

# VOTE 1

## OFFICE OF THE PREMIER

|                                       |                                              |
|---------------------------------------|----------------------------------------------|
| To be appropriated by vote in 2020/21 | R 859 415 000                                |
| Responsible Executing Authority       | Premier of the Gauteng Provincial Government |
| Administering Department              | Office of the Premier                        |
| Accounting Officer                    | Director-General                             |

### 1. OVERVIEW

#### Vision

Leadership for an integrated city-region, characterised by economic inclusion and social cohesion; and the leading economy on the continent.

#### Mission

The mission of the Office of the Premier (OoP), as the centre of Gauteng Provincial Government (GPG), is to lead and coordinate efforts to realise the strategic agenda of the provincial government by:

- Providing strategic leadership and direction to government and society;
- Building a capable, ethical and developmental state, and ensuring the transformation and modernisation of the public service;
- Improving government performance and service delivery through enhanced planning, coordination, monitoring and evaluation;
- Ensuring effective communication and stakeholder interfaces with communities and key sectors of society;
- Actively advancing gender equality, women's empowerment, youth development and the rights of people with disability, older persons and military veterans; and
- Securing partnerships that support the development agenda.

#### Strategic focus

As part of the strategic focus statements, OoP formulated the impact statement for the period 2020-2025. In the impact statement, the impact refers to the intended five-year developmental result and the outcomes refer to the mid-term results to be achieved in the period of the strategic plan in alignment with the national priorities and the relevant sector policy and strategy frameworks.

The five outcomes in the OoP's impact statement are stated below:

- Outcome 1: Sound governance and strengthened integrity management and anti-corruption;
- Outcome 2: Balanced and integrated GCR and intergovernmental planning and coordination to realise the priorities of the 6th Administration;
- Outcome 3: A dynamic, proactive and responsive government;
- Outcome 4: A skilled, capable and performance-orientated public service; and
- Outcome 5: Realisation of the rights and improved access to socio-economic opportunities for targeted groups.

#### Mandate

The mandate of OoP during the 6th Administration is informed by the "Growing Gauteng Together – our Roadmap to 2030" (GGT2030) Plan, relevant legislation and policies. The OoP's 2020-2025 Strategic Plan defines the mandate as to:

- Support the Premier in executing his Constitutional responsibilities;
- Support the Premier to lead and mobilise government and society to implement the electoral mandate;
- Act as the centre for strategic leadership, coordination and oversight of government, and ensure service delivery at provincial and local government level; and
- Build a capable and ethical state and ensure good governance and the effective functioning of the entire provincial administration.

- In this regard, the role of the Office of the Premier in relation to the Medium-Term Strategic Framework (MTSF) priorities is twofold, namely:
- To lead the alignment, implementation, monitoring and evaluation of seven priorities of the MTSF and the GGT2030 Plan in the GPG; and
- To lead the delivery of specific MTSF and GGT2030 priorities and outcomes. The Office of the Premier, specifically, responds to the following National MTSF priorities:
- Priority 6: A capable, ethical and developmental state; and
- Priority 7: A better Africa and world.

## Core functions and responsibilities

### Overall leadership of government and society

As the apex institution of the Gauteng Provincial Government (GPG), OoP provides overall leadership to government and society. Particular emphasis is placed on research, strategic analysis and policy development. The OoP intervenes in key sectors to unlock growth and employment potential as well as revitalise township economies with the aim of radically transforming the overall economy. It also targets the transformation of society by improving education, modernising health institutions, upgrading the quality of health care and tackling urban poverty as well as social development challenges. It is also responsible for innovation in public transport as a means of effecting spatial transformation and for building new, sustainable and integrated human settlement and cities.

### Transformation and modernisation of the public service

The responsibilities of the OoP, with regard to transforming and modernising the public sector, involve building developmental state capabilities through better organisation and professionalisation, particularly in financial management, budgeting and supply chain management. These responsibilities include stimulating activist, purpose-driven and results-based government as well as promoting an active citizenry through sectoral engagement and community mobilisation. The OoP fulfils an inclusive transversal role that is significant for the realisation of strategic and political objectives, including providing transversal human resources capacity, cabinet secretariat services, legal and legislative drafting services, communication services, service delivery improvement and change management and security, threat and risk management services for government buildings and management of the residences of political office bearers.

OoP leads, facilitates, coordinates and supports the implementation of the Integrity Management Programme in the Gauteng City Region. The project is intended to ensure a public service that is driven by integrity and ethics. To have an ethical and integrity driven Gauteng public service with the capacity to drive change and modernisation of GCR.

Premier's Service Excellence Awards are aimed at recognising and rewarding government and its stakeholders for exceptional contribution to improving the lives of the people of Gauteng. Increased awareness of government's willingness to work collaboratively with civil society to address challenges faced by the people of Gauteng thus encouraging the contribution of other stakeholders.

### Planning, monitoring and evaluation (coordination and integration)

The OoP occupies the central role in this evolving policy and governance architecture; tasked with leadership, coordination and oversight, within a broader social compact approach. This includes research, policy monitoring, evaluation and implementation, policy analysis and coordination across government, working with the Forum of HOD's and the Executive Council; towards the achievement of the GGT2030. The core function of the OoP is to improve government performance and service delivery. The results of the survey showed the huge migration to Gauteng that requires a centralised and spatial planning capability, performance monitoring and evaluation (PME) as well as strategic planning and agenda setting to ensure that the needs of citizens are adequately addressed.

### Communication and stakeholder interface for sectors of society

The OoP ensures effective communication and stakeholder interfaces with communities and key sectors of society by building public confidence in government through:

- Sustained awareness of government progress as well as good work and programmes to address challenges;
- Improved responsiveness;
- Sustained engagement with stakeholders; and
- A programme of public participation linked to building public confidence in government and improved access to information.

### Support for the Premier and Executive Council

The OoP provides strategic and administrative support to the Premier and Cabinet in terms of fulfilling their mandate, constitutional and legal obligations to realise the policy priorities and political imperatives of the fifth administration. The OoP will ensure the development of the legislative agenda for the province. It will provide strategic support and advice to the Premier and Executive Council (EXCO). The Cabinet Secretariat will provide support to the EXCO and clusters to ensure optimal

integration and coordinated policy development, policy implementation and action. In addition, it coordinates and supports Premier's Advisory Councils, Working Groups or Commissions. The OoP will ensure effective and efficient implementation of the current MTSF mandate.

### **Inter-governmental relations**

Building sustainable intergovernmental relations between the three spheres of government, across the province and among provinces, is key to ensuring achievement of common goals in the spirit of the GCR. Securing partnerships that support the national and provincial development agenda, and ensuring proper coordination and partnership on joint programmes, will contribute to maintaining good inter-governmental relations. In response, the 6th Administration will strengthen intergovernmental collaboration and coordination, and adopt a District Coordination Model. The new model is located within the current constitutional framework for cooperative governance and intergovernmental relations, and the Constitution and IGR Act are seen as adequate to support it. However, consequence management and developmental incentives have to be strengthened. In fulfilling its role, the OoP is supported by other "centre of government departments" (CoGTA, e-Government and the Gauteng Provincial Treasury) when it evolves the new district delivery model, which will integrate planning, budgeting and programmatic activities across all three spheres of government in the three metros and two districts in Gauteng.

### **Mainstreaming issues of gender, youth, people with disabilities, elderly persons and military veterans**

The OoP promotes socio-economic inclusion and actively advances developmental policies that address gender equality; women's empowerment; youth development and the rights of people with disabilities, older persons, LGBTIQ+ and military veterans. It also coordinates and drives the development and implementation of the Gender, Youth, People with Disability, Military Veterans and Older Persons (GEYODI&MVO) Policy Framework and the annual programme of action. Lastly, it facilitates capacity building and the institutionalisation of GEYODI & MVO rights.

Tshepo 1 Million Programme is an employment and entrepreneurship development initiative, which aims to train and skill, and place the unemployed into employment opportunities. It seeks to capitalise on the economic positioning and networks available to the GPG to catalyse a new period of job creation and economic growth in five corridors of the Gauteng City Region (GCR). The approach is to continue in the 2020-2025 planning cycle. The Tshepo 1 Million Programme also seeks to seize the opportunity presented of over 2.7 million young people in Gauteng who are not in school or active in any form. This youth could be involved in skills development or training. The programme uses a comprehensive clearinghouse system to channel youth, with a range of different skill levels and profiles.

### **Service delivery interventions**

The OoP facilitates a responsive, efficient, effective development-orientated Gauteng public service through service delivery improvements. It aims to create service delivery interventions that are able to respond quickly to concerns or failures. Through the Cabinet Secretariat, the OoP will ensure that the Premier and the members of the EXCO are at the forefront of service delivery which will be the hallmark of the 6th Administration. The roll-out of the Premier's Ntirhisano Outreach Programme will continue in the Province. As part of the rollout of the Service Delivery War Room (SDWR), a Central Command Centre has been established and human resources have been deployed. Central Command Centre analysts and the Rapid Response Team are currently using manual processes as engagements with GCR departments. The dashboard and reporting systems are in the finalisation process. The aim of the Central Command Centre is to enhance government responsiveness to citizen complaints and queries.

### **Main services**

The OoP is positioned and capacitated to deliver services that support the seven provincial priorities for the 2020-2025 period. These priorities are:

- Economic transformation and job creation
- Education, skills and health
- Spatial integration, human settlements and local government;
- Social cohesion and safe communities;
- A capable, ethical and developmental State;
- A better Africa and world; and
- Sustainable development for future generations

The main services relate to:

- Provide strategic leadership to the entire government and society;
- Driving delivery and overseeing the effective functioning of the entire provincial administration and intervenes in poor performing departments;
- Long-term planning, infrastructure coordination, policy coordination, monitoring and evaluation of government performance on priorities;
- Driving good governance;
- Building an ethical, professional and development oriented public service;
- Occupational health and safety programmes;

- Securing partnerships that support the development agenda, with domestic and foreign partners;
- Strengthening inter-governmental collaboration and transformative partnerships;
- Medico-legal litigation;
- Communication and interface with communities and key sectors of society;
- Provision of strategic and administrative support to the Premier and cabinet in fulfilling their mandate, constitutional and legal obligations and realising the policy priorities and political imperatives of the sixth administration; and
- Mainstreaming gender, youth, disability and elderly people's government programmes.

### **Programme of Transformation, Modernisation and Re-industrialisation**

In response to the challenges, of low economic growth, persistent poverty, unemployment and inequality, in 2014, Gauteng, adopted a ten-pillar programme for Transformation, Modernisation and Reindustrialization. The TMR Programme aims to transform, modernise and re-industrialise the province through focusing on the basics of service delivery, good governance, building integrated human settlements, unlocking key sectors of growth, promoting innovation and providing opportunities for employment and development.

### **Growing Gauteng Together (GGT2030)**

The TMR remains the anchor and guiding framework for GGT2030. GGT2030 is a plan that builds on the progress of 25 years of democracy including the TMR programme adopted in 2014. The OoP will be the key enabler to deliver on the Gauteng Growing Together: Our Vision for 2030. In its completeness, GGT2030 will be a summary of how our Gauteng City Region seeks to address the fundamental problems of our time; inclusive growth and employment; poverty and hunger; education and healthcare; social justice and social cohesion; safety and security; gender equality and youth empowerment, urbanisation and migration; climate justice and the impact of the 4th industrial revolution. GGT2030 seeks to engender a more scientific and deliberative approach to governance - data-driven, evidence-based and participative policymaking. This is a governance process where decisions are taken based on a democratic deliberation, rigorous research and appropriate resource allocation, not emotions and arbitrary inclinations.

### **National Development Plan**

The National Development Plan (NDP) Vision 2030, which was adopted by the National Executive in 2012, is the visionary blueprint of government and society (including business, labour, faith-based organisations, youth, women, elderly and the disabled). It is a collaborative partnership aimed at reducing poverty and unemployment and building an inclusive, national democratic society by 2030. Giving effect to this broad plan is a series of MTSFs. That of 2015 – 2020 was the first of three such frameworks and identifies the critical actions to be prioritised in the first five years of the NDP Vision 2030.

### **External activities and events relevant to budget decisions**

External activities in the OoP relate to engagement with governmental and non-governmental institutions, including the private sector, to realise the outcomes of the NDP which are outlined above. Based on the decisions of EXCO Makgotla that relate to these outcomes, budgets reflect the channelling of funding to the identified priority areas.

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

- Intergovernmental Relations Framework Act, 2005;
- Broad-Based Black Economic Empowerment Act, 2003;
- National Youth Policy Development Framework, 2002-2008;
- Public Service Regulations, 2001 as amended;
- Preferential Procurement Policy Framework, 2000;
- Promotion of Access to Information Act, 2000;
- Promotion of Administrative Justice Act, 2000;
- Promotion of Equality and Prevention of Unfair Discrimination Act, 2000;
- South African National Policy Framework for Women Empowerment and Gender Equality, 2000;
- Public Finance Management Act, 1999;
- Employment Equity Act, 1998;
- Skills Development Act, 1998;
- Basic Conditions of Employment Act, 1997;
- Constitution of the Republic of South Africa, 1996
- National Programme of Action for Children Framework (NPA), launched in 1996;
- Labour Relations Act, 1995 as amended;
- South African Qualifications Authority Act, 1995;
- Public Service Act, 1994 as amended;
- Occupational Health and Safety Act, 1993;
- National Development Strategy;
- White Paper on the National Youth Service Programme; and
- White Paper on Transforming Public Service Delivery (Batho Pele White Paper).

### Provincial legislation

The OoP derives its mandate primarily from the Constitution, the Public Service Act (PSA) and its regulations, the Public Finance Management Act (PFMA), policy directives and the overall mandate of government. The most important provisions are that:

- The Premier has executive, policy, legislative, intergovernmental and ceremonial functions and responsibilities as defined in Chapter 6 of the Constitution of the Republic of South Africa.
- The Premier, as the political head of the provincial government, is responsible for the implementation of Chapter 3 of the Constitution. Section 41(1) defines the relationship and principles underlying cooperation between the various spheres of government.
- In terms of Section 125(2) of the Constitution, the Premier exercises the executive authority of the province together with other members of the EXCO. The Premier appoints these members, assigns their functions and responsibilities, and delegates powers to them.
- The Premier, with the EXCO, exercises executive power by:
  - Implementing provincial legislation;
  - Implementing all applicable national legislation;
  - Developing and implementing provincial policy;
  - Coordinating the functions of the provincial administration and its departments;
  - Performing any other function assigned to the provincial executive in terms of the Constitution or an Act of Parliament; and
  - Implementing new national policies introduced by the Department of Performance Monitoring and Evaluation in the Presidency which relate to the outcomes-based approach to improving the performance of government, frontline service delivery monitoring, the introduction of a management performance assessment tool and a national evaluation policy framework.

### Good governance legislation

governance in the provincial government. A cooperative governance and stakeholder engagement framework forms the basis of interaction with a range of stakeholders including the citizens of Gauteng. The governance framework is built as a tool to ensure a strong governance environment and as a mechanism to strengthen accountability. The OoP has established A number of policies and the legislative framework govern the functioning of the Premier and the OoP to achieve good structures and/ or mechanisms to ensure accountability and participative governance.

## 2. REVIEW OF THE CURRENT FINANCIAL YEAR (2019/20)

The 2019/20 financial year represents the final year of office for the 5th Administration of Gauteng Province. For the MTEF 2019/20–2021/22 planning period, the Strategic Plan for the five-year period (2015–2020) remains relevant for the 2019/20 planning cycle.

The Annual Performance Plan (APP) considered changes in the performance environment which would impact the execution of the OoP's mandate as well as the electoral mandate of the 5th Administration. In this regard, the OoP undertook an environmental scan to assess such factors. As the TMR programme to transform, modernise and reindustrialise the Gauteng City Region continues implementation and execution momentum, the focus for the 2019/20 APP shifted to strengthening implementation and alignment. The OoP continued to provide political and strategic leadership over the Gauteng City Region and to the Premier and the Executive Council, with enhanced service delivery continuing to be the distinguishing feature of this provincial government.

Building on the foundations of prior years, the OoP continued to fulfil its role as the political management nerve centre and apex of the provincial government by responding positively to the demands placed on the OoP by the Executive Council, national government and civil society.

In the 2019/20 financial year, we have further strengthened monitoring and evaluation across the provincial government, towards ensuring the integrity and accountability of public institutions and improve our systems of communication by increasing investment in external communication to enhance the exchange of information between government and the residents of Gauteng. The Ntirhisano Outreach Programme, led by the Premier, addressed a myriad of service delivery complaints in communities.

The OoP continues to support and mainstream the targeted groups, such as Gender, Youth, People with Disability and Older Persons and Military Veterans. A Programme of Action dealing with Military Veterans will be implemented in collaboration with other provincial departments. In addition, the Gauteng Tshepo 1 Million, a bold initiative and intervention, intended to give hope and enable the unemployed youth, women, people with disabilities and children born of military veterans to participate in the mainstream of Gauteng economy through training and skills development whilst sustainable jobs and entrepreneurship development opportunities, is expected to deliver 1 million sustainable jobs within the term of the current provincial administration.

The OoP continuously ensures and support GPG departments to focus on poor performing strategies and the development of tailor-made solutions. The two-day combined stocktakes for all GPG departments happened. Data verification processes was further driven through increased site visits. All institutional challenges are addressed immediately to unblock bottlenecks. The Office continued to prepare Monthly Progress Notes through the Delivery Support Unit to inform accurate decision making.

### **Ten-Pillar Programme of Transformation, Modernisation and Re-Industrialisation**

The revised strategic plan for 2015 - 2020 reaffirms the Ten Pillar Programme of TMR as the blueprint for ensuring rapid economic and social transformation for Gauteng Province. The TMR Programme is informed by the NDP, 2030, the MTSF, 2014-2019 and the electoral mandate of the fifth administration. The overriding vision of building a sustainable and inclusive globally competitive Gauteng City Region (GCR) remains firmly on track.

As the TMR Programme - to transform, modernise and reindustrialise the GCR - gathers implementation and execution momentum, the focus for the 2019/20 APP shifted to implementation and alignment.

The OoP contributes to the TMR pillars and is specifically accountable for the pillars relating to decisive spatial transformation, transformation of state and governance and modernisation of the public service. It also ensures that the ten pillars are integrated into the plans of all Gauteng provincial departments and that their implementation is monitored, evaluated and reported on.

Two additional executive council sub-committees were established. These are the Health Sub-Committee to deal with the establishment of a financial rescue plan for the Department of Health and the Labour Relations Sub-Committee to deal with aspects of sound labour relations and ensuring labour peace in the province. The OoP has continued its policy, research and secretariat support to the Executive Council. It has met the targets for such support set for the year.

Daily Disaster Management Executive Council Subcommittee and work stream meetings were held in support of the GPG intervention into the Emfuleni Local Municipality to attend to the fire at the Bank of Lisbon Building and the evacuation of various GPG buildings.

The OoP has made great progress in overseeing the service delivery priorities in the Gauteng Provincial Government. This includes the development of Growing Gauteng Together (GGT) plan for the next five years. The stakeholder engagements across departments and municipalities for the GGT Plan for the next five years were completed. First 100 days progress report was submitted in the EXCO system on 14 October 2019. The Policy colloquium that took place on 11 December 2019



developed a shared understanding for GGT and priorities for the sixth administration. The OoP continued to focus on its primary mandate which is to provide strategic leadership and oversee the performance of the entire provincial administration.

A two-day joint Executive Management Team and Broad Management Team Strategic Planning session was held in August 2019 in pursuit of the priorities for Growing Gauteng Together in the 6th Administration. Following the strategic planning session, engagements with departments through Premier's Roadshows accorded the OoP the opportunity to unpack the priorities for the sixth administration. The OoP is on track with the monitoring of the implementation of SOPA commitments.

International relations activities in the first six months are consolidated in line with the International Relations Strategies and the 2019/2020 draft International Relations Programme. The areas of interventions in the biannual report are indicated. The biannual report is also presented in line with the 6th Administration prioritization and realignment of the international relations strategic priorities and focus areas.

The preparation for the hosting of the SA Italy was critical in support of the Gauteng Province hosting the SA Italy Indaba. The outcome of the preparatory meeting informed the basis of the Gauteng -SA Italy Indaba Agreement Review. The Draft SA Italy Agreement has been submitted for approval by the Director to host and participate in the SA Italy Indaba in October 2019. Further, the Gauteng Province hosted the Erongo, Namibia delegation to review and consolidate the existing agreement and project focus areas with Erongo. The draft agreement and projects areas were finalised in the Third Quarter.

Inter-governmental Relation activities and interventions are consolidated and submitted. The activities and interventions are in line with the Provincial Mandate to support cooperative government in the province and inter-provincial coordination and collaboration. The activities are also intended to ensure that Departments and Municipalities effectively perform their function for sustainable service delivery and socio-economic development. The 6th Administration's strategic mandate and priorities including the developing District Model for Service Delivery will further inform the bi-annual report.

Thirty-seven (37) Executive Council Memoranda were analysed and briefing notes developed for all Executive Council System meetings during the 2019/20 Quarter 3. Seventeen (17) Executive Council System record of meetings were captured during quarter 2 of the 2019/2020 Financial Year (July-September 2019). These included Inter-Ministerial Task Team on Service Delivery looking at Alexandra and Executive Council Subcommittee interventions in Emfuleni Local Municipality and into the Gauteng Freeway Improvement Programme (GFIP). The office also participated in the hosting of Business and Private Sector Investor engagement, held on 21 November 2019, where the Premier led consultations with all Executive Mayors, relevant Members of Mayoral Councils (i.e. those responsible for Development Planning and Economic Development and Infrastructure), all Municipal/ City Managers and Executive Directors for Infrastructure Development. The private sector was also part of the engagement where a collaborative approach to investment and development is required.

Policy engagements were re-establishing with Departments on all new policy and strategy developments that are being proposed for the Executive Council's consideration. These engagements are a proactive intervention aimed at providing support and guidance to Policy originators in each GPG Department to ensure that all policies developed support the realisation of the provincial priorities and are implementable. As part of plans to equip the OoP with the requisite skills and technical know how to drive and coordinate the 6th Administration's priorities, the Economic, Social and Planning and Governance Sectors attended several training sessions on protocol, job evaluation grading, economic policy and Socio-Economic Impact Assessment System (SEIAS) as provided by the Presidency and other organisations. The SEIAS training was important as it equipped the unit with the skills and ability to measure the socio-economic impact of new policies, laws and strategies.

#### **Active monitoring, evaluation and rapid response capability and mechanisms for service delivery intervention.**

Communication services in the province is transformed and modernised to enable the effective communication of the rollout of the Gauteng Government priorities. The focus moved from reactive to proactive communication and - in addition to traditional communication and media platforms - social media channels are prioritised as these enabled direct communication with communities.

Key considerations of the GCR Communications Strategy are a radical shift away from personality-linked branding and marketing towards institutional branding and positioning of Gauteng as a province and as a government. This is a multi-pronged approach to communicating the Ten Pillar Programme of the Gauteng Government with regular and proactive updates. This includes integrated planning and coordination, monthly and quarterly communications forums, improving communications capacity across all spheres of the Gauteng Government, community engagements and the effective handling of legislative questions and responses. The pillars of the communications framework are: stakeholder relations, media relations, brand activation and reputation management.

Stakeholder engagements were held with various stakeholder groups, to address issues such as Road safety initiatives and creating awareness of the economic benefits of the transport centre. Furthermore, engagements were held with the disability sector. Moreover, economic sector engagements were held to foster job creation and economic growth through

creation of special economic zones. In addition, Gauteng hosted an investment forum with investors to unlock mega infrastructure plans to ease doing business in the Gauteng Province.

The OoP through Communications branch undertook various media campaigns and produced several media products for International Day of the Girl Child, Africa Investment Forum, Special Economic Zones, and Women's Awards Call for Nomination, Tshepo 1 Million, Transport Month & Premier's Service Excellence Awards call for Nomination. The OoP published media products which includes the Provincial Medium-Term Budget and Adjustment Budget, Gauteng Disability Rights Excellence Awards and Africa Investment Booklet. The Media Environment Reports gave a qualitative and quantitative analysis of the media environment during the October to December 2019 period. The assessment of the communication environment was continuously conducted for rapid response and communication impact purposes. Gauteng Premier David Makhura's launch of the Tshwane Automotive Special Economic Zone (SEZ) was prominent in the media. SEZ and the African Investment Forum attracted positive media coverage for GPG.

Medium Term Budget Policy Statement, Gauteng Education's online application system, infrastructure development, healthcare quality, Early Childhood Developments (ECDs) and school safety were in the forefront of the media coverage focusing on GPG issues. The opening of the M2 was also highlighted. The Commission of Inquiry into Taxi Violence, eleven new hospital CEOs, the prayer against gender-based violence, Mandela Remembrance Race, Men's dialogue, Premier David Makhura meeting with mayors, Operation O Kae Moloa all influenced media coverage volumes for GPG. The death of the former Social Development MEC received large media coverage.

### **Service delivery interventions**

The Ntirhisano Service Delivery Rapid Response System is a key area of work for this cluster to ensure quicker response times to service delivery issues and strengthening of IGR governance.

The OoP is a central location for coordinating the intervention across the province and across all spheres of government. The intention is to intervene on a particular service delivery matter for a finite period until sufficient progress is made to place the matter back to the relevant government department or public entity. The necessary capability and capacity around early warning systems and rapid response was developed and the SDWR is operational.

The Gauteng Provincial Government considers it in the public interest that the underlying reasons giving rise to, and fuelling, the minibus taxi-type service violence, fatalities and instability be enquired into and investigated. Proclamation relating to the Premier's Appointment of the Commission of Inquiry into the Minibus Taxi-Type Violence, Fatalities and Instability in the Province of Gauteng was gazetted.

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### **Proactive and targeted communication of government priorities and the programme of action**

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### **Transformation and modernisation of the state**

The OoP has identified and implemented key interventions in order to assist GPG Departments to achieve Employment Equity (EE) targets. The interventions include conducting EE consultative sessions with GPG Departments, concluding a partnership agreement with the Department of Employment and Labour on attracting applicants with disabilities to apply for GPG advertised vacancies. Letters of underperformance for EE targets were signed by the Director General and required the heads of departments to develop action plans for the achievement of EE targets.

The misconduct matters in the validated FOSAD reports for quarter 3 indicates that 3 out of 3 hearings in Level 1-12 were not held within 60 days from the date of precautionary suspension as required by item 7.2(3) of PSCBC Resolution 1 of 2003.

Out of fourteen (14) GPG departments; Eight (08) departments have reported to the OoP on levels 1-12 performance contracting for the financial year 2019/20. 21861 GPG employees on levels 1-12 have not yet contracted for the 2019/20 financial year. A total number of 9 955 officials have contracted for the current financial year. Compliance rate on GPG performance contracting for levels 1-12 is at 31per cent.

The OoP held a strategic engagement with the GPG EHWP Forum on the 26 August 2019, to discuss ways to minimize occupational hazards in GPG departments. Best practice methods and methods were shared among departments, as the OoP provided policy advice and guidance to improve performance. Furthermore, OoP tabled departmental performance as a way of providing feedback on EHWP pillars of SHERQ, HIV, HPM and Wellness.

The two-day Compensation for Occupational Injuries and Disease (COIDA) Workshop was hosted on 29 – 30 August 2019 with the aim of providing GPG departments with support in the administration and management of Injuries and Diseases that have occurred as result of non-compliance to the OHS Act 85 of 1993. The workshop brought together key stakeholders in the administration and management processes of COIDA. The stakeholders included the Department of Labour as the custodian of the COIDA No. 130 of 1993, the Occupational Medical Doctors, Department of e-Gov as the administration centre of COIDA, private companies for benchmarking best practices, GPG COIDA specialists, Employee Health and Wellness Programme (EHWP) Coordinators and the OoP executive management who provided strategic direction and highlighted Occupational Health and Safety as one of the priorities of the 6th Administration for Gauteng Provincial Government.

Departmental quarterly reports were analysed with specific focus on OHS Compliance audits in GPG service points. The report indicates 66per cent (197/298) OHS compliance of audited service points, which is lower than the quarter 1 performance of 86per cent (19/22) of audited service points. The decrease in compliance may be associated with the increased number of audits undertaken by the DOH. The reports also show that other departments who have not reported on service points audits in quarter 1 have now taken the initiative to conduct audits.

A successful Nelson Mandela Day was organized as part of the Service Delivery Improvement Plan initiative. For the 2019 Nelson Mandela Day, the OoP deployed officials to the Viva Village in Alaska. The event was planned and coordinated in partnership with the Viva Foundation, which involved several activities for the day such as cooking, gardening and painting.

The branch engagements have been conducted for the development of the Five-year Strategic Plan and the 2020/21 APP for the 6th administration, as well as the process for the revision of the current Annual Performance Plan 2019/20. Furthermore, the draft Growing Gauteng Together plan for 2030 has been developed.

487 (64per cent) SMS members were vetted out of 764 filled posts. 453 (69 per cent) SCM members were vetted out of 661 filled posts. There were no security related incidents reported at GPG events and no breaches on information security related matters. The OoP through its Security and Risk Management Directorate continues to attend to all GPG security related matters including Premier's activities.

100per cent of valid invoices (512 out of the 512) received were paid within 21 days from the date of receipt. Preferential Procurement Targets on companies owned by Women, People with Disability, Youth and Township-based companies were achieved and exceeded by 10.4 per cent, 2.2 per cent, 6.3 per cent and 1.9 per cent, respectively.

In strengthening integrity and reducing corruption, 96per cent (2002 out of 2092) of National Anti-Corruption Hotline Cases were resolved. This is an improvement in comparison with the previous quarter. There are 115 criminal cases that have been recommended and 62 have been reported to Law Enforcement Agencies by the GPG departments. The percentage of criminal cases reported by GPG departments as at December 2019 is 54per cent.

There are eleven (11) out fourteen (14) GPG departments that have submitted their quarterly reports. Only two (2) GPG departments that have reported recoveries. These are Health and Social Development. The Gauteng Department of Education has not yet recovered the amount reported for financial misconduct

120,000 Per annum is accounted for by Thint'iMillion deployment in the last 2 years of secondary school. The target per annum for out of school youth under Pillar 1 is 80,000 for a total of 200,000. The out of school portion of P1 is performing well above target, to the point where over 110per cent of the out of school target was achieved by 3rd quarter of the year. It must be noted this is the portion of the programme that is directly funded under the Tshepo 1Million budget. The performance lag is with respect to the Thint'iMillion implementation in schools, which is to be delivered using existing capacity in the schooling system with no additional budget implication for the Tshepo 1Million system. Based on current levels of preparations with Gauteng Department of Education, this will only be implemented in Quarter 4 of the current financial year. To more clearly align resources, targets and monitoring, it has been proposed, as part of the APP revision currently underway, that Thint'iMillion schools programme be assigned its own target, distinct from the pathways to employability target (which then will specifically and only deal with out of school youth). The programme is above target on P2 and on track to meet the annual target of 15,000 young people facilitated/ enabled to take up these opportunities by year-end. The Gauteng OoP hosted the North-West OoP to benchmark best practices on the planning process framework for the development of the Strategic Plan and Annual Performance Plans (APPs), including the monitoring of the provincial performance against the MTSF.

### **Integrated planning and coordination**

The province has adopted the GCR Spatial Development Framework 2030. This framework promotes a balance of various interests that recognises people, the environment, socio-economic dynamics and space. It outlines a need to change the apartheid spatial economy and settlement patterns in order to integrate economic opportunities, transport linkages and housing opportunities as key elements of radical economic and decisive spatial transformation. This vision will decisively transform the apartheid spatial pattern in the city region and ensure social cohesion, shared growth and a better quality of life.

In summary, the spatial vision of the GCR is to build Gauteng for all through equitable, responsible and efficient development. The spatial vision focuses on a new paradigm for spatial planning in the GCR. The framework will enable the OoP to build a more integrated and sustainable human settlements and communities that are inclusive and diverse, moving away from settlements characterised by socio-economic separation and physical fragmentation, imposing a high cost on households and the economy. In addition, steps were taken to implement Spatial and Land Use Management Act (SPLUMA) in the city region. The Executive Council and Premier Coordinating Forum have adopted the GCR Implementation Plan for SPLUMA. This implementation plan will advance spatial configuration and land use in Gauteng through better and coordinated land-use management and spatial development. There is a commitment that all role players in the development space of the city region will ensure that a new built environment and inclusive spatial landscape emerges across the GCR.

The Gauteng Provincial Government hosted the Annual Africa Investment Forum (AIF) in conjunction with the African Development Bank and National Treasury. The AIF was held in November where \$40.1 billion dollars in investment was committed towards filling the infrastructure gaps in Africa. An interdepartmental team, led by the OoP, played a pivotal role to showcase Gauteng projects in the AIF. The team exhibited at the United Cities of Local Governments Congress 2019 in EThekweni. The exhibition which focused on showcasing Growing Gauteng Together, 2030 was well received by all. Work on Growing Gauteng Together, 2030 (GGT 2030) is ongoing, towards approval by EXCO. GGT 2030 is a city region plan towards achieving NDP 2030 and it includes all government and private sector priority programmes taking place in the GCR space.

### **Delivery Support Unit (DSU)**

The DSU has worked with departments to focus on improving the veracity of the targets and driving implementation. There has been a shift from accounting for performance to assisting departments to drive improvements through designing interventions. Systematic data collection by departments has remained a key concern; especially the establishment of proper baselines and the DSU has worked with departments to develop baseline data.

The Delivery Agreement outlining key service delivery areas in line with the MTSF and GGT between Premier and MEC has been signed. DSU worked closely with the following departments to prepare for targeted interventions.

- Health – appointment of a service provider to support with the roll out of a Hospital Improvement Programme; Organised site visit with stakeholders to Leratong Hospital to explore collaboration on Hospital Improvement Programme
- Human Settlements – Re-engaged with department on progress with previous project and interacted with DPME to support a national intervention to address title deeds backlog

- DID – Several engagements with relevant officials from DID and Health to prepare for their support to the Hospital Maintenance Programme
- The DSU team participated in a Lean Seminar
- Engagements with the following external institutions were held to explore areas of collaboration; GTAC, GCRA, Presidency, DPME and the Canadian High Commission.

### 3. OUTLOOK FOR THE COMING FINANCIAL YEAR (2020/21)

Gauteng has the highest GDP contribution in South Africa, as well as the highest per capita income (US\$9,600), 42per cent of the country's industrial output, 53per cent of its exports and 41 per cent of its tourism arrivals. However, high inequality, spatial injustice and urban sprawl are distinct problems of Gauteng's urban form – and greater equality, higher densities and location of the poor within economic centres underpin the GCR vision.

Gauteng's economic footprint extends beyond its borders into the neighbouring provinces of the Free State, Mpumalanga and North West. The cities and towns of Rustenburg, Potchefstroom, Sasolburg, Secunda, Witbank and Middleburg are functionally connected to the Province to form a wider city region.

Gauteng is the 26th largest city region in the world and presents significant opportunities to drive growth for South Africa as a whole. Gauteng City Region economic assets rival other major international cities, with leading universities, a young and increasingly educated workforce, access to well-connected infrastructure networks and a democratic governance system. Fifteen Global 2000 company headquarters are based in Gauteng, which compares favourably with that of Shenzhen (12), Mexico City (12), Santiago (9), Istanbul (7) and Cape Town (6).

By virtue of its strategic position in the national and SADC economy, Gauteng is best placed to champion an inclusive and growing economy, one that is labour-absorbing and ecologically sustainable. The Province is resilient and, despite the tough global and national economic conditions, has maintained its position as the economic powerhouse of South Africa, contributing 34 per cent to the economy. As in the rest of the country, sluggish economic conditions have made it difficult to ensure employment numbers keep pace with growth in the economically active population. The Province's official unemployment rate rose 1.4 percent between Q2 2018 and Q2 2019, from 29.7 to 31.1 per cent, which is well above the national average of 29per cent.

Gauteng's youth unemployment was measured at 44.5 per cent in Q2 2019. The rate rose 3.2per cent between January and June of 2019. Half a billion rand in the Province's 2019/20 budget is assigned to youth development programmes to help young people enter the job market, including R124 million to Tshepo One Million, R361 million to provide bursaries, learnerships and scholarships to universities and TVET colleges, and R45.6 million for the Welfare to Work Programme, which will help a further 46 160 women, inclusive of single mothers, to move from dependence on child care grants to sustainable, self-supporting economic activity.

Gauteng in-migration is the highest in the country by some margin, estimated at 1 643 590 for the period 2016–2021. With migration out of the Province at 574 705, that means a net increase in the Province's population of just over a million (1 068 885) over the 5 year period. Migrants from outside of the country are estimated at 494 571, or just under a third of the total. This constant influx of large numbers of people from outside of the Province creates additional demand for serviced housing. Approximately one-fifth of households lived in informal settlements in Gauteng in 2018. Nationally, overall household growth of 472 000 was estimated between 2017 and 2018. Over a third of that growth (175 000) was in Gauteng.

As pronounced by the Premier in the State of the Province Address of 1 July 2019 and informed by the May 2019 Electoral Manifesto of the ruling party, the delivery agenda of the Gauteng 6th Administration is themed "Growing Gauteng Together: Our Roadmap to 2030" (GGT2030).

The proposed plan, is informed by engagements with GPG departments, National and Municipalities, because we seek to strengthen coordination of intergovernmental relations and cooperative government across the spheres of government.

Post-Lekgotla, all the engagements with the local government, stakeholders we will ensure full alignment between municipal and plans on the kind of Gauteng City Region we want.

This will culminate in the convening of the Premier's Coordinating Committee in October 2019.

The final draft will be an outcome of stakeholder conference that will take place later in October.

- In coordinating and leading the GGT2030, and building a capable, ethical and developmental state, the Office of the Premier focus in the next five y Review and reconfiguration of current organisation of the provincial government departments;
- Establish the Premier's Policy Advisory Unit Capacity to lead intergovernmental relations;
- Build a capable public service:
  - Clarify political administration interface;
  - Training and development;
  - Recruitment, selection, talent management and succession planning;
- Set performance standards, management and supervisory standards and systems in government;
- Consolidate efforts aimed at clean and efficient financial governance across the City Region;
- Strengthen anti-corruption and integrity in the public services;

- Encourage society to act ethically through Premier’s Ethics Advisory Council;
- All on going cases of corruption in GPG be concluded and recommendations actioned;
- Build an activist and responsive government:
  - Strengthen the Ntirhisano Outreach Programme;
  - Focus on municipalities and national government to ensure there is timeous responses to issues raised by people;
  - Strengthen actions towards removal of barriers that delay responses from provincial departments;
- Utilise new technologies for citizen engagement;
- Improve provincial service delivery;
- Resolve all the provincial projects that are incomplete (including the Urban Renewal Projects in Evaton, Bophelong, Sebokeng and Alexandra and Bekkersdal Taxi ranks in Sharpeville);
- Ensure municipal Support:
  - Proactively work with struggling municipalities;
  - Initiate a provincial legislation on GCR to strengthen IGR in the province;
  - Provincial government to become an integral part of IDP processes in municipalities;
- Review municipal IDPs to align to the mandate of the 6th administration.

The GGT2030 sets out the provincial political strategic framework for 2020-2025 and makes specific commitments to implement the governing party’s manifesto under the unique conditions of Gauteng. The OoP thus occupies the central role in the evolving policy and governance architecture of the Province, tasked with leadership, coordination and oversight, within a broader social compact approach. To play this strategic role, the Office of the Premier requires certain strategic skills and capacities. These include research, policy monitoring, evaluation and implementation, policy analysis and coordination across government working with the Forum of HOD’s and the Executive Council.

The strategic intervention that is required is to coordinate the Premier’s advisory councils, working groups and to provide research support to the Premier’s advisory councils, as well as the coordination and monitoring of strategic and flagship programmes such as Ntirhisano, Communication and Messaging, Rapid Land Release, Primary Health Care, PCH and National Health Insurance; Tshepo 1 Million, Township Economy Revitalization and Urban Planning.

Led by the Premier and the Director-General, as administrative head of the Provincial Administration on behalf of the Premier, the Office of the Premier leads, coordinates and oversees the 13 government departments and related entities that constitute the Provincial Government (as delegated by the Premier), towards the delivery of the stated agenda and priorities of the 6th Administration. In this light, the Office of the Premier is being re-tooled to drive the Growing Gauteng Together Plan, through a range of institutional evolutions, including:

- Establishment of Policy Research and Advisory Unit;
- Institutionalising the Delivery Unit;
- Institutionalising the Ntirhisano Service Delivery War Room;
- Absorbing GPG-wide Forensic Investigations into the integrity management process;
- Strengthening policy, infrastructure and long-term planning; and
- Migrating the urban planning function to strengthen COGTA, as part of institutional development.

OoP is completed by other Centres of Government Departments (COGTA), eGovernment and Gauteng Provincial Treasury to participate in and evolve the new district delivery model which will integrate planning, budgeting and programmatic activities across all 3 spheres of government in the 3 metros and 2 districts in Gauteng.

The formal recognition of Gauteng as a national and continental leading Urban City Region in national policy-making and budgeting will recast the relationship between Gauteng and its neighbouring provinces in terms of spatially-aligned economic development approaches and programmatic alignment more broadly.

The other “centre of government departments” (CoGTA, e-Government and the Gauteng Provincial Treasury) support the OoP when it evolves the new district delivery model, which will integrate planning, budgeting and programmatic activities across all 3 spheres of government in the 3 metros and 2 districts in Gauteng. In response, the 6th Administration will strengthen intergovernmental collaboration and coordination, and adopt a District Coordination Model.

This entails more coordinated and strengthened intergovernmental relations, as well as enhancing participatory governance and expanding people’s democracy, including the review of the structures and processes of popular participation. Furthermore, it entails building a transformed and effective local government system, with strong governance and leadership and the institutional capacity and financial management structures and mechanisms needed to deliver accessible quality services the new district development model will formalise the coordinating role of the Centre of Government functions in GPG (OoP, CoGTA, Provincial Treasury) and present GPG with massive new demands for coordinating Gauteng’s vision of governance entails close collaboration across different spheres of government and working towards a metropolitan system of local government across the Gauteng City-Region. The key institutional mechanism to give effect to the coordination model and programmatic IGR is the establishment of District/ Metropolitan Coordination Hubs at district/metropolitan municipality



level. These will be established in a phased manner across the various districts and metros by National Department of Cooperative Governance in consultation with provinces and municipalities.

“Centres of Government (CoGs) have been traditionally responsible for serving the head of government and cabinet; however, they are increasingly expected to combine their traditional role with a more active role in other functions such as policy development, co-ordination, implementation and monitoring mechanisms, which require a higher level of integration and co-ordination with other government departments and agencies”.

The formal recognition of Gauteng as a national and continental leading Urban City Region in national policymaking and budgeting will recast the relationship between Gauteng and its neighbouring provinces in terms of spatially aligned economic development approaches and programmatic alignment more broadly. OoP occupies the central role in this evolving policy and governance architecture coordinating and integrating them within a broader social compact approach.

It is in the above context that OoP is rethinking the Centre of Government Role and reconfiguring itself in pursuit of the delivery of the 6th Administration Priorities. In the 2020/21 financial year, OoP will further strengthen monitoring and evaluation across the provincial government towards ensuring the integrity and accountability of public institutions and improve our systems of communication by increasing investment in external communication with the intention of enhancing the exchange of information between government and the residents of Gauteng. The Ntirhisano Outreach Programme, led by the Premier, will continue to address a myriad of service delivery complaints in communities.

The OoP will continuously ensure and support GPG departments to focus on poor-performing strategies and the development of tailor-made solutions. The two-day combined stocktakes for all GPG departments will continue. Data verification processes will further be driven through increased site visits.

## 4. REPRIORITISATION

The department undertook the reprioritisation process over the 2020/21 MTEF to focus on the 6th Administration priority areas in ensuring that the available resources are spent on strategic priorities of the province. Funds were reprioritised within goods and services in order to align the departmental planned outcomes with the GGT priorities. Drastic steps have been taken by the Budget committee to scale down various projects, particularly the scale of events in order to accommodate the projects identified for the 6th year administration such as Policy and advisory unit, Integrity Management, Ntirhisano service delivery war room, Delivery support, and profiling of Government through use of communication platforms.

The budget for compensation of employees has been reallocated from Programme 2 (R14.8 million) and Programme 3 (R3.3 million) to Programme 1 (R18.1 million) to ensure that the approved structure is aligned and funded accordingly. OoP shows a net amount of R239 million reprioritised within the programmes. R131 million from goods and services is reallocated to transfers following a re-classification of Tshepo 1 Million Programme as transfer to non-profit institution. A budget pressure of R3.4 million was identified under payment for capital assets for replacement the procurement of office furniture and equipment's for the new building and computers.

The budget for goods and services has been reprioritised to ensure that all service delivery projects outlined in the APP are aligned to the priorities of the province and funded based on the decisions taken by the Budget Committee. The Committee interrogated and examined the funding of the projects versus the planned outputs per projects and concluded the allocation of the budget.

The department has implemented the cost-cutting measures. In this process, department realised savings by scaling down various projects/ events. This resulted in the reduction of budget baselines in 2020/21 and 3 the outer year.

## 5. PROCUREMENT

The Office of the Premier will procure goods and services (including consultants) efficiently, fairly and in a cost-effective manner using a transparent process. In 2020/21, procurement of goods and services will serve to accelerate the implementation of TMR and Township Economic Revitalisation (TER) strategic objectives and targets in compliance with Preferential Procurement Regulations of 2017. It should be noted that, National Treasury has published the Public Procurement Bill which may be enacted into law in 2020/21 financial year, this will have an impact on how procurement processes are implemented in government as a whole. The OoP aims to utilise the database of firms owned by designated groups when sourcing goods and services, where possible. The OoP will use procurement practices that promote supplier development and performance. The department aims to reduce the turn-around time for procuring goods and services. Internal controls, contract management and inventory management will be strengthened

## 6. RECEIPTS AND FINANCING

### 6.1 Summary of receipts

TABLE 3.1: SUMMARY OF RECEIPTS

| R thousand      | Outcome |         |         | Main appropriation | Adjusted appropriation<br>2019/20 | Revised estimate | Medium-term estimates |         |         |
|-----------------|---------|---------|---------|--------------------|-----------------------------------|------------------|-----------------------|---------|---------|
|                 | 2016/17 | 2017/18 | 2018/19 |                    |                                   |                  | 2020/21               | 2021/22 | 2022/23 |
| Equitable share | 526 696 | 645 218 | 868 650 | 1 012 412          | 901 540                           | 912 121          | 859 415               | 761 324 | 796 349 |
| Total receipts  | 526 696 | 645 218 | 868 650 | 1 012 412          | 901 540                           | 912 121          | 859 415               | 761 324 | 796 349 |

The department receives a provincial allocation in the form of an equitable share. The receipts increased from R526.6 million in 2016/17 to R868.7 million in 2018/19 mainly due to the reallocation of Tshepo 1 Million Programme from the Department of Infrastructure Development and the reallocation of the transversal EHWP function from the Department of e-Government.

The budget allocation in 2019/20 amounts to R1 billion. This budget provides for personnel costs and the department's projects, programmes and service delivery. The latter includes the continuation of the Department of Economic Development's research projects and payments to beneficiaries in respect of acutely ill mental health care users and Tshepo 1 Million Programme and GEYODI projects. During the 2019/20 adjustments budget process, the department surrender of unspent funds for acutely ill mental health care users back to the Provincial Revenue Fund whilst it was awaiting the finalisation of the process. This reduced the department's budget from R1 billion to R901.5 million.

The budget over the MTEF period amounts to R859.4 million in 2020/21, R761.3 million in 2021/22 and R796.3 million in 2022/23. This budget includes the allocation for the Provincial Forensic Audit function that is reallocated from the Gauteng Provincial Treasury and it excludes the allocation for the land planning function that is reallocated from OoP to the Department of Cooperative Governance and Traditional Affairs. The planned completion of acutely ill mental health care user process and the budget cuts implemented in the province contribute to the budget reductions over the MTEF.

### 6.2 Departmental receipts

TABLE 3.2: SUMMARY OF DEPARTMENTAL RECEIPTS

| R thousand                                            | Outcome |         |         | Main appropriation | Adjusted appropriation<br>2019/20 | Revised estimate | Medium-term estimates |         |         |
|-------------------------------------------------------|---------|---------|---------|--------------------|-----------------------------------|------------------|-----------------------|---------|---------|
|                                                       | 2016/17 | 2017/18 | 2018/19 |                    |                                   |                  | 2020/21               | 2021/22 | 2022/23 |
| Tax receipts                                          |         |         |         |                    |                                   |                  |                       |         |         |
| Sales of goods and services other than capital assets | 448     | 411     | 330     | 348                | 390                               | 390              | 398                   | 417     | 437     |
| Transfers received                                    |         |         |         |                    |                                   |                  |                       |         |         |
| Fines, penalties and forfeits                         |         |         |         |                    |                                   |                  |                       |         |         |
| Interest, dividends and rent on land                  | 4       | 3       | 10      | 11                 | 10                                | 10               | 5                     | 5       | 6       |
| Sales of capital assets                               |         |         |         |                    |                                   |                  |                       |         |         |
| Transactions in financial assets and liabilities      | 101     | 221     | 189     | 199                | 90                                | 90               | 20                    | 20      | 21      |
| Total departmental receipts                           | 553     | 635     | 529     | 558                | 490                               | 490              | 423                   | 442     | 464     |

The department receipts emanate from the sales of goods and service other than capital assets, which consist of parking fees, commission on insurance and garnishee order payment. Interest, dividends and rent on land relate to interest on outstanding debt such as staff debts. Transactions in financial assets and liabilities represents the amounts collected in respect of old debts.

Parking fees is the major source of receipts for the department. The departmental receipts increased from R553 000 in 2016/17 to R635 000 in 2017/18 because of improved collection methods. In 2018/19 the department collected less revenue due to less debt payments received. The OoP reduced the budget for departmental receipts from R558 000 to R490 000 during the adjustments budget process in 2019/20 because of a significantly low amount collected from debt repayments during the financial year.

The sources of departmental receipts will continue over the 2020 MTRF. The budget for departmental receipts increases from R423 000 in 2020/21 to R464 000 in 2022/23. This upward trend reflect in the sales of non-capital goods and services, which are the regular sources of departmental receipts. The MTEF budget is, however, lower than the previous financial years' budgets because of the continuing trend of low collection from debt repayments, which are caused by irrecoverable debts write-off.

## 7. PAYMENT SUMMARY

### 7.1 Key assumptions

The following key assumptions inform the compilation of the budget:

- Personnel is the main cost component in line with previous years and provision for inflation over the MTEF;
- Guiding decisions were made from research conducted through the Gauteng Planning Division; GCRO; University of the Witwatersrand (Wits) transfers; and PME systems;
- Infrastructure master plan in line with TMR Programme;
- Implementation of service delivery interventions and continuous communication with the people of Gauteng through various media;
- Tshepo 1 Million Programme, which is the youth employment accelerator programme; and
- The Deliverology priorities
- Establishment of policy and advisory unit.
- All inflation related increases are based on CPI projections.
- The expanded cost-cutting measures introduced by Provincial Treasury will continue to be adhered to over the 2020/21 MTEF, in conjunction with National Treasury Instruction Note 03 of 2017/18: Cost-containment measures.

### 7.2 Programme summary

TABLE 1.3: SUMMARY OF PAYMENTS AND ESTIMATES BY PROGRAMME: OFFICE OF THE PREMIER

| R thousand                          | Outcome        |                |                | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |                |                |
|-------------------------------------|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
|                                     | 2016/17        | 2017/18        | 2018/19        |                    |                        |                  | 2020/21               | 2021/22        | 2022/23        |
| 1. Administration                   | 107 648        | 132 725        | 300 895        | 414 477            | 265 509                | 269 814          | 247 330               | 136 462        | 142 795        |
| 2. Institutional Development        | 209 239        | 227 157        | 262 046        | 276 321            | 277 248                | 277 248          | 270 728               | 281 620        | 293 023        |
| 3. Policy & Governance              | 150 324        | 251 235        | 299 685        | 321 614            | 328 766                | 336 890          | 341 357               | 343 242        | 360 531        |
| <b>Total payments and estimates</b> | <b>467 211</b> | <b>611 117</b> | <b>862 626</b> | <b>1 012 412</b>   | <b>871 523</b>         | <b>883 952</b>   | <b>859 415</b>        | <b>761 324</b> | <b>796 349</b> |

### 7.3 Summary of economic classification

TABLE 1.4: SUMMARY OF PROVINCIAL PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: OFFICE OF THE PREMIER

| R thousand                           | Outcome        |                |                | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |                |                |
|--------------------------------------|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
|                                      | 2016/17        | 2017/18        | 2018/19        |                    |                        |                  | 2020/21               | 2021/22        | 2022/23        |
| <b>Current payments</b>              | <b>433 231</b> | <b>461 781</b> | <b>536 187</b> | <b>551 208</b>     | <b>562 682</b>         | <b>570 685</b>   | <b>569 189</b>        | <b>581 483</b> | <b>607 877</b> |
| Compensation of employees            | 252 186        | 275 114        | 299 669        | 351 589            | 335 370                | 345 017          | 356 576               | 379 872        | 395 275        |
| Goods and services                   | 181 045        | 186 667        | 236 518        | 199 619            | 227 312                | 225 668          | 212 615               | 201 611        | 212 602        |
| Interest and rent on land            |                |                |                |                    |                        |                  |                       |                |                |
| <b>Transfers and subsidies to:</b>   | <b>20 072</b>  | <b>131 898</b> | <b>313 153</b> | <b>450 836</b>     | <b>296 536</b>         | <b>300 962</b>   | <b>279 089</b>        | <b>167 674</b> | <b>175 722</b> |
| Provinces and municipalities         |                |                |                |                    |                        |                  |                       |                |                |
| Higher education institutions        | 19 000         | 19 950         | 21 306         | 26 542             | 26 042                 | 26 042           | 27 782                | 29 486         | 30 901         |
| Non-profit institutions              |                | 110 926        | 117 410        | 124 294            | 124 273                | 124 273          | 131 108               | 138 188        | 144 821        |
| Households                           | 1 072          | 1 022          | 174 437        | 300 000            | 146 221                | 150 647          | 120 199               |                |                |
| <b>Payments for capital assets</b>   | <b>13 898</b>  | <b>13 555</b>  | <b>15 546</b>  | <b>10 368</b>      | <b>12 305</b>          | <b>12 305</b>    | <b>11 135</b>         | <b>12 167</b>  | <b>12 750</b>  |
| Buildings and other fixed structures |                |                |                |                    |                        |                  |                       |                |                |
| Machinery and equipment              | 13 836         | 13 555         | 15 546         | 10 368             | 12 305                 | 12 305           | 11 135                | 12 167         | 12 750         |
| Software and other intangible assets | 62             |                |                |                    |                        |                  |                       |                |                |
| <b>Payments for financial assets</b> | <b>10</b>      | <b>3 883</b>   |                |                    |                        |                  |                       |                |                |



| R thousand                    | Outcome |         |         | Main appropriation | Adjusted appropriation<br>2019/20 | Revised estimate | Medium-term estimates |         |         |
|-------------------------------|---------|---------|---------|--------------------|-----------------------------------|------------------|-----------------------|---------|---------|
|                               | 2016/17 | 2017/18 | 2018/19 |                    |                                   |                  | 2020/21               | 2021/22 | 2022/23 |
| Total economic classification | 467 211 | 611 117 | 864 886 | 1 012 412          | 871 523                           | 883 952          | 859 415               | 761 324 | 796 349 |

The total expenditure increased from R467.2 million in 2016/17 to R864.9 million in 2018/19 driven largely by taking over the Tshepo 1 Million Programme from the Department of Infrastructure Development (DID), the payments for acutely ill mental health care users, functions shift of the Employee Health and Wellness Programme from the Department of e-Government, the provincial state funerals, the research projects undertaken for the Department of Economic Development and the African Investment Forum. In 2019/20, the main budget increases to R1 billion before decreases to R871.5 million due to the surrender of unused R154.8 million for the acutely ill mental health care users. Over the MTEF, the allocation decreases from R859.4 million in 2020/21 to R796.3 million in 2022/23. The decrease reflects the completion of the process of acutely ill mental health care users and the compulsory budget cuts of 5 per cent in 2020/21, 6 per cent in 2021/22 and 7 per cent in 2022/22 implemented in the province. The MTEF budget provides for the programmes and projects in line with the six administration priorities of the Province and the inflation factors.

The core programmes (Programme 2 and 3) are the cost drivers of the department's personnel budget whilst Programme 1 contributes less as it plays the supportive role in the department. The budget for compensation of employees takes into account the 2018 public sector wage agreement, cost of living adjustments and the requirements of the organisational structure. Expenditure increased from R252.2 million in 2016/17 to R299.7 million in 2018/19 due to the increase in staff numbers in the OoP. The budget increases from R335.4 million in 2019/20 to R398.3 million in 2022/23 to fund the annual salary increases and the filling of posts.

Expenditure on goods and services increased from R181 million in 2016/17 to R186 million in 2017/18 due to the implementation of the Deliverology Approach and it increased to R236.3 million in 2018/19 expenditure to fund the GPG's contribution towards the hosting of the Africa Investment Forum, the provincial state funerals declared in the province and operational costs. In the 2019/20, the budget increased from R199.6 million to R227.3 million during the adjustments budget process to fund the in-year emerging priorities such as publication of Growing Gauteng Together Plan and payments of leases of Turbine Hall Office. Over the MTEF, the budget remains at R212.6 million in 2020/21 and R212.6 million in 2022/23 driven largely by the budget cuts implemented in the province to fund new programmes and priorities of the 6th Administration.

Transfer payments provide for the research projects that the institutes of higher learning in the province undertake on behalf of the Province, the payments for the acutely ill mental health care users, Tshepo 1 Million programme and the injury on duty claims and leave gratuity payments. The expenditure ranged between R20 million and R313 million during the first three years under review. It comprised of transfer payments to the GCRO that undertakes the research projects as from 2016/17, transfer payments for Tshepo 1 Million programme as from 2017/18, payments for acutely ill mental health care mental users as from 2018/19 and the injury on duty claims and the leave gratuity payments throughout the three years. The budget for transfer payments amounted to R450.8 million in 2019/20. The surrender of unused funds for the acutely ill mental health care users caused by the delays in executors' process caused a reduction of the budget to R296.5 million in 2019/20. The budget of R279.1 million in 2020/21 includes the last provision for the acutely ill mental health care users. A provision for the transfer payments to GCRO and for Tshepo 1 Million programme drive the budget of R167.7 million and R175.7 million in the outer two years, respectively.

Machinery and equipment relates to the purchase of essential office furniture, equipment, and computers for new appointments and the lease of official vehicles. Payments for capital assets increased from R13.9 million in 2016/17 to R15.5 million in 2018/19 mainly because the department paid for the replacement of assets destroyed in the fire incident at the 30 Simmonds Street offices. In 2019/20, the budget decreased to R12 million due to the re-alignment of budget with the provincial priorities. The budget increases over the MTEF to provide for the acquisition of office equipment and furniture.

## 7.4 Infrastructure

N/A

## 7.5 Transfers to other entities

TABLE 1.5: SUMMARY OF DEPARTMENTAL TRANSFERS TO OTHER ENTITIES

| R thousand | Outcome |         |         | Main appropriation | Adjusted appropriation<br>2019/20 | Revised estimate | Medium-term estimates |         |         |
|------------|---------|---------|---------|--------------------|-----------------------------------|------------------|-----------------------|---------|---------|
|            | 2016/17 | 2017/18 | 2018/19 |                    |                                   |                  | 2020/21               | 2021/22 | 2022/23 |
| GCRO-WITS  | 19 000  | 19 950  | 23 306  | 24 542             | 24 542                            | 24 542           | 27 782                | 29 486  | 30 901  |

| R thousand                   | Outcome |         |         | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |         |         |
|------------------------------|---------|---------|---------|--------------------|------------------------|------------------|-----------------------|---------|---------|
|                              | 2016/17 | 2017/18 | 2018/19 |                    |                        |                  | 2020/21               | 2021/22 | 2022/23 |
| GCRO-UP                      |         |         | 2 000   | 2 000              | 2 000                  | 2 000            |                       |         |         |
| HARABEE TSHEPO 1M            |         | 110 926 | 117 410 | 124 294            | 124 273                | 124 273          | 131 108               | 138 188 | 144 821 |
| Total departmental transfers | 19 000  | 130 876 | 142 716 | 150 836            | 150 815                | 150 815          | 158 890               | 167 674 | 175 722 |

The amounts transferred to GCRO increased from R19 million in 2016/17 to R23.3 million in 2018/19. The department entered into an agreement with the institutes of higher learning in the province to assist GPG with research to advance the goals of the GCR. The Tshepo 1 Million increased from R110.9 million in 2017/18 to R117.4 million in 2018/19 and over the MTEF increases from R131.1 million to 144.8 million in 2022/23. In 2018/19 and 2019/20, the department allocated R2 million per annum to fund the research projects undertaken on behalf of the Department of Economic Development. These projects are the township economy revitalisation research chair project and the industrialisation research chair project. The budget that increases from R27.8 million in 2020/21 to R30.9 million in 2022/23 is for the transfer payments to GCRO for the research projects.

## 8. PROGRAMME DESCRIPTION

### PROGRAMME 1: ADMINISTRATION

#### Programme description

The programme is responsible for overall strategic management and support to the Premier and the Director-General in fulfilling their statutory and political mandates. It is also responsible for providing financial management and other corporate support services including security management services to the OoP.

#### Programme objectives

- Effective public administration which is more responsive, convenient and accountable to the public;
- A high-performance culture across the GPG;
- Disciplined financial management across the OoP; and
- A safe and secure working environment across the GPG.

TABLE 1.6: SUMMARY OF PAYMENTS AND ESTIMATES: ADMINISTRATION

| R thousand                          | Outcome        |                |                | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |                |                |
|-------------------------------------|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
|                                     | 2016/17        | 2017/18        | 2018/19        |                    |                        |                  | 2020/21               | 2021/22        | 2022/23        |
| 1. Premier's Support                | 16 287         | 19 044         | 16 668         | 20 798             | 18 671                 | 19 980           | 19 144                | 21 233         | 22 036         |
| 2. Executive Council Support        | 7 324          | 7 689          | 8 661          | 9 262              | 9 666                  | 8 357            | 11 231                | 11 692         | 12 254         |
| 3. Director General                 | 37 511         | 49 362         | 219 773        | 333 912            | 183 750                | 188 756          | 160 766               | 44 882         | 47 036         |
| 4. Financial Management             | 42 955         | 53 427         | 53 603         | 48 313             | 50 723                 | 50 022           | 53 342                | 55 651         | 58 321         |
| 5. Ddg-Corp Management              | 3 571          | 3 203          | 2 190          | 2 192              | 2 699                  | 2 699            | 2 847                 | 3 004          | 3 148          |
| <b>Total payments and estimates</b> | <b>107 648</b> | <b>132 725</b> | <b>300 895</b> | <b>414 477</b>     | <b>265 509</b>         | <b>269 814</b>   | <b>247 330</b>        | <b>136 462</b> | <b>142 795</b> |

TABLE 1.7: SUMMARY OF PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: ADMINISTRATION

| R thousand                           | Outcome        |                |                | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |                |                |
|--------------------------------------|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
|                                      | 2016/17        | 2017/18        | 2018/19        |                    |                        |                  | 2020/21               | 2021/22        | 2022/23        |
| <b>Current payments</b>              | <b>97 528</b>  | <b>118 580</b> | <b>118 290</b> | <b>106 709</b>     | <b>111 214</b>         | <b>111 200</b>   | <b>119 531</b>        | <b>128 482</b> | <b>134 433</b> |
| Compensation of employees            | 59 370         | 63 714         | 67 070         | 68 996             | 71 204                 | 71 204           | 76 386                | 81 588         | 85 504         |
| Goods and services                   | 38 158         | 54 866         | 51 220         | 37 713             | 40 010                 | 39 996           | 43 145                | 46 894         | 48 929         |
| <b>Transfers and subsidies to:</b>   | <b>288</b>     | <b>144</b>     | <b>172 154</b> | <b>300 000</b>     | <b>145 254</b>         | <b>149 573</b>   | <b>120 199</b>        |                |                |
| Provinces and municipalities         |                |                |                |                    |                        |                  |                       |                |                |
| Households                           | 288            | 144            | 172 154        | 300 000            | 145 254                | 149 573          | 120 199               |                |                |
| <b>Payments for capital assets</b>   | <b>9 822</b>   | <b>10 118</b>  | <b>10 451</b>  | <b>7 768</b>       | <b>9 041</b>           | <b>9 041</b>     | <b>7 600</b>          | <b>7 980</b>   | <b>8 362</b>   |
| Buildings and other fixed structures |                |                |                |                    |                        |                  |                       |                |                |
| Machinery and equipment              | 9 760          | 10 118         | 10 451         | 7 768              | 9 041                  | 9 041            | 7 600                 | 7 980          | 8 362          |
| Software and other intangible assets | 62             |                |                |                    |                        |                  |                       |                |                |
| <b>Payments for financial assets</b> | <b>10</b>      | <b>3 883</b>   |                |                    |                        |                  |                       |                |                |
| <b>Total economic classification</b> | <b>107 648</b> | <b>132 725</b> | <b>300 895</b> | <b>414 477</b>     | <b>265 509</b>         | <b>269 814</b>   | <b>247 330</b>        | <b>136 462</b> | <b>142 795</b> |

The expenditure increased from R107.6 million in 2016/17 to R300.9 million in 2018/19 largely driven by the pay-outs to claimants and families of the acutely mental health care users, personnel costs, municipal utilities costs and the centralised procurement of furniture and other office equipment distributed from this programme to the other two programmes. In the 2019/20 financial year, the main budget allocation amounted to R414.5 million before it reduced to adjusted budget of R269.8 million due to the surrender of unused R154.7 million in respect of payments for acutely ill mental health care users whilst awaiting the conclusion of the legal processes with the executors. Over the MTEF, the budget decreases from R247.3 million in 2020/21 to R142.8 million in 2022/23 due to the completion of claims pay-out for the acutely mental health care users in 2020/21 and the implementation of the provincial budget cuts.

Expenditure on compensation of employees increased from R59.4 million in 2016/17 to R67.1 million in 2018/19 because of the filling of posts and the salary adjustments. The budget increased from R69 million to R71.2 million during the 2019/20 adjustments budget process to fund the personnel requirements as per the organisational structure. The budget increases to R76.4 million in 2020/21 to R85.5 million to cater for personnel costs increase.

Expenditure on goods and services increased from R38.2 million in 2016/17 to R51.2 million in 2018/19 because of the business units transferred from the Department of e-Government and the payment of legal costs regarding the arbitration processes of acutely ill mental healthcare users. The adjusted budget of R40 million 2019/20 relates to the payment of centralised operational costs such the municipal utilities costs, fleet services and office stationery. Over the MTEF budget increases from R43.1 million in 2020/21 to R48.9 million in 2022/23 to cater for the requirements of the programme and the price inflations.

Transfer payments to households amounted to R288 000 and R144 000 in 2016/17 and 2017/18, respectively, to pay leave gratuity to former employees and to pay injury on duty claims. The start of the process of acutely ill mental healthcare users increased the expenditure to R172.1 million in 2018/19. In the 2019/20, the main budget amounted to R300 million and it was adjusted downwards to R145.2 million due to delays in the executors processes of acutely ill mental health care users. The budget of R120.2 million in 2020/21 is the final provision for additional claims for the acutely ill mental health care users.

Machinery and equipment expenditure and budget cater for the centralised items such as the lease of Government Garage vehicles, procurement of office furniture and other capital items. The expenditure increased from R9.8 million in 2016/17 to R10.4 million in 2018/19. The main budget decreased to R7.8 million in 2019/20 before adjusted to R9 million during the 2019/20 adjustments budget process to procure office equipment for staff. Over the MTEF budget increases from R7.6 million in 2020/21 to R8.4 million in 2022/23 to make a provision for the replacement of computer equipment, as well as the purchase of computers in line with the anticipated filling of posts.

## PROGRAMME 2: INSTITUTIONAL DEVELOPMENT

### Programme description

The Institutional Development Programme is responsible for leading, facilitating, coordinating and supporting a skilled, ethical and performance oriented GCR; ICT leadership and guidance across the GPG; ICT related auxiliary support to the OoP towards modernising the public service; support to the Premier and EXCO with legal advice and support; and promoting and facilitating effective communication between government and the people of Gauteng.

### Programme objectives

- A high-performance culture across the GPG;
- ICT governance maturity improved across the OoP;
- Effective legal support contributing to a more resilient provincial litigation response capability;
- An informed, empowered public, and a responsive government;
- Promoting and facilitating effective communication between government and the people of Gauteng; and
- Resolved service delivery issues by engaging communities through different communication channels.

TABLE 1.8: SUMMARY OF PAYMENTS AND ESTIMATES: INSTITUTIONAL DEVELOPMENT

| R thousand                          | Outcome        |                |                | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |                |                |
|-------------------------------------|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
|                                     | 2016/17        | 2017/18        | 2018/19        |                    |                        |                  | 2020/21               | 2021/22        | 2022/23        |
| 1. Strategic Human Resources        | 70 943         | 78 436         | 91 299         | 108 393            | 106 134                | 106 134          | 110 889               | 116 475        | 122 063        |
| 2. Information Communication        | 15 270         | 20 336         | 19 907         | 13 901             | 18 821                 | 18 821           | 17 199                | 17 759         | 18 611         |
| 3. Legal Services                   | 10 041         | 14 641         | 15 367         | 15 299             | 13 008                 | 11 892           | 13 261                | 13 148         | 13 780         |
| 4. Communication Services           | 72 408         | 71 869         | 91 121         | 84 087             | 87 271                 | 88 387           | 75 807                | 77 372         | 78 974         |
| 5. Programme Support                | 1 737          | 1 828          | 1 929          | 2 158              | 2 600                  | 2 600            | 2 754                 | 2 909          | 3 048          |
| 6. Service Delivery Intervention    | 38 840         | 40 047         | 42 423         | 52 483             | 49 414                 | 49 414           | 50 818                | 53 957         | 56 547         |
| <b>Total payments and estimates</b> | <b>209 239</b> | <b>227 157</b> | <b>262 046</b> | <b>276 321</b>     | <b>277 248</b>         | <b>277 248</b>   | <b>270 728</b>        | <b>281 620</b> | <b>293 023</b> |

TABLE 1.9: SUMMARY OF PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: INSTITUTIONAL DEVELOPMENT

| R thousand                           | Outcome        |                |                | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |                |                |
|--------------------------------------|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
|                                      | 2016/17        | 2017/18        | 2018/19        |                    |                        |                  | 2020/21               | 2021/22        | 2022/23        |
| <b>Current payments</b>              | <b>205 959</b> | <b>222 952</b> | <b>254 743</b> | <b>274 661</b>     | <b>274 063</b>         | <b>273 956</b>   | <b>267 693</b>        | <b>278 433</b> | <b>289 683</b> |
| Compensation of employees            | 136 191        | 150 011        | 161 979        | 191 878            | 180 790                | 180 790          | 188 909               | 199 296        | 208 862        |
| Goods and services                   | 69 768         | 72 941         | 92 764         | 82 783             | 93 273                 | 93 166           | 78 784                | 79 137         | 80 821         |
| <b>Transfers and subsidies to:</b>   | <b>495</b>     | <b>768</b>     | <b>2 208</b>   |                    | <b>421</b>             | <b>528</b>       |                       |                |                |
| Departmental agencies and accounts   |                |                |                |                    |                        |                  |                       |                |                |
| Non-profit institutions              |                |                |                |                    |                        |                  |                       |                |                |
| Households                           | 495            | 768            | 2 208          |                    | 421                    | 528              |                       |                |                |
| <b>Payments for capital assets</b>   | <b>2 785</b>   | <b>3 437</b>   | <b>5 095</b>   | <b>1 660</b>       | <b>2 764</b>           | <b>2 764</b>     | <b>3 035</b>          | <b>3 187</b>   | <b>3 340</b>   |
| Buildings and other fixed structures |                |                |                |                    |                        |                  |                       |                |                |
| Machinery and equipment              | 2 785          | 3 437          | 5 095          | 1 660              | 2 764                  | 2 764            | 3 035                 | 3 187          | 3 340          |
| Software and other intangible assets |                |                |                |                    |                        |                  |                       |                |                |
| <b>Payments for financial assets</b> |                |                |                |                    |                        |                  |                       |                |                |
| <b>Total economic classification</b> | <b>209 239</b> | <b>227 157</b> | <b>262 046</b> | <b>276 321</b>     | <b>277 248</b>         | <b>277 248</b>   | <b>270 728</b>        | <b>281 620</b> | <b>293 023</b> |

The programme expenditure increased from R209.2 million in 2016/17 to R227.2 million in 2017/18 due to a reallocation of two transversal HR units from the Department of e-Government to the OoP. In 2018/19, the expenditure increased to R262 million to fund the unforeseen state funeral expenses and to fund the provision of occupational health and safety training to staff members. The main budget increased to R276.3 million in 2019/20 to accommodate the inflation and salary increases. The budget decreased by R7 million from R277.2 million in 2019/20 to R270.7 million in 2020/21 and then it increases to



R293 million in 2022/23. The MTEF budget provides for implementation of programmes and projects that support the GGT2030 priorities.

The main cost driver in this programme over the MTEF is the Strategic Human Resources that is responsible for facilitating, co-ordinating, monitoring and promoting strategic human resources and development within provincial government. Then follows the Provincial Communication Services and Service Delivery Intervention that focuses on a day-to-day business in the province as well as service delivery required to support the entire GPG and small portion of the programme budget is allocated to Legal Services, IT Support and Programme Support.

Expenditure on compensation of employees increased from R136.2 million in 2016/17 to R150 million in 2017/18 due to reallocation of functions from the Department of e-Government to the OoP to streamline service delivery functions in the Province. The expenditure on compensation of employees increased to R162 million in 2018/19. Over the MTEF budget increases from R188.9 million in 2020/21 to R208.9 million in 2022/23 to provide for the cost of living adjustments, pay progression, and other benefits such as performance bonuses and service bonus. The budget also provides for the personnel requirements in line with the approved new staff establishment and the 2018 wage agreement.

Goods and services expenditure increased from R69.8 million in 2016/17 to R72.9 million in 2017/18. This expenditure included state funerals expenses and the activities such as the stakeholder engagements. In 2018/19, the expenditure increased to R92.8 million to provide for the costs such as communication, hosting of service delivery events and campaigns, and professional internal legal support. In the 2019/20, the main budget increased from R82.8 million to an adjusted amount of R93.3 million because of funds required for communication to promote the 6th Administration and Ntirhisano Services Delivery War Room. Over the MTEF, the budget allocation ranges between R78.8 million and R80.8 million. The budget cuts implemented in the province are the reason for the lower budgets over the MTEF.

Expenditure on transfers to households caters for leave gratuity, injury on duty and exit packages for employees who exit the public sector. The expenditure increased from R495 000 to R2.2 million during the first three years under review. The adjusted budget of R421 000 in 2019/20 provides for expenditure incurred for leave gratuity and injury on duty claims.

Expenditure on machinery and equipment increased from R2.7 million in 2016/17 to R5.1 million in 2018/19 due to the procurement of IT equipment based on a three-year obsolescence model and the purchase of new computer equipment after the fire incident at the 30 Simmonds Street building. It then reduced to R2.8 million in 2019/20 to fund the planned replacement of old office computers and the procurement of the software. The budget in the outer year provides for the replacement and acquisition of computers and other work tools in line with their lifespan.

## SERVICE DELIVERY MEASURES

### PROGRAMME 2: INSTITUTIONAL DEVELOPMENT

| Programme performance measures                                                                                           | Estimated performance                             | Medium-term estimates                             |                                                   |                                                   |
|--------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|---------------------------------------------------|---------------------------------------------------|---------------------------------------------------|
|                                                                                                                          | 2019/20                                           | 2020/21                                           | 2021/22                                           | 2022/23                                           |
| INDICATOR                                                                                                                |                                                   |                                                   |                                                   |                                                   |
| Strategic Human Resources                                                                                                |                                                   |                                                   |                                                   |                                                   |
| Number of assessments on implementation of TMR Master Skills Plan (MSP)                                                  | 2                                                 | 2                                                 | 2                                                 | 2                                                 |
| Number of assessments on the implementation of approved GPG Performance Management and Development Framework (PMDf)      | 2                                                 | 2                                                 | 2                                                 | 2                                                 |
| Number of assessments on the implementation of the framework for financial and non-financial rewards across the province | 2                                                 | 2                                                 | 2                                                 | 2                                                 |
| Percentage compliance on performance contracts for all SMS members finalised across the GPG                              | 1                                                 | 1                                                 | 1                                                 | 1                                                 |
| Percentage of disciplinary cases resolved within 90 days from awareness at SMS (Level 13-16)                             | 1                                                 | 1                                                 | 1                                                 | 1                                                 |
| Percentage of disciplinary cases resolved within 90 days from awareness at below SMS (Level 01-12)                       | 1                                                 | 1                                                 | 1                                                 | 1                                                 |
| Number of interventions implemented to assist departments in achieving EE targets                                        | 6                                                 | 6                                                 | 6                                                 | 6                                                 |
| Number of interventions to address the top GPG risk trends across EHWP pillars                                           | 7                                                 | 8                                                 | 8                                                 | 8                                                 |
| Number of assessment reports on the HR Capacity of the 14 GPG Departments produced                                       | 4                                                 | 4                                                 | 4                                                 | 4                                                 |
| Information and Communication Technology                                                                                 |                                                   |                                                   |                                                   |                                                   |
| Average percentage systems uptime maintained across the OoP                                                              | 1                                                 | 1                                                 | 1                                                 | 1                                                 |
| Legal Services                                                                                                           |                                                   |                                                   |                                                   |                                                   |
| Number of analysis reports on Provincial litigation liability focussing on progress in the resolution of cases           | 2                                                 | 2                                                 | 2                                                 | 2                                                 |
| Annual Legislative Programme tabled at EXCO in Q1                                                                        | Annual Legislative Programme tabled at EXCO in Q1 | Annual Legislative Programme tabled at EXCO in Q1 | Annual Legislative Programme tabled at EXCO in Q1 | Annual Legislative Programme tabled at EXCO in Q1 |

**PROGRAMME 3: POLICY & GOVERNANCE****Programme description**

The purpose of the Policy and Governance Programme is to support the Premier and EXCO with policy advice, research support, international and inter-governmental relations, integrated cooperative governance, and effective management of the Executive Council Cluster System. The programme drives the province-wide outcomes-based planning, performance monitoring and evaluation to improve government performance towards enhanced service delivery and GCR development impacts/outcomes. The programme is responsible for developing, implementing and monitoring the customer-centric service-delivery response system across the GRC. It is also responsible for leading the planning for sustainable development in the Gauteng City Region. It is responsible for leading, facilitating, coordinating and supporting the active advancement of gender equality, women's empowerment, youth development and the rights of people with disabilities, older persons and military veterans. It is also responsible for leading, facilitating, coordinating and supporting the implementation of the Integrity Management Programme in the GCR.

**Programme objectives**

- Effective coordination and management of the Executive Council Cluster System;
- An integrated policy and planning regime for the Gauteng City Region;
- Improved service delivery in key priority areas through ongoing monitoring and reporting;
- A public service driven by integrity and ethics;
- Realisation of the rights and qualitative equity of target groups across the GCR;
- Advancing gender equality, women's empowerment, youth development and the rights of people with disability, older persons and military veterans and promoting socio-economic inclusion;
- Effective governance and administration supported through improved outcomes-based planning, monitoring and evaluation;
- Forging strategic partnerships that advance the national and provincial development agenda both locally and internationally;
- Regional and international partnerships that enhance the achievement of the GCR and TMR agenda; and
- Intergovernmental relations that support cooperative governance in the GCR.

TABLE 1.10: SUMMARY OF PAYMENTS AND ESTIMATES: POLICY &amp; GOVERNANCE

| R thousand                          | Outcome        |                |                | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |                |                |
|-------------------------------------|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
|                                     | 2016/17        | 2017/18        | 2018/19        |                    |                        |                  | 2020/21               | 2021/22        | 2022/23        |
| 1. Inter-Governmental Relations     | 41 331         | 50 605         | 72 503         | 79 403             | 79 964                 | 88 088           | 78 160                | 82 056         | 87 520         |
| 2. Provincial Policy Management     | 106 989        | 198 589        | 224 964        | 238 601            | 246 050                | 246 050          | 258 605               | 256 038        | 268 116        |
| 3. Programme Support                | 2 004          | 2 041          | 2 218          | 3 610              | 2 752                  | 2 752            | 4 592                 | 5 148          | 4 895          |
| <b>Total payments and estimates</b> | <b>150 324</b> | <b>251 235</b> | <b>299 685</b> | <b>321 614</b>     | <b>328 766</b>         | <b>336 890</b>   | <b>341 357</b>        | <b>343 242</b> | <b>360 531</b> |

TABLE 1.11: SUMMARY OF PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: POLICY &amp; GOVERNANCE

| R thousand                           | Outcome        |                |                | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |                |                |
|--------------------------------------|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
|                                      | 2016/17        | 2017/18        | 2018/19        |                    |                        |                  | 2020/21               | 2021/22        | 2022/23        |
| <b>Current payments</b>              | <b>129 744</b> | <b>120 249</b> | <b>160 894</b> | <b>169 838</b>     | <b>177 405</b>         | <b>185 529</b>   | <b>181 965</b>        | <b>174 568</b> | <b>183 761</b> |
| Compensation of employees            | 56 625         | 61 389         | 68 360         | 90 715             | 83 376                 | 93 023           | 91 281                | 98 988         | 100 909        |
| Goods and services                   | 73 119         | 58 860         | 92 534         | 79 123             | 94 029                 | 92 506           | 90 686                | 75 580         | 82 852         |
| <b>Transfers and subsidies to:</b>   | <b>19 289</b>  | <b>130 986</b> | <b>138 791</b> | <b>150 836</b>     | <b>150 861</b>         | <b>150 861</b>   | <b>158 890</b>        | <b>167 674</b> | <b>175 722</b> |
| Provinces and municipalities         |                |                |                |                    |                        |                  |                       |                |                |
| Higher education institutions        | 19 000         | 19 950         | 21 306         | 26 542             | 26 042                 | 26 042           | 27 782                | 29 486         | 30 901         |
| Non-profit institutions              |                | 110 926        | 117 410        | 124 294            | 124 273                | 124 273          | 131 108               | 138 188        | 144 821        |
| Households                           | 289            | 110            | 75             |                    | 546                    | 546              |                       |                |                |
| <b>Payments for capital assets</b>   | <b>1 291</b>   |                |                | <b>940</b>         | <b>500</b>             | <b>500</b>       | <b>500</b>            | <b>1 000</b>   | <b>1 048</b>   |
| Buildings and other fixed structures |                |                |                |                    |                        |                  |                       |                |                |
| Machinery and equipment              | 1 291          |                |                | 940                | 500                    | 500              | 500                   | 1 000          | 1 048          |
| Software and other intangible assets |                |                |                |                    |                        |                  |                       |                |                |

| R thousand                    | Outcome |         |         | Main appropriation | Adjusted appropriation<br>2019/20 | Revised estimate | Medium-term estimates |         |         |
|-------------------------------|---------|---------|---------|--------------------|-----------------------------------|------------------|-----------------------|---------|---------|
|                               | 2016/17 | 2017/18 | 2018/19 |                    |                                   |                  | 2020/21               | 2021/22 | 2022/23 |
| Payments for financial assets |         |         |         |                    |                                   |                  |                       |         |         |
| Total economic classification | 150 324 | 251 235 | 299 685 | 321 614            | 328 766                           | 336 890          | 341 357               | 343 242 | 360 531 |

The expenditure for programme increased from R150.3 million in 2016/17 to R299.7 million in 2018/19. The increase is largely driven by Tshepo 1 Million Programme taken over from Gauteng Department of Infrastructure Development and the establishment of the Delivery Support Unit. In 2019/20, the main budget increased from R321.6 million to R328.8 million during the adjustments budget process. Over the MTEF, the budget increases from R341.3 million in 2020/21 to R360.5 million in 2022/23. The reallocation of functions to and from OoP as from 2020/21 reflects in this programme. The reallocation of the Provincial Forensic Audit function from Gauteng Provincial Treasury increases the budget, whilst the reallocation of the Development Planning function to the Department of Cooperative Governance and Traditional Affairs reduces the budget.

Expenditure on compensation of employees increased from R56.6 million in 2016/17 to R68.4 million in 2018/19 and it catered for personnel requirements of the Performance Monitoring and Evaluation function that migrated from Gauteng Provincial Treasury. Furthermore, the establishment of Deliverology Support Unit in the 2016/17 financial year and the requirements of other business units as per the new organisational structure resulted in growth of compensation of employees. Over the MTEF, the budget increases from R91.3 million in 2020/21 to R100.9 million in 2022/23 to cater for the wage agreement in respect of cost of living adjustments.

Expenditure on goods and services increases from R73.1 million in 2016/17 to R92.5 million in 2018/19 to fund the costs of hosting the Africa investment forum as well as research project on inclusive economies. The budget shows a further increase in 2019/20 from R79.1 million to R94 million to cater for the priority projects identified during the transition from the 5th Administration to the 6th Administration. Over the MTEF, the budget decreases from R90.7 million in 2020/21 to R82.9 million in 2022/23. The department implemented the cost-cutting measures to adhere to budget cuts proposed implemented in the province. Various projects have been scaled down, particularly the scale of events in order to accommodate the projects identified for the 6th administration term.

The transfers and subsidies expenditure increased from R19.2 million in 2016/17 to R138.8 million in 2018/19 to enhance the research capacity in the province that would support the consultation of the government with the public and to assist with the initiatives of Tshepo 1 Million programme that contributes to employability of youth in Gauteng Province. The GCRO collaborated with the institutions of higher education in the Province to carry out research projects. In 2019/20 the budget increase to R150.8 million to cater for Tshepo 1 Million programme and the research project on inclusive economies. Over the MTEF period, the budget for transfers increased from R158.9 million in 2020/21 to R175.7 million in 2022/23 to cater for inflationary increase.

## SERVICE DELIVERY MEASURES

### PROGRAMME 3: POLICY AND GOVERNANCE

| Programme performance measures                                                                                                                                                                                 | Estimated performance   | Medium-term estimates   |                         |                         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                                                                                                                                                                                                                | 2019/20                 | 2020/21                 | 2021/22                 | 2022/23                 |
| INDICATORS                                                                                                                                                                                                     |                         |                         |                         |                         |
| Number of military veterans accessing socio-economic opportunities                                                                                                                                             | 1 500                   | 2 000                   | 2 000                   | 2 000                   |
| Number of Commemorative Days facilitated                                                                                                                                                                       | 6                       | 6                       | 6                       | 6                       |
| Number of assessments on level of alignment of GEYODI & MVO Policies with Sector policies, Departmental Strategic plans, budget & programmes                                                                   | 4 Quarterly assessments | 4 Quarterly assessments | 4 Quarterly assessments | 4 Quarterly assessments |
| Pillar 1 : Number of economically excluded young people accessing training and skills development linked to verifiable market demand                                                                           | 28 000                  | 20 000                  | 20 000                  | 20 000                  |
| Pillar 2 : Number of economically excluded young people accessing paid work done on a temporary basis aimed at developing work experience and/or sector specific skills                                        | 36 000                  | 20 000                  | 20 000                  | 20 000                  |
| Pillar 3 : Number of economically excluded young people accessing paid work on a long-term, full-time contract at or above sectoral minimum for full time work in the sector in question, preferably permanent | 15 000                  | 20 000                  | 20 000                  | 20 000                  |
| Pillar 4 : Number of economically excluded young people enabled and assisted to establish and operate a new enterprise/ franchise                                                                              | 4 000                   | 5 000                   | 5 000                   | 5 000                   |
| Percentage submission of Senior Manager disclosures across the Gauteng Government                                                                                                                              | 1                       | 1                       | 1                       | 1                       |
| Percentage of corruption cases resolved across the GPG                                                                                                                                                         | 1                       | 1                       | 1                       | 1                       |

## **9. OTHER PROGRAMME INFORMATION**

### **9.1 Personnel numbers and costs**

TABLE 1.12: SUMMARY OF DEPARTMENTAL PERSONNEL NUMBERS AND COST BY COMPONENT

| R thousands                                               | Actual                         |                |                                | Revised estimate |                                |                | Medium-term expenditure estimate |              |                                |                | Average annual growth over MTEF |                |                  |
|-----------------------------------------------------------|--------------------------------|----------------|--------------------------------|------------------|--------------------------------|----------------|----------------------------------|--------------|--------------------------------|----------------|---------------------------------|----------------|------------------|
|                                                           | 2016/17                        |                | 2017/18                        | 2018/19          |                                | 2019/20        |                                  | 2020/21      |                                | 2021/22        |                                 | 2022/23        |                  |
|                                                           | Personnel numbers <sup>1</sup> | Costs          | Personnel numbers <sup>1</sup> | Costs            | Personnel numbers <sup>1</sup> | Costs          | Additional posts                 | Filled posts | Personnel numbers <sup>1</sup> | Costs          | Personnel numbers <sup>1</sup>  | Costs          | % Costs of Total |
| Salary level                                              |                                |                |                                |                  |                                |                |                                  |              |                                |                |                                 |                |                  |
| 1 – 6                                                     | 98                             | 50 695         | 87                             | 51 695           | 67                             | 11 347         | (24)                             | 80           | 101                            | 25 376         | 101                             | 26 594         | 18.8%            |
| 7 – 10                                                    | 294                            | 106 678        | 308                            | 116 678          | 307                            | 131 070        | 22                               | 317          | 293                            | 166 709        | 293                             | 175 021        | 21.7%            |
| 11 – 12                                                   | 66                             | 29 901         | 79                             | 34 901           | 89                             | 72 517         | 21                               | 73           | 82                             | 74 905         | 82                              | 78 500         | (4.7)%           |
| 13 – 16                                                   | 52                             | 69 635         | 64                             | 78 070           | 83                             | 92 154         | 17                               | 70           | 87                             | 112 882        | 87                              | 115 161        | (4.5)%           |
| Other                                                     |                                |                |                                |                  |                                |                |                                  |              |                                |                |                                 |                | 3.7%             |
| <b>Total</b>                                              | <b>510</b>                     | <b>256 909</b> | <b>538</b>                     | <b>281 344</b>   | <b>546</b>                     | <b>307 088</b> | <b>36</b>                        | <b>540</b>   | <b>563</b>                     | <b>379 872</b> | <b>563</b>                      | <b>395 275</b> | <b>4.6%</b>      |
| <b>Programme</b>                                          |                                |                |                                |                  |                                |                |                                  |              |                                |                |                                 |                | <b>100.0%</b>    |
| Direct charges                                            |                                |                |                                |                  |                                |                |                                  |              |                                |                |                                 |                |                  |
| Total                                                     | 510                            | 252 186        | 538                            | 275 114          | 546                            | 299 669        | 36                               | 540          | 563                            | 379 872        | 563                             | 395 275        | (0.8)%           |
| Employee dispensation classification                      |                                |                |                                |                  |                                |                |                                  |              |                                |                |                                 |                |                  |
| Public Service Act appointees not covered by OSDs         |                                |                |                                |                  |                                |                |                                  |              |                                |                |                                 |                | 4.6%             |
| Public Service Act appointees still to be covered by OSDs |                                |                |                                |                  |                                |                |                                  |              |                                |                |                                 |                | 100.0%           |



The above table reflects departmental personnel estimates per programme. The personnel headcount increased from 510 in 2016/17 to 538 in 2017/18 while expenditure grew from R256.9 million to R281.3 million over the same period due to organisational structure changes; thus, reflecting a correlation. The total headcount increased from 538 as at March 2017 to 546 as at March 2018 due to the expansion of the organisational structure. The headcount increases from 540 in 2019/20 to 576 in 2020/21 driven by implementation of the new approved organisational structure. The estimate of compensation of employees is R345 million in 2019/20. The budget for compensation of employees is set to increase from R356.6 million to R379.9 million in 2021/22 to support 563 headcounts. The increase takes into account the inflationary increase and the impact of reallocation of functions to and from the OoP as from 2020/21, whereby the Provincial Forensic Audit function is reallocated from Gauteng Provincial Treasury and the Development Planning function is reallocated to the Department of Cooperative Governance and Traditional Affairs.

The programme with the highest number of personnel over the MTEF is Programme 2: Institutional Development with 328 posts in 2020/21 and 328 posts in 2021/22. Programme 3: Policy and Governance follows with 131 posts in 2020/21 and 118 posts in 2021/22. Programme 1: Administration with 117 posts in 2020/21 and 117 posts in 2021/22 has the lowest headcount in the Office of the Premier.

## 9.2 Training

TABLE 1.13 INFORMATION ON TRAINING: OFFICE OF THE PREMIER

| R thousand                        | Outcome |         |         | Main appropriation | Adjusted appropriation<br>2019/20 | Revised estimate | Medium-term estimates |         |         |
|-----------------------------------|---------|---------|---------|--------------------|-----------------------------------|------------------|-----------------------|---------|---------|
|                                   | 2016/17 | 2017/18 | 2018/19 |                    |                                   |                  | 2020/21               | 2021/22 | 2022/23 |
| Number of staff                   | 510     | 538     | 546     | 576                | 576                               | 576              | 576                   | 563     | 563     |
| Number of personnel trained       | 207     | 240     | 240     | 340                | 340                               | 340              | 340                   | 340     | 340     |
| of which                          |         |         |         |                    |                                   |                  |                       |         |         |
| Male                              | 82      | 100     | 100     | 120                | 120                               | 120              | 120                   | 120     | 120     |
| Female                            | 125     | 140     | 140     | 220                | 220                               | 220              | 220                   | 220     | 220     |
| Number of training opportunities  | 160     | 168     | 178     | 200                | 200                               | 200              | 200                   | 200     | 200     |
| of which                          |         |         |         |                    |                                   |                  |                       |         |         |
| Tertiary                          | 55      | 58      | 61      | 71                 | 71                                | 71               | 71                    | 71      | 71      |
| Workshops                         | 9       | 9       | 10      | 15                 | 15                                | 15               | 15                    | 15      | 15      |
| Seminars                          |         |         |         |                    |                                   |                  |                       |         |         |
| Other                             | 96      | 101     | 107     | 114                | 114                               | 114              | 114                   | 114     | 114     |
| Number of bursaries offered       | 55      | 60      | 65      | 69                 | 69                                | 69               | 69                    | 69      | 69      |
| Number of interns appointed       | 40      | 45      | 47      | 45                 | 45                                | 45               | 45                    | 45      | 45      |
| Number of learnerships appointed  | 2       | 4       | 6       |                    |                                   |                  | 4                     | 4       | 4       |
| Number of days spent on training  | 255     | 268     | 283     | 290                | 290                               | 290              | 290                   | 290     | 290     |
| Payments on training by programme |         |         |         |                    |                                   |                  |                       |         |         |
| Total payments on training        | 2 721   | 1 523   | 2 354   | 4 836              | 8 910                             | 8 910            | 7 949                 | 6 960   | 7 294   |

Table 1.13 reflects payments and Estimates on Training per programme, providing actual and estimated expenditure on training for the period of 2016/17 to 2022/23. The department is required by the skills development Act to budget at least 1 per cent of its Compensation of Employees Expense for staff training. The department will exceed 1 per cent target as it also include transversal training offered to other departments. Increase in training over the MTEF takes into consideration the employees' migration from the Provincial Treasury.

The number of staff members trained decreases from 2 721 in 2016/17 to 1 523 in 2017/18 subsequently dropped to 1 523 due to the lower need of training activities. Over the MTEF, on average 54 employees per annum on salary level 1 to 6 will receive training. The salary levels 1-6 and 7-10 accommodate 54 & 323 employees, whereas the remaining levels are 11-12 and 13-16

that accommodate 106 and 84 employees respectively over the MTEF. This is crucial, as fundamental literacy and capacity are required at the entry levels. During the financial year 2019/20 the departments continuing to make provision for the development of graduates through the appointment of Interns and graduates' trainee or learnerships with scarce and critical skills in core business units. To ensure compliance with the standards of operational skills sectors, affiliation to professional bodies will also provide for.

The department's workplace skills plan (WSP) is compiled annually by the 30 April as mandated. The WSP is an indication of the planned training that will be implemented as per identified skills requirements in the performance management. In addition, ad hoc training requests are also implemented as they arise from unforeseen factors such as poor performance, DPSA Directives and changes in the department's objectives. AS such, training priorities are determined on an annual basis while the training budget is allocated based on the MPSA's Directive on Training budgets

### **9.3 Reconciliation of structural changes**

N/A

|                                                                                                                                                 |                                                                                                      |                                                                                                      |                                                                                                      |                                                                                                      |
|-------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| Percentage of strategic legal advice and support provided within 20 working days of request                                                     | 1                                                                                                    | 1                                                                                                    | 1                                                                                                    | 1                                                                                                    |
| Communication Services                                                                                                                          |                                                                                                      |                                                                                                      |                                                                                                      |                                                                                                      |
| Number of assessments on the level of Implementation of the GCR-wide Communication Programme aligned to GPG Provincial Communications Framework | 4                                                                                                    | 4                                                                                                    | 4                                                                                                    | 4                                                                                                    |
| Percentage of people who feel meaningfully engaged with government                                                                              | 1                                                                                                    | 1                                                                                                    | 1                                                                                                    | 1                                                                                                    |
| Percentage of people who are aware of government policies and programmes                                                                        | 1                                                                                                    | 1                                                                                                    | 1                                                                                                    | 1                                                                                                    |
| Percentage of people who feel that government is responsive                                                                                     | 1                                                                                                    | 1                                                                                                    | 1                                                                                                    | 1                                                                                                    |
| Number of monthly reports on the analysis of media coverage                                                                                     | 12                                                                                                   | 12                                                                                                   | 12                                                                                                   | 12                                                                                                   |
| Service Delivery Interventions Office                                                                                                           |                                                                                                      |                                                                                                      |                                                                                                      |                                                                                                      |
| Number of working days to respond to escalated or received cases                                                                                | 45                                                                                                   | 45                                                                                                   | 45                                                                                                   | 45                                                                                                   |
| Number of Ntirhisano War Room structures assessed at Metro, District and Local Level                                                            | 210 of the 487 War Room Structures assessed for functionality, with recommendations for improvements | 350 of the 487 War Room Structures assessed for functionality, with recommendations for improvements | 350 of the 487 War Room Structures assessed for functionality, with recommendations for improvements | 350 of the 487 War Room Structures assessed for functionality, with recommendations for improvements |

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

TABLE 1.14: SPECIFICATION OF RECEIPTS: OFFICE OF THE PREMIER

| R thousand                                                                          | Outcome    |            |            | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |            |            |
|-------------------------------------------------------------------------------------|------------|------------|------------|--------------------|------------------------|------------------|-----------------------|------------|------------|
|                                                                                     | 2016/17    | 2017/18    | 2018/19    |                    |                        |                  | 2020/21               | 2021/22    | 2022/23    |
| <b>Tax receipts</b>                                                                 |            |            |            |                    |                        |                  |                       |            |            |
| Casino taxes                                                                        |            |            |            |                    |                        |                  |                       |            |            |
| Motor vehicle licences                                                              |            |            |            |                    |                        |                  |                       |            |            |
| <b>Sales of goods and services other than capital assets</b>                        | <b>448</b> | <b>411</b> | <b>330</b> | <b>348</b>         | <b>390</b>             | <b>390</b>       | <b>398</b>            | <b>417</b> | <b>437</b> |
| Sale of goods and services produced by department (excluding capital assets)        | 448        | 411        | 330        | 348                | 390                    | 390              | 398                   | 417        | 437        |
| Sales by market establishments                                                      | 448        | 411        | 330        | 348                | 390                    | 390              | 398                   | 417        | 437        |
| Administrative fees                                                                 |            |            |            |                    |                        |                  |                       |            |            |
| Sales of scrap, waste, arms and other used current goods (excluding capital assets) |            |            |            |                    |                        |                  |                       |            |            |
| <b>Transfers received from:</b>                                                     |            |            |            |                    |                        |                  |                       |            |            |
| Other governmental units                                                            |            |            |            |                    |                        |                  |                       |            |            |
| <b>Fines, penalties and forfeits</b>                                                |            |            |            |                    |                        |                  |                       |            |            |
| <b>Interest, dividends and rent on land</b>                                         | <b>4</b>   | <b>3</b>   | <b>10</b>  | <b>11</b>          | <b>10</b>              | <b>10</b>        | <b>5</b>              | <b>5</b>   | <b>6</b>   |
| Interest                                                                            | 4          | 3          | 10         | 11                 | 10                     | 10               | 5                     | 5          | 6          |
| <b>Sales of capital assets</b>                                                      |            |            |            |                    |                        |                  |                       |            |            |
| Land and sub-soil assets                                                            |            |            |            |                    |                        |                  |                       |            |            |
| <b>Transactions in financial assets and liabilities</b>                             | <b>101</b> | <b>221</b> | <b>189</b> | <b>199</b>         | <b>90</b>              | <b>90</b>        | <b>20</b>             | <b>20</b>  | <b>21</b>  |
| <b>Total departmental receipts</b>                                                  | <b>553</b> | <b>635</b> | <b>529</b> | <b>558</b>         | <b>490</b>             | <b>490</b>       | <b>423</b>            | <b>442</b> | <b>464</b> |

TABLE 1.15: PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: OFFICE OF THE PREMIER

| R thousand                        | Outcome        |                |                | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |                |                |
|-----------------------------------|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
|                                   | 2016/17        | 2017/18        | 2018/19        |                    |                        |                  | 2020/21               | 2021/22        | 2022/23        |
| <b>Current payments</b>           | <b>433 231</b> | <b>461 781</b> | <b>536 187</b> | <b>551 208</b>     | <b>562 682</b>         | <b>570 685</b>   | <b>569 189</b>        | <b>581 483</b> | <b>607 877</b> |
| Compensation of employees         | 252 186        | 275 114        | 299 669        | 351 589            | 335 370                | 345 017          | 356 576               | 379 872        | 395 275        |
| Salaries and wages                | 222 973        | 244 778        | 267 643        | 314 323            | 295 628                | 305 683          | 314 697               | 335 659        | 348 922        |
| Social contributions              | 29 213         | 30 336         | 32 026         | 37 266             | 39 742                 | 39 334           | 41 879                | 44 213         | 46 353         |
| <b>Goods and services</b>         | <b>181 045</b> | <b>186 667</b> | <b>236 518</b> | <b>199 619</b>     | <b>227 312</b>         | <b>225 668</b>   | <b>212 613</b>        | <b>201 611</b> | <b>212 602</b> |
| Administrative fees               | 170            | 423            | 497            | 226                | 485                    | 485              | 271                   | 291            | 311            |
| Advertising                       | 30 132         | 28 208         | 34 789         | 26 470             | 26 945                 | 26 945           | 24 534                | 22 309         | 23 379         |
| Minor assets                      | 1 631          | 1 775          | 681            | 1 015              | 721                    | 721              | 680                   | 714            | 748            |
| Audit cost: External              | 2 145          | 4 195          | 2 476          | 7 701              | 8 249                  | 8 249            | 11 600                | 11 580         | 14 952         |
| Bursaries: Employees              | 1 183          | 1 972          | 1 719          | 2 000              | 2 290                  | 2 290            | 3 000                 | 3 120          | 3 270          |
| Catering: Departmental activities | 3 408          | 3 210          | 4 539          | 8 524              | 6 758                  | 6 758            | 6 264                 | 7 174          | 7 415          |
| Communication (G&S)               | 7 265          | 8 119          | 9 550          | 7 860              | 8 698                  | 8 698            | 7 088                 | 7 416          | 7 772          |
| Computer services                 | 11 726         | 18 006         | 20 741         | 16 619             | 18 055                 | 18 690           | 19 969                | 20 384         | 20 861         |
| Consultants and professional      | 34 486         | 36 790         | 42 955         | 45 312             | 58 117                 | 55 506           | 50 504                | 39 158         | 44 131         |

| R thousand                                            | Outcome       |                |                | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |                |                |
|-------------------------------------------------------|---------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
|                                                       | 2016/17       | 2017/18        | 2018/19        |                    |                        |                  | 2020/21               | 2021/22        | 2022/23        |
| services:                                             |               |                |                |                    |                        |                  |                       |                |                |
| Business and advisory services                        |               |                |                |                    |                        |                  |                       |                |                |
| Legal services                                        | 909           | 7 397          | 9 904          | 2 370              | 4 423                  | 4 423            | 2 754                 | 3 208          | 3 362          |
| Contractors                                           | 4 401         | 6 712          | 28 566         | 13 803             | 11 482                 | 10 678           | 12 954                | 11 647         | 12 207         |
| Agency and support / outsourced services              | 25 209        | 3 761          | 7 268          | 500                | 1 259                  | 2 479            | 500                   | 525            | 550            |
| Entertainment                                         |               |                |                |                    |                        |                  |                       |                |                |
| Fleet services (including government motor transport) | 2 966         | 2 804          | 2 994          | 3 225              | 3 225                  | 3 492            | 3 359                 | 3 700          | 3 877          |
| Consumable supplies                                   | 1 852         | 1 355          | 4 259          | 1 852              | 2 075                  | 1 586            | 1 788                 | 1 639          | 1 718          |
| Consumable: Stationery, printing and office supplies  | 4 958         | 6 410          | 7 963          | 6 500              | 6 808                  | 6 808            | 5 451                 | 5 883          | 6 165          |
| Operating leases                                      | 6 208         | 3 356          | 7 069          | 3 660              | 3 660                  | 4 437            | 4 600                 | 5 565          | 5 833          |
| Property payments                                     | 12 008        | 6 312          | 11 443         | 7 460              | 8 392                  | 7 755            | 9 039                 | 9 701          | 10 166         |
| Transport provided: Departmental activity             | 1 635         | 2 080          | 3 684          | 2 560              | 5 415                  | 5 415            | 990                   | 871            | 643            |
| Travel and subsistence                                | 6 471         | 10 548         | 6 922          | 11 481             | 7 874                  | 7 872            | 13 613                | 14 434         | 13 911         |
| Training and development                              | 2 721         | 1 523          | 2 354          | 4 836              | 8 910                  | 8 910            | 7 949                 | 6 960          | 7 294          |
| Operating payments                                    | 7 725         | 8 060          | 9 245          | 11 182             | 14 072                 | 14 072           | 6 939                 | 8 661          | 7 064          |
| Venues and facilities                                 | 11 836        | 23 651         | 16 900         | 14 463             | 19 350                 | 19 350           | 18 737                | 16 639         | 16 939         |
| Rental and hiring                                     |               |                |                |                    |                        |                  |                       |                |                |
| Interest and rent on land                             |               |                |                |                    |                        |                  |                       |                |                |
| Interest                                              |               |                |                |                    |                        |                  |                       |                |                |
| Rent on land                                          |               |                |                |                    |                        |                  |                       |                |                |
| <b>Transfers and subsidies</b>                        | <b>20 072</b> | <b>131 898</b> | <b>313 153</b> | <b>450 836</b>     | <b>296 536</b>         | <b>300 962</b>   | <b>279 089</b>        | <b>167 674</b> | <b>175 722</b> |
| Provinces and municipalities                          |               |                |                |                    |                        |                  |                       |                |                |
| Municipalities                                        |               |                |                |                    |                        |                  |                       |                |                |
| Municipalities                                        |               |                |                |                    |                        |                  |                       |                |                |
| Departmental agencies and accounts                    |               |                |                |                    |                        |                  |                       |                |                |
| Provide list of entities receiving transfers          |               |                |                |                    |                        |                  |                       |                |                |
| Higher education institutions                         | 19 000        | 19 950         | 21 306         | 26 542             | 26 042                 | 26 042           | 27 782                | 29 486         | 30 901         |
| Non-profit institutions                               |               | 110 926        | 117 410        | 124 294            | 124 273                | 124 273          | 131 108               | 138 188        | 144 821        |
| Households                                            | 1 072         | 1 022          | 174 437        | 300 000            | 146 221                | 150 647          | 120 199               |                |                |
| Social benefits                                       | 917           | 1 022          | 1 350          |                    | 651                    | 772              |                       |                |                |
| Other transfers to households                         | 155           |                | 173 087        | 300 000            | 145 570                | 149 875          | 120 199               |                |                |
| <b>Payments for capital assets</b>                    | <b>13 898</b> | <b>13 555</b>  | <b>15 546</b>  | <b>10 368</b>      | <b>12 305</b>          | <b>12 305</b>    | <b>11 135</b>         | <b>12 167</b>  | <b>12 750</b>  |
| Machinery and equipment                               | 13 836        | 13 555         | 15 546         | 10 368             | 12 305                 | 12 305           | 11 135                | 12 167         | 12 750         |
| Transport equipment                                   | 8 046         | 7 677          | 8 231          | 6 118              | 8 466                  | 8 718            | 6 400                 | 6 720          | 7 042          |
| Other machinery and equipment                         | 5 790         | 5 878          | 7 315          | 4 250              | 3 839                  | 3 587            | 4 735                 | 5 447          | 5 708          |
| Software and other intangible assets                  | 62            |                |                |                    |                        |                  |                       |                |                |

| R thousand                           | Outcome        |                |                | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |                |                |
|--------------------------------------|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
|                                      | 2016/17        | 2017/18        | 2018/19        |                    |                        |                  | 2020/21               | 2021/22        | 2022/23        |
| Payments for financial assets        | 10             | 3 883          |                |                    |                        |                  |                       |                |                |
| <b>Total economic classification</b> | <b>467 211</b> | <b>611 117</b> | <b>864 886</b> | <b>1 012 412</b>   | <b>871 523</b>         | <b>883 952</b>   | <b>859 413</b>        | <b>761 324</b> | <b>796 349</b> |

TABLE 1.16: PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: ADMINISTRATION

| R thousand                                                            | Outcome        |                |                | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |                |                |
|-----------------------------------------------------------------------|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
|                                                                       | 2016/17        | 2017/18        | 2018/19        |                    |                        |                  | 2020/21               | 2021/22        | 2022/23        |
| <b>Current payments</b>                                               | <b>205 959</b> | <b>222 952</b> | <b>254 743</b> | <b>274 661</b>     | <b>274 063</b>         | <b>273 956</b>   | <b>267 693</b>        | <b>278 433</b> | <b>289 683</b> |
| Compensation of employees                                             | 136 191        | 150 011        | 161 979        | 191 878            | 180 790                | 180 790          | 188 909               | 199 296        | 208 862        |
| Salaries and wages                                                    | 119 170        | 131 987        | 143 145        | 172 690            | 159 552                | 159 552          | 166 481               | 175 636        | 184 067        |
| Social contributions                                                  | 17 021         | 18 024         | 18 834         | 19 188             | 21 238                 | 21 238           | 22 428                | 23 660         | 24 795         |
| Goods and services                                                    | 69 768         | 72 941         | 92 764         | 82 783             | 93 273                 | 93 166           | 78 784                | 79 137         | 80 821         |
| Administrative fees                                                   |                | 27             | 320            | 50                 | 299                    | 299              | 30                    | 32             | 33             |
| Advertising                                                           | 29 545         | 27 001         | 32 752         | 25 440             | 25 879                 | 25 879           | 24 036                | 21 997         | 23 053         |
| Minor assets                                                          | 307            | 35             | 34             | 290                | 251                    | 251              | 80                    | 84             | 88             |
| Bursaries: Employees                                                  | 1 183          | 1 972          | 1 719          | 2 000              | 2 290                  | 2 290            | 3 000                 | 3 120          | 3 270          |
| Catering: Departmental activities                                     | 1 618          | 741            | 1 650          | 3 261              | 2 657                  | 2 514            | 2 237                 | 2 338          | 2 350          |
| Communication (G&S)                                                   | 3 673          | 4 989          | 5 532          | 4 754              | 4 683                  | 4 683            | 2 928                 | 3 047          | 3 193          |
| Computer services                                                     | 4 190          | 8 763          | 7 030          | 5 254              | 7 665                  | 7 665            | 8 600                 | 9 014          | 9 446          |
| Consultants and professional services: Business and advisory services | 4 100          | 3 382          | 4 893          | 7 727              | 6 476                  | 6 476            | 8 811                 | 6 427          | 6 736          |
| Legal services                                                        | 909            | 3 189          | 5 138          | 2 370              | 4 329                  | 4 299            | 2 754                 | 3 208          | 3 362          |
| Contractors                                                           | 1 991          | 1 373          | 2 349          | 6 801              | 5 147                  | 4 343            | 6 626                 | 7 038          | 7 376          |
| Agency and support / outsourced services                              | 6              | 3 744          | 6 707          |                    | 601                    | 1 821            |                       |                |                |
| Consumable supplies                                                   | 101            | 107            | 596            | 321                | 299                    | 327              | 440                   | 460            | 482            |
| Consumable: Stationery, printing and office supplies                  | 2 194          | 390            | 487            | 775                | 1 029                  | 1 060            | 607                   | 762            | 799            |
| Operating leases                                                      | 1 865          |                |                |                    |                        |                  |                       |                |                |
| Property payments                                                     | 4 128          | 1 875          | 3 523          | 2 268              | 2 035                  | 2 035            | 1 753                 | 1 841          | 1 929          |
| Transport provided: Departmental activity                             | 774            | 702            | 2 613          | 1 250              | 3 985                  | 3 985            | 480                   | 504            | 528            |
| Travel and subsistence                                                | 547            | 537            | 457            | 1 300              | 1 530                  | 1 772            | 1 837                 | 1 865          | 1 954          |
| Training and development                                              | 1 948          | 1 523          | 1 589          | 3 256              | 2 860                  | 2 860            | 3 887                 | 3 741          | 3 920          |
| Operating payments                                                    | 7 588          | 7 645          | 8 825          | 10 134             | 13 534                 | 13 303           | 5 588                 | 7 373          | 5 714          |
| Venues and facilities                                                 | 3 101          | 4 946          | 6 550          | 5 532              | 7 724                  | 7 304            | 5 090                 | 6 286          | 6 588          |
| Rental and hiring                                                     |                |                |                |                    |                        |                  |                       |                |                |
| Interest and rent on land                                             |                |                |                |                    |                        |                  |                       |                |                |
| Interest                                                              |                |                |                |                    |                        |                  |                       |                |                |
| Rent on land                                                          |                |                |                |                    |                        |                  |                       |                |                |
| <b>Transfers and subsidies</b>                                        | <b>495</b>     | <b>768</b>     | <b>2 208</b>   |                    | <b>421</b>             | <b>528</b>       |                       |                |                |



| R thousand                                   | Outcome |         |         | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |         |         |
|----------------------------------------------|---------|---------|---------|--------------------|------------------------|------------------|-----------------------|---------|---------|
|                                              | 2016/17 | 2017/18 | 2018/19 |                    |                        |                  | 2020/21               | 2021/22 | 2022/23 |
| Departmental agencies and accounts           |         |         |         |                    |                        |                  |                       |         |         |
| Provide list of entities receiving transfers |         |         |         |                    |                        |                  |                       |         |         |
| Households                                   | 495     | 768     | 2 208   |                    | 421                    | 528              |                       |         |         |
| Social benefits                              | 495     | 768     | 1 031   |                    | 86                     | 193              |                       |         |         |
| Other transfers to households                |         |         | 1 177   |                    | 335                    | 335              |                       |         |         |
| Payments for capital assets                  | 2 785   | 3 437   | 5 095   | 1 660              | 2 764                  | 2 764            | 3 035                 | 3 187   | 3 340   |
| Machinery and equipment                      | 2 785   | 3 437   | 5 095   | 1 660              | 2 764                  | 2 764            | 3 035                 | 3 187   | 3 340   |
| Transport equipment                          |         |         |         |                    |                        |                  |                       |         |         |
| Other machinery and equipment                | 2 785   | 3 437   | 5 095   | 1 660              | 2 764                  | 2 764            | 3 035                 | 3 187   | 3 340   |
| Payments for financial assets                |         |         |         |                    |                        |                  |                       |         |         |
| Total economic classification                | 209 239 | 227 157 | 262 046 | 276 321            | 277 248                | 277 248          | 270 728               | 281 620 | 293 023 |

TABLE 1.17: PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: INSTITUTIONAL DEVELOPMENT

| R thousand                                                            | Outcome |         |         | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |         |         |
|-----------------------------------------------------------------------|---------|---------|---------|--------------------|------------------------|------------------|-----------------------|---------|---------|
|                                                                       | 2016/17 | 2017/18 | 2018/19 |                    |                        |                  | 2020/21               | 2021/22 | 2022/23 |
| Current payments                                                      | 205 959 | 222 952 | 254 743 | 274 661            | 274 063                | 273 956          | 267 693               | 278 433 | 289 683 |
| Compensation of employees                                             | 136 191 | 150 011 | 161 979 | 191 878            | 180 790                | 180 790          | 188 909               | 199 296 | 208 862 |
| Salaries and wages                                                    | 119 170 | 131 987 | 143 145 | 172 690            | 159 552                | 159 552          | 166 481               | 175 636 | 184 067 |
| Social contributions                                                  | 17 021  | 18 024  | 18 834  | 19 188             | 21 238                 | 21 238           | 22 428                | 23 660  | 24 795  |
| Goods and services                                                    | 69 768  | 72 941  | 92 764  | 82 783             | 93 273                 | 93 166           | 78 784                | 79 137  | 80 821  |
| Administrative fees                                                   |         | 27      | 320     | 50                 | 299                    | 299              | 30                    | 32      | 33      |
| Advertising                                                           | 29 545  | 27 001  | 32 752  | 25 440             | 25 879                 | 25 879           | 24 036                | 21 997  | 23 053  |
| Minor assets                                                          | 307     | 35      | 34      | 290                | 251                    | 251              | 80                    | 84      | 88      |
| Bursaries: Employees                                                  | 1 183   | 1 972   | 1 719   | 2 000              | 2 290                  | 2 290            | 3 000                 | 3 120   | 3 270   |
| Catering: Departmental activities                                     | 1 618   | 741     | 1 650   | 3 261              | 2 657                  | 2 514            | 2 237                 | 2 338   | 2 350   |
| Communication (G&S)                                                   | 3 673   | 4 989   | 5 532   | 4 754              | 4 683                  | 4 683            | 2 928                 | 3 047   | 3 193   |
| Computer services                                                     | 4 190   | 8 763   | 7 030   | 5 254              | 7 665                  | 7 665            | 8 600                 | 9 014   | 9 446   |
| Consultants and professional services: Business and advisory services | 4 100   | 3 382   | 4 893   | 7 727              | 6 476                  | 6 476            | 8 811                 | 6 427   | 6 736   |
| Legal services                                                        | 909     | 3 189   | 5 138   | 2 370              | 4 329                  | 4 299            | 2 754                 | 3 208   | 3 362   |
| Contractors                                                           | 1 991   | 1 373   | 2 349   | 6 801              | 5 147                  | 4 343            | 6 626                 | 7 038   | 7 376   |
| Agency and support / outsourced services                              | 6       | 3 744   | 6 707   |                    | 601                    | 1 821            |                       |         |         |
| Consumable supplies                                                   | 101     | 107     | 596     | 321                | 299                    | 327              | 440                   | 460     | 482     |
| Consumable: Stationery, printing and office supplies                  | 2 194   | 390     | 487     | 775                | 1 029                  | 1 060            | 607                   | 762     | 799     |
| Operating leases                                                      | 1 865   |         |         |                    |                        |                  |                       |         |         |
| Property payments                                                     | 4 128   | 1 875   | 3 523   | 2 268              | 2 035                  | 2 035            | 1 753                 | 1 841   | 1 929   |

| R thousand                                   | Outcome        |                |                | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |                |                |
|----------------------------------------------|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
|                                              | 2016/17        | 2017/18        | 2018/19        |                    |                        |                  | 2020/21               | 2021/22        | 2022/23        |
| Transport provided: Departmental activity    | 774            | 702            | 2 613          | 1 250              | 3 985                  | 3 985            | 480                   | 504            | 528            |
| Travel and subsistence                       | 547            | 537            | 457            | 1 300              | 1 530                  | 1 772            | 1 837                 | 1 865          | 1 954          |
| Training and development                     | 1 948          | 1 523          | 1 589          | 3 256              | 2 860                  | 2 860            | 3 887                 | 3 741          | 3 920          |
| Operating payments                           | 7 588          | 7 645          | 8 825          | 10 134             | 13 534                 | 13 303           | 5 588                 | 7 373          | 5 714          |
| Venues and facilities                        | 3 101          | 4 946          | 6 550          | 5 532              | 7 724                  | 7 304            | 5 090                 | 6 286          | 6 588          |
| Rental and hiring                            |                |                |                |                    |                        |                  |                       |                |                |
| Interest and rent on land                    |                |                |                |                    |                        |                  |                       |                |                |
| Interest                                     |                |                |                |                    |                        |                  |                       |                |                |
| Rent on land                                 |                |                |                |                    |                        |                  |                       |                |                |
| <b>Transfers and subsidies</b>               | <b>495</b>     | <b>768</b>     | <b>2 208</b>   |                    | <b>421</b>             | <b>528</b>       |                       |                |                |
| Departmental agencies and accounts           |                |                |                |                    |                        |                  |                       |                |                |
| Provide list of entities receiving transfers |                |                |                |                    |                        |                  |                       |                |                |
| Households                                   | 495            | 768            | 2 208          |                    | 421                    | 528              |                       |                |                |
| Social benefits                              | 495            | 768            | 1 031          |                    | 86                     | 193              |                       |                |                |
| Other transfers to households                |                |                | 1 177          |                    | 335                    | 335              |                       |                |                |
| <b>Payments for capital assets</b>           | <b>2 785</b>   | <b>3 437</b>   | <b>5 095</b>   | <b>1 660</b>       | <b>2 764</b>           | <b>2 764</b>     | <b>3 035</b>          | <b>3 187</b>   | <b>3 340</b>   |
| Machinery and equipment                      | 2 785          | 3 437          | 5 095          | 1 660              | 2 764                  | 2 764            | 3 035                 | 3 187          | 3 340          |
| Transport equipment                          |                |                |                |                    |                        |                  |                       |                |                |
| Other machinery and equipment                | 2 785          | 3 437          | 5 095          | 1 660              | 2 764                  | 2 764            | 3 035                 | 3 187          | 3 340          |
| <b>Payments for financial assets</b>         |                |                |                |                    |                        |                  |                       |                |                |
| <b>Total economic classification</b>         | <b>209 239</b> | <b>227 157</b> | <b>262 046</b> | <b>276 321</b>     | <b>277 248</b>         | <b>277 248</b>   | <b>270 728</b>        | <b>281 620</b> | <b>293 023</b> |

TABLE 1.18: PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: POLICY &amp; GOVERNANCE

| R thousand                        | Outcome        |                |                | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |                |                |
|-----------------------------------|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
|                                   | 2016/17        | 2017/18        | 2018/19        |                    |                        |                  | 2020/21               | 2021/22        | 2022/23        |
| <b>Current payments</b>           | <b>316 519</b> | <b>369 180</b> | <b>389 829</b> | <b>445 367</b>     | <b>471 596</b>         | <b>446 603</b>   | <b>488 886</b>        | <b>501 945</b> | <b>540 062</b> |
| Compensation of employees         | 247 479        | 275 335        | 291 523        | 319 895            | 319 895                | 309 902          | 341 648               | 363 855        | 393 691        |
| Salaries and wages                | 212 017        | 237 604        | 252 278        | 278 756            | 278 756                | 269 357          | 295 971               | 315 772        | 341 162        |
| Social contributions              | 35 462         | 37 731         | 39 245         | 41 139             | 41 139                 | 40 545           | 45 677                | 48 083         | 52 529         |
| Goods and services                | 69 040         | 93 845         | 98 306         | 125 472            | 151 701                | 136 701          | 147 238               | 138 090        | 146 371        |
| Administrative fees               | 328            | 278            | 368            | 915                | 915                    | 723              | 1 377                 | 1 134          | 1 197          |
| Advertising                       | 7 343          | 14 062         | 5 615          | 4 150              | 10 050                 | 7 979            | 4 795                 | 4 368          | 4 608          |
| Minor assets                      | 278            | 775            | 1 831          | 876                | 876                    | 833              | 1 080                 | 2 431          | 2 565          |
| Audit cost: External              | 2 966          | 2 627          | 2 996          | 3 000              | 3 500                  | 3 251            | 4 000                 | 4 169          | 4 398          |
| Bursaries: Employees              | 264            | 597            | 850            | 464                | 524                    | 524              | 1 735                 | 1 767          | 1 864          |
| Catering: Departmental activities | 3 839          | 2 622          | 1 319          | 1 868              | 1 868                  | 1 711            | 1 228                 | 1 680          | 1 773          |
| Communication (G&S)               | 10 419         | 7 671          | 8 372          | 11 800             | 11 800                 | 8 471            | 10 287                | 10 697         | 11 285         |

|                                                       |                |                |                |                |                |                |                |                |                |
|-------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Computer services                                     | 661            | 5 658          | 8 328          | 5 473          | 4 473          | 6 732          | 9 769          | 10 637         | 11 235         |
| Consultants and professional services:                |                |                |                |                |                |                |                |                |                |
| Business and advisory services                        | 396            | 722            | 6 721          | 27 554         | 16 014         | 16 299         | 14 868         | 15 763         | 16 630         |
| Legal services                                        | 245            | 3 245          | 691            | 1 065          | 1 325          | 920            | 1 495          | 1 572          | 1 658          |
| Contractors                                           | 413            | 205            | 164            | 300            | 250            | 230            | 400            | 414            | 437            |
| Agency and support / outsourced services              | 10 968         | 8 752          | 8 314          | 15 416         | 34 289         | 28 683         | 36 035         | 21 660         | 22 839         |
| Entertainment                                         | 165            |                |                | 10             |                |                |                |                |                |
| Fleet services (including government motor transport) | 6 069          | 8 304          | 7 583          | 6 720          | 6 720          | 6 832          | 9 800          | 10 061         | 10 614         |
| Inventory: Materials and supplies                     | 22             |                |                |                |                |                |                |                |                |
| Inventory: Other supplies                             |                | 1 788          |                |                |                |                |                |                |                |
| Consumable supplies                                   | 6 175          | 14 156         | 15 718         | 5 285          | 4 535          | 4 915          | 6 280          | 6 840          | 7 216          |
| Consumable: Stationery, printing and office supplies  | 3 393          | 4 669          | 2 666          | 3 341          | 2 341          | 2 341          | 3 811          | 4 009          | 4 229          |
| Operating leases                                      | 148            | 383            | 840            | 834            | 834            | 753            | 1 373          | 1 321          | 1 394          |
| Property payments                                     | 1 145          | 1 095          | 6 606          | 7 774          | 21 171         | 21 350         | 7 870          | 6 797          | 7 862          |
| Travel and subsistence                                | 5 241          | 5 699          | 6 186          | 7 096          | 6 687          | 5 490          | 8 337          | 9 181          | 9 680          |
| Training and development                              | 2 924          | 3 207          | 4 227          | 12 035         | 9 313          | 4 761          | 11 649         | 11 560         | 12 196         |
| Operating payments                                    | 653            | 551            | 1 577          | 2 752          | 7 372          | 7 274          | 2 175          | 2 803          | 2 958          |
| Venues and facilities                                 | 4 985          | 6 779          | 7 334          | 6 744          | 6 844          | 6 629          | 8 874          | 9 226          | 9 733          |
| <b>Transfers and subsidies</b>                        | <b>50 659</b>  | <b>50 861</b>  | <b>26 231</b>  | <b>8 746</b>   | <b>50 713</b>  | <b>65 713</b>  | <b>53 104</b>  | <b>3 310</b>   | <b>3 492</b>   |
| Provinces and municipalities                          | 48 988         | 49 613         | 25 136         | 7 000          | 49 500         | 64 500         | 52 004         | 2 110          | 2 226          |
| Municipalities                                        | 48 988         | 49 613         | 25 136         | 7 000          | 49 500         | 64 500         | 52 004         | 2 110          | 2 226          |
| Municipalities                                        | 48 988         | 49 613         | 25 136         | 7 000          | 49 500         | 64 500         | 52 004         | 2 110          | 2 226          |
| Households                                            | 1 671          | 1 248          | 1 095          | 1 746          | 1 213          | 1 213          | 1 100          | 1 200          | 1 266          |
| Social benefits                                       | 1 606          | 1 248          |                | 32             | 32             | 32             | 34             | 36             | 38             |
| Other transfers to households                         | 65             |                | 1 095          | 1 714          | 1 181          | 1 181          | 1 066          | 1 164          | 1 228          |
| <b>Payments for capital assets</b>                    | <b>1 170</b>   | <b>35 769</b>  | <b>16 793</b>  | <b>14 122</b>  | <b>10 894</b>  | <b>10 894</b>  | <b>20 292</b>  | <b>21 407</b>  | <b>22 426</b>  |
| Buildings and other fixed structures                  |                | 31 600         |                |                |                |                |                |                |                |
| Buildings                                             |                | 31 600         |                |                |                |                |                |                |                |
| Machinery and equipment                               | 1 170          | 4 169          | 16 793         | 14 122         | 10 894         | 10 894         | 20 292         | 21 407         | 22 426         |
| Other machinery and equipment                         | 1 170          | 4 169          | 16 793         | 14 122         | 10 894         | 10 894         | 20 292         | 21 407         | 22 426         |
| Software and other intangible assets                  |                |                |                |                |                |                |                |                |                |
| <b>Payments for financial assets</b>                  | <b>503</b>     | <b>66</b>      | <b>64</b>      |                | <b>32</b>      | <b>32</b>      |                |                |                |
| <b>Total economic classification</b>                  | <b>368 851</b> | <b>455 876</b> | <b>432 917</b> | <b>468 235</b> | <b>533 235</b> | <b>523 242</b> | <b>562 282</b> | <b>526 662</b> | <b>565 980</b> |

| Programme performance measures                                                                                                                                                             | Estimated performance                                                                                      | Medium-term estimates                                                                                 |                                                                                                       |                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                            | 2019/20                                                                                                    | 2020/21                                                                                               | 2021/22                                                                                               | 2022/23                                                                                               |
| Number of structured international relations engagements coordinated to promote the TMR and African Agenda                                                                                 | 4                                                                                                          | 4                                                                                                     | 4                                                                                                     | 4                                                                                                     |
| Number of consolidated reports on resolutions impacting on the province from Inter-governmental Relations meetings                                                                         | 2                                                                                                          | 2                                                                                                     | 2                                                                                                     | 2                                                                                                     |
| Number of Executive Council meeting decision matrices developed                                                                                                                            | 4 Quarterly EXCO meetings                                                                                  | 4 Quarterly EXCO meetings                                                                             | 4 Quarterly EXCO meetings                                                                             | 4 Quarterly EXCO meetings                                                                             |
| Multi-year assessment of the Gauteng Spatial Development Framework (GSDF) 2030                                                                                                             | Consolidated GSDF 2030 Implementation Assessment developed                                                 | GSDP as a concept for GSDF 2030 review approved                                                       | GSDP as a concept for GSDF 2030 review approved                                                       | GSDP as a concept for GSDF 2030 review approved                                                       |
| Number of reports on the implementation of the GIIMP                                                                                                                                       | 4 Quarterly reports on implementation of the GIIMP submitted to the Head of Planning Division for approval | 4 GCR IIMP Priority Project Plans assessed against Gerentially Accepted Project Management Principles | 4 GCR IIMP Priority Project Plans assessed against Gerentially Accepted Project Management Principles | 4 GCR IIMP Priority Project Plans assessed against Gerentially Accepted Project Management Principles |
| Number of key community-wide service delivery concerns tracked for progress                                                                                                                | 100                                                                                                        | 100                                                                                                   | 100                                                                                                   | 100                                                                                                   |
| Number of consolidated analysis reports on implementation of MPAT KPA 1 improvement plan completed for all departments                                                                     | 2 consolidated analysis reports on implementation of MPAT KPA 1 improvement plan completed                 | 2 consolidated analysis reports on implementation of MPAT KPA 1 improvement plan completed            | 2 consolidated analysis reports on implementation of MPAT KPA 1 improvement plan completed            | 2 consolidated analysis reports on implementation of MPAT KPA 1 improvement plan completed            |
| Level of development of revised Gauteng SPPME Framework                                                                                                                                    | Revised GPG SPPME Framework completed                                                                      |                                                                                                       |                                                                                                       |                                                                                                       |
| Number of analysis reports completed on alignment of GPG departments' plans to TMR priorities and framework on strategic plans and annual performance plans                                | 2 analysis reports of 2019/20 APP alignment to TMR priorities                                              | 2 analysis reports of 2019/20 APP alignment to TMR priorities                                         | 2 analysis reports of 2019/20 APP alignment to TMR priorities                                         | 2 analysis reports of 2019/20 APP alignment to TMR priorities                                         |
| Provincial Evaluation Plan developed for the following year                                                                                                                                | 1                                                                                                          | 1                                                                                                     | 1                                                                                                     | 1                                                                                                     |
| Number of evaluation studies undertaken                                                                                                                                                    | 3                                                                                                          | 3                                                                                                     | 3                                                                                                     | 3                                                                                                     |
| Number of Executive Council meeting decision matrices developed                                                                                                                            | 4 Quarterly Executive Council meeting decision matrices developed                                          | 4 Quarterly Executive Council meeting decision matrices developed                                     | 4 Quarterly Executive Council meeting decision matrices developed                                     | 4 Quarterly Executive Council meeting decision matrices developed                                     |
| Progress in the roll out of the GCR Electronic Land Use Application (e-Application) System                                                                                                 | GCR Electronic Land Use Application (e-Application) System developed                                       | GCR Electronic Land Use Application (e-Application) System piloted                                    | GCR Electronic Land Use Application (e-Application) System piloted                                    | GCR Electronic Land Use Application (e-Application) System piloted                                    |
| Percentage of officials found doing business with organs of state disciplined                                                                                                              | 1                                                                                                          | 1                                                                                                     | 1                                                                                                     | 1                                                                                                     |
| Percentage of officials found guilty of fraud, corruption and unethical behaviour receiving commensurate sanctions<br>GCR spatial planning response to the "New Urban Agenda" (UN Habitat) | 1<br>GCR New Urban Agenda Implementation Programme approved                                                | 1                                                                                                     | 1                                                                                                     | 1                                                                                                     |