 932	40 464	40 090	13.42
3. Corporate Services	23 940	34 366	41 192	44 295	57 920	57 276	55 229	58 318	61 573	(3.57)
4. Financial Management (Office of the CFO)	42 701	46 322	54 103	49 892	59 002	58 512	58 635	61 957	65 348	0.21
5. Internal Audit	7 691	3 387	2 817	3 259	4 832	4 655	3 613	3 827	4 046	(22.38)
Total	90 257	97 518	115 805	150 168	161 744	158 860	160 287	170 792	177 641	0.90

Table 9 shows that actual expenditure increased from R90.3 million in the 2009/10 financial year to an estimated R158.9 million in 2012/13. The sharp increase is due to additional funding received in 2012/13 for the establishment of the ECPC housed in Management Services. The estimated budget provision increases by 0.9 per cent from the 2012/13 revised estimates. The increase in Management Services is attributable to provisions made for organisational development projects. Reprioritisation of funds undertaken for 2013/14 results in budget fluctuations between sub-programmes when compared to the 2012/13 revised estimates.

Table 10: Summary of departmental payments and estimates by economic classification: P1 - Administration

R' 000	Audited			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates			% change from 2012/13
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16	
Current payments	78 656	91 660	110 199	146 549	152 976	150 244	152 432	162 508	168 931	1.46
Compensation of employees	46 426	55 326	70 844	92 150	88 986	88 780	96 923	102 839	108 904	9.17
Goods and services	32 230	36 334	39 355	54 399	63 990	61 464	55 509	59 669	60 027	(9.69)
Interest and rent on land	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies	-	1 982	1 080	648	186	171	874	919	964	411.11
Provinces and municipalities	-	-	1	1	1	1	1	1	1	-
Departmental agencies and accounts	-	-	-	-	2	2	2	2	3	-
Households	-	1 982	1 079	647	183	168	871	916	960	418.45
Payments for capital assets	2 569	3 215	4 438	2 971	8 582	8 445	6 981	7 365	7 746	(17.34)
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-	-
Machinery and equipment	2 541	3 130	4 438	2 939	8 555	8 391	6 948	7 330	7 709	(17.20)
Software and other intangible assets	28	85	-	32	27	54	33	35	37	(38.89)
Payments for financial assets	9 032	661	88	-	-	-	-	-	-	-
Total	90 257	97 518	115 805	150 168	161 744	158 860	160 287	170 792	177 641	0.90

Table 10 reflects an increase in compensation of employees from R46.4 million in 2009/10 to R88.8 million in 2012/13. This is mainly due to provisions made for the establishment costs for the ECPC, appointment of graduates as well as above average wage increases noted

during this period. Goods and services increased from R32.2 million in 2009/10 to R61.5 million in 2012/13 mainly due to additional funding received in 2012/13 for the establishment of the ECPC. The decrease of 9.7 per cent in 2013/14 from the 2012/13 revised estimates is due to reprioritisation in terms of provincial budget reductions.

The amounts reflected against transfers and subsidies to households comprise of staff exit costs and bursaries to non-employees, hence the fluctuations in spending.

Payments for capital assets increases from R2.6 million in 2009/10 to R8.4 million in 2012/13. Fluctuations during this period are directly proportional with the appointment of personnel as reflected in compensation of employees. Once off hardware costs incurred for the Microsoft Migration also contribute to the increase. From the 2012/13 revised estimate to 2013/14, payments for capital assets decrease by 17.3 per cent due to once-off furniture, equipment and computer capital costs being made in 2012/13. Changes in the accounting treatment and SCOA reclassification for finance leases resulted in budget provisions thereof being moved from current payments to payment for capital assets.

The amounts indicated from 2009/10 to 2011/12 against payments for financial assets were in respect of debts written off as they were deemed irrecoverable.

8.1 Service Delivery Measures

Legal Services has, from this financial year, been moved from the Office of the Premier to the department. Their main function, which is to provide legal advice and opinion to the department, has been elevated to the Annual Performance Plans (APPs) to reflect its importance.

Strategy Execution and Reporting has been identified as an enabler towards guiding the department to achieve its objectives. Given the enhanced focus on the management of performance information, quarterly and annual performance reviews and reporting have been identified as key indicators of performance by the programme.

The development and implementation of an HR Plan as well as the timely tabling of the departmental budget ensures that organisational strategy is adequately resourced (with both financial and human resources). The delivery of PMDS related imperatives is currently being strengthened. The alignment of the PMDS related activities to human resources development has taken place and will be reviewed periodically to determine the effectiveness of this arrangement.

Development of supply chain management policies facilitate improved financial management. The Internal Audit function gives assurance to management about effectiveness of control environment.

Table 11: Selected service delivery measures for the programme: P1: Administration

Selected Programme Performance Indicators	Estimate	Medium-term estimates		
	2012/13	2013/14	2014/15	2015/16
Quarterly reports on the development of Vision 2030 Provincial Development Plan.	-	4	4	4
Reports on the number of contracts and agreements drafted, legal advices and opinions given.	-	4	4	4
Annual Report consolidated validated and submitted.	1	1	1	1
Quarterly Performance Report submitted.	4	4	4	4
Approved annual HR plan implemented.	-	1	1	1
Approved annual PMDS implemented.	1	1	1	1
Approved Annual Financial Statements.	1	1	1	1
Number of days for payment of invoices.	30	30	30	30
Approved three year strategic and operational plans.	1	1	1	1

• **Programme 2: Sustainable Resource Management**

Objectives

Allocative efficacy through budget preparations, infrastructure budgeting, expenditure monitoring, economic analysis and fiscal policy to all provincial departments, municipalities and public entities.

The programme consists of 5 sub-programs, namely:

- **Programme Support** provides strategic leadership in implementing strategies to ensure the programme's contribution in realising departmental objectives;
- **Economic Analysis** provides provincial economic and social research and analysis that informs fiscal policy development and the annual budget process, thereby contributing to the provincial growth and development plan;
- **Fiscal Policy** determines the Medium-Term Fiscal Framework; ensures data integrity for effective resource management and optimises the provincial revenue base;
- **Budget Management** oversees the budget process, coordination and infrastructure budget management within the inter-governmental relations framework; and ensures credibility of the budget as well as compliance by provincial departments and public entities;
- **Public Finance** provides support to the achievement of sound and sustainable financial management at municipal level through the provision of technical support in the following areas: budgeting, financial management, improvement of audit outcomes as well as general MFMA compliance.

Table 12: Summary of departmental payments and estimates sub-programme: P2 – Sustainable Resource Management

Audited		Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates			% change from 2012/13
2010/11	2011/12	2012/13			2013/14	2014/15	2015/16	
2 052	3 115	3 970	3 154	3 151	4 134	4 385	4 641	31.20
2 253	2 397	3 043	3 013	2 979	4 985	5 069	5 334	67.34
2 360	5 681	5 789	4 493	4 479	5 533	5 868	6 210	23.53
6 918	9 177	10 447	8 792	8 622	14 875	15 763	16 697	72.52
31 232	35 028	56 437	44 868	43 150	60 366	64 007	67 826	39.90
44 815	55 398	79 686	64 320	62 381	89 893	95 092	100 708	44.10

Table 12 reflects actual expenditure increased from R40.5 million in 2009/10 to R62.4 million in 2012/13. The allocation continues to increase by 44.1 per cent in 2013/14 from the 2012/13 revised estimates. The increase is mainly attributable to additional funding received

in 2012/13 for the CFO support project that assist with financial management in municipalities.

Table 13: Summary of departmental payments and estimates by economic classification: P2 - Sustainable Resource Management

R' 000	Audited			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates			% change from 2012/13
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16	
Current payments	40 502	44 815	55 224	72 386	64 186	62 267	89 893	95 092	100 708	44.37
Compensation of employees	37 698	42 019	50 808	67 418	59 117	57 107	84 270	89 190	94 421	47.57
Goods and services	2 804	2 796	4 416	4 968	5 069	5 160	5 623	5 902	6 287	8.97
Interest and rent on land	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies	37	-	174	7 300	134	114	-	-	-	(100.00)
Provinces and municipalities	-	-	-	7 300	-	-	-	-	-	-
Households	37	-	174	-	134	114	-	-	-	(100.00)
Payments for capital assets	-	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-	-
Total	40 539	44 815	55 398	79 686	64 320	62 381	89 893	95 092	100 708	44.10

Table 13 reflects an increase in compensation of employees from R37.7 million in 2009/10 to R57.1 million in 2012/13. This continues to increase by 47.6 per cent over the MTEF. The increase is due to provisions made for the appointment of CFO support personnel to assist with financial management in municipalities as well as the transfer of the Infrastructure Unit from Programme 3 to Programme 2 for operational efficiency.

Actual expenditure in goods and services increased from R2.8 million in 2009/10 to R5.2 million in 2012/13. Goods and services further increases by 9 per cent in 2013/14 against the 2012/13 revised estimates. The increase is due to additional funding received in 2012/13 for costs associated with the strengthening of financial management support to municipalities.

8.2 Service Delivery Measures

Economic Research is conducted to provide a basis to inform budget decisions. Such research outputs will be provided in the form of inputs to the MTBPS as well as policy briefs which will assist Treasury and other departments to economic policy decisions.

Engagements will continue with all provincial departments to ensure that departments submit their sound budget bids within the stipulated timeframes as well as the attendance of MTEC hearings to analyse/assess the bids. These engagements will assist Treasury to ensure that departments submit credible budget requests that clearly address pertinent service delivery imperatives in the province. Provincial departments will also be assisted with the development of their APPs to ensure that their measurable objectives are technically sound and comply with the SMART principles. Monitoring of expenditure by departments as well as their non-financial performance will be strengthened throughout the MTEF in order to ensure that the service delivery objectives of the province are met within budget and timeously.

Thorough situation analysis will be conducted on all district municipalities to ensure that the technical support provided by the department is tailor made for specific municipal challenges as opposed to a generic approach to different challenges faced by the various municipalities.

Table 14: Selected service delivery measures for the programme: P2: Sustainable Resource Management

Selected Programme Performance Indicators	Estimate	Medium-term estimates		
	2012/13	2013/14	2014/15	2015/16
Medium Term Budget Policy Statement (MTBPS).	1	1	1	1
Policy briefs on key sector focus areas.	4	4	4	4
Report on the implementation of Provincial Revenue Enhancement Framework.	-	1	1	1
Monitoring and support to all 'major revenue generating' departments towards the implementation of the revenue enhancement framework.	-	4	4	4
Support towards compliance of departmental Annual Performance Plans and feedback	1	1	1	1
Budget baseline assessment review.	1	1	1	1
Monthly IYM analysis and quarterly feedback for all departments.	16	16	16	16
Analysis of consolidated In-Year-Monitoring (Section 71) reports and feedback to municipalities	-	4	4	4

• Programme 3: Asset and Liability Management

Objectives

Facilitates the effective and efficient management of assets, liabilities and financial systems management and it consist of four sub-programmes, namely:

- **Programme Support** provides strategic leadership in implementing strategies to ensure the programme's contribution in realising departmental objectives;
- **Asset Management** facilitates the effective and efficient management of physical assets and promotes economic development targeted government procurement; manages fiscal assets, optimises liquidity requirements and returns on financial investments and maximises the latter within acceptable levels of risk;
- **Liabilities Management** facilitates the effective and efficient management of liabilities; and

- **Supporting and Interlinked Financial Systems** provides for oversight and management of existing financial systems and the transition to the Integrated Financial Management Systems, enhancement of systems to support the business processes of government and provides capacity building in the usage of financial systems aimed at better provincial financial management.

Table 15: Summary of departmental payments and estimates sub-programme: P3 – Asset and Liability Management

R' 000	Audited			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates			% change from 2012/13
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16	
1. Programme Support	-	1 189	1 399	2 361	2 275	2 251	2 492	2 640	2 793	10.71
2. Asset Management	33 803	42 388	46 960	45 378	40 027	39 403	31 879	33 801	35 770	(19.09)
3. Liabilities Management	4 051	3 646	4 152	4 441	4 747	4 814	4 869	5 167	5 471	1.14
4. Supporting and Interlinked Financial Systems	14 944	15 452	13 557	14 854	15 379	15 349	21 422	17 882	18 891	39.57
Total	52 798	62 675	66 068	67 034	62 428	61 817	60 662	59 490	62 925	(1.87)

Table 15 reflects actual expenditure increased from R52.8 million in the 2009/10 financial year to R62 million in 2012/13. For the 2013/14 financial year, it is estimated that expenditure will decrease by 1.9 per cent due to the takeover of the management of network data lines by Office of the Premier during the 2012/13 financial year which resulted in the a suspension of funds.

Table 16: Summary of departmental payments and estimates by economic classification: P3 – Asset and Liability Management

R' 000	Audited			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates			% change from 2012/13
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16	
Current payments	45 279	62 488	65 848	66 880	61 775	60 973	59 668	58 446	61 828	(2.14)
Compensation of employees	34 574	38 581	45 872	53 837	51 897	51 797	49 296	52 304	55 386	(4.83)
Goods and services	10 705	23 907	19 976	13 043	9 878	9 176	10 372	6 142	6 442	13.03
Interest and rent on land	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies	319	181	220	154	653	844	994	1 044	1 097	17.77
Provinces and municipalities	-	-	-	-	-	-	-	-	-	-
Households	319	181	220	154	653	844	994	1 044	1 097	17.77
Payments for capital assets	-	-	-	-	-	-	-	-	-	-
Payments for financial assets	7 200	6	-	-	-	-	-	-	-	-
Total	52 798	62 675	66 068	67 034	62 428	61 817	60 662	59 490	62 925	(1.87)

Table 16 shows that compensation of employees increases from R34.6 million in 2009/10 to R51.8 million in 2012/13. For the 2013/14 financial year, compensation of employees decreases by 4.8 per cent. The decrease is mainly due to the transfer of the Infrastructure component to Programme 2. Goods and services decreased from R10.7 million in 2009/10 to

R9.2 million in 2012/13 due to the takeover of the management of network data lines by Office of the Premier. However, in 2013/14, goods and services increases by 13 per cent due to once-off provisions made for the implementation of the Unified Communications project. The amounts reflected against transfers and subsidies to households comprise of staff exit costs. The amounts indicated from 2009/10 to 2010/11 against payments for financial assets were in respect of debts written off as they were deemed irrecoverable.

8.3 Service Delivery Measures

Assessments will be conducted for all departments to ensure that they implement all asset management controls, this, with a view to attaining a level 3 on the FMCMM.

Support will be provided to provincial departments towards ensuring that they comply with SCM requirements. Contract management was identified as one of the more critical challenges that departments experience. To this end, a more specific intervention will be carried out in 8 departments to assist them to institutionalise contract management.

Departments will be monitored to ensure that they spend within their projections. Reconciliations of the Exchequer and IGCC accounts will also be prepared. Closer collaboration between the Cash Management unit and the Inter-linked Financial Systems will facilitate a process where system-user account management is done and where there are exceptions these will be promptly communicated.

There will be an enhancement of LOGIS roll-out in the province and an increase in the number of people trained on financial systems.

Table 17: Selected service delivery measures for the programme: P3 – Asset and Liability Management

Selected Programme Performance Indicators	Estimate	Medium-term estimates		
	2012/13	2013/14	2014/15	2015/16
Assessments on the implementation of controls relating to movable & immovable assets and inventories in all departments to ensure the achievement of level 3 financial capability in respect of Asset Management.	4	4	4	4
Departments supported to maintain User Asset Management Plans and Custodian Asset Management Plan which are compliant with GIAMA.	-	14	14	14
Consolidated provincial immovable asset register which is compliant with GIAMA	-	1	1	1
Provincial Revenue Fund monthly forecasting of cash requirements for PMGs in order to maintain cash liquidity.	-	12	12	12
Number of departments that comply with the Cash Management Framework.	-	13	13	13
Annual Financial statements for the PRF produced in line with NT prescripts	-	1	1	1
Age analysis of outstanding (creditor) accounts per department and interactions with departments.	-	12	12	12
Report on implementation of Logis in the province	-	4	4	4
Number of reports on the status of user account management compliance and action taken to enforce violated controls.	-	4	4	4
Number of authorised (Bas, Persal, Logis) core system users trained in accordance with their system profiles.	1200	1500	1500	1500

• Programme 4: Financial Governance

Objectives

It ensures compliance and accountability with all forms of financial management norms and standards and provides shared internal audit services (SIAS) to various departments.

The programme consists of seven sub-programmes, namely:

- **Programme Support** provides strategic leadership in implementing strategies to ensure the programme's contribution in realising departmental objectives;
- **Accounting Services** ensures the effective implementation of accounting practices in line with General Recognised Accounting Practice (GRAP), Generally Accepted Accounting Practice (GAAP) and applicable laws, prepares consolidated financial statements that reflect the financial position of the province and provide training and communication on accounting reforms;
- **Norms and Standards** develops and implements financial and associated governance norms and standards to enhance performance orientated financial results and accountability within provincial departments;
- **Risk Management** provides a risk profile of the province and develops and monitors the implementation of the provincial Risk Management Framework; and
- **Provincial Internal Audit** renders an effective risk based internal audit services to selected provincial departments.

Table 18: Summary of departmental payments and estimates sub-programme: P4 – Financial Governance

R' 000	Audited			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates			% change from 2012/13
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16	
1. Programme Support	4 427	9 480	21 215	24 979	24 913	25 784	34 233	30 632	21 567	32.77
2. Accounting Services	39 944	25 834	14 043	14 052	13 367	13 384	13 325	14 106	14 905	(0.44)
3. Norms and Standards	4 551	5 170	6 011	6 776	6 419	6 405	6 571	6 971	7 381	2.59
4. Risk Management	1 597	1 958	2 014	3 009	2 761	2 762	3 056	3 240	3 430	10.64
5. Provincial Internal Audit	-	-	3 433	6 439	6 317	6 497	6 845	7 245	7 655	5.36
Total	50 519	42 442	46 716	55 255	53 777	54 832	64 030	62 194	54 938	16.77

Table 18 shows a moderate increase in expenditure from R50.5 million in 2009/10 to R54.8 million in 2012/13. The substantial increase in Programme Support in 2011/12 pertains to the appointment of Technical Support Unit (TSU) contract personnel in respect of the Financial Management Turnaround Plan in the departments of Health and Education. The substantial decrease in Accounting Services in 2011/12 is due to the expiry of the provincial financial management training contract with PFSA. Estimated expenditure for the programme increases by 16.8 per cent in 2013/14. The decreasing trend reflected in 2014/15 and 2015/16 in Programme Support is due to the expiry of existing TSU personnel contracts.

Table 19: Summary of departmental payments and estimates by economic classification: P4 – Financial Governance

R' 000	Audited			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates			% change from 2012/13
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16	
Current payments	44 805	42 442	46 642	54 276	52 643	53 698	64 030	62 194	54 938	19.24
Compensation of employees	12 133	23 325	38 349	46 029	45 959	46 521	58 740	56 632	49 105	26.27
Goods and services	32 672	19 117	8 293	8 247	6 684	7 177	5 290	5 562	5 833	(26.29)
Interest and rent on land	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies	117	-	74	979	1 134	1 134	-	-	-	(100.00)
Provinces and municipalities	-	-	-	-	-	-	-	-	-	-
Households	117	-	74	979	1 134	1 134	-	-	-	(100.00)
Payments for capital assets	-	-	-	-	-	-	-	-	-	-
Payments for financial assets	5 597	-	-	-	-	-	-	-	-	-
Total	50 519	42 442	46 716	55 255	53 777	54 832	64 030	62 194	54 938	16.77

Table 19 shows that compensation of employees increased from R12.1 million in 2009/10 to an estimated R46.5 million in 2012/13 due to the appointment of contract personnel to assist with the financial management turnaround of the departments' of Health and Education. Compensation of employees will increase by 26.3 per cent in 2013/14 from the 2012/13 revised estimates due to provisions made for special initiatives in the department of Health.

Goods and services decreased from R32.7 million in 2009/10 to R7.2 million in 2012/13. Fluctuations in goods and services during this period are attributable to various factors. Firstly, the migration of the CFO Support Programme and PFSA from Programme 1 to Programme 4 in the 2009/10 financial year to improve operational efficiency caused the spike in goods and services for that year. Secondly, the department took a decision not to extend the CFO support personnel contracts for 2010/11, rather increase the number of financial management specialists on a contract basis to assist with financial management in the departments of Health, Education and Transport (to a certain extent on a cost recovery basis). Lastly, the department decided not to renew the provincial financial management training contract with PFSA for 2011/12 rather to manage this programme in-house. Goods and services decreases by 26.2 per cent in 2013/14 from the 2012/13 revised estimate due to the reprioritisation of funds as well as the centralisation of finance lease and cellular phone budget provisions to Programme 1.

Transfers and Subsidies increased substantially from R117 thousand in 2009/10 to R1.1 million in 2012/13 due to an increase in staff exit costs.

The amount indicated in 2009/10 against payments for financial assets is in respect of debts written off as they were deemed irrecoverable.

8.4 Service Delivery Measures

There is a planned increase in the number of officials trained on financial management courses. Intervention plans will be developed. An analysis of departmental audit reports and FCMMD and per department will also assist Treasury to develop intervention plans for specific departments. Further coordination support will be provided to departments to assist them to achieve level 3 Financial Management Maturity. Focus will also be on the robust implementation of SCOPA resolutions as well as the accountability model for financial management.

The programme will also assist departments in their risk assessments and targeted training on risk management will be prioritised. Given the oversight role of the department in departmental audit committees, assessments of each department's audit committee

functioning will be concluded with a view to ensure a standardised and effective approach. Specialised internal audits and other consulting services will also be performed.

Table 20: Selected service delivery measures for the programme: P4 – Financial Governance

Selected Programme Performance Indicators	Estimate	Medium-term estimates		
	2012/13	2013/14	2014/15	2015/16
Number of officials trained in Financial Management Training courses	1200	1400	1400	1400
Provincial AFS consolidated and submitted to A-G	1	1	1	1
Number of Interim Financial Statements reviewed and feedback prepared.	-	26	26	26
Report on implementation of capacity study in 3 departments (assessment of finance organizational structures, policies, systems procedures and competency profiles of finance personnel against the norms).	-	1	1	1
Facilitation of the FMCM survey in all departments and analysis reports issued to guide support towards level 3 status.	13	13	13	13
Report on facilitation of SCOPA resolutions.	-	1	1	1
Number of officials work shopped on Risk Management	-	52	52	52
Number of Internal Quality Assurance Reviews conducted	4	5	5	5
Number of risk registers assessed.	-	52	52	52
Number of Audit committee assessment reports finalized.	13	13	13	13

9. OTHER PROGRAMME INFORMATION

9.1 Personnel numbers and costs by programme

Table 21: Personnel numbers and costs

Programme R'000	As at 31 March 2010	As at 31 March 2011	As at 31 March 2012	As at 31 March 2013	As at 31 March 2014	As at 31 March 2015	As at 31 March 2016
1. Administration	147	176	213	231	245	245	245
2. Sustainable Resource Management	122	129	128	143	172	172	172
3. Asset and Liabilities Management	91	113	127	117	114	114	114
4. Financial Governance	45	65	78	87	86	79	68
Total personnel numbers	405	483	546	578	617	610	599
Total personnel cost (R'000)	130 831	159 251	205 873	244 205	289 229	300 965	307 816
Unit cost (R'000)	323	330	377	423	469	493	514

9.2 Personnel numbers and costs by component

R' 000	Audited			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates			% change from 2012/13
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16	
Total for department										
Personnel numbers (head count)	405	483	546	622	555	578	617	610	599	6.75
Personnel cost (R'000)	130 831	159 251	205 873	259 434	245 959	244 205	289 229	300 965	307 816	18.44
<i>of which</i>										
Human resources component										
Personnel numbers (head count)	56	39	41	43	43	44	41	41	41	(6.82)
Personnel cost (R'000)	13 948	11 568	14 100	15 645	15 645	21 368	16 438	17 441	18 471	(23.07)
Head count as % of total for department	13.83	8.07	7.51	6.91	7.75	7.61	6.65	6.72	6.84	(101.05)
Personnel cost as % of total for department	10.66	7.26	6.85	6.03	6.36	8.75	5.68	5.80	6.00	(125.14)
Finance component										
Personnel numbers (head count)	43	71	77	78	76	79	78	78	78	(1.27)
Personnel cost (R'000)	20 338	25 055	28 652	31 737	31 737	43 618	33 751	35 810	37 923	(22.62)
Head count as % of total for department	10.62	14.70	14.10	12.54	13.69	13.67	12.64	12.79	13.02	(7.51)
Personnel cost as % of total for department	15.55	15.73	13.92	12.23	12.90	17.86	11.67	11.90	12.32	(34.67)
Full time workers										
Personnel numbers (head count)	256	310	340	401	336	333	377	377	377	13.21
Personnel cost (R'000)	87 152	100 754	132 870	167 172	153 697	132 968	171 835	181 664	191 794	29.23
Head count as % of total for department	63.21	64.18	62.27	64.47	60.54	57.61	61.10	61.80	62.94	6.06
Personnel cost as % of total for department	66.61	63.27	64.54	64.44	62.49	54.45	59.41	60.36	62.31	9.11
Part-time workers										
Personnel numbers (head count)	-	-	-	-	-	-	-	-	-	
Personnel cost (R'000)	-	-	-	-	-	-	-	-	-	
Head count as % of total for department										
Personnel cost as % of total for department										
Contract workers										
Personnel numbers (head count)	50	63	88	100	100	122	121	114	103	(0.82)
Personnel cost (R'000)	9 393	21 874	30 251	44 880	44 880	46 251	67 205	66 050	59 628	45.30
Head count as % of total for department	12.35	13.04	16.12	16.08	18.02	21.11	19.61	18.69	17.20	(7.09)
Personnel cost as % of total for department	7.18	13.74	14.69	17.30	18.25	18.94	23.24	21.95	19.37	22.69

Currently (2012/13), the department has an approved establishment of 538 posts of which 454 are filled posts with 93 being additional to the establishment. Contract workers consist of graduate intake for experiential training and TSU staff to assist the departments of Health and Education with the financial management, internal control, risk management supply chain management and HR issues.

In the current financial year, the department has a target to fill 69 vacant posts in line with the approved Annual Recruitment Plan (ARP) 2012/13.

9.3 Payments on training by programme

9.4 Information on training

Table 22: Information on training

R' 000	Audited			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates			% change from 2012/13
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16	
1. Administration	227	1 134	1 404	2 512	2 466	2 187	3 030	3 185	3 341	38.55
Subsistence and travel										
Payments on tuition										
Other	227	1 134	1 404	2 512	2 466	2 187	3 030	3 185	3 341	38.55
2. Sustainable Resource Management	2	-	-	-	-	-	-	-	-	
Subsistence and travel										
Payments on tuition										
Other	2	-	-	-	-	-	-	-	-	
3. Asset and Liabilities Management	-	-	-	-	-	-	-	-	-	
Subsistence and travel										
Payments on tuition										
Other	-	-	-	-	-	-	-	-	-	
4. Financial Governance	-	-	-	67	-	-	-	-	-	
Subsistence and travel										
Payments on tuition										
Other	-	-	-	67	-	-	-	-	-	
Total payments on training	229	1 134	1 404	2 579	2 466	2 187	3 030	3 185	3 341	38.55
Subsistence and travel	-	-	-	-	-	-	-	-	-	
Payments on tuition	-	-	-	-	-	-	-	-	-	
Other	229	1 134	1 404	2 579	2 466	2 187	3 030	3 185	3 341	38.55

Information on training

R' 000	Audited			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates			% change from 2012/13
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16	
Number of staff	472	543	546	622	555	578	617	610	599	-
of which										
Number of personnel trained	224	245	284	260	260	289	280	300	300	(3.11)
Male	86	110	106	110	110	108	125	130	130	15.74
Female	138	135	178	150	150	181	155	170	170	(14.36)
Number of training opportunities	158	245	226	260	75	242	280	300	300	15.70
Tertiary	158	165	185	170	170	234	185	200	200	(20.94)
Workshops		40	26	40	40	4	55	60	60	1275.00
Seminars		35	10	30	30	2	30	30	30	1400.00
Other		5	5	20	20	2	10	10	10	400.00
Number of bursaries offered	35	-	17	45	45	23	16	35	45	(30.43)
External				20	20	4	4	15	20	
Internal	35		17	25	25	19	12	20	25	(36.84)
Number of interns appointed	50			20	20	-	30	30	30	
Number of learnerships appointed				10	10	-	10	10	10	

In 2009/10, the number of staff members trained was 224 (86 males and 38 females), and it slightly increased again to 245 (110 males and 135 females) in 2010/2011. In 2012/13, the number of staff members trained increased to 289 (108 males and 181 females – 2 of being people with disabilities).

Training interventions that the department implemented in the past two years concentrated on the development of leadership skills. The leadership development programmes were also

used as a vehicle for women empowerment and development, especially at middle and senior management levels as a means of succession planning.

In 2011/12, the department introduced the Public Sector Learnership programme for employees which will continue over the MTEF period. The intention has been to develop financial skills among long serving employees who do not have tertiary qualifications.

In the 2012/13, the Leadership and Management Development programme was planned to be accelerated and it will be concentrating on Core Management Competencies for Senior Management, Middle Management, Junior Management and supervisor levels. The leadership development programme will be used as a vehicle for women empowerment and development, especially at middle and senior management levels as a means of succession planning.

The department offered 4 external bursaries and 19 internal bursaries in 2012/13. External bursaries were used to create a pool of skills in finance and related fields from which the department could recruit and retain skills. The 4 external bursary holders were females. The gender distribution in relation to the internal bursary holders reflected 16 females and 3 males. This is in reference to the 2012 Academic year.

For the 2013 academic year, the department has again granted 4 external bursaries to new first year external bursary holders. The gender distribution of these external bursary holders reflects 2 males and 2 females. These bursaries are in the learning fields of Accounting and Economics.

Furthermore, the department has granted 12 bursaries to continuing internal bursary holders for the 2013 academic year. The gender distribution in relation to these internal bursary holders reflects 9 females and 3 males. These bursaries are in the learning fields of Financial Management, Management Accounting, Business Administration and Public Administration.

9.5 Structural changes

Table 23: Reconciliation of structural changes

2012/13	R'000	2013/14	R'000
1. Administration	161 701	1. Administration	160 287
1. Office of the MEC	5 560	1. Office of the MEC	5 878
2. Management Services	51 330	2. Management Services	36 932
3. Corporate Services	47 418	3. Corporate Services	55 229
4. Financial Management	53 968	4. Financial Management (Office of the CFO)	58 635
5. Internal Audit Unit	3 425	5. Internal Audit	3 613
2. Sustainable Resource Management	88 870	2. Sustainable Resource Management	89 893
1. Programme Support	4 170	1. Programme Support	4 134
2. Economic Analysis	3 197	2. Economic Analysis	4 985
3. Fiscal Policy	6 080	3. Fiscal Policy	5 533
4. Budget Management	10 971	4. Budget Management	14 875
5. Public Finance	64 452	5. Public Finance	60 366
3. Asset and Liability Management	79 775	3. Asset and Liabilities Management	60 662
1. Programme Support	2 481	1. Programme Support	2 492
2. Asset Management	57 016	2. Asset Management	31 879
3. Liability Management	4 663	3. Liabilities Management	4 869
4. Support & Interlinked Financial Systems	15 615	4. Supporting and Interlinked Financial Systems	21 422
4. Financial Governance	57 031	4. Financial Governance	64 030
1. Programme Support	26 233	1. Programme Support	34 233
2. Accounting Services	14 779	2. Accounting Services	13 325
3. Norms & Standards	6 816	3. Norms and Standards	6 571
4. Risk Management	3 161	4. Risk Management	3 056
5. Provincial Internal Audit Services	6 042	5. Provincial Internal Audit	6 845

There is recognition at national level that structures for treasuries vary immensely across the country and as a result, the current functional structure for all treasuries was reviewed. It is anticipated that the new structure will be implemented in 2013/14.

**ANNEXURE TO THE
ESTIMATES OF PROVINCIAL REVENUE
AND EXPENDITURE**

**Department of Provincial Planning and
Treasury**

Table B. 1: Specification of receipts

R'000	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates			% change from 2012/13
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16	
Tax receipts	-	-	-	-	-	-	-	-	-	
Casino taxes	-	-	-	-	-	-	-	-	-	
Horse racing taxes	-	-	-	-	-	-	-	-	-	
Liquor licences	-	-	-	-	-	-	-	-	-	
Motor vehicle licences	-	-	-	-	-	-	-	-	-	
Sales of goods and services other than capital	140	174	162	156	156	178	164	173	190	(7.87)
Sales of goods and services produced by department (excluding capital assets)	140	174	159	156	153	175	164	173	190	(6.29)
Sales by market establishments	-	-	-	-	-	-	-	-	-	
Administrative fees	-	-	-	-	-	-	-	-	-	
Road and Transport Licence Fees	-	-	-	-	-	-	-	-	-	
Other sales	140	174	159	156	153	175	164	173	190	(6.29)
Commissions on insurance and garnishee	138	169	153	156	147	169	155	158	173	(8.28)
Tender documents	2	5	6	-	6	6	9	15	17	50.00
Sales of scrap, waste, arms and other used	-	-	3	-	3	3	-	-	-	(100.00)
Sales/Scrap	-	-	3	-	3	3	-	-	-	
Transfers received	-	-	-	-	-	-	-	-	-	
Fines, penalties and forfeits	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	
Penalties	-	-	-	-	-	-	-	-	-	
Forfeits	-	-	-	-	-	-	-	-	-	
Interest, dividends and rent on land	126 190	77 430	109 730	72 000	72 000	137 281	75 600	79 380	87 318	(44.93)
Interest	126 190	77 430	109 730	72 000	72 000	137 281	75 600	79 380	87 318	(44.93)
Dividends	-	-	-	-	-	-	-	-	-	
Rent on land	-	-	-	-	-	-	-	-	-	
Sales of capital assets	-	-	-	-	-	-	-	-	-	
Land and subsoil assets	-	-	-	-	-	-	-	-	-	
Other capital assets	-	-	-	-	-	-	-	-	-	
Financial transactions in assets and liabilities	772	890	229	520	520	247	548	581	639	121.86
Revenue financial assets	772	890	229	520	520	247	548	581	639	
Loans	-	-	-	-	-	-	48	55	61	
Receivables	12	38	-	-	-	-	-	-	-	
Other receipts	760	852	229	520	520	247	500	526	578	
Total departmental receipts	127 102	78 494	110 121	72 676	72 676	137 706	76 312	80 134	88 147	(44.58)

Table B. 2: Details of payments and estimates by economic classification: Summary

R'000	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates			% change from 2012/13
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16	
Current payments	209 242	241 405	277 913	340 091	331 580	327 182	366 023	378 240	386 405	11.87
Compensation of employees	130 831	159 251	205 873	259 434	245 959	244 205	289 229	300 965	307 816	18.44
Salaries and wages	115 524	140 958	183 119	228 734	218 216	218 074	254 734	264 354	269 045	16.81
Social contributions	15 307	18 293	22 754	30 700	27 743	26 131	34 495	36 611	38 771	32.01
Goods and services	78 411	82 154	72 040	80 657	85 621	82 977	76 794	77 275	78 589	(7.45)
Of which										
Administrative fees	143	103	125	139	737	682	443	466	488	(35.04)
Advertising	997	1 270	1 121	2 264	1 728	1 640	1 370	1 439	1 510	(16.46)
Assets less than the capitalisation threshold	778	485	1 401	1 019	886	835	2 438	2 562	2 687	191.98
Audit cost: External	3 507	3 893	5 831	6 197	5 055	4 825	5 050	5 306	5 568	4.66
Bursaries: Employees	1 862	331	215	200	251	251	300	316	331	19.52
Catering: Departmental activities	750	715	1 223	1 482	1 778	1 706	1 607	1 689	1 773	(5.80)
Communication	8 722	10 119	9 215	9 112	10 317	10 104	11 146	6 954	7 294	10.31
Computer services	10 702	19 063	19 374	11 301	11 950	11 827	5 155	5 418	5 684	(56.41)
Cons/prof: Business & advisory services	32 999	25 137	6 061	10 761	16 631	15 641	16 455	18 762	17 218	5.20
Cons/prof: Infrastructure & planning	-	-	-	-	-	-	-	-	-	-
Cons/prof: Laboratory services	-	-	-	-	-	-	-	-	-	-
Cons/prof: Legal costs	529	356	714	4 000	1 200	1 161	733	771	808	(36.86)
Contractors	824	1 132	2 991	4 856	3 067	3 031	2 942	3 147	3 303	(2.94)
Agency and support / outsourced services	-	-	33	-	10	10	10	11	11	-
Entertainment	152	124	137	196	241	239	219	233	244	(8.37)
Fleet services (including government motor transport)	-	-	-	-	218	223	1 275	1 312	1 353	471.75
Housing	-	-	-	-	-	-	-	-	-	-
Inventory: Food and food supplies	95	109	307	120	571	570	327	343	360	(42.63)
Inventory: Fuel, oil and gas	3	-	79	180	-	-	-	-	-	-
Inventory: Learner and teacher support material	-	-	-	-	-	-	-	-	-	-
Inventory: Materials and supplies	-	67	19	78	126	56	151	1	1	169.64
Inventory: Medical supplies	-	-	-	-	-	-	85	89	94	-
Inventory: Medicine	-	-	-	-	-	-	-	-	-	-
Medias inventory interface	-	-	-	-	-	-	-	-	-	-
Inventory: Military stores	-	-	-	-	-	-	-	-	-	-
Inventory: Other consumables	108	33	61	117	141	119	144	150	158	21.01
Inventory: Stationery and printing	2 938	3 675	2 973	3 262	3 706	3 359	3 436	3 611	3 788	2.29
Lease payments	4 983	5 574	6 708	5 072	5 775	5 768	3 816	4 010	4 207	(33.84)
Rental and hiring	-	-	-	-	-	-	-	-	-	-
Property payments	2 047	2 259	2 826	2 357	3 281	3 195	3 876	4 073	4 273	21.31
Transport provided dept activity	-	-	170	50	47	47	53	55	58	12.77
Travel and subsistence	4 502	4 741	5 926	10 431	11 314	11 299	10 341	10 857	11 403	(8.48)
Training & staff development	229	1 134	1 404	2 379	2 215	1 936	2 730	2 869	3 010	41.01
Operating payments	1 091	1 700	2 778	3 236	3 531	3 468	1 098	1 153	1 209	(68.34)
Venues and facilities	450	134	348	1 848	845	885	1 584	1 578	1 756	61.83
Interest and rent on land	-	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies	473	2 163	1 548	9 081	2 107	2 263	1 868	1 963	2 061	(17.45)
Provinces and municipalities	-	-	-	7 301	1	1	1	1	1	-
Provinces	-	-	1	1	1	1	1	1	1	-
Provincial Revenue Funds	-	-	-	-	-	-	-	-	-	-
Provincial agencies and funds	-	-	1	1	1	1	1	1	1	-
Municipalities	-	-	-	7 300	-	-	-	-	-	-
Municipal bank accounts	-	-	-	7 300	-	-	-	-	-	-
Municipal agencies and funds	-	-	-	-	-	-	-	-	-	-
Departmental agencies (non-business entities)	-	-	-	-	2	2	2	2	3	-
Social security funds	-	-	-	-	-	-	-	-	-	-
Public entities receiving transfers	-	-	-	-	2	2	2	2	3	-
Higher education institutions	-	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-	-
Public corporations	-	-	-	-	-	-	-	-	-	-
Subsidies on products and production (pc)	-	-	-	-	-	-	-	-	-	-
Other transfers to public corporations	-	-	-	-	-	-	-	-	-	-
Private enterprises	-	-	-	-	-	-	-	-	-	-
Subsidies on products and production (pe)	-	-	-	-	-	-	-	-	-	-
Other transfers to private enterprises	-	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-	-
Households	473	2 163	1 547	1 780	2 104	2 260	1 865	1 960	2 057	(17.48)
Social benefits	473	603	727	1 250	2 002	2 173	1 374	1 444	1 517	(36.77)
Other transfers to households	-	1 560	820	530	102	87	491	516	540	464.37
Payments for capital assets	2 569	3 215	4 438	2 971	8 582	8 445	6 981	7 365	7 746	(17.34)
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-	-
Other fixed structures	-	-	-	-	-	-	-	-	-	-
Machinery and equipment	2 541	3 130	4 438	2 939	8 555	8 381	6 948	7 330	7 709	(17.20)
Transport equipment	-	-	870	-	-	-	1 126	1 212	1 294	-
Other machinery and equipment	2 541	3 130	3 568	2 939	8 555	8 381	5 822	6 118	6 415	(30.62)
Heritage assets	-	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-	-
Software and other intangible assets	28	85	-	32	27	54	33	35	37	(38.89)
Payments for financial assets	21 829	667	88	-	-	-	-	-	-	-
Total economic classification	234 113	247 450	283 987	352 143	342 269	337 890	374 872	387 568	396 212	10.94

Table B.2A: Details of payments and estimates by economic classification: P1 Administration

R'000	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates			% change from 2012/13
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16	
Current payments	78 656	91 660	110 199	146 549	152 976	150 244	152 432	162 508	168 931	1.46
Compensation of employees	46 426	55 326	70 844	92 150	88 986	88 780	96 923	102 839	108 904	9.17
Salaries and wages	40 853	48 349	62 219	80 577	78 729	78 824	84 740	89 912	95 215	7.51
Social contributions	5 573	6 977	8 625	11 573	10 257	9 956	12 183	12 927	13 689	22.37
Goods and services	32 230	36 334	39 355	54 399	63 990	61 464	55 509	59 669	60 027	(9.69)
Of which										
Administrative fees	70	43	62	64	670	615	373	392	411	(39.35)
Advertising	997	1 244	1 039	1 984	1 648	1 560	1 170	1 229	1 289	(25.00)
Assets less than the capitalisation threshold	778	485	1 401	903	886	835	480	504	528	(42.51)
Audit cost: External	2 805	3 183	3 506	4 597	4 097	3 967	4 000	4 204	4 410	0.83
Bursaries: Employees	1 862	331	215	200	251	251	300	316	331	19.52
Catering: Departmental activities	389	532	602	906	1 017	971	779	818	858	(19.77)
Communication (G&S)	7 137	8 451	7 569	6 906	8 523	8 313	6 141	6 454	6 771	(26.13)
Computer services	3 001	3 291	3 965	2 946	7 203	7 203	4 153	4 365	4 579	(42.34)
Consultants and professional services: Business and advisory services	558	928	859	5 555	12 467	11 778	12 581	14 690	12 861	6.82
Consultants and professional services: Infrastructure and planning	-	-	-	-	-	-	-	-	-	
Consultants and professional services: Laboratory services	-	-	-	-	-	-	-	-	-	
Consultants and professional services: Legal costs	529	356	714	4 000	1 200	1 161	733	771	808	(36.86)
Contractors	824	1 132	1 169	3 335	1 477	1 441	1 337	1 460	1 533	(7.22)
Agency and support / outsourced services	-	-	33	-	10	10	10	11	11	
Entertainment	49	62	64	93	130	125	91	96	102	(27.20)
Fleet services (including government motor transport)	-	-	-	-	218	223	1 275	1 312	1 353	471.75
Housing	-	-	-	-	-	-	-	-	-	
Inventory: Food and food supplies	95	109	307	120	571	570	327	343	360	(42.63)
Inventory: Fuel, oil and gas	3	-	79	180	-	-	-	-	-	
Inventory: Learner and teacher support material	-	-	-	-	-	-	-	-	-	
Inventory: Materials and supplies	-	67	19	78	126	56	151	1	1	169.64
Inventory: Medical supplies	-	-	-	-	-	-	85	89	94	
Inventory: Medicine	-	-	-	-	-	-	-	-	-	
Inventory: Military stores	-	-	-	-	-	-	-	-	-	
Inventory: Other consumables	108	33	61	117	141	119	144	150	158	21.01
Inventory: Stationery and printing	2 938	3 675	2 973	3 262	3 706	3 359	3 436	3 611	3 788	2.29
Operating leases	4 983	5 574	6 708	5 072	5 775	5 768	3 816	4 010	4 207	(33.84)
Rental and hiring	-	-	-	-	-	-	-	-	-	
Property payments	2 047	2 259	2 826	2 357	3 281	3 195	3 876	4 073	4 273	21.31
Transport provided: Departmental activity	-	-	170	50	47	47	53	55	58	12.77
Travel and subsistence	2 100	2 628	2 491	5 686	7 153	7 055	5 508	5 785	6 072	(21.93)
Training and development	227	1 134	1 184	2 312	2 215	1 936	2 730	2 869	3 010	41.01
Operating payments	653	695	1 214	2 175	717	513	658	692	726	28.27
Venues and facilities	77	122	125	1 501	461	393	1 302	1 369	1 435	231.30
Interest and rent on land	-	-	-	-	-	-	-	-	-	
Interest	-	-	-	-	-	-	-	-	-	
Rent on land	-	-	-	-	-	-	-	-	-	
Transfers and subsidies	-	1 982	1 080	648	186	171	874	919	964	411.11
Provinces and municipalities	-	-	1	1	1	1	1	1	1	
Provinces	-	-	1	1	1	1	1	1	1	
Provincial Revenue Funds	-	-	-	-	-	-	-	-	-	
Provincial agencies and funds	-	-	1	1	1	1	1	1	1	
Municipalities	-	-	-	-	-	-	-	-	-	
Municipal bank accounts	-	-	-	-	-	-	-	-	-	
Municipal agencies and funds	-	-	-	-	-	-	-	-	-	
Departmental agencies (non-business entities)	-	-	-	-	2	2	2	2	3	
Social security funds	-	-	-	-	-	-	-	-	-	
Public entities receiving transfers	-	-	-	-	2	2	2	2	3	
Higher education institutions	-	-	-	-	-	-	-	-	-	
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-	
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-	
Public corporations	-	-	-	-	-	-	-	-	-	
Subsidies on products and production (pc)	-	-	-	-	-	-	-	-	-	
Other transfers to public corporations	-	-	-	-	-	-	-	-	-	
Private enterprises	-	-	-	-	-	-	-	-	-	
Subsidies on products and production (pe)	-	-	-	-	-	-	-	-	-	
Other transfers to private enterprises	-	-	-	-	-	-	-	-	-	
Non-profit institutions	-	-	-	-	-	-	-	-	-	
Households	-	1 982	1 079	647	183	168	871	916	960	418.45
Social benefits	-	422	259	117	81	81	380	400	420	369.14
Other transfers to households	-	1 560	820	530	102	87	491	516	540	464.37
Payments for capital assets	2 569	3 215	4 438	2 971	8 582	8 445	6 981	7 365	7 746	(17.34)
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-	
Buildings	-	-	-	-	-	-	-	-	-	
Other fixed structures	-	-	-	-	-	-	-	-	-	
Machinery and equipment	2 541	3 130	4 438	2 939	8 555	8 391	6 948	7 330	7 709	(17.20)
Transport equipment	-	-	870	-	-	-	1 126	1 212	1 294	
Other machinery and equipment	2 541	3 130	3 568	2 939	8 555	8 391	5 822	6 118	6 415	(30.62)
Software and other intangible assets	28	85	-	32	27	54	33	35	37	(38.89)
Payments for financial assets	9 032	661	88	-	-	-	-	-	-	
Total economic classification	90 257	97 518	115 805	150 168	161 744	158 860	160 287	170 792	177 641	0.90

**Table B.2B: Details of payments and estimates by economic classification: P2
Sustainable Resource Management**

R'000	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates			% change from 2012/13
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16	
Current payments	40 502	44 815	55 224	72 386	64 186	62 267	89 893	95 092	100 708	44.37
Compensation of employees	37 698	42 019	50 808	67 418	59 117	57 107	84 270	89 190	94 421	47.57
Salaries and wages	33 198	37 156	44 955	59 574	52 371	50 521	74 511	78 838	83 460	47.49
Social contributions	4 500	4 863	5 853	7 844	6 746	6 586	9 759	10 352	10 961	48.18
Goods and services	2 804	2 796	4 416	4 968	5 069	5 160	5 623	5 902	6 287	8.97
Of which										
Administrative fees	73	60	63	75	67	67	70	74	77	4.48
Advertising	-	-	-	-	-	-	-	-	-	-
Assets less than the capitalisation threshold	-	-	-	116	-	-	1 958	2 058	2 159	-
Audit cost: External	-	-	-	-	-	-	-	-	-	-
Bursaries: Employees	-	-	-	-	-	-	-	-	-	-
Catering: Departmental activities	214	127	168	210	266	267	216	229	241	(19.10)
Communication (G&S)	678	675	618	910	751	726	-	-	-	(100.00)
Computer services	-	-	-	-	-	-	-	-	-	-
Consultants and professional services: Business and advisory services	-	357	1 095	-	-	-	-	-	86	-
Consultants and professional services: Infrastructure and planning	-	-	-	-	-	-	-	-	-	-
Consultants and professional services: Laboratory services	-	-	-	-	-	-	-	-	-	-
Consultants and professional services: Legal costs	-	-	-	-	-	-	-	-	-	-
Contractors	-	-	-	-	-	-	-	-	-	-
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-	-
Entertainment	41	21	29	55	64	66	76	79	83	15.15
Fleet services (including government motor transport)	-	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-	-
Inventory: Food and food supplies	-	-	-	-	-	-	-	-	-	-
Inventory: Fuel, oil and gas	-	-	-	-	-	-	-	-	-	-
Inventory: Learner and teacher support material	-	-	-	-	-	-	-	-	-	-
Inventory: Materials and supplies	-	-	-	-	-	-	-	-	-	-
Inventory: Medical supplies	-	-	-	-	-	-	-	-	-	-
Inventory: Medicine	-	-	-	-	-	-	-	-	-	-
Meddas inventory interface	-	-	-	-	-	-	-	-	-	-
Inventory: Military stores	-	-	-	-	-	-	-	-	-	-
Inventory: Other consumables	-	-	-	-	-	-	-	-	-	-
Inventory: Stationery and printing	-	-	-	-	-	-	-	-	-	-
Operating leases	-	-	-	-	-	-	-	-	-	-
Rental and hiring	-	-	-	-	-	-	-	-	-	-
Property payments	-	-	-	-	-	-	-	-	-	-
Transport provided: Departmental activity	-	-	-	-	-	-	-	-	-	-
Travel and subsistence	1 477	1 309	1 870	2 922	2 092	2 132	3 201	3 354	3 528	50.14
Training and development	2	-	-	-	-	-	-	-	-	-
Operating payments	214	247	520	567	1 776	1 812	21	22	23	(98.84)
Venues and facilities	105	-	53	113	53	90	81	86	90	(10.00)
Interest and rent on land	-	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies	37	-	174	7 300	134	114	-	-	-	(100.00)
Provinces and municipalities	-	-	-	7 300	-	-	-	-	-	-
Provinces	-	-	-	-	-	-	-	-	-	-
Provincial Revenue Funds	-	-	-	-	-	-	-	-	-	-
Provincial agencies and funds	-	-	-	-	-	-	-	-	-	-
Municipalities	-	-	-	7 300	-	-	-	-	-	-
Municipal bank accounts	-	-	-	7 300	-	-	-	-	-	-
Municipal agencies and funds	-	-	-	-	-	-	-	-	-	-
Departmental agencies (non-business entities)	-	-	-	-	-	-	-	-	-	-
Social security funds	-	-	-	-	-	-	-	-	-	-
Public entities receiving transfers	-	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-	-
Public corporations	-	-	-	-	-	-	-	-	-	-
Subsidies on products and production (pc)	-	-	-	-	-	-	-	-	-	-
Other transfers to public corporations	-	-	-	-	-	-	-	-	-	-
Private enterprises	-	-	-	-	-	-	-	-	-	-
Subsidies on products and production (pe)	-	-	-	-	-	-	-	-	-	-
Other transfers to private enterprises	-	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-	-
Households	37	-	174	-	134	114	-	-	-	(100.00)
Social benefits	37	-	174	-	134	114	-	-	-	(100.00)
Other transfers to households	-	-	-	-	-	-	-	-	-	-
Payments for capital assets	-	-	-	-	-	-	-	-	-	-
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-	-
Other fixed structures	-	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-	-
Transport equipment	-	-	-	-	-	-	-	-	-	-
Other machinery and equipment	-	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-	-
Total economic classification	40 539	44 815	55 398	79 686	64 320	62 381	89 893	95 092	100 708	44.10

Table B.2C: Details of payments and estimates by economic classification: P3 Asset and Liability Management

R'000	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates			% change from 2012/13
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16	
Current payments	45 279	62 488	65 848	66 880	61 775	60 973	59 668	58 446	61 828	(2.14)
Compensation of employees	34 574	38 581	45 872	53 837	51 897	51 797	49 296	52 304	55 386	(4.83)
Salaries and wages	30 597	34 102	40 636	47 211	45 900	45 860	42 359	44 930	47 577	(7.63)
Social contributions	3 977	4 479	5 236	6 626	5 997	5 937	6 937	7 374	7 809	16.84
Goods and services	10 705	23 907	19 976	13 043	9 878	9 176	10 372	6 142	6 442	13.03
Of which:										
Administrative fees	-	-	-	-	-	-	-	-	-	
Advertising	-	26	82	280	80	80	200	210	221	150.00
Assets less than the capitalisation threshold	-	-	-	-	-	-	-	-	-	
Audit cost: External	368	522	504	400	455	455	550	578	607	20.88
Bursaries: Employees	-	-	-	-	-	-	-	-	-	
Catering: Departmental activities	93	53	43	93	122	118	196	205	215	66.10
Communication (G&S)	701	636	487	521	491	484	5 005	500	523	934.09
Computer services	7 701	15 772	15 409	8 355	4 747	4 624	1 002	1 053	1 105	(78.33)
Consultants and professional services: Business and advisory services	662	6 075	388	450	450	-	450	473	496	
Consultants and professional services: Infrastructure and planning	-	-	-	-	-	-	-	-	-	
Consultants and professional services: Laboratory services	-	-	-	-	-	-	-	-	-	
Consultants and professional services: Legal costs	-	-	-	-	-	-	-	-	-	
Contractors	-	-	1 822	1 521	1 590	1 590	1 605	1 687	1 770	0.94
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-	
Entertainment	50	31	30	32	31	29	31	35	37	6.90
Fleet services (including government motor transport)	-	-	-	-	-	-	-	-	-	
Housing	-	-	-	-	-	-	-	-	-	
Inventory: Food and food supplies	-	-	-	-	-	-	-	-	-	
Inventory: Fuel, oil and gas	-	-	-	-	-	-	-	-	-	
Inventory: Learner and teacher support material	-	-	-	-	-	-	-	-	-	
Inventory: Materials and supplies	-	-	-	-	-	-	-	-	-	
Inventory: Medical supplies	-	-	-	-	-	-	-	-	-	
Inventory: Medicine	-	-	-	-	-	-	-	-	-	
Medcas inventory interface	-	-	-	-	-	-	-	-	-	
Inventory: Military stores	-	-	-	-	-	-	-	-	-	
Inventory: Other consumables	-	-	-	-	-	-	-	-	-	
Inventory: Stationery and printing	-	-	-	-	-	-	-	-	-	
Operating leases	-	-	-	-	-	-	-	-	-	
Rental and hiring	-	-	-	-	-	-	-	-	-	
Property payments	-	-	-	-	-	-	-	-	-	
Transport provided: Departmental activity	-	-	-	-	-	-	-	-	-	
Travel and subsistence	686	564	617	916	893	871	879	924	970	0.92
Training and development	-	-	-	-	-	-	-	-	-	
Operating payments	202	216	492	314	858	778	319	334	351	(59.00)
Venues and facilities	242	12	102	161	161	147	135	143	147	(8.16)
Interest and rent on land	-	-	-	-	-	-	-	-	-	
Interest	-	-	-	-	-	-	-	-	-	
Rent on land	-	-	-	-	-	-	-	-	-	
Transfers and subsidies	319	181	220	154	653	844	994	1 044	1 097	17.77
Provinces and municipalities	-	-	-	-	-	-	-	-	-	
Provinces	-	-	-	-	-	-	-	-	-	
Provincial Revenue Funds	-	-	-	-	-	-	-	-	-	
Provincial agencies and funds	-	-	-	-	-	-	-	-	-	
Municipalities	-	-	-	-	-	-	-	-	-	
Municipal bank accounts	-	-	-	-	-	-	-	-	-	
Municipal agencies and funds	-	-	-	-	-	-	-	-	-	
Departmental agencies (non-business entities)	-	-	-	-	-	-	-	-	-	
Social security funds	-	-	-	-	-	-	-	-	-	
Public entities receiving transfers	-	-	-	-	-	-	-	-	-	
Higher education institutions	-	-	-	-	-	-	-	-	-	
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-	
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-	
Public corporations	-	-	-	-	-	-	-	-	-	
Subsidies on products and production (pc)	-	-	-	-	-	-	-	-	-	
Other transfers to public corporations	-	-	-	-	-	-	-	-	-	
Private enterprises	-	-	-	-	-	-	-	-	-	
Subsidies on products and production (pe)	-	-	-	-	-	-	-	-	-	
Other transfers to private enterprises	-	-	-	-	-	-	-	-	-	
Non-profit institutions	-	-	-	-	-	-	-	-	-	
Households	319	181	220	154	653	844	994	1 044	1 097	17.77
Social benefits	319	181	220	154	653	844	994	1 044	1 097	17.77
Other transfers to households	-	-	-	-	-	-	-	-	-	
Payments for capital assets	-	-	-	-	-	-	-	-	-	
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-	
Buildings	-	-	-	-	-	-	-	-	-	
Other fixed structures	-	-	-	-	-	-	-	-	-	
Machinery and equipment	-	-	-	-	-	-	-	-	-	
Transport equipment	-	-	-	-	-	-	-	-	-	
Other machinery and equipment	-	-	-	-	-	-	-	-	-	
Software and other intangible assets	-	-	-	-	-	-	-	-	-	
Payments for financial assets	7 200	6	-	-	-	-	-	-	-	
Total economic classification	52 798	62 675	66 068	67 034	62 428	61 817	60 662	59 490	62 925	(1.87)

**Table B.2D: Details of payments and estimates by economic classification: P4
Financial Governance**

R'000	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates			% change from 2012/13
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16	
Current payments	44 805	42 442	46 642	54 276	52 643	53 698	64 030	62 194	54 938	19.24
Compensation of employees	12 133	23 325	38 349	46 029	45 959	46 521	58 740	56 632	49 105	26.27
Salaries and wages	10 676	21 351	35 309	41 372	41 216	42 869	53 124	50 674	42 793	23.92
Social contributions	1 257	1 974	3 040	4 657	4 743	3 652	5 616	5 958	6 312	53.78
Goods and services	32 672	19 117	8 293	8 247	6 684	7 177	5 290	5 562	5 633	(26.29)
Of which										
Administrative fees	-	-	-	-	-	-	-	-	-	
Advertising	-	-	-	-	-	-	-	-	-	
Assets less than the capitalisation threshold	-	-	-	-	-	-	-	-	-	
Audit cost: External	334	188	1 821	1 200	503	403	500	524	551	24.07
Bursaries: Employees	-	-	-	-	-	-	-	-	-	
Catering: Departmental activities	54	3	410	273	373	350	416	437	459	18.86
Communication (G&S)	206	357	541	775	552	581	-	-	-	(100.00)
Computer services	-	-	-	-	-	-	-	-	-	
Consultants and professional services: Business and advisory services	31 779	17 777	3 719	4 756	3 714	3 863	3 424	3 599	3 775	(11.36)
Consultants and professional services: Infrastructure and planning	-	-	-	-	-	-	-	-	-	
Consultants and professional services: Laboratory services	-	-	-	-	-	-	-	-	-	
Consultants and professional services: Legal costs	-	-	-	-	-	-	-	-	-	
Contractors	-	-	-	-	-	-	-	-	-	
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-	
Entertainment	12	10	14	16	16	19	21	23	22	10.53
Fleet services (including government motor transport)	-	-	-	-	-	-	-	-	-	
Housing	-	-	-	-	-	-	-	-	-	
Inventory: Food and food supplies	-	-	-	-	-	-	-	-	-	
Inventory: Fuel, oil and gas	-	-	-	-	-	-	-	-	-	
Inventory: Learner and teacher support material	-	-	-	-	-	-	-	-	-	
Inventory: Materials and supplies	-	-	-	-	-	-	-	-	-	
Inventory: Medical supplies	-	-	-	-	-	-	-	-	-	
Inventory: Medicine	-	-	-	-	-	-	-	-	-	
Medias inventory interface	-	-	-	-	-	-	-	-	-	
Inventory: Military stores	-	-	-	-	-	-	-	-	-	
Inventory: Other consumables	-	-	-	-	-	-	-	-	-	
Inventory: Stationery and printing	-	-	-	-	-	-	-	-	-	
Operating leases	-	-	-	-	-	-	-	-	-	
Rental and hiring	-	-	-	-	-	-	-	-	-	
Property payments	-	-	-	-	-	-	-	-	-	
Transport provided: Departmental activity	-	-	-	-	-	-	-	-	-	
Travel and subsistence	239	240	948	907	1 176	1 241	753	794	833	(39.32)
Training and development	-	-	220	67	-	-	-	-	-	
Operating payments	22	542	552	180	180	365	100	105	109	(72.60)
Venues and facilities	26	-	68	73	170	355	76	80	84	(78.59)
Interest and rent on land	-	-	-	-	-	-	-	-	-	
Interest	-	-	-	-	-	-	-	-	-	
Rent on land	-	-	-	-	-	-	-	-	-	
Transfers and subsidies	117	-	74	979	1 134	1 134	-	-	-	(100.00)
Provinces and municipalities	-	-	-	-	-	-	-	-	-	
Provinces	-	-	-	-	-	-	-	-	-	
Provincial Revenue Funds	-	-	-	-	-	-	-	-	-	
Provincial agencies and funds	-	-	-	-	-	-	-	-	-	
Municipalities	-	-	-	-	-	-	-	-	-	
Municipal bank accounts	-	-	-	-	-	-	-	-	-	
Municipal agencies and funds	-	-	-	-	-	-	-	-	-	
Departmental agencies (non-business entities)	-	-	-	-	-	-	-	-	-	
Social security funds	-	-	-	-	-	-	-	-	-	
Public entities receiving transfers	-	-	-	-	-	-	-	-	-	
Higher education institutions	-	-	-	-	-	-	-	-	-	
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-	
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-	
Public corporations	-	-	-	-	-	-	-	-	-	
Subsidies on products and production (pc)	-	-	-	-	-	-	-	-	-	
Other transfers to public corporations	-	-	-	-	-	-	-	-	-	
Private enterprises	-	-	-	-	-	-	-	-	-	
Subsidies on products and production (pe)	-	-	-	-	-	-	-	-	-	
Other transfers to private enterprises	-	-	-	-	-	-	-	-	-	
Non-profit institutions	-	-	-	-	-	-	-	-	-	
Households	117	-	74	979	1 134	1 134	-	-	-	(100.00)
Social benefits	117	-	74	979	1 134	1 134	-	-	-	(100.00)
Other transfers to households	-	-	-	-	-	-	-	-	-	
Payments for capital assets	-	-	-	-	-	-	-	-	-	
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-	
Buildings	-	-	-	-	-	-	-	-	-	
Other fixed structures	-	-	-	-	-	-	-	-	-	
Machinery and equipment	-	-	-	-	-	-	-	-	-	
Transport equipment	-	-	-	-	-	-	-	-	-	
Other machinery and equipment	-	-	-	-	-	-	-	-	-	
Software and other intangible assets	-	-	-	-	-	-	-	-	-	
Payments for financial assets	5 597	-	-	-	-	-	-	-	-	
Total economic classification	50 519	42 442	46 716	55 255	53 777	54 832	64 030	62 194	54 938	16.77

Table B.3D: Details of transfers to other entities

R' 000											
Entity Name	Sub-programme	2009/10	Audited 2010/11	2011/12	Main	Adjusted 2012/13	Revised	Medium-term estimates 2013/14	2014/15	2015/16	% change from 2012/13
SABC (TV Licence)	1.4 Financial Management (Office of the CFO)	-	-	-	-	2	2	2	2	3	
Total		-	-	-	-	2	2	2	2	3	

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