

Vote 07

Provincial Treasury

Provincial Treasury	Vote 07
To be appropriated by Vote in 2020/21	R 557 499 000
Direct Charge	Not Applicable
Responsible MEC	MEC for Finance
Administering Department	Provincial Treasury
Accounting Officer	Superintendent General for Provincial Treasury

## 1. Overview

### Vision

We will be the ultimate financial management authority and adviser on fiscal matters to the Bokone Bophirima Provincial and Local Administration in pursuit of transparency, good financial management and accountability to all our stakeholders.

### Mission

To provide leadership in the management of public resources for efficient, effective and economic service delivery through a well-coordinated support to Provincial Departments, Public Entities and Municipalities.

### Values

The following values, which are derived from the constitution, underpin activities of the Provincial Treasury: -

- Fairness
- Equity
- Accessibility
- Transparency
- Accountability
- Participation
- Professionalism

### Strategic Objectives

**Strategic policy direction:** Provincial Treasury will ensure a credible distribution of available funds between departments and public entities, taking into cognizance of the demands for social services and the need to stimulate economic development and growth.

The Department has set the following Outcomes to achieve the above: -

- Skilled, capable and ethical workforce
- Improved integrated planning, budgeting and monitoring
- Improved financial Management in Departments, Public Entities and municipalities
- Fair, equitable, transparent, competitive and cost-effective Supply Chain Management System.

### **Core Functions**

The core functions of the department include the following: -

- Co-ordination, monitoring and oversight of Annual MTEF and adjustment budgets;
- Province-wide cash management and monitor asset management implementation in provincial departments;
- Provide support to municipalities;
- Provide oversight and support on provincial departments and public entities accounting and risk management;
- Provide a management structure for implementation of North West Infrastructure Delivery Management System; and
- Monitoring of infrastructure spending for provincial departments.

Provincial financial management through:

- Financial Management capacity building;
- Budget monitoring and reporting;
- Internal Audit;
- Financial accounting;
- Management of liabilities;
- Financial systems support and maintenance;
- Asset management;
- Provision of advice and monitoring on procurement legislation, policies and procedures in provincial departments; and
- Provide oversight on implementation of the MFMA in the province.

### **Legislative mandate**

The department is governed by the following legislation and policy directives:

- Public Finance Management Act, 1999 (Act No. 29 as amended)
- Municipal Financial Management Act 56 of 2003
- Treasury Regulations
- Division of Revenue Act
- Supply Chain Management Regulations (Post -Tender Board environment)

- The Constitution of South Africa, 1996
- The Public Service Act of 1994
- The Public Service Regulations of 2016
- The White Paper on the Transformation of the Public Service Delivery, (Batho Pele) 1997
- The E-Government: A Public Service IT Policy Framework
- The Promotion of Access to Information Act 2 of 2000
- The National Minimum Information Security Standard Policy of 1996
- The Skills Development Act of 1999
- The Basic Condition Of Employment of 1997
- The Labour Relations Act of 1995; and
- The Health and Safety Act of 1993

### **1.1 Aligning departmental budgets to achieve government's prescribed outcomes**

In contribution towards the attainment of the North West priorities the Provincial Treasury has identified the following priorities for the (next five years) 2020/21-2024/25 Strategic plan period to ensure that the North West Provincial Government achieve its goals:

#### **National MTSF Priority 1: A Capable, Ethical and Developmental State.**

**Outcome:** Functional and integrated government

**Interventions:**

- Allocate responsibilities, facilitate cooperation, ensure accountability for performance and ensure consequence management.

**Outcome:** Honest and capable state with professional and meritocratic public servants

**Interventions:**

- Conducting of budget assessment to ensure adoption of funded budget within municipalities
- Monitoring of Financial Recovery Plans in Municipalities to address financial crisis
- Monitoring Departments and Public Entities, on irregular, fruitless and wasteful expenditure
- Implementation of Work Skills Plan and monitoring of Financial Disclosure to ensure skilled, capable and ethical workforce

## **2. Review of the current financial year (2019/20)**

This section provides a review of 2019/20 financial year, outlining the main achievements and progress made, as well as providing a brief discussion on challenges and new developments.

## **General**

The Provincial Treasury achieved a clean audit for the 2018/19 financial year as reported by the Auditor-General and this marks the sixth consecutive year that the Provincial Treasury reached this milestone.

## **Sustainable Resource Management**

The monthly and quarterly expenditure reports were presented to the North West Coordinating Committee (NWCC) and Executive Council highlighting spending challenges and recommendations for implementation. These reports included the performance of the budget and service delivery achievements of the 12 provincial departments and the Provincial Legislature. Provincial expenditure reports were shared and presented to the Portfolio Committee and the Audit Committee.

Support and monitoring of Public Entities were enhanced through the implementation of Budget Database and IYM reporting model. Successfully completed the Database statistics related to Public Entities' budget allocation. In line with Treasury Regulations 6.1, the quarterly IYM reports for public entities were submitted to the National Treasury.

The MTEC hearing discussions were held from the 21 – 25 October 2019 in preparation of the 2020/21 MTEF budget and also assessing the current spending patterns of departments, as well as the impact of the then proposed budget cuts of 5 per cent, 6 per cent and 7 per cent on service delivery. Through extensive budget process engagements, the 2019/20 adjustment budget was finalized and tabled within two weeks after the tabling of the National Adjustment Budget by the Minister of Finance as stipulated by the PFMA. The MEC for Finance tabled the 2019/20 Adjusted Estimates of Provincial Revenue and Expenditure (AEPRE) and the Adjustment Appropriation Bill, 2019 in the Provincial Legislature on the 19 November 2019.

The unit also participated in the Provincial Equitable Share (PES) review task teams and provided inputs to inform discussions on the Division of Revenue (DORA) and Provincial Equitable Share (PES), where both the structure and/or the components of the formula as well as the data informing PES updates, are being discussed.

**Infrastructure Co-ordination:** The programme supported the provincial departments to sustainably implement the Infrastructure Delivery Management System (IDMS) through the continuous training, support and monitoring structures put in place.

The Infrastructure Development Improvement Programme (IDIP) has been implemented at infrastructure departments, with the aim to “support Government’s strategy to improve socio-economic growth and development through improved infrastructure delivery”. The programme’s purpose is to “support the national and provincial partners to sustainably implement the Infrastructure Delivery

Management System (IDMS) through regular monitoring, technical support and capacity building interventions. The IDIP implementation at municipalities is ongoing.

Through the support from National Treasury, departments have been trained on the Standard for Infrastructure Procurement and Delivery Management (SIPDM), which is currently named Framework for Infrastructure Delivery and Procurement Management (FIDPM), to improve project outcomes. A checklist to assess the readiness of project for implementation in the upcoming financial year has been developed and shared with all infrastructure departments in the province.

**Provincial Revenue Enhancement** - Fiscal policy analysis unit has conducted revenue management workshops for the provincial departments. In addition, the unit has assisted departments to review unrealistic revenue targets that were never achieved during previous years in order to reduce the number of departments that fail to meet revenue collection targets. To improve revenue collection the unit conducted a non-accredited cashier training where revenue officials from the Department of Community Safety and Transport Management were trained. Through the provincial revenue forum, the benchmarking and best practices were shared with departments to ensure that the current revenue sources are enhanced, and collection thereto maximized while continuously identifying new sources of revenue. Furthermore, the unit participated in the National Revenue Workgroup where best practices are shared amongst all nine provinces.

**Economic Analysis:** The macro-economic analysis unit produced three reports during the course of the financial years. These reports are:

- Provincial Economic Review and Outlook (PERO) which mainly focuses on the economic factors in the province and is mainly used as a guiding framework for resource allocation in the province
- Provincial Socio-Economic Review and Outlook (SERO) which mainly focuses on the socio-economic factors in the province and is mainly used in the budget book as a guiding framework for resource allocation in the province; and
- A report of municipal socioeconomic analysis which provides analysis of municipal socioeconomic performance by district area
- The unit also produced monthly and quarterly economic updates covering economic information in South Africa, Africa and the rest of the world.

**Municipal Finance Management (MFM):** The department, together with the Department of Cooperative Governance and Traditional Affairs signed a memorandum of understanding (MoU) and agreed in collaborating efforts to achieve a multi-pronged approach to address financial sustainability of municipalities. This multi-pronged approach requires the two departments to work jointly at improving the execution of their legally mandated responsibilities with respect to local government support, monitoring and oversight in terms of the Constitution, Municipal Systems Act, 2000 (Act No. 32 of 2000) (MSA) and Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA).

The Provincial Treasury has identified the following five strategic priorities to address municipal financial management performance failure.

### **Capacity Building**

- Organizational structure reviews for municipalities budget and Treasury office - “fit for purpose”;
- Professionalization of Local Government to build, maintain and retain talent (Learnership);
- Hands-on support through direct work-place support to build both individual and organisational capacity;
- Programme-based and short-term support through: -
  - Training, internships, learnership and capacity building events;
  - Strengthen existing skills.

### **Financial Recovery Services – Mandatory intervention – Sec 139 of the MFMA**

- Provide support to municipalities that are in financial crisis;
- Implement the provision of sec 139 of the MFMA read together with sec 139(5);
- Preparation, implementation and monitoring of the financial recovery plan for the affected 13 municipalities;
- Strengthen enforcement for funded budget (Invoke sec 216 of the Constitution where there is non-compliance with the Municipal Budget and Reporting Regulations(MBRR));
- Integrated and collaborative (PT, COGTA & SALGA) approach of intervention and support to municipalities in financial crisis;
- Institutionalized engagements with municipalities (MEC Finance and COGHSTA municipal roadshows, MunMEC, etc.).

### **mSCOA and Data Management**

- Support municipalities on the implementation of mSCOA to improve the credibility of financial information, system utilization and business processes;
- AFS/GRAP Support – Build capacity and improve financial accounting and reporting competence for officials within the Budget and Treasury Office (BTO) in the municipalities who are the preparers of the AFS, as well as for the reviewers thereof (Internal Auditors). Provide on the job support for implementation of MSCOA, GRAP aligned financial accounting and reporting, to improve financial accounting and reporting competency for municipal officials responsible for financial management reporting, i.e. preparers of Annual Financial Statements (AFS).

## Contract Management

The support is intended to contribute towards the sustainable improved municipal performance through improved policy, internal controls and capacity.

Assisting in contributing towards the financial viability and sustainability of municipalities through improved contract management practices: -

- Improving capacity of municipality to comply with the MFMA and related regulations regarding contract management.
- Assisting in the overall improved financial management performance in the municipalities.

AFS /GRAP Support - Consultants / Training •Capacity building and improve financial accounting and reporting competence for officials within the Budget and Treasury Office (BTO) in the municipalities who are the preparers of the AFS, as well as for the reviewers thereof (Internal Auditors).

- Provide on the job support for implementation of mSCOA, GRAP aligned financial accounting and reporting, improve financial accounting and reporting competency for municipal officials responsible for financial management reporting, i.e. preparers of Annual Financial Statements.
- Improve audit outcomes.

**Provincial Supply Chain Management (SCM):** Over and above two (2) National Treasury Instruction Notes disseminated to provincial departments and their entities during the year. Three (3) Provincial SCM Circulars were issued to provincial departments, with the objective of developing uniform standards, combatting SCM abuse and preventing occurrence of irregular expenditure, being Moratorium on appointment of project management unit (PMU); Facilitation and arrangement of provincial transversal contracts and deviations from normal bidding processes.

The programme continued with North West Provincial SCM Reforms 5-year Implementation Plan, which began in 2016/17 financial year with the support of National Treasury. The overall objective of the project was to assist the North-West Provincial Treasury (NWPT) in supporting the implementation of effective SCM practices in the North West Provincial Departments and Public Entities, through the implementation of improvement initiatives focusing on the implementation of effective SCM practices and the development of a cadre of SCM practitioners in the North West Province.

- Capacity Development Model: the programme is currently busy with the learning needs assessment for all SCM Practitioners in Departments, Entities and Municipalities, with the objective of developing SCM Technical Competency dictionary that outlines all the process that are required when procuring, identify learning gaps and developing Education and Training Development (ETD) Solutions to close gap, at individual, SCM unit, provincial institutions and provincial levels. Education and Training Development (ETD) Solutions will inform the Costing of



Training Plan; SCM recruitment strategy; Cross Departmental Skills transfer; Workplace Skills Plan; Roadmap towards SCM Professionalization.

- Thirty-five (35) SCM Practitioners from different Provincial Departments and Public Entities were registered for both Practitioner and Advanced Practitioner Awards Programme with Chartered Institute for Procurement and Supply (CIPS). This will lead to SCM professionalization and MCIPS international designation. The programme will take a maximum period of eighteen months to complete, expecting first ten MCIPS designated SCM Practitioners in 2020/21 financial year. To date we have registered 129 Heads of SCM and Deputy Directors from Departments, Entities and Municipalities and continue to maintain the membership subscription with the SCM Professional body.

The Central Supplier Database (CSD) drive to register suppliers per region, with specific focus on developing areas of our province, continued throughout the year to expand the pool of suppliers within the province. As part of the Outreach Programme in Townships and Villages, several SMME workshops were conducted regarding CSD, E-Portal and payment of suppliers within 30 days. The Provincial SCM offices also served as a walk-in centre for suppliers to register on CSD. There was a challenge with the CSD especially in relation to suppliers' on-line bank accounts verification and National Treasury has managed to resolve it and keep it to the minimal.

The unit also continued to monitor and report on payments to service providers within 30 days as per Treasury Regulation 8.2.3.

**Asset Management:** The provincial asset management policy was updated to ensure compliance with the updates in the modified cash standard of accounting. A guideline on the development of asset management strategies was developed for public entities and provincial departments. WALKER asset management module was customized to include asset categories of assets that are aligned with the National Treasury Financial Reporting Template.

Asset verification support was provided to the North West Development Corporation subsidiaries, the Housing Corporation, the North West Tourism Board to ensure that they update their asset registers as they did not have adequate capacity to perform this function. Support was provided to the Office of the Premier in an attempt to improve their audit outcome on movable assets. Capacity has been built in provincial departments and public entities through training on the preparation of capital asset notes and asset management forums. In the province only one department was qualified on movable assets and there were two improvements by Office of the Premier and the Department of Community Safety and Transport Management. In the 2018/2019 audit outcomes, two departments were qualified on immovable assets and one department was qualified on capital work in progress.

## Financial Governance

**Audit outcomes for 2018/19** - The audit of the Annual Financial Statements for the year ended 31 March 2019 was finalised on 01 August 2019. The audit outcomes of Departments, Provincial Legislature and Public entities were as follows:

- Departments – one (1) received a clean audit (unqualified with no findings), 4 were unqualified, 8 qualified.
- Entities – Five (5) were unqualified, three (3) qualified, eight (8) disclaimers and three (3) are outstanding.

**Implementation of Post Audit Action Plans** - The office of the Accountant General is now in the fourth year of the implementation of the electronic monitoring system (PAAP) for monitoring audit action plans to ensure that audit issues raised by the Auditor General in the previous year are addressed in order to avoid repeat findings. Departments and Entities are now accustomed to its utilization.

- The overall progress for previous year for Departments were 67 per cent and Entities at 32 per cent. All outstanding items that were not addressed are carried forward to the new financial year.
- Entities have severe capacity challenges and lack of skills within CFO sections to fast track updating of PAAP.
- In most of departments and entities there are no dedicated officials who update PAAP, some CFO's leave it to junior officials to update.
- A workshop was held on 4 – 6 September 2019 to deliberate on the PAAP and how is going to be categorised going forward.
- Three (3) main areas were identified as Chronic (for more than 2 years of repeat findings), Acute with one-year repeat findings and Cross cutting which affect all Departments.
- It was resolved that a new innovation should be introduced whereby PAAP should be prepared / split on two (2) levels as follows: -
  - Level 1 is high priority which will be monitored at Head of Department/ Administrator level and
  - Level 2 which is cross cutting will be monitored at CFO level to ensure that notable progress is registered.
- Six (6) Departments (Provincial Treasury, Agriculture and Rural Development, Arts Culture Sports and Recreation, Public Works and Roads, Health and Economic Development, Environment Conservation and Tourism) have been loaded on the SharePoint system;
- Four (4) Departments (Social Development, Education, Human Settlement and Cooperative Governance and Traditional Affairs) have been referred back for refinement;

- The audit for the Office of the Premier was finalised late the PAAP was reviewed and finalised to be loaded in the system;
- Department of Community Safety & Transport Management audit has been finalised late and PAAP is reviewed and finalised to be loaded in the system;
- Six (6) Entities (NW Gambling Board, NW Parks Board, NW Tourism Board, NW Housing Corporation, Mmabana Arts Culture Sports Foundation) are loaded on the share point system;
- NWDC has been reviewed and referred for refinement and finally loaded in the system;
- Departments responsible for Public Entities do not give them adequate support in the development and implementation of sound Audit Action plans;
- Public Entities still have more serious challenges of capacity and lack of governance structures like audit committees and risk management that are not in place.

A compliance team has been established in the Office of the Accountant General to review Interim Financial Statements (IFS) and conduct one on one with Departments and Entities on site reviews of the portfolios of evidence to ensure quarterly actions committed to be taken to address previous year findings are implemented. This will ensure that Departments and Entities take corrective actions before year end.

**Financial Technical Management Support Programme – Financial Governance Programme** provides the following support to Departments and Entities.

- Execution of sections 100 directives to improve financial management in Departments that are affected;
- Assistance with PAAP reviews and bilateral meetings to ensure that sound audit action plans are developed and monitored;
- Provision of on-site compliance reviews with Departments and Entities to ensure that corrective action is done on time;
- Stringent monitoring of audit action plans coupled with review of Interim Financial Statements (IFS) to ensure that prior year audit findings are considered, which enables reporting to Heads of Departments, Chief Executive Officers and EA's to act where there is non- compliance;
- Strengthening internal controls by responding to paying attention to Internal Audit Reports in times to clear issues on time;
- Resolving Provincial irregular expenditure;
- Extension of Provincial Risk management to Public Entities.

**Tribal and Trust** – Several meetings were held with National Treasury with all Provinces that have Traditional Councils to devise an accounting framework that will be utilised by all Traditional Councils in South Africa.

The National Department of Cooperative Governance and Traditional Affairs as the leading Department on Traditional Affairs has tabled a bill in Parliament for comments. The requirements of the Bill will have to be taken into account before finalisation of the Accounting Framework. The process of formulating a uniform accounting framework is spearheaded by National Treasury and proceeding well. . It is anticipated that the draft accounting framework will be distributed to Provinces for comments, the process is on-going.

**Financial systems** – The financial administration systems are operating well. The only challenge is that they are running on old infrastructure which poses a risk in the event of a major breakdown. The Office of the Premier has been presented with all ICT challenges around infrastructure for assistance while awaiting the implementation of the new information technology system (IFMS) by National Treasury.

**Provincial Risk Management** - The activities of the Provincial Risk management are progressing well. Quarterly forums are held, and reviews are conducted to monitor effective implementation. Letters are written to Heads of Departments and Entities to take corrective steps where necessary. The unit held Provincial Risk Management Forums and extended it to the Municipalities for peer to peer learning and information sharing with the aim of improving Risk Management in the province.

**Provincial Internal Audit** During the year under review the Internal Audit issued various advisories and assurance reports to departments, including the annual update of a comprehensive audit file guideline that would ensure combined assurance and substantiation of annual financial statement. All annual financial statements and pre-determined objective reports were reviewed timely and feedback reports provided to departments. Subsequent to the handover of audit reports to department's evaluations of post audit action plans were performed and departments advised accordingly. Further audit work on the implementation of post audit action plans was performed.

In order to strengthen Provincial Supply Chain initiatives as well as providing support to Section 100 initiatives, Provincial Internal Audit audited submitted bids with a value of above R10 million after evaluation/adjudication but before award to ensure that all relevant SCM Legislation has been complied with before bids are awarded.

Further initiatives include the rollout of a combined assurance framework including key summaries of areas of risk in financial and operational reporting and compliance that has to be mitigated. The management of a route verification exercise performed at the Department of Community Safety and Transport Management.

The audit of the reconfiguration process.

The Cluster Audit Committees continued to meet with departments throughout the year and reviewed documentation submitted, emphasizing on the urgency to implement both internal audit and AG action

plans, and subsequently issued reports to HoD's as well as certificates of review to the Auditor General

### 3. Outlook for the coming financial year (2020/21)

This section provides an outlook of the department's activities for the coming year, focuses on new policy priorities, significant events and challenges.

#### **Sustainable Resource Management**

**Budget Management and Public Finance:** The functions of the unit are largely driven and governed by various legislative requirements e.g. Public Finance Management Act (PFMA), Treasury Regulations and the Division of Revenue Act. As such, the work of the unit often remains largely unchanged from the previous year in terms of the processes that need to be followed and undertaken.

Accordingly, the Provincial Treasury will continue monitoring the spending of provincial departments and public entities through the various reporting mechanisms, including the monthly IYM (In Year Monitoring) and IRM (Infrastructure Reporting Model) and strive to ensure that provincial spending remains within the budget and to oversee the implementation of cost-cutting measures on non-core items such as catering, provincial events, etc. Moreover, the unit will be monitoring implementation of the District Development Model as pronounced by the Presidency.

Budget Monitoring will be intensified for infrastructure projects and in particular for strategic projects or priorities identified by the Executive Council in response to the priorities of the 6<sup>th</sup> Administration.

**Economic Analysis:** The unit seeks to provide economic analysis in order to inform efficient resource allocation in the province. In order to achieve the objective, the unit will produce socio-economic analysis reports for the province and the four district municipal areas in the province. In addition, the unit will provide the necessary support to provincial departments by providing them with economic data for their own use. In the case of municipalities, the unit will engage on the economic analysis reports for the respective municipalities. The unit will further formalize working relationship with other research institutions including the South African Local Government Association (SALGA) at provincial level, Finance and Fiscal Commission, Universities and the Ikatisong School of Government.

**Fiscal Policy and Cashflow Management:** The unit will provide the necessary support and guidance to provincial departments to meet their revenue targets for 2020/21, review their revenue strategies to increase departmental own revenue, align their strategies to the Provincial Revenue Enhancement Strategy as well as minimizing revenue collection costs. In addition, the department will assist provincial departments to review their revenue tariffs to be cost reflective, wherever it is practically possible. Ensure effective and efficient cashflow management within the provincial departments.

**Municipal Financial Management (MFM):** The municipal intervention will focus on supporting municipalities to resolve their financial crisis as outlined in chapter 13 of the MFMA. The following key municipal finance functional area will be the main focus: -

- mSCOA implementation and reporting;
- Budget and Revenue Management and Reporting – funded budgets;
- Audit Support and improved audit outcome;
- Capacity Building for MFM and municipal BTO;
- Supply Chain Management - Contract Management;
- Assets Management.

The department will undertake capacity building sessions for all municipalities at district level. In addition, the department will support municipalities by placing resources for a short-term period to provide technical (hand-hold) on job support to municipal officials to implement the financial management reforms.

**Revenue Management:** The revenue enhancement tender was finalized in the last quarter of 2016/17 and a panel of service providers assisted municipalities with, amongst others, the following revenue management initiatives during 2017/18:

- Revenue protection
- Revenue enhancement
- Revenue maximization
- Exploring new revenue sources (Same as last year)

Creditors Management: Eskom, Water Boards and Auditor-General accounts will be closely monitored monthly to avert any crisis which occurred in 2016/17.

### **Provincial Supply Chain Management**

This Programme's aim is to provide policy direction on the following: -

- Effective asset management in the Province;
- Implementation and monitoring of Supply Chain Management (SCM) in the Province;
- Implementation and management of SCM Stakeholder Relations as well as ensuring strategic sourcing and procurement.

**Provincial Supply Chain Management:** In the current global economic climate, many governments across the world are forced to do more with less. The need to reduce costs, improve efficiencies and compliance are forcing many organisations including public institutions to find better ways of doing things. Procurement is one area where government can improve efficiencies and ensure they derive

value for money from their spent. Digitisation of procurement is a powerful engine for innovation, inspiration and efficiency.

The procure-to-pay solution will be developed in response to the Supply Chain Management reforms programme initiated by the Office of the Chief Procurement Officer (OCPO) at National Treasury. This was because of a cabinet resolution that instructed the OCPO to accelerate Supply Chain Management (SCM) reforms by modernizing the function through: -

- Finalising the legal framework aligned to the proposed reforms;
- Simplifying, standardising and automating procurement activities across all spheres of government; and
- Modernising SCM technology and up-scaling the use thereof.

The Provincial Supply Chain Management will issue SCM complaints guidelines to the Departments, its sole purpose being to: -

- Reporting, investigation, determination and treatment of SCM system abuse, -disputes, -objections, -complaints or –queries;
- Measuring of performance output of the Departmental SCM Units.

The Blueprint Supply Chain Management System, which was first implemented in April 2017 has been reviewed and implemented effective 1 April 2019 as North West Provincial SCM Policy Framework.

Capacity Development Model: Education and Training Development (ETD) Solutions developed from learning needs assessment conducted in 2018/19 to close the learning gaps of SCM practitioners will be implemented over a three-year period starting 2019/2020 financial year.

The professionalization and capacity building of SCM will continue through accredited SCM training sessions aimed at strengthening SCM compliance in the Province.

Supplier training is also earmarked on outreach programmes to be conducted in communities with a view to capacitating the supplier(s) with the government procurement processes and expanding the supplier(s) database. The office will continue its support to register suppliers on the CSD. The unit will continue to monitor and report on compliance with 30-day payments in line with National Treasury Instruction Note.

Provincial Supply Chain Management Unit will hold District Indabas to capacitate service providers on issues of Supply Chain Management particularly tendering processes, local content and subcontracting.

The Unit together with Office of the Chief Procurement Officer will embark on the implementation of Strategic Procurement Framework issued in April 2017 to enable participants to gain insights into and in-depth understanding of its practical implementation. To this end the department will be completing the Provincial Strategic Procurement Framework in 2019/20 financial year followed by the Supplier Indaba to present business opportunities available in Government spending.

The department will continue together with National Treasury to enhance Preferential Procurement Regulation (PPR) 2017 dashboard to cover the Provincial Municipalities in reporting on their procurement spending, targeting Emerging Micro Enterprise (EME) and Qualifying Small Enterprise (QSE) owned by black people; black people who are youth; black people who are women; black people with disabilities; black people who are military veterans and black people living in rural or underdeveloped areas or townships. This will give the Provincial Executive and Management an aerial view on the status of the government spending in furthering the NDP goals.

**Asset Management:** The unit is in the process of developing a policy guideline on management of assets for public entities. This is to ensure that asset management policies that are in line with the requirements of the GRAP standards are developed and implemented by public entities. Extensive monitoring of the post audit action plans for public entities will be performed in pursuit of improvements in the audit outcomes of entities. Standard templates for monthly reconciliation and review of estimated useful life and residual values will be developed to assist public entities.

**Financial Governance:** The aim of this programme is to facilitate the implementation of financial management in Provincial Departments and Public Entities, to ensure improved audit outcomes and manage the transition from modified cash to GRAP accounting in line with PFMA. As such, the following are additional activities/focus areas planned for 2020/21: -

- Conduct quarterly accounting updates on Modified Cash Standard (MCS) for Departments and GRAP updates for Public Entities;
- Improve asset management by intensifying training on Asset management for Departments and Public Entities implementing the immovable asset guide in both Departments and Public Entities;
- Facilitate the clearance of prior year unauthorised expenditure through the Legislature process;
- Facilitate the roll out of the new National Treasury Instruction Note and framework on irregular expenditure in Departments and Public Entities;
- Offer support to Departments and Public Entities to improve the quality of reporting on Performance Information with emphasis on accuracy, reliability and usefulness of the information reported in the Portfolio of Evidence. (POE's);
- Regular meetings with Chief Financial Officers to check progress per Department and Public Entity with respect to the Audit Action Plan;
- All CFO's to submit completed audit action plans to Office of the Provincial Accountant General and Provincial Internal Audit for review of the adequacy thereof;



- Provincial Internal Audit to design and provide concept compliance checklists and a compliance framework model to all participants in the workshop for implementation to improve audit outcomes, to assist departments and to monitor compliance with laws and regulations on a timely and continuous basis;
- Provincial Internal Audit to provide scheduled independent assurance reviews on the action plan implementation process as well as the effectiveness of action plans implemented;
- The following four (4) departments and North West Provincial Legislature (NWPL) were identified for clean audit project
  - Provincial Treasury
  - Social Development
  - Economic Development, Environment, Conservation and Tourism
  - Arts, Culture, Sports and Recreation
  - North West Provincial legislature
- Special project plan was rolled out to these departments for achieving clean audit;
- Close monitoring and extra support will be provided to these departments;
- Special reporting requirements are also introduced for these departments.

**Alignment with the Socio-Economic Overview and how the Department is responding to it.**

One of the roles of the Provincial Treasury is to ensure effective, economical and efficient utilization of public financial resources in the Province. The Provincial Treasury, operating within the National Fiscal Framework, allocates budgets to Provincial Departments in a manner that facilitates equitable distribution of resources to improve the living conditions within the communities. Such a framework provides the Treasury with the authority to ensure that Provincial Departments align their revenue and expenditure plans within the stipulated guidelines. These guidelines require the Provincial Treasury to ensure that provincial expenditure and revenue management remain within the national guidelines.

The Provincial Treasury provides economic analysis of the province with the main objective of sharing the findings of the analysis with provincial departments and municipalities as they require the information for intergovernmental joint planning and efficient resource allocation. This should be informed by research findings, which indicates that every spending agency in the province has its own unique set of challenges that must be addressed through equitable resource distribution. The District Development Model that has recently been adopted to inform planning will enhance the efficiency of the socio-economic analysis during 2020.

In order for us to really attempt to make a positive change to the socio economic challenges, the Unit has aligns operational plans to address to new policy pronouncements by the provincial and the national governments in order to support measures to stimulate the economic in order to reduce poverty and unemployment. During the mid-term budget review processes of the 2018/19 financial

year, the Province underwent a process of reprioritising our Provincial budget in line with the current economic climate and also aligning the identified departmental programmes and projects cutting across all departments and all economic sectors with the announced Stimulus Package interventions by the State President. As a Province we have as part of broadening participation in the economy for our people, identified most vulnerable areas within our province to inform the 70 per cent targeted spending by Government as a way of redirecting provincial procurement spending to benefit our people that have been previously marginalised.

We will continue to encourage Departments to host their meetings and events in the poorest districts of Ngaka Modiri Molema and Dr Ruth Segomotsi Mompati Districts to ensure that SMME's within those areas are afforded an opportunity to participate in the supply of Goods and Services in relation to those events. It is important for us as a Province to continue to develop our SMME's through assisting them to participate in the government procurement programmes through registration on the Centralised Supplier Database (CSD) and going the extra mile to ensure that they are capacitated through collaboration with relevant sector departments. We also need to ensure that the targeted procurement of 70 per cent of budget for SMME's operating within the previously marginalised areas of our Province is reached.

The Department continues to strive to ensure the payment of Service Providers within the targeted 30-day period to improve the sustainability of SMME's providing Goods and Services to all Provincial Departments including Municipalities. The Provincial Treasury is constantly involved in publicity campaigns called Outreach Workshops to educate members of the public and aspirant entrepreneurs on how to access business opportunities availed by the Provincial Government. To assist with addressing unemployment, which is currently about 26.1 per cent, Provincial Treasury provides Internships and Learnerships in areas of economics, accounting, supply chain management, internal audit, information technology and human resources management. This has assisted many young graduates to gain the necessary job experience to make them competent in the Labour market.

#### **4. Reprioritisation**

**Administration:** An amount of R2.1 million was shifted within the Programme over the MTEF period to meet OHS requirements, training and development and other operational services for new officials within the programme. Inclusive in the R2.1 million, there is an amount of R250 thousand that was shifted within the programme to alleviate budget pressures on departmental training and development and to raise awareness on Gender-Based Violence for employees both male and females within the department.

#### **Sustainable Resource Management**

It has been agreed to drop the consultants' fees in line with the letter dated 10/09/2018 that was submitted to DPSA. The shifting of funds for R31.3 million from Consultants to Compensation of

Employees to address the budget pressures on Compensation of Employees on the amendments to the Organizational Structure in relation to CD: MFMA and CD: PSCM. The new Organisational Structure was approved and implemented with effect from the 1st August 2018. Subsequent to that, the Inter Ministerial Task Team (IMTT) through the implementation of Section 100 of the constitution in the North West Province recommended to review of the structure of both Chief Directorate: MFM and Provincial Supply Chain Management (PSCM) and was approved on the 23 November 2019.

A shifting of R16 million within the programme is due to MFM Intervention and other operational costs to cater for new appointees.

**Asset and Liabilities Management:** The new Organisational structure was approved and implemented with effect from the 1st August 2018. Subsequent to that, the Inter Ministerial Task Team (IMTT) through the implementation of Section 100 of the constitution in the North West Province recommended to review of the structure of both Chief Directorate: MFM and Provincial Supply Chain Management (PSCM) and was approved on the 23 November 2019.

Human Resource section is currently busy with a process of filling vacant posts on the approved Organisational structure. The shifting of funds for R3.8 million is shifted within the programme to address the budget pressures on Compensation of Employees on the amendments made to the Organizational Structure in relation to CD: MFMA and CD: PSCM. A shifting of R3.1 million was shifted to Goods and Services to cater advert marketing and training & development for outreach programmes.

**Financial Governance:** The shifting of funds for R130 thousand from Computer Services to Compensation of Employees to address the budget pressures. An amount of R9.1 million was shifted from Compensation of Employees to relieve budget pressures for provincial telephone accounts, provincial training & development and other operational costs within the programme.

#### **Future plans of the department**

Provincial Treasury has planned for the following in the next coming financial years to strengthen their mandated support to departments, public entities and municipalities:

- Dedicated support to all Departments and Public Entities to improve audit outcomes;
- Continued Internal Audit support through the internal audit annual plans;
- Conduct capacity building programmes for all SCM officials in Provincial Government;
- Maintain appropriate systems & controls for safeguarding of assets;
- Monitoring and oversight provided to Municipalities, inclusive of training Municipal officials to ensure full compliance to Municipal Standard Charts of Account and other MFMA reforms through a regional organisational structure model;

- Improve asset management by intensifying training on Asset management for Departments and Public Entities implementing the immovable asset guide in both Departments and Public Entities;
- Regular meetings with Chief Financial Officers to check progress per Department and Public Entity with respect to the Audit Action Plan;
- Empower Service Providers by holding district indabas training them on SCM issues particularly tendering processes, local content and subcontracting.

## 5. Procurement

The major procurement plans for 2020/21 relate to the following: -

- An amount of R18.3 million is set aside for Municipal Financial Management Support Programme inclusive of capacity building, mSCOA implementation, contract management, asset management, Annual Financial Statements (AFS) preparation and audit support and R9.9 million for Municipal Interventions;
- An amount of R2.9 million is set aside to affiliate members to be enrolled for CIPS Practitioner Corporate Award Programme as the professional body for Supply Chain Management in the province;
- An amount of R4.4 million is set aside for Public Finance Management to assist Provincial Departments and Public Entities to ensure improved audit outcomes and manage the transition from modified cash to GRAP accounting in line with PFMA and Provincial Irregular Expenditure;
- An amount of R5 million is set aside from National Treasury for Infrastructure Development Improvement Shift for Provincial Treasuries and R10 million over the MTEF period.

## 6. Receipts and financing

### 6.1 Summary of receipts

Table 7.1 below shows the sources of funding over the seven-year period 2016/17 to 2022/23.

Table 7.1 : Summary of receipts

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
Equitable share	339 770	335 653	344 197	386 542	356 542	356 542	407 499	449 709	474 652
Conditional grants	-	-	-	-	-	-	-	-	-
Financing		1 173	1 847	-	-	-	-	-	-
Departmental receipts	124 887	130 179	134 640	142 180	142 180	142 180	150 000	158 100	165 689
<b>Total receipts</b>	<b>464 657</b>	<b>467 005</b>	<b>480 684</b>	<b>528 722</b>	<b>498 722</b>	<b>498 722</b>	<b>557 499</b>	<b>607 809</b>	<b>640 341</b>

The main sources of funding for the department is Equitable Share and Own Revenue. The departmental equitable share increased by 3.6 per cent in 2019/20, then increased by 14.3 per cent in 2020/21, 10.4 per cent in 2021/22 and 5.6 per cent in 2022/23 financial year. The Equitable Share allocation for 2020/21 constitute is 73 per cent of the total departmental allocation, while own revenue is 27 per cent.

## 6.2 Departmental receipts collection

Table 7.2 below provides details of the revenue collection by this department from 2016/17 to 2022/23.

Table 7.2 : Summary of departmental receipts collection

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
Tax receipts	-	-	-	-	-	-	-	-	-
Casino taxes	-	-	-	-	-	-	-	-	-
Horse racing taxes	-	-	-	-	-	-	-	-	-
Liquor licences	-	-	-	-	-	-	-	-	-
Motor vehicle licences	-	-	-	-	-	-	-	-	-
Sales of goods and services other than capital assets	156	197	172	295	295	295	201	211	221
Transfers received	1 047	1 420	3 651	-	-	-	-	-	-
Fines, penalties and forfeits	-	-	-	-	-	-	-	-	-
Interest, dividends and rent on land	203 018	220 247	245 436	141 885	141 885	141 885	149 799	157 889	165 468
Sales of capital assets	1	7	10	-	-	-	-	-	-
Transactions in financial assets and liabilities	49	715	288	-	-	-	-	-	-
<b>Total departmental receipts</b>	<b>204 271</b>	<b>222 586</b>	<b>249 557</b>	<b>142 180</b>	<b>142 180</b>	<b>142 180</b>	<b>150 000</b>	<b>158 100</b>	<b>165 689</b>

The department factored a sharp growth in 2016/17, 2017/18 and 2018/19 as per reasons reflected below which affected the decline in 2019/20. Own revenue grows with 5.5 per cent in 2020/21, 5.4 per cent in 2021/22 and 4.8 per cent in 2022/23.

The sources of own revenue for the department are the following: -

**Sale of Goods and Services other than capital assets:** The revenue is mainly raised through fees charged by the department for tender documents issued. The projected collection shows a steady increase over the MTEF.

**Interest, dividends and rent on land:** The revenue collected from this source was as a result of the substantial cash surpluses on the Pay Master General account (PMG) resulting from under spending in the previous financial years. The increase in 2016/17 is attributable on interest receivable because of under spending levels by Provincial Departments. The uncertainty element inherent to this item makes it difficult to forecast future collections.

**Sales of capital assets:** The collection in 2015/16 and 2016/17 is attributed to sales of redundant assets which were auctioned during the year.

## 6.3 Donor Funding

None

## 7. Payment summary

### 7.1 Key Assumptions

The budget for the 2020/21 MTEF is based on the department's Strategic Plan and APP which are reflective of the service delivery requirements and improvements of the department. Some of the main assumptions underpinning the MTEF budget are as follows: -

- Inflation projections (CPI) as published in the 2020 Medium Term Budget Policy Statement are 4.8 per cent in 2020/21, 4.8 per cent in 2021/22 and 4.7 per cent in 2022/23;

Provision for improvement in conditions of service (ICS) is Cost of living adjustments are as follows: -

- The revised projections for the personnel budget inflation are 5.8 per cent in 2020/21, 5.8 per cent in 2021/22 and 5.7 per cent in 2022/23 financial year;
- Pay progression across the public service is 1.5 per cent per annum; and
- Funds are allocated to support all 4 programmes in the Provincial Treasury to achieve their goals as stipulated in the Strategic Plan and 2020-2021 Draft Annual Performance Plan.

### 7.2 Programme summary

Tables 7.3 and 7.4 below contain information by programme and economic classification for the department over the seven-year period from 2016/17 to 2022/23.

Table 7.3 : Summary of payments and estimates by programme: Provincial Treasury

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
1. Administration	129 702	141 735	149 773	153 470	154 130	154 130	158 966	167 516	178 555
2. Sustainable Resource Management	136 441	117 749	104 447	140 880	133 238	133 238	147 648	173 433	176 760
3. Asset And Liabilities Management	42 651	43 090	48 193	59 383	50 081	50 081	66 351	72 324	73 796
4. Financial Governance	143 207	161 211	176 605	174 989	161 273	161 273	184 534	194 536	211 230
<b>Total payments and estimates</b>	<b>452 001</b>	<b>463 785</b>	<b>479 018</b>	<b>528 722</b>	<b>498 722</b>	<b>498 722</b>	<b>557 499</b>	<b>607 809</b>	<b>640 341</b>

The department is comprised of four programmes, namely, Administration, Sustainable Resource Management, Asset and Liabilities Management, and Financial Governance. The department does not conform to the generic sub-programme structure for the sector, due to the inclusion of Municipal Finance in Programme 2. However, discussions are underway on the review of Provincial Treasuries Generic Structures.

The departmental spending over the past financial years was R452 million in 2016/17, R463.8 million in 2017/18 and R479 million in 2018/19. The Departmental baseline was increased by R19.7 million in 2019/20, R58.8 million in 2020/21 and an increase of R82.8 million in the two outer years.

#### Programmes:

**Programme 1 Administration:** The programme registered a growth 3 per cent in 2019/20 financial year. An increase of 3 per cent in 2020/21 and 5.4 per cent in 2021/22, which includes the departmental bursary to officials, learnership programme, legal fees, fleet services, external audit fees property payments and Training and Development.

**Programme 2 Sustainable Resource Management:** The decline in 2017/18 was due to the reduction of consultant fees to improve HR capacity in MFMA support. There is an increase in 2020/21 which include MFMA Municipal Financial Management Support Programme and Municipal Intervention as well as in the two outer years. R5 million in 2020/21 and R10.2 million in the two outer years is allocated for Infrastructure Capacitation.

**Programme 3 Assets and Liabilities:** Inclusive in the Programme in 2020/21 is R2.4 million for Lease of Building; R2.9 million for CIPS System and R544 thousand for Asset Management Software. Embedded within the departmental procurement strategies, the Unit earmarked on outreach programmes to be conducted in communities with a view to capacitating the Supplier(s) with Government Procurement Processes. A budget of R1.9 million is set aside for Advertising and R1.2 million is for Traveling and Subsistence for outreach to speed up registration process of Suppliers on CSD system with R4 million for Training and Development for the Provincial officials. There is an increase of 32 per cent in 2020/21 and 19 per cent over the MTEF period.

**Programme 4: Financial Governance:** The overall programme is growing at 14.4 per cent in 2020/21 and 14 per cent over the MTEF period. Inclusive in the Programme is R3.7 million for Audit Committee; R4.4 million for Provincial PFMA Clean Audit; R23.5 million for Provincial Telephone; R2.3 million for Training and Development; R1.6 million for Lease of Building and R4 million for Audit Fees.

### 7.3 Summary of economic classification

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
<b>Current payments</b>	<b>439 166</b>	<b>459 757</b>	<b>473 671</b>	<b>521 766</b>	<b>491 286</b>	<b>491 234</b>	<b>550 393</b>	<b>599 892</b>	<b>632 042</b>
Compensation of employees	236 449	268 116	296 079	380 925	314 545	314 493	388 324	407 249	426 411
Goods and services	202 716	191 641	177 591	140 841	176 741	176 741	162 069	192 643	205 631
Interest and rent on land	1	–	1	–	–	–	–	–	–
<b>Transfers and subsidies to:</b>	<b>2 329</b>	<b>695</b>	<b>1 700</b>	<b>658</b>	<b>1 317</b>	<b>1 369</b>	<b>694</b>	<b>733</b>	<b>769</b>
Provinces and municipalities	–	–	–	–	–	–	–	–	–
Departmental agencies and accounts	–	–	–	–	–	–	–	–	–
Higher education institutions	–	–	–	–	–	–	–	–	–
Foreign governments and international organisations	–	–	–	–	–	–	–	–	–
Public corporations and private enterprises	–	–	–	–	–	–	–	–	–
Non-profit institutions	–	169	120	–	100	100	–	–	–
Households	2 329	526	1 580	658	1 217	1 269	694	733	769
<b>Payments for capital assets</b>	<b>10 506</b>	<b>3 333</b>	<b>3 429</b>	<b>6 298</b>	<b>6 119</b>	<b>6 119</b>	<b>6 412</b>	<b>7 184</b>	<b>7 530</b>
Buildings and other fixed structures	–	–	–	–	–	–	–	–	–
Machinery and equipment	10 506	3 333	3 429	6 298	6 119	6 119	6 412	7 184	7 530
Heritage Assets	–	–	–	–	–	–	–	–	–
Specialised military assets	–	–	–	–	–	–	–	–	–
Biological assets	–	–	–	–	–	–	–	–	–
Land and sub-soil assets	–	–	–	–	–	–	–	–	–
Software and other intangible assets	–	–	–	–	–	–	–	–	–
<b>Payments for financial assets</b>	<b>–</b>	<b>–</b>	<b>218</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total economic classification</b>	<b>452 001</b>	<b>463 785</b>	<b>479 018</b>	<b>528 722</b>	<b>498 722</b>	<b>498 722</b>	<b>557 499</b>	<b>607 809</b>	<b>640 341</b>

## **Economic Classifications:**

**Compensation of Employees:** On aggregate, Compensation of Employees registered a significant growth from 2016/17 to 2018/19 due to filling of posts in line with the new organisational structure and thereafter a gradual increase to Compensation of Employees is anticipated in line with annual salary adjustments. The Department has decided to fill its revised organisational structure from 2017/18, and in 2018/19. The new Organisational Structure was approved and implemented with effect from the 1<sup>st</sup> of August 2018. Subsequent to that, the Inter Ministerial Task Team (IMTT) through the implementation of Section 100 of the constitution in the North West Province recommended to review of the structure of both Chief Directorate: MFM and Provincial Supply Chain Management (PSCM) and was approved on the 23 November 2019. Human Resource section is busy with the staff placement process first to be concluded before posts can be advertised hence the increase over the MTEF.

**Goods and Services:** Records a decline in 2016/17, 2017/18 and 2018/19. 2019/20's reduction from Compensation of Employees is to cater for MFMA experts or HR Capacity challenges. A further decline in 2020/21 with an increase of R31 million in the outer two years.

Inclusive in Goods and Services is an amount of R38 million for Municipal Financial Management Support Programme (MFMA) and MFM Intervention in 2020/21, as well as an allocation of R91 million in the two outer years. The allocation further makes provision for the Provincial Telephone Account amount of R23 million in 2020/21 and R61 million over the two outer years of MTEF period. The PFMA Interventions is allocated R4.4 million in the current year and R9.6 million throughout the MTEF period.

**Transfers and Subsidies:** A decrease in 2016/17, 2017/18 and 2018/19 is recorded because of the centralisation of bursaries budget to the Office of the Premier from Provincial Departments. The department makes provision for payment of social benefits to employees who have exited the system, however budget estimates are very difficult to forecast.

**Capital Assets:** The increase of R96 million in 2018/19 is for the replacement of office equipment, R2.9 million in 2019/20 for filling of the organisational structure.

## **7.4 Infrastructure payments**

### **7.4.1 Departmental infrastructure payments**

None

### **7.4.2 Maintenance**

None



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

None

**7.6 Transfers**

**7.6.1 Transfers to Public Entities**

None

**7.6.2 Transfers to other Entities**

None

**7.6.3 Transfers to Local Government**

None

**8. Receipts and retentions**

Not applicable to this department.

**9. Programme description**

The expenditure and budgeted estimates for each programme are summarized in terms of sub-programmes and economic classification. Details are given in the Annexure tables for Vote 7: Provincial Treasury.

**Programme 1: Administration**

**Description and Outputs**

This programme provides human resource support, strategic management, communication and departmental financial management services. Communication focuses on projecting the corporate image of the Department to internal and external stakeholders. The Minimum Information Security Services (MISS) focuses on issues of departmental security as defined in the Provincial Security Strategy. Special programmes focus mainly on youth, women, disability and gender related matters.

Departmental financial management services support the entire department by focusing on budgeting, financial accounting, asset management, transport and logistics, salary administration and supply chain management related activities.

Administration consists of the following Sub-programmes:

- Office of the MEC;
- Management Services (HOD), Communication, Minimum Information Security Standards (MISS);
- Corporate Services incorporating Human Resource Services and Training; and
- Departmental Financial Management (CFO).

Tables 7.5 and 7.6 below provide a summary of payments and budget estimates pertaining to Programme 1: Administration over the seven-year period from 2016/17 to 2022/23.

**Table 7.5 : Summary of payments and estimates by sub-programme: Programme 1: Administration**

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19	2019/20			2020/21	2021/22	2022/23
1. Office Of The Mec	7 815	8 894	9 831	9 487	9 782	9 782	11 141	11 307	11 850
2. Management Services	9 441	9 956	6 917	9 211	7 951	7 951	9 326	9 865	10 337
3. Corporate Services	65 253	76 352	82 607	82 416	80 402	80 402	84 467	89 324	93 611
4. Financial Management (Office Of The Cfo)	47 193	46 533	50 418	52 356	55 995	55 995	54 032	57 020	62 757
<b>Total payments and estimates</b>	<b>129 702</b>	<b>141 735</b>	<b>149 773</b>	<b>153 470</b>	<b>154 130</b>	<b>154 130</b>	<b>158 966</b>	<b>167 516</b>	<b>178 555</b>

**Table 7.6 : Summary of payments and estimates by economic classification: Programme 1: Administration**

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19	2019/20			2020/21	2021/22	2022/23
<b>Current payments</b>	<b>122 817</b>	<b>140 338</b>	<b>147 518</b>	<b>151 119</b>	<b>151 321</b>	<b>151 269</b>	<b>156 534</b>	<b>164 949</b>	<b>175 868</b>
Compensation of employees	82 407	90 507	99 114	110 884	107 163	107 111	115 955	121 521	127 233
Goods and services	40 410	49 831	48 403	40 235	44 158	44 158	40 579	43 428	48 635
Interest and rent on land	-	-	1	-	-	-	-	-	-
<b>Transfers and subsidies to:</b>	<b>1 662</b>	<b>295</b>	<b>451</b>	<b>184</b>	<b>642</b>	<b>694</b>	<b>194</b>	<b>205</b>	<b>215</b>
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	169	120	-	100	100	-	-	-
Households	1 662	126	331	184	542	594	194	205	215
<b>Payments for capital assets</b>	<b>5 223</b>	<b>1 102</b>	<b>1 609</b>	<b>2 167</b>	<b>2 167</b>	<b>2 167</b>	<b>2 238</b>	<b>2 362</b>	<b>2 472</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	5 223	1 102	1 609	2 167	2 167	2 167	2 238	2 362	2 472
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>195</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total economic classification</b>	<b>129 702</b>	<b>141 735</b>	<b>149 773</b>	<b>153 470</b>	<b>154 130</b>	<b>154 130</b>	<b>158 966</b>	<b>167 516</b>	<b>178 555</b>

## Budget Growth Trends

The programme spending over seven-year period ending in 2022/23 started peaking up in 2016/17, increased by R12 million in 2017/18, R8 million in 2018/19 and increased by R4.3 million in 2019/20 financial year, R4.8 million in 2020/21, R8.6 million in 2021/22 and R11 million in the final year.

The sub-programmes which show a fluctuating trend over the seven-year period are: -

**Office of the MEC:** The MTEF period grows from R11.1 million in 2020/21 to R11.3 million and 11.6 million in the two outer years, respectively.

**Management Services:** There is an increase in 2016/17 and 2017/18 was due to the non-filling of key positions and provision of associated operational costs for the sub-programme. The decline in

2018/19 was because of the reduction of caterings and other Goods and Services as per Cost Containment Policy. The unit realises increase 2019/20 and over the MTEF.

**Corporate Services:** A decrease is evident of R2.2 million in 2019/20. The consistent increase with R4 million in 2020/21, R4.9 million in 2021/22 and R4.3 million in 2022/23 financial year is driven by continued recruitment.

**Financial Management (CFO's office):** The 2020/21 financial year records a decline of R2 million and further increases with R3 million and R5.7 million in the two outer years, respectively.

**Compensation of Employees:** There are increases of R8.8 million in 2020/21, R5.6 million and R5.7 million in the two outer years as the programme anticipates filling the vacant posts.

**Goods and Services:** Registers a decline of R4.2 in 2019/20 due to the cost containment policy and further declines with R3.6 million in 2020/21. An increase is recorded in the two outer years.

**Transfers and Subsidies:** The sharp increase of R243 thousand in 2019/20 is due to leave gratuities for retired officials, resignations and death that are not budgeted for and 2020/21 recorded a decrease due to centralisation of external bursary funding to the office of the Premier.

**Capital Assets:** R4.1 million decline was registered in 2017/18 for transfers to Department of Community Safety and Transport for the purchase of Pool Vehicles and a specialised vehicle for Communication Unit. The allocation then increases over the MTEF.

## Service Delivery Measures

Table 7.7 : Service delivery measures - Programme 1: Administration

Programme performance measures	Estimated performance	Medium-term estimates		
	2019/20	2020/21	2021/22	2022/23
% of compliance to Financial Disclosure on designated groups	New	1	1	1
Number of officials trained in line with Work Skills Plan	New	250	250	250
Annual report without material findings	1	1	1	1

NB: "For A Comprehensive list of Output Indicators refer to the 2020/21 APP"

## Programme 2: Sustainable Resource Management

### Description and Outputs

The programme's aim is to provide professional advice and support on provincial economic analysis, fiscal policy and the management of annual budget process, implementation of the provincial budgets as well as monitoring and control the North West provincial expenditures.

Fiscal Policy focuses on provincial revenue collection and maximization of existing revenue resources. It is also responsible for the provincial cash management and assist with the running of the departmental fraud, corruption and wasteful practices awareness campaign.

Economic Analysis sub-unit ensures the evaluation of the provincial economic and social imperatives within the provincial macro-economic context.

The Sustainable Resource Programme consists of the following sub-programmes: -

- Programme Support Deputy Director-General (SRM);
- Budget Management incorporating the Budget Office, Resource Management and Public Finance, which focuses on monitoring of infrastructure;
- Economic Analysis; and
- Fiscal Policy.

Tables 7.8 and 7.9 below provide a summary of payments and budget estimates pertaining to Programme 2: Sustainable Resource Management over the seven-year period from 2016/17 to 2022/23.

**Table 7.8 : Summary of payments and estimates by sub-programme: Programme 2: Sustainable Resource Management**

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. Programme Support	50	–	–	2 902	–	–	3 091	3 260	3 417
2. Economic Analysis	4 456	4 351	5 979	6 703	6 876	6 876	7 023	7 409	7 766
3. Fiscal Policy	3 857	4 841	7 281	9 249	8 246	8 246	9 626	10 156	10 644
4. Budget Management	17 338	17 059	23 630	25 800	23 283	23 283	25 901	27 346	28 658
5. Public Finance	13 849	16 897	17 248	28 126	16 732	16 732	28 204	29 411	30 822
6. Municipal Finance	96 891	74 601	50 309	68 100	78 101	78 101	73 803	95 851	95 453
<b>Total payments and estimates</b>	<b>136 441</b>	<b>117 749</b>	<b>104 447</b>	<b>140 880</b>	<b>133 238</b>	<b>133 238</b>	<b>147 648</b>	<b>173 433</b>	<b>176 760</b>

**Table 7.9 : Summary of payments and estimates by economic classification: Programme 2: Sustainable Resource Management**

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>135 361</b>	<b>116 499</b>	<b>103 533</b>	<b>139 566</b>	<b>131 936</b>	<b>131 936</b>	<b>146 259</b>	<b>171 969</b>	<b>175 224</b>
Compensation of employees	53 114	61 629	66 681	104 911	68 204	68 204	105 508	111 062	116 304
Goods and services	82 247	54 870	36 852	34 655	63 732	63 732	40 751	60 907	58 920
Interest and rent on land	–	–	–	–	–	–	–	–	–
<b>Transfers and subsidies to:</b>	<b>58</b>	<b>378</b>	<b>415</b>	<b>–</b>	<b>167</b>	<b>167</b>	<b>–</b>	<b>–</b>	<b>–</b>
Provinces and municipalities	–	–	–	–	–	–	–	–	–
Departmental agencies and accounts	–	–	–	–	–	–	–	–	–
Higher education institutions	–	–	–	–	–	–	–	–	–
Foreign governments and international organisations	–	–	–	–	–	–	–	–	–
Public corporations and private enterprises	–	–	–	–	–	–	–	–	–
Non-profit institutions	–	–	–	–	–	–	–	–	–
Households	58	378	415	–	167	167	–	–	–
<b>Payments for capital assets</b>	<b>1 022</b>	<b>872</b>	<b>499</b>	<b>1 314</b>	<b>1 135</b>	<b>1 135</b>	<b>1 389</b>	<b>1 464</b>	<b>1 536</b>
Buildings and other fixed structures	–	–	–	–	–	–	–	–	–
Machinery and equipment	1 022	872	499	1 314	1 135	1 135	1 389	1 464	1 536
Heritage Assets	–	–	–	–	–	–	–	–	–
Specialised military assets	–	–	–	–	–	–	–	–	–
Biological assets	–	–	–	–	–	–	–	–	–
Land and sub-soil assets	–	–	–	–	–	–	–	–	–
Software and other intangible assets	–	–	–	–	–	–	–	–	–
<b>Payments for financial assets</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total economic classification</b>	<b>136 441</b>	<b>117 749</b>	<b>104 447</b>	<b>140 880</b>	<b>133 238</b>	<b>133 238</b>	<b>147 648</b>	<b>173 433</b>	<b>176 760</b>

## Budget Growth Trend

The projections for all sub-programmes shows a sharp increase in 2016/17 and further declines in 2017/18 and 2018/19. An increase of R28.8 million in 2019/20 and further increases with R14.4 million in 2020/21 while 2021/22 records a significant growth for Infrastructure Capacitation and MFMA Interventions.

**Compensation of Employees:** The increase in 2016/17 and 2017/18 was due to the filling of vacant posts for MFM experts and MFM HR Capacity. The programme continues to realise an increase between the years 2018/19 and 2019/20 to fund retired experts, unemployed graduates and MFMA reforms. The significant increase of budget in 2020/21 and growth over the MTEF makes provision for cost of living adjustments as well as filling of vacant funded posts especially in MFM unit to improve the capacity challenges.

**Goods and Services:** The Programme registers a further decrease of R18 million in 2018/19 due to the reduction in consultants' fees to comply with cost containment policy. The increase of R26.9 million in 2019/20 is to address budgetary pressures relating to the Municipal Financial Management Improvement Programme (MFMIIP) capacity challenges. There is a significant decline of R23 million in 2020/21 and an increase of R20.2 million in 2021/22. These amounts include R38.2 million is set aside for Municipal Financial Management Support Programme inclusive of capacity building, MSCOA implementation, contract management, asset management, Annual Financial Statements (AFS) preparation and audit support. R9.9 million is budgeted for Municipal Interventions.

**Transfers and Subsidies:** There is an allocation of R167 thousand projected for 2019/20 for retirements and resignations. Forecasting for this item remains a challenge owing to its uncertainty.

**Capital Assets:** The decline in 2017/18 and 2018/19 was due to the delay in filling of vacant posts. The budget further increases in 2019/20 and over the MTEF which is anticipated for the filling of posts.

## Service Delivery Measures

Table 7.10 : Service delivery measures - Programme 2: Sustainable Resource Management

Programme performance measures	Estimated performance	Medium-term estimates		
	2019/20	2020/21	2021/22	2022/23
Tabled Appropriation Bill	1	1	1	1
Number of departmental infrastructure plans assessed	16	1	1	1
Number of municipal capacity building interventions conducted	New	4	4	4

### Programme 3: Asset and Liabilities Management

#### Description and Outputs

This programme's aim is to provide policy direction on the following:

- Effective asset management in the Province;
- Implementation and monitoring of Supply Chain Management (SCM) in the Province;
- Implementation and management of the Electronic Tendering System (ETS) in the Province.

The programme is entrusted with the development and monitoring of the SCM instructions and guidelines to ensure effective supply chain management in the Province as well as facilitation of the formation and linkages with PPP projects. A key priority of this programme is to ensure roll out of the electronic tendering and quotation system to all Provincial Departments to improve the overall quality of SCM processes. To the latter, the programme should create an enabling environment for HDI, black, SMME businesses in the province to have equitable access to government's procurement system.

Asset and Liabilities Management programme consists of the following sub-programmes:

- Programme Support: Senior Manager - Provincial Supply Chain;
- Asset Management; and
- Supporting and Interlinked Financial Systems.

Tables 7.11 and 7.12 below provide a summary of payments and budget estimates pertaining to Programme 3: Asset and Liabilities Management over the seven-year period from 2016/17 to 2022/23.

Table 7.11 : Summary of payments and estimates by sub-programme: Programme 3: Asset And Liabilities Management

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
1. Programme Support	2 458	2 133	17 881	17 344	15 524	15 524	20 185	23 840	22 987
2. Asset Management	8 967	10 826	10 576	11 106	10 962	10 962	11 848	12 498	13 100
3. Support And Interlinked Financial System	31 226	30 131	19 736	30 933	23 595	23 595	34 318	35 986	37 709
<b>Total payments and estimates</b>	<b>42 651</b>	<b>43 090</b>	<b>48 193</b>	<b>59 383</b>	<b>50 081</b>	<b>50 081</b>	<b>66 351</b>	<b>72 324</b>	<b>73 796</b>

Table 7.12 : Summary of payments and estimates by economic classification: Programme 3: Asset And Liabilities Management

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>41 508</b>	<b>42 692</b>	<b>47 744</b>	<b>58 257</b>	<b>48 955</b>	<b>48 955</b>	<b>65 069</b>	<b>70 761</b>	<b>72 156</b>
Compensation of employees	24 107	26 868	30 073	41 513	34 711	34 711	44 258	46 183	48 353
Goods and services	17 401	15 824	17 671	16 744	14 244	14 244	20 811	24 578	23 803
Interest and rent on land	–	–	–	–	–	–	–	–	–
<b>Transfers and subsidies to:</b>	<b>97</b>	<b>–</b>	<b>214</b>	<b>181</b>	<b>181</b>	<b>181</b>	<b>191</b>	<b>202</b>	<b>212</b>
Provinces and municipalities	–	–	–	–	–	–	–	–	–
Departmental agencies and accounts	–	–	–	–	–	–	–	–	–
Higher education institutions	–	–	–	–	–	–	–	–	–
Foreign governments and international organisations	–	–	–	–	–	–	–	–	–
Public corporations and private enterprises	–	–	–	–	–	–	–	–	–
Non-profit institutions	–	–	–	–	–	–	–	–	–
Households	97	–	214	181	181	181	191	202	212
<b>Payments for capital assets</b>	<b>1 046</b>	<b>398</b>	<b>212</b>	<b>945</b>	<b>945</b>	<b>945</b>	<b>1 091</b>	<b>1 361</b>	<b>1 428</b>
Buildings and other fixed structures	–	–	–	–	–	–	–	–	–
Machinery and equipment	1 046	398	212	945	945	945	1 091	1 361	1 428
Heritage Assets	–	–	–	–	–	–	–	–	–
Specialised military assets	–	–	–	–	–	–	–	–	–
Biological assets	–	–	–	–	–	–	–	–	–
Land and sub-soil assets	–	–	–	–	–	–	–	–	–
Software and other intangible assets	–	–	–	–	–	–	–	–	–
<b>Payments for financial assets</b>	<b>–</b>	<b>–</b>	<b>23</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total economic classification</b>	<b>42 651</b>	<b>43 090</b>	<b>48 193</b>	<b>59 383</b>	<b>50 081</b>	<b>50 081</b>	<b>66 351</b>	<b>72 324</b>	<b>73 796</b>

## Budget Growth Trend

The programme is realizing a decrease growth in 2016/17 and increases in 2017/18, 2018/19 outcome and 2019/20. The significant increase in 2020/21 is for payment of R2.4 million for Lease of Building, R2.9 million for CIPS and R544 thousand for Asset Management Software.

Embedded within the departmental procurement strategies, the Unit earmarked on outreach programmes to be conducted in communities with a view to capacitating the supplier(s) with the government procurement processes and the budget of R1.9 million set aside for advertising and R1.2 million is for traveling and subsistence for outreach to speed up registration process of suppliers on CSD system and R4 million for training and development for the provincial officials.

**Compensation of Employees:** Shows a huge increase of R9.6 million in 2020/21 and R2 million respectively in 2021/22 and 2022/23 to fund the revised proposed organisational structure.

**Goods and Services:** An increase of R1.8 million in 2018/19 was due to the implementation of the Provincial Invoice Tracking System. A decline of R3.4 million is registered in 2019/20 with sharp growth of R6.6 million in 2020/21 million and a steady growth in 2021/22.

**Capital Assets:** The substantial budget outcome registered in 2019/20 relates to the purchase of desktops and laptops including the systems for the programme. In 2020/21 the allocation is at R1 million, R1.4 million in 2021/22 and 2022/23, respectively.

## Service Delivery Measures

Table 7.13 : Service delivery measures - Programme 3: Asset And Liabilities Management

Programme performance measures	Estimated performance	Medium-term estimates		
	2019/20	2020/21	2021/22	2022/23
Number of supply chain management (SCM) capacity building interventions provided to Departments and Public Entities	New	4	4	4
Number of Departments and Public Entities without material audit findings on asset management	New	15	13	11

## Programme 4: Financial Governance

### Description and Outputs

The aim of this programme is to facilitate the implementation of financial management in Provincial Departments and Public Entities to ensure improved audit outcomes and manage the transition from modified cash to GRAP accounting in line with PFMA.

The Internal Audit focuses on provision of transversal internal audit services to provincial departments except the Department of Education. Norms and Standards focuses on development of financial policies, building financial management capacity, support departments on transversal Risk Management, Asset management, administration of Walker and Telephone Management Systems, and management of face-value documentation for the entire Province.

The financial governance programme consists of the following sub-programmes: -

- Programme Support Accountant General;
- Provincial Internal Audit;
- Accounting Services incorporating Provincial Accounting and 30 Days Accounts Unit; and
- Norms and Standards.

Tables 7.14 and 7.15 below provide a summary of payments and budget estimates pertaining to Programme 4: Financial Governance over the seven-year period from 2016/17 to 2022/23.

Table 7.14 : Summary of payments and estimates by sub-programme: Programme 4: Financial Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19	2019/20			2020/21	2021/22	2022/23
1. Programme Support	8 551	8 442	22 286	7 673	7 295	7 601	8 117	8 562	8 980
2. Accounting Services	72 140	84 469	83 028	77 699	75 104	73 835	82 167	86 232	97 719
3. Norms And Standards	1 551	2 334	1 406	4 633	2 546	2 546	4 880	5 144	5 393
4. Risk Management	3 438	3 810	4 127	5 056	4 985	4 985	5 377	5 669	5 941
5. Provincial Internal Audit	57 527	62 156	65 758	79 928	71 343	72 306	83 993	88 929	93 197
<b>Total payments and estimates</b>	<b>143 207</b>	<b>161 211</b>	<b>176 605</b>	<b>174 989</b>	<b>161 273</b>	<b>161 273</b>	<b>184 534</b>	<b>194 536</b>	<b>211 230</b>



Table 7.15 : Summary of payments and estimates by economic classification: Programme 4: Financial 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>139 480</b>	<b>160 228</b>	<b>174 876</b>	<b>172 824</b>	<b>159 074</b>	<b>159 074</b>	<b>182 531</b>	<b>192 213</b>	<b>208 794</b>
Compensation of employees	76 821	89 112	100 211	123 617	104 467	104 467	122 603	128 483	134 521
Goods and services	62 658	71 116	74 665	49 207	54 607	54 607	59 928	63 730	74 273
Interest and rent on land	1	–	–	–	–	–	–	–	–
<b>Transfers and subsidies to:</b>	<b>512</b>	<b>22</b>	<b>620</b>	<b>293</b>	<b>327</b>	<b>327</b>	<b>309</b>	<b>326</b>	<b>342</b>
Provinces and municipalities	–	–	–	–	–	–	–	–	–
Departmental agencies and accounts	–	–	–	–	–	–	–	–	–
Higher education institutions	–	–	–	–	–	–	–	–	–
Foreign governments and international organisations	–	–	–	–	–	–	–	–	–
Public corporations and private enterprises	–	–	–	–	–	–	–	–	–
Non-profit institutions	–	–	–	–	–	–	–	–	–
Households	512	22	620	293	327	327	309	326	342
<b>Payments for capital assets</b>	<b>3 215</b>	<b>961</b>	<b>1 109</b>	<b>1 872</b>	<b>1 872</b>	<b>1 872</b>	<b>1 694</b>	<b>1 997</b>	<b>2 094</b>
Buildings and other fixed structures	–	–	–	–	–	–	–	–	–
Machinery and equipment	3 215	961	1 109	1 872	1 872	1 872	1 694	1 997	2 094
Heritage Assets	–	–	–	–	–	–	–	–	–
Specialised military assets	–	–	–	–	–	–	–	–	–
Biological assets	–	–	–	–	–	–	–	–	–
Land and sub-soil assets	–	–	–	–	–	–	–	–	–
Software and other intangible assets	–	–	–	–	–	–	–	–	–
<b>Payments for financial assets</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total economic classification</b>	<b>143 207</b>	<b>161 211</b>	<b>176 605</b>	<b>174 989</b>	<b>161 273</b>	<b>161 273</b>	<b>184 534</b>	<b>194 536</b>	<b>211 230</b>

## Budget Growth Trend

There is an increase of R23.3 million in 2020/21 and R10 million and R16.7 million respectively over the remaining MTEF period due to the provisions made and the anticipated filling of vacant funded posts especially for Accounting Services, Norms and Standards and Provincial internal audit.

**Accounting Services:** The budget registered a huge increase in 2016/17 and 2017/18 which is attributed to the turn around to clean audit for Departments and Public Entities. The decline in 2018/19 and 2019/20 is due to the reduction in consultant fees. Moderate growth is registered for 2020/21 and 2021/22 while the outer year increase significantly which includes funding for PFMA Interventions. Subsequent to the latter, R4.4 million is for Provincial PFMA Clean Audit, R23.5 million for Provincial Telephones, R2.3 million for training and development.

**Provincial internal Audit:** The increase in the budget relates mainly to filling of vacancies in Internal Audit in line with their plans for increased audit coverage. There is a sharp increase throughout the MTEF to alleviate the capacity challenges within the sub-programme, including R4 million for the lease of building and R3.7 million for audit committee.

**Norms and Standards:** This sub-programme is intending to capacitate itself through filling of vacant positions, to service the Provincial Departments. The substantial budget outcome is R1.6 million in 2016/17, R2.3 million in 2017/18 and R1.9 million in 2018/19. In 2019/20 the budget is R2.5 million and R4.9 million in 2020/21. The sub-programme budgeted in aggregate R10.4 million over the two years to fill the vacant posts.

**Provincial Risk Management:** Currently the sub-programme structure is filled by the Director, Secretary, Deputy Director and two Assistant Directors and the programme envisaged to operate at its optimal capacity from 2019/20 to assist departments in areas of risk management as well as to

coordinate risk committees of the departments. There is a steady increase throughout the MTEF period and inclusive in the Unit is a budget of R448 thousand for an Annual Provincial Risk Dialogue.

**Compensation of Employees:** The significant increase of R18 million in 2020/21 and the growth in the outer two years of the MTEF is earmarked for the filling of vacant posts especially in Internal Audit and Contractors for PFMA Support Programme to assist with capacity challenges to the Provincial Departments and Public Entities to improve audit outcomes.

**Goods and Services:** Registers a sharp decline of R20 million in 2019/20 due to the reduction in consultant's fees. Growth over the MTEF is mainly attributed by communications, audit costs and consultancy services. The growth for training and development is due to the completion of Financial Management Training Phase 3 and the capacitation of Public entities as they always have new reforms with different Accounting Frameworks.

**Capital Assets:** The increase over the MTEF period is for the replacement of office equipment and furniture for the new officials.

### Service Delivery Measures

Table 7.16 : Service delivery measures - Programme 4: Financial Governance

Programme performance measures	Estimated performance	Medium-term estimates		
	2019/20	2020/21	2021/22	2022/23
Number of capacity Building Interventions for Departments and Entities	4	6	7	7
Number of identified departments and entities for focused interventions on clean audits	1 Clean , 4 Unqualified, 8 Qualified	5	6	6
Number of interventions to support governance structures in Public Entities	New	1	2	2
Number of departmental risk management systems assessed	11	11	11	11

## 10. Other programme information

### 10.1 Personnel numbers and costs

Table 7.17 illustrate the personnel numbers and estimates pertaining to the department.

Table 7.17 : Summary of departmental personnel numbers and costs by component

	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		2019/20 - 2022/23		
	Personnel numbers <sup>1</sup>	Costs	Personnel numbers <sup>1</sup>	Costs	Personnel numbers <sup>1</sup>	Costs	Filled posts	Additional posts	Personnel numbers <sup>1</sup>	Costs	Personnel numbers <sup>1</sup>	Costs	Personnel numbers <sup>1</sup>	Costs	Personnel growth rate	Costs growth rate	% Costs of Total
<b>R thousands</b>																	
<b>Salary level</b>																	
1 – 7	209	31 367	202	26 695	119	24 024	118	12	130	26 914	133	27 910	133	29 251	0.8%	4.4%	7.6%
8 – 10	285	97 178	332	115 715	298	140 569	351	24	375	156 829	368	193 831	368	203 216	-0.6%	10.7%	49.9%
11 – 12	87	66 510	87	79 176	76	66 738	99	3	102	70 548	105	96 196	105	101 016	1.0%	14.5%	24.2%
13 – 16	33	38 950	32	38 737	38	45 549	43	–	43	41 196	43	54 963	43	60 313	–	13.5%	13.9%
Other	1	2 454	17	7 793	86	19 199	113	–	113	19 006	99	15 424	99	16 163	-4.3%	-3.8%	4.5%
<b>Total</b>	<b>615</b>	<b>236 448</b>	<b>670</b>	<b>269 116</b>	<b>619</b>	<b>296 079</b>	<b>724</b>	<b>39</b>	<b>763</b>	<b>314 493</b>	<b>748</b>	<b>388 324</b>	<b>748</b>	<b>407 249</b>	<b>-0.7%</b>	<b>10.7%</b>	<b>100.0%</b>
<b>Programme</b>																	
1. Administration	237	82 407	258	90 507	254	99 114	268	–	268	107 111	282	115 955	282	121 521	1.7%	5.9%	31.0%
2. Sustainable Resource Management	123	53 114	137	61 629	122	66 681	168	–	168	69 204	167	105 598	167	111 062	-0.2%	19.5%	25.7%
3. Asset And Liabilities Management	55	24 107	59	26 868	55	30 073	35	39	74	34 711	79	44 258	79	46 163	2.2%	11.7%	11.3%
4. Financial Governance	200	76 921	216	89 112	188	100 211	253	–	253	104 497	220	122 603	220	128 483	-4.6%	8.8%	32.0%
Direct charges	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Total</b>	<b>615</b>	<b>236 448</b>	<b>670</b>	<b>269 116</b>	<b>619</b>	<b>296 079</b>	<b>724</b>	<b>39</b>	<b>763</b>	<b>314 493</b>	<b>748</b>	<b>388 324</b>	<b>748</b>	<b>407 249</b>	<b>-0.7%</b>	<b>10.7%</b>	<b>100.0%</b>
<b>Employee dispensation classification</b>																	
Public Service Act appointees not covered by OSDs	501	231 948	577	263 673	528	275 329	611	39	650	294 396	646	371 182	646	389 294	-0.2%	11.5%	95.0%
Public Service Act appointees still to be covered by OSDs	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Professional Nurses, Staff Nurses and Nursing Assistants	1	409	1	535	1	712	1	–	1	665	1	697	1	730	–	4.9%	0.2%
Legal Professionals	1	739	1	698	1	934	2	–	2	1 288	2	1 021	2	1 070	–	-4.5%	0.3%
Social Services Professions	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Engineering Professions and related occupations	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Medical and related professionals	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Therapeutic, Diagnostic and other related Allied Health Professionals	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Educators and related professionals	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Others such as interns, EPWP, learnerships, etc	112	3 353	91	3 210	89	19 104	110	–	110	18 144	99	15 424	99	16 165	-3.5%	-2.3%	4.5%
<b>Total</b>	<b>615</b>	<b>236 448</b>	<b>670</b>	<b>269 116</b>	<b>619</b>	<b>296 079</b>	<b>724</b>	<b>39</b>	<b>763</b>	<b>314 493</b>	<b>748</b>	<b>388 324</b>	<b>748</b>	<b>407 249</b>	<b>-0.7%</b>	<b>10.7%</b>	<b>100.0%</b>

1. Personnel numbers includes all filled posts together with those posts additional to the approved establishment

The consultative processes have been finalized and the organizational structure has recently been approved by the DPSA and approved by the MEC for implementation. The new Organisational Structure was approved and implemented with effect from the 1st August 2018. Subsequent to that, the Inter Ministerial Task Team (IMTT) through the implementation of Section 100 of the constitution in the North West Province recommended to review of the structure of both Chief Directorate: MFM and Provincial Supply Chain Management (PSCM) and was approved on the 23 November 2019. Human Resource section is currently busy with a process of filling vacant posts on the approved Organisational structure. The filling of vacant posts process is continuing, and the Department's Compensation of Employees is improving. Programme 3: Assets and Liabilities decreased in personnel in 2016/17 and throughout the MTEF period due to the contract workers that were terminated by the end of May/July 2016/17 financial year.

The other departmental growth is for the annual increases in improvement in condition of services (ICS) and pay. To realise the Department's objectives, the organisational structure has undergone a review with significant changes being made under Provincial SCM and Municipal Finance Support unit. The Department is currently busy with the filling of the vacant funded posts and most of the promotions were internal.

## 10.2 Training

Tables 7.18 illustrate the training costs and estimates pertaining to the department.

Table 7.18 : Information on training: Provincial Treasury

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
Number of staff	615	670	619	763	763	763	748	748	748
Number of personnel trained	587	356	651	653	653	653	653	653	653
of which									
Male	285	187	289	289	289	289	289	289	289
Female	302	169	362	364	364	364	364	364	364
Number of training opportunities	337	714	714	653	653	653	653	653	653
of which									
Tertiary	37	40	35	36	36	36	36	36	36
Workshops	–	–	–	–	–	–	–	–	–
Seminars	–	–	–	–	–	–	–	–	–
Other	300	674	679	617	617	617	617	617	617
Number of bursaries offered	37	51	35	–	–	–	–	–	–
Number of interns appointed	90	73	60	68	68	68	70	70	70
Number of learnerships appointed	16	33	20	20	20	20	20	20	20
Number of days spent on training	–	–	–	–	–	–	–	–	–
<b>Payments on training by programme</b>									
1. Administration	3 193	1 474	1 632	1 554	1 554	1 554	1 318	1 256	1 315
2. Sustainable Resource Management	1 752	651	1 141	1 043	1 043	1 043	774	883	925
3. Asset And Liabilities Management	716	349	627	500	500	500	527	556	583
4. Financial Governance	1 800	1 118	1 780	1 717	1 717	1 717	1 486	1 136	1 191
<b>Total payments on training</b>	<b>7 461</b>	<b>3 592</b>	<b>5 180</b>	<b>4 814</b>	<b>4 814</b>	<b>4 814</b>	<b>4 105</b>	<b>3 831</b>	<b>4 014</b>

Training needs of the Department are in line with Workplace Skills Programme, which has been developed from targeted learning programmes for levels 1 to 14 that was submitted to Department of Labour for approval. There is an upward trend in the number of employees sent for training in line with the filling of vacancies.

There is no movement in the number of Interns and Learnerships anticipated in the MTEF period, due to increased permanent staff members which has a bearing on logistical and budget constraints in the Department i.e. office accommodation, furniture and tools of trade.

### Internal Bursaries

Funding for internal staff was sourced from Departmental Training and Development budget which amounted to R541 thousand in 2017/18. There is a decline to R612 thousand in 2018/19, an increase of R916 in 2019/20 and R2.7 million over the MTEF period. The shortfall will be catered for by the funds that the Department receive every year from FASSET for training purposes.

### External Bursaries

There bursaries for non-employees have been centralised in the Office of the Premier since 2016/17 financial year.

## 10.3 Reconciliation of structural changes

Table 7.19 : Reconciliation of structural changes: Provincial Treasury

2019/20		2020/21	
Programmes	R'000	Programmes	R'000
		<b>1. Administration</b>	<b>158 966</b>
		1. Office Of The Mec	11 141
		2. Management Services	9 326
		3. Corporate Services	84 467
		4. Financial Management (Office Of The Cfo)	54 032
		<b>2. Sustainable Resource Management</b>	<b>147 648</b>
		1. Programme Support	3 091
		2. Economic Analysis	7 023
		3. Fiscal Policy	9 626
		4. Budget Management	25 901
		5. Public Finance	28 204
		6. Municipal Finance	73 803
		<b>3. Asset And Liabilities Management</b>	<b>66 351</b>
		1. Programme Support	20 185
		2. Asset Management	11 848
		3. Support And Interlinked Financial System	34 318
		<b>4. Financial Governance</b>	<b>184 534</b>
		1. Programme Support	8 117
		2. Accounting Services	82 167
		3. Norms And Standards	4 880
		4. Risk Management	5 377
		5. Provincial Internal Audit	83 993
	-		<b>557 499</b>

## Annexure to the Estimates of Provincial Revenue and Expenditure

Table B.1: Specification of receipts: Provincial Treasury

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
<b>Tax receipts</b>	-	-	-	-	-	-	-	-	-
Casino taxes	-	-	-	-	-	-	-	-	-
Horse racing taxes	-	-	-	-	-	-	-	-	-
Liquor licences	-	-	-	-	-	-	-	-	-
Motor vehicle licences	-	-	-	-	-	-	-	-	-
<b>Sales of goods and services other than capital assets</b>	156	197	172	295	295	295	201	211	221
Sale of goods and services produced by department (excluding capital assets)	156	197	172	295	295	295	201	211	221
Sales by market establishments	-	-	-	-	-	-	-	-	-
Administrative fees	156	197	171	295	295	295	200	210	220
Other sales	-	-	1	-	-	-	1	1	1
Of which									
Health patient fees	7	32	1	61	61	61	1	1	1
Other (Specify)	149	1 420	3 651	-	-	-	-	-	-
Other (Specify)	-	715	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-	-	-
Sales of scrap, waste, arms and other used current goods (excluding capital assets)	-	-	-	-	-	-	-	-	-
<b>Transfers received from:</b>	1 047	1 420	3 651	-	-	-	-	-	-
Other governmental units	1 047	1 420	3 651	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments	-	-	-	-	-	-	-	-	-
International organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Households and non-profit institutions	-	-	-	-	-	-	-	-	-
<b>Fines, penalties and forfeits</b>	-	-	-	-	-	-	-	-	-
<b>Interest, dividends and rent on land</b>	203 018	220 247	245 436	141 885	141 885	141 885	149 799	157 889	165 468
Interest	203 018	220 098	245 275	141 885	141 885	141 885	149 799	157 889	165 468
Dividends	-	149	161	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	-	-
<b>Sales of capital assets</b>	1	7	10	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Other capital assets	1	7	10	-	-	-	-	-	-
<b>Transactions in financial assets and liabilities</b>	49	715	288	-	-	-	-	-	-
<b>Total departmental receipts</b>	204 271	222 586	249 557	142 180	142 180	142 180	150 000	158 100	165 689

Table B.2: Payments and estimates by economic classification: Provincial Treasury

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
<b>Current payments</b>	<b>439 166</b>	<b>459 757</b>	<b>473 671</b>	<b>521 766</b>	<b>491 286</b>	<b>491 234</b>	<b>550 393</b>	<b>599 892</b>	<b>632 042</b>
Compensation of employees	236 449	268 116	296 079	380 925	314 545	314 493	388 324	407 249	426 411
Salaries and wages	208 118	235 085	269 448	326 304	279 362	275 273	331 115	352 635	369 262
Social contributions	28 331	33 031	36 631	54 621	35 183	39 220	57 209	54 614	57 149
<b>Goods and services</b>	<b>202 716</b>	<b>191 641</b>	<b>177 591</b>	<b>140 841</b>	<b>176 741</b>	<b>176 741</b>	<b>162 069</b>	<b>192 643</b>	<b>205 631</b>
Administrative fees	2 513	3 028	2 704	2 925	2 925	2 925	3 086	3 256	3 412
Advertising	3 842	9 852	4 551	3 999	3 999	3 970	4 228	4 891	5 291
Minor assets	1 228	506	119	1 397	1 367	838	1 512	1 593	1 670
Audit cost: External	8 158	10 829	28 984	8 170	10 270	9 231	8 119	8 593	9 006
Bursaries: Employees	320	541	916	612	612	612	646	982	1 029
Catering: Departmental activities	2 717	3 131	3 409	2 641	3 659	3 874	2 851	3 112	3 267
Communication (G&S)	15 581	21 400	23 974	19 426	22 403	21 245	24 867	25 513	34 087
Computer services	11 221	13 935	6 397	7 840	6 840	6 345	10 922	13 537	12 187
Consultants and professional services: Business and advisory services	102 258	61 417	38 843	23 642	51 542	57 202	37 298	56 798	54 525
Infrastructure and planning	-	-	-	-	-	-	-	-	-
Laboratory services	-	-	-	-	-	-	-	-	-
Scientific and technological services	-	-	-	-	-	-	-	-	-
Legal services	390	282	375	741	741	568	543	637	668
Contractors	445	587	678	1 387	1 387	910	1 293	1 364	1 429
Agency and support / outsourced services	73	-	8	-	-	-	-	-	-
Entertainment	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	3 416	3 997	3 724	4 346	5 846	4 869	4 593	4 846	5 079
Housing	-	-	-	-	-	-	-	-	-
Inventory: Clothing material and accessories	-	-	-	-	-	-	-	-	-
Inventory: Farming supplies	-	-	-	-	-	-	-	-	-
Inventory: Food and food supplies	-	-	-	-	-	-	-	-	-
Inventory: Chemicals, fuel, oil, gas, wood and coal	-	-	-	-	-	-	-	-	-
Inventory: Learner and teacher support material	-	-	-	-	-	-	-	-	-
Inventory: Materials and supplies	-	-	-	-	-	-	-	-	-
Inventory: Medical supplies	-	-	-	-	-	-	-	-	-
Inventory: Medicine	-	-	-	-	-	-	-	-	-
Medias inventory interface	-	-	-	-	-	-	-	-	-
Inventory: Other supplies	-	-	-	-	-	-	-	-	-
Consumable supplies	1 993	2 234	3 177	2 276	2 130	1 910	2 546	2 914	3 053
Consumable: Stationery, printing and office supplies	8 984	10 573	12 912	10 161	10 096	11 166	11 182	12 397	12 992
Operating leases	8 406	8 374	7 854	8 875	8 811	9 079	9 374	9 890	10 364
Property payments	5 455	5 982	3 971	2 898	2 898	3 293	2 567	2 726	5 857
Transport provided: Departmental activity	211	295	376	396	396	302	404	426	447
Travel and subsistence	12 904	17 049	14 454	12 650	15 260	19 263	14 808	16 484	17 495
Training and development	6 484	11 537	13 952	20 836	19 936	13 450	13 741	14 635	15 336
Operating payments	2 133	2 133	1 714	1 460	1 460	1 094	1 734	1 829	1 917
Venues and facilities	3 911	3 773	4 464	4 127	4 127	4 526	5 727	6 180	6 478
Rental and hiring	73	186	35	36	36	69	38	40	42
Interest and rent on land	1	-	1	-	-	-	-	-	-
Interest	1	-	1	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>2 329</b>	<b>695</b>	<b>1 700</b>	<b>658</b>	<b>1 317</b>	<b>1 369</b>	<b>694</b>	<b>733</b>	<b>769</b>
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Provinces	-	-	-	-	-	-	-	-	-
Provincial Revenue Funds	-	-	-	-	-	-	-	-	-
Provincial agencies and funds	-	-	-	-	-	-	-	-	-
Municipalities	-	-	-	-	-	-	-	-	-
Municipalities	-	-	-	-	-	-	-	-	-
Municipal agencies and funds	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Social security funds	-	-	-	-	-	-	-	-	-
Provide list of entities receiving transfers	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Public corporations	-	-	-	-	-	-	-	-	-
Subsidies on production	-	-	-	-	-	-	-	-	-
Other transfers	-	-	-	-	-	-	-	-	-
Private enterprises	-	-	-	-	-	-	-	-	-
Subsidies on production	-	-	-	-	-	-	-	-	-
Other transfers	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	169	120	-	100	100	-	-	-
Households	2 329	526	1 580	658	1 217	1 269	694	733	769
Social benefits	1 187	526	1 580	658	1 140	1 192	694	733	769
Other transfers to households	1 142	-	-	-	77	77	-	-	-
<b>Payments for capital assets</b>	<b>10 506</b>	<b>3 333</b>	<b>3 429</b>	<b>6 298</b>	<b>6 119</b>	<b>6 119</b>	<b>6 412</b>	<b>7 184</b>	<b>7 530</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-
Other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	10 506	3 333	3 429	6 298	6 119	6 119	6 412	7 184	7 530
Transport equipment	2 822	-	-	-	-	-	-	-	-
Other machinery and equipment	7 684	3 333	3 429	6 298	6 119	6 119	6 412	7 184	7 530
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>218</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total economic classification</b>	<b>452 001</b>	<b>463 785</b>	<b>479 018</b>	<b>528 722</b>	<b>498 722</b>	<b>498 722</b>	<b>557 499</b>	<b>607 809</b>	<b>640 341</b>



Table B.2: Payments and estimates by economic classification: Programme 1: 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>122 817</b>	<b>140 338</b>	<b>147 518</b>	<b>151 119</b>	<b>151 321</b>	<b>151 269</b>	<b>156 534</b>	<b>164 949</b>	<b>175 868</b>
Compensation of employees	82 407	90 507	99 114	110 884	107 163	107 111	115 955	121 521	127 233
Salaries and wages	72 046	78 956	86 283	96 788	93 425	93 303	101 164	107 143	112 164
Social contributions	10 361	11 551	12 831	14 096	13 738	13 808	14 791	14 378	15 069
Goods and services	40 410	49 831	48 403	40 235	44 158	44 158	40 579	43 428	48 635
Administrative fees	-	518	5	-	-	-	-	-	-
Advertising	3 132	8 455	2 380	2 447	2 447	2 418	2 336	2 864	3 122
Minor assets	679	126	75	502	502	386	529	557	584
Audit cost: External	4 412	7 205	10 775	4 409	6 509	6 509	4 151	4 407	4 619
Bursaries: Employees	320	541	916	612	612	612	646	982	1 029
Catering: Departmental activities	594	930	1 066	1 000	1 000	649	1 054	1 212	1 270
Communication (G&S)	937	940	847	876	876	978	926	977	1 024
Computer services	2 616	1 689	1 797	2 001	2 001	1 741	2 133	2 150	2 253
Consultants and professional services: Business and advisory services	309	401	321	1 286	1 286	1 124	457	1 032	1 082
Infrastructure and planning	-	-	-	-	-	-	-	-	-
Laboratory services	-	-	-	-	-	-	-	-	-
Scientific and technological services	-	-	-	-	-	-	-	-	-
Legal services	390	282	375	741	741	568	543	637	668
Contractors	433	573	678	1 346	1 346	881	1 250	1 318	1 381
Agency and support / outsourced services	73	-	-	-	-	-	-	-	-
Entertainment	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	3 416	3 997	3 724	4 346	5 846	4 869	4 593	4 846	5 079
Housing	-	-	-	-	-	-	-	-	-
Inventory: Clothing material and accessories	-	-	-	-	-	-	-	-	-
Inventory: Farming supplies	-	-	-	-	-	-	-	-	-
Inventory: Food and food supplies	-	-	-	-	-	-	-	-	-
Inventory: Chemicals, fuel, oil, gas, wood and coal	-	-	-	-	-	-	-	-	-
Inventory: Learner and teacher support material	-	-	-	-	-	-	-	-	-
Inventory: Materials and supplies	-	-	-	-	-	-	-	-	-
Inventory: Medical supplies	-	-	-	-	-	-	-	-	-
Inventory: Medicine	-	-	-	-	-	-	-	-	-
Medsas inventory interface	-	-	-	-	-	-	-	-	-
Inventory: Other supplies	-	-	-	-	-	-	-	-	-
Consumable supplies	1 558	1 769	2 799	1 465	1 465	1 287	1 545	1 817	1 904
Consumable: Stationery, printing and office supplies	3 250	3 246	4 197	3 487	3 487	3 182	3 423	3 675	3 851
Operating leases	1 470	608	1 434	1 267	1 267	1 299	1 347	1 422	1 490
Property payments	4 706	5 043	2 976	2 136	2 136	2 231	1 753	1 877	4 967
Transport provided: Departmental activity	211	224	322	396	396	302	404	426	447
Travel and subsistence	4 410	5 787	5 376	4 634	4 957	7 059	4 900	5 170	5 419
Training and development	3 729	4 454	5 189	4 857	4 857	5 475	5 205	4 481	4 696
Operating payments	1 968	1 660	1 507	984	984	810	1 043	1 100	1 153
Venues and facilities	1 724	1 197	1 609	1 407	1 407	1 709	2 303	2 438	2 555
Rental and hiring	73	186	35	36	36	69	38	40	42
Interest and rent on land	-	-	1	-	-	-	-	-	-
Interest	-	-	1	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>1 662</b>	<b>295</b>	<b>451</b>	<b>184</b>	<b>642</b>	<b>694</b>	<b>194</b>	<b>205</b>	<b>215</b>
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Provinces	-	-	-	-	-	-	-	-	-
Provincial Revenue Funds	-	-	-	-	-	-	-	-	-
Provincial agencies and funds	-	-	-	-	-	-	-	-	-
Municipalities	-	-	-	-	-	-	-	-	-
Municipalities	-	-	-	-	-	-	-	-	-
Municipal agencies and funds	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Social security funds	-	-	-	-	-	-	-	-	-
Provide list of entities receiving transfers	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Public corporations	-	-	-	-	-	-	-	-	-
Subsidies on production	-	-	-	-	-	-	-	-	-
Other transfers	-	-	-	-	-	-	-	-	-
Private enterprises	-	-	-	-	-	-	-	-	-
Subsidies on production	-	-	-	-	-	-	-	-	-
Other transfers	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	169	120	-	100	100	-	-	-
Households	1 662	126	331	184	542	594	194	205	215
Social benefits	520	126	331	184	465	517	194	205	215
Other transfers to households	1 142	-	-	-	77	77	-	-	-
<b>Payments for capital assets</b>	<b>5 223</b>	<b>1 102</b>	<b>1 609</b>	<b>2 167</b>	<b>2 167</b>	<b>2 167</b>	<b>2 238</b>	<b>2 362</b>	<b>2 472</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-
Other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	5 223	1 102	1 609	2 167	2 167	2 167	2 238	2 362	2 472
Transport equipment	2 822	-	-	-	-	-	-	-	-
Other machinery and equipment	2 401	1 102	1 609	2 167	2 167	2 167	2 238	2 362	2 472
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>195</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total economic classification</b>	<b>129 702</b>	<b>141 735</b>	<b>149 773</b>	<b>153 470</b>	<b>154 130</b>	<b>154 130</b>	<b>158 966</b>	<b>167 516</b>	<b>178 555</b>

Table B.2: Payments and estimates by economic classification: Programme 2: Sustainable Resource Management

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
<b>Current payments</b>	<b>135 361</b>	<b>116 499</b>	<b>103 533</b>	<b>139 566</b>	<b>131 936</b>	<b>131 936</b>	<b>146 259</b>	<b>171 969</b>	<b>175 224</b>
Compensation of employees	53 114	61 629	66 681	104 911	68 204	68 204	105 508	111 062	116 304
Salaries and wages	47 090	54 394	58 643	86 046	59 761	59 701	85 794	92 900	97 359
Social contributions	6 024	7 235	8 038	18 865	8 443	8 503	19 714	18 162	18 945
Goods and services	82 247	54 870	36 852	34 655	63 732	63 732	40 751	60 907	58 920
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	-	-	-	-	-	-	-	-	-
Minor assets	160	199	6	499	469	138	557	587	615
Audit cost: External	-	-	-	-	-	-	-	-	-
Bursaries: Employees	-	-	-	-	-	-	-	-	-
Catering: Departmental activities	995	536	573	477	1 195	1 695	570	605	634
Communication (G&S)	362	377	431	460	437	444	485	511	536
Computer services	194	332	331	332	332	495	350	369	387
Consultants and professional services: Business and advisory services	73 566	40 420	27 082	15 205	42 805	49 117	28 191	46 640	43 879
Infrastructure and planning	-	-	-	-	-	-	-	-	-
Laboratory services	-	-	-	-	-	-	-	-	-
Scientific and technological services	-	-	-	-	-	-	-	-	-
Legal services	-	-	-	-	-	-	-	-	-
Contractors	-	-	-	-	-	-	-	-	-
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-
Entertainment	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-
Inventory: Clothing material and accessories	-	-	-	-	-	-	-	-	-
Inventory: Farming supplies	-	-	-	-	-	-	-	-	-
Inventory: Food and food supplies	-	-	-	-	-	-	-	-	-
Inventory: Chemicals, fuel, oil, gas, wood and coal	-	-	-	-	-	-	-	-	-
Inventory: Learner and teacher support material	-	-	-	-	-	-	-	-	-
Inventory: Materials and supplies	-	-	-	-	-	-	-	-	-
Inventory: Medical supplies	-	-	-	-	-	-	-	-	-
Inventory: Medicine	-	-	-	-	-	-	-	-	-
Medsas inventory interface	-	-	-	-	-	-	-	-	-
Inventory: Other supplies	-	-	-	-	-	-	-	-	-
Consumable supplies	114	201	138	472	326	222	648	726	760
Consumable: Stationery, printing and office supplies	1 427	2 750	3 034	2 723	2 658	2 590	3 018	3 210	3 365
Operating leases	319	580	281	301	237	477	318	335	351
Property payments	-	-	-	-	-	-	-	-	-
Transport provided: Departmental activity	-	-	-	-	-	-	-	-	-
Travel and subsistence	3 920	5 662	4 030	3 910	4 997	5 506	4 680	5 406	5 755
Training and development	661	2 956	203	9 170	9 170	1 960	768	1 288	1 349
Operating payments	2	3	25	74	74	47	78	82	86
Venues and facilities	527	854	718	1 032	1 032	1 041	1 088	1 148	1 203
Rental and hiring	-	-	-	-	-	-	-	-	-
Interest and rent on land	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>58</b>	<b>378</b>	<b>415</b>	<b>-</b>	<b>167</b>	<b>167</b>	<b>-</b>	<b>-</b>	<b>-</b>
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Provinces	-	-	-	-	-	-	-	-	-
Provincial Revenue Funds	-	-	-	-	-	-	-	-	-
Provincial agencies and funds	-	-	-	-	-	-	-	-	-
Municipalities	-	-	-	-	-	-	-	-	-
Municipalities	-	-	-	-	-	-	-	-	-
Municipal agencies and funds	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Social security funds	-	-	-	-	-	-	-	-	-
Provide list of entities receiving transfers	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Public corporations	-	-	-	-	-	-	-	-	-
Subsidies on production	-	-	-	-	-	-	-	-	-
Other transfers	-	-	-	-	-	-	-	-	-
Private enterprises	-	-	-	-	-	-	-	-	-
Subsidies on production	-	-	-	-	-	-	-	-	-
Other transfers	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	58	378	415	-	167	167	-	-	-
Social benefits	58	378	415	-	167	167	-	-	-
Other transfers to households	-	-	-	-	-	-	-	-	-
<b>Payments for capital assets</b>	<b>1 022</b>	<b>872</b>	<b>499</b>	<b>1 314</b>	<b>1 135</b>	<b>1 135</b>	<b>1 389</b>	<b>1 464</b>	<b>1 536</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-
Other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	1 022	872	499	1 314	1 135	1 135	1 389	1 464	1 536
Transport equipment	-	-	-	-	-	-	-	-	-
Other machinery and equipment	1 022	872	499	1 314	1 135	1 135	1 389	1 464	1 536
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total economic classification</b>	<b>136 441</b>	<b>117 749</b>	<b>104 447</b>	<b>140 880</b>	<b>133 238</b>	<b>133 238</b>	<b>147 648</b>	<b>173 433</b>	<b>176 760</b>

Table B.2: Payments and estimates by economic classification: Programme 3: Asset And Liabilities Management

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>41 508</b>	<b>42 692</b>	<b>47 744</b>	<b>58 257</b>	<b>48 955</b>	<b>48 955</b>	<b>65 089</b>	<b>70 761</b>	<b>72 156</b>
Compensation of employees	24 107	26 868	30 073	41 513	34 711	34 711	44 258	46 183	48 353
Salaries and wages	21 463	23 454	26 221	35 360	30 332	30 334	37 285	38 786	40 600
Social contributions	2 644	3 414	3 852	6 153	4 379	4 377	6 973	7 397	7 753
Goods and services	17 401	15 824	17 671	16 744	14 244	14 244	20 811	24 578	23 803
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	710	1 397	2 171	1 552	1 552	1 552	1 892	2 027	2 169
Minor assets	130	73	6	71	71	71	84	89	94
Audit cost: External	-	-	-	-	-	-	-	-	-
Bursaries: Employees	-	-	-	-	-	-	-	-	-
Catering: Departmental activities	388	419	294	369	369	253	389	410	429
Communication (G&S)	199	221	261	358	358	346	378	399	418
Computer services	6 839	4 428	1 175	2 756	1 756	1 358	5 749	8 172	6 565
Consultants and professional services: Business and advisory services	794	278	728	432	432	432	456	481	504
Infrastructure and planning	-	-	-	-	-	-	-	-	-
Laboratory services	-	-	-	-	-	-	-	-	-
Scientific and technological services	-	-	-	-	-	-	-	-	-
Legal services	-	-	-	-	-	-	-	-	-
Contractors	-	-	-	-	-	-	-	-	-
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-
Entertainment	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-
Inventory: Clothing material and accessories	-	-	-	-	-	-	-	-	-
Inventory: Farming supplies	-	-	-	-	-	-	-	-	-
Inventory: Food and food supplies	-	-	-	-	-	-	-	-	-
Inventory: Chemicals, fuel, oil, gas, wood and coal	-	-	-	-	-	-	-	-	-
Inventory: Learner and teacher support material	-	-	-	-	-	-	-	-	-
Inventory: Materials and supplies	-	-	-	-	-	-	-	-	-
Inventory: Medical supplies	-	-	-	-	-	-	-	-	-
Inventory: Medicine	-	-	-	-	-	-	-	-	-
Medsas inventory interface	-	-	-	-	-	-	-	-	-
Inventory: Other supplies	-	-	-	-	-	-	-	-	-
Consumable supplies	31	36	26	113	113	98	116	122	128
Consumable: Stationery, printing and office supplies	1 440	1 295	1 420	1 332	1 332	1 668	1 400	1 477	1 548
Operating leases	2 424	2 479	1 790	2 321	2 321	2 277	2 449	2 584	2 708
Property payments	143	167	154	200	200	200	211	223	234
Transport provided: Departmental activity	-	30	21	-	-	-	-	-	-
Travel and subsistence	2 342	2 107	2 092	1 625	2 125	2 585	2 502	3 003	3 147
Training and development	1 439	2 376	6 843	4 883	2 883	2 784	4 035	4 338	4 546
Operating payments	62	120	136	313	313	164	519	548	574
Venues and facilities	460	398	554	419	419	456	631	705	739
Rental and hiring	-	-	-	-	-	-	-	-	-
Interest and rent on land	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>97</b>	<b>-</b>	<b>214</b>	<b>181</b>	<b>181</b>	<b>181</b>	<b>191</b>	<b>202</b>	<b>212</b>
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Provinces	-	-	-	-	-	-	-	-	-
Provincial Revenue Funds	-	-	-	-	-	-	-	-	-
Provincial agencies and funds	-	-	-	-	-	-	-	-	-
Municipalities	-	-	-	-	-	-	-	-	-
Municipalities	-	-	-	-	-	-	-	-	-
Municipal agencies and funds	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Social security funds	-	-	-	-	-	-	-	-	-
Provide list of entities receiving transfers	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Public corporations	-	-	-	-	-	-	-	-	-
Subsidies on production	-	-	-	-	-	-	-	-	-
Other transfers	-	-	-	-	-	-	-	-	-
Private enterprises	-	-	-	-	-	-	-	-	-
Subsidies on production	-	-	-	-	-	-	-	-	-
Other transfers	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	97	-	214	181	181	181	191	202	212
Social benefits	97	-	214	181	181	181	191	202	212
Other transfers to households	-	-	-	-	-	-	-	-	-
<b>Payments for capital assets</b>	<b>1 046</b>	<b>398</b>	<b>212</b>	<b>945</b>	<b>945</b>	<b>945</b>	<b>1 091</b>	<b>1 361</b>	<b>1 428</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-
Other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	1 046	398	212	945	945	945	1 091	1 361	1 428
Transport equipment	-	-	-	-	-	-	-	-	-
Other machinery and equipment	1 046	398	212	945	945	945	1 091	1 361	1 428
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>23</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total economic classification</b>	<b>42 651</b>	<b>43 090</b>	<b>48 193</b>	<b>59 383</b>	<b>50 081</b>	<b>50 081</b>	<b>66 351</b>	<b>72 324</b>	<b>73 796</b>

Table B.2: Payments and estimates by economic classification: Programme 4: Financial 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>139 480</b>	<b>160 228</b>	<b>174 876</b>	<b>172 824</b>	<b>159 074</b>	<b>159 074</b>	<b>182 531</b>	<b>192 213</b>	<b>208 794</b>
Compensation of employees	76 821	89 112	100 211	123 617	104 467	104 467	122 603	128 483	134 521
Salaries and wages	67 519	78 281	88 301	108 110	95 844	91 935	106 872	113 806	119 139
Social contributions	9 302	10 831	11 910	15 507	8 623	12 532	15 731	14 677	15 382
Goods and services	62 658	71 116	74 665	49 207	54 607	54 607	59 928	63 730	74 273
Administrative fees	2 513	2 510	2 699	2 925	2 925	2 925	3 086	3 256	3 412
Advertising	-	-	-	-	-	-	-	-	-
Minor assets	259	108	32	325	325	243	342	360	377
Audit cost: External	3 746	3 624	18 209	3 761	3 761	2 722	3 968	4 186	4 387
Bursaries: Employees	-	-	-	-	-	-	-	-	-
Catering: Departmental activities	740	1 246	1 476	795	1 095	1 277	838	885	934
Communication (G&S)	14 083	19 862	22 435	17 732	20 732	19 477	23 078	23 626	32 109
Computer services	1 572	7 486	3 094	2 751	2 751	2 751	2 690	2 846	2 982
Consultants and professional services: Business and advisory services	27 589	20 318	10 712	6 719	7 019	6 529	8 194	8 645	9 060
Infrastructure and planning	-	-	-	-	-	-	-	-	-
Laboratory services	-	-	-	-	-	-	-	-	-
Scientific and technological services	-	-	-	-	-	-	-	-	-
Legal services	-	-	-	-	-	-	-	-	-
Contractors	12	14	-	41	41	29	43	46	48
Agency and support / outsourced services	-	-	8	-	-	-	-	-	-
Entertainment	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-
Inventory: Clothing material and accessories	-	-	-	-	-	-	-	-	-
Inventory: Farming supplies	-	-	-	-	-	-	-	-	-
Inventory: Food and food supplies	-	-	-	-	-	-	-	-	-
Inventory: Chemicals, fuel, oil, gas, wood and coal	-	-	-	-	-	-	-	-	-
Inventory: Learner and teacher support material	-	-	-	-	-	-	-	-	-
Inventory: Materials and supplies	-	-	-	-	-	-	-	-	-
Inventory: Medical supplies	-	-	-	-	-	-	-	-	-
Inventory: Medicine	-	-	-	-	-	-	-	-	-
Medsas inventory interface	-	-	-	-	-	-	-	-	-
Inventory: Other supplies	-	-	-	-	-	-	-	-	-
Consumable supplies	290	228	214	226	226	303	237	249	261
Consumable: Stationery, printing and office supplies	2 867	3 282	4 261	2 619	2 619	3 726	3 341	4 035	4 228
Operating leases	4 193	4 707	4 349	4 986	4 986	5 026	5 260	5 549	5 815
Property payments	606	772	841	562	562	862	593	626	656
Transport provided: Departmental activity	-	41	33	-	-	-	-	-	-
Travel and subsistence	2 232	3 493	2 956	2 481	3 181	4 113	2 726	2 905	3 174
Training and development	655	1 751	1 717	1 926	3 026	3 231	3 733	4 528	4 745
Operating payments	101	350	46	89	89	73	94	99	104
Venues and facilities	1 200	1 324	1 583	1 269	1 269	1 320	1 705	1 889	1 981
Rental and hiring	-	-	-	-	-	-	-	-	-
Interest and rent on land	1	-	-	-	-	-	-	-	-
Interest	1	-	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>512</b>	<b>22</b>	<b>620</b>	<b>293</b>	<b>327</b>	<b>327</b>	<b>309</b>	<b>326</b>	<b>342</b>
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Provinces	-	-	-	-	-	-	-	-	-
Provincial Revenue Funds	-	-	-	-	-	-	-	-	-
Provincial agencies and funds	-	-	-	-	-	-	-	-	-
Municipalities	-	-	-	-	-	-	-	-	-
Municipalities	-	-	-	-	-	-	-	-	-
Municipal agencies and funds	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Social security funds	-	-	-	-	-	-	-	-	-
Provide list of entities receiving transfers	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Public corporations	-	-	-	-	-	-	-	-	-
Subsidies on production	-	-	-	-	-	-	-	-	-
Other transfers	-	-	-	-	-	-	-	-	-
Private enterprises	-	-	-	-	-	-	-	-	-
Subsidies on production	-	-	-	-	-	-	-	-	-
Other transfers	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	512	22	620	293	327	327	309	326	342
Social benefits	512	22	620	293	327	327	309	326	342
Other transfers to households	-	-	-	-	-	-	-	-	-
<b>Payments for capital assets</b>	<b>3 215</b>	<b>961</b>	<b>1 109</b>	<b>1 872</b>	<b>1 872</b>	<b>1 872</b>	<b>1 694</b>	<b>1 997</b>	<b>2 094</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-
Other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	3 215	961	1 109	1 872	1 872	1 872	1 694	1 997	2 094
Transport equipment	-	-	-	-	-	-	-	-	-
Other machinery and equipment	3 215	961	1 109	1 872	1 872	1 872	1 694	1 997	2 094
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total economic classification</b>	<b>143 207</b>	<b>161 211</b>	<b>176 605</b>	<b>174 989</b>	<b>161 273</b>	<b>161 273</b>	<b>184 534</b>	<b>194 536</b>	<b>211 230</b>