

VOTE 7

DEPARTMENT OF FINANCE

Department: Finance	Vote 7
To be appropriated in Vote in 2013/14	R 464 511 000
Responsible MEC	MEC for Finance
Administering Department	Finance
Accounting Officer	Superintendent General of the Department of Finance

1. Overview

Vision

To be the ultimate financial management authority and advisor on fiscal matters to the North West Provincial Administration in pursuit of transparency, good governance and accountability to our stakeholders.

Mission

To create an enabling environment for government to deliver effective services, throughout the North West Province by prudently managing public resources.

Strategic Objectives

Strategic direction: The Department of Finance will ensure credible distribution of available funds between departments, taking cognizance the demands for social services and the need to stimulate economic development and growth. The Department has set the following strategic objectives and goals in order to achieve this:

- Continue to establish compulsory budget and programme structures and customized performance measures for specific sectors;
- Introduce the Performance Information Handbook which its imputes is to improve government performance both in government departments and public entities;
- Promote government's outcomes based programme which its purpose is to identify the key service delivery outcomes which necessitate collaboration across government departments;
- Continuing to implement cost saving measures with aim to unlock funds in order to address key strategic priorities in the province, through reducing spending on non-core functions and activities including the shifting of resources from administrative components to frontline services;
- Review public spending to identify poorly performing programmes, low priority activities and ineffective policies; and
- To tighten screws around the growing wage bill which if not effectively controlled would crowd out critical expenditure items and therefore compromise the intended service deliveries.

Core Functions

- Improving budget management by aligning proposed allocations with desired outcomes, measuring post-budget allocation effectiveness and efficiency in the use of resources and expenditure;
- Producing a fiscal policy framework that will describe those socio-economic and service deliverable variables that will dictate the revenue and expenditure imperatives to be targeted;
- Providing a management structure within the Provincial Treasury that will facilitate capacity building and support departments in the implementation of IDIP's
- Monitoring of infrastructure spending and statistics in Provincial Departments.
- Implementing proper asset management by further developing and enhancing; supply chain management (SCM), moveable and infrastructure assets management, management public private partnerships (PPPs), cash and financial systems management;
- Management of liabilities by improving debtor management practices, management of creditors and dealing with budget pressures, contingencies and major occurrences;
- Establishing full accounting compliance, producing consolidated financial statements and promoting substantive accrual based accounting standards and practices;

- Maintenance of fiscal discipline by perfecting and building on the basics in fiscal management, inclusive of the promotion of efficiency in spending;
- Building of capacity by effective recruitment within Treasury and through financial training for all officials in the Province;
- Establishing structures and procedures to ensure a seamless integration between the provincial and local government spheres mainly pertaining to the implementation of the MFMA by adopting a transversal approach;
- Establishing and maintaining financial governance by setting norms and standards, communication channels and analysis of departmental systems, procedures and structures pertaining to risk management and internal control and by expanding internal audit services; and
- Ensuring availability of Information Communication Technology that will support the Administration and financial systems of the Province.

The Acts, rules and regulations applicable to the department are as follows;

- Public Finance Management Act, 1999 (Act No. 29 as amended)
- Municipal Financial Management Act 56 of 2003;
- Treasury Regulations;
- Division of Revenue Act;
- Supply Chain Management Regulations (Post -Tender Board environment);
- The Constitution of South Africa, 1996;
- The Public Service Act of 1994;
- The Public Service Regulations of 2001;
- The White Paper on the Transformation of the Public Service Delivery, (Batho Pele) 1997;
- The E-Government: A Public Service IT Policy Framework;
- The Promotion of Access to Information Act 2 of 2000;
- The National Minimum Information Security Standard Policy of 1996;
- The Skills Development Act of 1999;
- The Basic Condition Of Employment of 1997;
- The Labour Relations Act of 1995; and
- The Health and Safety Act of 1993.

1.1. Aligning departmental budgets to achieve government's prescribed outcomes

The Department contributes towards the following Presidential outcomes;

- *Outcome 5:* (Increase access to occupationally-directed programmes in needed areas and thereby expand the availability of intermediate level skills) through the internship and learnership programme and capacitating of the permanent staff to that effect the Department will be spending R4.9 million in 2013/14 financial year.
- *Outcome 12:* (HR management and development) through effectively implementing the PMDS Policy, ensuring fair labour practices according to the applicable policies and efficient recruitment and selection process. In these regards the Department has budgeted 2 per cent of employee compensation for PMDS and R15 million for improvement in Conditions of Service and Other Personnel related pressures.
- *Outcome 12:* (Business processes, systems, decision rights and accountability management) the Department has initiated to improve systems at municipalities by ensuring that electronic asset registers are implemented at the budget of R9.5 million, R10 million and R30 million for the 2013/14 through to 2015/16 financial years. Furthermore, the Department begins with feasibility studies for centralized Financial System for municipalities in the coming year with a budget of R2.5 million.

2. Review of the 2012/13 financial year

Sustainable Resource Management: After tabling the main appropriation budget in March 2012 the Treasury was actively involved in taking the budgets to the provincial citizens with the Members of the Legislature, making them aware that the provincial budgets belongs to them and therefore expected them to be active role players.

Treasury also supported and gazetted the transfer of funds to the Municipalities in an attempt to top up the available Municipal budgets to enhance service delivery.

The Department had to reprioritize spending away from underperforming programmes and identify savings within the existing budgets of provincial departments. This has been proven by reducing the budgets of non-core items by R85 million during the Adjustment Budgets and redirected to key provincial frontline services. Furthermore, the Cost Containment Policy was finally approved by EXCO and rolled out to the departments. Its aim was to reduce some controllable costs, encourage uniform rates in all provincial departments as well as cutting possible frills in order to address key service delivery mandates. After the adjustments budget sufficient funds were injected in the following priorities:

- Allocation of resources in line with provincial priorities with a particular emphasis on Health, Education and Social Development.
- Treasury also specified funding for key infrastructure, sanitation water programmes aligned with provincial priorities.
- Reprioritization and assessment of projected outcomes, improvement of efficiency and alignment of spending towards core service delivery.
- Rural development and training of farmers as well as the upgrading of Taung Agricultural College.
- War on poverty projects (seed funding).
- Strengthening provincial financial oversight and provincial turnaround strategy to clean audit.
- Strengthening of civilian oversight and crime prevention.

Supply Chain Management: Since last year, there have been regulatory changes around supply chain management, aimed at improving the efficiency of the system and combating fraud and corruption. Of significance is the requirement that departments develop procurement plans, which will assist in improving the quality of goods, services and works procured, and suppliers offered contracts. The other change was the introduction of the new Preferential Procurement Policy Framework Act that was brought in line with the Broad Based Black Economic Empowerment Act.

Regarding the improvement of supply chain management institutional arrangements and compliance; as per directive of the Provincial Treasury, departments have re-established their bid committees, 108 Supply Chain Management officials have been vetted. However, the major challenge is non-compliance with supply chain management regulations, policies and prescripts, and practices. In order to enable suppliers, especially the historically disadvantaged ones to have access to the government procurement system, outreach workshops have been conducted to empower them on the government tendering system. To date, the total number of suppliers registered in the Provincial Supplier Database is about 16 000, and from April 2012 to November 2012, suppliers have been registered.

The Provincial Treasury has been requested to explore the concept of a partial centralized model of supply chain management processes for the North West Provincial Government. This request is as a result of various problems experienced in certain departments regarding the handling of tenders which have an impact on service delivery. These problems have led to various risks to the government, including financial, litigations, fraud and corruption, service delivery and poor quality of goods and services. The model entails the evaluation and adjudication of departmental tenders above a given threshold value set by EXCO, by provincial bid committees.

Municipal Financial Management: The Municipal Financial Management Support Programme (MF MSP) was launched on the 21st June 2012 where the political and administrative leadership of all municipalities were invited, as a result of the continuous negative audit outcomes of municipalities in the Province, coupled with non/late submission of Annual Financial Statement for audit to the Auditor General. The audit outcomes for the 2010/11 financial year showed that municipalities in the Province performed very poor and there was not much improvement on the 2011/12 outcomes either. A Technical Project Steering Committee was established, consisting of officials from the department and the lead service provider which monitored the implementation of the project. Coupled to the above, the Project Political Oversight Committee was also established, consisting of the Mayor, the Speaker, and MEC for Finance and Chairperson of MPAC of the identified municipalities, and chaired by the MEC for Finance.

The first phase of the programme entailed giving basic support i.e. deployment of trained graduates to municipalities and technical support for assistance with preparation and review of AFS and ensuring that all 23 municipalities in the province submit their AFS in compliance with MFMA, furthermore, ensuring that all prior years outstanding AFS were also submitted. This was indeed a great success as all municipalities managed to submit the AFS by 31 August 2012 including prior years AFS, all the 23 municipalities signed a Commitment Charter that committed them to submit AFS within the legislated timeframe in future, and to improve the quality of the statements so as to achieve the 2014 Clean Audit objectives. The successes lead to the second phase which entails intensive support for identified municipalities to ensure that the municipalities sustain and improve the quality of the AFS.

Asset management: As part of 2014 Clean Audit the Department had initiated a project on movable assets identification, verification and updating of assets registers in all provincial Departments. The project has employed the services of 19 interns who are distributed to Provincial Departments lead by asset project managers.

Provincial Information Technology: During the last year, the focus was on improving network access between the major towns of the province. The “Metro Ethernet” Broadband project was successfully rolled-out in Mahikeng, Klerksdorp, Potchefstroom and Rustenburg. This initiative enhanced network speeds by a factor of 10, bringing it on par with world-class standards. During this financial year, by ensuring improved network access the Department managed to roll out ‘Metro Ethernet’ further to the town of Lichtenburg, this initiative depended on availability of Telkom infrastructure networks. We continued to replace our traditional copper-based network with more modern and faster radio-wave technology. In the past year, 20 new buildings were added to the radio network bringing significant cost-savings and faster network speeds.

Internal Audit: Internal audit services were provided to client departments with specific focus on governance and good audit outcomes. The unit assisted departments in achieving and sustaining clean audit outcomes, and embarked on a process to identify, review and recommend corrective actions on certain financial controls as part of their review of financial statements, follow-up on AG’s findings, as well as part of their routine audit assignments. The unit supported the activities of the Provincial Audit and Risk Committee and Cluster Audit and Risk Committees in executing their oversight responsibilities, as well as in promoting accountability and good governance in the province.

3. Outlook for the 2013/14 financial year

Sustainable Resource Management: The functions of the unit are largely driven and governed by various legislative requirements i.e. PFMA, Treasury Regulation. As such, the work of the unit often remains largely unchanged from the previous year in terms of the processes that need to be followed and undertaken.

Accordingly, the unit plans to continue monitoring the spending of provincial departments through the various reporting mechanisms, including the monthly IYM (In Year Monitoring), QPR (Quarterly Performance Reporting) and quarterly budget performance reports and it will strive to ensure that provincial spending remain within the budget. Cabinet will continue to be kept informed of the province’s budget performance. The unit plans to prepare the Adjustments Estimate of Provincial Revenue and Expenditure for 2013/14 and the Estimates of Provincial Revenue and Expenditure for 2014/15. This will be done after consulting with, and receiving approval from, the Medium Term Expenditure Committee (MTEC), Ministers’ Committee on the Budget (MinComBud) and Cabinet. The unit plans to continue exploring possible new sources of revenue to enhance the current revenue base.

The unit will provide information to National Treasury to inform discussions on the Division of Revenue and PES, where both the structure of, and/or the components of the formula, as well as the data informing PES updates, are being debated. The unit will also play a more active oversight role and monitor the performance of public entities to ensure that, among others, entities are capable of delivering on expectations, they operate within their mandate in an effective, efficient economical manner, and that there is governance and regulatory compliance.

Furthermore, Treasury will continue to earmark funds on programmes embedded with provincial priorities such as:

- Enhancing the quality of basic education and skill development
- Improving the quality of health care and infrastructure
- Investing in infrastructure and proper maintenance of economic infrastructure and roads network

- Accelerating the creation of jobs
- Poverty alleviation
- Water and sanitation and;
- Rural development.

Provincial Revenue Maximization: The Revenue Enhancement Strategy will be rolled out with the view to maximize the Provincial Revenue Envelope.

Provincial Infrastructure: To assist the Provincial Departments charged with infrastructure delivery to effectively implement the Infrastructure Delivery Management System (IDMS), this model describes the processes that make up public sector delivery and procurement management as it applies to the construction industry. It outlines the core processes associated with model for delivery and procurement management where the project delivery processes relate to the provision of infrastructure works. To this end the Department will continue with the provision of Technical Assistance (TA) to service delivery Departments and selected Municipalities.

30 Day Payments Unit: Non-payment of suppliers by departments within the stipulated timeframe has a negative impact on the financial viability of suppliers, particularly the Small Micro Medium Enterprises (SMMEs). The department has established a 30 days payment unit which will monitor departments and receive and attend to complaints from suppliers regarding the failure of departments to pay within a period of 30 days. Therefore the Department has initiated some interventions in the form of the following which are expected to be operational by 1 April 2013:

- Call Centre to manage and report the complaints and investigations results of which will be reported to EXCO quarterly.
- Oversight Function to monitor the efficient and effectiveness of creditors' systems and process especially receipt date of invoice and open orders.

Provincial Supply Chain Management: Our province is vast and as result its citizenry find it difficult to be only serviced from Mahikeng this is especially so for the poor SMME's. The Department will look at the feasibility of improving access to our Supply Chain Unit by allocated personnel to the regions. The department is also looking at the feasibility of implementing a price index/catalogue that will assist in the assessment of the reasonableness of prices offered by bidders for certain commodities and services.

To improve the efficiency and effectiveness of our Supply Chain Management through technology, the department is in the process of upgrading the current quotation/tendering and supplier database system. Amongst others; this initiative will assist in the prevention of fraud and corruption by making it possible to verify and validate supplier information with the Companies and Intellectual Property Commission (CIPC) system, and the PERSAL system.

MFMA: The Department will continue to assist municipalities with this imperative goal of attaining clean audit by 2014, therefore the Department will continue with the second phase Municipal Financial Management Support Programme (MFIP). Furthermore the Department has begun with efforts of assisting municipalities in implementation of GRAP 17 of which the Department is in the process of finalising procurement of service providers to assist (4) municipalities. The Department is working on the business plan to assist municipalities with a Centralized Financial Management System, similar to BAS used by provincial departments and will relieve municipalities budgets for Financial System acquisition and continued system maintenance. The savings realised by municipalities resulting from this initiative could go to self funded service delivery projects or maintenance of infrastructure at municipalities.

Financial Governance: The audit outcomes for the Provincial Departments have not improved from 2010/11 compared to 2011/12 financial year. As a result of this challenge in 2014 Clean Audit is imperative thus the Department has put some initiatives to assist the departments as follows:

- Train 1 000 non-core financial managers in the provincial departments in Financial Management.
- Quarterly preparation of financial statements by the provincial departments.
- Review of quarterly financial statements by Internal Audit undertaken assessment of financial capacity in CFO's sections in the departments.

- To provide skills transfer and assistance in preparation of AFS focusing in clearing suspense accounts and dealing with irregular expenditure through consultants similar project to the one in municipalities.

BAS is the Department's Financial Management System, the system is the process of being upgraded to version 4 (V4) on instruction of the system owner National Treasury, the Department will be ready by 1 April 2013 with the implementation of BAS V4, should the Department not meet this deadline they won't be any budget loaded to enable the Department to procure and process payment.

Provincial Information Technology: Many parts of the rural province are under-served by the commercial network providers. Inadequate telecommunications infrastructure exists in these rural villages making it difficult to deliver digital services to citizens. In the coming year, we plan to connect 4 villages to the provincial network using satellite technology. This will be another FIRST for the province, and if successful, will be rolled-out to more villages in the province. The first beneficiary of this initiative would be the Kgora Farmers' Training Centre in the Ramatlabama village. The Department plans to develop information systems to monitor (in real-time) the efficiency of the supplier payment process, in order to assist provincial departments to meet their 30-day payments of invoices. Digital services will also be rolled out to provincial service providers to enable them to monitor the progress of their invoice claims.

Risk Management: National Treasury has developed a Financial Management Capability Maturity Model that provides the basis for a consistent assessment methodology to determine the capability of government institutions to discharge their financial management responsibilities. This survey has been conducted in the province in relation to implementation of risk management and the outcome of the survey is that different departments have different scores ranging from 2.31 to 2.76. Given these results the Department has developed Provincial Risk Management Strategic Support Plan which has the support of the MEC and this will be rolled out in the coming financial year once it has been approved by EXCO.

4. Reprioritisation

In 2013/14 financial year an amount of R4.542 million has been reduced from non-core items to fund core provincial priorities and R19.871 million in 2013/14, R21.083 million in 2014/15 and R22.116 million in 2015/16 has been transferred to all provincial departments as a function shift of Centralized Creditors Payments.

5. Procurement

Information can be found in the departmental procurement plan.

6. Receipts and financing

6.1. Summary of receipts

Table 7.1 below shows the sources funding for Vote 7 over the seven-year period 2009/10 to 2015/16. The department receives a provincial allocation in the form of an equitable share.

Table 7.1 :Summary of receipts: Finance

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Equitable shares	194 739	174 598	184 663	335 591	292 020	247 893	363 161	417 060	946 919
Conditional grants									
Departmental receipts	63 569	94 054	115 252	36 333	96 524	96 524	101 350	106 418	111 739
Total receipts	258 308	268 652	299 915	371 924	388 544	344 417	464 511	523 478	1 058 658

The Department revenue is mainly equitable share, R363 million for 2013/14 increasing by 15 per cent. The jump of 44 per cent is as a result of R200 million for capacity building interventions in the outer year. The Departmental receipts are R101.350 million for 2013/14 increasing by 5 per cent over the MTEF period.

6.2. Departmental receipts collection

Table 7.2 below provides details of the revenue collection by this department from 2009/10 to 2015/16.

Table 7.2 :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 and other capital assets	13 740	248	930	229	420	420	420	420	420
Transfer received									
Fines, penalties and forfeits									
Interest, dividends and rent on land	49 829	82 276	114 322	36 104	96 104	96 104	100 930	105 998	111 319
Sales of capital assets									
Transactions in financial assets and liabilities		11 530							
Total departmental own receipts	63 569	94 054	115 252	36 333	96 524	96 524	101 350	106 418	111 739

During 2011/12 the Department had large cash surpluses on the Pay Master General account (PMG) which was due to under-spending, which explains the large amount collected in interest and adjusted for in adjustments budget and the adjusted amount of R96 million was used as a baseline for 2013/14 budget. The main source of revenue for the department is fees charged by the department for the issuing of tender documents, which falls under Sale of goods and services and other capital assets item which was not increased due to the fact that tender documents sale depends on the demands and suppliers contracted by the Departments.

7. Payment summary

7.1 Key assumptions

- Inflation will be 5.3 per cent in 2013/14 and 5.1 per cent for 2014/15 and 4.9 per cent for 2015/16.
- Provision for improvement in conditions of service (ICS) is 6.3 per cent in 2013/14 and 6.1 per cent in 2014/15 and 4.9 per cent in 2015/16.
- A 1.5 per cent pay progression is excluded in the budget provision for personnel costs.

7.2 Programme summary

Table 7.3 contains information by programme for the department over the seven-year period from 2009/10 to 2015/16.

Table 7.3 :Summary of payments and estimates: Finance

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
					2012/13				
Administration	50 103	51 405	57 125	78 437	77 151	90 265	104 555	116 894	135 473
Sustainable Resource Management	38 559	33 475	39 354	66 348	86 722	54 874	105 728	127 852	636 821
Asset & Liabilities Management	11 207	10 740	15 427	21 626	22 019	13 162	39 169	42 341	48 707
Financial Governance	78 854	85 820	98 649	114 015	110 154	92 348	121 280	136 913	129 602
Information Technology	79 585	87 212	89 360	91 498	92 498	93 768	93 779	99 478	108 055
Total payments and estimates	258 308	268 652	299 915	371 924	388 544	344 417	464 511	523 478	1 058 658

7.3 Summary of economic classification

Table 7.4 :Summary of provincial payments and estimates by economic classification: Finance

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
					2012/13				
Current payment	251 593	266 901	292 441	364 381	380 696	336 732	451 833	509 897	1 045 319
Compensation of employees	133 064	139 679	149 795	217 870	198 195	187 580	261 579	277 660	331 138
Goods and services	118 519	127 197	142 566	146 462	182 447	146 304	190 210	232 191	714 132
Interest and rent on land	10	25	80	49	54	2 848	44	46	49
Transfer and subsidies to:	176	90	576	36	347	274	511	536	564
Provinces and municipalities									
Departmental agencies and accounts									
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions	84								
Households	92	90	576	36	347	274	511	536	564
Payments for capital assets	6 539	1 661	6 898	7 507	7 501	7 411	12 167	13 045	12 775
Buildings and other fixed structure									
Machinery and equipment	6 539	1 661	6 898	7 507	7 501	7 411	12 167	13 045	12 775
Heritage assets									
specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
Payments for financial assets									
Total economic classification	258 308	268 652	299 915	371 924	388 544	344 417	464 511	523 478	1 058 658

The above tables 7.3 and 7.4 provide a summary of payments and budget estimates over a period of seven years by programme and economic classification respectively.

Compensation of employees: Compensation of employees also increases significantly from 2012/13 to 2013/14 due to filling of posts in line with the new organizational structure, and thereafter a gradual increase to Compensation of employees is anticipated due to annual salary adjustments.

Goods and Services: The contributing factors for the increase in the budget from 2012/13 to 2013/14 is Goods and Services due to significant allocation of R25 million for the Municipal Financial Improvement Support Programme and R11 million for the Provincial Clean Audit Project. These projects are directly linked to Vision 2014 Clean Audit.

Capital Assets: Capital expenditure to fund new IT projects is the main driver behind the increase in Capex over the MTEF in order to improve the network connectivity and access, especially in the rural areas. Furthermore, an amount of R1.5 million in 2013/14 and R 3.1 million in the outer years has been included in as an earmarked fund in respect of Departmental Learnerships.

7.4 Infrastructure payments

7.4.1 Departmental infrastructure payments - *Nil*

7.4.2 Maintenance – *Nil*

7.5 Departmental Public – Private Partnership (PPP) projects - *Nil*

7.6 Transfers

7.6.1 Transfers to public entities - *Nil*

7.6.2 Transfers to other entities - *Nil*

8. Receipts and retentions

Not applicable to this department

9. Programme description

Programme 1: Administration

Table 7.5 : Summary of payment and estimates: Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Office Of The Mec	4 989	5 192	5 954	10 252	7 252	3 023	7 678	8 032	8 426
Corporate Services	15 900	16 220	15 227	23 538	22 538	39 575	50 899	54 532	63 253
Management Services	3 345	3 348	6 527	13 018	17 382	12 332	10 492	11 110	12 764
Financial Management (Cfo)	25 869	26 645	29 417	31 629	29 979	35 335	35 486	43 220	51 030
Total programme payments and estimates	50 103	51 405	57 125	78 437	77 151	90 265	104 555	116 894	135 473

Table 7.6 :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 payment	49 549	51 248	56 352	77 410	75 916	88 975	100 369	109 798	129 556
Compensation of employees	27 927	31 353	34 514	44 101	43 988	51 729	66 594	72 478	85 470
Goods and services	21 622	19 889	21 786	33 288	31 907	37 221	33 765	37 309	44 075
Interest and rent on land		6	52	21	21	25	10	11	11
Transfer and subsidies to:	88	23	64	36	214	76			
Provinces and municipalities									
Departmental agencies and accounts									
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions									
Households	88	23	64	36	214	76			
Payments for capital assets	466	134	709	991	1 021	1 214	4 184	7 097	5 917
Buildings and other fixed structure									
Machinery and equipment	466	134	709	991	1 021	1 214	4 184	7 097	5 917
Heritage assets									
specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
Payments for financial assets									
Total programme economic classification	50 103	51 405	57 125	78 437	77 151	90 265	104 553	116 895	135 473

Description and objectives

This programme provides human resource support services, communication and departmental financial management inclusive of risk management to the entire Provincial Treasury.

Sub-programme Descriptions:

Office of the MEC: To render secretarial, administrative and office support services and to act as linkage between Treasury and the Provincial Legislature enabling the MEC to realize Treasury priorities.

Management services: To provide leadership in all facets of strategic and financial management in the Province. To also provide leadership in financial management, minimum information security standards and render effective, efficient and professional special programmes to Finance.

Corporate services: To provide effective and efficient human resource and administrative support services inclusive of communication that would enhance a diverse and high level performing organization.

Financial management (Office of the CFO): Provides financial management related services to the entire department as stipulated in the PFMA.

Personnel numbers and costs

Table 7.7 :Personnel numbers and costs: Administration

	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
Management	6	6	5	11	11	11	11
Middle management	20	20	30	34	60	60	60
Other staff	121	102	118	129	142	142	142
Professional staff							
Contract staff				8			
Total Programme Personnel Numbers	147	128	153	182	213	213	213
Total personnel cost(R thousand)	27 927	31 353	34 514	51 729	66 594	72 478	85 470
Unit cost(R thousand)	190	245	226	284	313	340	401

Table 7.8 :Personnel cost: 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
Management	1 141	1 511	1 130	2 788	2 659	2 659	3 439	3 743	4 414
Middle management	3 804	5 036	6 767	8 618	8 217	8 217	18 759	20 416	24 076
Other staff	22 982	24 806	26 617	32 695	33 112	40 853	44 396	48 319	56 980
Professional staff									
Contract staff									
Total programme personnel cost	27 927	31 353	34 514	44 101	43 988	51 729	66 594	72 478	85 470

The sub-programme: Office of the MEC shows a steady increase over the MTEF mainly due to inflationary increments. Restructuring of functions have brought about changes to Corporate Services and Management Services, with Management Services expanded with additional functions like Enterprise Risk Management (ERM) and Monitoring and Evaluation units. Thus, the restructuring has necessitated an increase in compensation of employees from 2012/13 to 2013/14 in Management Services while the converse is evident in Corporate Services.

Financial Management (CFO) experiences an increase over the MTEF due to the implementation of the new structure which provides for the expansion of the CFO structure, and this will also translate into growth in the goods and services spending over the MTEF. The Capital expenditure is closely linked to the increase in the employees in this Programme.

Programme 2: Sustainable Resource Management

Table 7.9 :Summary of payment and estimates: Sustainable Resource Management

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
Programme Support(Smr)	535	291	861	2 084	2 084	2 119	3 291	3 458	3 647
Budget Management	10 467	10 591	11 122	21 761	18 761	21 684	18 125	19 178	497 091
Fiscal Policy	4 965	5 196	4 784	7 409		7 448	5 645	5 965	7 275
Public Finance	13 114	10 429	6 877	13 486	9 486	13 541	24 935	26 197	32 689
Economic Analysis					7 409		4 339	4 597	6 898
Municipal Finance	9 478	6 968	15 710	21 608	48 982	10 082	49 393	68 457	89 221
Total programme payments and estimates	38 559	33 475	39 354	66 348	86 722	54 874	105 728	127 852	636 821

Table 7.10 :Summary of provincial payments and estimates by economic classification: Sustainable Resource Management

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 payment	38 342	33 336	39 078	65 549	85 841	54 110	103 555	125 276	633 728
Compensation of employees	20 159	19 467	22 027	39 822	39 740	30 951	60 360	62 692	74 735
Goods and services	18 183	13 866	17 051	25 727	46 101	23 159	43 195	62 584	558 993
Interest and rent on land		3							
Transfer and subsidies to:					82	198	511	536	564
Provinces and municipalities									
Departmental agencies and accounts									
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions									
Households					82	198	511	536	564
Payments for capital assets	215	136	277	798	798	566	1 663	2 040	2 528
Buildings and other fixed structure									
Machinery and equipment	215	136	277	798	798	566	1 663	2 040	2 528
Heritage assets									
specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
Payments for financial assets									
Total programme economic classification	38 557	33 472	39 355	66 347	86 721	54 874	105 729	127 852	636 820

Description and objectives

Provides guidance to the entire province on budgetary issues, revenue collection, infrastructure management, implementation of the PFMA and all National Treasury requirements.

Sub-programme Descriptions:

Programme Support: Provides administrative support to the DDG for the Department of Finance.

Economic analysis: Provides capacity development for research planning and other information gathering tools for economics.

Fiscal policy: Provides for revenue collection and capacity building in provincial departments.

Budget management: Facilitates the provincial budget preparation process and strategic/annual performance plans for all departments.

Public Finance: Provides for the monitoring and reporting of infrastructure spending in the Province. The sub-programme also reports on conditional grants, provincial government expenditure and revenue.

MFMA Implementation: This sub-programme ensures compliance with MFMA in municipalities through planning and management of Municipal Budgets, co-coordinating and monitoring of risk, ensuring the effective implementation of Financial Management Reforms and Reporting, Supply Chain Management policies and processes and capacity building at municipalities.

Personnel numbers and costs

Table 7.11 :Personnel numbers and costs: Sustainable Resource Management

	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
Management	7	6	8	15	15	15	15
Middle management	33	31	70	46	78	78	78
Other staff	29	19	24	48	133	133	133
Professional staff							
Contract staff							
Total Programme Personnel Numbers	69	56	102	109	226	226	226
Total personnel cost(R thousand)	20 159	19 467	22 027	30 951	60 360	62 692	74 735
Unit cost(R thousand)	292	348	216	284	267	277	331

Table 7.12 :Personnel cost: Sustainable Resource Management

	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
R thousand	2009/10	2010/11	2011/12		2012/13		2013/14	2014/15	2015/16
Management	2 129	2 169	2 167	5 575	5 575	5 575	4 006	4 161	4 960
Middle management	9 337	11 103	11 194	17 075	17 075	17 075	20 832	21 637	25 793
Other staff	8 693	6 195	8 666	17 172	17 090	8 301	35 522	36 894	43 982
Professional staff									
Contract staff									
Total programme personnel cost	20 159	19 467	22 027	39 822	39 740	30 951	60 360	62 692	74 735

The main reason for the increase in budget from 2013/14 to the MTEF period is the increase in compensation of employees to capacitate the Department of Finance in the Budget management, Public Private Partnerships (PPP) in line with the implementation of the new structure. R8 million is set aside for Infrastructure monitoring and Project management linked to the Infrastructure Delivery management System. An amount of R25 million has been set aside in 2013/14 and R75 million in the outer years for the capacity building of the MFMA Phase 2 and Implementation of GRAP 17. Provision is also made over the MTEF for the growth in the Economic Analysis unit.

Service Delivery Measures

Strategic Goal	Strategic Objective	MTEF Targets		
		2013/14	2014/15	2015/16
Effective regulatory and risk management	Number of socio economic reports produced in the province	2	3	3
	Socio economic database developed	1	N/A	N/A
To prepare, plan and exercise control over the implementation of Provincial budget	Number of Adjustment Budget tabled (30 days after the Minister's adjustment budget speech).	1	1	1
	Number of Annual budget tabled (within 2 weeks after tabling of the National Budget by the Minister)	1	1	1
	Number of analysis reports on the alignment of the plan to the budget for all the departments and public entities compiled.	21	21	21
Monitor the implementation of the annual budget by reporting timeously on collection of own revenue, provincial government expenditure, conditional grant, infrastructure including detailed assessment of personnel expenditure.	Number of Quarterly performance (non-financial information) reports of departments compiled	4	4	4
	Number of assessment reports on conditional grants business cases/plans	1	1	1
	Number of evaluation reports on compensation of employees compiled	4	4	4
To assess Infrastructure Plans and monitor and report on the implementation of Infrastructure Delivery Improvement Programme (IDIP) in the North West Provincial Government.	Number of Strategic and Operational Provincial work sessions	10	10	10
	Number of training sessions to improve the understanding of IDMS Toolkit best practises by provincial departments within the NW.	4	4	4

Programme 3: Asset and Liabilities Management

Table 7.13 : Summary of payment and estimates: Asset & Liabilities Management

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Programme Support(A&L)	988	1 233	1 333	2 037	1 956	2 171	1 326	1 420	2 013
Asset Management	1 048	1 050	1 159	3 922	3 822	1 617	17 784	19 226	18 933
Support&Interlinked Fin Sys	9 171	8 457	12 935	15 667	16 241	9 374	20 059	21 695	27 761
Total programme payments and estimates	11 207	10 740	15 427	21 626	22 019	13 162	39 169	42 341	48 707

Table 7.14 :Summary of provincial payments and estimates by economic classification: Asset & Liabilities Management

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Current payment	11 171	10 559	15 084	21 133	21 626	12 721	38 114	41 069	47 199
Compensation of employees	6 099	6 573	7 561	13 925	15 925	10 865	29 018	31 126	38 027
Goods and services	5 072	3 986	7 523	7 208	5 701	1 856	9 096	9 943	9 172
Interest and rent on land									
Transfer and subsidies to:			182						
Provinces and municipalities									
Departmental agencies and accounts									
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions									
Households			182						
Payments for capital assets	36	181	161	493	393	441	1 055	1 272	1 508
Buildings and other fixed structure									
Machinery and equipment	36	181	161	493	393	441	1 055	1 272	1 508
Heritage assets									
specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
Payments for financial assets									
Total programme economic classification	11 207	10 740	15 427	21 626	22 019	13 162	39 169	42 341	48 707

Description and objectives

Provides guidelines on physical asset management, infrastructure and regulation of supply chain management in the province.

Sub-programme Descriptions:

Programme Support: To facilitate the efficient co-ordination, administration and management of the programme.

Asset management: Provides physical asset management and regulation of supply chain management.

Supporting & inter-linked financial systems: Roll out and monitoring of SCM reforms in the province. Provides for electronic tendering system.

Personnel numbers and costs

Table 7.15 :Personnel numbers and costs: Asset & Liabilities Management

	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
Management	1	1	1	1	1	1	1
Middle management	8	5	5	17	22	22	22
Other staff	14	16	30	22	25	25	25
Professional staff							
Contract staff							
Total Programme Personnel Numbers	23	22	36	40	48	48	48
Total personnel cost(R thousand)	6 099	6 573	7 561	10 865	29 018	31 126	38 027
Unit cost(R thousand)	265	299	210	272	605	648	792

Table 7.16 :Personnel cost: Asset & Liabilities Management

	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
R thousand	2009/10	2010/11	2011/12	2012/13	2012/13		2013/14	2014/15	2015/16
Management	265	311	210	348	398	398	1 063	1 140	1 393
Middle management	2 121	1 553	1 050	5 918	8 759	8 759	23 393	25 093	30 656
Other staff	3 713	4 709	6 301	7 659	6 768	1 708	4 562	4 893	5 978
Professional staff									
Contract staff									
Total programme personnel cost	6 099	6 573	7 561	13 925	15 925	10 865	29 018	31 126	38 027

The main reason for the increase in budget from 2012/13 over the MTEF period is the increase in compensation of employees to increase capacity of qualified Practitioners in the Provincial Supply Management Office.

Service Delivery measures

Strategic Goal	Strategic Objective	MTEF Targets		
		2013/14	2014/15	2015/16
To monitor and support Departments and Public Entities on supply chain management	Number of officials trained on SCM in all departments	700 officials trained	720 officials trained	740 officials trained
	Provincial SCM Policy reviewed and implemented	Provincial SCM Policy reviewed and implemented	Provincial SCM Policy reviewed and implemented	Provincial SCM Policy reviewed and implemented
	Electronic Tendering and Quotation/Supplier Database System upgraded	Electronic Tendering and Quotation/Supplier Database System upgraded	Electronic Tendering and Quotation/Supplier Database System upgraded	Electronic Tendering and Quotation/Supplier Database System upgraded

Programme 4: Financial Governance

Table 7.17 : Summary of payment and estimates: Financial Governance

	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
R thousand	2009/10	2010/11	2011/12	2012/13	2012/13		2013/14	2014/15	2015/16
Provincial Internal Audit	28 509	30 623	36 918	41 844	42 324	41 889	53 095	58 770	61 951
Norms And Standards	8 809	18 496	20 159	25 081	30 281	23 582	3 044	3 225	3 383
Programme Support(Fg)	8 392	2 878	4 923	4 569	4 269	4 633	4 843	5 346	8 007
Provincial Accounting Services	33 144	33 823	36 649	42 521	33 280	22 244	56 811	65 907	52 405
Provincial Risk Management							3 487	3 665	3 856
Total programme payments and estimates	78 854	85 820	98 649	114 015	110 154	92 348	121 280	136 913	129 602

Table 7.18 :Summary of provincial payments and estimates by economic classification: Financial Governance

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 payment	78 507	85 370	97 820	112 883	108 907	91 250	119 121	134 708	127 234
Compensation of employees	55 326	58 684	62 549	86 003	72 523	60 016	72 783	76 486	93 503
Goods and services	23 171	26 670	35 243	26 852	36 356	30 831	46 304	58 187	33 693
Interest and rent on land	10	16	28	28	28	403	34	35	38
Transfer and subsidies to:	4	31	330		51				
Provinces and municipalities									
Departmental agencies and accounts									
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions									
Households	4	31	330		51				
Payments for capital assets	343	419	499	1 140	1 204	1 106	2 159	2 205	2 368
Buildings and other fixed structure									
Machinery and equipment	343	419	499	1 140	1 204	1 106	2 159	2 205	2 368
Heritage assets									
specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
Payments for financial assets									
Total programme economic classification	78 854	85 820	98 649	114 023	110 162	92 356	121 280	136 913	129 602

Description and objectives

Provides quality accounting services and capacity development in provincial departments

Sub-programme Descriptions:

Programme support: Provides administrative support to the Accountant General.

Accounting services and liabilities management: Provides quality financial and management accounting services which incorporate provincial expenditure management, revenue and exchequer, document control, and tribal and trust affairs.

Provincial internal audit: Provides a transversal internal audit service to the entire North West Provincial Government.

Provincial Risk management: Provides the monitoring of risk management implementation in Provincial Departments.

Norms and standards: Provides financial management capacity building in provincial departments.

Personnel numbers and costs

Table 7.19 :Personnel numbers and costs: Financial Governance

	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
Management	6	7	10	14	13	13	13
Middle management	78	49	52	59	80	80	80
Other staff	158	174	254	295	141	141	141
Professional staff							
Contract staff							
Total Programme Personnel Numbers	242	230	316	368	234	234	234
Total personnel cost(R thousand)	55 326	58 684	62 549	60 016	72 783	76 486	93 503
Unit cost(R thousand)	229	255	198	163	311	327	400

Table 7.20 :Personnel cost: Financial Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Management	1 372	1 833	1 980	3 272	3 272	3 272	3 968	4 170	5 098
Middle management	17 832	12 827	10 292	13 788	13 788	13 788	16 721	17 572	21 481
Other staff	36 122	44 024	50 277	68 943	55 463	42 956	52 094	54 744	66 924
Professional staff									
Contract staff									
Total programme personnel cost	55 326	58 684	62 549	86 003	72 523	60 016	72 783	76 486	93 503

The main reason for the increase in budget from 2012/13 to the MTEF period is the increase in compensation of employees to capacitate the Accountant General's division in provincial accounting, norms and standards, Risk management and asset management in order to give support to Provincial Departments. The R4 million has been allocated for Phase 3 of Provincial Financial Management Training for Non-financial managers (FMT Training Phase 3), R1.2 million for Provincial Asset Management and R11 million for Provincial Turnaround strategy to achieve Vision 2014 Clean Audit. Funds have been made available for internal audit to make the necessary appointments needed in critical areas to strengthen their capacity.

Service Delivery measures

Strategic Goal	Strategic Objective	MTEF Targets		
		2013/14	2014/15	2015/16
To ensure provision of accounting services in the provincial administration and	Number of capacity building interventions for Departmental CFO's by conducting workshops on Accounting updates	2	2	2
To ensure the coordination of financial management and systems training and the provision systems administration and support in the provincial administration	Number of departments assessed on the Financial Management Capability Maturity Model	13	13	13
	Number of non-core financial managers in provincial departments trained in Financial Management	1000	N/A	N/A
	Number of Provincial Departments trained in SCoA and Economic Reporting Format (ERF) for Managers & Other Officials	13	13	13
To ensure the effective and efficient management of physical and financial assets in the provincial administration	Number of Departmental asset management unit assessed.	13	13	13
	Number of Departments that have been assessed and supported on the implementation of Asset Management Framework and Procedure Manual	13	13	13
To ensure coordination and monitoring of provincial risk management	Number of Departments assisted with establishment of Risk Management committees.	13	13	13
	Number of Departments that have been supported on the implementation of Fraud Prevention Plan	13	13	13
Provide a value add risk based internal audit service to departments	Number of audits assignments completed as per annual audit plan	140	140	140
	Number of departmental risk management and fraud prevention strategies and processes reviewed for adequacy and effectiveness	11	11	11

Programme 5: Information Technology

Table 7.21 : Summary of payment and estimates: Information Technology

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Management	1 062	960	1 136	2 121	2 121	2 199	2 268	2 385	2 502
Information Technology	78 523	86 252	88 224	89 377	90 377	91 569	91 511	97 093	105 553
Total programme payments and estimates	79 585	87 212	89 360	91 498	92 498	93 768	93 779	99 478	108 055

Table 7.22 : Summary of provincial payments and estimates by economic classification: Information Technology

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Current payment	74 024	86 388	84 109	87 416	88 414	89 688	90 674	99 046	107 602
Compensation of employees	23 553	23 602	23 144	34 019	26 019	34 019	32 824	34 878	39 403
Goods and services	50 471	62 786	60 965	53 397	62 390	53 249	57 850	64 168	68 199
Interest and rent on land					5	2 420			
Transfer and subsidies to:	84	36							
Provinces and municipalities									
Departmental agencies and accounts									
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions	84								
Households		36							
Payments for capital assets	5 477	788	5 253	4 084	4 084	4 084	3 105	432	453
Buildings and other fixed structure									
Machinery and equipment	5 477	788	5 253	4 084	4 084	4 084	3 105	432	453
Heritage assets									
specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
Payments for financial assets									
Total programme economic classification	79 585	87 212	89 362	91 500	92 498	93 772	93 779	99 478	108 055

Description and objectives

Offers information technology strategic direction in the NWPA by providing information technology solutions.

Sub-programme Descriptions:

Management: Provides administrative support to the head of the programme.

Information Technology Services: Offering of first line support to the NWPA, development and maintenance of enterprise applications and business intelligence, provision of E-government services, architecture, process design, security engineering and best practices, and development and maintenance of IT procedures, standards and guidelines.

Personnel numbers and costs

Table 7.23 :Personnel numbers and costs: Information Technology

	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
Management	3	1	1	12	5	5	5
Middle management	38	27	27	70	31	31	31
Other staff	77	43	60	72	52	52	52
Professional staff							
Contract staff							
Total Programme Personnel Numbers	118	71	88	154	88	88	88
Total personnel cost(R thousand)	23 553	23 602	23 144	34 019	32 824	34 878	39 403
Unit cost(R thousand)	200	332	263	221	373	396	448

Table 7.24 :Personnel cost: Information Technology

	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
R thousand	2009/10	2010/11	2011/12		2012/13		2013/14	2014/15	2015/16
Management	599	147	263	2 651	2 651	2 651	2 558	2 718	3 071
Middle management	7 585	9 160	7 110	15 463	15 463	15 463	14 920	15 853	17 910
Other staff	15 369	14 295	15 771	15 905	7 905	15 905	15 346	16 307	18 422
Professional staff									
Contract staff									
Total programme personnel cost	23 553	23 602	23 144	34 019	26 019	34 019	32 824	34 878	39 403

The main reason for the increase in budget from 2013/14 to the MTEF period is the increase in compensation of employees to enable the division to make renewed efforts to recruit additional staff within the programme, reduce dependency on consultants, and purchase Network Equipment with the amount of R3 million for 2013/14.

Service Delivery measures

Strategic Goal	Strategic Objective	MTEF Targets		
		2013/14	2014/15	2015/16
To provide information services by planning, maintaining and supporting the provincial network, data centers and related information systems	Disaster Recovery Plan (DRP) Tests conducted	1st DRP test to be done	N/A	2nd DRP test to be done
	Usage and consumption of hardware monitored	1 report	1 report	1 report
	Product enhancements and updates implemented	Software Upgrade as and when required	Software Upgrade as and when required	Software Upgrade as and when required
	Departmental Websites maintained	Departmental content to be loaded	Departmental content to be loaded	Departmental content to be loaded

Other programme information

Personnel numbers and costs

Table 7.25 and 7.26 illustrate the personnel numbers and estimates pertaining to the department.

Table 7.25 :Personnel numbers and costs: Finance

	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
Management	23	21	25	53	45	45	45
Middle management	177	132	184	226	271	271	271
Other staff	399	354	486	566	493	493	493
Professional staff							
Contract staff				8			
Total departmental personnel numbers	599	507	695	853	809	809	809
Total personnel cost(R thousand)	133 064	139 679	149 795	187 580	261 579	277 660	331 138
Unit cost(R thousand)	222	276	216	220	323	343	409

Table 7.26 :Personnel cost: Finance

	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
R thousand	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
Management	5 506	5 971	5 750	14 634	14 555	14 555	15 034	15 932	18 935
Middle management	40 679	39 679	36 413	60 862	63 302	63 302	94 625	100 571	119 917
Other staff	86 879	94 029	107 632	142 374	120 338	109 723	151 920	161 157	192 286
Professional staff									
Contract staff									
Total departmental personnel cost	133 064	139 679	149 795	217 870	198 195	187 580	261 579	277 660	331 138

Table 7.27 :Summary of departmental Personnel numbers and costs : 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
Total for department									
Personnel numbers (head count)	599	507	695	853	853	853	809	809	809
Personnel costs (R thousand)	133 064	139 679	149 795	217 870	198 195	187 580	261 579	277 660	331 138
Human resource component									
personnel numbers (head count)	30	30	30	34	78	78	111	111	111
personnel cost (R thousand)	4 791	4 839	6 466		22 262	22 262	34 977	37 103	39 820
Head cont as % of total for province	5%	6%	4%	4%	9%	9%	14%	14%	14%
Personnel cost as% of total for province	4%	3%	4%		11%	12%	13%	13%	12%
Finance component									
personnel numbers (head count)	32	32	32	60	60	60	65	65	65
personnel cost (R thousand)	5 696	5 755	6 897	28 173	25 628	24 256	24 792	26 897	28 288
Head cont as % of total for province	5%	6%	5%	7%	7%	7%	8%	8%	8%
Personnel cost as% of total for province	4%	4%	5%	13%	13%	13%	9%	10%	9%
Full time workers									
Personnel numbers (head count)	599	507	695	845	845	845	809	809	809
Personnel cost (R thousand)	133 064	139 679	149 795	217 870	198 194	151 350	268 696	287 161	301 446
head count as % of total for province	100%	100%	100%	99%	99%	99%	100%	100%	100%
Personnel cost as % of total province	100%	100%	100%	100%	100%	81%	103%	103%	91%
Part-time workers									
Personnel numbers (head count)									
Personnel cost (R thousand)									
head count as % of total for province									
Personnel cost as % of total province									
Contract workers									
Personnel numbers (head count)				8	8	8			
Personnel cost (R thousand)									
head count as % of total of the Department				1%	1%	1%			
Personnel cost as % of total province									

Personnel cost experiences a significant increase in 2013/14 due to the major recruitment drive initiated since the new structure was approved. Thereafter, the increases are mainly in line with annual salary increments, as the new structure stabilizes.

Training

Table 7.28 and 7.29 illustrates the training costs and estimates pertaining to the department.

Table 7.28 : Payments 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
Programme 1: Administration	3 816	3 009	3 030	3 335	2 553	3 339	3 532	3 701	3 873
of which									
sustainable and travel	210	188	100	181	181	181	192	192	192
Payment on tuition	3 606	2 821	2 930	3 154	2 372	3 158	3 340	3 509	3 681
Programme 2: Sustainable Resource Management	212	36	1 486	276	511	276	272	272	272
of which									
Substance and Travel	205	36	20	276	276	276	272	272	272
Payment on tuition	7		1 466		235				
Programme 3: Asset & Liabilities Management	22	358	746	550	1 040	50	213	221	229
of which									
Substance and Travel	22	37	15	50	50	50	53	53	53
Payment on tuition		321	731	500	990		160	168	176
Programme 4: Financial Governance	2 105	6 314	8 689	6 978	11 177	13 681	13 834	15 348	2 349
of which									
sustainable and travel	280	308	100	274	274	274	334	334	334
Payment on tuition	1 825	6 006	8 589	6 704	10 903	13 407	13 500	15 014	2 015
Programme 5: Information Technology	386	199	20	160	160	160	120	120	120
of which									
Substance and Travel	386	199	20	160	160	160	120	120	120
Payment on tuition									
Total payment on training	6 541	9 916	13 971	11 299	15 441	17 506	17 971	19 662	6 843

Table 7.29 : 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	288	293	255	380	380	380	550	550	550
of which									
Male	122	119	107	151	151	151	250	250	250
Female	166	174	148	229	229	229	300	300	300
Number of Training opportunities	46								
of which									
Tertiary									
Workshops									
seminars	46								
other									
Number of busarries offered									
Number of interns appointed	60	50							
Number of learnership appointed	67	20	17	50	50		50	50	50
Number of days spent on training									

Training is in line with employees Personal Development Plans and provision is also made for learnership. There is an upward trend in the number of employees sent for training. The Department aims to improve employee performance by sending more employees on training in 2013/14 and the outer years due to the higher staff complement brought about by the new structure.

Reconciliation of structural changes

Table 7.30 : Reconciliation of structural changes: Finance

2012/13		2013/14	
Finance	R'000	Finance	R'000
Administration		Administration	
Sub programme	7 252	Office Of The Mec	7 678
	22 538	Corporate Services	50 899
	17 382	Management Services	10 492
	29 979	Financial Management (Cfo)	35 486
Sustainable Resource Management		Sustainable Resource Management	
Sub programme	2 084	Programme Support(Smr)	3 291
	18 761	Budget Management	18 125
		Fiscal Policy	5 645
	9 486	Public Finance	24 935
	7 409	Economic Analysis	4 339
	48 982	Municipal Finance	49 393
Asset & Liabilities Management	FFS	Asset & Liabilities Management	
Sub programme	1 956	Programme Support(A&L)	1 956
	3 822	Asset Management	1 326
	16 241	Support&Interlinked Fin Sys	17 784
			20 059
Financial Governance		Financial Governance	
Sub programme	42 324	Provincial Internal Audit	53 095
	30 281	Norms And Standards	3 044
	4 269	Programme Support(Fg)	4 843
	33 280	Provincial Accounting Services	56 811
		Provincial Risk Management	3 487
Information Technology		Information Technology	
Sub programme	2 121	Management	2 268
	90 377	Information Technology	91 511

Annexure to the Estimates of Provincial Revenue and Expenditure

Table B.1: 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
Tax receipts									
Casino taxes									
Horseracing									
Liquor licenses									
Motor vehicle licenses									
Sale of goods & services other than capital assets	13 740	248	930	229	420	420	420	420	420
Sale of goods & services produced by department (excl capital assets)	13 740	248	930	229	420	420	420	420	420
Sales by market establishments									
Administrative fees	13 740	248	129	182	370	370	370	370	370
Other sales			801	47	50	50	50	50	50
Of which									
Patients Fees			23	47	50	50	50	50	50
Colleges			778						
Sale of scrap, waste, arms & other used current goods									
Transfer received from									
Other governmental units									
Foreign governments and international organisations									
Foreign governments									
International organisation									
Public corporations and private enterprises									
Households and non-profit institutions									
Fines, penalties and forfeits									
Interest, dividends & rent on land:	49 829	82 276	114 322	36 104	96 104	96 104	100 930	105 998	111 319
Interest	49 829	82 204	114 322	36 104	96 104	96 104	100 930	105 998	111 319
Dividends		72							
Rent on land									
Sale of capital assets									
Land and subsoil assets									
Other capital assets (specify)									
Transactions in financial assets and liabilities		11 530							
Total provincial own receipts	63 569	94 054	115 252	36 333	96 524	96 524	101 350	106 418	111 739

Table B.3: Departmental summary of payment and estimates by economic classification: Finance

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Currents payments	251 593	266 901	292 441	364 381	380 696	336 732	451 833	509 897	1 045 319
Compensation of employees	133 064	139 679	149 795	217 870	198 195	187 580	261 579	277 660	331 138
Salaries and wages	115 737	121 673	130 369	194 989	175 334	168 949	235 733	249 822	296 724
Social contributions	17 327	18 006	19 426	22 881	22 861	18 631	25 846	27 838	34 414
Goods and services	118 519	127 197	142 566	146 462	182 447	146 304	190 210	232 191	714 132
Interest and rent on land	10	25	80	49	54	2 848	44	46	49
Interest (Incl. interest on finance leases)	10	25	80	49	54	2 848	44	46	49
Rent on land									
Transfer and subsidies to:	176	90	576	36	347	274	511	536	564
Provinces and municipalities									
Provinces									
Provincial Revenue Funds									
Provincial agencies and funds									
Municipalities									
Municipal bank accounts									
Of which: Regional Services Council Levies									
Municipal agencies and funds									
Departmental agencies and accounts									
Social security funds									
Departmental agencies (non-business entities)									
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	84								
Households	92	90	576	36	347	274	511	536	564
Social benefits	53	88	546	36	347	274	511	536	564
Other transfers to households	39	2	30						
Payment for capital assets	6 539	1 661	6 898	7 507	7 501	7 411	12 167	13 045	12 775
Buildings and other fixed structures									
Buildings									
Other fixed structures									
Machinery and equipment	6 539	1 661	6 898	7 507	7 501	7 411	12 167	13 045	12 775
Transport equipment									
Other machinery and equipment	6 539	1 661	6 898	7 507	7 501	7 411	12 167	13 045	12 775
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
of which:									
Capitalised compensation of employees									
Capitalised goods and services									
Payments for financial assets									
Total programme economic classification	258 308	268 652	299 915	371 924	388 544	344 417	464 511	523 478	1 058 658

Table B.3: Departmental summary of payment 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
Currents payments	49 549	51 248	56 352	77 410	75 916	88 975	100 369	109 798	129 556
Compensation of employees	27 927	31 353	34 514	44 101	43 988	51 729	66 594	72 478	85 470
Salaries and wages	24 107	27 136	30 027	39 774	39 661	46 618	60 534	65 139	75 045
Social contributions	3 820	4 217	4 487	4 327	4 327	5 111	6 060	7 339	10 425
Goods and services	21 622	19 889	21 786	33 288	31 907	37 221	33 765	37 309	44 075
Interest and rent on land		6	52	21	21	25	10	11	11
Interest (Incl. interest on finance leases)		6	52	21	21	25	10	11	11
Rent on land									
Transfer and subsidies to:	88	23	64	36	214	76			
Provinces and municipalities									
Provinces									
Provincial Revenue Funds									
Provincial agencies and funds									
Municipalities									
Municipal bank accounts									
Of which: Regional Services Council Levies									
Municipal agencies and funds									
Departmental agencies and accounts									
Social security funds									
Departmental agencies (non-business entities)									
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	88	23	64	36	214	76			
Social benefits	49	21	34	36	214	76			
Other transfers to households	39	2	30						
Payment for capital assets	466	134	709	991	1 021	1 214	4 184	7 097	5 917
Buildings and other fixed structures									
Buildings									
Other fixed structures									
Machinery and equipment	466	134	709	991	1 021	1 214	4 184	7 097	5 917
Transport equipment									
Other machinery and equipment	466	134	709	991	1 021	1 214	4 184	7 097	5 917
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
of which:									
Capitalised compensation of employees									
Capitalised goods and services									
Payments for financial assets									
Total programme economic classification	50 103	51 405	57 125	78 437	77 151	90 265	104 553	116 895	135 473

Table B.3: Departmental summary of payment and estimates by economic classification: Sustainable Resource Management

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
Currents payments	38 342	33 336	39 078	65 549	85 841	54 110	103 555	125 276	633 728
Compensation of employees	20 159	19 467	22 027	39 822	39 740	30 951	60 360	62 692	74 735
Salaries and wages	17 649	16 968	19 228	36 766	36 684	28 636	55 490	58 006	69 844
Social contributions	2 510	2 499	2 799	3 056	3 056	2 315	4 870	4 686	4 891
Goods and services	18 183	13 866	17 051	25 727	46 101	23 159	43 195	62 584	558 993
Interest and rent on land		3							
Interest (Incl. interest on finance leases)		3							
Rent on land									
Transfer and subsides to:					82	198	511	536	564
Provinces and municipalities									
Provinces									
Provincial Revenue Funds									
Provincial agencies and funds									
Municipalities									
Municipal bank accounts									
Of which: Regional Services Council Levies									
Municipal agencies and funds									
Departmental agencies and accounts									
Social security funds									
Departmental agencies (non-business entities)									
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					82	198	511	536	564
Social benefits					82	198	511	536	564
Other transfers to households									
Payment for capital assets	215	136	277	798	798	566	1 663	2 040	2 528
Buildings and other fixed structures									
Buildings									
Other fixed structures									
Machinery and equipment	215	136	277	798	798	566	1 663	2 040	2 528
Transport equipment									
Other machinery and equipment	215	136	277	798	798	566	1 663	2 040	2 528
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
of which:									
Capitalised compensation of employees									
Capitalised goods and services									
Payments for financial assets									
Total programme economic classification	38 557	33 472	39 355	66 347	86 721	54 874	105 729	127 852	636 820

Table B.3: Departmental summary of payment and estimates by economic classification: Asset & Liabilities Management

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
Currents payments	11 171	10 559	15 084	21 133	21 626	12 721	38 114	41 069	47 199
Compensation of employees	6 099	6 573	7 561	13 925	15 925	10 865	29 018	31 126	38 027
Salaries and wages	5 309	5 745	6 668	12 179	14 179	9 279	24 880	26 790	33 424
Social contributions	790	828	893	1 746	1 746	1 586	4 138	4 336	4 603
Goods and services	5 072	3 986	7 523	7 208	5 701	1 856	9 096	9 943	9 172
Interest and rent on land									
Interest (Incl. interest on finance leases)									
Rent on land									
Transfer and subsidies to:			182						
Provinces and municipalities									
Provinces									
Provincial Revenue Funds									
Provincial agencies and funds									
Municipalities									
Municipal bank accounts									
Of which: Regional Services Council Levies									
Municipal agencies and funds									
Departmental agencies and accounts									
Social security funds									
Departmental agencies (non-business entities)									
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			182						
Social benefits			182						
Other transfers to households									
Payment for capital assets	36	181	162	491	391	441	1 055	1 272	1 509
Buildings and other fixed structures									
Buildings									
Other fixed structures									
Machinery and equipment	36	181	162	491	391	441	1 055	1 272	1 509
Transport equipment									
Other machinery and equipment	36	181	162	491	391	441	1 055	1 272	1 509
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
of which:									
Capitalised compensation of employees									
Capitalised goods and services									
Payments for financial assets									
Total programme economic classification	11 207	10 740	15 428	21 624	22 017	13 162	39 169	42 341	48 708

Table B.3: Departmental summary of payment and estimates by economic classification: Financial Governance

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
Currents payments	78 507	85 370	97 820	112 875	108 899	91 242	119 121	134 708	127 234
Compensation of employees	55 326	58 684	62 549	86 003	72 523	60 016	72 783	76 486	93 503
Salaries and wages	47 695	50 889	54 093	75 493	62 113	53 639	65 219	69 260	83 467
Social contributions	7 631	7 795	8 456	10 510	10 410	6 377	7 564	7 226	10 036
Goods and services	23 171	26 670	35 243	26 844	36 348	30 823	46 304	58 187	33 693
Interest and rent on land	10	16	28	28	28	403	34	35	38
Interest (Incl. interest on finance leases)	10	16	28	28	28	403	34	35	38
Rent on land									
Transfer and subsidies to:	4	31	330	51					
Provinces and municipalities									
Provinces									
Provincial Revenue Funds									
Provincial agencies and funds									
Municipalities									
Municipal bank accounts									
Of which: Regional Services Council Levies									
Municipal agencies and funds									
Departmental agencies and accounts									
Social security funds									
Departmental agencies (non-business entities)									
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	4	31	330		51				
Social benefits	4	31	330		51				
Other transfers to households									
Payment for capital assets	345	422	497	1 143	1 207	1 106	2 160	2 204	2 368
Buildings and other fixed structures									
Buildings									
Other fixed structures									
Machinery and equipment	345	422	497	1 143	1 207	1 106	2 160	2 204	2 368
Transport equipment									
Other machinery and equipment	345	422	497	1 143	1 207	1 106	2 160	2 204	2 368
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
of which:									
Capitalised compensation of employees									
Capitalised goods and services									
Payments for financial assets									
Total programme economic classification	78 856	85 823	98 647	114 018	110 157	92 348	121 281	136 912	129 602

Table B.3: Departmental summary of payment and estimates by economic classification: Information Technology

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Currents payments	74 024	86 388	84 107	87 414	88 414	89 684	90 674	99 046	107 602
Compensation of employees	23 553	23 602	23 144	34 019	26 019	34 019	32 824	34 878	39 403
Salaries and wages	20 977	20 935	20 353	30 777	22 697	30 777	29 610	30 627	34 944
Social contributions	2 576	2 667	2 791	3 242	3 322	3 242	3 214	4 251	4 459
Goods and services	50 471	62 786	60 963	53 395	62 390	53 245	57 850	64 168	68 199
Interest and rent on land					5	2 420			
Interest (Incl. interest on finance leases)					5	2 420			
Rent on land									
Transfer and subsidies to:	84	36							
Provinces and municipalities									
Provinces									
Provincial Revenue Funds									
Provincial agencies and funds									
Municipalities									
Municipal bank accounts									
Of which: Regional Services Council Levies									
Municipal agencies and funds									
Departmental agencies and accounts									
Social security funds									
Departmental agencies (non-business entities)									
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	84								
Households		36							
Social benefits		36							
Other transfers to households									
Payment for capital assets	5 477	788	5 253	4 084	4 084	4 084	3 105	432	453
Buildings and other fixed structures									
Buildings									
Other fixed structures									
Machinery and equipment	5 477	788	5 253	4 084	4 084	4 084	3 105	432	453
Transport equipment									
Other machinery and equipment	5 477	788	5 253	4 084	4 084	4 084	3 105	432	453
Heritage assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
of which:									
Capitalised compensation of employees									
Capitalised goods and services									
Payments for financial assets									
Total programme economic classification	79 585	87 212	89 360	91 498	92 498	93 768	93 779	99 478	108 055

Table B.4: Summary of Payments and estimates by economic classification: "Goods and Services level 4 items" included in Table B.3

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	118 519	127 197	142 566	146 484	182 467	146 320	190 218	232 191	714 134
.....									
Goods and services	118 519	127 197	142 566	146 484	182 467	146 320	190 218	232 191	714 134
Administrative fees	49	972	1 206	1 105	1 105	1 146	1 207	1 769	1 255
Advertising	1 072	1 471	2 365	2 486	2 129	1 898	2 827	2 968	3 091
Assets <R5000	488	231	599	1 668	1 699	1 609	2 823	3 015	3 185
Audit cost: External	9 292	6 579	7 574	5 902	5 192	5 902	4 655	5 199	12 285
Bursaries (employees)									
Catering: Departmental activities	673	428	872	1 545	1 332	1 438	3 125	3 786	3 969
Communication	9 903	26 519	30 006	19 650	22 654	18 591	8 986	9 444	9 907
Computer services	32 001	33 056	23 323	24 367	31 017	22 483	28 191	35 549	37 472
Cons/prof:business & advisory services	18 035	13 610	12 136	24 648	51 028	22 947	53 919	81 459	563 855
Cons/prof: Infrastructre & planning	2		1						
Cons/prof: Laboratory services	5								
Cons/prof: Legal cost	17	342	6 981	3 526	310	- 4 276			
Contractors	17 387	12 482	16 651	13 360	9 962	14 847	24 761	23 472	25 330
Agency & support/outsourced services	44	37		21	21	21			
Entertainment			11	53	7	53	55	58	60
Fleet Services	1		3 676	3 189	3 159	6 329	3 351	4 522	4 744
Housing									
Inventory: Food and food supplies	186	189	211	371	362	383	452	472	492
Inventory: Fuel, oil and gas	21		6						
Inventory:Learn & teacher support material	7	5		53	4 529	4 475	5	6	6
Inventory: Materials & supplies	80	187	607	187	194	173	216	226	237
Inventory: Medical supplies	148								
Inventory: Medicine		26	146	631	346	631	300	315	331
Medsas inventory interface	4								
Inventory: Military stores									
Inventory: Other consumables	357	459	307	664	322	1 032	684	715	753
Inventory: Stationery and printing	4 893	4 859	4 165	6 692	5 281	5 892	9 136	10 722	11 244
Lease payments (Incl. operating leases, excl. finance leases)	6 020	5 951	6 338	5 960	5 330	3 441	3 910	4 158	4 413
Property payments	848	310	646	610	267	365	449	472	493
Transport provided dept activity	86	8	15	2	2	2	106	111	117
Travel and subsistence	10 052	8 673	6 831	12 012	12 009	10 459	15 912	16 574	17 380
Training & staff development	5 438	9 148	13 716	10 358	14 500	16 565	17 000	18 691	5 872
Operating payments	1 026	1 185	3 623	6 709	8 322	9 261	6 926	7 205	6 296
Venues and facilities	384	470	554	700	1 373	638	1 196	1 256	1 318
Rental & hiring				15	15	15	26	27	29
.....									
Total departmental goods and services	118 519	127 197	142 566	146 484	182 467	146 320	190 218	232 191	714 134

Table B.4: Summary of Payments and estimates by economic classification: "Goods and Services level 4 items" included in Table B.4

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
Current payments	21 622	19 889	21 784	33 290	31 911	37 225	33 765	37 309	44 075
.....									
Goods and services	21 622	19 889	21 784	33 290	31 911	37 225	33 765	37 309	44 075
Administrative fees									
Advertising	385	1 098	1 309	2 029	2 129	1 898	2 827	2 968	3 091
Assets <R5000	223	105	42	428	388	364	656	685	719
Audit cost: External	5 370	3 744	5 921	4 326	3 966	4 326	3 055	3 311	8 430
Bursaries (employees)									
Catering: Departmental activities	251	205	355	796	626	905	2 366	2 485	2 607
Communication	5 241	3 864	494	1 268	1 055	1 245	975	1 024	1 073
Computer services			4		2	2			
Cons/prof:business & advisory services	531	44	4	547	922	1 052	1 626	1 909	2 002
Cons/prof: Infrastructure & planning									
Cons/prof: Laboratory services	5								
Cons/prof: Legal cost			1 644	3 000	310	- 4 276			
Contractors	102	625	778	901	421	799	976	1 025	1 076
Agency & support/outourced services	11	37		21	21	21			
Entertainment			11	53	7	53	55	58	60
Fleet Services	1		3 347	3 139	3 139	6 279	3 318	4 488	4 708
Housing									
Inventory: Food and food supplies	92	84	54	146	146	149	153	161	169
Inventory: Fuel, oil and gas	21								
Inventory:Learn & teacher support material				53	4 529	4 475	5	6	6
Inventory: Materials & supplies	7	30	25	79	76	25	58	59	62
Inventory: Medical supplies	148								
Inventory: Medicine		26	146	631	346	631	300	315	331
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables	252	320	228	459	240	924	635	667	700
Inventory: Stationery and printing	1 051	974	1 195	2 128	1 708	2 142	3 013	3 801	3 988
Lease payments (Incl. operating leases, excl. finance leases)	449	469	493	832	466	746	840	881	927
Property payments	149	4	5			108			
Transport provided dept activity	78	8	15				106	111	117
Travel and subsistence	2 887	4 737	2 102	4 724	4 385	4 791	5 938	6 157	6 458
Training & staff development	3 606	2 821	2 930	3 154	2 372	3 158	3 340	3 509	3 681
Operating payments	728	485	459	4 253	4 104	7 088	2 926	3 061	3 211
Venues and facilities	34	209	223	308	538	305	571	601	630
Rental & hiring				15	15	15	26	27	29
.....									
Administration	21 622	19 889	21 784	33 290	31 911	37 225	33 765	37 309	44 075

Table B.4: Summary of Payments and estimates by economic classification: "Goods and Services level 4 items" included in Table B.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
Current payments	18 183	13 866	17 051	25 737	46 109	23 159	43 203	62 584	558 995
.....									
Goods and services	18 183	13 866	17 051	25 737	46 109	23 159	43 203	62 584	558 995
Administrative fees									
Advertising	327	45	631	200					
Assets <R5000	18	13	58	204	196	151	516	596	645
Audit cost: External	342	1 229	84						
Bursaries (employees)									
Catering: Departmental activities	144	13	113	249	241	144	143	151	157
Communication	787	80	182	677	565	272	621	652	685
Computer services									
Cons/prof:business & advisory services	13 360	9 177	5 933	19 166	39 740	19 166	35 444	54 401	550 402
Cons/prof: Infrastructure & planning									
Cons/prof: Laboratory services									
Cons/prof: Legal cost			4 872						
Contractors	17	15	75						
Agency & support/outsourced services									
Entertainment									
Fleet Services			329						
Housing									
Inventory: Food and food supplies	20	24	31	116	113	120	118	121	124
Inventory: Fuel, oil and gas									
Inventory:Learn & teacher support material									
Inventory: Materials & supplies	11	3	2					1	1
Inventory: Medical supplies									
Inventory: Medicine									
Medsas inventory interface	4								
Inventory: Military stores									
Inventory: Other consumables	1	2	2						
Inventory: Stationery and printing	1 453	1 961	860	1 996	1 615	1 524	2 073	2 166	2 272
Lease payments (Incl. operating leases, excl. finance leases)	57	76	96	114	153	71	176	185	193
Property payments		- 1	1						
Transport provided dept activity									
Travel and subsistence	1 387	1 059	1 440	2 450	2 061	1 246	3 207	3 360	3 519
Training & staff development	7		1 466		235				
Operating payments	138	60	720	400	800	400	657	691	724
Venues and facilities	110	110	156	165	390	65	248	260	273
Rental & hiring									
.....									
Sustainable Resource Management	18 183	13 866	17 051	25 737	46 109	23 159	43 203	62 584	558 995

Table B.4: Summary of Payments and estimates by economic classification: "Goods and Services level 4 items" included in Table B.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
Current payments	5 072	3 986	7 523	7 208	5 701	1 856	9 096	9 943	9 172
.....									
Goods and services	5 072	3 986	7 523	7 208	5 701	1 856	9 096	9 943	9 172
Administrative fees									
Advertising	99	332	403	193					
Assets <R5000	3	3	30	262	767	263	1 042	1 094	1 149
Audit cost: External									
Bursaries (employees)									
Catering: Departmental activities	71	121	168	164	164	102	211	724	758
Communication	340	40	2 047	205	186	46	535	563	590
Computer services			911	1 577					
Cons/prof:business & advisory services	3 041	1 312	639	763	894	170	2 689	2 826	2 965
Cons/prof: Infrastructure & planning									
Cons/prof: Laboratory services									
Cons/prof: Legal cost	17	342	465	526					
Contractors	1	29	24		30		1	1	2
Agency & support/outsourced services									
Entertainment									
Fleet Services									
Housing									
Inventory: Food and food supplies	5	6	4	16	5	5	10	10	10
Inventory: Fuel, oil and gas									
Inventory:Learn & teacher support material									
Inventory: Materials & supplies	2				14		4	4	4
Inventory: Medical supplies									
Inventory: Medicine									
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables	9	12	10	45	37	7	7	5	6
Inventory: Stationery and printing	302	202	350	691	394	333	1 342	1 409	1 476
Lease payments (Incl. operating leases, excl. finance leases)	691	891	899	892					
Property payments	74		206	260					
Transport provided dept activity									
Travel and subsistence	404	247	490	891	925	610	1 507	1 532	1 608
Training & staff development		321	731	500	990		160	168	176
Operating payments		74	136	223	1 235	320	1 563	1 581	400
Venues and facilities	13	54	10		60		25	26	28
Rental & hiring									
.....									
Asset & Liabilities Management	5 072	3 986	7 523	7 208	5 701	1 856	9 096	9 943	9 172

Table B.4: Summary of Payments and estimates by economic classification: "Goods and Services level 4 items" included in Table B.4

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Estimates		
	2009/10	2010/11	2011/12				2013/14	2014/15	2015/16
Current payments	23 171	26 670	35 243	26 852	36 356	30 831	46 304	58 187	33 693
.....									
Goods and services	23 171	26 670	35 243	26 852	36 356	30 831	46 304	58 187	33 693
Administrative fees	49	972	1 206	1 105	1 105	1 146	1 207	1 769	1 255
Advertising	204	- 4	22	64					
Assets <R5000	125	106	162	274	248	331	493	518	544
Audit cost: External	3 580	1 606	1 569	1 576	1 226	1 576	1 600	1 888	3 855
Bursaries (employees)									
Catering: Departmental activities	190	82	236	325	300	272	405	426	447
Communication	2 092	5 280	5 614	1 699	1 442	1 427	1 522	1 600	1 679
Computer services	1 821	533	1 114	502	2	502	495	520	546
Cons/prof:business & advisory services	1 103	3 077	5 560	4 172	9 472	2 559	14 160	22 323	8 486
Cons/prof: Infrastructure & planning	2		1						
Cons/prof: Laboratory services									
Cons/prof: Legal cost									
Contractors	1 463	52	211	95	68	1 684	1 861	1 956	2 052
Agency & support/outourced services	33								
Entertainment									
Fleet Services									
Housing									
Inventory: Food and food supplies	51	63	100	73	73	69	115	121	127
Inventory: Fuel, oil and gas									
Inventory:Learn & teacher support material	7	5							
Inventory: Materials & supplies	101	154	17	3	4	2			
Inventory: Medical supplies									
Inventory: Medicine									
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables	28	38	66	160	45	101	42	43	47
Inventory: Stationery and printing	1 350	1 338	1 226	1 387	975	1 210	1 814	2 407	2 522
Lease payments (Incl. operating leases, excl. finance leases)	4 818	4 508	4 843	4 069	4 661	2 571	2 854	3 050	3 249
Property payments	508	307	434	350	267	257	448	472	493
Transport provided dept activity	7			2	2	2			
Travel and subsistence	3 438	1 930	2 054	2 950	3 731	2 753	4 298	4 514	4 734
Training & staff development	1 825	6 006	8 589	6 704	10 903	13 407	13 500	15 014	2 015
Operating payments	159	520	2 054	1 115	1 465	735	1 180	1 241	1 301
Venues and facilities	217	97	165	227	367	227	310	325	341
Rental & hiring									
.....									
Financial Governance	23 171	26 670	35 243	26 852	36 356	30 831	46 304	58 187	33 693

Table B.4: Summary of Payments and estimates by economic classification: "Goods and Services level 4 items" included in Table B.4

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
Current payments	50 471	62 786	60 965	53 397	62 390	53 249	57 850	64 168	68 199
.....									
Goods and services	50 471	62 786	60 965	53 397	62 390	53 249	57 850	64 168	68 199
Administrative fees									
Advertising	57								
Assets <R5000	119	4	307	500	100	500	116	122	128
Audit cost: External									
Bursaries (employees)									
Catering: Departmental activities	17	7		11	1	15			
Communication	1 443	17 255	21 669	15 801	19 406	15 601	5 333	5 605	5 880
Computer services	30 180	32 523	21 294	22 288	31 013	21 979	27 696	35 029	36 926
Cons/prof:business & advisory services									
Cons/prof: Infrastructure & planning									
Cons/prof: Laboratory services									
Cons/prof: Legal cost									
Contractors	15 804	11 761	15 563	12 364	9 443	12 364	21 923	20 490	22 200
Agency & support/outsourced services									
Entertainment									
Fleet Services				50	20	50	33	34	36
Housing									
Inventory: Food and food supplies	18	12	22	20	25	40	56	59	62
Inventory: Fuel, oil and gas			6						
Inventory:Learn & teacher support material									
Inventory: Materials & supplies	- 41		563	105	100	146	154	162	170
Inventory: Medical supplies									
Inventory: Medicine									
Medsas inventory interface									
Inventory: Military stores									
Inventory: Other consumables	67	87	1						
Inventory: Stationery and printing	737	384	534	490	589	683	894	939	986
Lease payments (Incl. operating leases, excl. finance leases)	5	7	7	53	50	53	40	42	44
Property payments	117						1		
Transport provided dept activity	1								
Travel and subsistence	1 936	700	745	997	907	1 059	962	1 011	1 061
Training & staff development									
Operating payments	1	46	254	718	718	718	600	631	660
Venues and facilities	10				18	41	42	44	46
Rental & hiring									
.....									
Information Technology	50 471	62 786	60 965	53 397	62 390	53 249	57 850	64 168	68 199