

VOTE 13

DEPARTMENT OF FINANCE

To be appropriated by vote in 2015/16	R1 171 505 000
Responsible MEC	MEC for Finance
Administering Department	Department of Finance
Accounting Officer	Head of Department

1. OVERVIEW

Vision

A Connected Gauteng City Region that uses Information and Communication Technology to support the delivery of quality services and equitable and inclusive social economic development of its citizens.

Mission

To provide GPG citizens with state-of-the-art Information and Communication Technology infrastructure that connects them to improved service delivery and greater economic opportunities in collaboration between government, citizens and the private sector through:

A high speed broadband network connecting government to its citizens;

- Digitization of back office support for enhanced service delivery;
- Coordination and regulation of information and communication technology infrastructure and applications to integrate e Government - services in the province;
- Support radical economic transformation by facilitating the development of an ICT linked economy that leverages off the Broadband Network;

Strategic goals

The strategic goals of the GDF are derived from an analysis of the environment, key challenges and strategic issues that the department should address; and are aligned to national and provincial strategic priorities. The department's strategic goals are to:

- To strategically invest in broadband to promote internal efficiencies and improved government and community connectivity;
- To re-engineer and transform back office processes to realize efficiencies and improve front line service delivery;
- To create regulatory and enabling environment and systems for sound corporate governance of ICT in GPG;
- To Facilitate an ICT-linked economy that leverages off the broadband network;

Core functions and responsibilities

- To rollout the GBN;
- To develop and maintain all provincial government owned ICT infrastructure;
- To develop and maintain applications, networks, and services;
- To improve and provide customer driven HR services;
- To implement e-Recruitment solution for job seekers; and
- To deploy HR systems in the province.

Main services

The main services will be delivered by:

- Providing universal access to broadband (as defined by the national broadband policy) for citizens, businesses and government institutions;

- Building network infrastructure and the information super-highway to encourage the development of an advanced workforce with better ICT skills;
- Enhancing economic productivity through ICT infrastructure development in order to lower the cost of doing business and increase connectivity for companies, especially small, medium and micro enterprises (SMMEs);
- Improving service delivery by providing high quality ICT services through e-government;
- Building capability and improving the quality of service and client experience in the provision of human resource services, through the automation of transactional services to improve efficiency; and

Ten-pillar programme of transformation, modernisation and re-industrialisation

The GDF has been repositioned towards being an ICT-centred and -oriented hub for the GPG, and the department's overall budget reflects this basic positioning. The budget for ICT services is the largest component of the department's overall allocation in the 2015 MTEF.

The department contributes to Pillar 4: Transformation of the state and governance and Pillar 5: Modernisation of the public service. It aims to invest strategically in broadband to promote internal efficiencies and improved government and community connectivity.

Over the 2015/16 financial year, the department will explore how it can coherently leverage the digitization of the back office ; to transform back office processes to realize efficiencies and improve front line service delivery in support of various projects, such as the rollout of Automated E-PMDS to 6 GPG Departments that are SAP ESS enabled. The department intends to review , redesign and digitize all back office processes in GPG to improve internal efficiencies and the quality of service to citizen and digitize; automate paper based services GDF offers to GPG departments. For the past three years, the department has offered an e-recruitment service to the provincial government.

The department supports GPG Pillar 3 that relates to accelerated social transformation. Its contribution in this regard is through the provision of employee health and wellness programmes for the province. The GDF also supports Pillar 1: Radical economic transformation and Pillar 6: Modernisation of the economy. This relates to ensuring decent employment through inclusive economic growth.

The Premier's Hotline and the e-recruitment services are two services which will be catalysts in changing the way communities interact with government. GDF is constantly in consultation with relevant stakeholders to explore ways to improve these services. E-recruitment contributes towards job creation by providing wider access to job opportunities through the Job Centres located in the urban Thusong Centre at Maponya Mall. This enables job-seekers to access job opportunities offered by various departments. It is also the department's intention to change the collection and management of information from the Hotline to improve government's responsive standards.

National Development Plan

The NDP Vision 2030 is an overarching plan based on constitutional imperatives, and sets out the development trajectory of the country. The National Broadband Policy gives expression to South Africa's vision in the NDP of a "seamless information infrastructure by 2030 that will underpin a dynamic and connected vibrant information society and a knowledge economy that is inclusive, equitable and prosperous". It is in pursuit of this that the GDF promotes digital inclusion by connecting citizens to high-speed broadband through the Thusong centres located in townships across the province, and acts as an economic enabler by ensuring that priority townships and economic regeneration zones have access to high speed broadband.

External activities and events relevant to budget decisions

The department's budget has been prepared in accordance with the 10 provincial Pillars, and intends to contribute to radical transformation, modernisation and re-industrialisation of the province in the next 10 years. The key activity for the department is the maintenance and improvement of ICT service delivery and the implementation of government-wide solutions that are modern, reliable and secure.

Acts, rules and regulations

- Treasury Regulations 2005 and Delegations;
- Municipal Finance Management Act, 2004;
- Public Administrative and Management Act 11 of 2014
- Prevention and Combating of Corrupt Activities Act, 2004;
- Broad-Based Black Economic Empowerment Act, 2003;
- Government Employees Pension Law Amendment Act 35 of 2003;
- The Tender Board Repeal Act, 2002;

- Municipality 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;
- 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; and
- Division of Revenue Act.

2. REVIEW OF THE CURRENT FINANCIAL YEAR (2014/15)

Pillar 1: Strategic investment in broadband

The department is leading the delivery of the GBN in the province, with strategic investment in broadband the backbone on which e-government services are to be provided to the citizens. The project is currently in the design phase and will result in a fibre optic transmission network of 1 600 kilometres across the province which will connect provincial buildings, all Thusong Centres, hospitals and schools. It is envisaged that the GBN will improve government efficiency, save government and citizen's time and money, and promote digital inclusion by connecting citizens to high speed fibre. The department is planning on migrating 7 piloting digital schools to the GBN fiber connectivity by the end of the 2014/15.

The GBN is aimed at promoting government efficiencies and service delivery by designing, building and rolling out a core network. The department expected to achieve high speed broadband connectivity to 137 government buildings by the end of the 2014/15 financial year. The department has built 6 core sites, 60 access sites have been connected with high speed connectivity.

The department achieved 98 per cent of server availability (uptime of all management servers) for 2 187 hours per quarter, 99 per cent of wide area network (WAN) availability (uptime of all lines per SLA) for Bronze Sites translating to 390 hours for the third quarter per site, 99 per cent of WAN availability (uptime of all data lines per SLA) for Silver standard sites 727 hours for the third quarter, 100 per cent of WAN availability (uptime of all data lines per SLA) for Gold Core Site of 1 452 hours for the third quarter per site and 100 per cent of WAN availability (uptime of all data lines per SLA) for Silver premium sites 1 448 hours per quarter per site. Overall 99 per cent was achieved for applications availability.

Pillar 2: Digitise back office services

The e-recruitment system launched under the Talent Attraction Services unit simplifies access to government employment opportunities. Through this, 6 790 job applicants gained access to job opportunities through the GPG Job Centre at the Maponya Mall Thusong Service Centre, and 10 GPG mobile recruitment campaigns were conducted. The Department initiated strategic partnerships with institutions of higher learning in order to source interns with scarce skills. Partnerships with CIDA, Vaal Technical College, Tshwane University of Technology and the University of Johannesburg were concluded and 24 interns were placed in the department's ICT division.

The department updated 39 (100 per cent) of GPG's transversal contracts in the central repository of awarded contracts within 25 days of the date of receipt of the award. Nine performance evaluations were conducted on suppliers awarded contracts through transversal contracts. The department processed 59 388 (100 per cent) of invoices within 4 working days of their receipt, and 606 procurement officials were trained on SCM processes and the SAP/SRM system. However the availability of training rooms remains a problem; because of this, the Department has decided to do one-on-one training across departments.

The department has initiated automated services and provided interactive applications such as implementing a pilot leave management at GPT and GDF, the department is deploying automated organisation development survey tool by 31 March 2015.

The department completed 10 GPG Mobile recruitment campaigns were conducted as planned. The department is committed to the quality of services and client department experiences in human resources as well as transforming the human resources environment as, 3 departments went live with automated PMDS under SAP ESS system.

Pillar 3: Coordination, regulation and standards

The department successfully completed 3 of organisational structure and post establishment investigations as per letter of engagement (LOE) for the following client departments; Economic Development, Gauteng Provincial Treasury and Department of Roads and Transport. Provincial debtors are expected to be reduced by 20 per cent by end of the 2014/15 financial year.

3. OUTLOOK FOR THE COMING FINANCIAL YEAR (2015/16)

Pillar 1: Strategic investment in broadband

The GDF will implement the establishment of core network infrastructure and connection onto the GBN of government buildings, Thusong Centres, urban renewal zones and targeted economic zones; the GBN has three key objectives which are to firstly improve government efficiency and to save government and citizens time and money; secondly to promote digital inclusion by connecting citizens to high-speed broad band initially, through the Thusong Centres located in townships across the province and thirdly to act as an economic enabler by ensuring that priority townships and economic regeneration zones have access to high speed broad band.

The department plans to promote government efficiencies and service delivery by designing, building and rolling out a core network; widening the reach of the contact centre; implementing Voice over IP (VoIP) telephony, video conferencing, Wi-Fi hotspots, SOS lines, kiosks and access points; build knowledge creation by migrating the current e-Learning network to the GBN; build universal access to broadband through connecting community centres, economic zones and urban renewal zones; stimulate cloud services for SMMEs: for example, infrastructure and applications as a service.

The department will continue to ensure the stability of provincial ICT services by:

- Sustaining stable LAN and WANs;
- Prioritising VoIP as soon as 1Gbps bandwidth is available from the GBN;
- Leveraging from the fully managed data centre and fibre optic network; and
- Integrating the Design and Validation (DAV) Centre with the rest of the GBN and current GPG networks.

Pillar 2: Digitise Back Office Services

During 2015/16, the department will implement a digitized back office service. This will lead to reengineering of business processes and end-to-end processes for case management on the Premier's Hotline; creation of digitized documents; improved internal efficiencies through business process reengineering; and enhanced quality of service through the automation of business processes in line with the e-government framework.

The department will implement a Case Management System that will enable efficient case resolution of all cases logged, and will implement video conferencing solution for end-user awareness, video conferencing is an alternative for physical meeting will develop a business intelligence capability and implement multiple channels to enable government, business, employees and citizens access to government services. In automating manual HR processes, the department will roll out the automated performance management development system. Service terminations will be extended to GPG departments already on SAP: ESS. The department will allocate time and resources to concluding the approval and issuing of letters of concurrence for GPG departments still finalising their organisational structures.

The Maponya Mall Professional Job Centre will continue to create access to available GPG vacancies. The department expects to receive 9000 prospective job applicants at the centre. It will inform communities about GPG vacancies through 10 mobile recruitment campaigns. The Employee Wellness Programme will generate the annual GPG EHWP trend analysis, and will aim for a 20 per cent reduction in GPG's recoverable debts. It will also design, pilot and rollout an e-tendering system.

The GDF will continue to provide transversal and operational support to all GPG departments. It will also

offer specialised consulting services to enhance departmental procurement performance. It will also provide operational support during emergency and other exceptional circumstances. Planned activities include managing the processing of requests for transversal contract-related proposals on behalf of departments; supporting departments implementing National Treasury's Contract Management Framework by facilitating electronic call-offs; processing supplier invoice payment within 30 days; automating procurement processes including the e-invoicing system, purchase orders and purchasing cards (the P-card project); providing procurement-related training to GPG officials; and managing the GPG supplier databases.

The department will continue to automate all transversal contracts awarded in the SAP/SRM systems and will pilot e-tendering systems. It will build capacity for SMMEs to qualify to register in GPG's supplier database, and will configure the procurement database to track procurement spend in targeted townships.

Pillar 3: Co-ordination, regulation and standards

The department will develop and implement Technology Blueprints and a Master Systems Plan for the GPG. It will streamline ICT policy frameworks, assess the GPG ICT Open Source Software environment and implement a governance risk and compliance system as part of the implementation of the province's ICT strategy. The department further plans to design and operationalise a functional DAV centre.

In 2015, the E-government political coordinating committee will drive the implementation of an up to date e-government strategy and ensure that all ICT initiatives in GPG are compliant in this regard. It will also ensure synergy with the provincial ICT standards, and facilitate the coordination between all spheres of government in the province. The Department will formulate ICT Standards as well as developing governance risk and compliance system.

Pillar 4: Facilitate an ICT economy in the province that leverages off the Broadband Network

The department aims to ensure that the work of GDF supports the township economy by promoting entrepreneurship through broadband to achieve radical economic transformation in the province. In order to meet this objective the department plans to partner with business industry to enhance the township ICT economy

The department will develop a Public Awareness and Communication strategy which will show incentives for citizens, business and government entities. This will ensure rolling out of two 2 Partnerships with ICT industry as well as offer technologies to SMMEs for the growth of ICT economy.

Pillar 5: Promote usage of e-Government services.

GPP wide technology standards will be adopted for validation of common technology standards that will be utilised GCR wide to assess the environment and produce technology blue prints. The results will be improvement government efficiency.

4. REPRIORITISATION

The GDF is the custodian and catalyst of e-governance in GPG. At the centre of the department's approach to reprioritisation are the following budget principles:

- Keep expenditure within aggregate ceilings set in the 2015 MTEF;
- Increase allocations to ICT infrastructure expenditure; and
- Increase the efficiency of ICT infrastructure programme delivery.

The belt-tightening approach to budget formulation and development has entailed providing budget resources to those initiatives and projects that will have maximum impact at the least possible cost. Tight fiscal conditions both nationally and provincially have compelled the department to prioritise funding for maintenance and upkeep of GPG's ICT infrastructure and platforms. An amount R91 million for 2015/16 and R68 million for 2016/17 was prioritised from Administration to ICT infrastructure to succeed in strategically investing in broadband to promote internal efficiencies and improved government and community connectivity. An amount of R540 000 for 2015/16 and R495 000 for 2016/17 was reprioritised towards E recruitment model, the department has expanded the scope of the model to include public awareness campaigns such as GPG Mobile campaigns.

Furthermore the department aligned projected spending of R63 million for 2015/16 and R70 million for 2016/17 under compensation of employees budget with total establishment to reposition the department into an effective e-government department. The department took its cue from the Premier's State of the Province Address and its associated programme of action, which relates to the modernisation of Gauteng's public service

as well as the radical transformation concept of connected government that lies at the centre of Gauteng's current modernisation and transformation.

To give expression to the priority being placed on ICT's role in the modernisation and connected government effort, the department reprioritised the ICT programme.

5. PROCUREMENT

GDF's major commitment in the 2015/16 financial year is to implement and rollout GBN. This will ensure that Gauteng's citizens have access to affordable, high speed broadband infrastructure and services that they can use in their day to day lives.

This rollout is part of the digitisation of government services and is in line with the Premier's concept of modernised government business. It promotes:

- More efficient and effective government services ;
- Knowledge creation by using broadband to transfer knowledge, support skills development and improve educational outcomes;
- Economic enablement by stimulating economic growth and job creation through gains in productivity and improved information exchange;
- Universal access through broadband which will enable new responses to socio-economic challenges.
- R750 million (R250 million in each financial year of the MTEF) has been earmarked for implementing and rolling out the GBN project.

Major procurement includes office furniture for establishing a walk-in centre at 77 Fox Street.

6. RECEIPTS AND FINANCING

6.1. Summary of receipts

TABLE: 13.1: SUMMARY OF RECEIPTS: DEPARTMENT OF FINANCE

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Equitable share	1 088 382	1 118 628	1 024 284	1 213 112	1 245 762	1 245 726	1 171 505	1 133 914	1 175 274
Total receipts	1 088 382	1 118 628	1 024 284	1 213 112	1 245 762	1 245 726	1 171 505	1 133 914	1 175 274

The department is funded through the equitable share. The allocation decreased from R1.2 billion in 2014/15 to R1.1 billion in 2015/16 to 2017/18.

The 2011/12 allocations funded the department's personnel requirements and implementation of the provincial e-governance plan and the former Gauteng-Online project. The e-governance plan related to the provision of ICT-related services in the province. Funding for these items continued in 2012/13, with the allocations adjusted in that year to align the budget with the shifting of the accounts payable to the GDF and accounts receivable function from the provincial Treasury as required by the mandates of these departments.

The total allocation decreased to R1 billion in 2013/14 because the contract of the former Gauteng Online project had expired in December 2012; no more allocations were made to the project. The decrease was also caused by the decentralisation of the HR and procurement functions from the GDF to the province's departments. The department was allocated funds additional funds for the personnel requirements of the Hotline project. It also received an additional allocation to fund interim arrangements after the expiry of the Gauteng Online contract in 2013/14.

The higher total allocation of R1.2 billion in 2014/15 included funds for finalising the commitments of the former Gauteng Online project during the transition to the e-Learning project that provides connectivity for schools; and continued funding for the Hotline's personnel requirements. The total allocation increased to R1.25 billion in the adjustments period to fund a further implementation of the GBN project and ICT-related capital projects.

Compared with 2014/15, the allocations are lower over the MTEF mainly because of functions transferred to provincial departments to reposition the GDF and the province for optimal service delivery. The Office of the Premier received the functions relating to organisational development, employee relations and function and the GPG Hotline. The Provincial Treasury received functions relating to the Gauteng Audit Services and transversal procurement.

6.2. Departmental receipts

13.2: DEPARTMENTAL RECEIPTS: GAUTENG DEPARTMENT OF FINANCE

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Sales of goods and services other than capital assets	1 095	1 313	953	795	795	795	744	751	759
Interest, dividends and rent on land			41	16	16	10	10	11	12
Transactions in financial assets and liabilities	1 477	1 042	416	150	150	507	160	155	150
Total departmental receipts	2 572	2 355	1 410	961	961	1 312	914	917	921

The department generates revenue on a cost recovery basis from sources such as gym and parking fees. The departments collect revenue from fees charged on the issue of tender documents and commission earned on third-party payments for insurance premiums on behalf of GDF employees.

The department's revenue decreases from R2.6 million in 2011/12 to R1.0 million in 2013/14 financial years; this shows a decrease of 59 per cent. The decrease in the staff complement as a result of the demerger from GPT and the reverse migration of functions that led to the transfer of officials to other GPG departments both had a negative impact on revenue collection, as both gym and parking fees are volume sensitive. The department projected to collect R961 000 in the 2014/15 financial year however due to unexpected increase in fees for issuing tender documents, this was revised to R1.3 million. The department projects to collect R914 000 in 2015/16 and this increase minimally to R921 000 in 2017/18 showing an annual growth rate of 1 per cent over the 2015 Medium Term Revenue Framework (MTRF).

7. PAYMENT SUMMARY

7.1. Key assumptions

The 2015 MTEF budget is informed by the GDF's Strategic Plan and Annual Performance Plan, the provincial pillars and the GPG's programme of action (POA). The key assumptions underpinning the budget are: provision for annual salary adjustments at 5.6 per cent average projected CPI plus 1.5 per cent salary notch increase for 2015/16; 5.5 percentage average projected CPI plus 1.5 per cent notch increase for 2016/17; 5 per cent average projected CPI plus 1.5 per cent notch increase for 2017/18. Funds have also been allocated for the following key priorities of the department:

Gauteng Broadband Network;

GPG ICT infrastructure maintenance and support; and
E-recruitment.

7.2. Programme summary

TABLE 13.3 : SUMMARY OF PAYMENTS AND ESTIMATES BY PROGRAMME: GAUTENG DEPARTMENT OF FINANCE

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
1. Administration	144 170	154 781	262 618	299 170	191 184	191 018	215 271	222 968	265 700
2. ICT Shared Services	878 845	896 722	685 131	829 958	973 962	974 072	867 096	816 224	809 264
3. Business Process Services	65 367	67 125	76 535	83 984	80 616	80 636	89 138	94 722	100 310
Total payments and estimates	1 088 382	1 118 628	1 024 284	1 213 112	1 245 762	1 245 726	1 171 505	1 133 914	1 175 274

7.3. Summary of economic classification

TABLE 13.4: SUMMARY OF PAYMENTS AND ESTIMATES: GAUTENG DEPARTMENT OF FINANCE

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Current payments	1 077 206	1 019 000	1 011 506	1 187 931	879 169	879 114	1 160 925	1 133 274	1 174 697
Compensation of employees	209 015	220 276	245 369	352 320	280 289	280 289	343 540	366 376	389 090
Goods and services	856 858	798 724	766 137	835 611	598 880	598 825	817 385	766 898	785 607
Interest and rent on land	11 333								
Transfers and subsidies to	220	223	388	2 089	2 075	2 039	525	550	577
Departmental agencies and accounts				1 589	1 589	1 589			
Public corporations and private enterprises			5						
Households	220	223	383	500	486	450	525	550	577
Payments for capital assets	10 158	99 060	11 343	23 092	364 518	364 517	10 055	90	
Machinery and equipment	7 403	16 079	10 708	1 200	279 776	279 775	10 055	90	
Software and other intangible assets	2 755	82 981	635	21 892	84 742	84 742			
Payments for financial assets	798	345	1 047			56			
Total economic classification	1 088 382	1 118 628	1 024 284	1 213 112	1 245 762	1 245 726	1 171 505	1 133 914	1 175 274

The department's budget shows a slight increase over the seven-year period under review, from R1 billion in 2011/12 to an estimated R1.2 billion in 2017/18. Between 2011/12 and 2012/13, the spending increased by R30 million and by 8 per cent between 2013/14 and 2014/15, from R1 billion to R1.2 billion. This was due to the annual adjustments to compensation of employees and increases in capital expenditure for the purchase of SAP limited/unlimited licences. The increase in the department's from 2014/15 and throughout the 2015 MTEF is the result of earmarked allocations for the GBN project amounting to R250 million in 2015/16 and R250 million in 2016/17 and 2017/18.

Compensation has steadily decreased for the period under review from R209 million in 2011/12 to R389.1 million in 2017/18, R245.4 million in 2013/14 and R280.3 million in 2014/15. This is very largely explained by the repositioning of the GDF and its projected capacitation to carry out its mandate of creating a connected government. Included in the compensation estimates is provision for filling vacant posts and provision for notch progressions and annual performance bonuses as regulated by the DPSA and required by National Treasury. The average increase in compensation over the 2015 MTEF reflects annual cost-of-living adjustments in line with CPI.

Expenditure on goods and services will continue to fall in the period under review, from R856.9 million in 2011/12 to a projected R785.6 million in 2017/18. This is the result of changes to the e-Learning funding model. The decrease in expenditure on goods and services is also due to the GDF's decision to use consultants only when the department does not have the necessary skills and competencies; and to compliance with National Treasury's call for government departments and agencies to minimise waste and allocate limited resources so that the state has a sustainable financial future.

Under payments for capital assets, provision has been made for refreshing computer equipment over the MTEF. This includes buying servers for the department and payments for software licenses and for the security operations centre. A significant part of the capital expenditure is related to the capital outlay in rolling out broadband in the province. This is the reason for the spike in capital investment from the original appropriation of R23.1 million to a projected R364.5 million in 2014/15. The GBN project is allocated R250 million per annum from 2015/16 to 2017/18.

The department's major cost drivers are ICT infrastructure maintenance and upgrade, digitisation of the back-office functions, rollout of the broadband in the province, licence support and maintenance, and leases and operating costs.

Over the 2015 MTEF, the total allocation to the department increases. This is because of funds allocated for the operationalization of GBN

No new projects or initiatives are planned for the period under review. Given the prevailing tight fiscal conditions, the department has matched its planned expenditure to the allocated resources. The spending plans cover the department's operational costs such as utilities, building maintenance and other administrative costs. A large portion of the budget is assigned to maintenance and upkeep of the provincial ICT infrastructure, in accordance with the department's responsibility to provide modern, reliable and secure ICT infrastructure for the GPG.

Allocations for transfers and subsidies relate to households. These include payment of leave gratuities to former employees, employee social benefits and injury on duty and severance packages. Under this heading, the department spent R220 000 in 2011/12 and R223 000 in 2012/13. Expenditure is projected to be R450 000 in 2014/15, and there are budget allocations of R525 000 in 2015/16 and R577 000 in 2017/18.

R1.6 million is allocated to skills development levies to PSETA in 2014/15, as per the National Treasury directive.

7.4. Infrastructure payments

N/A

7.4.1. Departmental infrastructure payments

N/A

7.4.2. Departmental public-private-partnership (PPP) projects

N/A

7.5. Transfers

7.5.1. Transfers to public entities

N/A

7.5.2. Transfers to other entities

TABLE 13.5: SUMMARY OF DEPARTMENTAL TRANSFERS TO DEPARTMENTAL AGENCIES

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Departmental Agencies and Accounts				1 589	1 589	1 589			
Total departmental transfers				1 589	1 589	1 589			

As noted above, R1.6 million in 2014/15 is allocated for payments to PSETA. This falls under departmental agencies and accounts and is in line with the DPSA directive that provision for training and development is needs-based and responds to priority skills.

7.5.3. Transfers to local government

N/A

8. PROGRAMME DESCRIPTION

PROGRAMME 1: ADMINISTRATION

Programme description

To provide strategic leadership, administrative support, sound financial management and management support services that enable the GDF to achieve its objectives

Programme objectives

- To provide strategic financial planning support, financial management and high quality supply chain management services to the GDF;
- To provide effective and efficient risk management services within GDF;
- To provide strategic support, advice and interventions to develop and retain employees; and

- To establish and maintain processes and systems that provide good quality organizational performance information.

TABLE 13.6: SUMMARY OF PAYMENTS AND ESTIMATES: ADMINISTRATION

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
1. Office of the HOD	24 685	2 695	6 222	8 236	6 615	6 615	8 824	9 397	9 976
2. Risk Management		1 721	2 992	3 237	3 003	3 003	3 507	3 741	3 968
3. Office of the CFO	31 308	47 032	150 981	118 054	38 598	37 166	44 152	46 660	48 704
4. Corporate Services	88 177	103 333	102 423	169 643	142 968	144 234	158 788	163 170	203 052
Total payments and estimates	144 170	154 781	262 618	299 170	191 184	191 018	215 271	222 968	265 700

TABLE 13.7: SUMMARY OF PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: ADMINISTRATION

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Current payments	139 749	145 818	257 863	296 881	188 030	187 988	214 691	222 328	265 123
Compensation of employees	79 476	75 946	85 499	135 945	98 806	98 807	121 283	129 352	137 359
Goods and services	60 273	69 872	172 364	160 936	89 224	89 181	93 408	92 976	127 764
Transfers and subsidies to	93	88	138	2 089	1 977	1 811	525	550	577
Departmental agencies and accounts				1 589	1 589	1 589			
Public corporations and private enterprises			5						
Households	93	88	133	500	388	222	525	550	577
Payments for capital assets	3 543	8 662	3 581	200	1 177	1 177	55	90	
Machinery and equipment	3 543	8 567	2 946	200	1 177	1 177	55	90	
Software and other intangible assets		95	635						
Payments for financial assets	785	213	1 036			42			
Total economic classification	144 170	154 781	262 618	299 170	191 184	191 018	215 271	222 968	265 700

Expenditure on Administration grows from R144.2 million in 2011/12 to a projected R265.7 million in 2017/18. The increase from R154.8 million in 2012/13 to R262.6 million in 2013/14 resulted from the structural change that located the Documents and Records Management Centre (DRMC) in the Corporate Services sub-programme; and provision for building and facilities, utilities, communication costs, office automation, and shared and common items such as stationery and printing.

Personnel spending increased from R79.5 million to R85.5 million in the three years from 2011/12. This included payment of stipends for the interns and payment of annual performance bonuses. The inclusion of the DMC in the programme contributes to the higher expenditure in 2014/15. The budget is set to increase to R121.3 million in 2015/16 and to R137.4 million in 2017/18 in line with prescribed salary increase rates.

Goods and services increases from R60.3 million in 2011/12 to a projected R127.8 million in 2017/18. The increase is caused by the centralisation of shared items under the Office of the CFO; provision for operational costs; and provision for HR-related payments. The HR-related payments and provisions include performance bonuses, overtime, notch progression and service-based payments. Operational costs include utility payments, audit fees, lease payments, property payments, travel and subsistence claims, building and facilities maintenance, staff development and training.

The department will focus its spending on improving internal efficiencies to improve front-line service delivery over the MTEF.

SERVICE DELIVERY MEASURES**PROGRAMME 1: ADMINISTRATION**

Performance measures	Estimated Annual Targets		
	2015/16	2016/17	2017/18
Reviewed and approved GDF Risk Management Strategy by 30 May 2015	Reviewed and approved GDF Risk Management Strategy by 30 May 2015	Reviewed and approved GDF Risk Management Strategy by 30 May 2016	Reviewed and approved GDF Risk Management Strategy by 30 May 2017

PROGRAMME 2: ICT SHARED SERVICES**Programme description**

Creation of an enabling environment and systems for sound corporate governance of ICT.

Programme objectives

- Provide a central point for coordinating continuous improvement, and manage e-services;
- Provide effective and efficient applications development to GPG departments;
- Support the GPG SAP ERP;
- Ensure compliance with information security governance across GPG;
- Manage ICT infrastructure and operations; and
- Support GPG's ICT systems.

TABLE 13.8 : SUMMARY OF PAYMENTS AND ESTIMATES: ICT SHARED SERVICES

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
1. ICT Programme Support	1 706	1 544	1 612	2 222	1 803	1 803	2 629	2 810	2 990
2. Applications	630 632	678 185	463 637	525 568	640 564	640 597	561 034	487 612	494 599
3. ICT Infrastructure	237 409	205 281	207 404	275 371	305 925	305 942	276 201	296 723	280 738
4. Business Alignment	9 098	11 712	12 478	26 797	25 670	25 730	27 232	29 079	30 937
Total payments and estimates	878 845	896 722	685 131	829 958	973 962	974 072	867 096	816 224	809 264

TABLE 13.9 : SUMMARY OF PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: ICT SHARED SERVICES

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Current payments	872 168	806 121	677 324	807 066	610 531	610 532	857 096	816 224	809 264
Compensation of employees	66 771	77 807	84 096	133 232	101 965	101 964	134 508	143 656	152 711
Goods and services	794 068	728 314	593 228	673 834	508 566	508 568	722 588	672 568	656 553
Interest and rent on land	11 329								
Transfers and subsidies to:	62	89	35		90	200			
Households	62	89	35		90	200			
Payments for capital assets	6 615	90 398	7 762	22 892	363 341	363 340	10 000		
Machinery and equipment	3 860	7 512	7 762	1 000	278 599	278 598	10 000		
Software and other intangible assets	2 755	82 886		21 892	84 742	84 742			
Payments for financial assets		114	10						
Total economic classification	878 845	896 722	685 131	829 958	973 962	974 072	867 096	816 224	809 264

Expenditure decreased from R878.8 million to R685.1 million in the three years from 2011/12 to 2013/14. The expiry of the former Gauteng Online project's contract in December 2012 contributed to the lower spending in 2013/14 as the funds were no longer allocated to the project. Included in R685.1 million in 2013/14 is the approved expenditure incurred whilst interim arrangements were in place to conclude the project.

The allocation increased to R974.1 million in 2014/15 because of an allocation for finalising commitments to the former Gauteng Online project during the transition to the e-Learning project. The revised approach to the e-Learning project (which replaces the Gauteng Online project) lowers the annual expenditure. Annual

connectivity costs are considerably less than the costs under the former project. The allocations to the programme therefore fall from R974.1 million in 2014/15 to 867.1 million in 2015/16 and to R809.3 million in 2017/18.

Total allocations include R250 million a year for the GBN project over the MTEF. It is projected that six core sites will have been connected for internet by the end of 2014/15: Chris Hani Baragwanath Hospital; 75 Fox Street; 82 Grayston Drive; West Rand District Offices, Randfontein; Teraco, Kempton Park and Telkom for the government data centre. The core sites are distribution nodes to which other government buildings can be connected. Voice and data services will be the first applications available to 130 000 GPG employees between 2014/15 to 2015/16.

Compensation of employees significantly increases over the seven year period under review, from R66.8 million in 2011/12 to an estimated R152.7 million in 2017/18. Factors contributing to this significant increase include the reorganisation of the GDF after the demerger with the provincial Treasury. As a result of the reorganisation:

- The Centre of Innovation sub-unit was transferred to the ICT shared services programme; and
- A new chief directorate (Business Alignment) was created; its roles include housing the Centre of Innovation. One purpose of expenditure on personnel is to provide the skills needed for GPG's ICT strategy. Aside from the impact of the reorganisation referred to above, the personnel budget over the MTEF increases to provide for annual salary adjustments. The annual changes in compensation are consistent with the projected increases over the MTEF period.

The budget for goods and services decreases from R794.1 million in 2011/12 to R656.6 million in 2017/18. Between 2011/12 and 2012/13, more than 90 per cent of the total goods and services budget was allocated to the three main cost drivers under the ICT shared services programme: the former Gauteng Online project; computer services; and license support and maintenance. The budget increases to R722.5 million in 2015/16, and will be used to maintain and support GPG's ICT infrastructure.

This pattern reflects GDF's prioritisation of critical operational costs. Beyond 2012/13, with the exception of financial years 2014/15 and 2015/16 when special allocation was made for GBN, the budget for goods and services is mainly for maintaining GPG's ICT infrastructure, licences, support and maintenance, and computer services such as SITA, the fully managed data centre and information security service.

Expenditure in 2013/14 was for procurement of an Intrusion Protection Services (IPS) device to strengthen GPG's information security; and replacing redundant switches in the ICT operations environment. The Auditor General had identified this as a risk factor.

SERVICE DELIVERY MEASURES

PROGRAMME 2: ICT SHARED SERVICES

Performance measures	Estimated Annual Targets		
	2015/16	2016/17	2017/18
% of server availability (uptime of all managed servers)	98% of server availability (uptime of all managed servers) for 8585 hrs per annum	99% of server availability (uptime of all managed servers) for 8672 hrs per annum	99% of server availability (uptime of all managed servers) for 8672 hrs per annum
% applications availability	95%	95%	95%
Standard Operating Procedures approved	Standard Operating procedures approved	Standard Operating procedures approved	Standard Operating procedures approved
GCR wide technology standards adopted	Adopted Technology Architecture	Adopted Technology Architecture	Adopted Technology Architecture
Governance Risk and Compliance system developed	Implemented Access control	Implemented Risk Management	Maintenance of governance risk and compliance system
Change and Request Manager implemented	Change and Request Manager implemented	Maintenance of Change and Request Manager	Maintenance of Change and Request Manager
Public Awareness and Communication strategy approved	Public awareness and communication strategy approved	Public awareness and communication strategy implemented	Public awareness and communication strategy implemented
Omni-Channel CRM strategy approved	Omni-channel strategy approved	Omni-channel strategy implemented	Omni-channel strategy implemented
Partnerships with ICT industry established	2 Partnerships established with ICT industry	Adopted roadmap for software and infrastructure as a service for SMME	SMME's use of ICT infrastructure and software as a service from government
Number of technologies offered	2 Technologies offered	2 Technologies offered	2 Technologies offered
Number of additional automated business/mobile applications implemented for the GPG	3	3	
Number of additional source ICT systems to be monitored by Security Operations Centre	1	1	

Performance measures	Estimated Annual Targets		
	2015/16	2016/17	2017/18
Number of additional automated business/mobile applications implemented for the GPG	3	3	3
Number of GBN core sites built	2	8	8
Number of access sites connected with high speed broadband connectivity	263	400	400

PROGRAMME 3: BUSINESS PROCESS SERVICES

Programme description

Improvement of back-office services to support service delivery.

Programme objectives

- Provide strategic advisory services relating to human capital management
- Coordinate the GPG Employee Relations Health and Wellness Programme;
- Provide HR information management systems (HRIMS);

TABLE 13.10 : SUMMARY OF PAYMENTS AND ESTIMATES BY SUB-PROGRAMME: BUSINESS PROCESS SERVICES

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
1. Human Resources	65 367	67 125	76 535	83 984	80 616	80 636	89 138	94 722	100 310
Total payments and estimates	65 367	67 125	76 535	83 984	80 616	80 636	89 138	94 722	100 310

TABLE 13.11 : SUMMARY OF PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: BUSINESS PROCESS SERVICES

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Current payments	65 289	67 061	76 319	83 984	80 608	80 594	89 138	94 722	100 310
Compensation of employees	62 768	66 523	75 774	83 143	79 518	79 518	87 749	93 368	99 020
Goods and services	2 517	538	545	841	1 090	1 076	1 389	1 354	1 290
Interest and rent on land	4								
Transfers and subsidies to	65	46	215		8	28			
Households	65	46	215		8	28			
Payments for capital assets									
Software and other intangible assets									
Payments for financial assets	13	18	1			14			
Total economic classification	65 367	67 125	76 535	83 984	80 616	80 636	89 138	94 722	100 310

The Business Process Services budget, which currently provides only for HR services functions after the migration of Procurement Services to the provincial Treasury, increased from R65.4 million in 2011/12 to R100.3 million in 2017/18. It increases from R76.5 million in 2013/14 to a projected R80.6 million in 2014/15. As most of the automation initiatives of previous years have been completed, compensation of employees accounts for more than 97 percent of the programme's estimated expenditure. The main cost drivers are personnel-related costs, which account for more than 97 percent of the programme's expenditure estimates.

Aggregate compensation of employees increases from R62.8 million in 2011/12 to an estimated R99.0 million in 2017/18. A steady increase from R66.5 million to R75.8 million between 2012/13 and 2013/14, a further increase from R79.5 million in 2014/15 to R87.7 million in 2015/16, The spending focus over the 2015 MTEF planning period is on the annual changes in the compensation of employees, taking in to account annual cost of living adjustments. Compensation of employees represents the biggest spending item under the Business Process Services programme. With most of the automation initiatives finalised in 2014/15, compensation of employees accounts for more than 95 percent of actual and projected expenditure in the programme. The programme will continue on supporting GPG departments on automated PMDS.

The budget for goods and services decreases from R2.5 million in 2011/12 to R1.3 million in 2017/18. The main cost drivers under this heading relate to the Maponya Mall Jobs Centre. The department will also continue to support the process of digitising back-office services as part of the GBN project to transform and modernise the public service.

It will also provide GPG's e-Recruitment service which, Over the last three years, has handled 666 056 online applications for 5 959 jobs. The benefits to GPG departments of this service include:

- Reduction of recruitment advertising costs from R13 million to R2 million in 2011/12;
- Improved turnaround times for processing of applications from 10 working days to 2 working days;
- Promoting a paperless environment; and
- Availability of candidate records for enquiry and audit purposes.

The benefits to the job applicant include:

- Viewing and applying GPG vacancies electronically;
- Immediate SMS notifications and automated responses;
- Access to GPG job opportunities through the internet, saving time and transport costs; and
- Information from GPG's mobile recruitment campaigns. During these, candidates are assisted to register on the e-Recruitment system, search for vacancies and find out information about other government-supported opportunities, such as learnerships.

SERVICE DELIVERY MEASURES

PROGRAMME 3: BUSINESS PROCESS SERVICES

Performance measures	Estimated Annual Targets		
	2015/16	2016/17	2017/18
Number of GPG departments with SAP ESS to go live on automated PMDS	4	3	Monitor and improve functionality
Number of GPG departments with SAP ESS to go live on automated termination services (HR21 and 24)	2	Monitor and improve functionality	Monitor and improve functionality
Number of people accessing the Maponya Mall Thusong Service Centre	10000	9000	9000
Number of GPG mobile recruitment campaigns conducted	10	10	10
Number of reports issued on the GPG's EHWP trend analysis	1	1	1
% of organisational structures and post establishment investigations completed as per letters of engagement (LOE)	100%	100%	100%
% reduction of the GPG's recoverable debtors book by 31 March 2015	20%	20%	20%

9. OTHER PROGRAMME INFORMATION

9.1. Personnel numbers and costs

TABLE 13.12: PERSONNEL NUMBERS AND COSTS: DEPARTMENT OF FINANCE

Personnel numbers	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 2016	As at 31 March 2016
1. Administration	259	259	259	330	330	330	330
2. ICT Shared Services	158	157	157	254	254	254	254
3. Human Resources Services	309	309	309	334	334	334	334
Total provincial personnel numbers	726	725	725	918	918	918	918
Total provincial personnel cost (R thousand)	209 015	220 276	245 369	280 289	343 540	366 376	389 090
Unit cost (R thousand)	288	304	338	305	374	399	424

TABLE 13.13: PERSONNEL NUMBERS AND COSTS: DEPARTMENT OF FINANCE

	2011/12	Outcome 2012/13	2013/14	Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
							2015/16	2016/17	2017/18
Total for department									
Personnel numbers (head count)	726	725	725	918	918	918	918	918	918
Personnel cost (R thousands)	209 015	220 276	245 369	352 320	280 289	280 289	343 540	366 376	389 090

				Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2011/12	Outcome 2012/13	2013/14		2014/15		2015/16	2016/17	2017/18
Human resources component									
Personnel numbers (head count)	35	35	35	42	42	42	42	42	42
Personnel cost (R thousands)	13 831	13 353	13 753	13 249	13 249	13 249	15 281	16 312	17 350
Head count as % of total for department	4.8%	4.8%	4.8%	4.6%	4.6%	4.6%	4.6%	4.6%	4.6%
Personnel cost as % of total for department	6.6%	6.1%	5.6%	3.8%	4.7%	4.7%	4.4%	4.5%	4.5%
Finance component									
Personnel numbers (head count)	36	36	40	52	52	52	52	52	52
Personnel cost (R thousands)	31 308	18 544	19 694	19 393	19 393	19 393	21 731	23 210	24 656
Head count as % of total for department	5.0%	5.0%	5.5%	5.7%	5.7%	5.7%	5.7%	5.7%	5.7%
Personnel cost as % of total for department	15.0%	8.4%	8.0%	5.5%	6.9%	6.9%	6.3%	6.3%	6.3%
Full time workers									
Personnel numbers (head count)	726	725	725	918	918	918	918	918	918
Personnel cost (R thousands)	209 015	220 276	245 369	280 289	280 289	280 289	343 540	366 376	389 090
Head count as % of total for department	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Personnel cost as % of total for department	100.0%	100.0%	100.0%	79.6%	100.0%	100.0%	100.0%	100.0%	100.0%

Personnel cost are aligned with the GDF's approved structure, and overall growth assumptions have been taken into account. The department is streamlining its functions to be a provider of ICT maintenance and support to the GPG. The department migrated procurement services as well the GPG hotline to the OoP as well as the Gauteng Audit Services programme, Forensic unit to the GPT. This is line with the repositioning of the three department to ensure effective service delivery.

9.2. Training

TABLE : 13.14: PAYMENTS OF TRAINING : DEPARTMENT OF FINANCE

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
1. Administration	696	1 899	1 648	2 805	3 458	3 458	2 000	2 300	2 415
Payments on tuition	696	1 899	1 648	2 805	3 458	3 458	2 000	2 300	2 415
Total payments on training	696	1 899	1 648	2 805	3 458	3 458	2 000	2 300	2 415

TABLE 13.15: INFORMATION ON TRAINING: DEPARTMENT OF FINANCE

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Number of staff	726	725	725	918	918	918	918	918	918
Number of personnel trained	320	283	820	535	535	535	600	600	630
Male	101	108	380	215	215	215	200	200	210
Female	219	175	440	320	320	320	400	400	420
Number of training opportunities	505	486	562	776	776	776	900	900	945
Tertiary	173	173	320	227	227	227	350	350	368
Workshops	90	90	150	128	128	128	100	100	105
Seminars	38	38	40	56	56	56	50	50	53
Other	204	185	52	365	365	365	400	400	420
Number of bursaries offered	173	171	266	227	227	227	350	350	368
Number of interns appointed	25	40	40	40	40	40	40	40	42
Number of learnerships appointed	14			40	40	40	40	40	42
Number of days spent on training									

Transforming the GDF into an ICT department for the province requires continuous acquisition of the necessary skills. Lifelong learning is a vital mind-set to enable the GDF to thrive in the 21st century and to respond to the service requests of the people of Gauteng. The department will do this through relevant skills programmes, internships and learnership programmes.

The GDF's most important asset are its employees, who must be appropriately enabled and managed to ensure the continued success of the department. To maintain employees' productivity, well-being and motivation in a rapidly changing technological environment, the GDF must provide support through adequate and appropriate development and training opportunities. It must:

- Provide a wide set of options for capacity development to respond to varying needs and requirements;
- Provide a framework that aligns training and development with the GDF's objectives and targets;
- Promote a positive environment for learning and development;
- Provide a work environment that is supportive and receptive to development opportunities and activities;
- Ensure ownership that ownership of training and development lies with managers and employees; and
- Capitalise on the investment in training and development activities through monitoring, review and evaluation.

9.3 Reconciliation of structural changes

TABLE 13.16 : RECONCILIATION OF STRUCTURAL CHANGES: DEPARTMENT OF FINANCE

2014/15		2015/16	
Programmes	R'000	Programmes	R'000
1. Administration	238 427	1. Administration	215 271
1. Office Of The HOD	6 615	1. Office Of The HOD	8 824
2. Forensic Services	15 085	2. Risk Management	3 507
3. Risk Management	3 003	3. Office of the CFO	44 152
4. Office Of The CFO	38 598	4. Corporate Services	158 788
5. Corporate Services	175 126		
2. Gauteng Audit Services	60 969		
1. Gas Programme Support	4 564		
2. Risk & Compl Audit Serv clus 12	14 893		
3. Risk & Compl Audit Serv Clus 345	20 066		
4. Performance And Computer Audit	15 911		
5. Audit Centre Of Excellence	5 535		
3 ICT Shared Services	974 052	2. ICT Shared Services	867 096
1. ICT Programme Support	1 803	1. ICT Programme Support	2 629
2. Applications	640 654	2. Applications	561 034
3. Ict Infrastructure	305 925	3. Ict Infrastructure	276 201
4. Business Alignment	25 670	4. Business Alignment	27 232
4. Business Process Services	164 406	4. Business Process Services	89 138
1. Human Resources	106 591	1. Human Resources	89 138
2. Procurement Services	57 815		
Total	1 437 854		1 171 505

As part of repositioning the department, there was a need to migrate functions to the GPT in order to re align the GPT with the uniform generic structure of the Treasuries. The changes will enable the GPT to deliver effectively on its mandate, and will also reposition the GDF as an ICT-centered and -oriented hub for the GPG.

ANNEXURES TO ESTIMATES OF PROVINCIAL REVENUE AND EXPENDITURE

TABLE 13.17: SPECIFICATION OF RECEIPTS: DEPARTMENT OF FINANCE

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14	2014/15			2015/16	2016/17	2017/18
Sales of goods and services other than capital assets	1 095	1 313	970	795	795	795	744	751	759
Sale of goods and services produced by department (excluding capital assets)	1 095	1 313	970	795	795	795	744	751	759
Sales by market establishments	1 095	1 313	970	795	795	795	744	751	759
Administrative fees									
Interest, dividends and rent on land			16	16	16	10	10	11	12
Interest			16	16	16	10	10	11	12
Transactions in financial assets and liabilities	1 477	1 042	62	150	150	507	160	155	150
Total departmental receipts	2 572	2 355	1 048	961	961	1 312	914	917	921

TABLE 13.18: PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: ADMINISTRATION

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14	2014/15			2015/16	2016/17	2017/18
Current payments	139 749	145 818	257 863	296 881	188 030	187 988	214 691	222 328	265 123
Compensation of employees	79 476	75 946	85 499	135 945	98 806	98 807	121 283	129 352	137 359
Salaries and wages	71 535	57 307	84 937	120 866	85 976	88 927	105 973	113 302	120 500
Social contributions	7 941	18 639	562	15 079	12 830	9 880	15 310	16 050	16 859
Goods and services	60 273	69 872	172 364	160 936	89 224	89 181	93 408	92 976	127 764
Administrative fees	261	114	155	295	402	417	226	235	247
Advertising	489	534	1 297	450	1 065	1 065	460	470	476
Minor Assets	986	880	75	25	255	292			
Audit cost: External	5 871	3 639	4 989	5 230	4 612	4 612	5 753	6 328	6 644
Bursaries: Employees	1 456	1 620	2 038	1 750	2 310	2 310	581	620	659
Catering: Departmental activities	240	118	194	430	139	139	133	134	136
Communication (G&S)	8 360	1 433	1 325	1 933	1 818	1 819	1 321	1 317	1 318
Computer services	56	15 053	123 486	12	16	132	12	13	13
Consultants and professional services:									
Business and advisory services	2 425	1 116	2 665	250	250	2 092	4 250	250	250
Consultants and professional services:									
Legal costs	22 652	3 448	2 771	3 619	3 619	3 619	3 785	3 960	4 158
Contractors	385	479	656	86 516	6 135	4 155	11 304	11 308	11 246
Agency and support / outsourced services	39								
Entertainment		2							
Fleet services (including government motor transport)	25		1 532	2 474	2 254	2 254	2 448	2 615	2 746
Inventory: Clothing material and accessories				50					
Inventory: Food and food supplies	115	60		177					
Inventory: Fuel, oil and gas		11							
Inventory: Materials and supplies	68	54				1			
Consumable supplies	17	197	519	31	638	639	387	495	520
Consumable: Stationery, printing and office supplies	1 967	1 725	1 520	1 349	1 587	1 596	637	669	701
Operating leases	5 662	6 549	6 868	8 007	8 196	8 196	7 071	6 683	6 982
Property payments	6 205	25 246	15 483	40 127	44 847	44 753	48 249	50 702	84 228

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Transport provided: Departmental activity									
Travel and subsistence	1 606	2 302	2 103	1 500	2 000	2 000	1 627	1 870	1 963
Training and development	691	1 899	1 648	2 749	3 427	3 427	1 050	1 112	1 175
Operating payments	212	1 965	1 987	2 121	2 829	2 838	2 613	2 638	2 666
Venues and facilities	483	1 428	1 053	1 841	2 825	2 825	1 501	1 558	1 636
Rental and hiring	2								
Transfers and subsidies	93	88	138	2 089	1 977	1 811	525	550	577
Departmental agencies and accounts				1 589	1 589	1 589			
Provide list of entities receiving transfers				1 589	1 589	1 589			
Public corporations and private enterprises			5						
Private enterprises			5						
Subsidies on production			5						
Non-profit institutions									
Households	93	88	133	500	388	222	525	550	577
Social benefits	93	88	133	500	388	222	525	550	577
Other transfers to households									
Payments for capital assets	3 543	8 662	3 581	200	1 177	1 177	55	90	
Machinery and equipment	3 543	8 567	2 946	200	1 177	1 177	55	90	
Transport equipment									
Other machinery and equipment	3 543	8 567	2 946	200	1 177	1 177	55	90	
Software and other intangible assets		95	635						
Payments for financial assets	785	213	1 036			42			
Total economic classification	144 170	154 781	262 618	299 170	191 184	191 018	215 271	222 968	265 700

TABLE 13.19: PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: ICT SHARED SERVICES

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Current payments	872 168	806 121	677 324	807 066	610 531	610 532	857 096	816 224	809 264
Compensation of employees	66 771	77 807	84 096	133 232	101 965	101 964	134 508	143 656	152 711
Salaries and wages	57 178	69 664	84 096	119 231	90 551	91 775	119 556	127 854	136 065
Social contributions	9 593	8 143		14 001	11 414	10 189	14 952	15 802	16 646
Goods and services	794 068	728 314	593 228	673 834	508 566	508 568	722 588	672 568	656 553
Advertising	5								
Minor assets	513	37	17	200	176	678	100	100	105
Communication (G&S)		2 325	5 856	5 532	7 036	7 036	5 140	5 393	5 701
Computer services	144 827	131 020	558 882	196 991	387 156	366 329	662 797	609 502	577 625
Consultants and professional services:									
Business and advisory services	645 485	581 438	3 687	392 270	69 221	89 954	4 873	2 349	8 816
Contractors	717	5 511	6 150	41 255	12 859	12 328	6 689	5 855	7 377
Consumable supplies			4			30			
Consumable: Stationery, printing and office supplies	332			308	1	78			
Operating leases	208	7 815	18 495	34 212	30 771	30 771	41 519	47 898	55 389
Property payments	148			2 454	761	760	798	798	837
Travel and subsistence	50			467	467	484	419	419	441
Training and development				56	31	31	50	50	52
Operating payments	1 783	160	107	89	87	89	133	134	136

Vote 13 - Finance • EPRE - 2015/16

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Venues and facilities		8	30				70	70	74
Interest and rent on land	11 329								
Interest	11 329								
Transfers and subsidies	62	89	35		90	200			
Households	62	89	35		90	200			
Social benefits	62	89	35		90	200			
Payments for capital assets	6 615	90 398	7 762	22 892	363 341	363 340	10 000		
Machinery and equipment	3 860	7 512	7 762	1 000	278 599	278 598	10 000		
Transport equipment									
Other machinery and equipment	3 860	7 512	7 762	1 000	278 599	278 598	10 000		
Software and other intangible assets	2 755	82 886		21 892	84 742	84 742			
Payments for financial assets		114	10						
Total economic classification	878 845	896 722	685 131	829 958	973 962	974 072	867 096	816 224	809 264

TABLE 13:20 PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: BUSINESS PROCESS SERVICES

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Current payments	65 289	67 061	76 319	83 984	80 608	80 594	89 138	94 722	100 310
Compensation of employees	62 768	66 523	75 774	83 143	79 518	79 518	87 749	93 368	99 020
Salaries and wages	56 332	65 007	75 774	71 188	67 864	72 430	75 148	80 202	85 265
Social contributions	6 436	1 516		11 955	11 654	7 088	12 601	13 166	13 755
Goods and services	2 517	538	545	841	1 090	1 076	1 389	1 354	1 290
Administrative fees			29	166	166	166	166	166	166
Advertising		244	42	5					
Minor assets			1						
Catering: Departmental activities		2	2	4	8	8	10	11	11
Communication (G&S)				42					
Computer services	1 245	228	385	477	439	387	542	547	474
Consultants and professional services:									
Business and advisory services	7		1						
Contractors	1 258	64			111	55	141	149	155
Inventory: Materials and supplies		1							
Consumable supplies			2						
Consumable: Stationery, printing and office supplies			10						
Operating leases	(1)				129	129	136	145	
Property payments					25	64	29	32	166
Travel and subsistence	3	(1)				3	80		
Training and development	5								
Operating payments			72	105	84	84	100	108	113
Venues and facilities			1	42	128	180	185	195	205
Rental and hiring									
Interest and rent on land	4								
Interest									
Rent on land	4								
Transfers and subsidies	65	46	215		8	28			
Households	65	46	215		8	28			
Social benefits	65	46	215		8	28			
Other transfers to households									
Payments for capital assets									
Payments for financial assets	13	18	1			14			
Total economic classification	65 367	67 125	76 535	83 984	80 616	80 636	89 138	94 722	100 310



Vote 13 - Finance • EPRE - 2015/16



VOTE 14

GAUTENG PROVINCIAL TREASURY

To be appropriated by vote in 2015/16	R584 362 000
Responsible MEC	MEC for Finance
Administering Department	Gauteng Provincial Treasury
Accounting Officer	Head of Department

1. OVERVIEW

Vision

To provide strategic leadership in financial and fiscal matters to ensure sustainable and inclusive social and economic development of the people of Gauteng so that all may enjoy value for money services of the highest quality.

Mission

We are an activist Treasury that enables and promotes quality service delivery for the citizens of Gauteng through:

- Sustainable financing and funding that ensures developmentally focused allocation of resources and innovative revenue generation;
- Efficient cash management that ensures sustainable liquidity levels in the province;
- Effective financial management and reporting that ensures responsible stewardship and transparent resource utilization and expenditure; and
- A well-structured governance framework that ensures accountability, transparency and fiscal discipline in line with statutory obligations.

Strategic Goals

The strategic objectives for the department are:

- To promote better planning and budgeting synergy across all spheres of government in the province;
- To ensure balanced budgeting and sustainable funding for the legislative mandates and strategic priorities of the province;
- To ensure approved financial resources are spent efficiently, effectively and economically across the province;
- To support all departments, entities and municipalities to achieve unqualified audits;
- To promote accountable and transparent financial governance in the province; and
- To ensure statutory obligations are met and that decision makers facilitate appropriate interventions.

Core functions and responsibilities

The functions or powers of the Gauteng Provincial Treasury are described in the Public Finance Management Act (PFMA), 1999 and the Municipal Finance Management Act, 2003. These can be summarized as follows:

- To manage the budget allocation for the Gauteng Provincial Government (GPG);
- To ensure the instilling of fiscal discipline and corporate governance in the province;
- To ensure proper cash management;
- To ensure the effective and efficient utilization of resources – value for money, compliance with all relevant legislation;
- To develop, implement and monitor compliance with corporate governance norms and standards relating to provincial and local government; and
- To ensure adequate financial accountability.

Overview of the main services

The mandate of Gauteng Treasury is to promote good governance by providing stewardship on all financial matters in the province and to ensure that provincial budgets and budgetary processes promote transparency, accountability and the effective financial management of the economy. In essence, the role of Gauteng Treasury is to ensure that strategies are funded through projects and other initiatives that are aligned to the provincial priorities and the principles of Batho Pele

- To manage the budget allocation for the Gauteng Provincial Government;
- To ensure the instilling of fiscal discipline and corporate governance in the Province;
- To ensure proper cash management;
- To ensure the effective and efficient utilization of resources – value for money, compliance with all relevant legislations;
- To develop, implement and monitor compliance with corporate governance norms and standards relating to provincial and local governments;
- To ensure adequate financial accountability.

Ten Pillar Programme of Transformation, Modernisation and Re-industrialisation

The GPG has adopted the Ten-Pillar Programme (TPP) which aims to radically transform, modernise and re-industrialise Gauteng over the next five years. The GPT has defined key game changers and catalytic projects in its Strategic Plan for the 2014 – 2019 term, which will contribute to repositioning government as responsive and activist. As the custodian of the provincial financial resources, GPT supports all 14 national outcomes and directs resources to the TPP.

The key focus areas over the MTEF will be exploration of alternative sources of funding and other revenue streams to supplement the fiscus, and improvement of planning synergies between the different spheres of government in order to ensure efficiency in the planning and budgeting processes.

Furthermore the department intends to ensure that the limited resources available are allocated and spent on provincial priorities. It will also eliminate wastage of resources and enhance transparency and accountability by enhancing investigations through the introduction of business intelligence (BI) tools that have digital forensic capabilities. The aim of the BI tools are to detect and prevent fraud and also monitor contract management in the province in order to ensure that services are rendered timeously and cost effectively.

The GPT, as an enabler of service delivery in Gauteng province, will endeavor to ensure resource allocation alignment to the Gauteng Plan which is based on the GPG's Ten-Pillar Programme. This aims to fast-track service delivery to ensure real impact on the Gauteng citizenry, and automate cash management and in-year monitoring processes. This is in order to improve operational efficiencies and the quality and credibility of data, stabilise the GPG wage bill and improve on delivery of infrastructure projects in order to stimulate economic growth and contribute towards job creation.

The department will continue to provide training and technical support to provincial departments, public entities and local municipalities that will yield improved audit outcomes.

National Development Plan

The Medium Term Strategic Framework (MTSF) is informed by the National Development Plan (NDP) which aims to eliminate poverty and reduce inequality by 2030 through uniting South Africans, unleashing the energies of its citizens, growing an inclusive economy, building capabilities, enhancing the capability of the state and encouraging leaders to work together to solve complex problems.

In addition, Gauteng Province has adopted the Gauteng Vision 2030. This vision is as follows: "A livable, equitable, prosperous and united GCR, established through the combined efforts of a developmental state, an engaged civil society and an active citizenry – together targeting the objectives of equitable growth, sustainable development and infrastructure, social inclusivity and cohesion, and the necessary condition of good governance."

The GPT contributes to all 14 national outcomes. In allocating financial resources and funding in alignment with the provincial priorities as espoused in the provincial TPP, in alignment with the NDP and G2030, the department will ensure that budget reviews and reforms are developmentally focused on the allocation of resources in terms of the National Treasury guidelines, promoting growth and creating sustainable jobs.

External activities and events relevant to budget decisions

The 5th administration of Gauteng Province has adopted a TPP of transformation, modernisation and re-industrialisation. The GPT is aware that its work is central to the achievement of this broad programme of ensuring that Gauteng is developed into an integrated, socially cohesive, economically inclusive city region, underpinned by a smart and green industrial economy. The generic structures for provincial treasuries will be deliberated on to ensure that the GPT's organisational structure and establishment supports the executive optimally in discharging its key statutory and other strategic mandates.

Act, rules and regulations

- Division of Revenue Act (DORA), 2008;
- Treasury Regulations 2005, and Delegations;
- Prevention and Combating of Corrupt Activities Act, 2004;
- Municipal Finance Management Act, 2004;
- Broad-Based Black Economic Empowerment Act, 2003;
- The Tender Board Repeal Act, 2002;
- Unemployment Insurance Contributions Act, 2002
- Preferential Procurement Policy Framework Act, 2000;
- Promotion of Access to Information Act, 2000;
- Municipality Systems Act, 2000;
- Development Facilitation Act, 1995;
- Promotion of Administrative Justice Act, 2000;
- Public Finance Management Act, 1999;
- Employment Equity Act, 1998;
- Skills Development Act, 1998;
- Basic Conditions of Employment Act, 1997;
- Intergovernmental Fiscal Relations Act, 1997;
- Public Service Laws Amendment Act, 1997;
- Government Employees Pension Act, 1996;
- The National Archives Act, 1996;
- Borrowing Powers of Provincial Government Act, 1996;
- The Constitution of the Republic of South Africa, 1996;
- Labour Relations Act, 1995;
- Occupational Health and Safety Act, 1995; and
- Public Service Act, 1994 and Regulations and Delegations.

2. REVIEW OF THE CURRENT FINANCIAL YEAR (2014/15)

The 2014/15 financial year saw to the beginning of a new political term of office for the South African government. The 5th administration of Gauteng Province immediately set to work and adopted a TPP of radical transformation, modernisation and re-industrialisation for the province. The GPT identified catalytic projects that will fulfil its mandate and developed plans and strategies for implementation.

The GPT's role is transversal and cuts across all spheres of government. It is therefore better positioned to facilitate better planning and budgeting synergy across all spheres of government. Thus collaboration and partnership with stakeholders is crucial in fulfilling its mandate and in ensuring that oversight structures function optimally. As a proactive and solution-driven department, the GPT continued with its activist interventions in GPG, aimed at eliminating wastage of financial resources and ensuring that spending is aligned with provincial priorities.

One of our successes in the current financial year was that of maintaining sustainable liquidity levels for the province. Cash outflows for provincial departments remained within the available provincial revenue streams. This was as a result of the efficient cash management processes put in place. The department has also developed an automated cash flow forecasting model so that GPT and departments can monitor and plan cash flows. Revenue forums were successfully conducted with GPG departments and revenue reports prepared accordingly.

With regard to promoting effective and efficient financial management in the province, the GPT developed improved municipal administrative and financial capabilities through supporting and monitoring municipal capacity initiatives. The Municipal Finance Hands-on Support Programme was extended and other supplementary support initiatives explored as a means of improving the financial viability of certain local municipalities. The

department assessed municipal budgets to improve their credibility and the affordability of their plans and their alignment with integrated development plans (IDPs).

The province saw improvement in 2014/15 in increasing the number of unqualified audits. The GPT supported departments in the compilation of their annual and interim financial statements and further analysed their appropriation statements, providing them with feedback to help monitor their annual expenditure. A clean audit opinion was maintained for the GPT and the Provincial Revenue Fund.

The Health Intervention Programme has continued in the current financial year and the support provided focused on inventory management, compiling a credible budget, reviewing finance structures in hospitals and enhancing finance systems and processes in hospitals and at head office. The online payroll certification tool has been successfully rolled out to seven provincial departments. A business intelligence tool to identify and recall fictitious payments to government employees has been developed.

The payment of suppliers within 30 days is a key priority for the province as the impact of non- and late payments to suppliers has a crippling effect on the Gauteng economy and ultimately, that of our country. In tackling this issue, the GPT started a process of exploring an electronic platform that can be accessed by all current and prospective GPG suppliers enabling them to send invoices directly and communicate with us about non-payments.

The South African Institute of Professional Accountants (SAIPA) learnership programme which is a joint collaboration between the GPT (which is now an approved training centre) and the SAIPA, started in February 2013. Its primary objective is to improve the level of financial and accounting skills in the province, whilst also providing learning and work opportunities to the youth. The learners are rotated within the various provincial departments so that they can be exposed to various functions and roles.

With regard to performing statutory obligations and promoting transparent and accountable government, the department continued to research topical economic issues jointly with research and academic institutions. The provincial main and adjustment budgets were tabled at the Provincial Legislature timeously and economic publications such as the Provincial Economic Review and Outlook, Socio-Economic Review and Outlook and the Medium Term Budget Policy Statements were published.

Legislated reports including in-year monitoring (IYM) reports, quarterly performance reports, PFMA compliance reports and evaluation reports on the performance of conditional grants were prepared and submitted timeously to the department's various stakeholders. The consolidated financial statements for the 2013/14 financial year were prepared and submitted to the Auditor General (AG) according to the prescribed timeframes.

Consultations on the new generic structure for the GPT have been carried out successfully with various stakeholders to ensure a smooth transition in the coming financial year.

3. OUTLOOK FOR THE COMING FINANCIAL YEAR (2015/16)

The generic structure adopted by the GPT in the 2014/15 financial year will be implemented in the 2015/16 financial year. The new structure will reposition the GPT as a department that will be able to accelerate service delivery, enhance institutional capacity, create synergistic relations between related service delivery nodes and thus create a more responsive government.

Pillar 4: Transformation of state and governance

Although the GPT has achieved its key objectives in the previous year to a significant extent, the new financial year represents an opportunity to continue positively impacting on service delivery to the people of Gauteng. The slowing economic growth, resulting in a shrinking fiscus, necessitates that GPT be innovative, developing new ways of ensuring that the provincial departments get value for money. The GPT will explore alternative sources of funding and other revenue streams to supplement the fiscus. This will be achieved through development of a revenue strategy which will seek to protect surplus income, whilst encouraging provincial departments to pursue revenue maximization progressively as a financial incentive and to maximize and optimize revenue streams in a sustainable manner.

In order to ensure efficiency in planning and budgeting processes, GPT will ensure that the limited resources are spent on provincial priorities, eliminating wastage of resources. Furthermore the department will continue to

improve planning and spending synergy between provincial and local government as well as with state enterprises who are engaged in significant capital projects in the Gauteng Province. To achieve this synergy in government planning and programmes, the GPT will work with the Gauteng Planning Commission, the Department of Cooperative Governance and Traditional Affairs and local municipalities to develop an integrated planning framework to inform resource allocation and efficiency as well as process improvement.

The GPT will continue to provide structural training to provincial departments, entities and local municipalities. The audit outcomes from the prior financial years will be improved and an online tracking system will be implemented in order to ensure implementation of recommendations by the AG and thus reduce recurring audit findings.

In dealing decisively with incidents of fraud and corruption, the department will continue to strengthen transparency and accountability by enhancing investigations through the introduction of BI tools with digital forensic capabilities to detect and prevent fraud. It will also monitor contract management in the province to ensure that services are rendered timeously and in a cost effective manner. The department has vetted all officials responsible for financial and procurement duties.

GPG wage bill stabilization is one of the department's key projects. The department will keep track of the province's personnel spending, keeping the budget within a reasonable level.

Pillar 5: Modernization of the public service

As part of maintaining sustainable liquidity levels for the province and improving on the department's cash management processes, the GPT will automate the cash management environment. The cash flow forecasting model developed in the prior financial year will be deployed to provincial departments.

The IYM reporting process will also be automated in order to provide access to an accurate and complete dataset. This will enable compilation of IYM timeously and improve quality analysis and feedback to enable stakeholders to improve decision making. It will also be beneficial to have the processes automated to ensure improvement on data credibility, free from human error. IYM could function as an early warning detector for over and underspending.

Strengthening financial management in the province is one of the GPT's key focus areas. This is important in ensuring that resources are used to support provincial priorities, thereby optimizing service delivery. The department will build institutional capacity and enhance transparency in government accounting and procurement processes as measures to combat corruption and fraud.

Contract management for infrastructure is the proactive monitoring, review and management of contractual terms secured through the procurement process, to ensure that the appointed service providers deliver the right outputs timeously and cost effectively. The purpose of this is to promote the use of the limited resources most effectively towards delivering services in areas of need. Through contract management an efficient infrastructure programme can stimulate economic growth, contribute to job creation, and accelerate delivery of infrastructure projects in the province.

The success of the Identification Verification System (IVS) resulted in the introduction of other business intelligence platforms in the department. The IVS was implemented to verify that all employees currently paid through PERSAL by GPG are legitimate; to ensure that employees are allocated to correct cost centres; and to update PERSAL with accurate information. In 2015/16, the GPT will implement the Know your Patient project which will focus on identification of patients for correct billing, thus resulting in revenue increase, reduction in debt write-offs and opportunities to generate more revenue which will be redistributed back to the provincial departments.

Pillar 1: Radical economic transformation

GPT will actively support the Department of Economic Development (DED) in driving the radical economic transformation of township enterprises and re-industrialisation of the province by ensuring that township enterprises, co-operatives and SMMEs are registered on the government service provider database and are compliant with the regulatory requirements in order for them to do business with government. This will be done through actively utilising the five DED enterprise hubs already functioning in the province to implement on-site assistance with vendor registration, register suppliers on the online invoice submission and tracking system, provide training sessions on "how to tender for government business", and provide purchasing-card registration and the verification of township suppliers.

The SAIPA learnership programme will reach its last year in 2015. Successful learners who will have completed the three-year programme will be recognized as suitably qualified accountants. They will then be in a position to plough back their knowledge into the public service.

4. REPRIORITISATION

The department has identified areas of reprioritization in order to remain within the allocated budget. During the 2015-18 MTEF budget process the department reprioritised within compensation of employees to align and cater for the new departmental structure and reprioritization goods and services to compensation of employees for Municipalities Advisors as well as additional personnel.

The department reprioritized its budget mainly to align the current GPT structure with the uniform budget structure for treasuries in order to ensure that the GPT fulfils its legislated role. Funds were also reprioritized towards the establishment of a new Municipal Financial Governance unit. This will involve new automation projects as part of the department's role in fulfilling the provincial pillar of Modernisation of the Public Sector.

5. PROCUREMENT

The main projects that will be funded and that will influence major procurement over the 2015 MTEF are stated below:

In-Year Monitoring Automation

The project entails automating the compilation of the monthly financial reports that provincial departments submit to the GPT as per the requirements stipulated in the PFMA.

The system will generate monthly financial reports by sourcing data from the existing Basic Accounting System (BAS) automation portal and the Personnel Forecasting Model and then populate the prescribed IYM report with this information. The aim is to reduce potential human error that might render provincial figures unreliable. The automated process will improve accuracy and efficiency in the overall provincial reporting system, generate more reliable financial information, and enable stakeholders to focus on credibility of information.

Implementation of the infrastructure delivery management system

The department intends to support provincial departments with infrastructure by monitoring infrastructure performance and offering relevant advice where necessary. This is aimed at ensuring rapid infrastructure delivery as well as maintaining existing infrastructure. The department envisages that by appointing an external service provider with the necessary skills internal capacity will be enhanced.

Professional service providers will be appointed on a full-time basis to work in the department. They will provide technical support especially in specialised engineering. Specialist skills are required in developing the construction procurement system and institutionalisation of infrastructure planning and budgeting. On appointment, the professional service providers will be required to work closely with all provincial departments responsible for infrastructure delivery.

6. RECEIPTS AND FINANCING

6.1 Summary of receipts

TABLE 14.1: SUMMARY OF RECEIPTS: GAUTENG PROVINCIAL TREASURY

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Equitable share	321 764	346 250	454 547	560 060	527 514	557 697	584 362	596 933	628 756
Conditional grants									
Total receipts	321 764	346 250	454 547	560 060	527 514	557 697	584 362	596 933	628 756

The department is funded through the equitable share. Funds allocated to the department during the period under review include resources for the new functions received from the Gauteng Department of Finance as part of aligning the GPT with the revised treasury structure. The functions are: Gauteng Audit Services, Provincial Forensic Audit Services, Specialised Provincial Supply Chain Management and a newly established dedicated programme for Municipal Financial Governance. The allocations also cater for personnel requirements, printing of GPT publications, provision of support to departments, public entities and municipalities, the infrastructure capacity building programme, the IVAS personal verification expansion and Operation Clean Audit.

The new GPT configuration and the planned interventions such as the core programmes capacity building programmes and business intelligence projects will see allocations increase from R560 million to R629 million over the 2015 MTEF.

6.2 Departmental receipts

TABLE 14.2: DEPARTMENTAL RECEIPTS: GAUTENG PROVINCIAL TREASURY

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Tax receipts									
Motor vehicle licenses									
Sales of goods and services other than capital assets		175	235	211	211	311	222	234	245
Transfers received									
Fines, penalties and forfeits									
Interest, dividends and rent on land	164 758	187 570	247 283	80 000	80 000	335 835	88 000	100 000	105 000
Sales of capital assets									
Transactions in financial assets and liabilities		66	375			399	395	415	436
Total departmental receipts	164 758	187 811	247 893	80 211	80 211	356 545	88 617	100 649	105 681

Departmental receipts are made up of interest, dividends and rent on land; sale of goods and services other than capital assets; and financial transactions in assets and liabilities, with most revenue generated from interest earned from positive cash balances from the Corporation of Public Deposits (CPD) account. Actual collection in 2012/13 amounted to R187.8 million while actual collection for 2013/14 is R247.8 million, an increase of R60 million.

Interest, dividends and rent on land contribute the most revenue with R247.2 million or 99.75 per cent towards total revenue. Financial transactions in assets and liabilities contributed R399 000; this revenue item consists mainly of debt recoveries from previous years as well as transactions with other institutions. Sales of goods and services other than capital assets contributed R235 000; this revenue source consists mainly of parking for officials.

The department conservatively projected interest revenue at R80 million in 2014/15. However, this budget was reached within three months of the 2014/15 financial year and therefore there is a revised estimate of R356 million to be collected in the 2014/15 financial year.

Given the measures in place to improve the department's spending, potentially minimizing cash balances, GPT prudently projects its revenue collection as R89 million in 2015/16, gradually increasing to R106 million in 2017/18. This includes transactions in financial assets and liabilities in respect of money received relating to previous years.

7. PAYMENT SUMMARY

7.1 Key assumptions

The 2015 Medium Term Expenditure Framework (MTEF) budget is informed by GPT's Strategic Plan, Annual Performance Plan, provincial outcomes and the GPG's programme of action (POA). Provision for annual salary adjustments is made as follows: 5.6 per cent in 2015/16; 5.5 per cent in 2016/17; 5 per cent in 2017/18. Provision has also been made for notch progressions 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 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
1. Administration	47 417	59 768	79 876	95 852	98 752	97 871	111 528	116 725	122 562
2. Sustainable Fiscal Resource Management	99 549	100 757	109 128	162 426	144 756	176 404	183 781	169 099	177 939
3. Financial Governance	48 081	54 318	102 359	135 194	121 680	142 336	98 608	105 894	111 439
4. Provincial Supply Chain And Movable Asset Management	66 235	65 002	58 311	69 572	61 856	61 603	86 592	94 924	100 055
5. Municipal Financial Governance	16 532	17 958	27 526	32 412	28 630	28 480	30 097	31 919	33 520
6. Gauteng Audit Services	43 950	48 672	52 705	64 604	60 969	61 004	73 756	78 372	83 241
Total payments and estimates	321 764	346 475	429 905	560 060	516 643	567 698	584 362	596 933	628 756

7.3 Summary of economic classification

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Current payments	268 694	294 558	375 064	509 149	437 974	488 973	513 184	543 041	572 169
Compensation of employees	238 190	257 114	291 210	388 004	349 612	359 265	417 813	442 901	467 028
Goods and services	30 439	37 444	83 854	121 145	88 362	129 708	95 371	100 141	105 142
Interest and rent on land	65								
Transfers and subsidies to	50 208	50 244	51 119	50 000	76 757	76 796	70 225	52 888	55 533
Provinces and municipalities									
Departmental agencies and accounts	50 000	50 000	50 000	50 000	75 000	75 000	70 000	52 650	55 283
Households	208	244	1 119		1 757	1 796	225	238	250
Payments for capital assets	2 426	1 573	3 718	911	1 912	1 929	953	1 004	1 054
Buildings and other fixed structures									
Machinery and equipment	2 426	1 559	3 557	911	1 620	1 627	953	1 004	1 054
Software and other intangible assets		14	161		292	302			
Payments for financial assets	436	100	4						
Total economic classification	321 764	346 475	429 905	560 060	516 643	567 698	584 362	596 933	628 756

GPT has been reconfigured to align to the generic structure prescribed for provincial treasuries as from 1 April 2015. The department has created new specialized and focused programmes, also taking over functions formerly existing at the Gauteng Department of Finance (GDF). Functions moving to the GPT from GDF are Forensic Audit Services, Procurement and Gauteng Audit Services. The move has impacted the outcomes and the 2015 MTEF, as this shows historical expenditure of the functions moving from GDF and the 2015 MTEF budget inclusive of the adopted functions.

Spending increased from R321.7 million in 2011/12 to R429.9 million in 2013/14. Projected spending increases to R527 million in 2014/15. The increased spending and allocation was due to the health intervention programme during the 2013/14 and 2014/15 financial years. In the 2015 MTEF period the allocation increases further to R584.3 million, peaking at R628.7 million in the 2017/18 outer year.

Compensation of Employees has steadily increased for the period under review, particularly between financial years 2013/14 and 2014/15 where the outcome had been R291.2 million in the 2013/14 financial year and the projected spending R362.1 million. This was due to higher than expected salary adjustments and also the cost of re-establishing GPT as a stand-alone department. The budget continues to grow in the 2015 MTEF period, R417.8 million in 2015/16 to R467.0 million in 2017/18, which corresponds with departmental plans to fully implement the approved structure and to align the GPT as closely as possible with the uniform budget structure. Provision for notch progression and annual performance bonuses has been made.

Goods and Services expenditure was R84 million in the 2013/14 financial year. The main appropriation increased to R121 million in 2014/15, this inclusive of the R30 million allocations to the Health Intervention Project. Over the MTEF the department is funding various key projects, such as the expansion of the IVS project and various automation projects (IYM and Budget Database). There is also a focus on capacity building for contract management in infrastructure projects. The department also continues to strengthen initiatives in support of Operation Clean Audit. The department continues to run the municipal advisor hands on support programme and various training on generally recognised accounting practices (GRAP) and modified cash standard to GPG departments and entities. The 2015 MTEF period goods and services estimate indicates the amount of R100 million in 2015/16, R100 million in 2016/17 and R105.1 million in 2017/18.

Provision has been made under Households for employee social benefits as well as severance packages, the increase in spending in 2012/13 of R244 000 to R1.1 million 2013 is as a result of severance packages paid to a retiring official.

The department spending under Capital Assets represent purchasing of laptops as well as desktops, the decrease from R2.4 million in 2011/12 to R1.1 million in 2012/13 represents a bulk purchase of laptops in 2011/12. The department's projected spending over the MTEF is for computer refreshment and replacement where necessary.

7.4 Infrastructure payments

N/A

7.4.1 Departmental Infrastructure payments

N/A

7.4.2 Departmental Public – Private Partnerships (PPP) projects

N/A

7.5 Transfers

7.5.1 Transfers to public entities

N/A

7.4.1 Transfers to other entities

14.5: SUMMARY OF DEPARTMENTAL TRANSFERS TO DEPARTMENTAL AGENCIES

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Gauteng Infrastructure Funding Agency	50 000	50 000	50 000	50 000	75 000	75 000	70 000	52 650	55 283
Total departmental transfers	50 000	50 000	50 000	50 000	75 000	75 000	70 000	52 650	55 283

During the 2014/15 financial year, the budget for the Gauteng Infrastructure Funding Agency (GIFA) increased from R50 million to R75 million due to the re-establishment of the agency and provision for the project preparation facility. For the 2015/16 financial year GIFA receives an amount of R70 million to ensure a sustainable pipeline of strategic infrastructure projects that are catalysts for socio-economic development in the province.

8. PROGRAMME DESCRIPTION

Programme 1: Administration

Programme purpose

The programme aims to provide effective leadership, management and administrative support to treasury programmes as well as to the Member of the Executive Council and the Head of Treasury. This is done in fulfilment of the mission and mandate of the Treasury.

Programme objectives

- To ensure statutory obligations are met and that decision makers facilitate appropriate interventions.

TABLE 14.6: SUMMARY OF PAYMENTS AND ESTIMATES: ADMINISTRATION

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
1. Office of the MEC	6 715	6 385	7 033	7 386	7 827	7 869	7 719	8 188	8 598
2. Office of the HOD	2 376	6 607	10 314	14 391	15 955	15 341	15 523	16 565	17 393
3. Corporate Management	24 901	29 891	41 855	52 968	55 757	54 835	64 241	66 519	69 845
4. Financial Management Services (CFO)	13 425	16 885	20 674	21 107	19 213	19 826	24 045	25 453	26 726
Total payments and estimates	47 417	59 768	79 876	95 852	98 752	97 871	111 528	116 725	122 562

TABLE 14.7: SUMMARY OF PAYMENTS BY ESTIMATES BY ECONOMIC CLASSIFICATION: ADMINISTRATION

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Current payments	44 633	58 195	77 006	94 941	95 601	94 701	110 350	115 484	121 258
Compensation of employees	26 539	32 629	44 926	66 568	65 419	65 210	73 160	77 120	80 976
Goods and services	18 029	25 566	32 080	28 373	30 182	29 491	37 190	38 364	40 282
Interest and rent on land	65								
Transfers and subsidies to	22		75		1 281	1 293	225	238	250
Provinces and municipalities									
Households	22		75		1 281	1 293	225	238	250
Payments for capital assets	2 426	1 573	2 795	911	1 870	1 877	953	1 004	1 054
Machinery and equipment	2 426	1 559	2 774	911	1 595	1 602	953	1 004	1 054
Software and other intangible assets		14	21		275	275			
Payments for financial assets	336								
Total economic classification	47 417	59 768	79 876	95 852	98 752	97 871	111 528	116 725	122 562

The budget for Administration increased from R47.4 million in 2011/12 to R59.7 million in 2012/13. The budget continues to increase from R98.7 million in the 2014/15 financial year to R122.5 million in the 2017/18 financial year.

The main costs drivers in Goods and Services are utilities, external audit, lease payments, communication and property payments. The department also has various projects earmarked and catered for under Goods and Services, the hosting of network servers externally, IT equipment refreshment programme, corporate performance and evaluation information systems and disaster recovery site establishment.

Compensation of Employees increases from R32.6 million in the 2012/13 financial year to R44.9 million in 2013/14, R65.4 million in 2014/15 and R80.9 million in the 2017/18 financial year. The increase in Compensation of Employees is due to the establishment of new posts after demerger from the GDF and the implementation of the approved structure. Other contributions to the increase include the annual cost of living salary increases, notch progressions and personnel related costs such as performance and service bonuses as well as implementation of the approved structure and the re-grading of clerk posts.

Over the MTEF, spending for payments for capital assets is expected to stay within the baseline at average allocation of R1 million per financial year, making provision for replacement of capital assets, the estimated allocations being R953 000, R1 million, R1 million for the 2015/16, 2016/17 and 2017/18 financial years respectively.

SERVICE DELIVERY MEASURES

PROGRAMME 1: ADMINISTRATION

Performance Measures	Estimated Annual Targets		
	2015/16	2016/17	2017/18
Administration			
Unqualified audit opinion with no other matters from the previous financial year	Unqualified audit opinion with no other matters from the previous financial year	Unqualified audit opinion with no other matters from the previous financial year	Unqualified audit opinion with no other matters from the previous financial year
% of external audit report recommendations implemented before next audit cycle	100%	100%	100%

Performance Measures	Estimated Annual Targets		
	2015/16	2016/17	2017/18
% of supplier payments paid within 30 days after receipt of final and correct invoice	100%	100%	100%
% compliance with regulatory and legislated reporting requirements as per the compliance dashboard	100%	100%	100%

PROGRAMME 2: SUSTAINABLE FISCAL RESOURCES MANAGEMENT

Programme purpose

The programme aims to promote accountability through substantive reflection of financial activities as well as compliance with financial norms and standards in PFMA compliant institutions.

Programme objectives:

- To promote better planning, budgeting and resourcing synergy across all spheres of government in the province;
- To ensure government programmes are adequately resourced within the tight fiscal envelope; and
- To ensure approved financial resources are spent efficiently, effectively and economically across the province.

14.8: SUMMARY OF PAYMENTS BY ESTIMATES: SUSTAINABLE FISCAL RESOURCES MANAGEMENT

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
1. Programme Support/Office Of The DDG	51 855	52 867	55 911	79 154	80 934	103 341	102 810	85 509	89 785
2. Budget Management	10 006	10 959	12 406	22 983	14 005	15 850	22 127	21 740	22 827
3. Economic And Fiscal Policy Oversight	7 925	7 610	8 058	10 176	9 514	10 129	11 193	11 858	12 451
4. Infrastructure Management	3 520	2 984	3 114	3 465	3 515	3 404	8 159	8 916	9 746
5. Financial Asset And Liabilities Management	15 656	15 416	16 962	20 820	20 650	20 417	21 846	23 262	24 425
6. Public Finance	10 587	10 921	12 677	25 828	16 138	23 263	17 646	17 814	18 704
Total payments and estimates	99 549	100 757	109 128	162 426	144 756	176 404	183 781	169 099	177 939

TABLE 14.9: SUMMARY OF PAYMENTS AND ESTIMATES: SUSTAINABLE FISCAL RESOURCES MANAGEMENT

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Current payments	49 449	50 727	59 088	112 426	69 446	101 136	113 781	116 449	122 656
Compensation of employees	45 959	47 986	53 562	82 244	62 434	71 751	80 381	83 108	87 649
Goods and services	3 490	2 741	5 526	30 182	7 012	29 385	33 400	33 341	35 008
Interest and rent on land									
Transfers and subsidies to	50 000	50 030	50 040	50 000	75 310	75 268	70 000	52 650	55 283
Departmental agencies and accounts	50 000	50 000	50 000	50 000	75 000	75 000	70 000	52 650	55 283
Households		30	40		310	268			
Payments for capital assets									
Software and other intangible assets									
Payments for financial assets	100								
Total economic classification	99 549	100 757	109 128	162 426	144 756	176 404	183 781	169 099	177 939

The Sustainable Fiscal Resource Management Programme is one of the programmes affected by the re-configuration of the GPT. It has received Financial Asset Management and Infrastructure Management as new functions and is also expected to provide specialized capacity in the areas of data management, monitoring and evaluation.

The budget for Sustainable Resource Management increased from R99.5 million in the 2011/12 financial year to R109.1 million in the 2013/2014 financial year. In the 2014/15 financial year the budget decreased to R145.6million million. In the MTEF period the allocation is as follows: R183.7 million in the 2015/16 financial year, R169 million in the 2016/17 financial year and R177.9 million in the 2017/18 financial year. The spending focus over the MTEF period will be on catering for additional capacity in infrastructure management, data management, monitoring and evaluation, and also for the various business systems projects.

Compensation of Employees increased from R45.9 million in the 2011/12 financial year to R47.9 million in the 2012/13 financial year. It further increased from R53.5 million in the 2013/14 financial year to R71.7million in the 2014/15 financial year. In the MTEF period the allocation is as follows: R80.3 million in the 2015/16 financial year, R83.1 million in the 2016/17 financial year and R87.6 million in the 2017/18 financial year. The increase in the budget will cater for the additional capacity in infrastructure management, data management, monitoring and evaluation.

Goods and Services expenditure was at R3.4 million for 2011/12 and R2.7 million for the 2012/13 financial years. There was an increase of R3 million in expenditure to R5.5 million in the 2013/14 financial year. In 2014/15 the budget increased to R30 million. For the MTEF period the allocations are as follows: R33 million for both the 2015/16 and 2016/17 financial years, and R35.0 million in the 2017/18 financial year. The main cost drivers under this programme are capacity building projects, system development projects as well as the printing of provincial publications such as the Provincial Economic Review Outlook (PERO), Socio-economic Review and Outlook (SERO), Medium-term Budget Policy Statement (MTBPS), and Estimates of Provincial Revenue and Expenditure (EPRE).

Transfers and subsidies to GIFA for the 2014/15 financial year are at 75million. For the MTEF period allocations are as follows : R70million for 2015/16, R52million for 2016/17 and 55 million for 2017/18

PROGRAMME2: SUSTAINABLE FISCAL RESOURCES MANAGEMENT

SERVICE DELIVERY MEASURES

Performance Measures	Estimated Annual Targets		
	2015/16	2016/17	2017/18
Economical & Fiscal Policy Oversight			
Average % increase in own revenue collection	10%	12%	12%
Table the SERO, PERO and MTBPS at Legislature according to the prescribed timeframes	SERO published in March 2016	SERO published in March 2017	SERO published in March 2018
	PERO published in October 2015	PERO published in October 2016	PERO published in October 2017
	MTBPS tabled in November 2015	MTBPS tabled in November 2016	MTBPS tabled in November 2017
Budget Management			
Number of engagements conducted with GPG departments on the alignment of budgets to provincial plan	14 MTEC sessions and key MTEC resolutions prepared	14 MTEC sessions held and key MTEC resolutions prepared	14 MTEC sessions held and key MTEC resolutions prepared
	15 budget fora held	15 budget fora held	15 budget fora held
Number of budgets tabled according to the prescribed timeframes	1 credible MTEF budget that resources the 10 pillars tabled	1 credible MTEF budget that resources the 10 pillars tabled	1 credible MTEF budget that resources the 10 pillars tabled
	1 credible adjustment budget that resources the 10 pillars tabled	1 credible adjustment budget that resources the 10 pillars tabled	1 credible adjustment budget that resources the 10 pillars tabled
Number of strategic projects resourced from the fiscus and implemented (game changers)	1	2	2
% variance between projections and actuals	10% variance between quarterly projections and actual for transfers	7% variance between quarterly projections and actual resources spend	5% variance between quarterly projections and actual resources spend
	10% variance between quarterly projections and actual spending on personnel		
Develop automated IYM	User requirements for the automation of IYM approved	Automated IYM developed	N/A
Public Finance			
% reduction of accruals as disclosed in the Annual Financial Statements	10%	15%	20%
Number of budget bilaterals conducted	1	1	1
Number of annual budget assessments for identified key programmes/ departments conducted	GPT and 2 entities budget assessed	DED budget assessed	3 entities budgets assessed
% of GPG wage bill against budget	60%	60%	60%
% spent on conditional grants expenditure	90%	95%	95%
Develop a value for money framework	Value for money framework developed	VFM framework implemented in 3 departments	VFM framework implemented in 4 departments
Infrastructure Management			
Number of budgets tabled according to the prescribed timeframes	Credible budget for infrastructure tabled as per the provincial budget timeline	Credible budget for infrastructure table as per the provincial budget timeline	Credible budget for infrastructure table as per the provincial budget timeline

Performance Measures	Estimated Annual Targets		
	2015/16	2016/17	2017/18
Develop unit cost model for roads	Unit cost model for roads developed	10% of roads designed and costs be based on the unit cost	25% of roads designed and costs be based on the unit cost
% utilization of cost benefit analysis model to analyse mega projects	100% utilization of CBA to analyse mega projects	100% utilization of CBA to analyse mega projects	100% utilization of CBA to analyse mega projects
% spent on infrastructure allocation	90%	95%	95%
Number of local municipalities with provincial infrastructure plans aligned to the Gauteng Infrastructure Master Plan	2 local municipalities	2 local municipalities	2 local municipalities
Develop draft guideline for infrastructure projects	Draft guideline for infrastructure projects developed	Conduct legislative compliance on draft guideline for infrastructure projects	Contract management guideline for infrastructure projects approved
Revenue Fund Management			
Unqualified audit opinion with no matters for the Provincial Revenue Fund	Unqualified audit opinion for the with no other matters from the previous year maintained	Unqualified audit opinion for the with no other matters from the previous year maintained	Unqualified audit opinion for the with no other matters from the previous year maintained
Cash Management			
Monthly cash-outflows for departments does not exceed the provincial revenue streams	Cash-outflow does not exceed the provincial revenue streams	Cash-outflow does not exceed the provincial revenue streams	Cash-outflow does not exceed the provincial revenue streams
Number of departments with ring-fenced funds for compensation of employees, conditional grants, critical services, local municipalities and infrastructure grants	All	All	All
	Ring fence COE, conditional grants, infrastructure and critical services funds at 4 central hospitals	Ring fence COE, conditional grants, infrastructure and critical services funds at 4 central and 3 tertiary hospitals	
Number of departments deployed with the CFF model	All departments	N/A	N/A
% of monthly cash allocated in-line with cash forecast	70%	90%	70%

PROGRAMME 3: FINANCIAL GOVERNANCE

Programme description

The programme aims to promote accountability through substantive reflection of financial activities as well as compliance with financial norms and standards in PFMA compliant institutions.

Programme objectives

- To reduce fraud and corruption and promote clean government across the province; and
- To support all departments, entities and municipalities in achieving unqualified audits.

TABLE 14.10: SUMMARY OF PAYMENTS AND ESTIMATES: FINANCIAL GOVERNANCE

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
1. Programme Support/Office Of The DDG	857	1 746	28 986	43 349	36 599	56 357	3 464	3 688	3 872
2. Provincial Accounting Services	21 978	26 105	30 896	33 276	33 451	33 080	37 147	39 605	41 585
3. Provincial Forensic Audits	8 887	10 177	14 341	17 156	15 085	15 085	19 194	20 558	21 836
4. Transversal Internal Audit And Risk Management	8 429	7 587	10 377	13 847	12 347	13 195	14 704	15 725	16 511
5. Compliance	3 505	3 300	6 075	19 243	16 300	16 608	13 699	13 301	13 966
6. Financial Information Management Systems	4 425	5 403	11 684	8 323	7 898	8 011	10 400	13 018	13 669
Total payments and estimates	48 081	54 318	102 359	135 194	121 680	142 336	98 608	105 894	111 439

TABLE 14.11: SUMMARY OF PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: FINANCIAL GOVERNANCE

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Current payments	48 081	54 252	100 557	135 194	121 571	142 208	98 608	105 894	111 439
Compensation of employees	44 878	50 934	64 490	84 456	77 353	78 073	86 364	90 206	94 969
Goods and services	3 203	3 318	36 067	50 738	44 218	64 135	12 244	15 688	16 470
Interest and rent on land									
Transfers and subsidies to	66	879		75	94				
Households	66	879		75	94				
Payments for capital assets	923			34	34				
Buildings and other fixed structures									
Machinery and equipment			783		25	25			

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Software and other intangible assets			140		9	9			
Payments for financial assets									
Total economic classification	48 081	54 318	102 359	135 194	121 680	142 336	98 608	105 894	111 439

The Financial Governance Programme is one of the programmes affected by the re-configuration of the GPT. The programme has received Provincial Forensic Audit and Accounting Services and has additional capacity in the area of compliance. The outcomes (historical expenditure) and 2015 MTEF is inclusive of the new functions.

The budget for Financial Governance increases from R48 million in the 2011/12 financial year to R102.3 million in the 2013/14 and R135.1 million in the 2014/15 financial years. The main factor in the increasing trend was the R70 million allocation to the Health Intervention Project between the 2013/14 and 2014/15 financial years. For the MTEF period the financial governance allocation is R98.6 million in the 2015/16 financial year, R105.8 million in the 2016/17 and R111.4 million in 2017/18 financial years. The main factors contributing to the increase in the budget over the MTEF is the allocation of additional funding for Compensation of Employees, the Systems Development Project, infrastructure project management information systems, SAP inventory management information systems, forensic laboratory establishment and GRAP/modified cash standard training for the department and entities. The automation project is part of the department's commitment to modernizing the public service for effective service delivery.

Compensation of Employees increases from R44.8 million in the 2011/12 financial year to R64.9 million in the 2013/14 financial year. The budget further increases from R78 million in the 2014/15 financial year to R94.9 million in the 2017/18 financial year. The increase in Compensation of Employees is due to filling of critical positions as per reconfiguration to align to generic structures prescribed for provincial treasuries, and for salary settlements that have been above inflation over the period as well as notch progressions.

Goods and Services increase from R3.2 million in 2011/12 to R3.3 million in 2012/13. They increased from R36.0 million in the 2013/14 financial year to R54.2 million in the 2014/15 financial year. The 2015 MTEF period sees a significant decrease in Goods and Services as the R70 million allocated to the Health Intervention Project ended in 2014/15. The allocation for the MTEF period is R12.2 million in the 2015/16 financial year, and is at R15.6 million and R16.4 million for 2016/17 and 2017/18 respectively. The spending focus over the MTEF will be on conducting fraud detection reviews as well as implementation of audit recommendations.

SERVICE DELIVERY MEASURES

PROGRAMME 3: FINANCIAL GOVERNANCE

Performance measures	Estimated annual targets		
	2015/16	2016/17	2017/18
Financial Accounting			
% of audit recommendations implemented by entities and departments before the next audit cycle	85% of recommendations	90% of recommendations	95% of recommendations
Number of departments and public entities receiving structured targeted training	All departments and public entities	All departments and public entities	All departments and public entities
Number of departments and entities with unqualified audit outcomes for the 2014/15 financial year	13 departments All GPG entities	14 departments All GPG entities	All departments
Statutory Deductions			
Number of departments with the online payroll certificate system	6	All remaining departments	N/A
% of fictitious payments recalled	100%	100%	100%
Transversal Internal Audit & Risk Management			
Number of strategic risk assessment workshops conducted in GPG departments	14	14	14
Financial Information Management Systems			
Develop the BI tool	BI tool developed Pilot the BI tool with 2 departments	Deploy BI tool in all remaining departments	Monitor compliance in all departments
Number of departments with BI tool deployed	4	Hand over the tool to remaining departments	N/A
Provincial Forensic Audit			
% of committed investigations completed as per the letter of engagement with the client	100%	100%	100%
Number of fraud detection reviews conducted	14	14	14

Performance measures	Estimated annual targets		
	2015/16	2016/17	2017/18
Number of fraud risk assessments reports issued	14	14	14
Develop a fraud detection system	Fraud detection system developed		
Develop a case management system	Case management system developed		
Accounts Payable			
Number of departments and institutions implementing P-card	36	36	
Number of departments with payment system for leases, contracts and utilities	10		

PROGRAMME 4 : PROVINCIAL SUPPLY CHAIN MANAGEMENT & MOVEABLE ASSET MANAGEMENT

Programme purpose

The programme aims to promote and enforce transparency and effective supply chain management and asset Management.

Programme objectives

- To reduce fraud and corruption and promote clean government across the province; and
- To ensure that service providers (especially SMME's from targeted groups) are registered and paid timeously.

TABLE 14.12: SUMMARY OF PAYMENTS AND ESTIMATES: PROVINCIAL SUPPLY CHAIN & MOVABLE ASSET MANAGEMENT

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
1. Programme Support/ Office of the DDG	1 792	2 303	2 347	3 396	3 391	3 787	11 490	12 357	12 975
2. SCM Policy, Norms and Standards				650	650		7 000	10 000	10 500
3. Governance, Compliance, Monitoring and Evaluation							3 200	3 400	3 570
4. SCM Client Support							29 120	31 025	32 576
5. Strategic Procurement							7 373	7 868	8 261
6. Transversal Contract Management							16 642	17 761	18 649
7. Movable Asset Management							3 000	3 165	3 708
8. Procurement Services	64 443	62 699	55 964	65 526	57 815	57 816	8 767	9 348	9 815
Total payments and estimates	66 235	65 002	58 311	69 572	61 856	61 602	86 592	94 924	100 055

TABLE 14.13: SUMMARY OF PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: PROVINCIAL SUPPLY CHAIN & MOVABLE ASSET MANAGEMENT

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Current payments	66 054	64 926	58 228	69 572	61 830	61 576	86 592	94 924	100 055
Compensation of employees	61 821	63 051	56 132	66 984	58 779	58 779	80 457	88 503	93 313
Goods and services	4233	1875	2096	2588	3051	2797	6135	6421	6742
Transfers and subsidies to	181	19	79		18	9			
Households	181	19	79		18	9			
Payments for capital assets					8	18			
Software and other intangible assets					8	18			
Payments for financial assets		57	4						
Total economic classification	66 235	65 002	58 311	69 572	61 856	61 603	86 592	94 924	100 055

Provincial Supply Chain and Movable Asset Management is a new programme in the GPT. This is also one of the programmes created after re-configuration of the GPT as mentioned earlier. It is made up of the former GDF procurement functions and GPT supply chain management (SCM) and asset management oversight functions. Specialist capacity has been added in the areas of SCM governance, asset management, SCM compliance monitoring and evaluation.

Outcomes (historical expenditure) and 2015 MTEF is inclusive of the of the procurement function from GDF. The new functions have no outcomes (historical expenditure).

Expenditure was R66.2 million in the 2011/12 financial year. There was a decrease to R58.3 million in the

2013/14 financial year. The allocation over the MTEF is as follows: R86.5 million in the 2015/16 financial year, R94.9 million in the 2016/17 financial year and R100 million in the 2017/18 financial year. The main contributor to the increase in the budget is the additional capacity to be added in SCM governance, asset management and SCM compliance monitoring and evaluation.

Compensation of Employees expenditure was R61.8 million in the 2011/12 financial year, increasing to R63.0 million in the 2012/13 financial year. Expenditure then decreased to R56.1 million in the 2013/14 financial year. The budget is R58.7 million for the 2014/15 financial year. The allocation over the MTEF is as follows: R80.4 million for the 2015/16 financial year, R88.5 million for the 2016/17 financial year and R93.3 million for the 2017/18 financial year. The main contributor to the increase in the budget is the additional capacity to be added in the areas of SCM governance, asset management and SCM compliance monitoring and evaluation.

Goods and Services expenditure was R4.2 million in the 2011/12 financial year, decreasing to R1.8 million in 2012/13 and remaining at R2 million in the 2013/14 financial year. The budget in the 2014/15 financial year is R3 million. The allocation over the MTEF is as follows: R6 million for both the 2015/16 and 2016/17 financial years and R7 million for the 2017/18 financial year.

SERVICE DELIVERY MEASURE

PROGRAMME 4: PROVINCIAL SUPPLY CHAIN & MOVEABLE ASSET MANAGEMENT

Performance measures	Estimated annual targets		
	2015/16	2016/17	2017/18
Provincial Supply Chain Management			
Number of institutions with contract management framework implemented	Contract management framework implemented in 3 departments, 3 public entities and 2 local municipalities	Contract management framework implemented in 3 departments, 4 trading entities and 4 local municipalities	Contract management framework implemented in all departments, all public entities and all local municipalities
Develop a price scheduling index	1 price scheduling index developed	1 price scheduling index developed	1 price scheduling index developed
Number of approved SCM frameworks for GPG Departments and Municipalities	1 approved SCM framework for GPG departments	1 approved SCM framework for GPG departments	1 approved SCM framework for GPG departments
	1 approved SCM framework for local municipalities	1 approved SCM framework for GPG departments	1 approved SCM framework for GPG departments
Number of reports on the analysis of compliance to the cost containment measures strategy	4	4	4
Establishment of a procurement hub in GPG	Procurement hub established in GPG	Monitor to ensure all tenders awarded in the province are published	
Number of departments targeted for open tender projects	2	2	2
Procurement			
Number of suppliers identified and registered in township hubs across the 5 commodity groups	30	50	100
% of transversal term agreements established within SLA of 90 days from the date a tender is published in the Tender Bulletin to the date of tender award	100%	100%	100%
% of GPG transversal contracts available and updated in the central repository of awarded contracts within 15 days from the date of receipt of the contract	100%	100%	100%
% of suppliers registered on the GPG centralized database of suppliers within 12 working days upon receipt of the application form	100%	100%	100%

PROGRAMME 5 : MUNICIPAL FINANCIAL GOVERNANCE

Programme purpose

The programme aims to ensure effective and efficient management in municipalities and municipal entities and coordinate the provisioning of capacity building.

Programme objective

To support all departments, entities and municipalities in achieving unqualified audits.

TABLE 14.14: SUMMARY OF PAYMENTS AND ESTIMATES: MUNICIPAL FINANCIAL GOVERNANCE

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
1. Programme Support/ Office of the DDG	16 532	17 958	27 526	32 412	28 630	28 480	2 899	3 040	3 192
2. Municipal Budget							5 439	5 781	6 070
3. Municipal Accounting and Reporting							5 439	5 775	6 064
4. Municipal Financial Assets And Liabilities							5 440	5 774	6 063
5. Municipal Supply Chain and Asset Management							5 440	5 774	6 063
6. Municipal Governance and Institutional Management							5 440	5 775	6 069
Total payments and estimates	16 532	17 958	27 526	32 412	28 630	28 480	30 097	31 919	33 520

TABLE 14.15: SUMMARY OF PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: MUNICIPAL FINANCIAL GOVERNANCE

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Current payments	16 527	17 946	27 526	32 412	28 558	28 384	30 097	31 919	33 520
Compensation of employees	16 072	17 309	20 061	25 715	27 643	27 469	29 298	31 079	32 638
Goods and services	455	637	7 465	6 697	915	915	799	839	881
Transfers and subsidies to	5	12			72	96			
Departmental agencies and accounts					72	96			
Households	5	12							
Payments for capital assets									
Buildings and other fixed structures									
Payments for financial assets									
Total economic classification	16 532	17 958	27 526	32 412	28 630	28 480	30 097	31 919	33 520

Municipal Financial Governance is a new programme in the GPT. This is also one of the programmes created after re-configuration of the GPT as mentioned earlier. This function existed in GPT as Local Government Financial Services.

Outcomes (historical expenditure) and the 2015 MTEF is inclusive of the of the Local Government Financial Services function from GPT. The expenditure for Municipal Financial Governance was R 16.5 million in the 2011/12 financial year and increased to R32.4 million by the 2014/15 financial year. The increase in allocation was mainly to fund the Municipal Advisor Programme for hands-on financial management support at municipalities. The allocation for the programme over the MTEF period is as follows: R30.0 million in the 2015/16 financial year and R31.9 million in the 2016/17 financial year, peaking at R33.5 million in the 2017/18 financial year.

Compensation of Employees expenditure was R16.0 million in the 2011/12 financial year. The budget increased to R20.0 million by the 2013/14 financial year. The allocation over the MTEF period is as follows: R29.2 million in the 2015/16 financial year, R31.0 million in the 2016/17 financial year and R32.6 million in the 2017/18 financial year. The increase caters for the annual cost of living adjustment, notch progression and performance bonuses.

Goods and Services expenditure was R455 thousand in the 2011/12 financial year. The budget increased to fund various interventions at municipalities and was R7.4 million in 2013/14. The allocation for Goods and Services for the programme over the MTEF is as follows: R799 thousand in the 2015/16 financial year, R839 thousand in the 2016/17 financial year and R881 thousand in the 2017/18 financial year. The main cost drivers in the programme are printing of gazettes, travel expenditure to municipalities, software licenses, training and development. The programme will also embark on a project to develop asset management strategies for municipalities.

SERVICE DELIVERY MEASURE**PROGRAMME 5: MUNICIPAL FINANCIAL GOVERNANCE**

Performance measures	Estimated annual targets		
	2015/16	2016/17	2017/18
Local Government Financial Services			
Number of local municipalities with draft budget assessments conducted to check alignment to IDPs	9	9	9
Number of local municipalities final budget assessments conducted	9	9	9
Number of municipalities receiving structured targeted training on GRAP standards	9	9	9
Track the implementation of recommendations on assessment on municipalities level of compliance and financial sustainability	Track the implementation of recommendations and corrective measures from the assessment monitored Conduct an impact analysis of the MFHSP and make recommendations	Track the implementation the recommendations from the impact analysis	
% of audit recommendations and commitments implemented by management to address AG findings	85%	90%	95%
Number of local municipalities with unqualified audit opinions for the financial year under review	Maintain all unqualified audit outcomes for the financial year under review 85% reduction in repeat findings as per the GPT Action Plan dashboard in the 2 qualified local municipalities (Westonaria & Randfontein)	Maintain all unqualified audit outcomes for the financial year under review Improve 1 qualified local municipality outcome to unqualified	All local municipalities with unqualified audit outcomes for the financial year under review
Dissemination of the Estimates of Capital Expenditure to municipalities and metros	Estimates of Capital Expenditure disseminated to municipalities and metros	Estimates of Capital Expenditure disseminated to municipalities and metros	Estimates of Capital Expenditure disseminated to municipalities and metros
Number of assessments conducted on local municipal annual reports	All local municipalities	All local municipalities	All local municipalities
Facilitation of the installation of prepaid meters in the CoT, CoJ and Ekurhuleni in government facilities in the province	Conduct assessment on installation of prepaid meters in government facilities in the province (CoT, COJ, Ekurhuleni) Pilot the installation of prepaid meters in identified departments (buildings in the precinct)	Roll-out the installation of prepaid meters to 50% of the identified government facilities in the province	Roll-out the installation of prepaid meters to all remaining government facilities in the province

PROGRAMME 6 : GAUTENG AUDIT SERVICES**Programme purpose**

To enhance transparency, good governance and clean government through strengthening the internal control and regulatory environment in the province.

Programme objectives

To support all departments, entities and municipalities to achieve clean audits.

TABLE 14.16: SUMMARY OF PAYMENTS AND ESTIMATES: GAUTENG AUDIT SERVICES

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
1. Programme Support/ Office of the DDG	1 739	2 269	1 910	4 134	4 564	4 564	7 302	7 313	7 701
2. Risk and Compliance Audit Services (Cluster 1 & 2)	16 013	17 398	15 136	15 564	14 893	14 893	16 881	18 066	19 209
3. Risk and Compliance Audit Services (Cluster 3; 4 & 5)	10 941	11 638	16 569	21 432	20 066	20 074	23 375	24 987	26 559
4. Performance and Computer Audit Services	11 040	13 438	14 204	17 884	15 911	15 938	19 815	21 193	22 535
5. Audit Centre of Excellence	4 217	3 929	4 886	5 590	5 535	5 535	6 383	6 811	7 237
Total payments and estimates	43 950	48 672	52 705	64 604	60 969	61 004	73 756	78 372	83 241

TABLE 14.17: SUMMARY OF PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: GAUTENG AUDIT SERVICES

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Current payments	43 950	48 512	52 659	64 604	60 968	60 968	73 756	78 372	83 241
Compensation of employees	42 921	45 205	52 039	62 037	57 984	57 983	68 153	72 884	77 483
Goods and services	1 029	3 307	620	2 567	2 984	2 985	5 603	5 488	5 758
Transfers and subsidies to		117	46		1	36			
Non-profit institutions									
Households		117	46		1	36			
Payments for capital assets									
Software and other intangible assets									
Payments for financial assets		43							
Total economic classification	43 950	48 672	52 705	64 604	60 969	61 004	73 756	78 372	83 241

Gauteng Audit Services (GAS) is a new programme in the GPT. This is also one of the programmes created after re-configuration of the GPT as mentioned earlier.

Outcomes (historical expenditure) and 2015 MTEF is inclusive of the of the GAS function from GDF.

The GAS budget increases from R43.9 million in 2011/12 to a revised estimate of R83.2 million in 2017/18. More than 95 per cent of the GAS budget lies under Compensation of Employees. Due to the scarce skills in the audit industry in general, priority has been directed toward ensuring adequate capacitation of the programme in order to execute its provincial obligations, primarily to contribute towards the achievement of clean audits in the province. Whilst the programme has historically relied on external audit services, the decision to desist from the use of consultants resulted in the shifting of funds away from Goods and Services into Compensation to enable the programme to be sufficiently capacitated in this regard.

The GAS Compensation budget increases from R42.9 million in 2011/12 to R77.4 million in 2017/18. The trend is consistent with the need to fully capacitate the programme by filling critical vacant posts. Although the effort to fill vacant posts in the programme was accelerated in 2012/13, resulting in the decrease in the vacancy rate in the programme, the competition with the private sector for scarce audit skills has resulted in a regression. Of the total staff establishment of 138 posts, 104 posts were active as of 1 July 2014, with the number of vacancies doubling from 17 to 34 posts. The programme is actively recruiting in the audit market and adopting various strategies to attract and retain audit talent.

Goods and Services under this programme consist mainly of provisions for specialised audits skills for which are not available internally, necessitating the filling of this gap by the use of consultants to assist with the execution of these specialised audits. The Goods and Services budget increases from R1 million in 2011/12 to just R5.7 million in 2017/18. This pattern is in keeping with both the departmental decision to move away from the use of consultants, and giving priority to building sufficient capacity within the programme to execute its audit functions in the province.

SERVICE DELIVERY MEASURE

PROGRAMME 6: GAUTENG AUDIT SERVICES

Performance measures	Estimated annual targets		
	2015/16	2016/17	2017/18
Gauteng Audit Services			
Number of planned risk audits completed - risk and compliance clusters 1 & 2	86	86	86
Number of planned risk audits completed - risk and compliance clusters 3; 4 & 5	86	86	86
Number of planned computer audits completed	24	24	24
Number of planned performance audits completed	39	39	39
Number of information technology (IT) risk assessments completed	14	14	14
Number of cost containment circular compliance audits completed	32	32	32
Number of follow-up audits on 2014/15 AG significant findings completed	56 Follow-up audits on 2014/15 AG significant findings completed	56 Follow-up audits on 2015/16 AG significant findings completed	56 Follow-up audits on 2016/17 AG significant findings completed

Performance measures	Estimated annual targets		
	2015/16	2016/17	2017/18
% implementation of AG and internal audit findings	80%	80%	98%
Establish internal capacity for consulting (advisory) activities	Internal capacity established	Advisory support provided to departments	Advisory support Provided to departments and municipalities
Number of key controls reviews conducted	12	12	12

9. OTHER PROGRAMME INFORMATION

9.1 Personnel numbers and costs

TABLE 14.18 PERSONNEL NUMBERS AND COSTS: GAUTENG PROVINCIAL TREASURY

Personnel numbers	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	As at 31 March 2018
1. Administration	148	120	175	226	264	264	264
2. Sustainable Fiscal Resource Management	89	69	72	80	117	117	117
3. Financial Governance	126	92	101	258	257	257	257
4. Provincial Supply Chain and Movable Asset Management					157	157	157
5. Municipal Financial Governance					52	52	52
6. Gauteng Audit Services	120	109	135	103	105	105	105
Total provincial personnel numbers	483	390	483	667	952	952	952
Total provincial personnel cost (R thousand)	238 190	257 114	291 210	359 265	417 813	442 901	467 028
Unit cost (R thousand)	493	659	603	539	439	465	491

14.19: SUMMARY OF DEPARTMENTAL PERSONNEL NUMBERS AND COSTS: GAUTENG PROVINCIAL TREASURY

	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Total for department									
Personnel numbers (head count)	483	390	483	667	667	667	952	952	952
Personnel cost (R thousands)	238 190	257 114	291 210	359 265	359 265	359 265	417 813	442 901	467 028
Human resources component									
Personnel numbers (head count)	55	18	24	29	29	29	39	39	39
Personnel cost (R thousands)	29 974	5 437		10 974	10 974	10 974	10 730	11 481	12 227
Head count as % of total for department									
Personnel cost as % of total for department									
Finance component									
Personnel numbers (head count)	68	23	36	35	35	35	52	52	52
Personnel cost (R thousands)	6 726	7 406	3 299	11 842	11 842	11 842	14 165	15 156	16 141
Head count as % of total for department	14.1%	5.9%	7.5%	5.2%	5.2%	5.2%	5.5%	5.5%	5.5%
Personnel cost as % of total for department	2.8%	2.9%	1.1%	3.1%	3.3%	3.3%	3.4%	3.4%	3.5%
Full time workers									
Personnel numbers (head count)	483	390	483	667	667	667	952	952	952
Personnel cost (R thousands)	238 190	257 114	291 210	359 265	233 771	359 265	417 813	442 901	467 028
Head count as % of total for department	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Personnel cost as % of total for department	100.0%	100.0%	100.0%	92.6%	99.2%	100.0%	100.0%	100.0%	100.0%
Contract workers									
Personnel numbers (head count)	26		44	59	59	59	67	70	76
Personnel cost (R thousands)	1 670			3 854	3 854	3 854	8 093	4 277	4 491
Head count as % of total for department	5.4%	0.0%	9.1%	8.8%	8.8%	8.8%	7.0%	7.4%	8.0%
Personnel cost as % of total for department	0.7%	0.0%	0.0%	1.0%	1.1%	1.1%	1.9%	1.0%	1.0%

The human resource component of the GPT 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.

The increase in personnel between 2014/15 to 2015/16 indicates the department's plans to fully capacitate in order to full fill its mandate.

9.2 Training

TABLE 14.20: PAYMENTS ON TRAINING

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
1. Administration	298	1 119	3 199	532	2 262	1 863	560	501	526
Subsistence and travel									
Payments on tuition	298	1 119	3 199	532	2 262	1 863	560	501	526
Other									
2. Sustainable Fiscal Resource Management	574	1 344	268	406		406	428	451	473
Subsistence and travel	574	574							
Payments on tuition		770	268	406		406	428	451	473
Other									
3. Financial Governance	573	1 175	3 776	1 880	2 349	1 880	3 090	3 256	3 421
Subsistence and travel	573	573							
Payments on tuition		602	3 776	1 880	2 349	1 880	3 090	3 256	3 421
Other									
4. Provincial Supply Chain And Movable Asset Management				560	560	560	1 229	1 303	1 369
Subsistence and travel									
Payments on tuition				560	560	560	1 229	1 303	1 369
Other									
5. Municipal Financial Governance			167						
Subsistence and travel									
Payments on tuition			167						
Other									
6. Gauteng Audit Services							682	729	775
Subsistence and travel									
Payments on tuition							682	729	775
Other									
Total payments on training	1 445	3 638	7 410	3 378	5 171	4 709	5 989	6 240	6 563

TABLE 14.21: INFORMATION ON TRAINING: GAUTENG PROVINCIAL TREASURY

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Number of staff	483	390	483	667	667	667	952	952	952
Number of personnel trained	239	271	366	350	350	350	450	500	525
of which									
Male	106	115	148	140	140	140	160	180	189
Female	133	156	218	210	210	210	290	320	336
Number of training opportunities	290	271	333	490	490	490	600	710	746
of which									
Tertiary	192	98	150	250	250	250	300	350	368
Workshops	98	173	153	200	200	200	250	300	315
Seminars			30	40	40	40	50	60	63
Other									
Number of bursaries offered	192	98	150	173	173	173	200	200	210
Number of interns appointed	21	46	26	35	35	35	40	45	50
Number of learnerships appointed	13	40	18	18	18	18	20	25	26
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 considers training and development of employees as one of its key priorities, especially in the scarce and critical skills categories, and has allocated approximately 2.5 per cent of the personnel compensation budget for training. Funds will be utilised for bursaries, learnerships, internships and training and development interventions. The human resource development (HRD) strategy was approved by the head of department on 18 April 2013 and the implementation plan is developed and reviewed on an annual basis for the rest of the MTEF period as one of the integrated systems and processes for workforce development. However, it is challenging to retain these employees once having invested in their growth.

Strategic management, management and leadership, and people management training for all management are prioritised for the 2014/15 Workplace Skills Plan (WSP) as critical skills to address the gap identified during the culture survey and competency assessment.

The Management Advancement Programme for all middle management service members was implemented with effect from the 2013/14 financial year and again in the 2014 academic year in order to create the talent pipeline for filling the senior management positions internally. The department will also participate in the GCRA Integrated Management Development Programme in the 2014 academic year. It will also prioritise the Emerging Management Development Programme and the Middle Management Development Programme to develop the skills of staff.

The department should therefore consider including contract obligations with training and development interventions, including obligatory skills transfer programmes, to ensure that skills remain within the department. Furthermore, the review of the budgeting process for training and development should ensure that allocated funds are ring-fenced and used only for skills development. Additionally, the department should strengthen its 'buying power' within the province in order to negotiate reduced rates with institutions of higher learning.

Training interventions, including seminars and workshops, will focus on improving the generic and functional skills of employees. All training interventions will be in line with the approved WSP, as well as individual personal development plans (PDPs) which form part of the performance management and development system.

The department is continuously committed to addressing skills shortages and scarce skills, and aims to appoint at least 8 per cent of the staff establishment as interns each financial year. This exceeds the mandated 5 per cent. In implementing the above-mentioned programmes, the department is contributing towards reducing poverty, creating jobs, youth development and ultimately addressing skills shortages in the country. Interns and learners are appointed additional to the staff establishment, and must therefore be budgeted for.

While the department is committed to providing workplace experience, permanent placement of high performing interns in the department is not guaranteed, as this depends on the availability of positions and their success during normal recruitment processes. In instances where interns are trained by the department but these skills are later not absorbed, our interns are of such high calibre that they do not experience too much difficulty in being recruited by the private sector.

9.3 Reconciliation of structural changes

TABLE 14.22: RECONCILIATION OF STRUCTURAL CHANGES: GAUTENG PROVINCIAL TREASURY

2014/15		2015/16	
Programmes	R'000	Programmes	R'000
1. Administration	98 752	1. Administration	111 528
1. Office of the MEC	7 827	1. Office of the MEC	7 719
2. Office of the HOD	15 955	2. Office of the HOD	15 523
3. Corporate Services	55 757	3. Corporate Management	64 241
4. Financial Management Services (CFO)	19 213	4. Financial Management Services (CFO)	24 045
2. Sustainable Fiscal Resource Management	157 106	2. Sustainable Fiscal Resource Management	183 781
1. SRM Programme Support	104 034	1. Programme Support/ Office of the DDG	82 810
2. Budget Management	15 994	2. Budget Management	22 127
		3. Economic and Fiscal Policy Oversight	11 193

2014/15		2015/16	
Programmes	R'000	Programmes	R'000
3. Fiscal Policy and Economic Analysis	10 285	4. Infrastructure Management	28 159
4. Public Private Partnership	3 515	5. Financial Asset and Liabilities Management	21 846
5. Public Finance	23 278	6. Public Finance	17 646
3. Financial Governance	114 274	3. Financial Governance	98 608
1. FG Programme Support	46 649	1. Programme Support/ Office Of The DDG	3 464
2. Risk Management	13 347	2. Provincial Accounting Services	37 147
3. Norms and Standards	16 950	3. Provincial Forensic Audits	19 194
4. Local Government Financial Services Support	28 630	4. Transversal Internal Audit and Risk Management	14 704
5. Financial Business System	8 698	5. Compliance	13 699
4. Provincial Accounting Services	58 142	6. Financial Information Management Systems	10 400
1. PAS Programme Support	4 041	4. Provincial Supply Chain And Movable Asset Management	86 592
2. Financial Asset and Liabilities	20 650	1. Programme Support/ Office of the DDG	11 490
3. Accounting Services	21 357	2. SCM Policy, Norms and Standards	7 000
4. Statutory Deductions Management	12 094	3. Governance, Compliance, Monitoring and Evaluation	3 200
		4. SCM Client Support	29 120
		5. Strategic Procurement	7 373
		6. Transversal Contract Management	16 642
		7. Movable Asset Management	3 000
		8. Procurement Services	8 767
		5. Municipal Financial Governance	30 097
		1. Programme Support/ Office Of The DDG	2 899
		2. Municipal Budget	5 439
		3. Municipal Accounting and Reporting	5 439
		4. Municipal Financial Assets and Liabilities	5 440
		5. Municipal Supply Chain and Asset Management	5 440
		6. Municipal Governance and Institutional Management	5 440
		6. Gauteng Audit Services	73 756
		1. Programme Support/ Office of the DDG	7 302
		2. Risk and Compliance Audit Services(Cluster 1 & 2)	16 881
		3. Risk And Compliance Audit Services(Cluster 3; 4 & 5)	23 375
		4. Performance and Computer Audit Services	19 815
		5. Audit Centre of Excellence	6 383
Total	428 274		584 362

The department is receiving the functions of the Gauteng Audit Services programme and the forensic services unit from the GDF. The department is creating a new municipal financial governance programme, which aims to ensure effective and efficient management in municipalities and municipal entities and to coordinate the provisioning of capacity building. The department also aims to align with the generic structures for treasuries.

ANNEXURE TO ESTIMATES OF PROVINCIAL REVENUE AND EXPENDITURE

TABLE14.23: SPECIFICATIONS OF RECEIPTS: GAUTENG PROVINCIAL TREASURY

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Tax receipts									
Casino taxes									
Sales of goods and services other than capital assets		175	235	211	211	311	222	234	245
Sale of goods and services produced by department (excluding capital assets)		175	235	211	211	311	222	234	245
Sales by market establishments		175	235	211	211	311	222	234	245
Administrative fees									
Health patient fees		175							
Interest, dividends and rent on land	164 758	187 570	247 283	80 000	80 000	355 835	88 000	100 000	105 000
Interest	164 758	187 570	247 283	80 000	80 000	355 835	88 000	100 000	105 000
Sales of capital assets									
Land and sub-soil assets									
Other capital assets									
Transactions in financial assets and liabilities		66	375			399	395	415	436
Total departmental receipts	164 758	187 811	247 893	80 211	80 211	356 545	88 617	100 649	105 681

TABLE: 14.24 PAYMENTS AND ESTIMATES BY ECONOMIC CLASIFICATION: ADMINISTRATION

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Current payments	44 633	58 195	77 006	94 941	95 601	94 701	110 350	115 484	121 258
Compensation of employees	26 539	32 629	44 926	66 568	65 419	65 210	73 160	77 120	80 976
Salaries and wages	23 111	26 103	35 941	56 050	54 901	52 168	59 888	62 580	65 709
Social contributions	3 428	6 526	8 985	10 518	10 518	13 042	13 272	14 540	15 267
Goods and services	18 029	25 566	32 080	28 373	30 182	29 491	37 190	38 364	40 282
Administrative fees	111	105	116	271	82	80	284	299	314
Advertising	210	2	1 284	1 155	1 155	1 155	1 257	1 374	1 443
Assets less than the capitalisation threshold	422	1 013	195	303	161	177	270	232	244
Audit cost: External	2 516	2 260	1 082	2 209	2 209	2 209	2 311	2 433	2 555
Bursaries: Employees	624	759	1 217	1 318	1 186	1 128	1 550	1 535	1 612
Catering: Departmental activities	114	630	1 580	461	432	136	437	460	483
Communication (G&S)	3 556	1 489	1 835	3 351	3 030	3 020	5 169	5 339	5 606
Computer services	—	5	283	2 103	2 086	2 086	3 697	3 896	4 091
Consultants and professional services: Business and advisory services	999	613	1 302	964	1 516	1 516	1 026	1 204	1 264
Consultants and professional services: Legal costs	955	7	—	792	392	392	926	27	28
Contractors	177	248	5 597	2 952	1 810	1 810	3 108	3 340	3 507
Agency and support / outsourced services	18	32							
Entertainment	145	27		32	32		35	37	39
Fleet services (including government motor transport)	13	30	1 452	25	914	899	1 452	1 536	1 612
Inventory: Food and food supplies	53	94							
Inventory: Fuel, oil and gas	7	59							
Inventory: Materials and supplies	29	15							

Vote 14 - Provincial Treasury • EPRE - 2015/16

Consumable supplies	8	146	797	571	638	340	603	636	668
Consumable: Stationery,printing and office supplies	842	844	1 051	1 374	1 375	1 413	1 310	1 380	1 449
Operating leases	2 419	582	1 443	970	1 970	2 041	1 014	1 068	1 121
Property payments	3 011	9 978	4 291	2 580	4 814	4 814	6 864	7 455	7 828
Transport provided: Departmental activity									
Travel and subsistence	1 140	3 576	3 391	3 315	1 780	1 743	2 010	2 116	2 222
Training and development	298	1 119	3 199	532	1 863	1 819	560	501	526
Operating payments	157	256	539	687	709	660	728	775	814
Venues and facilities	205	1 677	1 426	2 408	2 028	2 053	2 579	2 720	2 856
Interest and rent on land	65								
Interest	65								
Transfers and subsidies	22	75			1 281	1 293	225	238	250
Households	22	75			1 281	1 293	225	238	250
Social benefits	22	75			1 149	1 293			
Other transfers to households					132		225	238	250
Payments for capital assets	2 426	1 573	2 795	911	1 870	1 877	953	1 004	1 054
Machinery and equipment	2 426	1 559	2 774	911	1 595	1 602	953	1 004	1 054
Other machinery and equipment	2 426	1 559	2 774	911	1 595	1 602	953	1 004	1 054
Software and other intangible assets		14	21		275	275			
Payments for financial assets	336								
Total economic classification	47 417	59 768	79 876	95 852	98 752	97 871	111 528	116 725	122 562

TABLE: 14.25 PAYMENTS AND ESTIMATES BY ECONOMIC CLASIFICATION: SUSTAINABLE RESOURCES MANAGEMENT

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Current payments	49 449	50 727	59 088	112 426	69 446	101 136	133 781	116 449	122 656
Compensation of employees	45 959	47 986	53 562	82 244	62 424	71 751	80 381	83 108	87 649
Salaries and wages	40 408	38 389	42 580	71 907	54 855	57 401	68 658	71 377	75 331
Social contributions	5 551	9 597	10 982	10 337	7 579	14 350	11 723	11 731	12 318
Goods and services	3 490	2 741	5 526	30 182	7 012	29 385	53 400	33 341	35 008
Advertising	326	596	1 124	442	492	492	462	486	511
Audit cost: External						497	692	748	785
Catering: Departmental activities			44	247	247	198	260	274	287
Computer services				16 018	18	16 018	20 318	19 546	20 523
Consultants and professional services: Business and advisory services	1 626	100	1 427	1 601	1 665	1 060	20 810	853	895
Consultants and professional services: Legal costs		49	917	7 798	798	7 798	6 502	6 847	7 189
Contractors					68	68	100		
Consumable: Stationery,printing and office supplies	1 471	570	542	587	617	617	647	682	716
Travel and subsistence	21	301	106	1 393	1 001	1 022	1 370	1 548	1 625
Training and development		770	268	406	406	416	428	451	473
Operating payments	46	173	1 098	940	940	940	987	1 039	1 091
Venues and facilities		182		750	750	249	824	868	911
Interest and rent on land									
Transfers and subsidies	50 000	50 030	50 040	50 000	75 310	75 268	70 000	52 650	55 283
Departmental agencies and accounts	50 000	50 000	50 000	50 000	75 000	75 000	70 000	52 650	55 283
Provide list of entities receiving transfers	50 000	50 000	50 000	50 000	75 000	75 000	70 000	52 650	55 283

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Households		30	40		310	268			
Social benefits		30	40		310	268			
Payments for capital assets									
Software and other intangible assets									
Payments for financial assets	100								
Total economic classification	99 549	100 757	109 128	162 426	144 756	176 404	183 781	169 099	177 939

TABLE: 14.26: PAYMENTS AND ESTIMATES BY ECONOMIC CLASIFICATION: FINANCIAL GOVERNANCE

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Current payments	48 081	54 252	100 557	135 194	121 571	132 208	98 608	105 894	111 439
Compensation of employees	44 878	50 934	64 490	84 456	77 353	78 073	86 364	90 206	94 969
Salaries and wages	39 116	49 814	51 592	73 135	67 039	62 458	76 040	79 084	83 288
Social contributions	5 762	1 120	12 898	11 321	10 314	15 615	10 324	11 122	11 681
Goods and services	3 203	3 318	36 067	50 738	54 218	54 135	12 244	15 688	16 470
Administrative fees					3	2	10	11	12
Advertising	25				94	94			
Minor assets less than the capitalisation threshold			2		24	24			
Audit cost: External	515	1 098	1 082	1 210	1 210	1 210	615	664	697
Bursaries: Employees		6						211	222
Catering: Departmental activities				228	185	234	240	253	265
Communication (G&S)							129	129	129
Computer services	126	719	2 828	188	169	535	458	271	285
Consultants and professional services: Business and advisory services	2 287	655	27 980	46 345	39 712	49 462	6 158	9 057	9 510
Consultants and professional services: Legal costs	174	114							
Contractors					9	32			
Agency and support / outsourced services			58						
Fleet services (including government motor transport)							24	25	26
Consumable supplies					2	4			
Consumable: Stationery, printing and office supplies	39	15	10	73			41	43	45
Operating leases							41	44	48
Travel and subsistence	35	86	160	294	224	200	462	488	513
Training and development		602	3 776	1 880	1 880	1 879	3 090	3 256	3 421
Operating payments	2	23	171	70	256	259	502	737	774
Venues and facilities				450	450	200	474	499	524
Transfers and subsidies	66	879			75	94			
Households		66	879		75	94			
Social benefits		66	879		75	94			
Other transfers to households									
Payments for capital assets			923		34	34			
Machinery and equipment			783		25	25			

Vote 14 - Provincial Treasury • EPRE - 2015/16

Other machinery and equipment	783	25	25	
Software and other intangible assets	140	9	9	
Payments for financial assets				
Total economic classification	48 081	54 318	102 359	135 194 121 680 132 336 98 608 105 894 111 439

TABLE: 14.27: PAYMENTS AND ESTIMATES BY ECONOMIC CLASIFICATION: PROVINCIAL SUPPLY CHAIN & MOVEABLE ASSETS

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Current payments	66 054	64 926	58 228	69 572	61 830	61 576	86 592	94 924	100 055
Compensation of employees	61 821	63 051	56 132	66 984	58 779	58 779	80 457	88 503	93 313
Salaries and wages	60 872	54 320	44 906	57 893	50 141	47 023	65 412	74 696	78 816
Social contributions	949	8 731	11 226	9 091	8 638	11 756	15 045	13 807	14 497
Goods and services	4 233	1 875	2 096	2 588	3 051	2 797	6 135	6 421	6 742
Administrative fees			165			57			
Advertising	76	175	195	200	200	225	259	269	283
Catering: Departmental activities				30	30	8	32	34	35
Communication (G&S)							366	366	384
Computer services							1 703	1 804	1 894
Consultants and professional services: Business and advisory services	4 151	1 683	1 700	1 165	1 633	1 739	1 219	1 275	1 338
Contractors	5		2			3			
Fleet services (including government motor transport)							97	103	108
Inventory: Materials and supplies		5							
Consumable supplies			2						
Consumable: Stationery, printing and office supplies						2	183	191	201
Operating leases							639	683	717
Travel and subsistence			8	150	75	162	113	83	88
Training and development				560	560	347	1 229	1 303	1 369
Operating payments	1	12	1	283	353	194	95	99	104
Venues and facilities			23	200	200	60	200	211	221
Transfers and subsidies	181	19	79	18	9				
Households	181	19	79	18	9				
Social benefits	181	19	79	18	9				
Other transfers to households									
Payments for capital assets					8	18			
Software and other intangible assets					8	18			
Payments for financial assets		57	4						
Total economic classification	66 235	65 002	58 311	69 572	61 856	61 603	86 592	94 924	100 055

TABLE 14.28: PAYMENTS AND ESTIMATES BY ECONOMIC CLASIFICATION: MUNICIPAL FINANCIAL GOVERNANCE

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Current payments	16 527	17 946	27 526	32 412	28 558	28 384	30 097	31 919	33 520
Compensation of employees	16 072	17 309	20 061	25 715	27 643	27 469	29 298	31 079	32 638
Salaries and wages	14 289	13 847	16 049	22 376	24 304	21 975	25 250	26 770	28 114

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Social contributions	1 783	3 462	4 012	3 339	3 339	5 494	4 048	4 309	4 524
Goods and services	455	637	7 465	6 697	915	915	799	839	881
Advertising		73	116						
Computer services			79	220	219	219	137	144	151
Consultants and professional services:									
Business and advisory services			6 621	6 179				0	0
Consumable:									
Stationery, printing and office supplies	136	219	132	265	394	394	279	294	308
Operating leases									
Travel and subsistence	283	345	336	33	301	301	383	401	421
Training and development			167						
Operating payments	36		14						
Transfers and subsidies	5	12		72	96				
Non-profit institutions									
Households	5	12		72	96				
Social benefits	5	12		72	96				
Other transfers to households									
Payments for capital assets									
Software and other intangible assets									
Total economic classification	16 532	17 958	27 526	32 412	28 630	28 480	30 097	31 919	33 520

TABLE: 14.29: PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: GAUTENG AUDIT SERVICES

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Current payments	43 950	48 512	52 659	64 604	60 968	60 968	73 756	78 372	83 241
Compensation of employees	42 921	45 205	52 039	62 037	57 984	57 983	68 153	72 884	77 483
Salaries and wages	38 199	39 949	41 631	54 484	51 373	46 386	60 160	64 440	68 589
Social contributions	4 722	5 256	10 408	7 553	6 611	11 597	7 993	8 444	8 894
Goods and services	1 029	3 307	620	2 567	2 984	2 985	5 603	5 488	5 758
Administrative fees						1			
Communication (G&S)							579	579	579
Computer services	620	2 477	255				470	501	526
Consultants and professional services: Business and advisory services	393	732	263	2 462	2 801	2 801	2 924	2 676	2 810
Fleet services (including government motor transport)							70	73	77
Consumable supplies			2						
Consumable: Stationery, printing and office supplies							121	127	133
Operating leases					78		479	511	546
Property payments									

Vote 14 - Provincial Treasury • EPRE - 2015/16

R thousand	Outcome			Main appropriation	Adjusted appropriation 2014/15	Revised estimate	Medium-term estimates		
	2011/12	2012/13	2013/14				2015/16	2016/17	2017/18
Transport provided: Departmental activity									
Travel and subsistence	6						93	98	108
Training and development							682	729	775
Operating payments	10	98	100	105	105	183	185	194	204
Transfers and subsidies		117	46		1	36			
Non-profit institutions									
Households		117	46		1	36			
Social benefits		117	46		1	36			
Other transfers to households									
Payments for capital assets									
Software and other intangible assets									
Payments for financial assets		43							
Total economic classification	43 950	48 672	52 705	64 604	60 969	61 004	73 756	78 372	83 241