

# Vote 1

## Office of the Premier

|                                       |                       |
|---------------------------------------|-----------------------|
| To be appropriated by Vote in 2019/20 | R625 682 000          |
| Responsible MEC                       | Premier               |
| Administering Department              | Office of the Premier |
| Accounting Officer                    | Director General      |

## 1. Overview

### 1.1 Vision

Leading Free State Province towards Service Excellence

### 1.2 Mission

To provide strategic direction and coordinate integrated service delivery within government in the Free State

| VALUES                        | BEHAVIOUR DEMONSTRATED   |
|-------------------------------|--|
| Patriotism                    | Upholding the Constitution<br>Respecting the National Symbols<br>Mutual respect demonstrated between employer and employees<br>Commitment to serve and achieve government goals and priorities             |
| Customer Care                 | Understanding and Meeting/Exceeding customer expectations<br>Displaying a positive attitude<br>Delivering quality work<br>Treating customers (internal and external) with courtesy and respect             |
| Honesty and Integrity         | Transparent<br>Fair treatment of all<br>Ethical behaviour towards all  |
| Esprit de Corps (Team Spirit) | Working effectively in Teams<br>Participative /Consultative decision-making<br>Confident<br>Reliable<br>Treating each other with respect<br>Respecting differences<br>Freely sharing ideas and information |
| Professionalism               | Accountable<br>Knowledgeable<br>Knowing best practices in area of responsibility<br>Punctual   |

### **1.3. Mandates, Core functions and Responsibilities of the Department of the Premier**

#### **1.3.1 Mandates**

In terms of the Constitution, the Premier (supported by the Department), is responsible for:

- Implementing provincial legislation;
- Implementing all national legislation within functional areas;
- Administering in the province national legislation outside functional areas;
- Developing and implementing provincial policy;
- Co-ordinating the functions of the Provincial Administration and its departments.
- Preparing and initiating provincial legislation and,
- Performing any other function assigned to the provincial executive in terms of the Constitution or an Act of Parliament.

#### **1.3.2 Core functions and responsibilities**

The core functions and responsibilities of the Department of the Premier relate to both the Department itself as well as to the broader Free State Provincial Government (FSPG), and are as follows:

- To ensure integrated governance and policy coordination;
- To facilitate and coordinate integrated planning, research, monitoring and evaluation;
- To provide effective and efficient administrative and support services to the Premier Executive Council and the Director General;
- To ensure sound financial management in the Department of the Premier;
- To provide strategic direction and render advice on human resource, organisational development and enhancement, and legal service matters;
- To provide strategic direction with regard to the effective utilisation of information technology and information communication technology;
- To provide strategic communication direction and ensure that the image of the FSPG and the Department of the Premier is held in good standing;
- To provide strategic direction, facilitate and coordinate special programmes; and
- To render efficient and effective community liaison and participatory democracy services.

#### **1.3.3 Key priorities**

- Systematic provincial planning, policy and strategy development, alignment, reporting and review;
- Systematic provincial monitoring, evaluation and review;
- Effective governance and intergovernmental relations coordination;
- Strategic research initiatives, analysis and reviews;
- Systematic coordination of government programmes;
- Render assistance and interventions to citizens emanating from the Presidential Hotline;
- Improve internal audit and risk management controls;
- Improve security and coordinate security management;
- Coordinate and monitor service delivery improvement plans;
- Stimulate economic diplomacy and regeneration in the Free State;
- Create an enabling environment for human resource management;
- Build provincial public service capacity;

- Provide strategic direction on organizational development matters;
- Improve service delivery through the effective and efficient utilization of ICT resources;
- Provide strategic direction and co-ordinate special programmes;
- Ensure participatory democracy through Operation Hlasela campaigns;
- Provide strategic provincial communication services; and
- Implementation framework for Thusong Service Centres.

#### **1.3.4 Strategic policy direction**

The Department plays a pivotal role in providing strategic leadership and coordination through the entire FSPG. It is a strategic conduit for the creation of integrated governance and policy coordination for effective and efficient service delivery. Not only does the Department of the Premier give practical meaning to existing and new policy imperatives, but also an assortment of government programmes, strategies and plans.

Existing mandates of the Department of the Premier will be maintained. Similarly, attention will be on new policy directives that give expression to the ANC's Elections Manifesto, National Development Plan (NDP), Medium-Term Strategic Framework, and Outcome-based priorities, Free State Growth and Development Strategy (FSGDS) and Strategic Infrastructure Projects (SIPs).

Like elsewhere in the country, in the province, the successful realisation of these policy imperative will be largely predicated of the implementation of the SIPs. Significant focus of the Department of the Premier will therefore be on integrated planning and coordination of SIPs. What this denotes is the interconnectedness between policy imperatives and implementation. Not only will this bring about desired developments, but significantly change the socio-economic landscape of the Free State. Another invaluable aspect of the work of the Department of the Premier is monitoring and evaluation. Work in this regard will be enhanced with significant focus of the FSPG service delivery monitoring and evaluation.

At the same time, the Department of the Premier will continue to play an oversight function by ensuring that Strategic Plans of FSPG departments and Integrated Development Plans of municipalities respond to these priority outcomes. The oversight process will furthermore enhance by means of an intensive performance monitoring and evaluation role.

#### **1.3.5 Legislation/Acts, Rules and Regulations**

- The Constitution of the Republic of South Africa 1996
- The Public Service Act, 1994 (Proclamation 103 of 1994) and the Public Service Regulations, 2001
- The Intergovernmental Relations Framework Act 2005 (Act No. 13 of 2005)
- The Public Finance Management Act, 1999 (Act No. 1 of 1999) and Treasury Regulation, 2005
- Preferential Procurement Policy Framework Act (Act No. 5 of 2000)

#### **1.3.6 Activities and events relevant to budget decisions**

- Budget Lekgotla
- Exco Resolution
- State of Provincial Address (SOPA)
- Annual Calendar Events

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

The budget of the department is continuously reprioritized so that it is aligned to the strategic objectives of the department and to ensure achievement of the departmental outcomes.

## **2. Review of the current financial year (2018/19)**

The department started a new financial year with a budget cut, compared to prior financial year however the department strives to achieve the set objectives for 2018/19 financial year, by continuously ensuring sound management of resources to better respond to radical economic intents and also mitigating the risks that seem to impede the path to achieve the objectives.

Skills development as a key responsibility of Government is currently maintained through awarding of bursaries and identification of opportunities available by forming partnership with SETA's and Higher Education Institution, The department started the financial year with accruals and this resulted in a shortfall of bursaries funds. The necessary attention is being given to Information Communication Technology, and the provision of legal services is taking place.

The Policy and Governance programme is facilitating the integrated provincial coordination through providing the planning support. The Military unit has been established to honour the military veterans through the provision of varied services and the programme is currently supporting women, persons with disabilities older and the youth.

Programme is currently serving as device for dialogue learning and accountability through monitoring of service delivery by ensuring that the integrated monitoring and evaluation is assessing the impact made by government, and also intervening between citizens and government.

## **3. Outlook for the coming financial year (2019/20)**

**The Department will keep on maintaining the following:**

- Effective and efficient government practices and resource management to all provincial departments.
- Strive to respond to our radical economic transformation intents.
- Provision of corporate support functions to the Office of the Premier,
- Coordinate and provide strategic direction to other provincial departments.
- Human resource capacity building and promotion of ethical behaviour.
- Provision of Information Communication Technology services
- Provision of legal advice on litigation, contracts, legal questions, legal trends and legal information.
- Align, integrate and coordinate the activities of the three spheres of government to realise the province's growth and development priorities.
- Implementation of the National Development Plan (NDP) in which the Free State Growth and Development Strategy (FSGDS) is profoundly embedded.
- Facilitation of integrated provincial coordination and provision of necessary planning support.
- Strengthening its coordination of provincial research and ensure the implementation of the Provincial Data Governance Policy in the FSPG as well as at municipal level.
- Provision of systematic and integrated monitoring and evaluation services of the implementation and impact of government service delivery interventions.

- Set the parameters for performance and identifies the linkages between government priorities and desired outcomes.
- Implementation of the Management Performance Assessment Tool.
- Serve as a device for dialogue, learning and accountability.

#### **4. Reprioritisation**

**The Department reprioritized within Programmes in the year 2019/20 and 2020/21**

**Is as follows:**

- The department managed to create a function for Provincial Bursary Function on the BAS therefore the funds of the said unit were reprioritised from Free State Training and Development
- Reprioritisation was done from Programme 1 and 2 to Programme 3 and 4 amounting to R0.500 million; R1.157 million; R1.545 million and R0.512 million respectively for the financial year 2019/20. This movement was from Capital assets, Goods and Services to personnel costs.
- Reprioritisation was done from Programme 1 and 2 to Programme 3 and 4 amounting to R0.500 million; R1.738 million; R1.096 million and R1.142 million respectively for the financial year 2020/21. Capital assets, Goods and services was reduced and Compensation of employees was increased by R0.76 million; R3.193 million and R3.269 million respectively.

#### **5. Procurement**

The Department has followed the normal processes for procurement.

## 6. Receipts and financing

### 6.1 Summary of receipts

Table 1.1 : Summary of receipts

| R thousand                | Outcome        |                | Preliminary<br>out come | Main<br>appropriation | Adjusted<br>appropriation | Revised<br>estimate | Medium-term estimates |                |                |
|---------------------------|----------------|----------------|-------------------------|-----------------------|---------------------------|---------------------|-----------------------|----------------|----------------|
|                           | 2015/16        | 2015/16        | 2017/18                 | 2018/19               |                           |                     | 2019/20               | 2020/21        | 2021/22        |
| Equitable share           | 257 254        | 238 956        | 251 071                 | 201 255               | 237 871                   | 303 012             | 217 021               | 232 074        | 244 838        |
| Conditional grants        |                |                |                         |                       |                           |                     |                       |                |                |
| Earmarked funding         |                |                |                         |                       |                           |                     |                       |                |                |
| Settlement of COE         |                |                |                         |                       |                           |                     |                       |                |                |
| Communication Strategy    | 4 000          |                |                         |                       |                           |                     |                       |                |                |
| Provincial Bursaries      | 450 000        | 260 315        | 263 941                 | 264 862               | 328 446                   | 351 616             | 271 212               | 277 229        | 294 127        |
| Unpaid Claims             | 6 000          |                |                         |                       |                           |                     |                       |                |                |
| Foreign Investment        | 2 000          |                |                         |                       |                           |                     |                       |                |                |
| Monitoring and Evaluation | 875            |                |                         |                       |                           |                     |                       |                |                |
| Harismith Logistic Hub    |                | 977            |                         | 9 000                 |                           | 9 000               |                       |                |                |
| HIV Function              | 600            | 1 633          | 1 863                   | 1 179                 | 2 909                     | 2 909               | 1 245                 | 1 313          | 1 385          |
| HR Capacity               |                |                |                         | 2 539                 | 1 862                     | 2 539               | 2 681                 | 2 828          | 2 984          |
| CDWS                      | 1 000          | 78 649         | 87 131                  | 80 310                | 87 261                    | 87 261              | 84 808                | 89 472         | 94 393         |
| NGO adoption              |                |                |                         |                       |                           |                     |                       |                |                |
| Economists Function       | 625            | 39             | 2 517                   | 4 845                 |                           | 4 845               |                       |                |                |
| Youth Affairs             |                |                |                         | 1 000                 | 862                       | 1 000               | 1 000                 | 1 000          |                |
| Departmental receipts     | 37 707         | 38 140         | 44 360                  | 46 289                | 46 289                    | 46 289              | 47 715                | 47 715         | 47 715         |
| <b>Total receipts</b>     | <b>760 061</b> | <b>618 709</b> | <b>650 883</b>          | <b>611 279</b>        | <b>705 500</b>            | <b>808 471</b>      | <b>625 682</b>        | <b>651 631</b> | <b>685 442</b> |

### 6.2. Departmental receipts: Premier

Table 1.2 : Summary of departmental receipts collection

| R thousand  | Outcome      |              |              | Main<br>appropriation | Adjusted<br>appropriation | Revised estimate | Medium-term estimates |              |              |
|---|--------------|--------------|--------------|-----------------------|---------------------------|------------------|-----------------------|--------------|--------------|
|   | 2015/16      | 2016/17      | 2017/18      | 2018/19               |                           |                  | 2019/20               | 2020/21      | 2021/22      |
| Tax receipts  |              |              |              |                       |                           |                  |                       |              |              |
| Casino taxes  |              |              |              |                       |                           |                  |                       |              |              |
| Motor vehicle licences                                |              |              |              |                       |                           |                  |                       |              |              |
| Sales of goods and services other than capital assets | 5 979        | 5 471        | 4 323        | 4 658                 | 4 658                     | 4 658            | 4 446                 | 4 671        | 4 926        |
| Transfers received                                    |              | 542          |              |                       |                           |                  |                       |              |              |
| Fines, penalties and forfeits                         |              |              |              |                       |                           |                  |                       |              |              |
| Interest, dividends and rent on land                  | 7            |              |              |                       |                           |                  |                       |              |              |
| Sales of capital assets                               | 344          | 2 194        |              |                       |                           |                  |                       |              |              |
| Transactions in financial assets and liabilities      |              |              | 1 408        | 10                    | 10                        | 10               | 10                    | 10           | 10           |
| <b>Total departmental receipts</b>                    | <b>6 330</b> | <b>8 207</b> | <b>5 731</b> | <b>4 668</b>          | <b>4 668</b>              | <b>4 668</b>     | <b>4 456</b>          | <b>4 681</b> | <b>4 936</b> |

The departmental receipts are generated through the following sources:

- The in-house printing and sale of the Provincial Gazette and the Provincial Tender Bulletin;
- Publication of advertisements in the Provincial Gazette and the Provincial Tender Bulletin;
- Subscriptions to the Provincial Gazette and the Provincial Tender Bulletin
- Donations received;
- Interest on outstanding debts; and
- The sale of obsolete/ redundant assets.

### 6.3. Donor Funding

Not applicable

## 6.4. Agency receipts

Table 1.3: Summary of department agency receipts: Premier

| R thousand                     | Outcome |         |         | Revised estimate<br>2018/19 | Medium-term estimates |         |         |
|--------------------------------|---------|---------|---------|-----------------------------|-----------------------|---------|---------|
|                                | 2015/16 | 2016/17 | 2017/18 |                             | 2019/20               | 2020/21 | 2021/22 |
| SETA's                         | 37 074  | 26 554  | 47 729  | 11 447                      |                       |         |         |
| Total department donor funding | 37 074  | 26 554  | 47 729  | 11 447                      |                       |         |         |

## 7. Payment summary

### 7.1 Key assumptions

The assumptions underpinning the basic foundation for developing the departmental budget are the following:

- Over the MTEF periods departmental budget has decreased as follows :
  - 2019/20 by R5.116 million
  - 2020/21 by R5.397 million
  - 2021/22 by R5.694 million

The amount is redirected towards Department of Police, Roads and Transport for transfer of Transport Economic Function.

- Over the MTEF periods departmental budget has decreased as follows :
  - 2019/20 by R20 million
  - 2020/21 by R30 million
  - 2021/22 by R30 million

The amount total amount of R80.000 million is reduced from Provincial Bursaries is reallocated to Department of Sports, Arts, Culture and Recreation for renovation of Charles Mopeli Stadium.

- Projection for headline CPI inflation over MTEF period, are as follows:
  - 2019/20 - 5.4%
  - 2020/21 - 5.6%
  - 2021/22 - 5.4%
- Projections on compensation of employees are as follows:
  - 2019/20 by 6.4%
  - 2020/21 by 6.6%
  - 2021/22 by 6.4%
- DPSA instruction note 1 of 2019 with regard to reduction of percentage allocation for performance bonuses (PDMS) as follows:
  - 2019/20 by 1.5%
  - 2020/21 by 0.75%
  - 2021/22 by 0%
- An increase of Housing allowance projections:
  - 2018/19 by R1349
  - 2019/20 by R1425
  - 2020/21 by R1503

- Projections for Medical Allowances used in the HRBP are as follows:
  - 2018/19 by 8.2% (CPI +2.5%)
  - 2019/20 by 8.1% (CPI +2.5%)
  - 2020/21 by 8.0% (CPI +2.5%)

An amount of R3 million has been appropriated throughout the 2019 MTEF period for the Youth Connect.

## 7.2 Programme Summary

Table 1.4: Summary of payments and estimates by programme: Office of the Premier

| R thousand                          | Outcome        |                |                | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |                |                |
|-------------------------------------|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
|                                     | 2015/16        | 2016/17        | 2017/18        | 2018/19            |                        |                  | 2019/20               | 2020/21        | 2021/22        |
| 1. Administration                   | 56 723         | 151 043        | 70 454         | 66 846             | 74 192                 | 70 724           | 71 828                | 76 335         | 80 530         |
| 2. Institutional Development        | 289 175        | 274 870        | 359 070        | 360 921            | 435 984                | 460 633          | 372 895               | 382 643        | 402 662        |
| 3. Policy & Governance              | 43 811         | 96 564         | 97 700         | 65 022             | 65 968                 | 147 256          | 55 936                | 59 847         | 62 139         |
| 4. Monitoring And Evaluation        | 100 273        | 97 326         | 123 657        | 118 490            | 129 356                | 129 859          | 125 023               | 132 806        | 140 111        |
| <b>Total payments and estimates</b> | <b>489 982</b> | <b>619 803</b> | <b>650 881</b> | <b>611 279</b>     | <b>705 500</b>         | <b>808 471</b>   | <b>625 682</b>        | <b>651 631</b> | <b>685 442</b> |

Table 1.5 : Summary of provincial payments and estimates by economic classification: Department of the Premier

| R thousand  | Outcome        |                |                | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |                |                |
|---|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
|   | 2015/16        | 2016/17        | 2017/18        | 2018/19            |                        |                  | 2019/20               | 2020/21        | 2021/22        |
| <b>Current payments</b>                             | <b>305 405</b> | <b>451 227</b> | <b>381 794</b> | <b>342 752</b>     | <b>370 690</b>         | <b>450 059</b>   | <b>350 629</b>        | <b>370 358</b> | <b>387 048</b> |
| Compensation of employees                           | 218 711        | 334 055        | 263 282        | 285 253            | 295 948                | 294 753          | 305 300               | 324 274        | 339 430        |
| Goods and services                                  | 86 694         | 117 172        | 118 512        | 57 499             | 74 742                 | 155 306          | 45 329                | 46 084         | 47 618         |
| Interest and rent on land                           |                |                |                |                    |                        |                  |                       |                |                |
| <b>Transfers and subsidies to:</b>                  | <b>181 330</b> | <b>164 277</b> | <b>265 757</b> | <b>265 478</b>     | <b>331 418</b>         | <b>354 860</b>   | <b>271 863</b>        | <b>277 916</b> | <b>294 852</b> |
| Provinces and municipalities                        |                |                |                |                    |                        |                  |                       |                |                |
| Departmental agencies and accounts                  | 10             | 2              |                |                    |                        |                  |                       |                |                |
| Higher education institutions                       | 179 921        | 163 059        | 263 941        | 264 862            | 328 446                | 351 616          |                       |                |                |
| Foreign governments and international organisations |                |                |                |                    |                        |                  |                       |                |                |
| Public corporations and private enterprises         |                |                |                |                    |                        |                  |                       |                |                |
| Non-profit institutions                             |                |                |                |                    |                        |                  |                       |                |                |
| Households  | 1 399          | 1 216          | 1 816          | 616                | 2 972                  | 3 244            | 271 863               | 277 916        | 294 852        |
| <b>Payments for capital assets</b>                  | <b>3 218</b>   | <b>4 271</b>   | <b>3 045</b>   | <b>3 049</b>       | <b>3 375</b>           | <b>3 536</b>     | <b>3 190</b>          | <b>3 357</b>   | <b>3 542</b>   |
| Buildings and other fixed structures                |                |                |                |                    |                        |                  |                       |                |                |
| Machinery and equipment                             | 3 218          | 3 909          | 2 790          | 2 776              | 3 375                  | 3 536            | 2 868                 | 3 017          | 3 183          |
| Heritage Assets                                     |                |                |                |                    |                        |                  |                       |                |                |
| Specialised military assets                         |                |                |                |                    |                        |                  |                       |                |                |
| Biological assets                                   |                |                |                |                    |                        |                  |                       |                |                |
| Land and sub-soil assets                            |                |                |                |                    |                        |                  |                       |                |                |
| Software and other intangible assets                |                | 362            | 255            | 273                |                        |                  | 322                   | 340            | 359            |
| <b>Payments for financial assets</b>                | <b>29</b>      | <b>28</b>      | <b>285</b>     |                    | <b>17</b>              | <b>16</b>        |                       |                |                |
| <b>Total economic classification</b>                | <b>489 982</b> | <b>619 803</b> | <b>650 881</b> | <b>611 279</b>     | <b>705 500</b>         | <b>808 471</b>   | <b>625 682</b>        | <b>651 631</b> | <b>685 442</b> |



## 7.4 Infrastructure Payments

Not applicable

## 7.5 Conditional grants

Not applicable

## 7.6 Payment for non-infrastructure projects

Not applicable

## 7.7 Payment for Priorities

Department has earmarked funds

### 7.7.2 Earmarked Funding to Departments

R360.946 million has been allocated for earmarked funding for 2019/20 financial year.

Table 1.6: Earmarked funding: Office of the Premier

| Project description       | Outcome    |         |         | main appropriation | Adjusted Appropriation | Revised Estimates | Medium-term estimates |         |         |
|---------------------------|------------|---------|---------|--------------------|------------------------|-------------------|-----------------------|---------|---------|
|                           | R thousand | 2015/16 | 2016/17 | 2017/18            | 2018/19                |                   | 2019/20               | 2020/21 | 2021/22 |
| <b>Programme 1</b>        |            |         |         |                    |                        |                   |                       |         |         |
| Settlement of COE         |            |         | 6 333   |                    |                        |                   |                       |         |         |
| <b>Programme 2</b>        |            |         |         |                    |                        |                   |                       |         |         |
| Communication Strategy    |            | 4 000   | -       |                    |                        |                   |                       |         |         |
| Provincial Bursaries      |            | 179 921 | 260 315 | 263 941            | 264 862                | 328 446           | 351 616               | 271 212 | 277 229 |
| Unpaid Claims             |            | 6 000   | -       |                    |                        |                   |                       |         |         |
| ICT Training centre       |            |         | 10 000  |                    |                        |                   |                       |         |         |
| <b>Programme 3</b>        |            |         |         |                    |                        |                   |                       |         |         |
| Foreign Investment        |            | 2 000   | -       |                    |                        |                   |                       |         |         |
| Monitoring and evaluation |            | 875     | -       |                    |                        |                   |                       |         |         |
| Harismith Logistic Hub    |            |         |         |                    | 9 000                  |                   |                       |         |         |
| HIV function              |            | 600     | 1 057   | 1 863              | 1 179                  | 2 909             | 1 179                 | 1 245   | 1 313   |
| Economists Function       |            | 625     | 4 288   | 2 517              | 4 845                  |                   | 4 845                 |         | 1 385   |
| Youth Affairs             |            |         |         |                    | 1 000                  | 862               | 1 000                 | 1 000   |         |
| <b>Programme 4</b>        |            |         |         |                    |                        |                   |                       |         |         |
| CDWs                      |            | 1 000   | 71 375  | 87 131             | 80 310                 | 87 261            | 80 310                | 84 808  | 89 472  |
| HR Capacity               |            |         | 2 200   |                    | 2 539                  | 1 862             | 2 539                 | 2 681   | 2 828   |
|                           |            |         |         |                    |                        |                   |                       |         |         |
|                           |            | 195 021 | 355 588 | 355 452            | 363 735                | 421 340           | 441 489               | 360 946 | 371 842 |
|                           |            |         |         |                    |                        |                   |                       |         | 392 889 |

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

Not applicable

## 7.9 Transfers

### 7.6.1 Transfers to public entities

Not applicable

### 7.6.2 Transfers to other entities

Not applicable

### **7.6.3 Transfers to local government**

Not applicable

### **7.9 Non-Infrastructure projects**

Not applicable

## **8. Receipts and retentions**

Not applicable

## **9. Programme description**

### **9.1 Description and objectives**

#### **9.1.1 Programme 1: Administration**

The objective of Programme 1 is to provide executive support to the Premier, Provincial Executive Council and the Director General in respect of strategic and operational management matters in fulfilling their legislative and oversight functions and in promoting good corporate governance. The Programme consists of the following Sub-Programmes:

- Premier's Support
- Executive Council Support
- Director-General
- Financial Management

#### **Premier's Support**

The objective is to provide effective and efficient technical, administrative and advisory support to the Premier in executing the constitutional mandate. The responsibilities regarding the management of the Official Residence are also located in this office.

#### **Executive Council Support**

The objective of this Sub-Programme is to render secretariat support services to the Executive Council and key provincial committees. The Premier's Advisory Council and the coordination and management of the Forum of Heads of Departments (FOHOD) and the provincial cluster system are also accommodated in this sub-programme.

#### **Director-General**

The objective of this Sub-Programme is to provide operational support to the Director-General. Components that report directly to the Office of the Director-General are as follows:

- Director General Office
- Internal Audit
- Security Management and Coordination

#### **Internal Audit**

The objective is to provide effective and efficient internal audit services in respect of the accounting, financial and operating systems in the Department of the Premier by reviewing and measuring the effectiveness of these systems and controls.

## Security Management

The objective is to give strategic direction and co-ordinate the activities of Security Managers in the FSPG and render advice on security management matters in the Department of the Premier.

## Financial Management

The objective of the sub-programme is to ensure sound financial management in the Department of the Premier. This is achieved through supporting the operational functioning of the Department of the Premier by ensuring compliance with the Public Finance Management Act, 1999 (Act No. 1 of 1999), Treasury Regulations and other applicable legislation. Risk Management component reports to the Chief Financial Officer.

## Risk Management

The objective is to ensure efficient and effective risk management systems within the department.

## Summary of payments and estimates: Programme 1 Administration

Table 1.7 : Summary of payments and estimates by sub-programme: Programme 1: Administration

| R thousand                          | Outcome       |                |               | Main appropriation | Adjusted appropriation<br>2018/19 | Revised estimate | Medium-term estimates |               |               |
|-------------------------------------|---------------|----------------|---------------|--------------------|-----------------------------------|------------------|-----------------------|---------------|---------------|
|                                     | 2015/16       | 2016/17        | 2017/18       |                    |                                   |                  | 2019/20               | 2020/21       | 2021/22       |
| 1. Premier's Support                | 14 823        | 14 902         | 19 829        | 14 242             | 17 369                            | 16 692           | 16 420                | 17 111        | 18 052        |
| 2. Executive Council Support        | 3 864         | 2 808          | 2 472         | 4 115              | 3 162                             | 2 753            | 3 845                 | 4 066         | 4 289         |
| 3. Director General                 | 15 465        | 103 083        | 12 402        | 14 097             | 15 514                            | 14 542           | 15 174                | 16 170        | 17 058        |
| 4. Financial Management             | 22 571        | 30 250         | 35 751        | 34 392             | 38 147                            | 36 737           | 36 389                | 38 988        | 41 131        |
| <b>Total payments and estimates</b> | <b>56 723</b> | <b>151 043</b> | <b>70 454</b> | <b>66 846</b>      | <b>74 192</b>                     | <b>70 724</b>    | <b>71 828</b>         | <b>76 335</b> | <b>80 530</b> |

**Table 1.8 : Summary of payments and estimates by economic classification: Programme 1: Administration**

| R thousand  | Outcome       |                |               | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |               |               |
|---|---------------|----------------|---------------|--------------------|------------------------|------------------|-----------------------|---------------|---------------|
|   | 2015/16       | 2016/17        | 2017/18       |                    |                        |                  | 2019/20               | 2020/21       | 2021/22       |
| <b>Current payments</b>                             | <b>55 566</b> | <b>149 420</b> | <b>68 445</b> | <b>66 032</b>      | <b>70 080</b>          | <b>66 559</b>    | <b>70 958</b>         | <b>75 417</b> | <b>79 562</b> |
| Compensation of employees                           | 41 695        | 130 187        | 45 259        | 49 461             | 49 867                 | 47 946           | 54 870                | 57 906        | 61 090        |
| Goods and services                                  | 13 871        | 19 233         | 23 186        | 16 571             | 20 213                 | 18 613           | 16 088                | 17 511        | 18 472        |
| Interest and rent on land                           |               |                |               |                    |                        |                  |                       |               |               |
| <b>Transfers and subsidies to:</b>                  | <b>533</b>    | <b>216</b>     | <b>176</b>    | <b>31</b>          | <b>2 291</b>           | <b>2 354</b>     | <b>40</b>             | <b>42</b>     | <b>44</b>     |
| Provinces and municipalities                        |               |                |               |                    |                        |                  |                       |               |               |
| Departmental agencies and accounts                  | 10            |                |               |                    |                        |                  |                       |               |               |
| Higher education institutions                       |               |                |               |                    |                        |                  |                       |               |               |
| Foreign governments and international organisations |               |                |               |                    |                        |                  |                       |               |               |
| Public corporations and private enterprises         |               |                |               |                    |                        |                  |                       |               |               |
| Non-profit institutions                             |               |                |               |                    |                        |                  |                       |               |               |
| Households  | 523           | 216            | 176           | 31                 | 2 291                  | 2 354            | 40                    | 42            | 44            |
| <b>Payments for capital assets</b>                  | <b>624</b>    | <b>1 407</b>   | <b>1 791</b>  | <b>783</b>         | <b>1 821</b>           | <b>1 811</b>     | <b>830</b>            | <b>876</b>    | <b>924</b>    |
| Buildings and other fixed structures                |               |                |               |                    |                        |                  |                       |               |               |
| Machinery and equipment                             | 624           | 1 407          | 1 791         | 783                | 1 821                  | 1 811            | 830                   | 876           | 924           |
| Heritage Assets                                     |               |                |               |                    |                        |                  |                       |               |               |
| Specialised military assets                         |               |                |               |                    |                        |                  |                       |               |               |
| Biological assets                                   |               |                |               |                    |                        |                  |                       |               |               |
| Land and sub-soil assets                            |               |                |               |                    |                        |                  |                       |               |               |
| Software and other intangible assets                |               |                |               |                    |                        |                  |                       |               |               |
| <b>Payments for financial assets</b>                |               |                | <b>42</b>     |                    |                        |                  |                       |               |               |
| <b>Total economic classification</b>                | <b>56 723</b> | <b>151 043</b> | <b>70 454</b> | <b>66 846</b>      | <b>74 192</b>          | <b>70 724</b>    | <b>71 828</b>         | <b>76 335</b> | <b>80 530</b> |

### 9.1.2 Programme 2: Institutional Development

The purpose of Programme 2 is to render corporate support functions to the Office of the Premier and strategically direct and coordinate corporate support functions of provincial departments.

The programme strives to ensure the achievement of the objectives of Department of the Premier through:

- The provision and maintenance of well trained and capacitated human resources to ensure effective and efficient utilisation of human resources (linked to Outcome 5.)
- Facilitating and coordinating the building of transverse capacity within the provincial government through training and skills development (linked to Outcome 5)
- Providing strategic direction and rendering advice, linked to Outcome 12, on:
  - The functions of and organisational arrangements within the provincial government;
  - Employment and other personnel practices, as well as human resource management and training;
  - Salaries and other conditions of service;
  - Labour relations; and
  - Information management, information technology, public service transformation and reform.
- The provision of legal services and advice to the Premier, Members of the Executive Council, the Director-General, Heads of Department and other officials. This includes the drafting of legislation and litigation.

- The provision of communication services in line with the provincial communication strategy in a coordinated, integrated and coherent environment led by the Department of the Premier and providing for a specific transversal nature and characteristics. This includes media strategy and liaison as well as the functions associated with community liaison and the Thusong Service Centres.
- The Programme consists of the following Sub-Programmes:
  - Strategic Human Resource Management
  - Information Communication Technology
  - Legal Services
  - Communication Services

### **Strategic Human Resource Management**

The objective is to provide strategic direction and advice with regard to provincial and Departmental-specific human resource, labour relations, and employee wellness matters.

### **Free State Training and Development Institute**

The objective is to facilitate the building of transverse capacity within the Free State.

### **Organizational Development**

To provide strategic direction and advice on matters related to organizational development to the public service in the Free State and the Department of the Premier.

### **Information Communication Technology**

To improve service delivery through the effective and efficient utilization of IT resources both Departmental specific and throughout the provincial government and to facilitate the implementation of transversal IT projects involving the provincial government departments, provincial public entities and the local government sector.

### **Legal Services**

To provide transversal and Department-specific legal advisory and support services.

### **Communication Services**

To coordinate, facilitate and implement the provincial communication strategy through transversal and Department-specific initiatives.

### **Corporate Communications**

To create an enabling environment for the Premier, Executive Council and Director-General to communicate important issues to members of the public and employees

### **Media Strategy and Community Liaison**

To manage a media strategy and ensures that the image of the FSPG and the Department of the Premier is held in good standing.

## Summary of payments and estimates: Programme 2 Institutional Development

Table 1.9 : Summary of payments and estimates by sub-programme: Programme 2: Institutional Development

| R thousand                              | Outcome        |                |                | Main appropriation | Adjusted appropriation<br>2018/19 | Revised estimate | Medium-term estimates |                |                |
|---|----------------|----------------|----------------|--------------------|-----------------------------------|------------------|-----------------------|----------------|----------------|
|   | 2015/16        | 2016/17        | 2017/18        |                    |                                   |                  | 2019/20               | 2020/21        | 2021/22        |
| 1. Strategic Human Resource Management  | 214 476        | 200 242        | 304 734        | 317 301            | 387 910                           | 407 511          | 326 185               | 333 974        | 351 316        |
| 2. Information Communication Technology | 15 479         | 17 738         | 11 668         | 13 451             | 13 524                            | 13 867           | 15 235                | 17 632         | 18 603         |
| 3. Legal Services                       | 6 953          | 8 627          | 8 342          | 9 251              | 9 224                             | 8 252            | 9 420                 | 10 174         | 10 733         |
| 4. Communication Services               | 52 267         | 48 263         | 34 326         | 20 918             | 25 326                            | 31 003           | 22 055                | 20 863         | 22 010         |
| <b>Total payments and estimates</b>     | <b>289 175</b> | <b>274 870</b> | <b>359 070</b> | <b>360 921</b>     | <b>435 984</b>                    | <b>460 633</b>   | <b>372 895</b>        | <b>382 643</b> | <b>402 662</b> |

Table 1.10 : Summary of payments and estimates by economic classification: Programme 2: Institutional Development

| R thousand  | Outcome        |                |                | Main appropriation | Adjusted appropriation<br>2018/19 | Revised estimate | Medium-term estimates |                |                |
|---|----------------|----------------|----------------|--------------------|-----------------------------------|------------------|-----------------------|----------------|----------------|
|   | 2015/16        | 2016/17        | 2017/18        |                    |                                   |                  | 2019/20               | 2020/21        | 2021/22        |
| <b>Current payments</b>                             | <b>106 748</b> | <b>109 066</b> | <b>94 042</b>  | <b>94 142</b>      | <b>106 297</b>                    | <b>107 632</b>   | <b>99 624</b>         | <b>103 242</b> | <b>106 243</b> |
| Compensation of employees                           | 53 848         | 66 490         | 62 494         | 76 439             | 82 573                            | 81 396           | 80 941                | 85 676         | 87 710         |
| Goods and services                                  | 52 900         | 42 576         | 31 548         | 17 703             | 23 724                            | 26 236           | 18 683                | 17 566         | 18 533         |
| Interest and rent on land                           |                |                |                |                    |                                   |                  |                       |                |                |
| <b>Transfers and subsidies to:</b>                  | <b>180 386</b> | <b>163 677</b> | <b>264 245</b> | <b>264 862</b>     | <b>328 580</b>                    | <b>351 750</b>   | <b>271 212</b>        | <b>277 229</b> | <b>294 127</b> |
| Provinces and municipalities                        |                |                |                |                    |                                   |                  |                       |                |                |
| Departmental agencies and accounts                  |                | 2              |                |                    |                                   |                  |                       |                |                |
| Higher education institutions                       | 179 921        | 163 059        | 263 941        | 264 862            | 328 446                           | 351 616          |                       |                |                |
| Foreign governments and international organisations |                |                |                |                    |                                   |                  |                       |                |                |
| Public corporations and private enterprises         |                |                |                |                    |                                   |                  |                       |                |                |
| Non-profit institutions                             |                |                |                |                    |                                   |                  |                       |                |                |
| Households  | 465            | 616            | 304            |                    | 134                               | 134              | 271 212               | 277 229        | 294 127        |
| <b>Payments for capital assets</b>                  | <b>2 012</b>   | <b>2 099</b>   | <b>783</b>     | <b>1 917</b>       | <b>1 107</b>                      | <b>1 251</b>     | <b>2 059</b>          | <b>2 172</b>   | <b>2 292</b>   |
| Buildings and other fixed structures                |                |                |                |                    |                                   |                  |                       |                |                |
| Machinery and equipment                             | 2 012          | 1 737          | 528            | 1 644              | 1 107                             | 1 251            | 1 737                 | 1 832          | 1 933          |
| Heritage Assets                                     |                |                |                |                    |                                   |                  |                       |                |                |
| Specialised military assets                         |                |                |                |                    |                                   |                  |                       |                |                |
| Biological assets                                   |                |                |                |                    |                                   |                  |                       |                |                |
| Land and sub-soil assets                            |                |                |                |                    |                                   |                  |                       |                |                |
| Software and other intangible assets                |                | 362            | 255            | 273                |                                   |                  | 322                   | 340            | 359            |
| <b>Payments for financial assets</b>                | <b>29</b>      | <b>28</b>      |                |                    |                                   |                  |                       |                |                |
| <b>Total economic classification</b>                | <b>289 175</b> | <b>274 870</b> | <b>359 070</b> | <b>360 921</b>     | <b>435 984</b>                    | <b>460 633</b>   | <b>372 895</b>        | <b>382 643</b> | <b>402 662</b> |

### 9.1.3 Programme 3: Policy and Governance

The purpose of Programme 3 is to align, integrate and coordinate the activities of all National, Provincial Departments, Municipalities and State Owned Entities towards the goals and priorities of government.

This Programme is the epicentre of provincial policy coordination and strategic direction. The programme houses the objectives of provincial policy, research, planning and cluster management as well as the facilitation of comprehensive monitoring and evaluation services within the Government Wide Monitoring and Evaluation Framework. In addition, Inter-Governmental Relations as well as the Unit on Women, Children, People with Disability and other focal groups are facilitated and implemented through this programme.

The Programme consists of the following sub-programmes:

- Special Programmes
- Intergovernmental Relations
- Provincial Policy Management

#### Special Programmes

Its objectives are the development and implementation of transversal programmes, policies and strategies and the coordination of specific events targeted at these groups in the province. This is achieved by facilitating the implementation and monitoring of Gender, Disability, Children, and HIV and AIDS programmes through the following units; the Office on the Status of Women, the

Office on the Status of Disabled People, the Office on the Rights of the Child and the HIV and AIDS Monitoring and Evaluation Unit. Additional focus will be placed on the elderly and military veterans in the 2016/17 financial year.

HIV and AIDS Monitoring and Evaluation function is reinstated back to the Department during adjustment budget in the financial year 2015/2016. Office on the Status of Rights of Children personnel will also be transferred to Social Development in the 2015/2016 financial year.

### **Intergovernmental Relations**

The sub-programme coordinates intergovernmental relations between the Free State Provincial Government and other spheres of government, the Free State provincial government and international partner countries and/or provinces, the coordination and management of official development assistance (established during the 2012/2013 financial year) and the provision of protocol services.

### **Provincial Policy Management**

The objectives of the sub-programme include the development and management of the departmental strategic plan and processes as well as transversal planning through the Planning Commission. This includes strategic planning systems implementation, and the development, management, alignment and review of provincial policies and strategies. The sub-programme is also responsible for coordination and management of quality applied research services and integrated planning initiatives.

### **Summary of payments and estimates: Programme 3 Policy and Governance**

Table 1.11 : Summary of payments and estimates by sub-programme: Programme 3: Policy & Governance

| R thousand                          | Outcome       |               |               | Main appropriation | Adjusted appropriation<br>2018/19 | Revised estimate | Medium-term estimates |               |               |
|-------------------------------------|---------------|---------------|---------------|--------------------|-----------------------------------|------------------|-----------------------|---------------|---------------|
|                                     | 2015/16       | 2016/17       | 2017/18       |                    |                                   |                  | 2019/20               | 2020/21       | 2021/22       |
| 1. Special Programmes               | 18 901        | 53 195        | 55 575        | 20 388             | 29 291                            | 115 127          | 24 970                | 26 330        | 26 778        |
| 2. Intergovernmental Relations      | 10 823        | 15 986        | 19 270        | 11 395             | 16 157                            | 15 522           | 11 433                | 12 277        | 12 953        |
| 3. Provincial Policy Management     | 14 087        | 27 383        | 22 855        | 33 239             | 20 520                            | 16 607           | 19 533                | 21 240        | 22 408        |
| <b>Total payments and estimates</b> | <b>43 811</b> | <b>96 564</b> | <b>97 700</b> | <b>65 022</b>      | <b>65 968</b>                     | <b>147 256</b>   | <b>55 936</b>         | <b>59 847</b> | <b>62 139</b> |

Table 1.12 : Summary of payments and estimates by economic classification: Programme 3: Policy & Governance

| R thousand  | Outcome       |               |               | Main appropriation | Adjusted appropriation<br>2018/19 | Revised estimate | Medium-term estimates |               |               |
|---|---------------|---------------|---------------|--------------------|-----------------------------------|------------------|-----------------------|---------------|---------------|
|   | 2015/16       | 2016/17       | 2017/18       |                    |                                   |                  | 2019/20               | 2020/21       | 2021/22       |
| <b>Current payments</b>                             | <b>43 214</b> | <b>95 533</b> | <b>96 641</b> | <b>64 384</b>      | <b>65 350</b>                     | <b>146 428</b>   | <b>55 331</b>         | <b>59 212</b> | <b>61 469</b> |
| Compensation of employees                           | 29 409        | 45 572        | 41 862        | 43 323             | 40 334                            | 41 462           | 46 170                | 49 828        | 52 568        |
| Goods and services                                  | 13 805        | 49 961        | 54 779        | 21 061             | 25 016                            | 104 966          | 9 161                 | 9 384         | 8 901         |
| Interest and rent on land                           |               |               |               |                    |                                   |                  |                       |               |               |
| <b>Transfers and subsidies to:</b>                  | <b>264</b>    | <b>384</b>    | <b>1 055</b>  | <b>439</b>         | <b>177</b>                        | <b>387</b>       | <b>464</b>            | <b>490</b>    | <b>517</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  | 264           | 384           | 1 055         | 439                | 177                               | 387              | 464                   | 490           | 517           |
| <b>Payments for capital assets</b>                  | <b>333</b>    | <b>647</b>    |               | <b>199</b>         | <b>441</b>                        | <b>441</b>       | <b>141</b>            | <b>145</b>    | <b>153</b>    |
| Buildings and other fixed structures                |               |               |               |                    |                                   |                  |                       |               |               |
| Machinery and equipment                             | 333           | 647           |               | 199                | 441                               | 441              | 141                   | 145           | 153           |
| Heritage Assets                                     |               |               |               |                    |                                   |                  |                       |               |               |
| Specialised military assets                         |               |               |               |                    |                                   |                  |                       |               |               |
| Biological assets                                   |               |               |               |                    |                                   |                  |                       |               |               |
| Land and sub-soil assets                            |               |               |               |                    |                                   |                  |                       |               |               |
| Software and other intangible assets                |               |               |               |                    |                                   |                  |                       |               |               |
| <b>Payments for financial assets</b>                |               |               | <b>4</b>      |                    |                                   |                  |                       |               |               |
| <b>Total economic classification</b>                | <b>43 811</b> | <b>96 564</b> | <b>97 700</b> | <b>65 022</b>      | <b>65 968</b>                     | <b>147 256</b>   | <b>55 936</b>         | <b>59 847</b> | <b>62 139</b> |

#### 9.1.4: Programme 4: Provincial Monitoring and Evaluation

The purpose of Programme 4 is to lead and provide monitoring and evaluation and service delivery intervention services in Provincial Government to ensure optimal results with regards to service delivery and implementation

##### Situational Analysis

Department of Planning Monitoring and Evaluation (DPME) were established in the Presidency in 2010. Reporting based on work conducted by Monitoring and Evaluation (M&E) Components in provinces are consolidated at national level by DPME and reported to Cabinet and the PCC. This called for correct structuring of our work - as well as an organizational structure which will support this.

The Provincial Monitoring and Evaluation (PME) Branch was established in 2015 through the creation of the organisation structure for Provincial Monitoring and Evaluation (PME) and merging of PME with Provincial Intervention and Thusong Service Centre components. This came into being because of the realisation of Free State Government that that effective and efficient service delivery remains elusive and does not meet the legitimate expectations of the citizens.

This mandate of PME has been further elaborated by the Premier in his 2016 State of the Province Address as well as various EXCO decisions.

The approved PME organisational structure is based on the constitutional mandate for this department as set out in the constitution of South Africa, 1996 and the Public Service Regulations as amended. Section 125 of the Constitution of South Africa, 1996, as well as directives and determinations from National Government.



The aim of this reorganisation is to give effect to the vision of the department to lead the Free State Province towards Service Excellence and the mission of the Department to provide strategic direction and coordinate integrated service delivery within government in the Free State.

The programme of Provincial Monitoring and Evaluation is comprised of the following sub-programmes

- Sub-programme 1: Public Sector Monitoring and Evaluation
- Sub-programme 2: Monitoring and Evaluation Programmes
- Sub-programme 3: Provincial Intervention

### **Sub-Programme 1: Public Sector Monitoring and Evaluation**

#### **Purpose of the sub-programme**

The purpose of the sub-programme is to advance the strategic agenda of government through the development and implementation of the MTSF Outcomes Programme of Action, monitoring, reporting on progress in the implementation of priority outcomes, evaluating the impact of key government programmes and Monitoring, Evaluation and Reporting on Non-Financial Performance Information for Provincial Departments.

#### **Sub-programme overview**

The sub-programme consist of the following sub-sub-programmes

- Provincial Departments Monitoring and Evaluation
- Local Government Performance Monitoring and Evaluation
- Evaluation and Impact Assessment of Government Programmes
- Non-Financial Performance Information Monitoring

#### **Problem Statement**

At the end of the last administration (2009-2014), the Presidency published a Twenty-Year Review, outlining progress made since 1994 and identifying the challenges that still need to be overcome. As the Twenty-Year Review and National Planning Commission's 2011 Diagnostic Report highlight – poverty, inequality and unemployment continue to negatively affect the lives of many people. Despite increases in successive budgets, the quality and standard of service have not always improved.

The outcomes system was introduced to provide a systematic approach to assess its progress against priority goals and objectives, and ensure that planning is results focused and precise outputs and targets are set. Progress has been made in many areas since 2009 with the outcome system established in 2010. However, there is still a need to further improve the implementation of the Outcomes System, including priorities that cut across departments and other spheres of government.

If we are to improve our performance, we must reflect on what we are doing, what we are achieving against what we set out to achieve, and why unexpected results are occurring. We

must evaluate and learn from our successes. Some progress has been made in institutionalising evaluation in the FSG but more needs to be done to strengthen evaluations of key government programme.

The Non-Financial Performance Information Management has also been moved from Provincial Treasury to the Department of the Premier; following the movement of this function from National Treasury to DPME in the Presidency. Performance information indicates how well an institution is meeting its aims and objectives. There are still challenges with collection, reporting and using performance information in the public sector.

### **How are we responding – Our focus in the next three years**

The 2014-2019 Medium Term Strategic Framework (MTSF) was developed by the Presidency. It is the first five-year building block intended to guide and focus government programmes towards the achievement of the NDP priorities. The MTSF translate the NDP into an outcome based implementation plan with clear outcomes and targets.

In the three years, our focus will be on getting departments to align their plans with the NDP and MTSF as well as monitoring their implementation and the evaluation of critical government programmes. In addition, more emphasis will be placed on performance monitoring of local government.

Our focus will also be Monitoring, Evaluation and Reporting on Non-Financial Performance Information for Provincial Departments. More emphasis will be placed on analysing the quarterly reports and advising departments on corrective actions.

The National Evaluation Framework will also be implemented through the development and implementation of the Provincial Evaluation Plan.

### **Thusong Services and Community Liaison**

To render efficient and effective community liaison and support for integrated service delivery.

### **Intervention Unit**

The objective of the sub-programme is to facilitate interventions and to provide support and advice to the Premier and Executive Council on injunctions and service delivery issues. This is achieved through facilitating continuous engagement with the public, including the operations of the public liaison centre and the Presidential Hotline. The Community Development Worker unit will be located in the Intervention Unit.

## **Summary of payments and estimates: Programme 4: Provincial Monitoring and Evaluation**

Table 1.13 : Summary of payments and estimates by sub-programme: Programme 4: Monitoring And Evaluation

| R thousand                                 | Outcome        |               |                | Main appropriation | Adjusted appropriation<br>2018/19 | Revised estimate | Medium-term estimates |                |                |
|--|----------------|---------------|----------------|--------------------|-----------------------------------|------------------|-----------------------|----------------|----------------|
|  | 2015/16        | 2016/17       | 2017/18        |                    |                                   |                  | 2019/20               | 2020/21        | 2021/22        |
| 1. Public Sector Monitoring And Evaluation | 6 879          | 6 980         | 6 183          | 5 152              | 7 947                             | 7 803            | 8 397                 | 8 698          | 9 178          |
| 2. Monitoring And Evaluation Programmes    | –              | 5 384         | 4 335          | 5 877              | 8 578                             | 7 417            | 7 383                 | 7 922          | 8 357          |
| 3. Provincial Intervention                 | 93 394         | 84 962        | 113 139        | 107 461            | 112 831                           | 114 639          | 109 243               | 116 186        | 122 576        |
| <b>Total payments and estimates</b>        | <b>100 273</b> | <b>97 326</b> | <b>123 657</b> | <b>118 490</b>     | <b>129 356</b>                    | <b>129 859</b>   | <b>125 023</b>        | <b>132 806</b> | <b>140 111</b> |

**Table 1.14 : Summary of payments and estimates by economic classification: Programme 4: Monitoring And Evaluation**

| R thousand  | Outcome        |               |                | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |                |                |
|---|----------------|---------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
|   | 2015/16        | 2016/17       | 2017/18        |                    |                        |                  | 2019/20               | 2020/21        | 2021/22        |
| <b>Current payments</b>                             | <b>99 877</b>  | <b>97 208</b> | <b>122 666</b> | <b>118 194</b>     | <b>128 963</b>         | <b>129 441</b>   | <b>124 716</b>        | <b>132 487</b> | <b>139 774</b> |
| Compensation of employees                           | 93 759         | 91 806        | 113 667        | 116 030            | 123 174                | 123 949          | 123 319               | 130 864        | 138 062        |
| Goods and services                                  | 6 118          | 5 402         | 8 999          | 2 164              | 5 789                  | 5 492            | 1 397                 | 1 623          | 1 712          |
| Interest and rent on land                           |                |               |                |                    |                        |                  |                       |                |                |
| <b>Transfers and subsidies to:</b>                  | <b>147</b>     |               | <b>281</b>     | <b>146</b>         | <b>370</b>             | <b>369</b>       | <b>147</b>            | <b>155</b>     | <b>164</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  | 147            |               | 281            | 146                | 370                    | 369              | 147                   | 155            | 164            |
| <b>Payments for capital assets</b>                  | <b>249</b>     | <b>118</b>    | <b>471</b>     | <b>150</b>         | <b>6</b>               | <b>33</b>        | <b>160</b>            | <b>164</b>     | <b>173</b>     |
| Buildings and other fixed structures                |                |               |                |                    |                        |                  |                       |                |                |
| Machinery and equipment                             | 249            | 118           | 471            | 150                | 6                      | 33               | 160                   | 164            | 173            |
| Heritage Assets                                     |                |               |                |                    |                        |                  |                       |                |                |
| Specialised military assets                         |                |               |                |                    |                        |                  |                       |                |                |
| Biological assets                                   |                |               |                |                    |                        |                  |                       |                |                |
| Land and sub-soil assets                            |                |               |                |                    |                        |                  |                       |                |                |
| Software and other intangible assets                |                |               |                |                    |                        |                  |                       |                |                |
| <b>Payments for financial assets</b>                |                |               | <b>239</b>     |                    | <b>17</b>              | <b>16</b>        |                       |                |                |
| <b>Total economic classification</b>                | <b>100 273</b> | <b>97 326</b> | <b>123 657</b> | <b>118 490</b>     | <b>129 356</b>         | <b>129 859</b>   | <b>125 023</b>        | <b>132 806</b> | <b>140 111</b> |

## 9.3 Other programme information

### 9.3.1 Personnel numbers and costs

**Table 1.15 : Personnel numbers and costs by programme**

| Personnel numbers                            | As at<br>31 March 2016 | As at<br>31 March 2017 | As at<br>31 March 2018 | As at<br>31 March 2019 | As at<br>31 March 2020 | As at<br>31 March 2021 | As at<br>31 March 2022 |
|--|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| 1. Administration                            | 99                     | 107                    | 83                     | 98                     | 119                    | 100                    | 97                     |
| 2. Institutional Development                 | 160                    | 165                    | 157                    | 164                    | 173                    | 173                    | 157                    |
| 3. Policy & Governance                       | 70                     | 72                     | 74                     | 65                     | 79                     | 79                     | 69                     |
| 4. Monitoring And Evaluation                 | 275                    | 280                    | 330                    | 341                    | 336                    | 336                    | 371                    |
| Direct charges                               |                        |                        |                        |                        |                        |                        |                        |
| <b>Total provincial personnel numbers</b>    | <b>604</b>             | <b>624</b>             | <b>644</b>             | <b>668</b>             | <b>707</b>             | <b>688</b>             | <b>694</b>             |
| Total provincial personnel cost (R thousand) | 218 711                | 334 055                | 263 282                | 294 753                | 305 300                | 324 274                | 339 430                |
| Unit cost (R thousand)                       | 362                    | 535                    | 409                    | 441                    | 432                    | 471                    | 489                    |

1. Full-time equivalent

Table 1.17 : Summary of departmental personnel numbers and costs by component

| R thousands   | Actual                         |                |                                |                |                                |                | Revised estimate |                  |                                |                | Medium-term expenditure estimate |                |                                |                |                                |                | Average annual growth over MTEF |                   |                  |
|---|--------------------------------|----------------|--------------------------------|----------------|--------------------------------|----------------|------------------|------------------|--------------------------------|----------------|----------------------------------|----------------|--------------------------------|----------------|--------------------------------|----------------|---------------------------------|-------------------|------------------|
|   | 2015/16                        |                | 2016/17                        |                | 2017/18                        |                | 2018/19          |                  |                                |                | 2019/20                          |                | 2020/21                        |                | 2021/22                        |                | 2018/19 - 2021/22               |                   |                  |
|   | 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 numbers <sup>1</sup> | Costs          | Personnel growth rate           | Costs growth rate | % Costs of Total |
| <b>Salary level</b>   |                                |                |                                |                |                                |                |                  |                  |                                |                |                                  |                |                                |                |                                |                |                                 |                   |                  |
| 1 – 6   | 369                            | 79 658         | 400                            | 130 266        | 415                            | 92 147         | 331              | 94               | 425                            | 106 388        | 448                              | 114 614        | 429                            | 120 675        | 448                            | 132 175        | 1.8%                            | 7.5%              | 37.5%            |
| 7 – 10  | 128                            | 49 536         | 124                            | 68 325         | 125                            | 50 120         | 109              | 33               | 142                            | 73 048         | 142                              | 67 751         | 142                            | 72 491         | 142                            | 76 477         |                                 | 1.5%              | 23.2%            |
| 11 – 12   | 61                             | 44 419         | 56                             | 67 899         | 53                             | 50 225         | 33               | 25               | 58                             | 49 430         | 57                               | 50 815         | 57                             | 54 388         | 53                             | 55 515         | -3.0%                           | 3.9%              | 16.6%            |
| 13 – 16   | 46                             | 45 098         | 44                             | 67 565         | 49                             | 68 004         | 31               | 10               | 41                             | 63 126         | 58                               | 69 143         | 58                             | 73 505         | 49                             | 71 871         | 6.1%                            | 4.4%              | 21.8%            |
| Other   |                                |                |                                |                | 2                              | 2 786          | 2                |                  | 2                              | 2 761          | 2                                | 2 977          | 2                              | 3 215          | 2                              | 3 392          |                                 | 7.1%              | 1.0%             |
| <b>Total</b>  | <b>604</b>                     | <b>218 711</b> | <b>624</b>                     | <b>334 055</b> | <b>644</b>                     | <b>263 282</b> | <b>506</b>       | <b>162</b>       | <b>668</b>                     | <b>294 753</b> | <b>707</b>                       | <b>305 300</b> | <b>688</b>                     | <b>324 274</b> | <b>694</b>                     | <b>339 430</b> | <b>1.3%</b>                     | <b>4.8%</b>       | <b>100.0%</b>    |
| <b>Programme</b>  |                                |                |                                |                |                                |                |                  |                  |                                |                |                                  |                |                                |                |                                |                |                                 |                   |                  |
| 1. Administration   | 99                             | 41 695         | 107                            | 130 187        | 83                             | 45 259         | 52               | 46               | 98                             | 48 900         | 119                              | 54 158         | 100                            | 57 699         | 97                             | 59 563         | -0.3%                           | 6.8%              | 17.3%            |
| 2. Institutional Development  | 160                            | 53 848         | 165                            | 66 490         | 157                            | 62 494         | 114              | 50               | 164                            | 80 943         | 173                              | 87 829         | 173                            | 92 672         | 157                            | 87 639         | -1.4%                           | 2.7%              | 27.3%            |
| 3. Policy & Governance  | 70                             | 29 409         | 72                             | 45 572         | 74                             | 41 862         | 39               | 26               | 65                             | 47 049         | 79                               | 49 648         | 79                             | 52 904         | 69                             | 49 288         | 2.0%                            | 1.6%              | 15.6%            |
| 4. Monitoring And Evaluation  | 275                            | 93 759         | 280                            | 91 806         | 330                            | 113 667        | 301              | 40               | 341                            | 117 861        | 336                              | 113 665        | 336                            | 120 999        | 371                            | 142 940        | 2.9%                            | 6.6%              | 39.8%            |
| Direct charges  |                                |                |                                |                |                                |                |                  |                  |                                |                |                                  |                |                                |                |                                |                |                                 |                   |                  |
| <b>Total</b>  | <b>604</b>                     | <b>218 711</b> | <b>624</b>                     | <b>334 055</b> | <b>644</b>                     | <b>263 282</b> | <b>506</b>       | <b>162</b>       | <b>668</b>                     | <b>294 753</b> | <b>707</b>                       | <b>305 300</b> | <b>688</b>                     | <b>324 274</b> | <b>694</b>                     | <b>339 430</b> | <b>1.3%</b>                     | <b>4.8%</b>       | <b>100.0%</b>    |
| <b>Employee dispensation classification</b>                           |                                |                |                                |                |                                |                |                  |                  |                                |                |                                  |                |                                |                |                                |                |                                 |                   |                  |
| Public Service Act appointees not covered by OSDs                     |                                | 204 540        | 1                              | 147            | 3                              | 159            | 3                |                  | 3                              | 173            | 3                                | 188            | 3                              | 198            | 3                              | 209            |                                 | 6.5%              | 100.0%           |
| Public Service Act appointees still to be covered by OSDs             |                                |                |                                |                |                                |                |                  |                  |                                |                |                                  |                |                                |                |                                |                |                                 |                   |                  |
| Professional Nurses, Staff Nurses and Nursing Assistants              |                                |                |                                |                |                                |                |                  |                  |                                |                |                                  |                |                                |                |                                |                |                                 |                   |                  |
| Legal Professionals   |                                | 1 968          |                                |                |                                |                |                  |                  |                                |                |                                  |                |                                |                |                                |                |                                 |                   |                  |
| 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                       |                                |                |                                |                |                                |                |                  |                  |                                |                |                                  |                |                                |                |                                |                |                                 |                   |                  |
| <b>Total</b>  |                                | <b>206 508</b> | <b>1</b>                       | <b>147</b>     | <b>3</b>                       | <b>159</b>     | <b>3</b>         |                  | <b>3</b>                       | <b>173</b>     | <b>3</b>                         | <b>188</b>     | <b>3</b>                       | <b>198</b>     | <b>3</b>                       | <b>209</b>     |                                 | <b>6.5%</b>       | <b>100.0%</b>    |

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

## 9.3.2 Training

Table 1.18 : Payments on training by programme

| R thousand                        | Outcome    |            |              | Main appropriation | Adjusted appropriation<br>2018/19 | Revised estimate | Medium-term estimates |              |              |
|-----------------------------------|------------|------------|--------------|--------------------|-----------------------------------|------------------|-----------------------|--------------|--------------|
|                                   | 2015/16    | 2016/17    | 2017/18      |                    |                                   |                  | 2019/20               | 2020/21      | 2021/22      |
| 1. Administration                 |            |            |              |                    |                                   |                  |                       |              |              |
| 2. Institutional Development      | 212        | 963        | 1 469        | 2 479              | 2 479                             | 2 479            | 2 720                 | 2 418        | 2 551        |
| 3. Policy & Governance            |            |            |              |                    |                                   |                  |                       |              |              |
| 4. Monitoring And Evaluation      |            |            |              |                    |                                   |                  |                       |              |              |
| <b>Total payments on training</b> | <b>212</b> | <b>963</b> | <b>1 469</b> | <b>2 479</b>       | <b>2 479</b>                      | <b>2 479</b>     | <b>2 720</b>          | <b>2 418</b> | <b>2 551</b> |

Table 1.19 : Information on training: Department Of The Premier

| R thousand                               | Outcome    |            |              | Main appropriation | Adjusted appropriation<br>2018/19 | Revised estimate | Medium-term estimates |              |              |
|--|------------|------------|--------------|--------------------|-----------------------------------|------------------|-----------------------|--------------|--------------|
|  | 2015/16    | 2016/17    | 2017/18      |                    |                                   |                  | 2019/20               | 2020/21      | 2021/22      |
| Number of staff                          | 604        | 624        | 644          | 668                | 668                               | 668              | 707                   | 688          | 694          |
| Number of personnel trained              | 409        | 230        | 240          | 254                | 254                               | 254              | 268                   | 283          | 283          |
| <i>of which</i>                          |            |            |              |                    |                                   |                  |                       |              |              |
| Male                                     | 166        | 95         | 100          | 106                | 106                               | 106              | 112                   | 118          | 118          |
| Female                                   | 243        | 135        | 140          | 148                | 148                               | 148              | 156                   | 165          | 165          |
| Number of training opportunities         | 35         | 42         | 44           | 46                 | 46                                | 46               | 48                    | 50           | 50           |
| <i>of which</i>                          |            |            |              |                    |                                   |                  |                       |              |              |
| Tertiary                                 | 27         | 30         | 36           | 36                 | 36                                | 36               | 37                    | 38           | 38           |
| Workshops                                | 6          | 6          | 4            | 5                  | 5                                 | 5                | 6                     | 7            | 7            |
| Seminars                                 | 2          | 4          | 2            | 2                  | 2                                 | 2                | 2                     | 2            | 2            |
| Other                                    |            | 2          | 2            | 3                  | 3                                 | 3                | 3                     | 3            | 3            |
| Number of bursaries offered              | 78         | 78         | 44           | 46                 | 46                                | 46               | 48                    | 51           | 51           |
| Number of interns appointed              |            | 10         | 15           | 16                 | 16                                | 16               | 17                    | 18           | 18           |
| Number of learnerships appointed         |            |            |              |                    |                                   |                  |                       |              |              |
| Number of days spent on training         | 14         | 15         | 16           | 17                 | 17                                | 17               | 18                    | 19           | 19           |
| <b>Payments on training by programme</b> |            |            |              |                    |                                   |                  |                       |              |              |
| 1. Administration                        |            |            |              |                    |                                   |                  |                       |              |              |
| 2. Institutional Development             | 212        | 963        | 1 469        | 2 479              | 2 479                             | 2 479            | 2 720                 | 2 418        | 2 551        |
| 3. Policy & Governance                   |            |            |              |                    |                                   |                  |                       |              |              |
| 4. Monitoring And Evaluation             |            |            |              |                    |                                   |                  |                       |              |              |
| <b>Total payments on training</b>        | <b>212</b> | <b>963</b> | <b>1 469</b> | <b>2 479</b>       | <b>2 479</b>                      | <b>2 479</b>     | <b>2 720</b>          | <b>2 418</b> | <b>2 551</b> |

### 9.3.3 Reconciliation of structural changes

**Table 1.20 : Reconciliation of structural changes: Department Of The Premier**

| 2018/19    |       | 2019/20                                    |                |
|------------|-------|--|----------------|
| Programmes | R'000 | Programmes                                 | R'000          |
|            |       | <b>1. Administration</b>                   | <b>71 828</b>  |
|            |       | 1. Premier'S Support                       | 16 420         |
|            |       | 2. Executive Council Support               | 3 845          |
|            |       | 3. Director General                        | 15 174         |
|            |       | 4. Financial Management                    | 36 389         |
|            |       | <b>2. Institutional Development</b>        | <b>372 895</b> |
|            |       | 1. Strategic Human Resource Management     | 326 185        |
|            |       | 2. Information Communication Technology    | 15 235         |
|            |       | 3. Legal Services                          | 9 420          |
|            |       | 4. Communication Services                  | 22 055         |
|            |       | <b>3. Policy &amp; Governance</b>          | <b>55 936</b>  |
|            |       | 1. Special Programmes                      | 24 970         |
|            |       | 2. Intergovernmental Relations             | 11 433         |
|            |       | 3. Provincial Policy Management            | 19 533         |
|            |       | <b>4. Monitoring And Evaluation</b>        | <b>125 023</b> |
|            |       | 1. Public Sector Monitoring And Evaluation | 8 397          |
|            |       | 2. Monitoring And Evaluation Programmes    | 7 383          |
|            |       | 3. Provincial Intervention                 | 109 243        |
|            |       |  | <b>625 682</b> |

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

Table B.1: Specification of receipts: Department Of The Premier

| R thousand  | Outcome |         |         | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |         |         |
|---|---------|---------|---------|--------------------|------------------------|------------------|-----------------------|---------|---------|
|   | 2015/16 | 2016/17 | 2017/18 |                    |                        |                  | 2019/20               | 2020/21 | 2021/22 |
| <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>                        | 5 979   | 5 471   | 4 323   | 4 658              | 4 658                  | 4 658            | 4 446                 | 4 671   | 4 926   |
| Sale of goods and services produced by department (excluding capital assets)        | 5 979   | 5 471   | 4 323   | 4 658              | 4 658                  | 4 658            | 4 446                 | 4 671   | 4 926   |
| Sales by market establishments  |         |         |         |                    |                        |                  |                       |         |         |
| Administrative fees   |         |         |         |                    |                        |                  |                       |         |         |
| Other sales   | 5 979   | 5 471   | 4 323   | 4 658              | 4 658                  | 4 658            | 4 446                 | 4 671   | 4 926   |
| Of which  |         |         |         |                    |                        |                  |                       |         |         |
| Health patient fees   |         |         |         |                    |                        |                  |                       |         |         |
| Other (Specify)   |         |         |         |                    |                        |                  |                       |         |         |
| Other (Specify)   |         |         |         |                    |                        |                  |                       |         |         |
| Other (Specify)   |         |         |         |                    |                        |                  |                       |         |         |
| Sales of scrap, waste, arms and other used current goods (excluding capital assets) |         |         |         |                    |                        |                  |                       |         |         |
| <b>Transfers received from:</b>   |         | 542     |         |                    |                        |                  |                       |         |         |
| Other governmental units  |         |         |         |                    |                        |                  |                       |         |         |
| Higher education institutions   |         |         |         |                    |                        |                  |                       |         |         |
| Foreign governments   |         |         |         |                    |                        |                  |                       |         |         |
| International organisations   |         |         |         |                    |                        |                  |                       |         |         |
| Public corporations and private enterprises   |         | 542     |         |                    |                        |                  |                       |         |         |
| Households and non-profit institutions  |         |         |         |                    |                        |                  |                       |         |         |
| <b>Fines, penalties and forfeits</b>  |         |         |         |                    |                        |                  |                       |         |         |
| <b>Interest, dividends and rent on land</b>   | 7       |         |         |                    |                        |                  |                       |         |         |
| Interest  | 7       |         |         |                    |                        |                  |                       |         |         |
| Dividends   |         |         |         |                    |                        |                  |                       |         |         |
| Rent on land  |         |         |         |                    |                        |                  |                       |         |         |
| <b>Sales of capital assets</b>  | 344     | 2 194   |         |                    |                        |                  |                       |         |         |
| Land and sub-soil assets  |         |         |         |                    |                        |                  |                       |         |         |
| Other capital assets  | 344     | 2 194   |         |                    |                        |                  |                       |         |         |
| <b>Transactions in financial assets and liabilities</b>                             |         |         | 1 408   | 10                 | 10                     | 10               | 10                    | 10      | 10      |
| <b>Total departmental receipts</b>  | 6 330   | 8 207   | 5 731   | 4 668              | 4 668                  | 4 668            | 4 456                 | 4 681   | 4 936   |



Table B.2: Payments and estimates by economic classification: Department Of The Premier

| R thousand  | Outcome        |                |                | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |                |                |
|---|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
|   | 2015/16        | 2016/17        | 2017/18        | 2018/19            | 2018/19                |                  | 2019/20               | 2020/21        | 2021/22        |
| <b>Current payments</b>   | <b>305 405</b> | <b>451 227</b> | <b>381 794</b> | <b>342 752</b>     | <b>370 690</b>         | <b>450 059</b>   | <b>350 629</b>        | <b>370 358</b> | <b>387 048</b> |
| Compensation of employees   | 218 711        | 334 055        | 263 282        | 285 253            | 295 948                | 294 753          | 305 300               | 324 274        | 339 430        |
| Salaries and wages  | 188 234        | 287 130        | 228 421        | 247 986            | 256 164                | 255 408          | 265 994               | 282 222        | 295 265        |
| Social contributions  | 30 477         | 46 925         | 34 861         | 37 267             | 39 784                 | 39 345           | 39 306                | 42 052         | 44 165         |
| Goods and services  | 86 694         | 117 172        | 118 512        | 57 499             | 74 742                 | 155 306          | 45 329                | 46 084         | 47 618         |
| Administrative fees   | 1 462          | 671            | 1 379          | 654                | 1 426                  | 1 164            | 694                   | 731            | 771            |
| Advertising   | 13 314         | 5 845          | 13 179         | 3 110              | 9 130                  | 12 320           | 3 904                 | 2 206          | 2 327          |
| Minor assets  | 59             | 294            | 212            | 253                | 216                    | 112              | 180                   | 259            | 273            |
| Audit cost: External  | 4 312          | 5 113          | 5 462          | 5 429              | 5 693                  | 5 708            | 5 540                 | 5 845          | 6 166          |
| Bursaries: Employees  | 245            | 239            | 103            | 276                | 276                    | 98               | 122                   | 130            | 138            |
| Catering: Departmental activities                                     | 3 190          | 2 615          | 2 100          | 1 423              | 1 744                  | 1 607            | 1 529                 | 1 529          | 1 614          |
| Communication (G&S)   | 3 589          | 3 078          | 5 116          | 4 291              | 5 131                  | 3 290            | 3 997                 | 4 021          | 4 242          |
| Computer services   | 2 451          | 597            | 375            | 964                | 945                    | 896              | 980                   | 577            | 609            |
| Consultants and professional services: Business and advisory services | 151            | 170            | 251            | 9 164              | 268                    | 187              | 135                   | 140            | 148            |
| Infrastructure and planning   |                |                |                |                    |                        |                  |                       |                |                |
| Laboratory services   |                |                |                |                    |                        |                  |                       |                |                |
| Scientific and technological services                                 |                |                |                |                    |                        |                  |                       |                |                |
| Legal services  | 241            | 1 413          | 536            | 595                | 542                    | 124              | 586                   | 618            | 652            |
| Contractors   | 28 075         | 56 925         | 45 853         | 12 495             | 17 574                 | 91 154           | 8 369                 | 9 917          | 9 463          |
| Agency and support / outsourced services                              | 71             | 53             |                | 112                |                        |                  |                       | 142            | 150            |
| Entertainment   | 11             |                |                |                    |                        |                  |                       |                |                |
| Fleet services (including government motor transport)                 | 3 473          | 3 705          | 3 865          | 1 583              | 2 518                  | 2 674            | 1 755                 | 1 828          | 1 928          |
| Housing   |                |                |                |                    |                        |                  |                       |                |                |
| Inventory: Clothing material and accessories                          |                |                |                |                    |                        |                  |                       |                |                |
| Inventory: Farming supplies   |                |                |                |                    |                        |                  |                       |                |                |
| Inventory: Food and food supplies                                     |                |                |                |                    |                        |                  |                       |                |                |
| Inventory: Fuel, oil and gas  |                |                |                |                    |                        |                  |                       |                |                |
| Inventory: Learner and teacher support material                       |                |                |                |                    |                        |                  |                       |                |                |
| Inventory: Materials and supplies                                     |                |                |                |                    |                        |                  |                       |                |                |
| Inventory: Medical supplies   |                |                |                |                    |                        |                  |                       |                |                |
| Inventory: Medicine   |                |                |                |                    |                        |                  |                       |                |                |
| Medsas inventory interface  |                |                |                |                    |                        |                  |                       |                |                |
| Inventory: Other supplies   |                |                |                |                    |                        |                  |                       |                |                |
| Consumable supplies   | 190            | 169            | 357            | 172                | 332                    | 251              | 238                   | 193            | 202            |
| Consumable: Stationery, printing and office supplies                  | 3 525          | 2 575          | 2 340          | 2 567              | 1 822                  | 1 586            | 2 983                 | 3 198          | 3 373          |
| Operating leases  | 4 595          | 5 479          | 8 128          | 3 661              | 7 917                  | 8 819            | 3 373                 | 3 687          | 3 889          |
| Property payments   |                |                |                |                    | 394                    | 661              | 150                   |                |                |
| Transport provided: Departmental activity                             | 1 972          | 4 670          | 553            | 235                | 244                    | 1 307            | 236                   | 249            | 263            |
| Travel and subsistence  | 14 649         | 20 865         | 25 604         | 6 945              | 14 723                 | 20 117           | 6 503                 | 6 988          | 7 373          |
| Training and development  | -57            | 963            | 350            | 2 479              | 1 580                  | 659              | 2 720                 | 2 418          | 2 551          |
| Operating payments  | 688            | 1 543          | 2 062          | 651                | 1 971                  | 2 517            | 876                   | 923            | 974            |
| Venues and facilities   | 488            | 190            | 687            | 440                | 296                    | 56               | 459                   | 485            | 512            |
| Rental and hiring   |                |                |                |                    |                        |                  |                       |                |                |
| Interest and rent on land   |                |                |                |                    |                        |                  |                       |                |                |
| Interest  |                |                |                |                    |                        |                  |                       |                |                |
| Rent on land  |                |                |                |                    |                        |                  |                       |                |                |
| <b>Transfers and subsidies</b>  | <b>181 330</b> | <b>164 277</b> | <b>265 757</b> | <b>265 478</b>     | <b>331 418</b>         | <b>354 860</b>   | <b>271 863</b>        | <b>277 916</b> | <b>294 852</b> |
| Provinces and municipalities  |                |                |                |                    |                        |                  |                       |                |                |
| Provinces   |                |                |                |                    |                        |                  |                       |                |                |
| Provincial Revenue Funds  |                |                |                |                    |                        |                  |                       |                |                |
| Provincial agencies and funds   |                |                |                |                    |                        |                  |                       |                |                |
| Municipalities  |                |                |                |                    |                        |                  |                       |                |                |
| Municipalities  |                |                |                |                    |                        |                  |                       |                |                |
| Municipal agencies and funds  |                |                |                |                    |                        |                  |                       |                |                |
| Departmental agencies and accounts                                    | 10             | 2              |                |                    |                        |                  |                       |                |                |
| Social security funds   |                |                |                |                    |                        |                  |                       |                |                |
| Provide list of entities receiving transfers                          | 10             | 2              |                |                    |                        |                  |                       |                |                |
| Higher education institutions   | 179 921        | 163 059        | 263 941        | 264 862            | 328 446                | 351 616          |                       |                |                |
| 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  | 1 399          | 1 216          | 1 816          | 616                | 2 972                  | 3 244            | 271 863               | 277 916        | 294 852        |
| Social benefits   | 1 397          | 881            | 1 623          | 616                | 2 834                  | 3 045            | 651                   | 687            | 725            |
| Other transfers to households   | 2              | 335            | 193            |                    | 138                    | 199              | 271 212               | 277 229        | 294 127        |
| <b>Payments for capital assets</b>                                    | <b>3 218</b>   | <b>4 271</b>   | <b>3 045</b>   | <b>3 049</b>       | <b>3 375</b>           | <b>3 536</b>     | <b>3 190</b>          | <b>3 357</b>   | <b>3 542</b>   |
| Buildings and other fixed structures                                  |                |                |                |                    |                        |                  |                       |                |                |
| Buildings   |                |                |                |                    |                        |                  |                       |                |                |
| Other fixed structures  |                |                |                |                    |                        |                  |                       |                |                |
| Machinery and equipment   | 3 218          | 3 909          | 2 790          | 2 776              | 3 375                  | 3 536            | 2 868                 | 3 017          | 3 183          |
| Transport equipment   |                |                |                |                    |                        |                  |                       |                |                |
| Other machinery and equipment   | 3 218          | 3 909          | 2 790          | 2 776              | 3 375                  | 3 536            | 2 868                 | 3 017          | 3 183          |
| Heritage Assets   |                |                |                |                    |                        |                  |                       |                |                |
| Specialised military assets   |                |                |                |                    |                        |                  |                       |                |                |
| Biological assets   |                |                |                |                    |                        |                  |                       |                |                |
| Land and sub-soil assets  |                |                |                |                    |                        |                  |                       |                |                |
| Software and other intangible assets                                  |                | 362            | 255            | 273                |                        |                  | 322                   | 340            | 359            |
| <b>Payments for financial assets</b>                                  | <b>29</b>      | <b>28</b>      | <b>285</b>     |                    | <b>17</b>              | <b>16</b>        |                       |                |                |
| <b>Total economic classification</b>                                  | <b>489 982</b> | <b>619 803</b> | <b>650 881</b> | <b>611 279</b>     | <b>705 500</b>         | <b>808 471</b>   | <b>625 682</b>        | <b>651 631</b> | <b>685 442</b> |

Table B.2: Payments and estimates by economic classification: Programme 1: Administration

| R thousand  | Outcome       |                |               | Main appropriation | Adjusted appropriation<br>2018/19 | Revised estimate | Medium-term estimates |               |               |
|---|---------------|----------------|---------------|--------------------|-----------------------------------|------------------|-----------------------|---------------|---------------|
|   | 2015/16       | 2016/17        | 2017/18       |                    |                                   |                  | 2019/20               | 2020/21       | 2021/22       |
| <b>Current payments</b>   | <b>55 566</b> | <b>149 420</b> | <b>68 445</b> | <b>66 032</b>      | <b>70 080</b>                     | <b>66 559</b>    | <b>70 958</b>         | <b>75 417</b> | <b>79 562</b> |
| Compensation of employees   | 41 695        | 130 187        | 45 259        | 49 461             | 49 867                            | 47 946           | 54 870                | 57 906        | 61 090        |
| Salaries and wages  | 36 225        | 110 997        | 39 678        | 42 318             | 42 824                            | 42 298           | 48 122                | 50 764        | 53 555        |
| Social contributions  | 5 470         | 19 190         | 5 581         | 7 143              | 7 043                             | 5 648            | 6 748                 | 7 142         | 7 535         |
| Goods and services  | 13 871        | 19 233         | 23 186        | 16 571             | 20 213                            | 18 613           | 16 088                | 17 511        | 18 472        |
| Administrative fees   | 214           | 333            | 469           | 267                | 712                               | 550              | 276                   | 291           | 307           |
| Advertising   | 1             |                |               | 10                 |                                   |                  |                       |               |               |
| Minor assets  | 21            | 44             | 4             | 89                 | 28                                | 13               | 90                    | 95            | 100           |
| Audit cost: External  | 4 312         | 5 113          | 5 462         | 5 429              | 5 693                             | 5 708            | 5 540                 | 5 845         | 6 166         |
| Bursaries: Employees  |               |                |               |                    |                                   |                  |                       |               |               |
| Catering: Departmental activities                                     | 689           | 1 018          | 574           | 710                | 605                               | 431              | 649                   | 685           | 723           |
| Communication (G&S)   | 951           | 1 624          | 3 373         | 2 394              | 2 473                             | 1 236            | 2 022                 | 2 395         | 2 527         |
| Computer services   | 6             |                |               |                    |                                   |                  |                       |               |               |
| Consultants and professional services: Business and advisory services | 93            | 95             |               | 134                | 44                                |                  |                       | 106           | 112           |
| Infrastructure and planning   |               |                |               |                    |                                   |                  |                       |               |               |
| Laboratory services   |               |                |               |                    |                                   |                  |                       |               |               |
| Scientific and technological services                                 |               |                |               |                    |                                   |                  |                       |               |               |
| Legal services  |               |                |               |                    |                                   |                  |                       |               |               |
| Contractors   | 56            | 35             | 45            | 362                | 103                               | 46               | 164                   | 311           | 328           |
| Agency and support / outsourced services                              |               |                |               |                    |                                   |                  |                       |               |               |
| Entertainment   |               |                |               |                    |                                   |                  |                       |               |               |
| Fleet services (including government motor transport)                 | 1 019         | 2 165          | 996           | 330                | 668                               | 647              | 360                   | 380           | 401           |
| Housing   |               |                |               |                    |                                   |                  |                       |               |               |
| Inventory: Clothing material and accessories                          |               |                |               |                    |                                   |                  |                       |               |               |
| Inventory: Farming supplies   |               |                |               |                    |                                   |                  |                       |               |               |
| Inventory: Food and food supplies                                     |               |                |               |                    |                                   |                  |                       |               |               |
| Inventory: Fuel, oil and gas  |               |                |               |                    |                                   |                  |                       |               |               |
| Inventory: Learner and teacher support material                       |               |                |               |                    |                                   |                  |                       |               |               |
| Inventory: Materials and supplies                                     |               |                |               |                    |                                   |                  |                       |               |               |
| Inventory: Medical supplies   |               |                |               |                    |                                   |                  |                       |               |               |
| Inventory: Medicine   |               |                |               |                    |                                   |                  |                       |               |               |
| Medcas inventory interface  |               |                |               |                    |                                   |                  |                       |               |               |
| Inventory: Other supplies   |               |                |               |                    |                                   |                  |                       |               |               |
| Consumable supplies   | 80            | 85             | 189           | 83                 | 146                               | 119              | 86                    | 90            | 94            |
| Consumable: Stationery, printing and office supplies                  | 115           | 109            | 646           | 599                | 678                               | 429              | 600                   | 632           | 666           |
| Operating leases  | 2 220         | 4 085          | 4 610         | 3 396              | 3 645                             | 4 393            | 3 345                 | 3 687         | 3 889         |
| Property payments   |               |                |               |                    | 394                               | 662              | 150                   |               |               |
| Transport provided: Departmental activity                             |               |                |               |                    |                                   |                  |                       |               |               |
| Travel and subsistence  | 3 347         | 2 968          | 4 627         | 1 888              | 3 360                             | 2 733            | 1 883                 | 2 021         | 2 132         |
| Training and development  |               |                | 2             |                    | 145                               | 134              |                       |               |               |
| Operating payments  | 326           | 1 392          | 2 000         | 516                | 1 331                             | 1 495            | 545                   | 574           | 606           |
| Venues and facilities   | 421           | 167            | 189           | 364                | 188                               | 17               | 378                   | 399           | 421           |
| Rental and hiring   |               |                |               |                    |                                   |                  |                       |               |               |
| Interest and rent on land   |               |                |               |                    |                                   |                  |                       |               |               |
| Interest  |               |                |               |                    |                                   |                  |                       |               |               |
| Rent on land  |               |                |               |                    |                                   |                  |                       |               |               |
| <b>Transfers and subsidies</b>  | <b>533</b>    | <b>216</b>     | <b>176</b>    | <b>31</b>          | <b>2 291</b>                      | <b>2 354</b>     | <b>40</b>             | <b>42</b>     | <b>44</b>     |
| Provinces and municipalities  |               |                |               |                    |                                   |                  |                       |               |               |
| Provinces   |               |                |               |                    |                                   |                  |                       |               |               |
| Provincial Revenue Funds  |               |                |               |                    |                                   |                  |                       |               |               |
| Provincial agencies and funds   |               |                |               |                    |                                   |                  |                       |               |               |
| Municipalities  |               |                |               |                    |                                   |                  |                       |               |               |
| Municipalities  |               |                |               |                    |                                   |                  |                       |               |               |
| Municipal agencies and funds  |               |                |               |                    |                                   |                  |                       |               |               |
| Departmental agencies and accounts                                    | 10            |                |               |                    |                                   |                  |                       |               |               |
| Social security funds   |               |                |               |                    |                                   |                  |                       |               |               |
| Provide list of entities receiving transfers                          | 10            |                |               |                    |                                   |                  |                       |               |               |
| 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  | 523           | 216            | 176           | 31                 | 2 291                             | 2 354            | 40                    | 42            | 44            |
| Social benefits   | 523           | 216            | 176           | 31                 | 2 291                             | 2 354            | 40                    | 42            | 44            |
| Other transfers to households   |               |                |               |                    |                                   |                  |                       |               |               |
| <b>Payments for capital assets</b>                                    | <b>624</b>    | <b>1 407</b>   | <b>1 791</b>  | <b>783</b>         | <b>1 821</b>                      | <b>1 811</b>     | <b>830</b>            | <b>876</b>    | <b>924</b>    |
| Buildings and other fixed structures                                  |               |                |               |                    |                                   |                  |                       |               |               |
| Buildings   |               |                |               |                    |                                   |                  |                       |               |               |
| Other fixed structures  |               |                |               |                    |                                   |                  |                       |               |               |
| Machinery and equipment   | 624           | 1 407          | 1 791         | 783                | 1 821                             | 1 811            | 830                   | 876           | 924           |
| Transport equipment   |               |                |               |                    |                                   |                  |                       |               |               |
| Other machinery and equipment   | 624           | 1 407          | 1 791         | 783                | 1 821                             | 1 811            | 830                   | 876           | 924           |
| Heritage Assets   |               |                |               |                    |                                   |                  |                       |               |               |
| Specialised military assets   |               |                |               |                    |                                   |                  |                       |               |               |
| Biological assets   |               |                |               |                    |                                   |                  |                       |               |               |
| Land and sub-soil assets  |               |                |               |                    |                                   |                  |                       |               |               |
| Software and other intangible assets                                  |               |                |               |                    |                                   |                  |                       |               |               |
| <b>Payments for financial assets</b>                                  |               |                | <b>42</b>     |                    |                                   |                  |                       |               |               |
| <b>Total economic classification</b>                                  | <b>56 723</b> | <b>151 043</b> | <b>70 454</b> | <b>66 846</b>      | <b>74 192</b>                     | <b>70 724</b>    | <b>71 828</b>         | <b>76 335</b> | <b>80 530</b> |

Table B.2: Payments and estimates by economic classification: Programme 2: Institutional Development

| R thousand  | Outcome        |                |                | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |                |                |
|---|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
|   | 2015/16        | 2016/17        | 2017/18        |                    |                        |                  | 2019/20               | 2020/21        | 2021/22        |
| <b>Current payments</b>   | <b>106 748</b> | <b>109 066</b> | <b>94 042</b>  | <b>94 142</b>      | <b>106 297</b>         | <b>107 632</b>   | <b>99 624</b>         | <b>103 242</b> | <b>106 243</b> |
| Compensation of employees   | 53 848         | 66 490         | 62 494         | 76 439             | 82 573                 | 81 396           | 80 941                | 85 676         | 87 710         |
| Salaries and wages  | 47 100         | 58 310         | 56 467         | 68 569             | 72 578                 | 71 634           | 72 403                | 76 568         | 78 302         |
| Social contributions  | 6 748          | 8 180          | 7 027          | 7 870              | 9 995                  | 9 762            | 8 538                 | 9 108          | 9 408          |
| Goods and services  | 52 900         | 42 576         | 31 548         | 17 703             | 23 724                 | 26 236           | 18 683                | 17 566         | 18 533         |
| Administrative fees   | 638            | 71             | 195            | 222                | 276                    | 162              | 263                   | 276            | 292            |
| Advertising   | 13 313         | 5 811          | 12 909         | 3 100              | 9 130                  | 12 320           | 3 904                 | 2 206          | 2 327          |
| Minor assets  | 33             | 36             | 68             | 49                 | 145                    | 87               | 51                    | 54             | 57             |
| Audit cost: External  |                |                |                |                    |                        |                  |                       |                |                |
| Bursaries: Employees  | 245            | 239            | 103            | 276                | 276                    | 98               | 122                   | 130            | 138            |
| Catering: Departmental activities                                     | 553            | 384            | 601            | 220                | 644                    | 762              | 573                   | 520            | 549            |
| Communication (G&S)   | 2 409          | 1 429          | 1 719          | 1 879              | 2 641                  | 2 041            | 1 956                 | 1 606          | 1 694          |
| Computer services   | 2 445          | 597            | 375            | 964                | 945                    | 896              | 980                   | 577            | 609            |
| Consultants and professional services: Business and advisory services | 30             | 48             | 156            |                    | 198                    | 145              | 108                   |                |                |
| Infrastructure and planning   |                |                |                |                    |                        |                  |                       |                |                |
| Laboratory services   |                |                |                |                    |                        |                  |                       |                |                |
| Scientific and technological services                                 |                |                |                |                    |                        |                  |                       |                |                |
| Legal services  | 241            | 1 413          | 536            | 595                | 542                    | 124              | 586                   | 618            | 652            |
| Contractors   | 24 231         | 24 527         | 8 869          | 3 252              | 2 545                  | 4 375            | 2 572                 | 3 915          | 4 131          |
| Agency and support / outsourced services                              | 71             | 53             |                | 112                |                        |                  |                       | 142            | 150            |
| Entertainment   |                |                |                |                    |                        |                  |                       |                |                |
| Fleet services (including government motor transport)                 | 776            | 726            | 718            | 499                | 427                    | 440              | 607                   | 640            | 675            |
| Housing   |                |                |                |                    |                        |                  |                       |                |                |
| Inventory: Clothing material and accessories                          |                |                |                |                    |                        |                  |                       |                |                |
| Inventory: Farming supplies   |                |                |                |                    |                        |                  |                       |                |                |
| Inventory: Food and food supplies                                     |                |                |                |                    |                        |                  |                       |                |                |
| Inventory: Fuel, oil and gas  |                |                |                |                    |                        |                  |                       |                |                |
| Inventory: Learner and teacher support material                       |                |                |                |                    |                        |                  |                       |                |                |
| Inventory: Materials and supplies                                     |                |                |                |                    |                        |                  |                       |                |                |
| Inventory: Medical supplies   |                |                |                |                    |                        |                  |                       |                |                |
| Inventory: Medicine   |                |                |                |                    |                        |                  |                       |                |                |
| Meddas inventory interface  |                |                |                |                    |                        |                  |                       |                |                |
| Inventory: Other supplies   |                |                |                |                    |                        |                  |                       |                |                |
| Consumable supplies   | 67             | 34             | 85             | 46                 | 135                    | 95               | 104                   | 52             | 54             |
| Consumable: Stationery, printing and office supplies                  | 3 201          | 2 212          | 1 525          | 1 683              | 766                    | 865              | 2 041                 | 2 202          | 2 323          |
| Operating leases  | 828            | 714            | 1 001          | 265                | 545                    | 645              |                       |                |                |
| Property payments   |                |                |                |                    |                        |                  |                       |                |                |
| Transport provided: Departmental activity                             | 485            | 1 430          |                |                    | 18                     | 18               |                       |                |                |
| Travel and subsistence  | 3 099          | 1 770          | 2 349          | 1 969              | 2 541                  | 1 703            | 1 999                 | 2 108          | 2 224          |
| Training and development  | -57            | 953            | 298            | 2 479              | 1 435                  | 526              | 2 720                 | 2 418          | 2 551          |
| Operating payments  | 284            | 129            | 41             | 93                 | 504                    | 923              | 97                    | 102            | 107            |
| Venues and facilities   | 8              |                |                |                    | 11                     | 11               |                       |                |                |
| Rental and hiring   |                |                |                |                    |                        |                  |                       |                |                |
| Interest and rent on land   |                |                |                |                    |                        |                  |                       |                |                |
| Interest  |                |                |                |                    |                        |                  |                       |                |                |
| Rent on land  |                |                |                |                    |                        |                  |                       |                |                |
| <b>Transfers and subsidies</b>  | <b>180 386</b> | <b>163 677</b> | <b>264 245</b> | <b>264 862</b>     | <b>328 580</b>         | <b>351 750</b>   | <b>271 212</b>        | <b>277 229</b> | <b>294 127</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   | 179 921        | 163 059        | 263 941        | 264 862            | 328 446                | 351 616          |                       |                |                |
| 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  | 465            | 616            | 304            |                    | 134                    | 134              |                       |                |                |
| Social benefits   | 465            | 616            | 304            |                    | 134                    | 134              |                       |                |                |
| Other transfers to households   |                |                |                |                    |                        |                  | 271 212               | 277 229        | 294 127        |
| <b>Payments for capital assets</b>                                    | <b>2 012</b>   | <b>2 099</b>   | <b>783</b>     | <b>1 917</b>       | <b>1 107</b>           | <b>1 251</b>     | <b>2 059</b>          | <b>2 172</b>   | <b>2 292</b>   |
| Buildings and other fixed structures                                  |                |                |                |                    |                        |                  |                       |                |                |
| Buildings   |                |                |                |                    |                        |                  |                       |                |                |
| Other fixed structures  |                |                |                |                    |                        |                  |                       |                |                |
| Machinery and equipment   | 2 012          | 1 737          | 528            | 1 644              | 1 107                  | 1 251            | 1 737                 | 1 832          | 1 933          |
| Transport equipment   |                |                |                |                    |                        |                  |                       |                |                |
| Other machinery and equipment   | 2 012          | 1 737          | 528            | 1 644              | 1 107                  | 1 251            | 1 737                 | 1 832          | 1 933          |
| Heritage Assets   |                |                |                |                    |                        |                  |                       |                |                |
| Specialised military assets   |                |                |                |                    |                        |                  |                       |                |                |
| Biological assets   |                |                |                |                    |                        |                  |                       |                |                |
| Land and sub-soil assets  |                |                |                |                    |                        |                  |                       |                |                |
| Software and other intangible assets                                  |                | 362            | 255            | 273                |                        |                  | 322                   | 340            | 359            |
| <b>Payments for financial assets</b>                                  | <b>29</b>      | <b>28</b>      |                |                    |                        |                  |                       |                |                |
| <b>Total economic classification</b>                                  | <b>289 175</b> | <b>274 870</b> | <b>359 070</b> | <b>360 921</b>     | <b>435 984</b>         | <b>460 633</b>   | <b>372 895</b>        | <b>382 643</b> | <b>402 662</b> |

Table B.2: Payments and estimates by economic classification: Programme 3: Policy &amp; Governance

| R thousand  | Outcome       |               |               | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |               |               |
|---|---------------|---------------|---------------|--------------------|------------------------|------------------|-----------------------|---------------|---------------|
|   | 2015/16       | 2016/17       | 2017/18       | 2018/19            | 2018/19                | 2018/19          | 2019/20               | 2020/21       | 2021/22       |
| <b>Current payments</b>   | <b>43 214</b> | <b>95 533</b> | <b>96 641</b> | <b>64 384</b>      | <b>65 350</b>          | <b>146 428</b>   | <b>55 331</b>         | <b>59 212</b> | <b>61 469</b> |
| Compensation of employees   | 29 409        | 45 572        | 41 862        | 43 323             | 40 334                 | 41 462           | 46 170                | 49 828        | 52 568        |
| Salaries and wages  | 26 346        | 41 064        | 37 519        | 39 256             | 36 117                 | 36 997           | 41 766                | 44 800        | 47 262        |
| Social contributions  | 3 063         | 4 508         | 4 343         | 4 067              | 4 217                  | 4 465            | 4 404                 | 5 028         | 5 306         |
| Goods and services  | 13 805        | 49 961        | 54 779        | 21 061             | 25 016                 | 104 966          | 9 161                 | 9 384         | 8 901         |
| Administrative fees   | 595           | 253           | 680           | 142                | 403                    | 426              | 128                   | 135           | 142           |
| Advertising   |               | 34            | 270           |                    |                        |                  |                       |               |               |
| Minor assets  | 5             | 210           |               | 32                 | 35                     | 3                | 34                    | 36            | 38            |
| Audit cost: External  |               |               |               |                    |                        |                  |                       |               |               |
| Bursaries: Employees  |               |               |               |                    |                        |                  |                       |               |               |
| Catering: Departmental activities                                     | 1 894         | 1 140         | 860           | 402                | 327                    | 286              | 214                   | 227           | 240           |
| Communication (G&S)   | 171           | 8             | 7             | 2                  | 6                      | 6                | 2                     | 2             | 2             |
| Computer services   |               |               |               |                    |                        |                  |                       |               |               |
| Consultants and professional services: Business and advisory services | 28            | 27            | 95            | 9 026              | 26                     | 42               | 27                    | 28            | 30            |
| Infrastructure and planning   |               |               |               |                    |                        |                  |                       |               |               |
| Laboratory services   |               |               |               |                    |                        |                  |                       |               |               |
| Scientific and technological services                                 |               |               |               |                    |                        |                  |                       |               |               |
| Legal services  |               |               |               |                    |                        |                  |                       |               |               |
| Contractors   | 3 647         | 30 381        | 32 531        | 8 150              | 14 884                 | 86 736           | 5 583                 | 5 638         | 4 948         |
| Agency and support / outsourced services                              |               |               |               |                    |                        |                  |                       |               |               |
| Entertainment   | 11            |               |               |                    |                        |                  |                       |               |               |
| Fleet services (including government motor transport)                 | 227           | 194           | 433           | 133                | 110                    | 187              | 158                   | 167           | 176           |
| Housing   |               |               |               |                    |                        |                  |                       |               |               |
| Inventory: Clothing material and accessories                          |               |               |               |                    |                        |                  |                       |               |               |
| Inventory: Farming supplies   |               |               |               |                    |                        |                  |                       |               |               |
| Inventory: Food and food supplies                                     |               |               |               |                    |                        |                  |                       |               |               |
| Inventory: Fuel, oil and gas  |               |               |               |                    |                        |                  |                       |               |               |
| Inventory: Learner and teacher support material                       |               |               |               |                    |                        |                  |                       |               |               |
| Inventory: Materials and supplies                                     |               |               |               |                    |                        |                  |                       |               |               |
| Inventory: Medical supplies   |               |               |               |                    |                        |                  |                       |               |               |
| Inventory: Medicine   |               |               |               |                    |                        |                  |                       |               |               |
| Meddas inventory interface  |               |               |               |                    |                        |                  |                       |               |               |
| Inventory: Other supplies   |               |               |               |                    |                        |                  |                       |               |               |
| Consumable supplies   | 24            | 47            | 17            | 33                 | 35                     | 25               | 36                    | 38            | 40            |
| Consumable: Stationery, printing and office supplies                  | 139           | 160           | 105           | 151                | 200                    | 144              | 204                   | 218           | 230           |
| Operating leases  | 229           | 323           | 586           |                    | 342                    | 504              | 8                     |               |               |
| Property payments   |               |               |               |                    |                        |                  |                       |               |               |
| Transport provided: Departmental activity                             | 1 487         | 3 240         | 553           | 235                | 226                    | 1 289            | 236                   | 249           | 263           |
| Travel and subsistence  | 5 234         | 13 928        | 18 098        | 2 680              | 8 222                  | 15 194           | 2 261                 | 2 361         | 2 491         |
| Training and development  |               | 10            | 43            |                    |                        |                  |                       |               |               |
| Operating payments  | 55            | 1             | 3             | 32                 | 129                    | 96               | 224                   | 236           | 249           |
| Venues and facilities   | 59            | 5             | 498           | 43                 | 71                     | 28               | 46                    | 49            | 52            |
| Rental and hiring   |               |               |               |                    |                        |                  |                       |               |               |
| Interest and rent on land   |               |               |               |                    |                        |                  |                       |               |               |
| Interest  |               |               |               |                    |                        |                  |                       |               |               |
| Rent on land  |               |               |               |                    |                        |                  |                       |               |               |
| <b>Transfers and subsidies</b>  | <b>264</b>    | <b>384</b>    | <b>1 055</b>  | <b>439</b>         | <b>177</b>             | <b>387</b>       | <b>464</b>            | <b>490</b>    | <b>517</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  | 264           | 384           | 1 055         | 439                | 177                    | 387              | 464                   | 490           | 517           |
| Social benefits   | 262           | 49            | 862           | 439                | 39                     | 188              | 464                   | 490           | 517           |
| Other transfers to households   | 2             | 335           | 193           |                    | 138                    | 199              |                       |               |               |
| <b>Payments for capital assets</b>                                    | <b>333</b>    | <b>647</b>    |               | <b>199</b>         | <b>441</b>             | <b>441</b>       | <b>141</b>            | <b>145</b>    | <b>153</b>    |
| Buildings and other fixed structures                                  |               |               |               |                    |                        |                  |                       |               |               |
| Buildings   |               |               |               |                    |                        |                  |                       |               |               |
| Other fixed structures  |               |               |               |                    |                        |                  |                       |               |               |
| Machinery and equipment   | 333           | 647           |               | 199                | 441                    | 441              | 141                   | 145           | 153           |
| Transport equipment   |               |               |               |                    |                        |                  |                       |               |               |
| Other machinery and equipment   | 333           | 647           |               | 199                | 441                    | 441              | 141                   | 145           | 153           |
| Heritage Assets   |               |               |               |                    |                        |                  |                       |               |               |
| Specialised military assets   |               |               |               |                    |                        |                  |                       |               |               |
| Biological assets   |               |               |               |                    |                        |                  |                       |               |               |
| Land and sub-soil assets  |               |               |               |                    |                        |                  |                       |               |               |
| Software and other intangible assets                                  |               |               |               |                    |                        |                  |                       |               |               |
| <b>Payments for financial assets</b>                                  |               |               | <b>4</b>      |                    |                        |                  |                       |               |               |
| <b>Total economic classification</b>                                  | <b>43 811</b> | <b>96 564</b> | <b>97 700</b> | <b>65 022</b>      | <b>65 968</b>          | <b>147 256</b>   | <b>55 936</b>         | <b>59 847</b> | <b>62 139</b> |

Table B.2: Payments and estimates by economic classification: Programme 4: Monitoring And Evaluation

| R thousand  | Outcome        |               |                | Main appropriation | Adjusted appropriation<br>2018/19 | Revised estimate | Medium-term estimates |                |                |
|---|----------------|---------------|----------------|--------------------|-----------------------------------|------------------|-----------------------|----------------|----------------|
|   | 2015/16        | 2016/17       | 2017/18        |                    |                                   |                  | 2019/20               | 2020/21        | 2021/22        |
| <b>Current payments</b>   | <b>99 877</b>  | <b>97 208</b> | <b>122 666</b> | <b>118 194</b>     | <b>128 963</b>                    | <b>129 441</b>   | <b>124 716</b>        | <b>132 487</b> | <b>139 774</b> |
| Compensation of employees   | 93 759         | 91 806        | 113 667        | 116 030            | 123 174                           | 123 949          | 123 319               | 130 864        | 138 062        |
| Salaries and wages  | 78 563         | 76 759        | 95 757         | 97 843             | 104 645                           | 104 479          | 103 703               | 110 090        | 116 146        |
| Social contributions  | 15 196         | 15 047        | 17 910         | 18 187             | 18 529                            | 19 470           | 19 616                | 20 774         | 21 916         |
| Goods and services  | 6 118          | 5 402         | 8 999          | 2 164              | 5 789                             | 5 492            | 1 397                 | 1 623          | 1 712          |
| Administrative fees   | 15             | 14            | 35             | 23                 | 35                                | 26               | 27                    | 29             | 30             |
| Advertising   |                |               |                |                    |                                   |                  |                       |                |                |
| Minor assets  |                | 4             | 140            | 83                 | 8                                 | 9                | 5                     | 74             | 78             |
| Audit cost: External  |                |               |                |                    |                                   |                  |                       |                |                |
| Bursaries: Employees  |                |               |                |                    |                                   |                  |                       |                |                |
| Catering: Departmental activities                                     | 54             | 73            | 65             | 91                 | 168                               | 128              | 93                    | 97             | 102            |
| Communication (G&S)   | 58             | 17            | 17             | 16                 | 11                                | 7                | 17                    | 18             | 19             |
| Computer services   |                |               |                |                    |                                   |                  |                       |                |                |
| Consultants and professional services: Business and advisory services |                |               |                | 4                  |                                   |                  |                       | 6              | 6              |
| Infrastructure and planning   |                |               |                |                    |                                   |                  |                       |                |                |
| Laboratory services   |                |               |                |                    |                                   |                  |                       |                |                |
| Scientific and technological services                                 |                |               |                |                    |                                   |                  |                       |                |                |
| Legal services  |                |               |                |                    |                                   |                  |                       |                |                |
| Contractors   | 141            | 1 982         | 4 408          | 731                | 42                                | -3               | 50                    | 53             | 56             |
| Agency and support / outsourced services                              |                |               |                |                    |                                   |                  |                       |                |                |
| Entertainment   |                |               |                |                    |                                   |                  |                       |                |                |
| Fleet services (including government motor transport)                 | 1 451          | 620           | 1 718          | 621                | 1 313                             | 1 400            | 630                   | 641            | 676            |
| Housing   |                |               |                |                    |                                   |                  |                       |                |                |
| Inventory: Clothing material and accessories                          |                |               |                |                    |                                   |                  |                       |                |                |
| Inventory: Farming supplies   |                |               |                |                    |                                   |                  |                       |                |                |
| Inventory: Food and food supplies                                     |                |               |                |                    |                                   |                  |                       |                |                |
| Inventory: Fuel, oil and gas  |                |               |                |                    |                                   |                  |                       |                |                |
| Inventory: Learner and teacher support material                       |                |               |                |                    |                                   |                  |                       |                |                |
| Inventory: Materials and supplies                                     |                |               |                |                    |                                   |                  |                       |                |                |
| Inventory: Medical supplies   |                |               |                |                    |                                   |                  |                       |                |                |
| Inventory: Medicine   |                |               |                |                    |                                   |                  |                       |                |                |
| Meddas inventory interface  |                |               |                |                    |                                   |                  |                       |                |                |
| Inventory: Other supplies   |                |               |                |                    |                                   |                  |                       |                |                |
| Consumable supplies   | 19             | 3             | 66             | 10                 | 16                                | 12               | 12                    | 13             | 14             |
| Consumable: Stationery, printing and office supplies                  | 70             | 94            | 64             | 134                | 178                               | 148              | 138                   | 146            | 154            |
| Operating leases  | 1 318          | 357           | 1 931          |                    | 3 385                             | 3 277            | 20                    |                |                |
| Property payments   |                |               |                |                    |                                   | -1               |                       |                |                |
| Transport provided: Departmental activity                             |                |               |                |                    |                                   |                  |                       |                |                |
| Travel and subsistence  | 2 969          | 2 199         | 530            | 408                | 600                               | 487              | 360                   | 498            | 526            |
| Training and development  |                |               | 7              |                    |                                   | -1               |                       |                |                |
| Operating payments  | 23             | 21            | 18             | 10                 | 7                                 | 3                | 10                    | 11             | 12             |
| Venues and facilities   |                | 18            |                | 33                 | 26                                |                  | 35                    | 37             | 39             |
| Rental and hiring   |                |               |                |                    |                                   |                  |                       |                |                |
| Interest and rent on land   |                |               |                |                    |                                   |                  |                       |                |                |
| Interest  |                |               |                |                    |                                   |                  |                       |                |                |
| Rent on land  |                |               |                |                    |                                   |                  |                       |                |                |
| <b>Transfers and subsidies</b>  | <b>147</b>     | <b>281</b>    | <b>146</b>     | <b>370</b>         | <b>369</b>                        | <b>147</b>       | <b>155</b>            | <b>164</b>     | <b>164</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  | 147            | 281           | 146            | 370                | 369                               | 147              | 155                   | 164            | 164            |
| Social benefits   | 147            | 281           | 146            | 370                | 369                               | 147              | 155                   | 164            | 164            |
| Other transfers to households   |                |               |                |                    |                                   |                  |                       |                |                |
| <b>Payments for capital assets</b>                                    | <b>249</b>     | <b>118</b>    | <b>471</b>     | <b>150</b>         | <b>6</b>                          | <b>33</b>        | <b>160</b>            | <b>164</b>     | <b>173</b>     |
| Buildings and other fixed structures                                  |                |               |                |                    |                                   |                  |                       |                |                |
| Buildings   |                |               |                |                    |                                   |                  |                       |                |                |
| Other fixed structures  |                |               |                |                    |                                   |                  |                       |                |                |
| Machinery and equipment   | 249            | 118           | 471            | 150                | 6                                 | 33               | 160                   | 164            | 173            |
| Transport equipment   |                |               |                |                    |                                   |                  |                       |                |                |
| Other machinery and equipment   | 249            | 118           | 471            | 150                | 6                                 | 33               | 160                   | 164            | 173            |
| Heritage Assets   |                |               |                |                    |                                   |                  |                       |                |                |
| Specialised military assets   |                |               |                |                    |                                   |                  |                       |                |                |
| Biological assets   |                |               |                |                    |                                   |                  |                       |                |                |
| Land and sub-soil assets  |                |               |                |                    |                                   |                  |                       |                |                |
| Software and other intangible assets                                  |                |               |                |                    |                                   |                  |                       |                |                |
| <b>Payments for financial assets</b>                                  |                |               | <b>239</b>     |                    | <b>17</b>                         | <b>16</b>        |                       |                |                |
| <b>Total economic classification</b>                                  | <b>100 273</b> | <b>97 326</b> | <b>123 657</b> | <b>118 490</b>     | <b>129 356</b>                    | <b>129 859</b>   | <b>125 023</b>        | <b>132 806</b> | <b>140 111</b> |

## Tables B4 – B8

Not applicable to the department