

# VOTE 13

## DEPARTMENT OF FINANCE

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To be appropriated by Vote in 2013/14	R 985 328 000
Responsible MEC	MEC for Finance
Administering department	Department of Finance
Accounting officer	Head of Department

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### 1. OVERVIEW

#### Vision

The Gauteng Department of Finance (GDF) sets for itself the following vision:

To be an activist, developmental and interventionist department that maximizes service delivery through information communications technology (ICT) towards the achievement of inclusive growth.

#### Mission

GDF is a strategic, pro-active and value adding partner that promotes and enhances effective service delivery by:

- Instilling sound corporate governance;
- Ensuring innovation and leading technologies and processes;
- Providing enabling solutions for Gauteng Provincial Government (GPG) departments to deliver core services;
- Providing expert skills that GPG can leverage;
- Providing province-wide Information Technology (IT) capability; and
- Ensuring continuous improvement and operational efficiencies.

#### Strategic objectives

The strategic objectives of the GDF, set out in the revised 2009-2014 Strategic Plan, are derived from an analysis of the environment, key challenges and strategic issues that the Department needs to address, and are aligned to national and provincial strategic priorities. The objectives are to:

- Provide a modern, reliable and secure ICT infrastructure that meets GPG's needs;
- Provide advisory and transactional services on Human Capital Management and Strategic Procurement Services;
- Be a preferred employer, attracting and retaining highly-skilled and -performing individuals;
- Provide strategic and management support services that enable the GDF to achieve its objectives; and
- Promote sound corporate governance in the province through an effective internal control environment.

#### Main services

The main services are implemented by:

- Enhancing economic productivity through ICT infrastructure development in order to lower the cost of doing business and increase connectivity for companies and especially SMMEs;
- Improving service delivery by providing high quality ICT services through e-government;
- Performing an independent evaluation of internal control systems, governance and risk management processes for adequacy and effectiveness, and making recommendations for continuous improvement of these systems and processes to provide reasonable assurance that GPG departments' objectives are met;
- Building capability and improving the quality of service and client experience in the provision of human resource services through improving efficiency by automating transactional services;
- Providing procurement-related strategic and operational support to the province in a customer-focused and socio-economically responsible manner using technology to automate, standardize and streamline

procurement processes; and

- Building the network infrastructure and information super-highway to encourage the development of an advanced work force with better ICT skills.

### **Aligning departmental budgets to achieve prescribed outcomes**

The budget increases year-on-year from the 2009/10 to the 2012/13 financial year, after which it decreases from R1.3 billion to R985 million in 2013/14. The main reasons for the decrease is the end to the funding of the Gauteng Online (GOL) project and the migration of the procurement and human resource functions to other GPG departments, consistent with the Premier's proclamation on localizing these functions.

The aggregate budget also reflects the reorientation and reconfiguration of the GDF towards being an ICT-centered entity providing ICT services and ICT infrastructure to the province. This reorientation is reflected in both the budget of the Department's programmes and these programmes' shares of the budget. The R890 million budget for the ICT Shared Services Programme accounts for 66 percent of the overall budget in 2012/13. The same pattern is maintained in the subsequent financial years, emphasizing the centrality of the ICT Shared Services within the reconfigured GDF. The budget for the ICT Shared Services Programme accounts for an even greater share of the GDF's total budget during the MTEF period.

As part of the GPG ICT strategy, the GDF is rolling out another provincial flagship project: the Broadband Project (formerly known as G-Link). The growth in scope and relative share of allocated resources aligns with the strategic direction and intent of the GDF, at the centre of which is the provision of ICT connectivity and state-of-the-art ICT infrastructure.

The composition of the GDF budget is also consistent with ensuring that the Department contributes to the realization of the provincial outcomes as determined by the current political administration. Excluding provincially-earmarked allocations, 32 % of the GDF's budget is dedicated to ensuring the realization of an efficient, effective and development oriented public service.

### **Acts, rules and regulations**

- Division of Revenue Act (DORA), 2008;
- Treasury Regulations 2005 and Delegations
- Prevention and Combating of Corrupt Activities Act, 2004;
- Municipal Finance Management Act, 2004;
- Broad-Based Black Economic Empowerment Act, 2003;
- The Tender Board Repeal Act, 2002;
- Preferential Procurement Policy Framework Act, 2000;
- Promotion of Administrative Justice Act, 2000;
- Promotion of Access to Information Act, 2000 (Act No. 2 of 2000);
- Employment Equity Act, 1998;
- Public Service Laws Amendment Act, 1997;
- Basic Conditions of Employment Act, 1997;
- Borrowing Powers of Provincial Government Act, 1996 (Act No. 48 of 1996);
- The Constitution of the Republic of South Africa, 1996;
- The National Archives Act, 1996;
- Labour Relations Act, 1995;
- Municipality Systems Act, 2000 and Development Facilitation Act, 1995;
- Public Service Act, 1994: Regulations and Delegations;
- Occupational Health and Safety Act, 1995; and
- Government Employees' Pension Law;

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

### **Output 1: Service delivery quality and access**

As part of the new departmental mandate, the GDF hosted the Gauteng ICT Summit during the 2012/13 financial year. Its purpose was to assemble ICT experts, executives and representatives of all government tiers to explore collaborative prospects through technology.

The first steps towards cloud computing has been achieved by awarding the managed data centre contract. The data centre will assist the GDF by consolidating and leveraging on existing ICT investments in the province. With

regard to data security, security threats declined during the financial year; a disaster recovery site was scoped and the application recovery was tested. All these activities are aligned to the Business Continuity Plan.

The capacity of the core network sites has been expanded to improve accessibility by the GPG departments and the upgrading took place in individual network sites where cases of technical errors were reported.

The Department managed and supported 1538 Phase 1 school computer laboratories to enable learning to take place in an ICT environment. The continuous vigorous testing of mobile solutions was undertaken to mitigate possible risks and to ensure effective utilization of laboratories at all schools. A request for proposals (RFP) for the Gauteng Online School's Programme has been published and the GDF is awaiting responses from prospective bidders. The new RFP document makes provision for all 2200 public schools in Gauteng to be covered.

### **Output 2: Human resource management and development**

During the year under review, the GDF's talent attraction services unit and the transversal communication unit in the Office of the Premier (OoP) finalized the communication and change management strategy in preparation for the launch of the enhanced e-recruitment model. The implementation plan for the model, which includes the marketing of the professional job centre in the Thusong Centre at Maponya Mall, was rolled out in mid-January 2013.

The OoP and the Department of Economic Development are currently processing their employee exits through the automated termination services, using the system that was launched during the current financial year in both departments.

A minimum of 905 candidates accessed GPG job opportunities through the Professional Job Centre in Maponya Mall during the financial year.

GDF concluded organizational structures in five GPG departments: Office of the Premier, Development of Economic Development, Provincial Treasury, Department of Education, and Roads and Transport. All of these departments were issued with letters of concurrence by the Minister of Public Service and Administration. However, the finalization of organizational structures was delayed whilst departments were preparing to comply with the new Ministerial Directive on organisational development.

### **Output 3: Business process, systems, decision rights and accountability**

The GDF successfully decentralized identified procurement functions to departments in line with the Premier's pronouncement to realign government service delivery to improve efficiency. The Department awarded 98% of the 23 established GPG transversal term agreements within an average of 90 days of the service level agreements, and loaded all of 938 GPG transversal contracts in the Contract Management System within 30 days.

With an exception of the Department of Roads and Transport, the transversal automated Contract Management System was successfully rolled out to all GPG departments in July 2012. Currently, the invoice data processing is at 97% for 215 079 invoices received.

The Purchasing Card project was successfully piloted at the Gauteng Department of Education and the rollout to other departments continued during the financial year. GDF established targeted supplier databases for people with disabilities (PwD), women, youth and cooperatives to assist departments in improving spend on preferential procurement.

762 Procurement Officials were trained on supply chain management (SCM) processes and systems. This exceeded the targeted number of 675 officials. All 80 tender advertisements for all departments were submitted to the Tender Bulletin within the agreed service level agreements. 12 B-BBEE spend reports were produced and distributed to all departments in this financial year thus enabling departments to monitor their performance against B-BBEE spend targets. 56 financial analysis reports were made available within 3 working days from the date of receipt.

### **Output 4: Corruption tackled effectively**

The GDF has successfully completed a number of investigations and provided support to the resolution process emanating from recommendations made. Fraud detection reviews and fraud risk assessments were effectively conducted in GPG departments to determine departments' fraud risk profiles.

As part of the process of addressing recurring backlog and improving turnaround times in resolving matters reported through the National Anti-Corruption Hotline, a Case Management System was developed and successfully deployed. Training was provided to end-users in each department to enable effective management of the system. Together with stakeholders, the following fraud prevention activities were held:

- International Fraud Awareness Seminar conducted during International Fraud Awareness Week;
- Anti-Corruption Day held for the Department of Social Development; and
- Two Gauteng Intergovernmental Anti-Corruption Workshops.

#### **Output 5: Effective financial management**

The Gauteng Audit Services (GAS) has conducted risk, compliance, computer and performance audits in the 2012/13 financial year in line with the approved risk-based internal audit plans for GPG. The GDF also supported the Department of Health in its turnaround strategy with regard to audits of financial management. In assisting the GPG departments to achieve their target of clean audits by 2014, GDF ensured adequate coverage of financial audits, corporate governance and risk management across all departments.

The Department commenced a procurement process for contracting for computer audits within the SAP environment for a period at least 3 years. It is envisaged that this process will lead to better planning and provisioning, leveraging on the economies of scale and skill as the outsourced partner becomes familiar with the environment.

The GDF embarked on a process to enable continuous auditing within the GPG environment. GAS rendered assurance services to client departments. Key technical training was provided to auditors to upgrade their skills in line with new developments in the internal auditing profession.

#### **Output 6: Performance monitoring and evaluation**

The GDF collaborated with the Gauteng Planning Commission to harmonize the planning and reporting activities of GPG departments. The GDF's value-add to this process is through ensuring that there are common platforms to facilitate ease of reporting within GPG.

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

#### **Output 1: Service delivery quality and access**

To contribute to province-wide strategies as well as to give effect to the GDF's strategic plan, the Department adopted the ICT strategy as the key strategy to drive ICT transformation initiatives in the province. The rollout of the Gauteng Broadband Network (GBN) is central to the implementation of key elements of the GPG ICT Strategy. The implementation partner will be tasked to roll out the network infrastructure from 2013/14.

The rollout of the network infrastructure will take into consideration the current Gauteng Online network and other Metro networks to discount total capital cost outlay. It will be followed by the rollout of key e-government services through the Gauteng Online network taking into consideration key government priorities and other departmental priorities. All information security tools will be consolidated under the Security Operations Centre (SOC).

#### **Output 3: Business processes, systems, decisions rights and accountability**

The Enterprise Resource Planning (ERP) team will continue to deploy asset management, inventory management and business intelligence services to departments and government entities.

ICT Shared Services will focus on maintaining the stability of ICT services offered within the Province. Key ICT strategic objectives and initiatives are to:

- Provide innovative, integrated and interoperable systems by introducing a fully managed Data Centre for the province and reduction of server rooms within GPG;
- Migrate business applications to the fully managed data centre; and
- Reduce ICT operational costs by forming strategic partnerships with key service providers.

#### **Output 2: HR Management and development**

In its quest to automate manual human resources processes, the Department will roll out the automated termination system to four additional GPG departments. It will conclude the approval and issuing of letters of concurrence for the GPG departments that are still to finalize their organizational structures.

The Professional Job Centre in Maponya Mall will continue to provide job seekers with access to information about available GPG vacancies.

#### **Output 3: Business processes, systems, decision rights and accountability**

In the post-migration environment, the Procurement Services unit will focus on consolidating and building on existing range of services as well as on rendering services relating to contracts management and transversal agreements. The unit will be restructured as a procurement centre of excellence that meets the requirements of the province. It will continue to provide on-going support to departments in all areas of procurement operational needs.

The key strategic focus of the procurement services areas are:

- Administration and maintenance of the GPG-wide vendor database ensuring that targeted enterprises are adequately represented
- Maintenance of the GPG catalogue of goods and services
- Maintaining high integrity of the tender advertising and closing process
- Maintaining fast, accurate invoice data processing and supporting strategic accounts payable automation projects for GPG
- Provision of strategic support and troubleshooting advice to the province in the purchasing of goods and services
- Administration of a contracts management system to ensure optimal usage of functionality with a view of improving management information through enhanced reporting and increasing processing speed

#### **Output 4: Corruption tackled effectively**

The Department will continue to provide forensic services that include the prevention, detection and investigation of fraud and corruption in all GPG departments. This will be achieved through conducting investigations into reported incidents of fraud and corruption; fraud detection reviews; fraud risk assessments; assistance in dispute resolution arising from recommendations made; and heightening awareness through online and interactive fraud and corruption awareness campaigns.

#### **Output 5: Effective financial management**

The GDF will continue to provide internal audit services by performing risk and compliance audits, computer and performance audits covering critical areas in line with approved internal audit plans based on top strategic risks of the GPG departments focusing on key service delivery areas.

The GPG is aiming to achieve clean audit reports by 2014 and GAS continues with its initiative to provide assistance to all GPG departments in this regard. This includes focus on key control areas highlighted by the Auditor General in order to ensure continuous improvement with regard to internal controls, governance and risk management processes. The Department will continue with tracking and monitoring of implementation of audit recommendations, and the status of implementation will be reported to the department's Audit Committees on a quarterly basis to facilitate appropriate monitoring and oversight.

The Department will conduct risk and compliance audits focusing on key service delivery areas and key control areas identified by the Auditor General. The coverage will include quarterly verification of key controls and reviews of interim financial statements across all client departments.

GDF will conduct computer audits in line with the identified departmental information technology risks and provide ad hoc advisory services on new IT systems and projects.

Performance audits will be conducted on critical areas, projects and/or programmes within the departments, assessing whether there has been economical acquisition, effective and efficient use of resources, and checking whether value for money has been achieved. The coverage will include quarterly reviews of performance information across all client departments.

#### **Output 6: Performance monitoring and evaluation**

The GDF will continue to work closely with the Gauteng Planning Commission to harmonise the planning and reporting activities of departments. The GDF will add value to this process by ensuring that there are common platforms to facilitate ease of reporting within GPG

## 4. REPRIORITISATION

The GDF reprioritized its budget baselines to take account of spending pressures and new priorities. The reprioritisation process was informed by the fiscal consolidation initiatives that started in the past two financial years. The initiatives aimed at progressively reducing current and future financial obligations. The Department's reprioritisation was thus informed by the decision only to maintain and service current obligations without entering into new obligations.

Furthermore, the repositioning of the GDF as an ICT-centered organization created additional funding pressures in ICT-related projects and initiatives, funding of which the Department could not afford within the current funding position.

Taking its cue from the decision referred to above and the emerging funding pressures, particularly in ICT operations, the various frameworks and operational conditions impacting on the GDF's financial planning and execution were considered, namely:

- The obligation on the Department, in terms of National Treasury requirements, to settle supplier invoices within 30 days of obtaining the invoice;
- Contractual obligations which the Department is legally bound to honour, covering the 2013/14 MTEF period;
- The gradual reduction in the aggregate book of accounts payable, providing fiscal space to redirect resources to other critical operational matters; and
- The reduction in the Department's equitable share over the 2013/14 MTEF, in accordance with national government directives in this regard.

## 5. RECEIPTS AND FINANCING

### 5.1 Summary of receipts

TABLE 13.1: SUMMARY OF RECEIPTS: FINANCE

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Equitable share	1 287 042	1 265 790	1 294 839	1 322 700	1 333 265	1 333 265	985 328	1 034 807	1 070 997
<b>Total receipts</b>	<b>1 287 042</b>	<b>1 265 790</b>	<b>1 294 839</b>	<b>1 322 700</b>	<b>1 333 265</b>	<b>1 333 265</b>	<b>985 328</b>	<b>1 034 807</b>	<b>1 070 997</b>

Departmental receipts consist of equitable share as a form of transfers from national government. The department's equitable share decreased from R1.3 billion in 2012/13 to R985 million in 2014/15, the significant decrease is due to the period end of the GoL contract as well as the migration of function to departments.

### 5.2 Departmental receipts collection

TABLE 13. 2: DEPARTMENTAL RECEIPTS: FINANCE

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				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 assets	786	936	1 095	990	1 000	1 161	1 000	1 010	1 020
Transfers received									
Fines, penalties and forfeits									

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Interest, dividends and rent on land					13	16	7	9	11
Sales of capital assets		62							
Transactions in financial assets and liabilities	1 955	4 561	1 477	750	800	1 049	800	850	900
<b>Total departmental receipts</b>	<b>2 741</b>	<b>5 559</b>	<b>2 572</b>	<b>1 740</b>	<b>1 813</b>	<b>2 226</b>	<b>1 807</b>	<b>1 869</b>	<b>1 931</b>

The main revenue sources for the department are gym and parking fees. Two factors have contributed to the decline in revenue income for the GDF namely the de-merger of the GDF and the GPT as well as the migration of functions to other GPG departments. As the GDF's sources of income are volume-based the reduction in the total staff complement of the GDF has a direct consequence on the department's capacity to generate revenue from its main revenue. There are no significant year-on-year fluctuations with regard to the department's total revenue.

## 6. PAYMENT SUMMARY

### 6.1 Key assumptions

the 2013 MTEF budget is informed by the GDF's Strategic Plan, Annual Performance Plan, the provincial outcomes and the GPG programme of action (POA). Provision is also made for notch progressions and performance bonuses at 1.5 % of payroll.

Provision for annual salary adjustments is as follows:

- 2013/14: 5.3 per cent average projected CPI plus 1 per cent;
- 2014/15: 5.1 per cent average projected CPI plus 1 per cent; and
- 2015/16: 4.9 per cent average projected CPI.

### 6.2 Programme summary

TABLE 13.3: SUMMARY OF PAYMENTS AND ESTIMATES: FINANCE

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
1. Administration	213 500	139 577	180 504	212 131	205 819	201 764	356 470	371 500	361 308
2. Gauteng Audit Services	45 778	42 992	43 950	53 238	53 443	53 361	58 554	61 895	65 235
3. ICT Shared Services	846 301	905 074	878 845	869 878	914 527	889 903	402 141	424 303	458 706
4. Business Process Services	168 540	161 721	150 279	187 453	159 476	187 454	168 163	177 109	185 748
<b>Total payments and estimates</b>	<b>1 274 119</b>	<b>1 249 364</b>	<b>1 253 578</b>	<b>1 322 700</b>	<b>1 333 265</b>	<b>1 332 482</b>	<b>985 328</b>	<b>1 034 807</b>	<b>1 070 997</b>

The Department's budget shows a declining trend over the seven-year period under review in the table above. It initially decreases between 2009/10 and 2011/12 because the earmarked allocation for the enhancement of provincial information security systems came to an end; secondly, the Department's vote was top-sliced as a contribution to the provincial cost cutting initiative to close the audited deficit. From 2012/13 onward, the annual changes in the aggregate allocation mainly reflect annual cost-of-living adjustments to compensation of employees and to the goods and services components of the Department's overall vote.

Over the 2013 MTEF planning period, the Department's voted funds decrease in both absolute and relative terms. This is the result of the following occurring simultaneously during this period:

- The special allocation for the Gauteng Online project coming to an end in 2012/13;
- The national government's reducing the provincial equitable share baselines by 1 per cent, 2 per cent and 3 per cent in 2013/14; 2014/15 and 2015/16 respectively; and
- The migration of human resource and procurement functions to GPG departments.



## 6.3 Summary of economic classification

TABLE 13.4: SUMMARY OF PROVINCIAL PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: FINANCE

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
<b>Current payments</b>	<b>1 213 929</b>	<b>1 219 012</b>	<b>1 242 148</b>	<b>1 322 630</b>	<b>1 313 853</b>	<b>1 313 071</b>	<b>985 278</b>	<b>1 034 757</b>	<b>1 070 947</b>
Compensation of employees	332 889	345 443	368 358	424 005	410 634	410 424	513 916	542 114	567 890
Goods and services	881 040	873 569	862 457	898 625	903 180	902 608	471 362	492 643	503 057
Interest and rent on land			11 333		39	39			
<b>Transfers and subsidies to</b>	<b>230</b>	<b>864</b>	<b>474</b>		<b>558</b>	<b>557</b>	<b>50</b>	<b>50</b>	<b>50</b>
Provincial and local governments									
Departmental agencies and accounts									
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions									
Households	230	864	474		558	557	50	50	50
<b>Payments for capital assets</b>	<b>59 960</b>	<b>913</b>	<b>10 158</b>	<b>70</b>	<b>18 854</b>	<b>18 854</b>			
Buildings and other fixed structures									
Machinery and equipment	59 960	838	7 403	70	14 702	14 702			
Heritage Assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets		75	2 755		4 152	4 152			
<b>Payments for financial assets</b>		<b>28 575</b>	<b>798</b>						
<b>Total economic classification</b>	<b>1 274 119</b>	<b>1 249 364</b>	<b>1 253 578</b>	<b>1 322 700</b>	<b>1 333 265</b>	<b>1 332 482</b>	<b>985 328</b>	<b>1 034 807</b>	<b>1 070 997</b>

Note: The financial data in the table above includes function shifts to and from other departments.

Compensation of employees has steadily increased for the period under review, reflecting the higher-than-expected salary adjustments, particularly for non-senior management salary categories. Compensation of employees shows a significant increase particularly between 2010/11 and 2011/12, resulting from provision for annual salary adjustments, the recruitment of an additional 98 contact centre agents, provision for filling critical vacant posts and, under the compensation budget, provision for notch progression and annual performance bonuses. The budget for compensation of employees is set to increase by annual cost-of-living adjustments (which are consistent with projected changes in the CPI) over the 2013 MTEF period.

Goods and services decreased during 2010/11, which reflected the net effect of the million top-slicing carried out during 2010/11 in all GPG departments as part of the cost-cutting measures and the funding of the audited



deficit.

Goods and services decrease by 48 percent during the 2013/14 financial year, from a revised estimate of R903 million in 2012/13 to R471 million in 2013/14 before increasing to R503 million in 2015/16. The change in both the absolute and relative allocations over the MTEF is a reflection of growth assumptions and inflation projections, as no new projects or initiatives are planned for the period under review. Furthermore, this posture reflects both the GDF's current financial position and the fiscal consolidation measures necessary to prevent the budgetary constraints from turning into a financial crisis. With the GoL project reaching its endpoint in 2012/13, the overall GDF allocation shows a corresponding decrease in 2013/14 and in the outer year of the period under review. Over and above provisions for departmental operational costs, such as utilities, building maintenance and other administrative costs, the bulk of the GDF allocation is dedicated to maintenance and upkeep of the provincial information technology infrastructure.

#### 6.4 Infrastructure payments

N/A

##### 6.4.1 Departmental infrastructure payments

N/A

##### 6.4.2 Departmental Public-Private-Partnership (PPP) projects

N/A

#### 6.5 Transfers

N/A

##### 6.5.1 Transfers to public entities

N/A

##### 6.5.2 Transfers to other entities

N/A

##### 6.5.3 Transfers to local government

## 7. PROGRAMME DESCRIPTION

### PROGRAMME 1: ADMINISTRATION

#### Programme description

To provide strategic leadership, administrative support and sound financial management; implement and monitor corporate governance; provide strategic management services; render efficient legal services and effective and efficient risk management services; provide forensic services and human resources management and development services for the Department.

TABLE 13.5: SUMMARY OF PAYMENTS AND ESTIMATES: ADMINISTRATION

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
1. Office of the HOD	39 237	30 361	24 685	4 682	3 784	3 784	6 910	7 381	7 901
2. Forensic Services	11 420	10 229	8 887	9 931	12 294	12 294	15 758	16 643	17 500
3. Risk Management	1 816			2 497	1 939	1 950	2 822	2 983	3 144
4. Office of the CFO	87 676	27 033	31 308	103 896	73 517	73 499	170 388	176 908	157 295
5. Corporate Management	73 351	71 954	115 624	91 125	114 285	110 237	160 592	167 585	175 468
Total payments and estimates	213 500	139 577	180 504	212 131	205 819	201 764	356 470	371 500	361 308

TABLE 13.6: SUMMARY OF PROVINCIAL PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: ADMINISTRATION

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Current payments	154 760	131 356	176 083	212 061	198 678	194 545	356 420	371 450	361 258
Compensation of employees	64 710	66 278	115 500	91 189	98 817	101 755	169 098	178 188	187 413

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Goods and services	90 050	65 078	60 583	120 872	99 822	92 751	187 322	193 262	173 845
Interest and rent on land					39	39			
<b>Transfers and subsidies to:</b>	<b>33</b>	<b>300</b>	<b>93</b>		<b>137</b>	<b>249</b>	<b>50</b>	<b>50</b>	<b>50</b>
Provincial and local									
Departmental agencies and accounts									
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions									
Households	33	300	93		137	249	50	50	50
<b>Payments for capital assets</b>	<b>58 707</b>		<b>3 543</b>	<b>70</b>	<b>7 004</b>	<b>6 970</b>			
Buildings and other fixed structures									
Machinery and equipment	58 707		3 543	70	7 004	6 875			
Heritage Assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets						95			
<b>Payments for financial assets</b>		<b>7 921</b>	<b>785</b>						
<b>Total economic classification</b>	<b>213 500</b>	<b>139 577</b>	<b>180 504</b>	<b>212 131</b>	<b>205 819</b>	<b>201 764</b>	<b>356 470</b>	<b>371 500</b>	<b>361 308</b>

The budget for Administration grows from R213 million in 2009/10 to R361 million in 2015/16. The main factors contributing to the increase in the programme's share of the vote are the structural changes that saw the GPG Hotline being placed under Corporate Management, and the streamlining and consolidation of shared and common items under the office of the CFO.

The budget for compensation of employees increases substantially from 2011/12 onwards due to making provision for annual notch progressions and performance bonuses under the Human Capital Management unit in the Corporate Management programme. The very large increase in the compensation of employees over the MTEF also reflects the decision to locate both the GPG Hotline and the Document and Records Management Centre budgets under the Administration programme. Overall, both the nominal and the relative changes in compensation of employees in the Administration programme are in line with the growth assumptions and inflation projections over the MTEF.

Goods and services increase from R90 million in 2009/10 to a projected R174 million in 2015/16 mainly because of:

- The GPG Hotline's estimated operating costs;
- The centralization of shared items under the office of the CFO;
- Provisions under the Human Capital Management sub-programme for performance bonuses, overtime, notch progression and service-based emoluments; and
- Provision for the Department's operating costs including utility payments, audit fees, lease payments, property payments, and travel and subsistence claims.

## SERVICE DELIVERY MEASURES

### PROGRAMME 1: ADMINISTRATION

Performance measures	Estimated Annual Targets		
	2013/14	2014/15	2015/16
<b>Forensic Services</b>			
Percentage of committed investigations completed as per agreed engagement terms with the client	100 %	100 %	100 %
Number of fraud detection reviews conducted	11	11	11
Number of fraud risk assessments reports issued	11	11	11
Number of GPG Fraud Prevention Plans accurately completed annually	11	11	11
Number of anti-fraud awareness workshops conducted	50	50	50

### PROGRAMME 2: GAUTENG AUDIT SERVICES

#### Programme description

To perform an independent evaluation of internal control systems and of governance and risk management processes, for adequacy and effectiveness, and make recommendations for their continuous improvement in order to provide reasonable assurance that GPG departments objectives will be met.

#### Programme objectives

- To conduct internal audits throughout the GPG departments in line with audit committee approved risk based internal audits plans, and make improvement recommendations;
- To provide advisory services on governance, risk management and internal control systems in GPG departments;and
- To perform quality assurance reviews to ensure compliance with International Standards for the Professional Practice of Internal Auditing (Standards) of the Institute of Internal Auditors (IIA).

#### Risk and Compliance Audit

- Evaluates the governance, risk management and internal controls systems, and processes for adequacy, efficiency and effectiveness, and develop recommendations for enhancement and improvement of processes.
- Carries out any other special audit requests and advisory services.

#### Computer Audit

To provide a range of services relating to the governance of IT systems and assets, commonly referred to as governance, risk and compliance. The specific service lines provided are:

- Risk assessment of the IT environment in order to assist the departments in identifying, monitoring and controlling IT risks;
- Review and analysis of the business application systems in use in order to ensure that system controls are effective and, that business objectives for which the applications are being used for are realised;and
- Expert advice on computerised controls when new business applications are developed, and project governance considerations when new projects are rolled out.

#### Performance Audit

- Reviews the processes and control measures implemented to assess whether the use of resources is economical, effective and efficient;
- Benchmarks performance against best practices;
- Analyses the functional performance of projects and programmes;
- Evaluates whether value for money has been achieved; and
- Conducts performance information reviews.

#### Audit Centre of Excellence

- Implements the quality assurance and improvement programme to ensure compliance with the Standards;
- Develops and updates internal audit methodologies and business unit specific policies and procedures;
- Manages the business unit training programme;
- Strengthens the effective and efficient use of the Team Mate audit software;
- Monitors implementation of internal audit and Auditor General's recommendations by departmental management;and

- Manages monthly and quarterly internal audit plan, reporting to Heads of Departments and Audit Committees.

TABLE 13.7: SUMMARY OF PAYMENTS AND ESTIMATES: GAUTENG AUDIT SERVICES

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
1. GAS Programme Support	6 484	2 969	1 739	3 926	4 079	4 004	3 636	3 832	4 031
2. Risk and Compliance Audit Services: Cluster 1,2,	13 477	15 137	16 013	18 421	12 245	18 421	13 555	14 328	15 097
3. Risk and Compliance Audit Services: Cluster 3,4,5	10 589	10 081	10 941	12 832	18 416	12 877	20 294	21 449	22 610
4. Performance and Computer Audit	15 228	11 425	11 040	13 322	14 715	13 322	16 099	17 020	17 947
5. Audit Centre of Excellence		3 380	4 217	4 737	3 988	4 737	4 970	5 266	5 550
<b>Total payments and estimates</b>	<b>45 778</b>	<b>42 992</b>	<b>43 950</b>	<b>53 238</b>	<b>53 443</b>	<b>53 361</b>	<b>58 554</b>	<b>61 895</b>	<b>65 235</b>

TABLE 13.8: SUMMARY OF PROVINCIAL PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: GAUTENG AUDIT SERVICES

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
<b>Current payments</b>	<b>45 473</b>	<b>42 990</b>	<b>43 950</b>	<b>53 238</b>	<b>53 306</b>	<b>53 248</b>	<b>58 554</b>	<b>61 895</b>	<b>65 235</b>
Compensation of employees	37 612	39 920	42 921	50 671	48 538	50 682	56 446	59 680	62 910
Goods and services	7 861	3 070	1 029	2 567	4 768	2 566	2 108	2 215	2 325
Interest and rent on land									
<b>Transfers and subsidies to:</b>	<b>1</b>	<b>2</b>		<b>137</b>	<b>113</b>				
Provincial and local									
Departmental agencies and accounts									
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions									
Households	1	2		137	113				
<b>Payments for capital assets</b>	<b>304</b>								
Buildings and other fixed structures									
Machinery and equipment	304								
Heritage Assets									
Specialised military assets									
Biological assets									

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Land and sub-soil assets									
Software and other intangible assets									
<b>Payments for financial assets</b>									
<b>Total economic classification</b>	<b>45 778</b>	<b>42 992</b>	<b>43 950</b>	<b>53 238</b>	<b>53 443</b>	<b>53 361</b>	<b>58 554</b>	<b>61 895</b>	<b>65 235</b>

The GAS budget increases from R46 million in 2009/10 to R65 million in 2015/16. More than 90 percent of the GAS budget is allocated to compensation of employees. GAS has prioritized providing adequate capacity given scarce skills in the audit industry in general. This skill is required to contribute towards clean audits in the province. Whilst the programme has historically relied on external audit services, the decision to stop using consultants has resulted in the shifting of funds away from goods and services into compensation to sufficiently capacitate the programme.

The budget for compensation of employees increases from R38 million in 2009/10 to R63 million in 2015/16. The trend is consistent with the urgent need to fully capacitate the programme by filling vacant posts. The process toward filling vacant posts in the programme has been accelerated during 2012/13, with the consequent increase in the share of compensation of employees as a percentage of overall estimated expenditure.

Goods and services under this programme consist mainly of provision for specialised audits which may not be resident internally at all or only available to a limited extent, requiring the use of consultants to assist with carrying out these specialised audits. The goods and services budget decreases from R8 million in 2009/10 to R2 million in 2015/16, a 75 percent decrease in the aggregate goods and services budget over the seven year period under review. This pattern is in keeping with both the departmental decision to move away from the use of consultants and the priority given to building sufficient internal capacity to execute the programme audit functions in the province.

## SERVICE DELIVERY MEASURES

### PROGRAMME 2: GAUTENG AUDIT SERVICES

Performance measures	Estimated Annual Targets		
	2013/14	2014/15	2015/16
Number of planned risk audits completed - Risk and Compliance Clusters 1, 2	59	38	38
Number of planned risk audits completed - Risk and Compliance Clusters 3, 4 and 5	91	56	56
Number of planned computer audits completed	26	24	24
Number of planned performance audits completed	60	13	13

### PROGRAMME 3: ICT SHARED SERVICES

#### Programme description

The purpose of this programme is to provide strategic leadership and guidance in resource mobilisation, management and operational support that maximises service delivery through the effective and efficient use of ICT resources in the province.

To deliver ICT services to the GPG, ICT Shared Services programme performs the following core functions:

- Project management of ICT-related projects;
- Rendering effective and efficient applications development for GPG departments;
- Providing support for the GPG SAP ERP system;
- Ensuring that information security governance and compliance is maintained across the GPG;
- Managing the ICT infrastructure and operations;
- Supporting the GPG's ICT systems; and
- Providing a central point for co-ordination of incremental and continuous improvement and management of e-services.

TABLE 13.9: SUMMARY OF PAYMENTS AND ESTIMATES: ICT SHARED SERVICES

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
1. ICT Programme Support	4 837	3 764	1 706	1 957	1 733	1 734	2 110	2 234	2 356
2. Applications	564 282	650 264	630 632	618 206	674 292	662 816	142 623	152 956	159 259
3. ICT Infrastructure	266 243	238 192	237 409	236 586	225 444	211 042	233 195	243 333	269 905
4. Business Alignment	10 939	12 854	9 098	13 129	13 058	14 311	24 213	25 780	27 186
<b>Total payments and estimates</b>	<b>846 301</b>	<b>905 074</b>	<b>878 845</b>	<b>869 878</b>	<b>914 527</b>	<b>889 903</b>	<b>402 141</b>	<b>424 303</b>	<b>458 706</b>

TABLE 13.10: SUMMARY OF PROVINCIAL PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: ICT SHARED SERVICES

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
<b>Current payments</b>	<b>845 485</b>	<b>883 568</b>	<b>872 168</b>	<b>869 878</b>	<b>902 605</b>	<b>877 913</b>	<b>402 141</b>	<b>424 303</b>	<b>458 706</b>
Compensation of employees	82 137	98 464	66 771	97 223	106 743	72 963	123 410	130 512	134 931
Goods and services	763 348	785 104	794 068	772 655	795 822	804 950	278 731	293 791	323 775
Interest and rent on land			11 329						
<b>Transfers and subsidies to:</b>	<b>7</b>	<b>176</b>	<b>62</b>		<b>106</b>	<b>106</b>			
Provincial and local									
Departmental agencies and accounts									
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions									
Households	7	176	62		106	106			
<b>Payments for capital assets</b>	<b>809</b>	<b>913</b>	<b>6 615</b>		<b>11 816</b>	<b>11 884</b>			
Buildings and other fixed structures									
Machinery and equipment	809	838	3 860		7 664	7 827			
Heritage Assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets		75	2 755		4 152	4 057			
<b>Payments for financial assets</b>		<b>20 417</b>							
<b>Total economic classification</b>	<b>846 301</b>	<b>905 074</b>	<b>878 845</b>	<b>869 878</b>	<b>914 527</b>	<b>889 903</b>	<b>402 141</b>	<b>424 303</b>	<b>458 706</b>

The ICT Shared Services budget decreases from R846 million in 2009/10 to R459 million in 2015/16, a 46 per cent decrease over the seven year period under review. The decrease in the aggregate estimated expenditure for the programme is as a result of reaching the end-point of the Gauteng Online project during the 2012/13

financial year.

Compensation of employees steadily increases over the seven year period under review, starting at R82 million in 2009/10 and peaking at R135 million in 2015/16. Factors contributing to this significant increase are the reorganization of the department after the split with Gauteng Treasury. The reorganization resulted in:

- The Centre of Innovation sub-unit being transferred to the ICT Shared Services programme; and
- The creation of a new chief directorate, namely Business Alignment, one role of which will be to house the Centre of Innovation.

Excluding the impact of the reorganization referred to above, the increase in the budget for compensation of employees over the MTEF consists mainly of provisions for annual salary adjustments. The annual changes in the compensation are consistent with the projected increases over the MTEF period.

The budget for goods and services decreases from R763 million in 2009/10 to R324 million in 2015/16. Between 2009/10 and 2012/13, more than 90 percent of the total goods and services budget was allocated to the three main cost drivers under the ICT Shared Services programme: the Gauteng Online project, computer services and license support and maintenance. This aim of this expenditure was to maintain and support the GPG information technology infrastructure. This pattern is consistent with, and a reflection of, the allocative priority within the GDF that is given to critical operational costs.

Beyond 2012/13, the budget for goods and services relates mainly to the maintenance of GPG ICT infrastructure and no capital budget is provided due to limited resources in the Department, resulting from the national government's reduction of the 2012 MTEF baseline allocations and the discontinuance of the dedicated budget for the Gauteng Online project.

## SERVICE DELIVERY MEASURES

### PROGRAMME 3: ICT SHARED SERVICES

Performance measures	Estimated Annual Targets		
	2013/14	2014/15	2015/16
Percentage of systems to be migrated to the fully managed Data Centre.	20 %	-	-
Percentage of server availability (uptime of all managed servers)	8497hrs per annum (97%) (uptime of all managed servers)	8584hrs per annum (98%) (uptime of all managed servers)	8672hrs per annum (99%) (uptime of all managed servers)
Percentage of WAN availability (uptime of all data lines per SLA)	Bronze Sites 2134hrs (98%) per annum per site	Bronze Sites 2134hrs (98%) per annum per site	Bronze Sites 2134hrs (98%) per annum per site
	Silver standard Sites 4276hrs (98%) per annum per site	Silver standard Sites 4276hrs (98%) per annum per site	Silver standard Sites 4276hrs (98%) per annum per site
	Silver premium Sites 8625hrs (98%) per annum per site	Silver premium Sites 8625hrs (98%) per annum per site	Silver premium Sites 8625hrs (98%) per annum per site
	Gold Core 8592hrs (99%) per annum	Gold Core 8592hrs (99%) per annum	Gold Core 8592hrs (99%) per annum
Number of departments migrated to the Single Domain	2	1	-
Number of source ICT systems to be monitored by SOC	1 additional ICT systems to be monitored by SOC	-	-
Number of SAP modules to be implemented (identified SAP modules)	1	1	1
Number of automated business /mobile applications implemented for the GPG	2	3	3
Number of Gauteng Online School ICT laboratories deployed	-	-	2200
Number of Gauteng Online School ICT laboratories supported	2200	2200	2200
Number of buildings connected and operational	2800	1200	-
Number of top priority township connected and operational	14	6	-
Percentage of earmarked Thusong centres connected and operational	100%	8	-
Percentage of identified economic Zones connected and operational	100 %	-	-



## PROGRAMME 4: BUSINESS PROCESS SERVICES

### Programme description

The purpose of the programme is to build capability and to improve the quality of service and client experience in the provision of Human Resource Services. This is done through transforming the human resource management environment and improving efficiency through the automation of transactional services and provision of procurement-related strategic and operational support to the province.

These responsibilities are carried out in an activist, developmental and interventionist customer-focused and socio-economically responsible manner, using technology as the key enabler in automating, standardizing and streamlining procurement processes.

This programme will focus solely on the following areas:

- Human resources administration;
- Payroll services;
- Accounts receivable;
- Co-ordinating the GPG Employee Relations, Health and Wellness Programme;
- GPG-wide organisational development and change management;
- HR Information Management Systems (HRIMS);
- Supplier database administration and maintenance (database to be BB-BEE aligned);
- Quality control and assurance, including product and service quality training (specialized product training and SABS exposure);
- Supplier pre-qualification;
- Focused enterprise development (BB-BEE training on GPG procurement procedures);
- Provision of supplier database intelligence reports;
- Creation and maintenance of GPG catalogue of goods and services;
- System implementation, support and business process training (SAP SRM training);
- Tender administration;
- Processing: centralized capturing, supplier reconciliations and query handling;
- Document management: receipt, scanning, filing of payment documents and retrieval for audit purposes;
- Quality Assurance: detection of erroneous payments and compilation of debt take-ons/recalls, and Audit control;
- Automation projects: implementation and support, e-Invoicing and P Card;
- Expediting project: purchase order and Cockpit clean up;
- Establishing transversal contracts with tangible benefits for GPG; and
- Providing strategic advisory services relating to procurement.

TABLE 13.11: SUMMARY OF PAYMENTS AND ESTIMATES: BUSINESS PROCESS SERVICES

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
1. Human Resources	100 565	101 064	85 836	92 701	91 377	92 702	105 075	110 600	115 771
2. Procurement Services	67 975	60 657	64 443	94 752	68 099	94 752	63 088	66 509	69 977
<b>Total payments and estimates</b>	<b>168 540</b>	<b>161 721</b>	<b>150 279</b>	<b>187 453</b>	<b>159 476</b>	<b>187 454</b>	<b>168 163</b>	<b>177 109</b>	<b>185 748</b>

TABLE 13.12: SUMMARY OF PROVINCIAL PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: BUSINESS PROCESS SERVICES

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
<b>Current payments</b>	<b>168 211</b>	<b>161 098</b>	<b>149 947</b>	<b>187 453</b>	<b>159 264</b>	<b>186 980</b>	<b>168 163</b>	<b>177 109</b>	<b>185 748</b>
Compensation of employees	148 430	140 781	143 166	184 922	156 536	185 024	164 962	173 734	182 636
Goods and services	19 781	20 317	6 777	2 531	2 728	2 341	3 201	3 375	3 112
Interest and rent on land			4						

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
<b>Transfers and subsidies to:</b>	<b>189</b>	<b>386</b>	<b>319</b>		<b>178</b>	<b>89</b>			
Provincial and local									
Departmental agencies and accounts									
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions									
Households	189	386	319		178	89			
<b>Payments for capital assets</b>	<b>140</b>				<b>34</b>				
Buildings and other fixed structures									
Machinery and equipment	140				34				
Heritage Assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
<b>Payments for financial assets</b>		<b>237</b>	<b>13</b>						
<b>Total economic classification</b>	<b>168 540</b>	<b>161 721</b>	<b>150 279</b>	<b>187 453</b>	<b>159 476</b>	<b>187 454</b>	<b>168 163</b>	<b>177 109</b>	<b>185 748</b>

The Business Process Services budget increases from R169 million in 2009/10 financial year to R186 million in 2015/16 financial year, a 10 per cent increase over the seven year period under review. The change in the aggregate budget of the programme is consistent with the projected growth assumptions about compensation of employees and goods and services over the period under review.

Aggregate compensation of employees increases from an original appropriation of R185 million in 2012/13 to R183 million in 2015/16. Estimates for compensation of employees in the programme are a net result of the migration of functions, with their corresponding budgets, to other GPG departments.

Historical values and the budget estimates over the MTEF have been derived by factoring in the effect of the migration of functions back to affected GPG departments. Over the 2013 MTEF planning period, the annual changes in the compensation of employees reflect annual cost-of-living adjustments and maintain a consistent pattern over the period. Compensation of employees is the biggest spending item in the Business Process Services programme. With most of the automation initiatives in prior years having been finalized, compensation of employees accounts for more than 95 per cent of actual and projected expenditure in the programme.

The budget for goods and services decreases from R20 million in the 2009/10 financial year to R2 million in 2015/16. The main cost drivers under goods and services for the programme are provisions for advertising in the Government Tender Bulletin, the rotation of the vendor procurement system and the costs attaching to the Maponya Mall recruitment operation. The decline in estimated expenditure on goods and services is a reflection of the completion of the automation of processes, as this was the single-largest cost driver under the programme. The centralization of shared items under the office of the CFO contributed to the overall decrease in the provision for goods and services under this programme.

**SERVICE DELIVERY MEASURES****PROGRAMME 4: BUSINESS PROCESS SERVICES**

Performance measures	Estimated Annual Targets		
	2013/14	2014/15	2015/16
Number of GPG departments with SAP ESS to go live on automated termination services (HR21 and HR24)	4	3	-
Number of people accessing Maponya Mall Thusong Service Centre	2 000	2 000	2 000
Percentage compliance with 90 day SLA in respect of GPG Transversal Term Agreements.	90%	90%	90%
Percentage of all GPG contracts available in the updated central repository of awarded contracts.	98%	98%	98%
Percentage of invoices processed within 4 working days of receipt of invoices by GDF	98%	98%	98%
Number of GPG procurement officials trained on procurement processes and systems	900	600	600
Percentage of tenders advertised in the Tender Bulletin within 5 days	100%	100%	100%
Number of Procure to Pay market related analysis, research and studies conducted	12	12	12
Number of monthly BBEE GPG spend reports produced and distributed	12	12	12
Percentage of financial risk analysis provided to ensure that GPG departments are not exposed to unfair price escalations.	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
Percentage of Procure to Pay vendors registered on the GPG database within 12 working days SLA	98%	98%	98%
Percentage of individuals registered on the GPG database within 4 working days SLA	98%	98%	98%

**8. OTHER PROGRAMME INFORMATION****8.1 Personnel numbers and cost****TABLE 13.13: PERSONNEL NUMBERS AND COSTS1: FINANCE**

Personnel numbers	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	179	103	103	290	498	498	498
2. Gauteng Audit Services	124	120	120	115	133	133	133
3. ICT Shared Services	312	283	283	254	268	268	268
4. Business Process Services	690	620	620	641	539	539	539
<b>Total departmental personnel numbers</b>	<b>1 305</b>	<b>1 126</b>	<b>1 126</b>	<b>1 300</b>	<b>1 438</b>	<b>1 438</b>	<b>1 438</b>
Total departmental personnel cost (R thousand)	332 889	345 443	368 358	410 424	513 916	542 114	567 890
Unit cost (R thousand)	255	307	327	316	357	377	395

Total personnel numbers and related costs stabilise over the MTEF, subject to the conclusion of the reconfiguration process and the migration of functions to GPG departments. The changes in personnel cost are consistent with the overall growth assumptions in relation to the compensation of employees.

The administration programme increases over the MTEF due to its housing the GPG hotline under the administration programme over the MTEF. The department has migrated the HR and procurement functions to the GPG departments.

TABLE 13.14: SUMMARY OF DEPARTMENTAL PERSONNEL NUMBERS AND COSTS

	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
<b>Total for department</b>									
Personnel numbers (head count)	1 305	1 126	1 126	1 445	1 408	1 300	1 438	1 438	1 438
Personnel cost (R thousands)	332 889	345 443	368 358	424 005	410 634	410 424	513 916	542 114	567 890
Human resources component									
Personnel numbers (head count)	37	37	35	35	35	35	42	42	42
Personnel cost (R thousands)	12 482	13 139	13 831	10 622	10 622	10 622	13 353	14 121	14 894
Head count as % of total for department	3%	3%	3%	2%	2%	3%	3%	3%	3%
Personnel cost as % of total for department	4%	4%	4%	3%	3%	3%	3%	3%	3%
<b>Finance component</b>									
Personnel numbers (head count)	55	59	36	36	36	36	51	51	51
Personnel cost (R thousands)	12 273	14 105	31 308	13 169	13 169	13 169	18 544	19 637	20 738
Head count as % of total for department	4%	5%	3%	2%	3%	3%	4%	4%	4%
Personnel cost as % of total for department	4%	4%	8%	3%	3%	3%	4%	4%	4%
<b>Full time workers</b>									
Personnel numbers (head count)	1 305	1 126	1 126	1 445	1 408	1 300	1 438	1 438	1 438
Personnel cost (R thousands)	332 889	345 443	368 358	424 005	410 634	410 424	513 916	542 114	567 890
Head count as % of total for department	100%	100%	100%	100%	100%	100%	100%	100%	100%
Personnel cost as % of total for department	100%	100%	100%	100%	100%	100%	100%	100%	100%
<b>Part-time workers</b>									
Personnel numbers (head count)									
Personnel cost (R thousands)									
Head count as % of total for department									
Personnel cost as % of total for department									
<b>Contract workers</b>									
Personnel numbers (head count)									
Personnel cost (R thousands)									

	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Head count as % of total for department									
Personnel cost as % of total for department									

## 8.2 Training

TABLE 13.15: INFORMATION ON TRAINING: FINANCE

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
<b>1: Administration</b>	1 766	390	994	2 071	2 071	2 071	657	691	695
of which									
Subsistence and travel									
Payments on tuition	1 766	390	994	2 071	2 071	2 071	657	691	695
<b>2: Gauteng Audit Services</b>	92								
of which									
Subsistence and travel									
Payments on tuition	92								
<b>3: ICT Shared Services</b>	3 040	29							
of which									
Subsistence and travel									
Payments on tuition	3 040	29							
<b>4: Business Process Services</b>	298								
of which									
Subsistence and travel									
Payments on tuition	298								
<b>Total payments on training</b>	<b>5 196</b>	<b>419</b>	<b>994</b>	<b>2 071</b>	<b>2 071</b>	<b>2 071</b>	<b>657</b>	<b>691</b>	<b>695</b>

TABLE 13.16: INFORMATION ON TRAINING: FINANCE

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Number of staff									
Number of personnel trained									
of which									
Male	84	129	101	209	209	209	300	450	450
Female	118	98	219	239	239	239	300	450	450
Number of training opportunities									
of which									
Tertiary	89	132	173	173	173	173	200	250	250

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Workshops		32	90	90	90	90	150	150	150
Seminars		38	38	38	38	38	40	40	40
Other	204	204	204	300	300	300	350	350	350
Number of bursaries offered	89	129	173	173	173	173	200	250	250
Number of interns appointed	24	34	25	47	47	47	50	50	50
Number of learnerships appointed	34	12	14	30	30	30	50	50	50
Number of days spent on training									

Striving to be a preferred employer, attracting and retaining highly skilled and performing individuals, the GDF will:

- Develop a professional organisation with high standards and objectives;
- Develop the skills and competencies of GDF employees; and
- Manage and reward a high performance culture.

It will do this through the implementation of skills programmes responsive to the business requirements of the organisation, through study assistance and skills programmes funding as informed by the Training Needs Assessment, and through staff personal development plans.

The implementation of internship and learnership programmes in partnership with the FET and HET institutions is a priority for the GDF, ensuring the development and employment of young people in response to GEYODI priorities.

### 8.3 Reconciliation of structural changes

TABLE 13.17: RECONCILIATION OF STRUCTURAL CHANGES: FINANCE

2012/13		2013/14	
Vote/Department	R thousand	Vote/Department	R thousand
<b>Programme 1: Administraion</b>		<b>Programme 1: Administraion</b>	
Sub-programmes		Sub-programmes	
Office of the HOD	4 682	Office of the HOD	6 910
Forensic Services	9 931	Forensic Services	15 758
Risk Management	2 497	Risk Management	2 822
Office of the CFO	103 896	Financial Management	170 388
Corporate Services	89 425	Corporate Management	160 592
<b>Programme 2: Gauteng Audit Services</b>		<b>Programme 2: Gauteng Audit Services</b>	
Sub-programmes		Sub-programmes	
GAS Programme Support	3 926	GAS Programme Support	3 636
Risk and Compliance Audit Cluster 1,2,3	18 421	Audit Centre of Excellence	13 555
Risk and Compliance Audit Cluster 4,5	12 832	Risk and Compliance Audit Cluster 1,2	20 294
Performance and Computer Audit Services	13 322	Risk and Compliance Audit Cluster 3,4,5	16 099
Audit Centre of Excellence	4 737	Performance and Computer Audit Services	4 970
<b>Programme 3: Technology Support Services</b>		<b>Programme 3: Information Communication Technology (ICT) Shared Services</b>	
Sub-programmes		Sub-programmes	
TSS Programmes	1 957	ICT Programme Support	2 110
Programmes and Applications	70 860	Applications	142 623
Planning and Operations	245 545	ICT Infrastructure	2 331 94.5
E-Government	553 216	Business Alignment	24 213

2012/13		2013/14	
Vote/Department	R thousand	Vote/Department	R thousand
<b>Programme 4: Procurement Services</b>		<b>Programme 4: Business Process Services</b>	
Sub-programmes		Sub-programmes	
PS Programme Support	3 117	Human Resources	105 075
Transversal Services	45 926	Procurement Services	63 088
Procurement Sourcing & Support Services: Cluster 2	45 709		
<b>Programme 5: Human Resources</b>			
Sub-programmes			
HR Programme Support	1 904		
HR Advisory Services	32 312		
HR Transactional Services	58 485		

## 9. CROSS CUTTING ISSUES

Cross Cutting Issue	Programme and sub-programme	Indicator/Measure	Target	Output	MTEF BUDGET		
					2013/14	2014/15	2015/16
Women	Employment Equity	Appointment of women in senior management	50%	50% women representation at SMS	50%	50%	502%
	Skills Development and Capacity Building Programmes	60% of beneficiaries of education and training programmes should be women in all levels	60%	60% of beneficiaries of education and training programmes should be women in all levels	60%	60%	60%
	Economic Empowerment	Active participation of women in procurement processes	30%	30% of GPG tenders awarded to women owned businesses	30%	30%	30
Youth	Skills Development and Capacity Building Programmes	% of beneficiaries of education and training programmes should be youth	4% of beneficiaries of education and training programmes should be youth	4% of beneficiaries of education and training programmes should be youth	4%	4%	4%
	Economic Empowerment	Promotion of youth owned businesses	10%	10%	10%	10%	10%
PwDs	2% of employees should be PwDs	2% of work force should be PwDs across all levels	2% of work force should be PwDs across all levels	2% of work force should be PwD's across all levels	2%	2%	2%
	PwDs should benefit from bursaries and training programmes	2% of beneficiaries of education and training programmes should be PwDs	2% % of beneficiaries of education and training programmes should be PwD's	2% % of beneficiaries of education and training programmes should be PwDs	2%	2%	2%
	Promotion of PwD-owned businesses	5% participation of PwDs in procurement process	5%	5% of tenders awarded to companies owned by PwDs	5%	5%	5%

The GPG strongly emphasises mainstreaming and realizing the constitutional rights of women, youth and people with disabilities. Responding to national mandates, Gauteng has developed its own province specific-policies and strategies on gender, youth and disability (GEYODI) in order to contribute to the attainment of equality and promotion of human rights. All GPG departments are expected to mainstream GEYODI issues so as to improve the lives of targeted or vulnerable groups.

GEYODI issues are about transformation, which is one of the commitments of government made since the advent of democracy in 1994. The GPG has made a conscious decision to prioritize mainstreaming of these initiatives across all departmental programmes as well as making budget commitments for GEYODI issues.

In line with the government-wide mandate to ensure mainstreaming of GEYODI issues, the GDF recognizes and supports legislative imperatives relating to these issues:

- Evaluate and monitor mainstreaming programmes of social empowerment, social integration, social protection and social investment in respect of gender, youth and people with disabilities within the Department.
- Ensure that programmes in the Strategic Plan, Annual Performance Plan (APP), and Operational Plans address the mainstreaming of gender, youth and disability in terms of legislation, regulations, policies, departmental objectives and government mandate.
- Ensure that the Department's budget allocations reflect government's commitment to addressing the needs of



vulnerable groups: women, youth, military veterans and people with disabilities (PWD).

- Assist the Department's business units to meet the procurement and employment equity targets set by the province.

GEYODI mainstreaming will therefore be applied on the following priority areas:

- Creating decent work and building a growing, inclusive economy;
- Promoting quality education and skills development;
- Stimulating rural development and food security;
- Intensifying the fight against crime and corruption;
- Building cohesive and sustainable communities; and
- Strengthening the developmental state and good governance.

The Department is committed to ensuring that the injustices of the past in relation to how women, girl children and PwDs were treated are addressed and eradicated. GDF is striving towards the attainment of 50 per cent of women in Senior Management Services SMS and 2 per cent PwDs in SMS, and meeting the BB-BEE targets set for women, youth and PwD entrepreneurs.

# **ANNEXURES TO ESTIMATES OF PROVINCIAL REVENUE AND EXPENDITURE**

TABLE 13.18: SPECIFICATION OF RECEIPTS: FINANCE

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
<b>Tax receipts</b>									
Casino taxes									
Horse racing taxes									
Liquor licences									
Motor vehicle licences									
<b>Sales of goods and services other than capital assets</b>	<b>786</b>	<b>936</b>	<b>1 095</b>	<b>990</b>	<b>963</b>	<b>963</b>	<b>1 000</b>	<b>1 010</b>	<b>1 020</b>
Sale of goods and services produced by department (excluding capital assets)	786	936	1 095	990	1 000	1 161	1 000	1 010	1 020
Sales by market establishments	786	936	1 095	990	1 000	1 161	1 000	1 010	1 020
Administrative fees									
Other sales									
Services rendered: health services									
Sales of scrap, waste, arms and other used current goods (excluding capital assets)									
<b>Transfers received from:</b>									
Other governmental units									
Universities and technikons									
Foreign governments									
International organisations									
Public corporations and private enterprises									
Households and non-profit institutions									
<b>Fines, penalties and forfeits</b>									
Interest, dividends and rent on land					13	16	7	9	11
Interest					13	16	7	9	11
Dividends									
Rent on land									
<b>Sales of capital assets</b>	<b>62</b>								
Land and sub-soil assets									
Other capital assets	62								
<b>Transactions in financial assets and liabilities</b>	<b>1 955</b>	<b>4 561</b>	<b>1 477</b>	<b>750</b>	<b>800</b>	<b>1 049</b>	<b>800</b>	<b>850</b>	<b>900</b>
<b>Total departmental receipts</b>	<b>2 741</b>	<b>5 559</b>	<b>2 572</b>	<b>1 740</b>	<b>1 813</b>	<b>2 226</b>	<b>1 807</b>	<b>1 869</b>	<b>1 931</b>

TABLE 13.19: PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: ADMINISTRATION

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
<b>Current payments</b>	<b>154 760</b>	<b>131 356</b>	<b>176 083</b>	<b>212 061</b>	<b>198 678</b>	<b>194 545</b>	<b>356 420</b>	<b>371 450</b>	<b>361 258</b>
Compensation of employees	64 710	66 278	115 500	91 189	98 817	101 755	169 098	178 188	187 413
Salaries and wages	57 535	58 523	102 687	82 667	88 527	92 626	153 993	162 270	170 659
Social contributions	7 175	7 755	12 813	8 522	10 290	9 129	15 105	15 918	16 754
Goods and services	90 050	65 078	60 583	120 872	99 822	92 751	187 322	193 262	173 845
Administrative fees	( 111)	2 490	261	2 370	841	647	420	435	450
Advertising	303	4 226	504	500	500	319	360	363	365
Assets less than the capitalisation threshold		8	986		403	329	50	78	76
Audit cost: External	6 405	4 579	5 871	7 000	6 000	6 000	6 200	6 500	6 700
Bursaries: Employees	( 43)	892	1 456	2 071	2 071	2 064	2 175	2 283	2 397
Catering: Departmental activities	121	169	240	1 000	181	186	185	190	165
Communication (G&S)	8 685	3 226	8 360	12 000	3 478	3 219	1 007	1 007	1 007
Computer services	3 715	26	175			109			
Consultants and professional services: Business and advisory services	20 998	28 375	2 425	53	2 271	3 240	30	240	282
Consultants and professional services: Infrastructure and planning	15 877								
Consultants and professional services: Laboratory services									
Consultants and professional services: Legal costs		648	22 826	1 580	4 021	4 000	3 500	4 000	4 200
Contractors	1 978	1 325	385	59 887	41 778	39 575	141 245	145 297	124 226
Agency and support / outsourced services	2 145	69	39						
Entertainment									
Fleet services (including government motor transport)		7	25						
Housing									
Inventory: Food and food supplies	35	22	115		60	60	70	87	82
Inventory: Fuel, oil and gas	52	9		10	22	22	23	15	25
Inventory: Learner and teacher support material								1	3
Inventory: Materials and supplies	93	23	68	50	298	164	404	77	291
Inventory: Medical supplies		1							
Inventory: Medicine									
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables	28	277	17	650	1 004	918	133	156	372
Inventory: Stationery and printing	1 533	825	1 967	1 555	2 205	2 205	1 354	1 469	1 588
Lease payments	4 231	5 746	5 662	7 450	11 530	8 633	5 963	6 150	5 720
Property payments	13 295	7 267	6 205	6 750	12 595	12 295	14 159	14 520	15 155
Transport provided: Departmental activity									

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Travel and subsistence	6 884	4 195	1 608	6 265	5 187	5 239	6 009	6 207	6 516
Training and development	1 690	390	691	2 071	2 071	2 071	657	691	695
Operating expenditure	1 578	44	212	4 080	2 293	428	2 076	2 159	2 168
Venues and facilities	558	239	483	5 500	1 013	1 028	1 302	1 337	1 362
Rental and hiring			2	30					
Interest and rent on land					39	39			
Interest					39	39			
Rent on land									
<b>Transfers and subsidies tot:</b>	<b>33</b>	<b>300</b>	<b>93</b>		<b>137</b>	<b>249</b>	<b>50</b>	<b>50</b>	<b>50</b>
Provincial and local									
Provinces <sup>2</sup>									
Provincial Revenue Funds									
Provincial agencies and funds									
Municipalities <sup>3</sup>									
Municipal bank accounts									
Municipal agencies and funds									
Departmental agencies and accounts									
Social security funds									
Provide list of entities receiving transfers <sup>4</sup>									
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises <sup>5</sup>									
Public corporations									
Subsidies on production									
Other transfers									
Private enterprises									
Subsidies on production									
Other transfers									
Non-profit institutions									
Households	33	300	93		137	249	50	50	50
Social benefits	33	300	93		137	249	50	50	50
Other transfers to households									
<b>Payments for capital assets</b>	<b>58 707</b>	<b>3 543</b>		<b>70</b>	<b>7 004</b>	<b>6 970</b>			
Buildings and other fixed structures									
Buildings and other fixed structures									
Machinery and equipment	58 707	3 543		70	7 004	6 875			
Transport equipment									
Other machinery and equipment	58 707	3 543		70	7 004	6 875			
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Software and other intangible assets						95			
<b>Payments for financial assets</b>		<b>7 921</b>	<b>785</b>						
<b>Total economic classification</b>	<b>213 500</b>	<b>139 577</b>	<b>180 504</b>	<b>212 131</b>	<b>205 819</b>	<b>201 764</b>	<b>356 470</b>	<b>371 500</b>	<b>361 308</b>

TABLE 13.20: PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: GAUTENG AUDIT SERVICES

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
<b>Current payments</b>	<b>45 473</b>	<b>42 990</b>	<b>43 950</b>	<b>53 238</b>	<b>53 306</b>	<b>53 248</b>	<b>58 554</b>	<b>61 895</b>	<b>65 235</b>
Compensation of employees	37 612	39 920	42 921	50 671	48 538	50 682	56 446	59 680	62 910
Salaries and wages	33 850	35 446	38 629	45 351	42 895	45 827	50 687	53 695	56 618
Social contributions	3 762	4 474	4 292	5 320	5 643	4 855	5 759	5 985	6 292
Goods and services	7 861	3 070	1 029	2 567	4 768	2 566	2 108	2 215	2 325
Administrative fees									
Advertising	70	58							
Assets less than the capitalisation threshold									
Audit cost: External									
Bursaries: Employees	248								
Catering: Departmental activities	1								
Communication (G&S)	233								
Computer services	332	719							
Consultants and professional services:									
Business and advisory services	4 060	2 092	1 013	2 483	4 669	2 468	2 000	2 100	2 205
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	555								
Entertainment									
Fleet services (including government motor transport)									
Housing									
Inventory: Food and food supplies	4								
Inventory: Fuel, oil and gas									
Inventory: Learner and teacher support material									
Inventory: Materials and supplies									
Inventory: Medical supplies									

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Inventory: Medicine									
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables	74								
Inventory: Stationery and printing	76	44							
Lease payments	1	1							
Property payments									
Travel and subsistence	554	71	6						
Training and development	92								
Operating expenditure	1 522	70	10	84	99	98	108	115	120
Venues and facilities	39	15							
Rental and hiring									
Interest and rent on land									
Interest									
Rent on land									
<b>Transfers and subsidies to1:</b>	<b>1</b>	<b>2</b>			<b>137</b>	<b>113</b>			
Provincial and local Provinces2									
Provincial Revenue Funds									
Provincial agencies and funds									
Municipalities3									
Municipal bank accounts									
Municipal agencies and funds									
Departmental agencies and accounts									
Social security funds									
Provide list of entities receiving transfers4									
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises5									
Public corporations									
Subsidies on production									
Other transfers									
Private enterprises									
Subsidies on production									
Other transfers									
Non-profit institutions									
Households	1	2			137	113			
Social benefits	1	2			137	113			
Other transfers to households									
<b>Payments for capital assets</b>	<b>304</b>								
Buildings and other fixed structures									



R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Buildings and other fixed structures									
Machinery and equipment	304								
Transport equipment									
Other machinery and equipment	304								
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
<b>Payments for financial assets</b>									
<b>Total economic classification</b>	<b>45 778</b>	<b>42 992</b>	<b>43 950</b>	<b>53 238</b>	<b>53 443</b>	<b>53 361</b>	<b>58 554</b>	<b>61 895</b>	<b>65 235</b>

TABLE 13.21: PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: ICT SHARED SERVICES

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
<b>Current payments</b>	<b>845 485</b>	<b>883 568</b>	<b>872 168</b>	<b>869 878</b>	<b>902 605</b>	<b>877 913</b>	<b>402 141</b>	<b>424 303</b>	<b>458 706</b>
Compensation of employees	82 137	98 464	66 771	97 223	106 743	72 963	123 410	130 512	134 931
Salaries and wages	74 249	87 761	57 178	87 014	92 841	61 746	109 653	115 280	120 360
Social contributions	7 888	10 703	9 593	10 209	13 902	11 217	13 757	15 232	14 571
Goods and services	763 348	785 104	794 068	772 655	795 862	804 950	278 731	293 791	323 775
Administrative fees	1 325	11 464							
Advertising	8 256	220	5						
Assets less than the capitalisation threshold	187	30	513			42			
Audit cost: External	33								
Bursaries: Employees	1 490								
Catering: Departmental activities	119								
Communication (G&S)	25 109	28 304		60	16 360	18 344	5 000	5 250	5 514
Computer services	113 587	99 776	144 827	120 863	150 830	151 040	161 202	161 610	186 389
Consultants and professional services: Business and advisory services	606 032	622 183	645 485	581 080	614 408	615 680	85 320	89 875	92 963
Consultants and professional services: Infrastructure and planning									
Consultants and professional services: Laboratory services									
Consultants and professional services: Legal costs									
Contractors	1 522	19 081	717	34 469	2 603	13 828	2 606	2 736	2 873
Agency and support / outsourced services	109								
Entertainment						2			
Fleet services (including government motor transport)		12							

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Housing									
Inventory: Food and food supplies	3								
Inventory: Fuel, oil and gas									
Inventory: Learner and teacher support material									
Inventory: Materials and supplies	32					133			
Inventory: Medical supplies									
Inventory: Medicine									
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables	18								
Inventory: Stationery and printing	214	132	332	20	18	4	21	22	23
Lease payments	528	1 228	208	35 535	11 643	3 462	24 500	34 212	35 923
Property payments		307	148			329			
Transport provided:									
Departmental activity									
Travel and subsistence	860	604	50			12			
Training and development	3 116	29							
Operating expenditure	725	1 734	1 783	628		2 074	82	86	90
Venues and facilities	83								
Rental and hiring									
Interest and rent on land			11 329						
Interest			11 329						
Rent on land									
<b>Transfers and subsidies</b>									
<b>tot:</b>	<b>7</b>	<b>176</b>	<b>62</b>		<b>106</b>	<b>106</b>			
Provincial and local									
Provinces <sup>2</sup>									
Provincial Revenue Funds									
Provincial agencies and funds									
Municipalities <sup>3</sup>									
Municipal bank accounts									
Municipal agencies and funds									
Departmental agencies and accounts									
Social security funds									
Provide list of entities receiving transfers <sup>4</sup>									
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises <sup>5</sup>									
Public corporations									

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Subsidies on production									
Other transfers									
Private enterprises									
Subsidies on production									
Other transfers									
Non-profit institutions									
Households	7	176	62		106	106			
Social benefits	7	176	62		106	106			
Other transfers to households									
<b>Payments for capital assets</b>	<b>809</b>	<b>913</b>	<b>6 615</b>		<b>11 816</b>	<b>11 884</b>			
Buildings and other fixed structures									
Buildings and other fixed structures									
Machinery and equipment	809	838	3 860		7 664	7 827			
R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Transport equipment									
Other machinery and equipment	809	838	3 860		7 664	7 827			
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets		75	2 755		4 152	4 057			
<b>Payments for financial assets</b>		<b>20 417</b>							
<b>Total economic classification</b>	<b>846 301</b>	<b>905 074</b>	<b>878 845</b>	<b>869 878</b>	<b>914 527</b>	<b>889 903</b>	<b>402 141</b>	<b>424 303</b>	<b>458 706</b>

TABLE 13.22: PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: BUSINESS PROCESS SERVICES

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
<b>Current payments</b>	<b>168 211</b>	<b>161 098</b>	<b>149 947</b>	<b>187 453</b>	<b>159 264</b>	<b>186 980</b>	<b>168 163</b>	<b>177 109</b>	<b>185 748</b>
Compensation of employees	148 430	140 781	143 166	184 922	156 536	185 024	164 962	173 734	182 636
Salaries and wages	134 771	125 589	133 011	164 527	135 736	165 571	146 820	154 484	161 932
Social contributions	13 659	15 192	10 155	20 395	20 800	19 453	18 142	19 250	20 704
Goods and services	19 781	20 317	6 777	2 531	2 728	2 341	3 201	3 375	3 112
Administrative fees	3								
Advertising	2 042	240	76	1 025	828	797	597	627	642
Assets less than the capitalisation threshold	43		9						
Audit cost: External	49								
Bursaries: Employees	199	16							
Catering: Departmental activities	23	16				2			
Communication (G&S)	487								

TABLE 13.22: PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: BUSINESS PROCESS SERVICES

R thousand	Outcome			Main appropriation	Adjusted appropriation 2012/13	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Computer services	67	114	1 245			( 385)	385	404	549
Consultants and professional services: Business and advisory services	2 246		4 158	1 253	1 884	1 684	1 609	1 690	1 649
Consultants and professional services: Infrastructure and planning									
Consultants and professional services: Laboratory services									
Consultants and professional services: Legal costs	13								
Contractors	8 566	17 513	1 263		5	5			
Agency and support / outsourced services	1 513	995							
Entertainment	6	4							
Fleet services (including government motor transport)									
Housing									
Inventory: Fuel, oil and gas									
Inventory: Learner and teacher support material									
Inventory: Materials and supplies	6	4				1			
Inventory: Medical supplies									
Inventory: Medicine									
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables	135								
Inventory: Stationery and printing	1 243	313							
Lease payments	1 250	395	( 1)						
Property payments									
Transport provided: Departmental activity									
Travel and subsistence	960	460	21				239	251	
Training and development	742		5						
Operating expenditure	23	247	1	253	11	237	371	403	272
Venues and facilities	148								
Rental and hiring									
Interest and rent on land			4						
Interest									
Rent on land			4						
<b>Transfers and subsidies to:</b>	<b>189</b>	<b>386</b>	<b>319</b>		<b>178</b>	<b>89</b>			

TABLE 13.22: PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: BUSINESS PROCESS SERVICES

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2009/10	2010/11	2011/12		2012/13		2013/14	2014/15	2015/16
Provincial and local									
Provinces <sup>2</sup>									
Provincial Revenue Funds									
Provincial agencies and funds									
Municipalities <sup>3</sup>									
Municipal bank accounts									
Municipal agencies and funds									
Departmental agencies and accounts									
Social security funds									
Provide list of entities receiving transfers <sup>4</sup>									
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises <sup>5</sup>									
Public corporations									
Subsidies on production									
Other transfers									
Private enterprises									
Subsidies on production									
Other transfers									
Non-profit institutions									
Households	189	386	319		178	89			
Social benefits	189	386	319		178	89			
Other transfers to households									
<b>Payments for capital assets</b>	<b>140</b>				<b>34</b>				
Buildings and other fixed structures									
Buildings and other fixed structures									
Machinery and equipment	140				34				
Transport equipment									
Other machinery and equipment	140				34				
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
<b>Payments for financial assets</b>		<b>237</b>	<b>13</b>						
<b>Total economic classification</b>	<b>168 540</b>	<b>161 721</b>	<b>150 279</b>	<b>187 453</b>	<b>159 476</b>	<b>187 454</b>	<b>168 163</b>	<b>177 109</b>	<b>185 748</b>