

# Vote 12

**Department:** Provincial Treasury

Table 1: Summary of departmental allocation

<b>R'000</b>	
To be appropriated by Vote in 2021/22	R406 490
Responsible MEC	MEC for Finance
Administering Department	Provincial Treasury
Accounting Officer	Head of Provincial Treasury

## 1 OVERVIEW

### 1.1 Vision

A prosperous province supported by sound financial, governance and resource management.

### 1.2 Mission

To provide strategic and technical leadership in the allocation, management and utilisation of financial resources for socio-economic development in the province.

### 1.3 Core functions and responsibilities

The oversight role of the department requires it to ensure the stability and soundness of the financial system and financial services, coordinate intergovernmental financial and fiscal relations, manage the budget preparation process and enforce transparency and effective management in respect of revenue and expenditure, assets and liabilities, public entities and constitutional institutions.

### 1.4 Main Services

- Preparation of the provincial budget;
- Exercising control over the implementation of the provincial budget;
- Promoting and enforce transparency and effective management in respect of revenue, expenditure, assets and liabilities of provincial departments and provincial public entities;
- Ensuring that its fiscal policies do not materially and unreasonably prejudice national economic policies;
- Enforcing the PFMA and any prescribed national and provincial norms and standards, including any prescribed standards of generally recognised accounting practices and uniform classification systems, in provincial departments;
- Ensure compliance with the annual Division of Revenue Act (DoRA), and monitor and assess the implementation of DoRA in provincial public entities;
- Monitor and assess the implementation in provincial public entities of national and provincial norms and standards;
- Assist provincial departments and provincial public entities in building their capacity for efficient, effective and transparent financial management;
- Investigate any system of financial management and internal control applied by a provincial department or a provincial public entity; and
- Municipal support and enforce Municipal Finance Management

## **1.5 Demands for and expected changes in the services**

The weak economic outlook coupled with advent of COVID19 pandemic, has put the fiscus under severe strain, such that provincial budget baseline has been reduced. Therefore, the department will continue to focus its energies on ensuring that resources are allocated efficiently and effectively in support of provincial priorities. Support to provincial departments, entities and municipalities will be strengthened to assist departments in realising government priorities. Focus will continue to be on managing the provincial wage bill, implementation of austerity measures, infrastructure delivery, revenue enhancement strategies and maintaining the Provincial Revenue Fund (PRF) liquidity.

## **1.6 The Acts, rules and regulations**

The department derives its existence from Sections 213, 215, 216, 217, 218, 219, 226, 227 and 230 of the Constitution of the Republic of South Africa (Act 108 of 1996), Sections 17 and 18 of the Public Finance Management Act (PFMA), 1999 as amended, Municipal Finance Management Act (MFMA) and National Treasury Regulations.

## **1.7 Budget decisions**

The weak economic environment, has led to a tightening fiscal envelope. Therefore, the focus will continue to be on promoting fiscal sustainability through strict implementation of cost containment measures that prioritise expenditure on core service delivery programmes including Economic Recovery Plan.

Given the high level of budget cuts, including national and provincial budget cuts, the department remains committed in protecting core items and ensuring efficient and effective utilisation of the limited resources.

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

The department's key constitutional mandate, as stated above, entails the provision of strategic and technical leadership in the efficient and sustainable allocation, management and utilisation of financial resources in provincial departments, municipalities and public entities in order to improve the quality of life in the province. The department responds to the provincial policy priorities as encapsulated in the Provincial Development Plan which include: innovative and inclusive growing economy; enabling infrastructure network; building capable democratic institutions amongst other things.

# **2 REVIEW OF THE CURRENT FINANCIAL YEAR (2020/21)**

## **2.1 Key achievements**

The COVID-19 pandemic caused alteration of plans as funds had to be reprioritised from provincial departments towards mitigating the severe effects of COVID-19 pandemic, thus dealing with health and socio economic issues. This was addressed through the 2020 Special and Second Adjustment Budget. Furthermore, the Medium Term Expenditure Committee (MTECs) hearings were conducted with provincial departments to deliberate on policy issues and budget requirements for the 2021 MTEF. This culminated in the compilation and submission of the 2021 MTEF Second Budget to National Treasury.

The department has introduced zero-based budget through the development and rolling out of the zero budgeting tool to all provincial departments to re-determine budget baseline, and thus strengthening allocative efficacy. The introduction of zero based budgeting helps to align spending with strategic outcomes and service delivery priorities, and eliminate inefficiencies on expenditure. Support to provincial departments continued in order to improve revenue enhancement in the province. Revenue workgroup engagement with provincial departments was conducted to monitor the implementation of findings of the revenue research study.

Provincial departments continued to be supported to ensure that invoices are settled within 30 days as per the Treasury Regulations. Also, LOGIS information continues to be uploaded on the online invoice tracking

system namely 'Have I Been Paid'. Two circulars aimed at improving Supply Chain Management (SCM) efficiency and compliance were developed. The monitoring of the implementation of procurement plans by departments is also continuing. All thirteen departments were supported in the implementation of the Local Economic Development (LED) Procurement Framework in order to achieve 50 per cent local spend as planned. All outstanding departmental LED procurement strategies were reviewed and continued monitoring of the implementation of departmental procurement plans. About 913 walk-in suppliers were provided with assistance to register on the Centralised Supplier Database and obtain a LOGIS number and due to COVID-19 pandemic more suppliers were assisted telephonically and via e-mails.

Implementation of the Financial Management Accountability Framework continue to be prioritised to ensure good governance and accountability in the departments and municipalities. Therefore, to improve audit outcomes in the province, the department also continued to co-ordinate audit improvement strategies through the implementation and monitoring of the Provincial Audit Intervention Plan (PAIP) and analysis of audit action plans in municipalities. The Financial Statements Review Framework to be used for review of Annual Financial Statements (AFS) as well as quarterly Interim Financial Statements (IFS) was developed to assist the process of in-depth review of the IFS towards improved quality AFS.

Provincial Treasury continued to support municipalities to improve financial management (revenue, expenditure, asset and liabilities) as informed by the Financial Management Capability Maturity Model (FMCMM). The support included the assessment of the budgets of these municipalities followed up by engagements to discuss the implementation of recommendations to ensure the tabling of funded budgets, and the twenty-seven of the thirty-six municipalities had funded budgets.

## 2.2 Key challenges

The COVID-19 pandemic has had a negative impact on global supply chains and thus there were registered delays in the procuring Information and Communication Technology (ICT) equipment like laptops and server infrastructure. The epidemic has also contributed to the delays in finalising several projects such as the review of ICT Strategy and other related projects.

## 3 OUTLOOK FOR THE COMING FINANCIAL YEAR (2021/22)

The department will continue to implement the selected four strategic priorities in the coming financial year which include Fiscal Consolidation; Supply chain management reforms; Infrastructure Support and Provincial and Municipal Governance and Accountability

*Fiscal Consolidation:* The department will continue to implement cost containment measures that prioritise expenditure on core service delivery programmes. The prudent use of resources and fiscal consolidation will be implemented through the following interventions: Containing growth of the public sector wage bill through salary freeze, limiting non-core appointments, continuing with the programme expenditure performance reviews, institutionalising supply chain management reforms and zero-based budgeting; Strict monitoring and enforcement of previously adopted cost containment measures and expenditure controls on non-core items. Furthermore, the province is working on the implementation of the revenue study, which explores new revenue sources especially in the revenue generating departments in order to ensure that key provincial priorities continue to be funded in the midst of shrinking equitable share as well as conditional grants. This is further accompanied by the provincial approach to take advantage of the intergovernmental relations in lobbying funds or aligning services or projects for the functions that are of national competence. This will also assist in freeing some funding to be directed to other pressing matters within the province, as well as expanding the scope of some sectors which are unable to cover due to budget constraints.

*Supply Chain Management Reforms:* The department will continue to priorities the Small Medium and Micro-sized Enterprise (SMME) development with a special focus on local procurement including women, persons with disabilities and youth. To improve SMME's cash flows and financial sustainability the department will continue to ensure improvement in payment of creditors. The implementation of the LED

Procurement Framework in order to achieve 50 per cent local spend will continue. PT will continue to monitor the implementation of the Price Index and assist the departments to identify commodities that are manufactured in the province and advise before they engage on procurement.

*Infrastructure Support:* Over the coming financial year, the aim is to contribute towards the reviving of the economy of the country by, among other proposed interventions, using infrastructure development as one of the means of achieving that, where it is focussing on projects that would lead to the realisation of return on investment i.e. catalytic or economic projects. To this end the Province is actively participating in the Governments various funding instruments, which include the Budget Facility for Infrastructure (BFI) and the Sustainable Infrastructure Development (SID) Funds (Blended Finance), to address the deficiency in infrastructure investments and to kick-start the economy. In order to further curb suboptimal performance on infrastructure delivery, the institutionalization of the One IDMS through the integrated portfolio, program, operations and maintenance as well as project management, the appropriate capacitation and climate change will be prioritized using the district Coordination Development Model approach.

*Provincial and Municipal Governance and Accountability:* Provincial Treasury remains committed to assisting departments to ensure improvement in the audit outcomes and monitor the implementation of the Provincial Audit Intervention Plan (PAIP) as a strategy to improve audit outcomes. The hand-on support will be provided to all departments during the audit process through continuous engagement with the Auditor General. PT will continue offering an efficient and effective hands-on support to all 36 municipalities.

## **4 REPRIORITISATION**

Due to shrinking resources, the department undertaken reprioritisation exercise in order to ensure that key service delivery areas remains protected. The budget committee will continue to play an active role in ensuring that programmes are spending as projected and that budget pressures are addressed through reprioritisation. This monitoring exercise will continue over the 2021 MTEF.

## **5 PROCUREMENT**

The major drivers of the procurement plan among others will be the procurement of Information and Communication Technology (ICT) equipment, conducting various investigations and ICT audits. The procurement and contract management processes in the department will continue to be improved and strengthened through continuous training of SCM officials on new reforms. The department will also continue to implement the cost containment measures and realise efficiency gains. This will be achieved through implementing strategic sourcing for the identified commodities by arranging departmental own term contracts and increased participation on the transversal contracts arranged by National and Provincial Treasuries.

## 6 RECEIPTS AND FINANCING

### 6.1 Summary of receipts

Table 2: Summary of departmental receipts

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates			% change from 2020/21
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24	
Equitable share	704 579	440 995	421 234	444 230	387 079	385 632	406 490	421 584	423 945	5.4
Conditional grants of which	–	–	–	–	–	–	–	–	–	–
Departmental receipts	751 815	768 110	947 947	114 982	114 982	280 421	121 190	126 885	132 594	(56.8)
<b>Total receipts</b>	<b>704 579</b>	<b>440 995</b>	<b>421 234</b>	<b>444 230</b>	<b>387 079</b>	<b>385 632</b>	<b>406 490</b>	<b>421 584</b>	<b>423 945</b>	<b>5.4</b>

Table 2 above shows departmental receipts from 2017/18 to 2023/24. The substantial decrease from R704.579 million in 2017/18 to the revised estimate of R385.632 million in 2020/21 is mainly due to completion of social infrastructure projects and budget reductions in response to the COVID-19 pandemic crisis. In 2021/22, the allocation increases by 5.4 per cent to R406.490 million mainly due to once-off budget reductions effected in 2020/21 in response to the global COVID-19 crisis. The budget grows gradually in the two outer years.

### 6.2 Departmental receipts collection

Table 3: Summary of departmental receipts and collection

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates			% change from 2020/21
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24	
Tax receipts	–	–	–	–	–	–	–	–	–	–
Casino taxes	–	–	–	–	–	–	–	–	–	–
Horse racing taxes	–	–	–	–	–	–	–	–	–	–
Liquor licences	–	–	–	–	–	–	–	–	–	–
Motor vehicle licences	–	–	–	–	–	–	–	–	–	–
Sales of goods and services other than capital assets	191	204	215	249	249	248	262	275	287	5.6
Transfers received	–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits	–	–	–	–	–	–	–	–	–	–
Interest, dividends and rent on land	751 333	767 849	947 730	113 897	113 897	279 884	120 047	125 809	131 471	(57.1)
Sales of capital assets	–	–	–	–	–	–	–	–	–	–
Transactions in financial assets and liabilities	291	57	2	836	836	289	881	801	836	204.8
<b>Total departmental receipts</b>	<b>751 815</b>	<b>768 110</b>	<b>947 947</b>	<b>114 982</b>	<b>114 982</b>	<b>280 421</b>	<b>121 190</b>	<b>126 885</b>	<b>132 594</b>	<b>(56.8)</b>

Table 3 above shows the summary of departmental receipts and collections from 2017/18 to 2023/24. Own revenue decreased from R751.815 million in 2017/18 to an estimated R280.421 million in 2020/21. The decrease to R121.190 million in 2021/22 is due to expected lower cash balances in the Provincial Revenue Fund owing to allocation of surplus funds for provincial priorities. It is projected that the receipts will increase gradually in the two outer years.

## 7 PAYMENT SUMMARY

### 7.1 Key assumptions

Assumptions and factors contained in the 2021 Medium-Term Budget Policy Statement (MTBPS), such as revised zero percent living wage adjustments were taken into consideration. National and provincial budget reductions as well as cost containment measures have been taken into account for the entire 2021 MTEF.

### 7.2 Programme Summary

Table 4: Summary of payments and estimates by programme

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates			% change from 2020/21
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24	
1. Administration	145 752	156 865	157 462	176 854	157 662	158 374	158 245	173 020	170 787	(0.1)
2. Sustainable Resource Management	61 131	68 162	70 473	84 382	72 406	72 335	79 298	79 445	79 445	9.6
3. Asset And Liability	24 929	26 633	26 135	29 212	25 604	24 510	25 483	25 572	25 572	4.0
4. Financial Governance	80 806	76 889	90 439	92 033	84 074	83 040	85 137	85 104	90 168	2.5
5. Municipal Financial Governance	391 961	112 446	76 725	61 749	47 333	47 373	58 327	58 443	57 973	23.1
<b>Total payments and estimates</b>	<b>704 579</b>	<b>440 995</b>	<b>421 234</b>	<b>444 230</b>	<b>387 079</b>	<b>385 632</b>	<b>406 490</b>	<b>421 584</b>	<b>423 945</b>	<b>5.4</b>

### 7.3 Summary of economic classification

Table 5: Summary of payments and estimates by economic classification

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates			% change from 2020/21
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24	
<b>Current payments</b>	<b>347 016</b>	<b>364 023</b>	<b>390 036</b>	<b>438 771</b>	<b>375 512</b>	<b>373 075</b>	<b>400 372</b>	<b>408 105</b>	<b>410 466</b>	<b>7.3</b>
Compensation of employees	284 819	302 714	322 350	362 232	319 428	319 048	332 567	332 555	337 619	4.2
Goods and services	62 197	61 309	67 686	76 539	56 084	54 027	67 805	75 550	72 847	25.5
Interest and rent on land	–	–	–	–	–	–	–	–	–	–
<b>Transfers and subsidies to:</b>	<b>354 181</b>	<b>67 341</b>	<b>26 357</b>	<b>1 886</b>	<b>4 898</b>	<b>5 830</b>	<b>1 943</b>	<b>2 036</b>	<b>2 036</b>	<b>(66.7)</b>
Provinces and municipalities	92 985	41 362	23 587	–	–	–	–	–	–	–
Departmental agencies and accounts	252 667	22 405	816	1 086	1 086	1 086	1 103	1 156	1 156	1.6
Higher education institutions	–	–	–	–	–	–	–	–	–	–
Foreign governments and international organisations	–	–	–	–	–	–	–	–	–	–
Public corporations and private enterprises	–	–	–	–	–	–	–	–	–	–
Non-profit institutions	–	–	–	–	–	–	–	–	–	–
Households	8 529	3 574	1 954	800	3 812	4 744	840	880	880	(82.3)
<b>Payments for capital assets</b>	<b>3 034</b>	<b>9 554</b>	<b>4 528</b>	<b>3 573</b>	<b>6 669</b>	<b>6 727</b>	<b>4 175</b>	<b>11 443</b>	<b>11 443</b>	<b>(37.9)</b>
Buildings and other fixed structures	–	–	–	–	–	–	–	–	–	–
Machinery and equipment	2 620	9 554	4 492	3 573	6 319	6 377	4 175	11 443	11 443	(34.5)
Heritage Assets	–	–	–	–	–	–	–	–	–	–
Specialised military assets	–	–	–	–	–	–	–	–	–	–
Biological assets	–	–	–	–	–	–	–	–	–	–
Land and sub-soil assets	–	–	–	–	–	–	–	–	–	–
Software and other intangible assets	414	–	36	–	350	350	–	–	–	(100.0)
<b>Payments for financial assets</b>	<b>348</b>	<b>77</b>	<b>313</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total economic classification</b>	<b>704 579</b>	<b>440 995</b>	<b>421 234</b>	<b>444 230</b>	<b>387 079</b>	<b>385 632</b>	<b>406 490</b>	<b>421 584</b>	<b>423 945</b>	<b>5.4</b>

Tables 4 and 5 above show the summary of payments and estimates per programme and economic classification from 2017/18 to 2023/24. Actual expenditure decreased from R704.579 million in 2017/18 to a revised estimate of R385.632 million in 2020/21. The decrease is mainly due to completion of municipal social infrastructure projects. In 2021/22, the budget increases by 5.4 per cent to R406.490 million mainly due to hard lockdown restrictions imposed in 2020/21 affecting travel and subsistence, as well as once-off budget reductions effected in 2020/21 in response to the global COVID-19 crisis. The budget increases gradually in the two outer years.

Compensation of Employees increased from R284.819 million in 2017/18 to a revised estimate of R319.048 million in 2020/21 due to the appointment of interns for experiential training, contract personnel for Medico-Legal, PERSAL Centralisation and Technical Support. In 2021/22, the budget increases by 4.2 per cent to R332.567 million mainly due to provisions for the filling of critical vacant posts.

Goods and Services decreased from R62.197 million in 2017/18 to a revised estimate of R54.027 million in 2020/21 due to once-off provisions made for forensic investigations conducted at various municipalities in 2019/20. In 2021/22, the budget increases by 25.5 per cent to R67.805 million due to once-off budget reductions effected in 2020/21 in response to the COVID-19 fiscal crisis.

Transfers and Subsidies decreased from R354.181 million in 2017/18 to a revised estimate of R5.830 million in 2020/21 due to completion of municipal social infrastructure projects in 2019/20. In 2021/22, the budget decreases by 66.7 per cent to R1.943 million due to once-off provisions made for officials exiting the department.

Payments for Capital Assets increased from R3.034 million in 2017/18 to a revised estimate of R6.727 million in 2020/21 due to replacement of obsolete computer equipment and server infrastructure. In 2021/22, the budget decreases by 37.9 per cent to R4.175 million due to once-off costs incurred in 2020/21.

## 7.4 Expenditure by municipal boundary

Table 6: Summary of departmental payments and estimates by benefiting municipal boundary

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates			% change from 2020/21
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24	
					2020/21					
<b>Buffalo City</b>	-	-	-	-	-	-	-	-	-	
<b>Nelson Mandela Bay</b>	-	-	-	-	-	-	-	-	-	
<b>Cacadu District Municipality</b>	22 024	-	-	-	-	-	-	-	-	
Dr Beyers Naude	-	-	-	-	-	-	-	-	-	
Blue Crane Route	-	-	-	-	-	-	-	-	-	
Makana	-	-	-	-	-	-	-	-	-	
Ndlambe	-	-	-	-	-	-	-	-	-	
Sundays River Valley	10 269	-	-	-	-	-	-	-	-	
Kouga	-	-	-	-	-	-	-	-	-	
Kou-Kamma	11 755	-	-	-	-	-	-	-	-	
<b>Amatole District Municipality</b>	37 015	-	-	-	-	-	-	-	-	
Mbhashe	17 009	-	-	-	-	-	-	-	-	
Mnquma	-	-	-	-	-	-	-	-	-	
Great Kei	-	-	-	-	-	-	-	-	-	
Amahlathi	-	-	-	-	-	-	-	-	-	
Ngqushw a	-	-	-	-	-	-	-	-	-	
Ray mond Mhlaba	20 006	-	-	-	-	-	-	-	-	
<b>Chris Hani District Municipality</b>	16 491	-	-	-	-	-	-	-	-	
Inxuba Yethemba	-	-	-	-	-	-	-	-	-	
Intsika Yethu	-	-	-	-	-	-	-	-	-	
Emalahleni	16 491	-	-	-	-	-	-	-	-	
Engcobo	-	-	-	-	-	-	-	-	-	
Sakhisizwe	-	-	-	-	-	-	-	-	-	
Enoch Mgijima	-	-	-	-	-	-	-	-	-	
<b>Joe Gqabi District Municipality</b>	29 335	-	-	-	-	-	-	-	-	
Elundini	25 485	-	-	-	-	-	-	-	-	
Senqu	3 850	-	-	-	-	-	-	-	-	
Walter Sisulu	-	-	-	-	-	-	-	-	-	
<b>O.R. Tambo District Municipality</b>	157 461	12 950	5 065	-	-	-	-	-	-	
Ngquza Hill	20 841	-	-	-	-	-	-	-	-	
Port St Johns	11 086	-	-	-	-	-	-	-	-	
Nyandeni	5 281	-	-	-	-	-	-	-	-	
Mhlonlo	8 706	-	-	-	-	-	-	-	-	
King Sabata Dalindyebo	111 547	12 950	5 065	-	-	-	-	-	-	
<b>Alfred Nzo District Municipality</b>	19 023	2 412	4 522	-	-	-	-	-	-	
Matalele	6 642	-	-	-	-	-	-	-	-	
Umtzimvubu	1 613	-	-	-	-	-	-	-	-	
Mbizana	4 089	-	-	-	-	-	-	-	-	
Ntabankulu	6 679	2 412	4 522	-	-	-	-	-	-	
<b>District Municipalities</b>	100 088	64 845	54 813	42 282	37 039	37 061	42 942	43 964	44 283	15.9
Cacadu District Municipality	7 363	7 658	8 016	8 657	7 379	7 430	7 430	7 443	7 443	0.0
Amatole District Municipality	7 074	7 638	8 392	8 545	7 846	7 805	7 417	7 431	7 431	(5.0)
Chris Hani District Municipality	7 424	6 893	7 446	6 867	6 121	6 148	6 267	6 280	6 280	1.9
Joe Gqabi District Municipality	-	-	18 236	4 711	4 121	4 087	4 330	4 340	4 340	5.9
O.R. Tambo District Municipality	67 071	30 363	6 683	7 376	6 042	6 065	5 915	5 927	5 927	(2.5)
Alfred Nzo District Municipality	6 046	6 541	6 040	6 126	5 530	5 526	5 290	5 301	5 301	(4.3)
<b>Unallocated</b>	323 142	360 788	356 834	401 948	350 040	348 571	363 548	377 620	379 662	4.3
<b>Total transfers to municipalities</b>	704 579	440 995	421 234	444 230	387 079	385 632	406 490	421 584	423 945	5.4

Table 6 above shows the summary of payments and estimates by benefitting municipality boundary from 2017/18 to 2023/24. The department implemented social infrastructure projects such as drought relief in Joe Gqabi municipality and electrification in King Sabata Dalindyebo municipality. Total expenditure decreased from R704.579 million in 2017/18 to a revised estimate of R385.632 million in 2020/21 because

these projects were completed in 2019/20. In 2021/22, the budget increased by 5.4 per cent due to lower revised estimates caused by baseline cuts in the current financial year to deal with the Covid-19 pandemic.

## 7.5 Infrastructure payments

### 7.5.1 Departmental infrastructure payments

Table 7: Summary of departmental payments and estimates on infrastructure

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates			% change from 2020/21
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24	
Existing infrastructure assets	-	-	-	-	-	-	-	-	-	-
Maintenance and repairs	-	-	-	-	-	-	-	-	-	-
Upgrades and additions	-	-	-	-	-	-	-	-	-	-
Refurbishment and rehabilitation	-	-	-	-	-	-	-	-	-	-
New infrastructure assets	-	-	-	-	-	-	-	-	-	-
Infrastructure transfers	344 717	62 937	23 587	-	-	-	-	-	-	-
Current	-	-	-	-	-	-	-	-	-	-
Capital	344 717	62 937	23 587	-	-	-	-	-	-	-
Infrastructure payments for financial assets	-	-	-	-	-	-	-	-	-	-
Infrastructure leases	-	-	-	-	-	-	-	-	-	-
Non infrastructure	-	-	-	-	-	-	-	-	-	-
<b>Total department infrastructure</b>	<b>344 717</b>	<b>62 937</b>	<b>23 587</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

1. Total provincial infrastructure is the sum of "Capital" plus "Recurrent maintenance". This includes non infrastructure items.

Table 7 above shows the summary of payments and estimates on infrastructure from 2017/18 to 2023/24. Actual expenditure decreased from R344.717 million in 2017/18 to nil in 2020/21 due to completion of municipal social infrastructure projects. Over the 2021 MTEF there is no allocation for municipal social infrastructure.

## 7.6 Departmental Public-Private Partnership (PPP) projects

None.

## 7.7 Conditional grant payments

None.

## 7.8 Transfers

### 7.8.1 Transfers to public entities

None.

### 7.8.2 Transfers to other entities

Table 8: Transfers to other entities

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates			% change from 2020/21
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24	
SABC (TV Licences)	2	2	1	1	1	1	1	2	2	0.0
FASSET	933	828	815	1 085	1 085	1 085	1 102	1 154	1 154	1.6
South Africa National Roads Agency (SANRA)	251 732	21 575	-	-	-	-	-	-	-	-
<b>Total departmental transfers</b>	<b>252 667</b>	<b>22 405</b>	<b>816</b>	<b>1 086</b>	<b>1 086</b>	<b>1 086</b>	<b>1 103</b>	<b>1 156</b>	<b>1 156</b>	<b>1.6</b>

Table 8 above shows the summary of transfers to other entities from 2017/18 to 2023/24. The expenditure decreased from R252.667 million in 2017/18 to R1.086 million in 2020/21 as the Rural Access Roads project implemented by South African National Roads Agency Limited (SANRAL) was completed in 2018/19. In 2021/22, the budget increases by 1.6 per cent to R1.103 million due to provisions made for television license fees and skills development fund levies over the 2021 MTEF.

### 7.8.3 Transfers to local government

Table 9: Transfers to local government by category

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates			% change from 2020/21
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24	
Category A	–	–	–	–	–	–	–	–	–	–
Category B	29 862	15 362	9 587	–	–	–	–	–	–	–
Category C	63 123	26 000	14 000	–	–	–	–	–	–	–
Unallocated	–	–	–	–	–	–	–	–	–	–
<b>Total departmental transfers</b>	<b>92 985</b>	<b>41 362</b>	<b>23 587</b>	–	–	–	–	–	–	–

Table 9 above shows the summary of departmental transfers to local government by category from 2017/18 to 2023/24. The transfer allocations reflected in 2017/18 pertain to social infrastructure interventions. These transfers were directed to Joe Gqabi district municipality for the drought relief programme, Ntabankulu local municipality for access roads and KSD for electrification. All these projects were completed in 2019/20, hence no further allocations over the 2021 MTEF.

### 7.8.4 Transfers to local government by grant name

None.

## 8 PROGRAMME DESCRIPTION

### 8.1 Programme 1: Administration

**Programme Purpose:** To provide leadership and strategic management and appropriate support services to all other programmes. The programme consists of 5 sub-programmes, namely:

- **Office of the Member of the Executive Council:** sets priorities and political directives in order to meet the mandate of the department;
- **Management Services:** translates policies and priorities into strategies for effective service delivery manages and monitors organisational performance and provides legal services and information technology support;
- **Corporate Services:** provides an internal enabling environment and support service to the other programmes with regard to human resource management and development, records management and security and facilities management;
- **Financial Management (Office of the CFO):** To manage and facilitate the provision of financial, supply chain, asset management, and internal control services to the department;
- **Internal Audit:** To manage internal audit and risk management services

Table 10: Summary of departmental payments and estimates sub-programme: P1- Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates			% change from 2020/21
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24	
1. Office Of The Mec	6 503	6 993	7 482	9 124	7 516	7 450	8 250	8 280	8 280	10.7
2. Management Services	38 973	46 450	45 260	50 095	48 734	48 653	44 407	57 319	55 086	(8.7)
3. Corporate Services	41 975	44 410	45 708	50 499	42 428	42 791	46 418	47 108	47 108	8.5
4. Financial Management (Office O	50 783	51 451	51 733	57 825	52 033	52 600	51 100	52 203	52 203	(2.9)
5. Internal Audit	7 518	7 561	7 279	9 311	6 951	6 880	8 070	8 110	8 110	17.3
<b>Total payments and estimates</b>	<b>145 752</b>	<b>156 865</b>	<b>157 462</b>	<b>176 854</b>	<b>157 662</b>	<b>158 374</b>	<b>158 245</b>	<b>173 020</b>	<b>170 787</b>	<b>(0.1)</b>

Table 11: Summary of departmental payments and estimates by economic classification: P1 Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates			% change from 2020/21
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24	
<b>Current payments</b>	<b>138 728</b>	<b>144 586</b>	<b>151 205</b>	<b>171 395</b>	<b>149 296</b>	<b>149 376</b>	<b>152 127</b>	<b>159 541</b>	<b>157 308</b>	<b>1.8</b>
Compensation of employees	98 402	103 685	110 039	122 287	109 786	109 907	110 150	110 578	110 578	0.2
Goods and services	40 326	40 901	41 166	49 108	39 510	39 469	41 977	48 963	46 730	6.4
Interest and rent on land	-	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies to:</b>	<b>3 990</b>	<b>2 648</b>	<b>1 729</b>	<b>1 886</b>	<b>1 697</b>	<b>2 271</b>	<b>1 943</b>	<b>2 036</b>	<b>2 036</b>	<b>(14.4)</b>
Provinces and municipalities	-	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	935	830	816	1 086	1 086	1 086	1 103	1 156	1 156	1.6
Higher education institutions	-	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-	-
Households	3 055	1 818	913	800	611	1 185	840	880	880	(29.1)
<b>Payments for capital assets</b>	<b>3 034</b>	<b>9 554</b>	<b>4 528</b>	<b>3 573</b>	<b>6 669</b>	<b>6 727</b>	<b>4 175</b>	<b>11 443</b>	<b>11 443</b>	<b>(37.9)</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-	-
Machinery and equipment	2 620	9 554	4 492	3 573	6 319	6 377	4 175	11 443	11 443	(34.5)
Heritage Assets	-	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-	-
Software and other intangible assets	414	-	36	-	350	350	-	-	-	(100.0)
<b>Payments for financial assets</b>	<b>-</b>	<b>77</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total economic classification</b>	<b>145 752</b>	<b>156 865</b>	<b>157 462</b>	<b>176 854</b>	<b>157 662</b>	<b>158 374</b>	<b>158 245</b>	<b>173 020</b>	<b>170 787</b>	<b>(0.1)</b>

Tables 10 and 11 above show the summary of payments and estimates per sub-programme and economic classification from 2017/18 to 2023/24. The expenditure increased from R145.752 million in 2017/18 to a revised estimate of R158.374 million in 2020/21. The increase is mainly due to provisions made for the filling of critical vacant posts, additional intake of interns for experiential learning as well as replacement of obsolete computer equipment and server infrastructure. In 2021/22, the budget decreases by 0.1 per cent to R158.245 million due to budget reductions effected over the 2021 MTEF period.

Compensation of Employees increased from R98.402 million in 2017/18 to a revised estimate of R109.907 million in 2020/21. The increase is due to provisions made for the filing of critical vacant posts and additional intake of interns for experiential learning. In 2021/22, the budget increases by a minimal 0.2 per cent to R110.150 million mainly due to implementation of baseline cuts.

Goods and Services decreased from R40.326 million in 2017/18 to a revised estimate of R39.469 million in 2020/21 due to budget reductions in response to the COVID-19 fiscal crisis. In 2021/22, the budget increases by 6.4 per cent to R41.977 million due to once-off budget reductions effected in 2020/21 which reduced the revised estimates.

Transfers and Subsidies decreased from R3.990 million in 2017/18 to a revised estimate of R2.271 million in 2020/21 due to the anticipated reduction in the number of officials exiting the department. In 2021/22, the budget decreases by 14.4 per cent to R1.943 million due to once-off provisions made in 2020/21 for officials exiting the department.

Payments for Capital Assets increased from R3.034 million in 2017/18 to R6.727 million in 2020/21 due to replacement of obsolete computer equipment and server infrastructure. In 2021/22, the budget decreases by 37.9 per cent to R4.175 million due to once-off costs for office furniture incurred in 2020/21.

Table 12: Selected service delivery measures for the programme: P1: Administration

Programme Performance Measures	Estimated Performance	Medium-term estimates		
	2020/21	2021/22	2022/23	2023/24
Percentage departmental performance indicator targets achieved	-	95%	97%	99%
Percentage HR Plan Targets achieved	-	80%	85%	90%
Percentage reduction on financial information audit findings	-	25%	25%	25%
Percentage of valid invoices / claims paid / settled within 30 days	-	100%	100%	100%
Number of audits conducted to improve internal controls	17	15	15	15

Table 12 above shows service delivery measures for Administration. The programme will continue to provide strategic leadership, strategic management, human resource management and appropriate support services to departmental programmes. The focus will continue to be on improving business processes and internal control systems to enhance efficiency that should lead to positive (unqualified) audit outcomes. For the realisation of its strategic outcomes, the programme will continue to strengthen the implementation of plans and projects in a coordinated, collaborative and integrated manner. Cooperation with client departments, entities, municipalities and other key stakeholders will continue to be improved.

## 8.2 Programme 2: Sustainable Resource Management

**Programme Purpose:** Allocative efficacy through budget preparations, infrastructure budgeting, expenditure monitoring economic analysis and fiscal policy to all provincial departments, public entities and management of financial assets and liabilities.

The programme consists of four sub-programmes namely:

- **Programme Support:** provides strategic leadership in implementing strategies to ensure the programme's contribution in realising departmental objectives;
- **Economic Analysis:** determines and evaluates economic parameters and socio-economic imperatives within a provincial and macro-economic context;
- **Fiscal Policy:** promotes optimal financial resource allocation and enables government to finance its service delivery obligations, and also promotes sound planning, budgeting, financial management and reporting in Public Entities;
- **Budget Management:** promotes effective optimal resource allocation; manages fiscal assets optimises liquidity requirements and returns on financial investments and maximises the latter within acceptable levels of risk.

**Table 13: Summary of departmental payments and estimates sub-programme: P2- Sustainable Resource Management**

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates			% change from 2020/21
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24	
1. Programme Support	2 681	2 746	2 740	3 347	5 236	5 232	3 318	3 335	3 335	(36.6)
2. Economic Analysis	1 656	2 245	3 476	4 027	3 451	3 451	3 635	3 648	3 648	5.3
3. Fiscal Policy	8 243	9 512	8 507	9 425	8 549	8 544	8 934	8 952	8 952	4.6
4. Budget Management	48 551	53 659	55 750	67 583	55 170	55 108	63 411	63 510	63 510	15.1
<b>Total payments and estimates</b>	<b>61 131</b>	<b>68 162</b>	<b>70 473</b>	<b>84 382</b>	<b>72 406</b>	<b>72 335</b>	<b>79 298</b>	<b>79 445</b>	<b>79 445</b>	<b>9.6</b>

**Table 14 Summary of departmental payments and estimates by economic classification: P2 – Sustainable Resource Management**

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates			% change from 2020/21
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24	
<b>Current payments</b>	<b>60 993</b>	<b>67 658</b>	<b>70 473</b>	<b>84 382</b>	<b>71 966</b>	<b>71 895</b>	<b>79 298</b>	<b>79 445</b>	<b>79 445</b>	<b>10.3</b>
Compensation of employees	57 634	62 337	68 050	81 329	68 487	68 419	76 627	76 656	76 656	12.0
Goods and services	3 359	5 321	2 423	3 053	3 479	3 476	2 671	2 789	2 789	(23.2)
Interest and rent on land	-	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies to:</b>	<b>138</b>	<b>504</b>	<b>-</b>	<b>-</b>	<b>440</b>	<b>440</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(100.0)</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	138	504	-	-	440	440	-	-	-	(100.0)
<b>Payments for capital assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-	-
Heritage Assets	-	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-	-
<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>-</b>
<b>Total economic classification</b>	<b>61 131</b>	<b>68 162</b>	<b>70 473</b>	<b>84 382</b>	<b>72 406</b>	<b>72 335</b>	<b>79 298</b>	<b>79 445</b>	<b>79 445</b>	<b>9.6</b>

Tables 13 and 14 above show the summary of payments and estimates per sub-programme and economic classification from 2017/18 to 2023/24. Actual expenditure increased from R61.131 million in 2017/18 to a revised estimate of R72.335 million in 2020/21. The increase is mainly due to strengthening of provincial budget management capacity. In 2021/22, the budget increases by 9.6 per cent to R79.298 million mainly due to the provincial infrastructure capacitation funds that have been rescheduled in 2020/21 to 2022/23 thus also contributed to the low revised estimate. The budget will grow gradually in the two outer years.

Compensation of Employees increased from R57.634 million in 2017/18 to a revised estimate of R68.419 million in 2020/21 mainly due to strengthening of provincial budget management capacity. In 2021/22, the budget increases by 12 per cent to R76.627 million given that the rescheduling of the provincial infrastructure capacitation funds contributed to the low revised estimate.

Goods and Services increased from R3.359 million in 2017/18 to a revised estimate of R3.476 million in 2020/21 mainly due to once-off provision made for the Provincial Expenditure Review project conducted by GTAC. Then that has led to a decline of 23.2 per cent to R2.671 million in 2021/22.

Transfers and Subsidies increased from R138 thousand in 2017/18 to R440 thousand in 2020/21 as this is mainly demand driven. It is anticipated that no officials will be exiting the department, hence there is no further allocation over the 2021 MTEF.

## 8.2.1 Service Delivery Measures

**Table 15: Selected service delivery measures for the programme: P2: Sustainable Resource Management**

Programme Performance Measures	Estimated Performance	Medium-term estimates			
	2020/21	2021/22	2022/23	2023/24	
Number of policy briefs produced on key sector focus areas	4	4	4	4	
Amount of own revenue collected	1.1 billion	1.30 billion	1.37 billion	1.42 billion	
% expenditure by entities within allocated budget	10	98%	98%	98%	
% expenditure by departments within allocated budget	13	98%	98%	98%	
CoE Ratio	64:36	63:37	62:38	61:39:00	
Positive cash balance in the Provincial Revenue Fund	1	1	1	1	
Departments paying creditors within 30 days	13	13	13	13	
Number of new Infrastructure plans aligned to planning reforms	11	11	11	11	
% expenditure by infrastructure departments of allocated capital budget	10	98%	98%	98%	
% increase in Gross Capital Formation	10	10%	20%	25%	

Table 15 above shows service delivery measures for Sustainable Resource Management. The programme will continue to promote fiscal sustainability through strict implementation of cost containment measures that prioritise expenditure on core service delivery programmes and less on non-core items, whilst ensuring the stabilisation of governance in the province. Ongoing support will be provided to strengthen infrastructure delivery in the province in line with the Provincial Infrastructure Strategy. Infrastructure projects will be aligned to the District Development Model to strengthen integrated infrastructure planning, procurement and delivery across the infrastructure value chain.

## 8.3 Programme 3: Asset and Liabilities Management

**Programme Purpose:** To provide policy direction, promote and enforce transparency and effectiveness of supply chain management and asset management in the province.

- **Programme Support:** provides strategic leadership in implementing strategies to ensure the programme's contribution in realising departmental objectives; and
- **Asset Management:** To provide policy direction facilitates the effective and efficient management of physical assets and promotes economic development targeted government procurement.

**Table 16: Summary of departmental payments and estimates sub-programme: P3 – Asset and Liabilities Management**

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates			% change from 2020/21
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24	
1. Programme Support	–	–	–	–	–	–	–	–	–	–
2. Asset Management	24 929	26 633	26 135	29 212	25 604	24 510	25 483	25 572	25 572	4.0
<b>Total payments and estimates</b>	<b>24 929</b>	<b>26 633</b>	<b>26 135</b>	<b>29 212</b>	<b>25 604</b>	<b>24 510</b>	<b>25 483</b>	<b>25 572</b>	<b>25 572</b>	<b>4.0</b>

Table 17: Summary of departmental payments and estimates by economic classification: P3 - Asset and Liabilities Management

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates			% change from 2020/21
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24	
<b>Current payments</b>	<b>24 929</b>	<b>26 592</b>	<b>26 028</b>	<b>29 212</b>	<b>24 711</b>	<b>23 567</b>	<b>25 483</b>	<b>25 572</b>	<b>25 572</b>	<b>8.1</b>
Compensation of employees	21 821	24 140	24 739	27 037	22 516	22 494	23 786	23 797	23 797	5.7
Goods and services	3 108	2 452	1 289	2 175	2 195	1 073	1 697	1 775	1 775	58.2
Interest and rent on land	–	–	–	–	–	–	–	–	–	–
<b>Transfers and subsidies to:</b>	<b>–</b>	<b>41</b>	<b>107</b>	<b>–</b>	<b>893</b>	<b>943</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(100.0)</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	–	41	107	–	893	943	–	–	–	(100.0)
<b>Payments for capital assets</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Buildings and other fixed structures	–	–	–	–	–	–	–	–	–	–
Machinery and equipment	–	–	–	–	–	–	–	–	–	–
Heritage Assets	–	–	–	–	–	–	–	–	–	–
Specialised military assets	–	–	–	–	–	–	–	–	–	–
Biological assets	–	–	–	–	–	–	–	–	–	–
Land and sub-soil assets	–	–	–	–	–	–	–	–	–	–
Software and other intangible assets	–	–	–	–	–	–	–	–	–	–
<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>–</b>
<b>Total economic classification</b>	<b>24 929</b>	<b>26 633</b>	<b>26 135</b>	<b>29 212</b>	<b>25 604</b>	<b>24 510</b>	<b>25 483</b>	<b>25 572</b>	<b>25 572</b>	<b>4.0</b>

Tables 16 and 17 above show the summary of payments and estimates per sub-programme and economic classification from 2017/18 to 2023/24. Actual expenditure decreased from R24.929 million in the 2017/18 financial year to a revised estimate of R24.510 million in 2020/21 due to budget reductions effected in response to the COVID-19 pandemic. In 2021/22, the budget increases by 4 per cent to R25.483 million due to provisions made for the filling of critical vacant posts.

Compensation of Employees increased from R21.821 million in 2017/18 to a revised estimate of R22.494 million in 2020/21 due to ICS adjustments. In 2021/22, the budget increases by 5.7 per cent to R23.786 million due to provisions made for the filling of critical vacant posts.

Goods and Services decreased from R3.108 million in 2017/18 to a revised estimate of R1.073 million in 2020/21. The decrease is mainly due to budget reductions effected in 2020/21 in response to the COVID-19 pandemic. In 2021/22, the budget increases by 58.2 per cent to R1.697 million due to the once-off budget reductions effected in 2020/21.

Transfers and Subsidies increased from 41 thousand in 2018/19 to R943 thousand in 2020/21 due to an increase in the number of officials exiting the department. It is anticipated that no officials will be exiting the department, hence no further allocation over the 2021 MTEF.

### 8.3.1 Service Delivery Measures

Table 18: Selected service delivery measures for the programme: P3: Asset and Liabilities Management

Programme Performance Measures	Estimated Performance	Medium-term estimates			
	2020/21	2021/22	2022/23	2023/24	
Achievement of asset management maturity level	Level 3	Level 3	Level 3	Level 3	
Achievement of supply chain management maturity level	Level 3	Level 3	Level 3	Level 3	
Achievement of infrastructure procurement maturity level	50%	50%	50%	50%	
% procurement spend on EC suppliers	50%	60%	60%	60%	

Table 18 above shows service delivery measures for Asset and Liability Management. The Programme will continue to support the departments on the implementation of the LED Procurement Framework in order to achieve 50 per cent local spend, including in the implementation of the procurement procedures to mitigate the pandemic. The programme will also continue to ensure optimal utilisation of assets in the departments and public entities.

## 8.4 Programme 4: Financial Governance

**Programme Purpose:** To promote accountability through comprehensive accounting practices, financial information systems, governance as well as compliance with financial norms and standards in PFMA compliant institutions and financial systems management.

The programme consists of six sub-programmes namely:

- **Programme Support:** Provides strategic leadership in implementing strategies to ensure programme's contribution in realising departmental objectives;
- **Accounting Services:** To ensure the effective implementation of accounting practices in line with Generally Accepted Accounting Practices (GAAP), Generally Recognised Accounting Practise (GRAP) and prepare consolidated financial statements that reflect the financial position of the province;
- **Norms and Standards:** Develops and implements financial norms and standards and ensures effective communication;
- **Risk Management:** Provides provincial risk profile, develops and monitors the implementation of the Provincial Risk Management Framework;
- **Provincial Internal Audit:** Coordinates the activities and provide technical support for all provincial internal audit units and audit committees.
- **Supporting and Interlinked Financial Systems:** To provide oversight and management of existing financial systems and the transition to the Integrated Financial Management Systems, enhancement of systems to support the business processes of government and provides capacity building in the usage of financial systems aimed at better provincial financial management.

**Table 19: Summary of departmental payments and estimates sub-programme: P4 – Financial Governance**

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates			% change from 2020/21
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24	
1. Programme Support	18 944	17 774	17 909	23 871	18 572	18 415	19 659	19 143	24 207	6.8
2. Accounting Services	13 771	12 800	13 720	14 397	13 382	13 076	13 680	13 729	13 729	4.6
3. Norms & Standards	8 237	6 899	6 407	7 568	7 261	7 251	6 847	6 856	6 856	(5.6)
4. Risk Management	3 778	4 191	4 833	5 192	4 637	4 640	4 685	4 713	4 713	1.0
5. Provincial Internal Audit	14 748	12 539	23 384	15 845	17 239	16 628	15 780	16 089	16 089	(5.1)
6. Supporting And Interlinked Finai	21 328	22 686	24 186	25 160	22 983	23 030	24 486	24 574	24 574	6.3
<b>Total payments and estimates</b>	<b>80 806</b>	<b>76 889</b>	<b>90 439</b>	<b>92 033</b>	<b>84 074</b>	<b>83 040</b>	<b>85 137</b>	<b>85 104</b>	<b>90 168</b>	<b>2.5</b>

Table 20: Summary of departmental payments and estimates by economic classification: P4 – Financial Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates			% change from 2020/21
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24	
<b>Current payments</b>	77 370	75 920	89 705	92 033	83 665	82 406	85 137	85 104	90 168	3.3
Compensation of employees	65 143	67 058	71 107	81 567	73 869	73 488	74 814	74 315	79 379	1.8
Goods and services	12 227	8 862	18 598	10 466	9 796	8 918	10 323	10 789	10 789	15.8
Interest and rent on land	-	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies to:</b>	3 088	969	421	-	409	634	-	-	-	(100.0)
Provinces and municipalities	-	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-	-
Households	3 088	969	421	-	409	634	-	-	-	(100.0)
<b>Payments for capital assets</b>	-	-	-	-	-	-	-	-	-	-
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-	-
Heritage Assets	-	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	348	-	313	-	-	-	-	-	-	-
<b>Total economic classification</b>	80 806	76 889	90 439	92 033	84 074	83 040	85 137	85 104	90 168	2.5

Tables 19 and 20 above show the summary of payments and estimates per sub-programme and economic classification from 2017/18 to 2023/24. The increase in expenditure from R80.806 million in 2017/18 to a revised estimate of R83.040 million in 2020/21, mainly due to the appointment of contract personnel for Medico-Legal, PERSAL Centralisation and Technical Support. In 2021/22, the budget increases by 2.5 per cent to R85.137 million due to budget reduction that resulted to low revised estimates.

Compensation of Employees increased from R65.143 million in 2017/18 to a revised estimate of R73.488 million in 2020/21, mainly due to the appointment of contract personnel for Medico-Legal, PERSAL Centralisation and Technical Support. In 2021/22, the budget increases by 1.8 per cent to R74.814 million due to baseline reduction implemented that resulted to low revised estimates.

Goods and Services decreased from R12.227 million in 2017/18 to a revised estimate of R8.918 million in 2020/21 due to budget reductions effected in response to the COVID-19 fiscal crisis. In 2021/22, the budget increases by 15.8 per cent to R10.323 million due to once-off budget reductions effected in 2020/21.

Transfers and Subsidies decreased from R3.088 million in 2017/18 to a revised estimate of R634 thousand due to a decrease in the number of officials exiting the department. It is anticipated that no officials will be exiting the department, hence no further allocation over the 2021 MTEF.

#### 8.4.1 Service Delivery Measures

Table 21: Selected service delivery measures for the programme: P4: Financial Governance

Programme Performance Measures	Estimated Performance	Medium-term estimates		
	2020/21	2021/22	2022/23	2023/24
Number of institutions that achieve unqualified audits (Provincial departments and public entities)	23	23	25	25
Audited consolidated Financial Statements tabled at Legislature	1	1	1	1
% Financial Management Accountability Framework (FMAF) standards implemented	4	70%	80%	90%
% Financial Management Capacity Study elements implemented	4	90%	95%	100%
Level of risk maturity achieved by departments	Level 3	Level 3	Level 3	Level 3
% provincial risk profile mitigation measures implemented by departments	-	100%	100%	100%
Level of internal audit maturity achieved	-	2.8	2.9	3
Departments with no material audit findings on FIS User Account Management	6	9	11	13

Table 21 above shows service delivery measures for Financial Governance. To improve audit outcomes in the province, the programme will continue to co-ordinate audit improvement strategies through the implementation and monitoring of the Provincial Audit Intervention Plan (PAIP) and analysis of audit action plans.

## 8.5 Programme 5: Municipal Financial Governance

**Programme Purpose:** Provides support to the achievement of sound and sustainable financial management at municipal level through the provision of technical support and capacity building in the following areas: budgeting accounting practices supply chain management asset management, governance, as well as MFMA compliance. The Programme consists of three sub-programmes namely:

- **Programme Support:** Provides strategic leadership in implementing strategies to ensure the programme's contribution in realising departmental objectives;
- **Municipal Budget and Institutional Governance:** To monitor the implementation of the budgeting frameworks and coordinate monitor and report on MFMA; and
- **Municipal Accounting and Reporting:** To monitor compliance with Financial Management and Annual Reporting Framework, monitor the effective and efficient compliance with Financial Assets and Liability Management, enhance, monitor and enforce transparent and effective SCM and Asset Management.

**Table 22: Summary of departmental payments and estimates sub-programme: P5 – Municipal Financial Governance**

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates			% change from 2020/21
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24	
1. Programme Support	354 996	73 601	35 912	19 467	10 294	10 312	21 678	21 721	21 251	110.2
2. Municipal Budget & Institutional (	19 608	20 283	21 878	21 538	19 497	19 479	18 974	19 012	19 012	(2.6)
3. Municipal Accounting & Reportir	17 357	18 562	18 935	20 744	17 542	17 582	17 675	17 710	17 710	0.5
<b>Total payments and estimates</b>	<b>391 961</b>	<b>112 446</b>	<b>76 725</b>	<b>61 749</b>	<b>47 333</b>	<b>47 373</b>	<b>58 327</b>	<b>58 443</b>	<b>57 973</b>	<b>23.1</b>

**Table 23: Summary of departmental payments and estimates by economic classification: P5 – Municipal Financial Governance**

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates			% change from 2020/21
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24	
<b>Current payments</b>	<b>44 996</b>	<b>49 267</b>	<b>52 625</b>	<b>61 749</b>	<b>45 874</b>	<b>45 831</b>	<b>58 327</b>	<b>58 443</b>	<b>57 973</b>	<b>27.3</b>
Compensation of employees	41 819	45 494	48 415	50 012	44 770	44 740	47 190	47 209	47 209	5.5
Goods and services	3 177	3 773	4 210	11 737	1 104	1 091	11 137	11 234	10 764	920.8
Interest and rent on land	-	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies to:</b>	<b>346 965</b>	<b>63 179</b>	<b>24 100</b>	<b>-</b>	<b>1 459</b>	<b>1 542</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(100.0)</b>
Provinces and municipalities	92 985	41 362	23 587	-	-	-	-	-	-	-
Departmental agencies and accounts	251 732	21 575	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-	-
Households	2 248	242	513	-	1 459	1 542	-	-	-	(100.0)
<b>Payments for capital assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-	-
Heritage Assets	-	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-	-
<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>-</b>
<b>Total economic classification</b>	<b>391 961</b>	<b>112 446</b>	<b>76 725</b>	<b>61 749</b>	<b>47 333</b>	<b>47 373</b>	<b>58 327</b>	<b>58 443</b>	<b>57 973</b>	<b>23.1</b>

Tables 22 and 23 above show the summary of payments and estimates per sub-programme and economic classification from 2017/18 to 2023/24. The expenditure decreased from R391.961 million in 2017/18 to a revised estimate of R47.373 million in 2020/21, due to completion of municipal social infrastructure projects in 2019/20. In 2021/22, the budget increases by 23.1 per cent to R58.327 million mainly due to rescheduling of funds in 2020/21 to 2023/24 for provincial municipal support interventions, thus leading to a low revised estimate.

Compensation of Employees increased from R41.819 million in 2017/18 to a revised estimate of R44.740 million in 2020/21 mainly due to provisions made for planned recruitment aimed at strengthening municipal financial management. In 2021/22, the budget increases by 5.5 per cent to R47.190 million due to provisions made for the filling of critical vacant posts.

Goods and Services decreased from R3.177 million in 2017/18 to a revised estimate of R1.091 million in 2020/21 due to budget reductions effected in response to the COVID-19 pandemic. In 2021/22, the budget increases by 920.8 per cent to R11.137 million due to mainly due to lower revised estimate caused by the rescheduling of funds to 2023/24 for provincial municipal support interventions.

Transfers and Subsidies decreased from R346.965 million in 2017/18 to a revised estimate of R1.542 million in 2020/21 due to a decline in the allocation for social infrastructure projects. These projects were completed in 2019/20, hence there is no further allocation over 2021 MTEF.

### 8.5.1 Service Delivery Measures

**Table 24: Selected service delivery measures for the programme: P5: Municipal Financial Governance**

Programme Performance Measures	Estimated Performance	Medium-term estimates		
	2020/21	2021/22	2022/23	2023/24
Number of funded annual budgets adopted by municipalities	26	30	32	36
Number of funded Main Adjustments budgets adopted by municipalities	-	30	32	36
% expenditure of Municipal Infrastructure Conditional Grants	-	89%	94%	100%
Achievement of prescribed financial maturity level	2.80	2.85	2.90	3.00
Percentage reduction of irregular expenditure	1	40%	60%	75%
Number of municipalities that achieve unqualified audits	-	20	24	36

Table 24 above shows service delivery measures for Municipal Financial Governance. The Programme will continue to support municipalities to improve financial management and will assist municipalities with audit improvement strategies. Conditional grants expenditure, particularly infrastructure grants, will continue to be closely monitored.

## 9 OTHER PROGRAMME INFORMATION

### 9.1 Personnel numbers and costs by programme

Table 25: Personnel numbers and costs

Personnel numbers	As at 31 March 2018	As at 31 March 2019	As at 31 March 2020	As at 31 March 2021	As at 31 March 2022	As at 31 March 2023	As at 31 March 2024
1. Administration	195	203	194	183	208	209	209
2. Sustainable Resource Management	82	81	85	83	92	92	92
3. Asset And Liability	34	36	32	30	35	35	35
4. Financial Governance	83	91	97	94	95	95	95
5. Municipal Financial Governance	76	68	76	70	80	80	80
Direct charges	–	–	–	–	–	–	–
<b>Total provincial personnel numbers</b>	<b>470</b>	<b>479</b>	<b>484</b>	<b>460</b>	<b>510</b>	<b>511</b>	<b>511</b>
Total provincial personnel cost (R thousand)	284 819	302 714	322 350	319 048	332 567	332 555	337 619
Unit cost (R thousand)	606	632	666	694	652	651	661

1. Full-time equivalent

### 9.2 Personnel numbers and costs by component

Table 26: Personnel numbers and costs by component

R thousands	2017/18		Actual 2018/19		2019/20		Revised estimate 2020/21		Medium-term expenditure estimate						Average annual growth over MTEF 2020/21 - 2023/24		
									2021/22		2022/23		2023/24				
	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>Salary level</b>																	
1 – 7	115	98 402	92	8 640	93	6 933	77	9	86	27 320	86	31 406	86	31 536	–	4.9%	9.1%
8 – 10	171	57 634	177	108 556	163	122 446	158	4	162	92 088	168	94 639	169	95 045	1.4%	0.9%	28.5%
11 – 12	121	21 821	119	99 422	121	105 756	110	8	118	109 390	129	111 195	129	109 239	3.0%	-0.0%	33.3%
13 – 16	62	65 143	63	84 251	64	85 864	53	15	68	87 013	77	91 834	77	98 821	4.2%	4.3%	28.0%
Other	1	41 819	28	1 843	43	1 351	26	–	26	3 237	50	3 493	50	3 388	24.4%	1.5%	1.0%
<b>Total</b>	<b>470</b>	<b>284 819</b>	<b>479</b>	<b>302 714</b>	<b>484</b>	<b>322 350</b>	<b>424</b>	<b>36</b>	<b>460</b>	<b>319 048</b>	<b>510</b>	<b>332 567</b>	<b>511</b>	<b>332 555</b>	<b>3.6%</b>	<b>1.9%</b>	<b>100.0%</b>
<b>Programme</b>																	
1. Administration	195	98 402	203	103 685	194	110 039	183	–	183	109 907	208	110 150	209	110 578	4.5%	0.2%	33.5%
2. Sustainable Resource Management	82	57 634	81	62 337	85	68 050	75	8	83	68 419	92	76 627	92	76 656	3.5%	3.9%	22.4%
3. Asset And Liability	34	21 821	36	24 140	32	24 739	28	2	30	22 494	35	23 786	35	23 797	5.3%	1.9%	7.1%
4. Financial Governance	83	65 143	91	67 058	97	71 107	71	23	94	73 488	95	74 814	95	74 315	0.4%	2.6%	23.0%
5. Municipal Financial Governance	76	41 819	68	45 494	76	48 415	67	3	70	44 740	80	47 190	80	47 209	4.6%	1.8%	14.1%
Direct charges	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Total</b>	<b>470</b>	<b>284 819</b>	<b>479</b>	<b>302 714</b>	<b>484</b>	<b>322 350</b>	<b>424</b>	<b>36</b>	<b>460</b>	<b>319 048</b>	<b>510</b>	<b>332 567</b>	<b>511</b>	<b>332 555</b>	<b>3.6%</b>	<b>1.9%</b>	<b>100.0%</b>
<b>Employee dispensation classification</b>																	
Public Service Act appointees not covered by OSDs	469	284 147	477	300 925	440	319 998	397	36	433	315 450	459	328 257	460	328 186	2.0%	1.8%	98.7%
Public Service Act appointees still to be covered by OSDs	1	672	2	1 789	1	1 001	1	–	1	761	1	817	1	916	–	6.4%	0.3%
Professional Nurses, Staff Nurses and Nursing Assistants	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Legal Professionals	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
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	–	–	–	–	43	1 351	26	–	26	2 637	50	3 493	50	3 492	24.4%	8.1%	1.0%
<b>Total</b>	<b>470</b>	<b>284 819</b>	<b>479</b>	<b>302 714</b>	<b>484</b>	<b>322 350</b>	<b>424</b>	<b>36</b>	<b>460</b>	<b>319 048</b>	<b>510</b>	<b>332 567</b>	<b>511</b>	<b>332 555</b>	<b>3.6%</b>	<b>1.9%</b>	<b>100.0%</b>

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

Table 25 and 26 above show personnel numbers and costs by programme and component from 2017/18 to 2023/24. The departmental organisational structure was approved in November 2014 and consisted of 538 posts. The personnel numbers in the department has decreased from 470 in 2017/18 to 460 in 2020/21 due to expiry of contracts.

The department has embarked on an organisational structure review to align it to business processes and service delivery model. The draft Generic Organisational Structure has been completed and submitted to management for review prior to finalisation. Other change management programmes have been initiated that include leadership development and promoting organisational culture. These initiatives are aimed at steering the department in the right direction and bring about improved change in the department.

## 9.1 Payments on training by programme

Table 27: Payments of training by programme

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates			% change from 2020/21
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24	
1. Administration	3 454	2 647	3 271	3 402	571	578	3 282	3 438	3 438	467.8
2. Sustainable Resource Management	–	–	–	–	–	–	–	–	–	–
3. Asset And Liability	–	–	–	–	–	–	–	–	–	–
4. Financial Governance	–	–	–	–	–	–	–	–	–	–
5. Municipal Financial Governance	–	–	–	–	–	–	–	–	–	–
<b>Total payments on training</b>	<b>3 454</b>	<b>2 647</b>	<b>3 271</b>	<b>3 402</b>	<b>571</b>	<b>578</b>	<b>3 282</b>	<b>3 438</b>	<b>3 438</b>	<b>467.8</b>

## 9.2 Information on training

Table 28: Information on training

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates			% change from 2020/21
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24	
Number of staff	470	479	484	460	460	460	510	511	511	10.9
Number of personnel trained	267	223	236	230	140	240	230	240	251	(4.2)
of which										
Male	118	106	119	115	60	112	115	118	123	2.7
Female	149	117	117	115	80	128	115	122	127	(10.2)
Number of training opportunities	–	223	114	280	90	38	280	290	303	636.8
of which										
Tertiary	–	47	47	60	70	21	60	60	63	185.7
Workshops	–	111	17	150	10	17	150	160	167	782.4
Seminars	–	65	50	70	10	–	70	70	73	73
Other	–	–	–	–	–	–	–	–	–	–
Number of bursaries offered	8	14	25	30	30	30	30	30	31	0.0
Number of interns appointed	26	33	47	51	36	25	51	51	53	104.0
Number of learnerships appointed	–	–	–	–	–	–	–	–	–	–
Number of days spent on training	50	–	–	–	–	–	–	–	–	–
<b>Payments on training by programme</b>										
1. Administration	3 454	2 647	3 271	3 402	571	578	3 282	3 438	3 438	467.8
2. Sustainable Resource Management	–	–	–	–	–	–	–	–	–	–
3. Asset And Liability	–	–	–	–	–	–	–	–	–	–
4. Financial Governance	–	–	–	–	–	–	–	–	–	–
5. Municipal Financial Governance	–	–	–	–	–	–	–	–	–	–
<b>Total payments on training</b>	<b>3 454</b>	<b>2 647</b>	<b>3 271</b>	<b>3 402</b>	<b>571</b>	<b>578</b>	<b>3 282</b>	<b>3 438</b>	<b>3 438</b>	<b>467.8</b>

Table 27 and 28 above shows payment and information on training from 2017/18 to 2023/24. The expenditure on training decreased from R3.454 million in 2017/18 to a revised estimate of R578 thousand in 2020/21 due to budget reductions effected in response to the COVID-19 pandemic. The training budget is centralised in Programme 1 for all employees within the department.

The focus in 2021/22, as in previous years, will be on the development and enhancement of technical and leadership skills at middle and senior management levels. This objective is to strengthen the ability of the department to respond to the demands of the environment within which it functions. The department will also continue its quest to build a leadership pipeline among women. The intention is to create women leadership cadre at middle management level that will advance to the senior management service cadre. It also intends to prepare those women that are already in the senior management service cadre for further advancement.

## 9.3 Structural changes

None.

**Annexure to the  
Estimates of Provincial Revenue  
and Expenditure**

**Provincial Treasury**

Table B. 1: Specification of receipts

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates			% change from 2020/21
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24	
<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>	191	204	215	249	249	248	262	275	287	5.6
Sale of goods and services produced by department (excluding capital assets)	191	204	215	249	249	248	262	275	287	5.6
Sales by market establishments	-	-	-	-	-	-	-	-	-	
Administrative fees	-	-	-	-	-	-	-	-	-	
Other sales	191	204	215	249	249	248	262	275	287	5.6
Of which										
Commission on insurance	191	204	215	249	249	248	262	275	287	5.6
Other (Specify)	-	-	-	-	-	-	-	-	-	
Other (Specify)	-	-	-	-	-	-	-	-	-	
Other (Specify)	-	-	-	-	-	-	-	-	-	
Sales of scrap, waste, arms and other used current goods (excluding capital assets)	-	-	-	-	-	-	-	-	-	
<b>Transfers received from:</b>	-	-	-	-	-	-	-	-	-	
Other governmental units	-	-	-	-	-	-	-	-	-	
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>	751 333	767 849	947 730	113 897	113 897	279 884	120 047	125 809	131 471	(57.1)
Interest	751 333	767 849	947 730	113 897	113 897	279 884	120 047	125 809	131 471	(57.1)
Dividends	-	-	-	-	-	-	-	-	-	
Rent on land	-	-	-	-	-	-	-	-	-	
<b>Sales of capital assets</b>	-	-	-	-	-	-	-	-	-	
Land and sub-soil assets	-	-	-	-	-	-	-	-	-	
Other capital assets	-	-	-	-	-	-	-	-	-	
<b>Transactions in financial assets and liabilities</b>	291	57	2	836	836	289	881	801	836	204.8
<b>Total departmental receipts</b>	751 815	768 110	947 947	114 982	114 982	280 421	121 190	126 885	132 594	(56.8)

Table B. 2: Details of payments and estimates by economic classification: Summary

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates			% change from 2020/21
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24	
<b>Current payments</b>	<b>347 016</b>	<b>364 023</b>	<b>390 036</b>	<b>438 771</b>	<b>375 512</b>	<b>373 075</b>	<b>400 372</b>	<b>408 105</b>	<b>410 466</b>	<b>7.3</b>
Compensation of employees	284 819	302 714	322 350	362 232	319 428	319 048	332 567	332 555	337 619	4.2
Salaries and wages	251 108	266 990	284 394	321 047	280 774	280 465	302 649	306 789	311 853	7.9
Social contributions	33 711	35 724	37 956	41 185	38 654	38 583	29 918	25 766	25 766	(22.5)
Goods and services	62 197	61 309	67 686	76 539	56 084	54 027	67 805	75 550	72 847	25.5
Administrative fees	66	345	143	346	344	346	364	383	383	5.2
Advertising	1 119	970	1 109	1 105	928	1 018	619	654	654	(39.2)
Minor assets	231	308	301	391	246	246	518	547	547	110.6
Audit cost: External	11 822	10 507	16 952	10 357	12 837	12 157	8 831	9 254	9 254	(27.4)
Bursaries: Employees	267	514	397	500	534	538	525	550	550	(2.4)
Catering: Departmental activities	1 120	1 226	1 980	1 634	239	236	1 247	1 293	1 293	428.4
Communication (G&S)	3 352	2 008	1 639	2 224	2 592	2 535	2 275	2 387	2 387	(10.3)
Computer services	6 750	6 900	7 376	7 179	9 988	9 984	8 403	8 801	8 801	(15.8)
Consultants and professional services: Business and advisory services	4 704	4 580	3 203	17 013	8 493	6 713	14 605	19 885	17 182	117.6
Infrastructure and planning	-	-	-	-	-	-	-	-	-	-
Laboratory services	-	-	-	-	-	-	-	-	-	-
Scientific and technological services	-	-	-	-	-	-	-	-	-	-
Legal services	1	386	1	200	300	300	200	210	210	(33.3)
Contractors	1 198	888	1 416	1 487	1 941	2 001	658	694	694	(67.1)
Agency and support / outsourced services	15	15	-	-	37	37	-	-	-	(100.0)
Entertainment	101	139	106	180	79	80	156	156	156	95.0
Fleet services (including government motor transport)	673	830	684	780	722	671	740	775	775	10.3
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	326	451	871	560	453	411	600	633	577	46.0
Consumable: Stationery, printing and office supplies	1 587	2 198	1 293	2 068	1 072	1 061	1 476	1 547	1 603	39.1
Operating leases	2 004	2 372	2 880	2 871	2 714	2 697	3 216	3 368	3 368	19.2
Property payments	4 895	4 911	5 386	5 934	5 455	5 601	5 771	6 044	6 044	3.0
Transport provided: Departmental activity	-	-	11	11	-	-	-	-	-	-
Travel and subsistence	10 801	12 430	11 234	11 955	1 939	1 896	8 245	8 571	8 571	334.9
Training and development	6 971	5 321	5 787	6 290	1 439	1 434	6 273	6 571	6 571	337.4
Operating payments	3 910	3 441	4 556	2 897	3 647	3 980	2 667	2 794	2 794	(33.0)
Venues and facilities	284	569	361	557	85	85	416	433	433	389.4
Rental and hiring	-	-	-	-	-	-	-	-	-	-
Interest and rent on land	-	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>354 181</b>	<b>67 341</b>	<b>26 357</b>	<b>1 886</b>	<b>4 898</b>	<b>5 830</b>	<b>1 943</b>	<b>2 036</b>	<b>2 036</b>	<b>(66.7)</b>
Provinces and municipalities	92 985	41 362	23 587	-	-	-	-	-	-	-
Provinces	-	-	-	-	-	-	-	-	-	-
Provincial Revenue Funds	-	-	-	-	-	-	-	-	-	-
Provincial agencies and funds	-	-	-	-	-	-	-	-	-	-
Municipalities	92 985	41 362	23 587	-	-	-	-	-	-	-
Municipalities	92 985	41 362	23 587	-	-	-	-	-	-	-
Municipal agencies and funds	-	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	252 667	22 405	816	1 086	1 086	1 086	1 103	1 156	1 156	1.6
Social security funds	-	-	-	-	-	-	-	-	-	-
Provide list of entities receiving transfers	252 667	22 405	816	1 086	1 086	1 086	1 103	1 156	1 156	1.6
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	8 529	3 574	1 954	800	3 812	4 744	840	880	880	(82.3)
Social benefits	7 710	2 795	1 700	-	3 332	4 264	-	-	-	(100.0)
Other transfers to households	819	779	254	800	480	480	840	880	880	75.0
<b>Payments for capital assets</b>	<b>3 034</b>	<b>9 554</b>	<b>4 528</b>	<b>3 573</b>	<b>6 669</b>	<b>6 727</b>	<b>4 175</b>	<b>11 443</b>	<b>11 443</b>	<b>(37.9)</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-	-
Other fixed structures	-	-	-	-	-	-	-	-	-	-
Machinery and equipment	2 620	9 554	4 492	3 573	6 319	6 377	4 175	11 443	11 443	(34.5)
Transport equipment	1 223	1 248	1 180	1 224	1 223	1 223	1 308	1 369	1 369	7.0
Other machinery and equipment	1 397	8 306	3 312	2 349	5 096	5 154	2 867	10 074	10 074	(44.4)
Heritage Assets	-	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-	-
Software and other intangible assets	414	-	36	-	350	350	-	-	-	(100.0)
<b>Payments for financial assets</b>	<b>348</b>	<b>77</b>	<b>313</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total economic classification</b>	<b>704 579</b>	<b>440 995</b>	<b>421 234</b>	<b>444 230</b>	<b>387 079</b>	<b>385 632</b>	<b>406 490</b>	<b>421 584</b>	<b>423 945</b>	<b>5.4</b>

Table B.2A: Details of payments and estimates by economic classification: P1 - Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates			% change from 2020/21
	2017/18	2018/19	2019/20	2020/21			2021/22	2022/23	2023/24	
<b>Current payments</b>	<b>138 728</b>	<b>144 586</b>	<b>151 205</b>	<b>171 395</b>	<b>149 296</b>	<b>149 376</b>	<b>152 127</b>	<b>159 541</b>	<b>157 308</b>	<b>1.8</b>
Compensation of employees	98 402	103 685	110 039	122 287	109 786	109 907	110 150	110 578	110 578	0.2
Salaries and wages	86 293	91 064	95 913	106 861	95 514	95 638	99 332	101 024	101 024	3.9
Social contributions	12 109	12 621	14 126	15 426	14 272	14 269	10 818	9 554	9 554	(24.2)
Goods and services	40 326	40 901	41 166	49 108	39 510	39 469	41 977	48 963	46 730	6.4
Administrative fees	4	213	58	246	244	246	264	278	278	7.3
Advertising	1 103	949	1 109	1 083	913	1 003	597	630	630	(40.5)
Minor assets	231	308	301	391	246	246	518	547	547	110.6
Audit cost: External	5 079	5 616	4 861	5 770	4 468	4 724	4 059	4 256	4 256	(14.1)
Bursaries: Employees	267	514	397	500	534	534	525	550	550	(1.7)
Catering: Departmental activities	450	484	854	657	111	108	449	465	465	315.7
Communication (G&S)	3 352	2 008	1 639	2 224	2 592	2 535	2 275	2 387	2 387	(10.3)
Computer services	5 759	5 951	6 402	6 167	8 976	8 938	7 291	7 636	7 636	(18.4)
Consultants and professional services: Business and advisory services	2 621	2 419	1 942	7 090	4 255	3 585	4 339	9 545	7 312	21.0
Infrastructure and planning	-	-	-	-	-	-	-	-	-	-
Laboratory services	-	-	-	-	-	-	-	-	-	-
Scientific and technological services	-	-	-	-	-	-	-	-	-	-
Legal services	1	386	1	200	300	300	200	210	210	(33.3)
Contractors	1 198	888	1 400	1 487	1 941	2 001	658	694	694	(67.1)
Agency and support / outsourced services	15	15	-	-	37	37	-	-	-	(100.0)
Entertainment	49	84	49	94	28	27	64	64	64	137.0
Fleet services (including government motor transport)	673	830	684	780	722	671	740	775	775	10.3
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	326	451	871	560	453	411	600	633	577	46.0
Consumable: Stationery, printing and office supplies	1 587	2 186	1 293	2 068	1 072	1 061	1 476	1 547	1 603	39.1
Operating leases	2 004	2 372	2 880	2 871	2 714	2 697	3 216	3 368	3 368	19.2
Property payments	4 895	4 911	5 386	5 934	5 455	5 601	5 771	6 044	6 044	3.0
Transport provided: Departmental activity	-	-	11	11	-	-	-	-	-	-
Travel and subsistence	4 202	4 421	3 734	4 551	789	734	2 949	3 064	3 064	301.8
Training and development	3 454	2 647	3 271	3 402	571	578	3 282	3 438	3 438	467.8
Operating payments	2 980	2 874	3 804	2 897	3 038	3 381	2 587	2 710	2 710	(23.5)
Venues and facilities	76	374	219	125	51	51	117	122	122	129.4
Rental and hiring	-	-	-	-	-	-	-	-	-	-
Interest and rent on land	-	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>3 990</b>	<b>2 648</b>	<b>1 729</b>	<b>1 886</b>	<b>1 697</b>	<b>2 271</b>	<b>1 943</b>	<b>2 036</b>	<b>2 036</b>	<b>(14.4)</b>
Provinces and municipalities	-	-	-	-	-	-	-	-	-	-
Provinces	-	-	-	-	-	-	-	-	-	-
Provincial Revenue Funds	-	-	-	-	-	-	-	-	-	-
Provincial agencies and funds	-	-	-	-	-	-	-	-	-	-
Municipalities	-	-	-	-	-	-	-	-	-	-
Municipalities	-	-	-	-	-	-	-	-	-	-
Municipal agencies and funds	-	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	935	830	816	1 086	1 086	1 086	1 103	1 156	1 156	1.6
Social security funds	-	-	-	-	-	-	-	-	-	-
Provide list of entities receiving transfers	935	830	816	1 086	1 086	1 086	1 103	1 156	1 156	1.6
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	3 055	1 818	913	800	611	1 185	840	880	880	(29.1)
Social benefits	2 236	1 039	659	-	131	705	-	-	-	(100.0)
Other transfers to households	819	779	254	800	480	480	840	880	880	75.0
<b>Payments for capital assets</b>	<b>3 034</b>	<b>9 554</b>	<b>4 528</b>	<b>3 573</b>	<b>6 669</b>	<b>6 727</b>	<b>4 175</b>	<b>11 443</b>	<b>11 443</b>	<b>(37.9)</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-	-
Other fixed structures	-	-	-	-	-	-	-	-	-	-
Machinery and equipment	2 620	9 554	4 492	3 573	6 319	6 377	4 175	11 443	11 443	(34.5)
Transport equipment	1 223	1 248	1 180	1 224	1 223	1 223	1 308	1 369	1 369	7.0
Other machinery and equipment	1 397	8 306	3 312	2 349	5 096	5 154	2 867	10 074	10 074	(44.4)
Heritage Assets	-	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-	-
Software and other intangible assets	414	-	36	-	350	350	-	-	-	(100.0)
<b>Payments for financial assets</b>	<b>-</b>	<b>77</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total economic classification</b>	<b>145 752</b>	<b>156 865</b>	<b>157 462</b>	<b>176 854</b>	<b>157 662</b>	<b>158 374</b>	<b>158 245</b>	<b>173 020</b>	<b>170 787</b>	<b>(0.1)</b>

Table B.2B: Details of payments and estimates by economic classification: P2 – Sustainable Resource Management

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates			% change from 2020/21
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24	
<b>Current payments</b>	<b>60 993</b>	<b>67 658</b>	<b>70 473</b>	<b>84 382</b>	<b>71 966</b>	<b>71 895</b>	<b>79 298</b>	<b>79 445</b>	<b>79 445</b>	<b>10.3</b>
Compensation of employees	57 634	62 337	68 050	81 329	68 487	68 419	76 627	76 656	76 656	12.0
Salaries and wages	50 902	55 064	60 119	72 016	60 024	59 964	69 320	70 253	70 253	15.6
Social contributions	6 732	7 273	7 931	9 313	8 463	8 455	7 307	6 403	6 403	(13.6)
Goods and services	3 359	5 321	2 423	3 053	3 479	3 476	2 671	2 789	2 789	(23.2)
Administrative fees	62	132	85	100	100	100	100	105	105	0.0
Advertising	-	-	-	-	-	-	-	-	-	-
Minor assets	-	-	-	-	-	-	-	-	-	-
Audit cost: External	446	722	528	800	740	701	800	838	838	14.1
Bursaries: Employees	-	-	-	-	-	-	-	-	-	-
Catering: Departmental activities	165	121	189	214	62	62	204	213	213	229.0
Communication (G&S)	-	-	-	-	-	-	-	-	-	-
Computer services	-	-	-	-	-	-	-	-	-	-
Consultants and professional services: Business and advisory services	658	2 104	-	-	2 285	2 285	-	-	-	(100.0)
Infrastructure and planning	-	-	-	-	-	-	-	-	-	-
Laboratory services	-	-	-	-	-	-	-	-	-	-
Scientific and technological services	-	-	-	-	-	-	-	-	-	-
Legal services	-	-	-	-	-	-	-	-	-	-
Contractors	-	-	16	-	-	-	-	-	-	-
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-	-
Entertainment	18	24	24	34	27	30	34	34	34	13.3
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	-	-	-	-	-	-	-	-	-	-
Consumable: Stationery, printing and office supplies	-	-	-	-	-	-	-	-	-	-
Operating leases	-	-	-	-	-	-	-	-	-	-
Property payments	-	-	-	-	-	-	-	-	-	-
Transport provided: Departmental activity	-	-	-	-	-	-	-	-	-	-
Travel and subsistence	1 704	1 958	1 481	1 787	143	176	1 438	1 500	1 500	717.0
Training and development	-	-	-	-	-	-	-	-	-	-
Operating payments	231	202	95	-	100	100	-	-	-	(100.0)
Venues and facilities	75	58	5	118	22	22	95	99	99	331.8
Rental and hiring	-	-	-	-	-	-	-	-	-	-
Interest and rent on land	-	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>138</b>	<b>504</b>	<b>-</b>	<b>-</b>	<b>440</b>	<b>440</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(100.0)</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	138	504	-	-	440	440	-	-	-	(100.0)
Social benefits	138	504	-	-	440	440	-	-	-	(100.0)
Other transfers to households	-	-	-	-	-	-	-	-	-	-
<b>Payments for capital assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-	-
Other fixed structures	-	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-	-
Transport equipment	-	-	-	-	-	-	-	-	-	-
Other machinery and equipment	-	-	-	-	-	-	-	-	-	-
Heritage Assets	-	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-	-
<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>-</b>
<b>Total economic classification</b>	<b>61 131</b>	<b>68 162</b>	<b>70 473</b>	<b>84 382</b>	<b>72 406</b>	<b>72 335</b>	<b>79 298</b>	<b>79 445</b>	<b>79 445</b>	<b>9.6</b>

Table B.2C: Details of payments and estimates by economic classification: P3 – Asset and Liability

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates			% change from 2020/21
	2017/18	2018/19	2019/20	2020/21			2021/22	2022/23	2023/24	
<b>Current payments</b>	<b>24 929</b>	<b>26 592</b>	<b>26 028</b>	<b>29 212</b>	<b>24 711</b>	<b>23 567</b>	<b>25 483</b>	<b>25 572</b>	<b>25 572</b>	<b>8.1</b>
Compensation of employees	21 821	24 140	24 739	27 037	22 516	22 494	23 786	23 797	23 797	5.7
Salaries and wages	19 164	20 620	21 644	23 729	19 097	19 077	21 484	21 773	21 773	12.6
Social contributions	2 657	3 520	3 095	3 308	3 419	3 417	2 302	2 024	2 024	(32.6)
Goods and services	3 108	2 452	1 289	2 175	2 195	1 073	1 697	1 775	1 775	58.2
Administrative fees	–	–	–	–	–	–	–	–	–	–
Advertising	16	21	–	22	15	15	22	24	24	46.7
Minor assets	–	–	–	–	–	–	–	–	–	–
Audit cost: External	–	–	–	–	–	–	–	–	–	–
Bursaries: Employees	–	–	–	–	–	–	–	–	–	–
Catering: Departmental activities	227	224	144	174	13	13	65	67	67	400.0
Communication (G&S)	–	–	–	–	–	–	–	–	–	–
Computer services	–	–	–	–	–	–	–	–	–	–
Consultants and professional services: Business and advisory services	–	57	67	180	1 953	843	–	–	–	(100.0)
Infrastructure and planning	–	–	–	–	–	–	–	–	–	–
Laboratory services	–	–	–	–	–	–	–	–	–	–
Scientific and technological services	–	–	–	–	–	–	–	–	–	–
Legal services	–	–	–	–	–	–	–	–	–	–
Contractors	–	–	–	–	–	–	–	–	–	–
Agency and support / outsourced services	–	–	–	–	–	–	–	–	–	–
Entertainment	6	5	8	16	9	8	16	16	16	100.0
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	–	–	–	–	–	–	–	–	–	–
Medicines inventory interface	–	–	–	–	–	–	–	–	–	–
Inventory: Other supplies	–	–	–	–	–	–	–	–	–	–
Consumable supplies	–	–	–	–	–	–	–	–	–	–
Consumable: Stationery, printing and office supplies	–	12	–	–	–	–	–	–	–	–
Operating leases	–	–	–	–	–	–	–	–	–	–
Property payments	–	–	–	–	–	–	–	–	–	–
Transport provided: Departmental activity	–	–	–	–	–	–	–	–	–	–
Travel and subsistence	689	627	308	583	66	61	404	421	421	562.3
Training and development	2 122	1 500	736	1 110	–	–	1 110	1 163	1 163	–
Operating payments	42	–	7	–	133	127	80	84	84	(37.0)
Venues and facilities	6	6	19	90	6	6	–	–	–	(100.0)
Rental and hiring	–	–	–	–	–	–	–	–	–	–
Interest and rent on land	–	–	–	–	–	–	–	–	–	–
Interest	–	–	–	–	–	–	–	–	–	–
Rent on land	–	–	–	–	–	–	–	–	–	–
<b>Transfers and subsidies</b>	<b>–</b>	<b>41</b>	<b>107</b>	<b>–</b>	<b>893</b>	<b>943</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(100.0)</b>
Provinces and municipalities	–	–	–	–	–	–	–	–	–	–
Provinces	–	–	–	–	–	–	–	–	–	–
Provincial Revenue Funds	–	–	–	–	–	–	–	–	–	–
Provincial agencies and funds	–	–	–	–	–	–	–	–	–	–
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	–	41	107	–	893	943	–	–	–	(100.0)
Social benefits	–	41	107	–	893	943	–	–	–	(100.0)
Other transfers to households	–	–	–	–	–	–	–	–	–	–
<b>Payments for capital assets</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Buildings and other fixed structures	–	–	–	–	–	–	–	–	–	–
Buildings	–	–	–	–	–	–	–	–	–	–
Other fixed structures	–	–	–	–	–	–	–	–	–	–
Machinery and equipment	–	–	–	–	–	–	–	–	–	–
Transport equipment	–	–	–	–	–	–	–	–	–	–
Other machinery and equipment	–	–	–	–	–	–	–	–	–	–
Heritage Assets	–	–	–	–	–	–	–	–	–	–
Specialised military assets	–	–	–	–	–	–	–	–	–	–
Biological assets	–	–	–	–	–	–	–	–	–	–
Land and sub-soil assets	–	–	–	–	–	–	–	–	–	–
Software and other intangible assets	–	–	–	–	–	–	–	–	–	–
<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>–</b>
<b>Total economic classification</b>	<b>24 929</b>	<b>26 633</b>	<b>26 135</b>	<b>29 212</b>	<b>25 604</b>	<b>24 510</b>	<b>25 483</b>	<b>25 572</b>	<b>25 572</b>	<b>4.0</b>

Table B.2D: Details of payments and estimates by economic classification: P4 – Financial Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates			% change from 2020/21
	2017/18	2018/19	2019/20	2020/21			2021/22	2022/23	2023/24	
<b>Current payments</b>	<b>77 370</b>	<b>75 920</b>	<b>89 705</b>	<b>92 033</b>	<b>83 665</b>	<b>82 406</b>	<b>85 137</b>	<b>85 104</b>	<b>90 168</b>	<b>3.3</b>
Compensation of employees	65 143	67 058	71 107	81 567	73 869	73 488	74 814	74 315	79 379	1.8
Salaries and wages	57 458	59 691	64 091	73 959	66 513	66 191	69 253	69 869	74 933	4.6
Social contributions	7 685	7 367	7 016	7 608	7 356	7 297	5 561	4 446	4 446	(23.8)
Goods and services	12 227	8 862	18 598	10 466	9 796	8 918	10 323	10 789	10 789	15.8
Administrative fees	-	-	-	-	-	-	-	-	-	-
Advertising	-	-	-	-	-	-	-	-	-	-
Minor assets	-	-	-	-	-	-	-	-	-	-
Audit cost: External	6 297	4 169	11 563	3 787	7 629	6 732	3 972	4 160	4 160	(41.0)
Bursaries: Employees	-	-	-	-	-	4	-	-	-	(100.0)
Catering: Departmental activities	185	221	322	352	14	14	279	290	290	1892.9
Communication (G&S)	-	-	-	-	-	-	-	-	-	-
Computer services	856	949	974	1 012	1 012	1 046	1 112	1 165	1 165	6.3
Consultants and professional services: Business and advisory services	1 425	-	1 194	1 268	-	-	1 332	1 395	1 395	-
Infrastructure and planning	-	-	-	-	-	-	-	-	-	-
Laboratory services	-	-	-	-	-	-	-	-	-	-
Scientific and technological services	-	-	-	-	-	-	-	-	-	-
Legal services	-	-	-	-	-	-	-	-	-	-
Contractors	-	-	-	-	-	-	-	-	-	-
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-	-
Entertainment	19	15	17	26	9	9	26	26	26	188.9
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	-	-	-	-	-	-	-	-	-	-
Consumable: Stationery, printing and office supplies	-	-	-	-	-	-	-	-	-	-
Operating leases	-	-	-	-	-	-	-	-	-	-
Property payments	-	-	-	-	-	-	-	-	-	-
Transport provided: Departmental activity	-	-	-	-	-	-	-	-	-	-
Travel and subsistence	1 835	2 051	2 254	2 079	258	251	1 579	1 635	1 635	529.1
Training and development	1 395	1 174	1 780	1 778	868	856	1 881	1 970	1 970	119.7
Operating payments	160	208	427	-	-	-	-	-	-	-
Venues and facilities	55	75	67	164	6	6	142	148	148	2266.7
Rental and hiring	-	-	-	-	-	-	-	-	-	-
Interest and rent on land	-	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>3 088</b>	<b>969</b>	<b>421</b>	<b>-</b>	<b>409</b>	<b>634</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(100.0)</b>
Provinces and municipalities	-	-	-	-	-	-	-	-	-	-
Provinces	-	-	-	-	-	-	-	-	-	-
Provincial Revenue Funds	-	-	-	-	-	-	-	-	-	-
Provincial agencies and funds	-	-	-	-	-	-	-	-	-	-
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	3 088	969	421	-	409	634	-	-	-	(100.0)
Social benefits	3 088	969	421	-	409	634	-	-	-	(100.0)
Other transfers to households	-	-	-	-	-	-	-	-	-	-
<b>Payments for capital assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-	-
Other fixed structures	-	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-	-
Transport equipment	-	-	-	-	-	-	-	-	-	-
Other machinery and equipment	-	-	-	-	-	-	-	-	-	-
Heritage Assets	-	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>348</b>	<b>-</b>	<b>313</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total economic classification</b>	<b>80 806</b>	<b>76 889</b>	<b>90 439</b>	<b>92 033</b>	<b>84 074</b>	<b>83 040</b>	<b>85 137</b>	<b>85 104</b>	<b>90 168</b>	<b>2.5</b>

Table B.2E: Details of payments and estimates by economic classification: P5 – Municipal Financial Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates			% change from 2020/21
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24	
<b>Current payments</b>	<b>44 996</b>	<b>49 267</b>	<b>52 625</b>	<b>61 749</b>	<b>45 874</b>	<b>45 831</b>	<b>58 327</b>	<b>58 443</b>	<b>57 973</b>	<b>27.3</b>
Compensation of employees	41 819	45 494	48 415	50 012	44 770	44 740	47 190	47 209	47 209	5.5
Salaries and wages	37 291	40 551	42 627	44 482	39 626	39 595	43 260	43 870	43 870	9.3
Social contributions	4 528	4 943	5 788	5 530	5 144	5 145	3 930	3 339	3 339	(23.6)
Goods and services	3 177	3 773	4 210	11 737	1 104	1 091	11 137	11 234	10 764	920.8
Administrative fees	-	-	-	-	-	-	-	-	-	-
Advertising	-	-	-	-	-	-	-	-	-	-
Minor assets	-	-	-	-	-	-	-	-	-	-
Audit cost: External	-	-	-	-	-	-	-	-	-	-
Bursaries: Employees	-	-	-	-	-	-	-	-	-	-
Catering: Departmental activities	93	176	471	237	39	39	250	258	258	541.0
Communication (G&S)	-	-	-	-	-	-	-	-	-	-
Computer services	135	-	-	-	-	-	-	-	-	-
Consultants and professional services: Business and advisory services	-	-	-	8 475	-	-	8 934	8 945	8 475	-
Infrastructure and planning	-	-	-	-	-	-	-	-	-	-
Laboratory services	-	-	-	-	-	-	-	-	-	-
Scientific and technological services	-	-	-	-	-	-	-	-	-	-
Legal services	-	-	-	-	-	-	-	-	-	-
Contractors	-	-	-	-	-	-	-	-	-	-
Agency and support / outsourced services	-	-	-	-	-	-	-	-	-	-
Entertainment	9	11	8	10	6	6	16	16	16	166.7
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	-	-	-	-	-	-	-	-	-	-
Medias inventory interface	-	-	-	-	-	-	-	-	-	-
Inventory: Other supplies	-	-	-	-	-	-	-	-	-	-
Consumable supplies	-	-	-	-	-	-	-	-	-	-
Consumable: Stationery, printing and office supplies	-	-	-	-	-	-	-	-	-	-
Operating leases	-	-	-	-	-	-	-	-	-	-
Property payments	-	-	-	-	-	-	-	-	-	-
Transport provided: Departmental activity	-	-	-	-	-	-	-	-	-	-
Travel and subsistence	2 371	3 373	3 457	2 955	683	674	1 875	1 951	1 951	178.2
Training and development	-	-	-	-	-	-	-	-	-	-
Operating payments	497	157	223	-	376	372	-	-	-	(100.0)
Venues and facilities	72	56	51	60	-	-	62	64	64	-
Rental and hiring	-	-	-	-	-	-	-	-	-	-
Interest and rent on land	-	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>346 965</b>	<b>63 179</b>	<b>24 100</b>	<b>-</b>	<b>1 459</b>	<b>1 542</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(100.0)</b>
Provinces and municipalities	92 985	41 362	23 587	-	-	-	-	-	-	-
Provinces	-	-	-	-	-	-	-	-	-	-
Provincial Revenue Funds	-	-	-	-	-	-	-	-	-	-
Provincial agencies and funds	-	-	-	-	-	-	-	-	-	-
Municipalities	92 985	41 362	23 587	-	-	-	-	-	-	-
Municipalities	92 985	41 362	23 587	-	-	-	-	-	-	-
Municipal agencies and funds	-	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	251 732	21 575	-	-	-	-	-	-	-	-
Social security funds	-	-	-	-	-	-	-	-	-	-
Provide list of entities receiving transfers	251 732	21 575	-	-	-	-	-	-	-	-
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	2 248	242	513	-	1 459	1 542	-	-	-	(100.0)
Social benefits	2 248	242	513	-	1 459	1 542	-	-	-	(100.0)
Other transfers to households	-	-	-	-	-	-	-	-	-	-
<b>Payments for capital assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-	-
Other fixed structures	-	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-	-
Transport equipment	-	-	-	-	-	-	-	-	-	-
Other machinery and equipment	-	-	-	-	-	-	-	-	-	-
Heritage Assets	-	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-	-
<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>-</b>
<b>Total economic classification</b>	<b>391 961</b>	<b>112 446</b>	<b>76 725</b>	<b>61 749</b>	<b>47 333</b>	<b>47 373</b>	<b>58 327</b>	<b>58 443</b>	<b>57 973</b>	<b>23.1</b>

◆ END OF EPRE ◆