

VOTE 14

GAUTENG PROVINCIAL TREASURY

To be appropriated by vote in 2014/15	R 412 774 000
Responsible MEC	MEC for Finance
Administering Department	Gauteng Provincial Treasury
Accounting Officer	Head of Department

1. OVERVIEW

Vision

An activist provincial Treasury that is a pioneer in financial management in South Africa

Mission

The department is a strategic, pro-active, professional and value-adding Treasury that enables and promotes effective service delivery for the citizens of Gauteng through:

- Sustainable funding that ensures developmentally focused allocation of resources and innovative revenue generation;
- Efficient cash management that ensures the liquidity of the province;
- Effective financial management and reporting that ensures responsible and transparent resource utilisation and expenditure; and
- A well-structured governance framework and protocol that ensures accountability and fiscal discipline.

Strategic Goals

The key strategic objectives for the department are:

- To provide proactive strategic, administrative and political leadership to Gauteng Provincial Treasury (GPT), enabling delivery of the mandate;
- To provide financial resource management services and ensure credible reporting for GPG;
- To mobilise alternative funding sources to accelerate service delivery that stimulates inclusive economic growth and revenue generation;
- To ensure sound corporate, financial and legislative governance and provide effective financial management in Gauteng; and
- To ensure sustainable liquidity levels in GPG.

Main services

As the custodian of the province's financial resources, GPT contributes towards all 14 outcomes through the realisation of its mission and strategic objectives. Based on our core mandate and broader mandate as derived from the Constitution, the (Public Finance Management Act) PFMA and the MFMA (Municipal Finance Management Act), the Department is prepared to take on the challenge of providing leadership, guidance, stewardship and oversight in working with the provincial departments and municipalities to:

- Increase financial management capacity to achieve operational efficiency and promote accountability in government;
- Provide strategic leadership and technical support in fiscal management and discipline;
- Provide guidance and leadership in the implementation of financial management reforms for both provincial and local government;
- Stimulate inclusive growth by strategically allocating resources to programmes with a potential to accelerate service delivery and create job opportunities for people in the Gauteng Province;
- Mobilise alternative funding sources and resourcing solutions; and
- Provide strategic and operational support to departments and municipalities in the delivery of their mandates.

External activities and events relevant to budget decisions

A transition from the 2009-2014 term of governance to the 2014-2019 during the 2014/15 financial year is likely to influence the provincial budget decisions, given the expected emerging needs of the new government. The provincial planning and budgeting processes might be required to facilitate a realignment of plans and budgets with the new or revised priorities and commitments of the new government as per the final 2009-2014 MTSF outcomes, especially in 2014/15.

Act, rules and regulations

- Treasury Regulations 2005 and Delegations;
- Municipal Finance Management Act, 2004;
- Prevention and Combating of Corrupt Activities Act, 2004;
- Broad-Based Black Economic Empowerment Act, 2003;
- The Tender Board Repeal Act, 2002;
- Unemployment Insurance Contributions Act, 4 of 2002;
- Municipal Systems Act, 2000;
- Preferential Procurement Policy Framework Act, 2000;
- Promotion of Access to Information Act, 2000 (Act 2 of 2000);
- Promotion of Administrative Justice Act, 2000;
- Public Finance Management Act, 1999;
- Employment Equity Act, 1998;
- Skills development Act, 1998 (Act 97 of 1998);
- Basic Conditions of Employment Act, 1997; Intergovernmental Fiscal Relations Act, 1997 (Act 97 of 1997);
- Public Service Laws Amendment Act, 1997;
- Borrowing Powers of Provincial Government Act, 1996 (Act 48 of 1996);
- The Constitution of the Republic of South Africa, 1996;
- The National Archives Act, 1996;
- Development Facilitation Act, 1995;
- Labour Relations Act, 1995;
- Occupational Health and Safety Act, 1995;
- Public Service Act, 1994 Regulations and Delegations;
- Division of Revenue Act (DoRA); and
- Government Employees Pension Law

Outcomes

The Gauteng Provincial Government has adopted all the 14 national priority outcomes and it is behind this backdrop that in the 14/15 financial year, the GPT will be supporting all the adopted outcomes.

The provincial decision for the treasury to support all 14 outcomes requires the department to closely support and monitor service delivery departments to ensure adequate implementation of the advice that the department provides. Spending more time with service delivery departments, will ensure that the GPT has a thorough understanding of the real issues and challenges being experienced by the departments. In this manner, opportunities for partnerships with the departments will be maximized and this will also allow for cross breeding of skills. Not only will this empower the department's internal employees to be prompt, activist and relevant but it will ensure that GPT's interventions are quick and focused.

The focus area over the Medium Term Expenditure Framework (MTEF) period is to provide support in the implementation of financial reforms and the institutionalisation of the PFMA and MFMA in all GPG departments and the delegated municipalities as well as streamlining, structuring procurement processes and reducing costs of procurement to achieve value-for-money in GPG.

GPT will focus on procurement reforms in the province and further undertake an additional role to implement contract management systems in the province in order to enhance skills capacity, increase the transparency of liabilities created by expensive and long term contracts and enforce value for money elements.

Infrastructure delivery remains a key priority and will be marked by the continuation of the implementation of the Infrastructure Delivery Management System (IDMS). Over the 2014/15 financial year, there will be continued emphasis on correlating expenditure to the attainment of outcomes, as well as assessing the impact of the budget on the Gauteng economy and population. This will ensure that GPT plays its role in actualising the delivery of infrastructure to alleviate the myriad problems facing the province.

The department continues to coordinate and drive strategies that will place the province on sound financial footing through institutionalisation of Outcome-Based Budgeting while pursuing the efficient, economic and equitable utilisation of resources in GPG. Continuous monitoring and reporting on governance arrangements within the GPG public entities will take place to ensure oversight structures function optimally. The GPT continues to improve the quality of information that serves as the basis for decision making in the province.

2. REVIEW OF THE CURRENT FINANCIAL YEAR (2013/14)

The 2013/14 financial year was a significant one as it is the end of the 4th term of governance which marks the 20 years of democracy in South Africa. This milestone is a consolidation of all achievements to date and show cases the preparations for the implications of the new term on the provincial resources.

The provincial strategic planning processes during this transition period initiated the development of the 2014-2019 Medium Term Strategic Framework (MTSF) that specifies the government outcomes for the province. The province adopted all 14 National outcomes which require the provincial departments to realign their outcomes plans with the latest MTSF. Gauteng Provincial Treasury has also adopted and contributes in a supportive role towards all 14 Provincial Outcomes as we are responsible for resourcing all the outcomes, supporting all the departments and municipalities and play an oversight role in fiscal discipline and corporate governance in the province.

We however also play the role of a strategic supporting department for Outcome 9 "Responsive, accountable, effective and efficient local government system" supporting department of local government.

In 2009 government set the objective to achieve this audacious Outcome. Treasury's contribution to this outcome is based on the oversight mandate which it has which includes the improvement of administrative and financial capability in the province and especially within municipalities. In 2013/14, the Provincial Treasury focused on ensuring the existence of a proper interface between the Municipal Finance Indaba and the Premier's Coordinating Forum to strengthen the system of intergovernmental relations with specific focus on ensuring the departments appreciate the link between planning, budgeting and transferring of funds and resolving debt owed between organs of state. The department also focused on initiatives geared towards achieving Operation Clean Audit 2014 which included providing technical support in the implementation of GRAP standards, strengthening the capacity of municipal internal audit, asset management and audit committees.

Some of the department's efforts to improve asset management in the province were through the establishment of assets management forums, proper alignment of asset management strategies and Infrastructure Development Plans (IDP). A framework for the Gauteng Municipal Emergency Fund was developed, and support initiatives to municipalities in conjunction with the Department of Local Government and Traditional Affairs and the Department of Housing were explored and other supplementary initiatives were strengthened.

Another Outcome that we support strategically and technically is Outcome 12, which is "An efficient, effective and development oriented public service. One of the strategic objectives for the 2009-2014 term, was to ensure that the departments at the administrative centre of government improve the efficiency and effectiveness of public service which impacts on service delivery to the citizenry. The commitment was to improve financial management in the province and to achieve clean audit in the province. A priority was set to increase the efficiency in government expenditure and reduce incidences of corruption in procurement processes. This also resulted in the introduction of an outcomes based approach in planning and budgeting to ensure proper resourcing the outcomes.

In our oversight role on OPCA in 2012/13, the province made progress by increasing the number of departments and entities with unqualified audits. The GPT was one of the departments that achieved a clean audit outcome, and the Provincial Revenue Fund also achieved a clean audit. Other interventions implemented to align to global best practice were to provide training to the non-executive members of the GPG Audit Committee and to review the Audit Committee Charter which also improved effectiveness.

Treasury provided support to the departments and entities in compiling their annual and interim financial statements. The increased support provided to departments and entities contributed towards the improved audit outcome, and also resulted in none of the departments incurring unauthorised expenditure. The province also compiled the 2012/13 consolidated financial statements and submitted them to the Auditor-General by 30 June 2013. In 2013/14, the province cleared R4.4 billion accumulated unauthorised expenditure from prior financial years.

With regard to improving financial management, the department's intervened in the Department of Health by stabilizing the finances and streamlining supply chain management processes. Achievements include the appointment of an administrator; conducting of pre-payment audits on the top 53 suppliers; reconciliation of infrastructure payments with the Department of Infrastructure Development; review of infrastructure acquisition processes; and the deployment of technical teams to work with hospital staff in SCM for the daily operations for a period of six weeks starting with the Central Hospitals.

In the commitment to improve the management of human resources, the department rolled out the Identification Verification System (IVS) to all provincial departments (except Education) to improve accuracy of the PERSAL database and eliminate ghost employees. The Health Intervention Programme assessed outstanding labour relations disciplinary cases and a backlog of registration of permanent disability cases were dealt with hand. It also reviewed 24 human resource policies and assessed the value-add of the human resource function in the human resource value chain.

To support the government's commitment to reduce incidences of corruption in procurement processes, the provincial treasury facilitated the SCM reforms and reviewed the process of resolving supply chain related complaints to ensure fair procurement practices in the province were established. The increase support to the departments and municipalities the GPT increased its internal capacity through adequately skilled and qualified officials. ; The model on the demand management concept was finalized; various contracts for medical equipment were finalized and technical teams were deployed in central hospitals.

In 2013/14, the province benchmarked with other provincial treasuries regarding corporate governance matters. This led to Treasury enforcing compliance with the guidelines on issuing cheques to minimize cheque issuance, we reviewed the public and trading entities to align their functions with government priorities. Efficiencies in business processes were gained through the automation of the budget upload to BAS and SAP; and asset verification processes were automated to increase accuracy and reduce turnaround time. The financial system processes were re-engineered to improve interface with transversal system. The Health Intervention Programme reviewed and work-shopped the ICT strategy to realign it with the business requirements and the revised health turnaround strategy.

With regard to the priority of increasing the efficiency in government expenditure, the province continually monitored trends, personnel headcount and expenditure to inform the Executive and to improve departments' budgeting and planning processes. The value-for-money and the impact of population were among the key factors that were assessed during the monitoring of conditional grants expenditure. The full implementation of the approved Provincial Infrastructure Delivery Management System (IDMS) in 2013/14 involved the provision of infrastructure delivery departments with the requisite skills to effectively and efficiently implement the funded projects. The department also introduced and implemented reforms relating to the publication of provincial quarterly performance information in the public domain (i.e. GPT's website) to improve transparency. Initiatives to improve collection of revenue include the development of own revenue enhancement strategy and development of own revenue forum charter.

The outcome-based planning and budgeting continued in 2013/14. The GPT's interventions to improve the quality of provincial plans and budget during the financial year included the introduction of one budget database that was used throughout the budget process for budget compilation and budget decision-making; and feedback mechanism in the form of functional groups and Medium-Term Expenditure Committee engagements that reviewed major programmes that were funded during the current term of governance. The department researched topical economic issues, jointly with research and academic institutions. It also produced and tabled provincial budgets and other publications such as PERO, SERO and MTBPS that were also discussed with relevant stakeholders. To promote transparency of the provincial budgets, the GPT published in the Government Gazette the budget allocations to schools and hospitals. The GPT continued to promote a better understanding of the public-private partnerships as a vehicle for job creation and improving service delivery. In addition to focus on Tourism, Energy, Economic Development, Health and Educational sectors, we explored other sectors such as Water, Housing and Transport in order to overcome service delivery and infrastructure challenges.

3. OUTLOOK FOR THE COMING FINANCIAL YEAR (2014/15)

The National elections will be held in the 2014/15 financial year and this will also mark the beginning of a new term of governance, which will require focus on the finalisation and implementation of the 2014-2019 MTSF. The GPT will support (through financial resourcing) all the 14 government outcomes whilst being a supporting department to outcomes 9 and 12.

To develop improved administrative and financial capabilities of municipalities, the province will support and

monitor the municipal capacity initiatives. The existing Municipal Finance Hands-on Support Programme will be extended and other supplementary support initiatives will be explored. Such initiatives include revenue enhancement strategies that will optimize revenue billing and collection in municipalities. The province will assess the municipal budgets to improve their credibility and affordability of plans.

The GPT will continue to assess municipalities' compliance with supply chain management policies. The established supply chain management forums and the new reporting tools to be introduced will support the assessment of compliance in municipalities. With regard to unqualified audits, the province will increase support to municipalities that are not making significant progress in implementing strategic support plans regarding enterprise risk management. Municipalities will also be included in the road shows in which the province discusses the fiscal framework with stakeholders; this fiscus position is published in the MTBPS.

The province made progress in 2013/14 with regard to increasing the number of unqualified audits. The GPT will manage its financial affairs in a manner that will ensure we maintain the clean audit outcome. The Treasury will support departments in the compilation of their annual and interim financial statements. To support departments further, the GPT will analyse the departments' appropriation statements and provide feedback to departments to help monitor their annual expenditure. The department will also compile the 2013/14 consolidated financial statements and submit them to the Auditor-General by 30 June 2014. The department also strives to maintain a clean audit opinion on the Provincial Revenue Fund.

To improve financial management in government, the department will build on improvements made by the Health Intervention Programme in the previous financial year. The support provided to Health through the Programme will focus on inventory management; compiling a credible budget; reviewing finance structure in hospitals and enhancing finance systems and processes in hospitals and head office.

The planned further improvements in the management of human resources to increase efficiencies include the automation and rollout of payroll certification to all departments to ensure that departments certify the validity of staff and accuracy of payroll. The Health Intervention Programme will determine employee competency and implement skill psychometric battery to guide decisions in matching people to the suitable positions; develop staffing norms and overall organisational structure; and provide training to improve the basic competence required for the human resource function. There are initiatives that will be implemented to address a shortage of skills in public-private partnerships; these initiatives will support and fund the project management services, capacity, skills and resources in order to accelerate infrastructure delivery.

To support the government's commitment to reduce incidences of corruption in procurement processes, the department will facilitate the implementation and compliance with the supply chain management legislation. The department will introduce new reporting tools and use the established supply chain management forums to continue assessing the compliance in departments. The Health Intervention Programme will define and align the supply chain management organisational and governance structures in health institutions and head office. The department will implement the PERSAL verification system to assist municipalities to detect suppliers who are in the service of the state to eliminate abuse of the procurement system.

Interventions aimed at improving efficiency and effectiveness of public service will be put in place. These include monitoring and reporting on governance arrangements within the public Entities to ensure that oversight structures are appointed appropriately and function optimally. Efficiencies in business processes will be achieved through the rollout of modules such as assets management and inventory management to improve the financial management systems across the GPG departments. The training management system will be automated to reduce the turnaround times on new applications received. With regard to the automation of the cash management system, Treasury will pilot two other phases relating to departments' requisition of funds and funds transfer to departments. The E-Receipting module in SAP will be rolled out to all departments to automate the processing of cash receipts and deposits with an aim of improving operating efficiencies and ensuring proper accounting for revenue received.

With regard to the priority of increasing the efficiency in government expenditure, the department will continue to monitor trends personnel headcount and expenditure to inform the Executive and to improve departments' budgeting and planning processes. The GPT will analyse the conditional grant expenditure and performance information as well as verify evidence of progress through site visits. The implementation of the Provincial Infrastructure Delivery Management System will be monitored to ensure improvement in infrastructure delivery. Transparency of budget information will continue to be ensured through the publication of provincial quarterly performance information in the public domain (i.e. GPT's website). With regard to revenue optimisation, the

GPT will review and approve tariffs; explore and assess viability of identified new revenue sources; and monitor the implementation of the provincial revenue strategy to ensure that departments develop own strategies and policies.

The implementation of outcome-based planning and budgeting will be strengthened by conducting further research relating to a responsive, gender based and activist budget. The GPT will collaborate with the Gauteng Planning Commission in facilitating the development of outcomes plans that incorporate the 2014-2019 MTSF outcomes. The GPT will facilitate any budget-related processes to accommodate the changes emanating from the implementation of the new MTSF outcomes in the province. The province will continue to research topical economic issues, jointly with research and academic institutions. The province will table provincial and adjustment budgets and produce economic publications such as PERO, SERO and MTBPS. As the end users to these research publications the department will engage with municipalities to offer specialist support towards refining their Integrated Development Plans (IDPs) and Local Economic Development (LED) Strategies. To promote transparency of the provincial budgets, the GPT will publish in the Government Gazette the budget allocations to schools and hospitals.

The public-private partnerships are alternative arrangements for funding government programmes. The department will introduce new arrangements for the assurance and approval of major projects to strengthen scrutiny compliance and control; introduce measures that will improve skills, value-for-money, transparency and accountability in long-term contracts; and design, implement and manage a contract management framework.

4. REPRIORITISATION

The GPT reprioritised the budget baselines to identify savings while still funding the existing priorities over the MTEF period. Savings were realised in goods and services line items such as the OPCA project and other non-core items, by cutting the costs of providing services while maintaining the service level. The identified savings are redirected to fund the inflationary adjustment to salaries and to fund cost pressures in the Municipal Finance Hands-on Support Programme, which provides training and consultant services to designated GPG municipalities.

5. PROCUREMENT

The main projects that will be funded and will influence the major procurement over the 2014 MTEF are stated below:

Asset Management Strategy for Municipalities

The GPT's mandate is to appoint a Service Provider qualified in Infrastructure Asset Management to produce Asset Management (AM) plans per sector and then aggregate these plans into a consolidated plan at a strategic level (AM Strategy) and in doing so, assist the GPT in supporting the identified Gauteng municipalities.

Enterprise Content Management

GPT will appoint a service provider to provide an enterprise content management solution. Enterprise content management is a solution that covers document management, web content management, searches, collaboration, records management, digital asset management (DAM), work-flow management, capturing and scanning. ECM is primarily aimed at managing the life-cycle of information from initial publication or creation all the way through to archival and eventually disposal. ECM aims to make the management of corporate information easier through simplifying storage, security, version control, process routing, and retention.

6. REVENUE AND FINANCING

6.1 Summary of receipts

TABLE 14.1: SUMMARY OF RECEIPTS: GAUTENG PROVINCIAL TREASURY

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
Equitable share	208 312	253 369	265 310	320 292	322 423	322 423	412 774	402 323	424 379
Conditional grant	4 734								
Total receipts	213 046	253 369	265 310	320 292	322 423	322 423	412 774	402 323	424 379

The department is funded through equitable share. Funds allocated to the Department during the period under review cater for personnel requirements, printing of GPT publications, provision of support to departments and municipalities, infrastructure capacity building programme, transfers to the Gauteng Funding Agency, Health Intervention Programme, Identification Verification System rollout project and the Operation Clean Audit.

Allocations increase from R413 million over R424 million over the 2014 MTEF in order to fund the Health Intervention Programme in 2014/15; GPT's core programmes of capacity building and business systems in 2015/16 and 2016/17; and personnel requirements based on the organizational structure approved in 2013/14.

6.2 Departmental receipts collection

TABLE 14.2: DEPARTMENTAL RECEIPTS: GAUTENG PROVINCIAL TREASURY

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
Tax receipts									
Casino taxes									
Horse racing taxes									
Liquor licences									
Motor vehicle licences									
Sales of goods and services other than capital assets			175	205		223	211	222	234
Transfers received									
Fines, penalties and forfeits									
Interest, dividends and rent on land	37 044	164 758	187 570	60 000	180 000	179 795	80 000	88 000	100 000
Sales of capital assets									
Transactions in financial assets and liabilities			66			354			
Total departmental receipts	37 044	164 758	187 811	60 205	180 000	180 372	80 211	88 222	100 234

The revenue source for the department is the interest earned on favorable bank balances. The bank balances, in turn, depend on the province's investment policy and the spending trends of provincial departments.

The economic downturn that started in previous financial years reduced the amounts available for investment, and the provincial departments' increased spending depleted the provincial reserves. This saw the revenue collected at a low point of R37 million in the 2010/11 financial year.

The introduction of improved cash management strategies to improve the liquidity of the province during periods of financial constraints resulted in increases in cash balances from which a higher interest revenue was earned; therefore the interest revenue increased from R37 million in 2010/11 to R165 million in the 2011/12 financial year. The continued implementation of these strategies caused the interest revenue to increase to R187 million in 2012/13. These strategies include ring fencing the infrastructure and conditional grants to ensure efficiency in these monies being spent by departments. This stricter control of cash flows increased the cash resources in the province whilst the provincial departments improved their spending plans.

The department conservatively projected interest revenue at R60 million in 2013/14; however this budget was reached within four months and the department therefore increased the budget to R180 000 during the adjustment budget process, based on the accelerated increase in interest revenue earned.

Given the measures that are put in place to improve provincial departments' spending that could potentially minimise cash balances, the GPT prudently projects the interest revenue to be R80 million in 2014/15 and gradually increasing to R100 million in 2016/17.

7. PAYMENT SUMMARY

7.1 Key assumptions

The 2014 MTEF budget is informed by the Gauteng Provincial Treasury's Strategic Plan, Annual Performance Plan, the provincial outcomes and the Gauteng Provincial Government's programme of action (POA). Provision for annual salary adjustments are made as follows: 6.5 percent in 2014/15, 5.4 percent in 2015/16, and 5.4 percent in 2016/17. Provision has also been made for notch progression and performance bonuses.

7.2 Programme summary

TABLE 14.3: SUMMARY OF PAYMENTS AND ESTIMATES: GAUTENG PROVINCIAL TREASURY

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
1. Administration	55 722	47 417	59 768	72 601	75 522	78 728	95 852	100 990	105 564
2. Sustainable Resources Management	78 539	83 893	85 341	102 631	100 309	93 290	141 606	150 785	157 107
3. Financial Governance	35 583	33 748	35 994	89 540	91 862	88 899	117 174	84 252	90 941
4. Provincial Accounting Services	39 584	39 426	43 824	55 520	54 730	53 919	58 142	66 296	70 767
Total payments and estimates	209 428	204 484	224 927	320 292	322 423	314 836	412 774	402 323	424 379

7.3 Summary of economic classification

TABLE 14.4: SUMMARY OF PROVINCIAL PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: GAUTENG PROVINCIAL TREASURY

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
Current payments	154 467	151 595	173 246	268 986	268 690	262 563	361 863	351 370	370 726
Compensation of employees	126 878	126 663	141 098	188 365	188 241	180 579	244 877	267 075	281 828
Goods and services	27 589	24 867	32 148	80 621	80 449	81 984	116 986	84 295	88 898
Interest and rent on land		65							
Transfers and subsidies to	51 522	50 027	50 108		50 124	50 110	50 000	50 000	52 650
Provinces and municipalities									
Departmental agencies and accounts	51 500	50 000	50 000	50 000	50 000	50 000	50 000	50 000	52 650
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises						2			
Non-profit institutions									
Households	22	27	108		124	108			
Payments for capital assets	44	2 426	1 573	1 306	3 609	2 163	911	953	1 004
Buildings and other fixed structures						1			
Machinery and equipment	44	2 426	1 559	1 306	3 467	2 019	911	953	1 004
Heritage Assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets			14		142	143			
Payments for financial assets	3 395	436							
Total economic classification	209 428	204 484	224 927	320 292	322 423	314 836	412 774	402 323	424 379

Total expenditure reduced from R209 million in 2010/11 to R204 million in 2011/12 and increased to R224 million in 2012/13. The lower revised estimate of R315 million compared to an increase in the projections over MTEF is due to the Department's postponement of the development of planned electronic systems that are meant to streamline the systems development process to improve efficiency and value for money.

The total budget is increased from R322 million in 2013/14 and over the MTEF to R424 million in 2016/17 to fund the costs of increasing the capacity of the department to deliver on its growing mandate and projects such as the intervention at the Department of Health and the operation clean audit initiatives.

Compensation of employees has steadily increased for the period under review, particularly between the financial years 2010/11 and 2012/13 where the budget increased from R127 million to R141 million respectively. This was mainly due to higher-than-expected salary adjustments. The budget continues to grow from R188 million in 2013/14 to R245 million in 2014/15, which corresponds with the Department's plans to fully implement the approved structure. Provision for annual cost of living adjustments, notch progression and annual performance bonuses have been made.

Goods and services increased from R80 million in 2013/14 to R117 million in 2014/15, reflecting the increase the R40 million allocation for the Health Intervention Programme. The department has allocated funds capacity building, of contract management in the province and maintaining the current Municipal Finance Support programme that aims to provide financial management support to municipalities across the province. The department continues to strengthen its initiatives in support of the Operation Clean Audit 2014 outcome.

8. PROGRAMME DESCRIPTION

Programme 1: Administration

Programme description

This programme aims to provide effective leadership, management and administrative support to the Member of Executive Authority, Head of Treasury and the Treasury Programmes. This is done in fulfilment of the mission and mandate of the Treasury. The aim is to provide an enabling environment for the implementation of the Department's mandate and promote innovative solutions that result in cutting-edge service delivery strategies that promote service excellence.

Programme objectives

- To provide political oversight and administrative support to the executive authority on the implementation of the strategic objectives and outcomes;
- To provide leadership; monitor departmental performance and ensure implementation of the mandate;
- To facilitate, monitor and drive the overall departmental strategy, planning, performance and risk management processes to ensure achievement of GPT's mandate and intended impact on the provincial priorities, as well as to implement and monitor policies and strategies to accelerate the transformation agenda in the organisation;
- To provide strategic and operational financial planning support, financial management and quality supply chain management services to GPT; and
- To ensure an integrated corporate service function that provides strategic and operational support in human resources, law, communications and ICT.

TABLE 14.5: SUMMARY OF PAYMENTS AND ESTIMATES: ADMINISTRATION

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
1. Office of the MEC	6 013	6 715	6 385	6 665	6 465	7 173	7 386	7 719	8 188
2. Office of the HOD	2 679	2 376	6 607	8 444	8 674	8 237	14 391	15 523	16 565
3. Corporate Services	35 445	24 901	29 891	34 525	39 934	42 541	52 968	55 703	57 358
4. Financial Management	11 585	13 425	16 885	22 967	20 449	20 777	21 107	22 045	23 453
Total payments and estimates	55 722	47 417	59 768	72 601	75 522	78 728	95 852	100 990	105 564

TABLE 14.6: SUMMARY OF PROVINCIAL PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: ADMINISTRATION

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
Current payments	52 276	44 633	58 195	71 295	72 271	76 997	94 941	100 037	104 561
Compensation of employees	34 139	26 539	32 629	41 022	40 968	45 485	66 568	70 610	74 370
Goods and services	18 137	18 029	25 566	30 273	31 303	31 512	28 373	29 427	30 191
Interest and rent on land		65							
Transfers and subsidies to	7	22		54	50				
Provinces and municipalities									
Departmental agencies and accounts									
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises		2				2			
Non-profit institutions									
Households	7	20			54	48			
Payments for capital assets	44	2 426	1 573	1 306	3 197	1 681	911	953	1 004

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R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
Buildings and other fixed structures						1			
Machinery and equipment	44	2 426	1 559	1 306	3 176	1 659	911	953	1 004
Heritage Assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets			14		21	21			
Payments for financial assets	3 395	336							
Total economic classification	55 722	47 417	59 768	72 601	75 522	78 728	95 852	100 990	105 564

The budget for Administration increases from R56 million in 2010/11 to R72 million in the 2013/14 financial year then to R106 million in the 2016/17 financial year. The main reason for increasing the budget is the significant increase in personnel numbers to support a growing departmental structure. The decrease in goods and services is due to decentralisation of items such as training, catering, resettlement costs and venues and facilities.

Compensation of employees decreased from R34 million in the 2010/11 financial year to R33 million in 2012/13. Compensation of employees increases from R 41 million in the 2013/14 financial year to R74 million in the 2016/17 financial year. The increase in compensation of employees is due to the re-establishment of Gauteng Provincial Treasury after the demerger from the Gauteng Department of Finance and the implementation of the approved structure.

The main factors that contribute to increases in compensation of employees are the annual notch progressions, personnel related costs, such as performance bonus and service bonus, as well as implementation of the approved structure and the re -grading of clerk posts.

Over the MTEF, spending levels for the administration programme are expected to stay within the baseline of R96 million, R101 million and R106 million for 2014/15, 2015/16, and 2016/17 respectively. Administration's main cost drivers are utilities, external audits, lease payments, communication and property payments.

Over the MTEF, spending on capital assets is expected to stay within the baseline, averaging R955 000 at R911 000, R953 000 and R1 million for the 2014/15, 2015/16, and 2016/17 financial years respectively. The computer refresh is expected to normalise in the 2014/15 financial year as the department plans to put in place stringent measures to avoid heavy expenditure, as most of the procurement has already been done.

SERVICE DELIVERY MEASURES

PROGRAMME 1: ADMINISTRATION

Performance measures	Estimated Annual Targets		
	2014/15	2015/16	2016/17
Office of the MEC			
Ensure all legislature matters and public queries are responded to within the prescribed timeframes	Respond to all legislature matters according to the legislature timeframes	Respond to all legislature matters according to the legislature timeframes	Respond to all legislature matters according to the legislature timeframes
	Respond to public queries according to the presidential/ GPG Hotline (i.e. within 3 working days)	Respond to public queries according to the presidential/ GPG Hotline (i.e. within 3 working days)	Respond to public queries according to the presidential/ GPG Hotline (i.e. within 3 working days)
Office of the HOD			
Action lists reflecting the updated status of the EMC resolutions	Action lists reflecting the updated status of the EMC resolutions	Action lists reflecting the updated status of the EMC resolutions	Action lists reflecting the updated status of the EMC resolutions
Oversight provided to the Gauteng Department of Health	4 progress reports submitted by the administrator	N/A	N/A
Strategy Management			

Performance measures	Estimated Annual Targets		
	2014/15	2015/16	2016/17
Approved legislative plans and reports according to prescribed timelines.	Approved Strategic Plan for 2014 - 2019 submitted to legislature	Reviewed Strategic Plan submitted to legislature	Reviewed Strategic Plan submitted to legislature
	Annual Performance Plan tabled at the Legislature	Annual Performance Plan tabled at the Legislature	Annual Performance Plan tabled at the Legislature
	Annual Report for 2013/14 tabled at the Legislature	Annual Report for 2014/15 tabled at the Legislature	Annual Report for 2015/16 tabled at the Legislature
	Quarterly performance reports submitted to the MEC	Quarterly performance reports submitted to the MEC	Quarterly performance reports submitted to the MEC
	Quarterly reports on the departmental risk profile submitted to the Audit Management Committee and Risk Management Committee	Quarterly reports on the departmental risk profile submitted to the Audit Management Committee and Risk Management Committee	Quarterly reports on the departmental risk profile submitted to the Audit Management Committee and Risk Management Committee
Unqualified audit report on predetermined objectives	Unqualified audit report on pre-determined objectives for 2013/14 FY	Unqualified audit report on pre-determined objectives for 2014/15 FY	Unqualified audit report on pre-determined objectives for 2015/16 FY
Office of the CFO			
Unqualified audit report on AFS with no material misstatements	Unqualified audit report on AFS with no material misstatements	Unqualified audit report on AFS with no material misstatements	Unqualified audit report on AFS with no material misstatements
Corporate Services			
Number of GEYODI reports submitted to the Office of the Premier according to the agreed timeframes	GEYODI reports submitted to the Office of the Premier according to the agreed timeframes	GEYODI reports submitted to the Office of the Premier according to the agreed timeframes	GEYODI reports submitted to the Office of the Premier according to the agreed timeframes
Number of ICT Service Standards compliance reports submitted	Implement ICT Services Standards	Review and implement the approved ICT Service Standards	Review and implement approved ICT Service Standards
Reduction of vacancy rate	10% vacancy rate	10% vacancy rate	10% vacancy rate

PROGRAMME 2: SUSTAINABLE RESOURCE MANAGEMENT

Programme description

The programme aims to optimise resources allocation, utilisation and revenue in order to maximise the social benefit to Gauteng's citizens.

Programme objectives

Fiscal Policy and Economic Analysis

- Maximise current revenue sources and optimise potential new revenue streams;
- Develop and implement a comprehensive provincial revenue strategy;
- Provide advisory services to relevant stakeholders on fiscal policy matters and the medium term fiscal framework;
- Provide provincial socio-economic research and analysis to inform resource allocation and utilisation; and
- Provide advisory services to relevant stakeholders on fiscal policy matters and the medium term fiscal framework, maximise current revenue sources and provide socio-economic research and analysis.

Budget Management

- Allocate resources to outputs in an optimal and transparent manner that is aligned with the national and provincial outcomes and that addresses equity, needs and spatial development;
- Manage provincial planning and budgeting processes for the province;
- Implement budget reforms that enhance budgeting processes in the province;
- Promote effective and efficient public service delivery by assisting departments with service delivery;
- Enforce implementation of and compliance with the PFMA; and
- Allocate resources to outputs ensuring alignment with national and provincial outcomes to manage the planning and budgeting processes for GPG.

Public Finance

- Provide strategic support to departments and agencies to utilise public resources effectively;
- Conduct sector level policy analysis to maximize efficiency gains and value for money;
- Monitor and evaluate the performance outcomes of spending agencies; and
- Provide strategic support to GPG in order to ensure optimal utilisation of public resources and maximisation of efficiency gains and value for money.

Public Private Partnerships

- Facilitate, enhance and complement provincial revenue through private investment in infrastructure and service delivery;
- Evolve as a dynamic and sustainable center of excellence for public private partnerships (PPPs), providing technical, financial and legal assistance to all departments and municipalities in the province;
- Provide assistance through project feasibility, procurement and contract management during a project;
- Improve the infrastructure and service delivery efficiency of the province;
- Drive PPP deal flow by identifying project opportunities that yield value to all stakeholders; and
- Facilitate, enhance and complement provincial revenue through private investment in infrastructure and service delivery.

TABLE 14.7: SUMMARY OF PAYMENTS AND ESTIMATES: SUSTAINABLE RESOURCE MANAGEMENT

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
1. SRM Programme Support	51 574	51 855	52 867	57 651	54 570	55 401	79 154	82 551	85 269
2. Fiscal Policy and Economic Analysis	5 081	7 925	7 610	9 293	9 554	7 736	10 176	10 489	11 237
3. Budget Management	6 806	10 006	10 959	17 019	17 442	13 241	22 983	25 327	26 860
4. Public Finance	10 799	10 587	10 921	15 579	15 654	13 829	25 828	28 691	29 625
5. Public Private Partnership	4 279	3 520	2 984	3 089	3 089	3 083	3 465	3 727	4 116
Total payments and estimates	78 539	83 893	85 341	102 631	100 309	93 290	141 606	150 785	157 107

TABLE 14.8: SUMMARY OF PROVINCIAL PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: SUSTAINABLE RESOURCE MANAGEMENT

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
Current payments	28 539	33 793	35 311	52 631	50 289	43 258	91 606	100 785	104 457
Compensation of employees	26 756	30 305	32 594	44 959	44 939	37 912	62 263	68 077	71 864
Goods and services	1 783	3 488	2 717	7 672	5 350	5 346	29 343	32 708	32 593
Interest and rent on land									
Transfers and subsidies to	50 000	50 000	50 030	50 000	50 020	50 032	50 000	50 000	52 650
Provinces and municipalities									
Departmental agencies and accounts	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	52 650
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions									
Households			30		20	32			
Payments for capital assets									
Buildings and other fixed structures									
Machinery and equipment									
Heritage Assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
Payments for financial assets			100						
Total economic classification	78 539	83 893	85 341	102 631	100 309	93 290	141 606	150 785	157 107

The budget for the Sustainable Resource Management increases from R79 million in the 2010/11 financial year to R85 million in the 2012/2013 financial year. The budget increases from R 100 million in the 2013/14 financial year to R157 million in 2016/17 financial year. The main factors contributing to an increase in the budget are the allocation of additional funding for compensation of employees, the capacity building project and systems development project and the inclusion of previously centralised items from Administration.

Compensation of employees increases from R27 million in the 2010/11 financial year to R33 million in the 2012/13 financial year. The budget increases from R45 million in the 2013/14 financial year to R72 million in the 2016/17 financial year. The increases in compensation of employees is due to the filling of critical positions as per the approved departmental structure and the wage settlements that have been above inflation over the period, as well as notch progressions.

Goods and services increased from R2 million in the 2010/11 financial year to R3 million in the 2012/2013 financial year. There is an increase of R28 million from R5 million in the 2013/14 financial year to R33 million in the 2016/17 financial year. The main cost drivers are capacity building projects, system development projects as well as the printing of provincial publications such as PERO, SERO, MTBPS, and EPRE.

Transfers to the Gauteng Project Office amount to R50 million and R53 million over MTEF. The budget forms part of the Programme Support allocation.

SERVICE DELIVERY MEASURES

PROGRAMME 2: SUSTAINABLE RESOURCE MANAGEMENT

Performance measures	Estimated Annual Targets		
	2014/15	2015/16	2016/17
Fiscal Policy and Economic Analysis			
Number of own revenue analysis reports prepared and submitted	4 quarterly submissions for Legislature	4 quarterly submissions for Legislature	4 quarterly submissions for Legislature
	8 monthly submissions to departments	8 monthly submissions to departments	8 monthly submissions to departments
	4 quarterly submissions to GPG departments	4 quarterly submissions to GPG departments	4 quarterly submissions to GPG departments
Number of own revenue forums conducted	6	6	6
Number of tariff submissions reviewed and approved	4	5	6
Produce MTEC own revenue input reports in line with Provincial Treasury timeframes	Produce MTEC own revenue input reports in line with Provincial Treasury timeframes	Produce MTEC own revenue input reports in line with Provincial Treasury timeframes	Produce MTEC own revenue input reports in line with Provincial Treasury timeframes
Tabling of SERO, PERO and MTBPS at Legislature according to the prescribed timeframes	SERO in March 2015	SERO in March 2016	SERO in March 2017
	PERO in November 2014	PERO in November 2015	PERO in November 2016
	MTBPS in November 2014	MTBPS in November 2015	MTBPS in November 2016
Number of policies developed and reviewed	2 draft policies	N/A	N/A
	2 policy reviews	4	4
Number of economic research conducted	1 impact study completed	1 impact study completed	1 impact study completed
	2 Economic Bulletins published	2 Economic Bulletins published	2 Economic Bulletins published
	47 weekly newsletters published	47 weekly newsletters published	47 weekly newsletters published
Public Private Partnerships			
Monitoring and providing regulatory advice and support on PPP Projects in terms of Treasury Regulation 16.	Compliance to legislative requirements for PPP Projects in terms of monitoring and providing regulatory advice and support on PPP Projects	Compliance to legislative requirements for PPP Projects in terms of monitoring and providing regulatory advice and support on PPP Projects	Compliance to legislative requirements for PPP Projects in terms of monitoring and providing regulatory advice and support on PPP Projects
Inception, development and planning of contract management system for the Province	Inception, development and planning of contract management system for the Province	Inception, development and planning of contract management system for the Province	Inception, development and planning of contract management system for the Province
Budget Management			
Table the provincial MTEF and adjustment budgets at the Legislature within the prescribed timeframes	Table 1 MTEF budget within 14 days after the National Budget day	Table 1 MTEF budget within 14 days after the National Budget day	Table 1 MTEF budget within 14 days after the National Budget day
	Table 1 Adjustment budget within 30 days after the National Adjustment budget day	Table 1 Adjustment budget within 30 days after the National Adjustment budget day	Table 1 Adjustment budget within 30 days after the National Adjustment budget day
Number of legislated provincial reports produced according to the National Treasury (NT) timeframes	IYM reports submitted to NT by 22nd day of each month	IYM reports submitted to NT by 22nd day of each month	IYM reports submitted to NT by 22nd day of each month
	4 QPRs submitted according to the NT timeframes	4 QPRs submitted according to the NT timeframes	4 QPRs submitted according to NT timeframes
Public Finance			
Number of consolidated 'State of GPG Finances' report submitted to the Office of the MEC (for EXCO) according to the agreed timeframes	4	4	4
Prepare and submit an analysis of conditional grants business plans to the HOD:GPT in the Division of Revenue Act (DoRA) prescripts	1	1	1
Number of site visit reports submitted to the HOD:GPT to monitor implementation of projects funded by conditional grants and provincial equitable share	4	4	4
Evaluation report on performance of conditional grants prepared and submitted to National Treasury according to the DoRA prescripts	1	1	1

Performance measures	Estimated Annual Targets		
	2014/15	2015/16	2016/17
Submit Finance Lekgotla, MTEC and PBC reports according to the Provincial budget timelines	Submit Finance Lekgotla report, MTEC and PBC reports according to the Provincial budget timelines	Prepare and submit Finance Lekgotla report, MTEC and PBC reports according to the Provincial budget timelines	Prepare and submit Finance Lekgotla report, MTEC and PBC reports according to the Provincial budget timelines
Number of IRM reports submitted to National Treasury by 22 nd day after the end of the quarter	24	24	24
Table the Provincial Infrastructure MTEF and adjustment budgets according Provincial budget timeline	Table MTEF and adjustment infrastructure budgets according to the Provincial budget timeframes	Table MTEF and adjustment infrastructure budgets according to the Provincial budget timeframes	Table MTEF and adjustment infrastructure budgets according to the Provincial budget timeframes

PROGRAMME 3 : FINANCIAL GOVERNANCE

Programme description

To implement best practices that will ensure sound corporate, financial management and legislative governance in the province and provide support to all GPG departments, entities and municipalities.

Programme objectives

- To ensure the implementation of the enterprise risk management strategy in GPG;
- To be a credible partner in financial management practices and systems at local government and to ensure compliance with the MFMA;
- To ensure compliance with all financial norms and standards and to standardise implementation and compliance of supply chain management frameworks and legislation in GPG; and
- To provide proactive institutional support to financial system users in GPG.

TABLE 14.9: SUMMARY OF PAYMENTS AND ESTIMATES: FINANCIAL GOVERNANCE

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
1. FG Programme Support	517	857	1 746	31 955	31 955	32 278	43 349	3 464	3 688
2. Risk Management	11 494	8 429	7 587	12 481	12 481	9 936	13 847	14 787	15 810
3. Norms and Standards	2 642	3 505	3 300	12 312	12 312	7 648	19 243	20 699	21 581
4. Local Government Financial Services	16 885	16 532	17 958	24 991	26 901	29 956	32 412	35 902	38 045
5. Financial Business Systems	4 045	4 425	5 403	7 801	8 213	9 081	8 323	9 400	11 818
Total payments and estimates	35 583	33 748	35 994	89 540	91 862	88 899	117 174	84 252	90 941

TABLE 14.10: SUMMARY OF PROVINCIAL PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: FINANCIAL GOVERNANCE

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
Current payments	34 068	33 743	35 928	89 540	91 420	88 472	117 174	84 252	90 941
Compensation of employees	28 352	30 950	33 843	51 871	51 841	47 574	61 802	66 158	69 108
Goods and services	5 716	2 793	2 085	37 669	39 579	40 898	55 372	18 094	21 833
Interest and rent on land									
Transfers and subsidies to	1 515	5	66		30	14			
Provinces and municipalities									
Departmental agencies and accounts	1 500								
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions									
Households	15	5	66		30	14			
Payments for capital assets					412	413			
Buildings and other fixed structures									
Machinery and equipment					291	291			
Heritage Assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets					121	122			
Payments for financial assets									
Total economic classification	35 583	33 748	35 994	89 540	91 862	88 899	117 174	84 252	90 941

The budget for Financial Governance has increased from R34 million in the 2011/12 financial year to R36 million in the 2012/13 financial year. There is a further increase to R90 million in the 2013/14 financial year due to allocation of funds for the Health Intervention Programme initiated to stabilise the operational and financial management in the Department of Health. The allocation of funds for the Health Interventions continue to 2014/15; hence a decrease in budget from R117 million in the 2014/15 financial year to R91 million in the 2016/17 financial year.

Compensation of employees increases from R28.3 million in the 2010/11 financial year to R33.8 million in the 2012/13 financial year. This is due to filling of critical positions as per approved departmental structure, the wages settlements that have been above inflation over the period, as well as notch progressions. The compensation of employee baseline has increased over the MTEF compared to the previous financial year due to the reprioritisation from SRM.

Goods and services decrease from R5.7 million in the 2010/11 financial year to R2 million 2012/13 financial year. Furthermore goods and services increase from R38 million in 2013/14 to R55 million in 2014/15. The increase is due to a once-off allocation for the Health Intervention Programme for the 2014/15 financial year. Furthermore, the programme will fund various municipal training programmes, various forums conducted and the costs from the previous centralised items for Administration. Major cost drivers over MTEF for this programme are consultants, business advisories and training and development. An Administrator was appointed in the 2013/14 financial year to lead this project.

SERVICE DELIVERY MEASURE

PROGRAMME 3: FINANCIAL GOVERNANCE

Performance measures	Estimated Annual Targets		
	2014/15	2015/16	2016/17
Enterprise Risk Management			
Number of ERM process reviews conducted in Municipalities	36	36	36
Number of ERM process reviews conducted in GPG Departments	56	56	56
Number of strategic risk assessment workshops conducted in GPG Departments	14	14	14
Number of Audit Committee Meetings conducted	55	55	55
Local Government Financial Services			
Number of municipal compliance MFMA reports prepared to the National Treasury and the MEC: Finance as per the agreed timelines	4	4	4
Number of bi-annual municipal budget assessment reports submitted to NT and MEC: Finance	2	2	2
Number of consolidated municipal budget statement gazetted and submitted to Provincial Legislature 45 days after the end of the quarter.	4	4	4
Number of consolidated municipal budget statement published on Provincial Treasury website within 30 days after end of quarter	4	4	4
Number of Provincial Gazettes on transfer to municipalities tabled in the legislature with provincial main budget	1	1	1
Number of Provincial Gazettes on transfer to municipalities tabled in the legislature with provincial adjustment budget	1	1	1
Number of Municipal Finance Indaba reports submitted to Cabinet and Premier Co-ordination Forum	3	3	3
Number of reports produced on annual financial statements review	1	1	1
Governance and Compliance			
Number of PFMA compliance reports submitted to the Accounting Officer: GPT	4	4	4
Number of quarterly Financial Misconduct Reports submitted	4	4	4
Number of quarterly Irregular, Fruitless and Wasteful Expenditure Report submitted	4	4	4
Number of annual governance arrangement report submitted	1	1	1
Supply Chain Management			
Approved GPG SCM Model Policy	1	1	1
Approved SCM frameworks			
for GPG Departments and Municipalities	2	2	2
Number of SCM compliance reports submitted to the Accounting Officer: GPT for GPG Departments and Municipalities	8	8	8
Number of SCM Forums coordinated for GPG Departments and Municipalities	8	8	8

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Performance measures	Estimated Annual Targets		
	2014/15	2015/16	2016/17
Number of SCM trainings sessions provided	4	4	4
Approved GPG SCM Model Policy	1	1	1
Financial Business Systems			
Number of trained GPG users on transversal systems	250	350	450
Number of consolidated reports reflecting incorrect combinations between segments of the SCOA	4	4	4
Number of SAP modules implemented in 3 GPG departments	3	3	3

PROGRAMME 4 : PROVINCIAL ACCOUNTING SERVICES

Programme description

To provide strategic leadership, guidance and support to all GPG departments in terms of financial management, thus ensuring that there is transparent and effective financial management and reporting in the provincial departments and entities.

Programme objectives

- To ensure credible reporting in the provincial departments and entities; and
- To ensure effective management of liquidity in Gauteng Provincial Government.

TABLE 14.11: SUMMARY OF PAYMENTS AND ESTIMATES: PROVINCIAL ACCOUNTING SERVICES

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
1. PAS Programme Support	1 438	1 792	2 303	5 530	2 783	2 316	4 046	4 348	4 818
2. Financial Assets and Liabilities	14 793	15 656	15 416	19 236	18 446	20 941	20 820	21 154	22 514
3. Accounting Services	15 388	13 552	15 513	19 615	21 092	18 448	21 352	28 143	29 874
4. Accounts Receivables			225						
5. Statutory Deduction Management	7 965	8 426	10 367	11 139	12 409	12 214	11 924	12 651	13 561
Total payments and estimates	39 584	39 426	43 824	55 520	54 730	53 919	58 142	66 296	70 767

TABLE 14.12: SUMMARY OF PROVINCIAL PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: PROVINCIAL ACCOUNTING SERVICES

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
Current payments	39 584	39 426	43 812	55 520	54 710	53 836	58 142	66 296	70 767
Compensation of employees	37 631	38 869	42 032	50 513	50 493	49 608	54 244	62 230	66 485
Goods and services	1 953	557	1 780	5 007	4 217	4 228	3 898	4 066	4 281
Interest and rent on land									
Transfers and subsidies to		12			20	14			
Provinces and municipalities									
Departmental agencies and accounts									
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions									
Households			12		20	14			
Payments for capital assets						69			
Buildings and other fixed structures									
Machinery and equipment						69			
Heritage Assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
Payments for financial assets									
Total economic classification	39 584	39 426	43 824	55 520	54 730	53 919	58 142	66 296	70 767

The programme expenditure increased from R40 million in the 2010/11 financial year to R44 million in the 2012/13 financial year. The programme shows a further increase of R12 million over the MTEF period from R58 million in 2014/15 to R71 million in the 2016/17 financial year. The largest portion of the programme budget is allocated to compensation of employees.

The compensation of employees reported expenditure of R37.6 million in 2010/11 and R42 million in the 2012/13 financial year. The Compensation of employees' budget is expected to increase from R54.2 million in 2014/15 to R66.4 million in the 2016/17 financial year. The increased allocation for compensation of employees is to cover both annual cost of living adjustments and implementation of the approved structure.

The Goods and services budget baseline decreases from R5 million in 2013/14 to R4 million in 2014/15. The decrease is the result of a reprioritisation of the budget baselines to scale-up the current departmental priorities such as the Health Intervention Programme and the Municipal Support project in Programme 3: Financial Governance. Most of this programme's activities are personnel based, hence the increase in personnel budget over the MTEF.

SERVICE DELIVERY MEASURE

PROGRAMME 4: PROVINCIAL ACCOUNTING SERVICES

Performance measures	Estimated Annual Targets		
	2014/15	2015/16	2016/17
Financial Assets and Liabilities: Cash Management			
Cash outflow not exceeding funds available for the province	Cash outflow not exceeding provincial revenue streams	Cash outflow not exceeding provincial revenue streams	Cash outflow not exceeding provincial revenue streams
Financial Assets and Liabilities: Provincial Revenue Fund Management			
Financially unqualified audit with no other matters for PRF	Financially unqualified audit with no other matters for PRF	Financially unqualified audit with no other matters for PRF	Financially unqualified audit with no other matters for PRF
Accounting Services: General Accounting			
Analysis reports on the appropriation statement submitted to GPG departments 5 working days after period month-end closure	Analysis reports on the appropriation statement submitted to GPG departments 5 working days after period month-end closure	Analysis reports on the appropriation statement submitted to GPG departments 5 working days after period month-end closure	Analysis reports on the appropriation statement submitted to GPG departments 5 working days after period month-end closure
Accounting Services: Financial Accounting			
Consolidated GPG financial statements in line with the prescribed timeframe	Consolidate Financial Statements for the 2013/14 FY and submit by 30 June 2014 to the Auditor General	Consolidate Financial Statements for the 2014/15 FY and submit by 30 June 2015 to the Auditor General	Consolidate Financial Statements for the 2015/16 FY and submit by 30 June 2016 to the Auditor General
Review reports submitted on the interim financial statements for GPG departments 14 working days after receipt	Review reports submitted on the interim financial statements for GPG departments 14 working days after receipt	Review reports submitted on the interim financial statements for GPG departments 14 working days after receipt	Review reports submitted on the interim financial statements for GPG departments 14 working days after receipt
Review reports submitted on the interim financial statements for GPG entities 14 working days after receipt	Review reports submitted on the interim financial statements for GPG entities 14 working days after receipt	Review reports submitted on the interim financial statements for GPG entities 14 working days after receipt	Review reports submitted on the interim financial statements for GPG entities 14 working days after receipt
Review reports submitted on the annual financial statements for GPG departments 12 working days after receipt	Review reports submitted on the annual financial statements for GPG departments 12 working days after receipt	Review reports submitted on the annual financial statements for GPG departments 12 working days after receipt	Review reports submitted on the annual financial statements for GPG departments 12 working days after receipt
Review reports submitted on the annual financial statements for GPG entities 12 working days after receipt	Review reports submitted on the annual financial statements for GPG entities 12 working days after receipt	Review reports submitted on the annual financial statements for GPG entities 12 working days after receipt	Review reports submitted on the annual financial statements for GPG entities 12 working days after receipt

9. OTHER PROGRAMME INFORMATION

9.1 Personnel numbers and cost

TABLE 14.13 : PERSONNEL NUMBERS AND COSTS : GAUTENG PROVINCIAL TREASURY

Personnel numbers	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	As at 31 March 2017
Administration	119	148	175	187	187	200	199
Sustainable Resources Management	121	89	72	72	74	80	87
Financial Governance	21	126	101	101	107	114	125
Provincial Accounting Services	46	175	107	107	128	130	141
Direct charge against the National Revenue Fund							
Total departmental personnel numbers	307	538	455	496	496	524	552
Total provincial personnel cost (R thousand)	126 878	126 663	141 098	180 579	244 877	267 075	281 828
Unit cost (R thousand)	413	235	310	364	494	510	511

The total departmental personnel costs increase from the current 2013/14 financial year over the MTEF period due to the new structure that will be implemented by the department. Included in this growth is the anticipated increase in inflation. This significant growth in personnel ensures that the department continues to provide oversight and technical support to GPG departments.

Treasury has added additional capacity to its structure in the areas of:

- Contract Management;
- Monitoring and Evaluation;
- Public Finance-Infrastructure Support; and
- Supply Chain Management.

This will contribute to the gradual growth of the personnel head count and compensation of employees.

TABLE 14.14: SUMMARY OF DEPARTMENTAL PERSONNEL NUMBERS AND COSTS: GAUTENG PROVINCIAL TREASURY

	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
Total for department									
Personnel numbers (head count)	307	538	406	544	496	496	496	524	552
Personnel cost (R thousands)	126 878	126 663	141 098	188 365	188 241	180 579	244 877	267 075	281 828
Human resources component									
Personnel numbers (head count)	54	55	18	26	26	26	26	26	26
Personnel cost (R thousands)	49 274	29 974	5 437	11 286	11 286	11 286	11 478	12 298	12 350
Head count as % of total for department	18%	10%	4%	5%	5%	5%	5%	5%	4%
Personnel cost as % of total for department	39%	24%	4%	6%	6%	6%	5%	5%	5%
Finance component									
Personnel numbers (head count)	70	68	23	36	36	36	36	36	36
Personnel cost (R thousands)	6 045	6 726	7 406	11 467	11 467	11 467	12 877	13 843	14 576
Head count as % of total for department	23%	13%	6%	13%	13%	13%	13%	13%	13%
Personnel cost as % of total for department	5%	5%	5%	16%	16%	16%	19%	19%	19%
Full time workers									
Personnel numbers (head count)	307	538	406	544	496	496	496	524	522
Personnel cost (R thousands)	126 878	126 663	141 098	188 365	188 241	180 579	244 877	267 075	281 828
Head count as % of total for department	100%	100%	100%	100%	100%	100%	100%	100%	95%
Personnel cost as % of total for department	100%	100%	100%	100%	100%	100%	100%	100%	100%

	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
Contract workers									
Personnel numbers (head count)		26	26	45	45	45	45	45	45
Personnel cost (R thousands)		1 670	1 758	1 850	1 850	1 850	1 952	2 059	2 150
Head count as % of total for department		5%	6%	8%	9%	9%			
Personnel cost as % of total for department		1%	1%	1%	1%	1%	0%	0%	0%

The human resource component of Treasury maintains a consistent pattern throughout the period under review, in both personnel numbers and cost. The increases in cost over the period are mainly a reflection of projected compensation adjustments in keeping with the cost of living. The increases in cost over the MTEF for part-time/contract workers are mainly a reflection of projected compensation adjustments in keeping with the cost of living.

9.2 Training

TABLE 14.15: PAYMENTS ON TRAINING: GAUTENG PROVINCIAL TREASURY

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
1. Administration	163	2 003	2 146	782	782	782	532	560	590
Subsistence and travel		1 481	1 481						
Payments on tuition	163	522	665	782	782	782	532	560	590
Other									
2. Sustainable Resources Management		574	684	426	426	426	306	323	341
Subsistence and travel		574	574						
Payments on tuition			110	426	426	426	306	323	341
Other									
3. Financial Governance	24	273	273	375	375	375	440	464	488
Subsistence and travel		229	229						
Payments on tuition	24	44	44	375	375	375	440	464	488
Other									
4. Provincial Accounting Services		410	410	412	412	412	560	590	621
Subsistence and travel		344	344						
Payments on tuition		66	66	412	412	412	560	590	621
Other									
Total payments on training	187	3 260	3 513	1 995	1 995	1 995	1 838	1 937	2 040

TABLE 14.16: INFORMATION ON TRAINING : GAUTENG PROVINCIAL TREASURY

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
Number of staff	307	538	406	455	455	524	496	524	552
Number of personnel trained	36	239	271	303	303	303	350	450	500
of which									
Male	14	106	115	133	133	133	140	160	180
Female	22	133	156	170	170	170	210	290	320
Number of training opportunities	227	290	271	333	333	333	490	600	710
of which									
Tertiary	78	192	98	150	150	150	250	300	350
Workshops	149	98	173	153	153	153	200	250	300
Seminars				30	30	30	40	50	60
Other									
Number of bursaries offered	78	192	98	150	150	150	150	200	200
Number of interns appointed	11	21	46	26	26	26	30	30	35
Number of learnerships appointed	12	13	40	18	18	18	18	20	25
Number of days spent on training									

The above tables reflect the Department's commitments on the training and development of employees. The focus remains on the development of females. The department intends to continue implementing focussed leadership development programmes aimed at women.

The department has allocated approximately 2.51 per cent of the personnel compensation budget for training. Funds will be utilised for bursaries, learnerships, internships and training and development interventions. The Human Resources Development (HRD) strategy and implementation plan was approved by the HOD on the 18 April 2013 as one of the integrated systems and processes for workforce development.

From the table above, it can be seen that the Department has the required skills needed on various levels to achieve its strategic mandate. The Department has developed policies to manage HR related activities. Departmental policies are aligned to national and provincial frameworks. The fact that the department has allocated approximately 2.51 per cent of the personnel compensation budget to the training and development budget will enable the Department to implement planned interventions. Upon final integration of systems and policies, a comprehensive communication strategy would be required to ensure that all managers and employees understand their specific roles and responsibilities, and levels of compliance are increased.

Training interventions will focus on improving the generic and functional skills of employees, which include seminars and workshops. All training interventions will be in line with the approved Workplace Skills Plan, as well as the individual Personal Development Plans (PDPs) that form part of the performance management and development system.

As a result of the GPT being newly established, some systems and processes have not been fully integrated. The focus for the 2013/14 financial year is to integrate these in order to complete, support and sustain workforce development. The GT (pre-merger) had approved policies, mentorship, career and succession, and talent management in place to provide guidance for all stakeholders. However, although these frameworks were in place, they were not sufficiently implemented.

Some of the skills within the Department have been classified as scarce and critical skills, such as accounting, economics and econometrics, auditing, investment and financial systems, financial management and risk management. In order to attract potential employees to these areas, the Department has provided bursaries to employees. Bursary applications will be offered in line with the estimated allocation and availability of funds. It will be aimed at reducing the skills gap, specifically in management development and core skills areas.

The Department has further implemented internships to attract qualified students and provide much needed experience and exposure within the relevant fields. Further to that, internships will also focus on practical exposure to enable full-time students to qualify. Forty-seven interns were placed in the 2012/13 financial year. Of these, 18 internships were converted to a 3-year SAIPA Learnership programme in Professional Accounting.

9.3 Reconciliation of structural changes

N/A

10. CROSS-CUTTING ISSUES

Cross-cutting issues: Gauteng Provincial Treasury								
Cross-cutting issues	Programme and sub-programme	Indicator/Indicators	Output	Outcome	MTEF Budget			
					2012/13	2013/14	2014/15	2015/16
Women	Economic Empowerment	Active participation of women in procurement processes	30%	30% of GPT tenders awarded to women owned businesses	30% of the procurement budget on selected commodities	30% of the procurement budget on selected commodities	30% of the procurement budget on selected commodities	30% of the procurement budget on selected commodities
Youth	Economic Empowerment	Promotion of youth owned businesses	10% of the procurement budget	10% of GPT tenders awarded to youth owned businesses	10% of the procurement budget on selected commodities	10% of the procurement budget on selected commodities	10% of the procurement budget on selected commodities	10% of the procurement budget on selected commodities
People with Disabilities	Promotion of PwDs owned businesses	5% Participation of PwDs in procurement process	5%	5% of tenders awarded to companies owned by PwDs	5% of the procurement budget on selected commodities	5% of the procurement budget on selected commodities	5% of the procurement budget on selected commodities	5% of the procurement budget on selected commodities
BBBEE	Economic Empowerment	Upliftment of BBBEE Level 4 and above		Improved spend on BBBEE Level 4 and above companies		50%	50%	50%

ANNEXURE TO ESTIMATES OF PROVINCIAL REVENUE AND EXPENDITURE

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TABLE 14.16: SPECIFICATION OF RECEIPTS : GAUTENG PROVINCIAL TREASURY

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
Tax receipts									
Casino taxes									
Horse racing taxes									
Liquor licences									
Motor vehicle licences									
Sales of goods and services other than capital assets			175	205	223		211	222	234
Sale of goods and services produced by department (excluding capital assets)			175	205	223		211	222	234
Sales by market establishments			175	205	223		211	222	234
Administrative fees									
Other sales									
Of which									
List Item			175						
List Item									
List Item									
List Item									
Sales of scrap, waste, arms and other used current goods (excluding capital assets)									
Transfers received from:									
Other governmental units									
Universities and technikons									
Foreign governments									
International organisations									
Public corporations and private enterprises									
Households and non-profit institutions									
Fines, penalties and forfeits									
Interest, dividends and rent on land	37 044	164 758	187 570	60 000	180 000	179 795	80 000	88 000	100 000
Interest	37 044	164 758	187 570	60 000	180 000	179 795	80 000	88 000	100 000
Dividends									
Rent on land									
Sales of capital assets									
Land and sub-soil assets									
Other capital assets									
Transactions in financial assets and liabilities			66		354				
Total departmental receipts	37 044	164 758	187 811	60 205	180 000	180 372	80 211	88 222	100 234

TABLE 14.17 :PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: ADMINISTRATION

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
Current payments	52 276	44 633	58 195	71 295	72 271	76 997	94 941	100 037	104 561
Compensation of employees	34 139	26 539	32 629	41 022	40 968	45 485	66 568	70 610	74 370
Salaries and wages	30 232	23 111	32 629	36 039	35 898	36 388	56 050	58 088	60 681
Social contributions	3 907	3 428		4 983	5 070	9 097	10 518	12 522	13 690
Goods and services	18 137	18 029	25 566	30 273	31 303	31 512	28 373	29 427	30 191
Administrative fees	1 074	111	105	258	229	186	271	284	299
Advertising	1 807	210	2	527	285	916	1 155	1 257	1 374
Assets less than the capitalisation threshold	1	422	1 013	300	229	218	303	270	232
Audit cost: External	1 963	2 516	2 260	2 106	1 806	1 637	2 209	2 311	2 433

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
Bursaries: Employees	637	624	759	937	437	437	1 318	1 550	1 535
Catering: Departmental activities	68	114	630	637	837	1 130	461	437	460
Communication (G&S)	1 353	3 556	1 489	2 610	2 411	2 411	3 351	3 169	3 339
Computer services	9		5	1 925	1 885	1 750	2 103	2 297	2 419
Consultants and professional services: Business and advisory services	1 888	999	613	906	991	1 062	964	1 026	1 204
Consultants and professional services: Legal costs	99	955	7	2 191	250		792	926	27
Contractors	565	177	248	2 228	7 270	5 944	2 952	3 108	3 341
Agency and support / outsourced services	29	18	32			178			
Entertainment	59	145	27	30	30	10	32	35	37
Fleet services (including government motor transport)	3	13	30	7	41	704	25	10	11
Inventory: Food and food supplies	10	53	94	80	94	26			
Inventory: Fuel, oil and gas	4	7	59	87	90	73			
Inventory: Materials and supplies	11	29	15	53	57	219			
Inventory: Other supplies									
Consumable supplies	127	8	146	350	198	83	571	603	636
Consumable: Stationery, printing and office supplies	346	842	844	1 196	1 347	1 010	1 374	1 310	1 379
Operating leases	2 463	2 419	582	922	1 586	1 445	970	1 014	1 068
Property payments	3 236	3 011	9 978	2 259	1 448	2 871	2 580	2 501	2 760
Transport provided: Departmental activity									
Travel and subsistence	2 153	1 140	3 576	4 613	4 161	4 011	3 315	3 452	3 641
Training and development	163	298	1 119	1 250	2 262	2 914	532	560	501
Operating payments	22	157	256	1 879	1 374	595	687	728	776
Venues and facilities	47	205	1 677	2 922	1 985	1 682	2 408	2 579	2 720
Rental and hiring									
Interest and rent on land		65							
Interest		65							
Rent on land									
Transfers and subsidies	7	22			54	50			
Provinces and municipalities									
Provinces									
Provincial Revenue Funds									
Provincial agencies and funds									
Municipalities									
Foreign governments and international organisations									
Public corporations and private enterprises		2				2			
Public corporations		2				2			
Subsidies on products and production (pc)									
Other transfers to public corporations		2				2			
Private enterprises									
Subsidies on products and production (pe)									
Other transfers to private enterprises									
Non-profit institutions									
Households	7	20			54	48			
Social benefits	7	20			54	48			

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R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
Other transfers to households									
Payments for capital assets	44	2 426	1 573	1 306	3 197	1 681	911	953	1 004
Buildings and other fixed structures						1			
Buildings						1			
Other fixed structures									
Machinery and equipment	44	2 426	1 559	1 306	3 176	1 659	911	953	1 004
Transport equipment									
Other machinery and equipment	44	2 426	1 559	1 306	3 176	1 659	911	953	1 004
Heritage Assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets			14		21	21			
Payments for financial assets	3 395	336							
Thefts and losses	3 395	336							
Total economic classification:	55 722	47 417	59 768	72 601	75 522	78 728	95 852	100 990	105 564

TABLE 14.18: PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION : SUSTAINABLE RESOURCE MANAGEMENT

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2015/16
Current payments	28 539	33 793	35 311	52 631	50 289	43 258	91 606	100 785	104 457
Compensation of employees	26 756	30 305	32 594	44 959	44 939	37 912	62 263	68 077	71 864
Salaries and wages	24 081	26 927	32 594	40 668	40 648	30 329	54 684	60 588	63 693
Social contributions	2 675	3 378		4 291	4 291	7 583	7 579	7 489	8 171
Goods and services	1 783	3 488	2 717	7 672	5 350	5 346	29 343	32 708	32 593
Administrative fees									
Advertising	171	326	596	421	450	450	442	462	486
Audit cost: External						431			
Bursaries: Employees	1								
Catering:									
Departmental activities	30						247	260	274
Communication (G&S)	1								
Computer services							16 018	20 318	19 546
Consultants and professional services:									
Business and advisory services	267	1 626	96	261	315	521	762	807	850
Consultants and professional services:									
Legal costs			49		372	413	7 798	6 502	6 847
Contractors									
Agency and support / outsourced services				5 659	2 181	1 887			
Consumable: Stationery,printing and office supplies	1 042	1 469	570	358	673	583	587	655	690
Operating leases									
Property payments									
Transport provided: Departmental activity									
Travel and subsistence	74	21	281	25	125	83	1 393	1 465	1 543
Training and development			770			268	406	428	451
Operating payments	197	46	173	948	1 234	710	940	987	1 039

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2015/16
Venues and facilities			182				750	824	868
Rental and hiring									
Interest and rent on land									
Interest									
Rent on land									
Transfers and subsidies	50 000	50 000	50 030	50 000	50 020	50 032	50 000	50 000	52 650
Provinces and municipalities									
Provinces									
Provincial Revenue Funds									
Provincial agencies and funds									
Municipalities									
Municipal bank accounts									
Municipal agencies and funds									
Departmental agencies and accounts	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	52 650
Social security funds									
Departmental agencies (non-business entities)	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	52 650
Higher education institutions									
Private enterprises									
Subsidies on products									
Other transfers to private enterprises									
Non-profit institutions									
Households			30		20	32			
Social benefits									
Other transfers to households			30		20	32			
Payments for capital assets									
Buildings and other fixed structures									
Buildings									
Other fixed structures									
Machinery and equipment									
Transport equipment									
Other machinery and equipment									
Heritage Assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
Payments for financial assets			100						
Thefts and losses			100						
Total economic classification	78 539	83 893	85 341	102 631	100 309	93 290	141 606	150 785	157 107

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TABLE 14.19: PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: PROGRAMME 3: FINANCIAL GOVERNANCE

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2015/16
Current payments	34 068	33 743	35 928	89 540	91 420	88 472	117 174	84 252	90 941
Compensation of employees	28 352	30 950	33 843	51 871	51 841	47 574	61 802	66 158	69 108
Salaries and wages	25 137	27 460	33 843	46 993	46 963	38 060	53 608	58 264	60 508
Social contributions	3 215	3 490		4 878	4 878	9 514	8 194	7 894	8 600
Goods and services	5 716	2 793	2 085	37 669	39 579	40 898	55 372	18 094	21 833
Administrative fees									
Advertising		10	73						
Audit cost: External		(1)							
Bursaries: Employees	3								
Catering:									
Departmental activities	8						228	240	253
Communication (G&S)									
Computer services		7	109	115	467	469	408	343	361
Consultants and professional services:									
Business and advisory services	5 055	2 287	651	35 000	36 118	37 516	52 324	15 246	18 834
Contractors	109								
Consumable: Stationery,printing and office supplies	129	136	234	379	365	235	265	279	294
Operating leases									
Property payments									
Transport provided: Departmental activity			12						
Travel and subsistence	209	316	404		166	330	247	440	463
Training and development	24		602	2 175	2 449	2 333	1 380	999	1 052
Operating payments	83	38			14	15	70	73	77
Venues and facilities	96						450	474	499
Rental and hiring									
Interest and rent on land									
Interest									
Rent on land									
Transfers and subsidies	1 515	5	66	30	14				
Provinces and municipalities									
Provinces									
Provincial Revenue Funds									
Provincial agencies and funds									
Municipalities									
Municipal bank accounts									
Municipal agencies and funds									
Departmental agencies and accounts	1 500								
Social security funds									
Departmental agencies (non-business entities)	1 500								
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions									
Households	15	5	66		30	14			
Social benefits	15	5	66		30	14			
Other transfers to households									

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2015/16
Payments for capital assets					412	413			
Buildings and other fixed structures									
Buildings									
Other fixed structures									
Machinery and equipment					291	291			
Transport equipment									
Other machinery and equipment					291	291			
Heritage Assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets					121	122			
Payments for financial assets									
Thefts and losses									
Total economic classification	35 583	33 748	35 994	89 540	91 862	88 899	117 174	84 252	90 941

TABLE 14.20: PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: PROVINCIAL ACCOUNTING SERVICES

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2015/16
Current payments	39 584	39 426	43 812	55 520	54 710	53 836	58 142	66 296	70 767
Compensation of employees	37 631	38 869	42 032	50 513	50 493	49 608	54 244	62 230	66 485
Salaries and wages	32 816	33 660	42 032	45 362	45 342	39 686	46 906	53 987	57 517
Social contributions	4 815	5 209		5 151	5 151	9 922	7 338	8 243	8 968
Goods and services	1 953	557	1 780	5 007	4 217	4 228	3 898	4 066	4 281
Administrative fees									
Advertising	36								
Assets less than the capitalisation threshold									
Audit cost: External	548	516	1 098	1 150	1 150	1 150	1 210	1 262	1 329
Bursaries: Employees	3		6						
Catering:									
Departmental activities	1						30	32	34
Communication (G&S)	2								
Computer services	202		610	240	1 440	1 440	200	200	211
Consultants and professional services:									
Business and advisory services	664		8	3 547	1 400	1 229	839		
Contractors	19								
Inventory: Materials and supplies	2								
Consumable: Stationery, printing and office supplies	60	41		70	70	70	73	76	80
Operating leases	39								
Property payments									
Transport provided: Departmental activity									
Travel and subsistence	314		35		90	58	230	242	255
Training and development					67	237	1 060	1 995	2 101
Operating payments	54		23			44	56	59	62
Venues and facilities	9						200	200	211
Rental and hiring									
Interest and rent on land									
Interest									



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