

Vote 3

Provincial Treasury

	2006/07 To be appropriated	2007/08	2008/09
MTEF allocations	R134 246 000	R145 340 000	R152 448 000
Responsible MEC	Provincial Minister of Finance and Tourism		
Administering Department	Provincial Treasury		
Accounting Officer	Head Official: Provincial Treasury		

1. Overview

Core functions and responsibilities

To provide and maintain office support to the Minister.

To ensure sound financial and human resource management and administration.

To optimise, expand and target the financial resources of the Province and to facilitate better alignment with municipal budgetary outcomes.

To ensure the effective and efficient management of physical and financial assets, liabilities and public-private partnerships.

To promote accountability and performance oriented financial management through substantive reflection of the financial activities, systems and processes of the Province, as well as compliance with financial norms and standards.

Vision

As change agent in resource allocation and utilisation practices in pursuing the systematic reduction in social and economic disparities and an overall increase in living standards.

Mission

To obtain financial and supportive means and utilise these optimally in pursuit of its vision and supporting strategic goals.

Main services

Change agent in achieving specific socio-economic objectives, inclusive of introducing new practices through fiscal and associated policies.

Fostering the attainment of value for money spending.

Promoting the effective utilisation and safeguarding of provincial assets.

Facilitating the full disclosure of provincial objectives and attainments.

Demands and changes in services

To build the economy and provide a social safety net to alleviate poverty, the following national funding priorities have been identified for 2006/07:

- Accelerating the pace of economic growth and the rate of investment in productive capacity;
- Promoting opportunities for participation of marginalised communities in economic activity, and improving the quality of the livelihood of the poor;
- Maintenance of a progressive social security net, alongside investment in community services and human development;
- Improving the capacity and effectiveness of the state, including combating crime and promoting service oriented public administration;
- Building regional and international partnerships for growth and development;
- Increasing infrastructure and industrial investment;
- Improving education, training and skills development;
- Extending social security, income support and work opportunities; and
- Improved regulation of markets and public entities, and more efficient public service delivery.

The Provincial Treasury must accept its responsibility as lead department in improving financial governance to maximise returns on resources deployed, together with the National Treasury and the Department of Local Government and Housing. The Provincial Treasury's efforts will therefore have to be geared towards supporting, monitoring and evaluating the evolution of the lead strategies by provincial departments, their integration with one another and similar efforts by municipalities, national government and state owned enterprises.

The Provincial Treasury, also has to ensure the implementation of the Municipal Finance Management Act, 2003 (Act 56 of 2003) within the Province and this will take place to the best benefit of all the stakeholders. Its policy objectives, namely the formulation and implementation of fiscal policy, ensuring spending efficacy, to install and maintain fiscal discipline through proper financial governance, efficient acquisition and application of assets, acquisition of resources, capacity building and fostering and maintenance of intergovernmental relations should be aligned to address the above-stated priorities.

The recruitment and retention of suitably qualified and capacitated human resources remain a main challenge, given the increasing demand for competencies that are still lagging on the supply side.

Acts, rules and regulations

Annual Division of Revenue Act

To provide for the equitable division of revenue raised nationally, inclusive of conditional grants, amongst the three spheres of government and matters incidental thereto.

Basic Conditions of Employment Act, 1997 (Act 75 of 1997)

To provide regulatory prescripts, in addition to the Public Service Act, 1994 and the Public Service Regulations, 2001, regarding the conditions of employment of staff in the Treasury.

Borrowing Powers of Provincial Government Act, 1996 (Act 48 of 1996)

To provide norms and conditions which the Treasury must adhere to in negotiating loans for the Provincial Government.

Employment Equity Act, 1998 (Act 55 of 1998)

To regulate the processes and procedures of the Treasury in achieving a diverse and competent workforce broadly representative of the demographics of the Western Cape and eliminating unfair discrimination in employment towards implementing employment equity.

Intergovernmental Fiscal Relations Act, 1997 (Act 97 of 1997)

To define the role of the Minister of Finance and Tourism and that of the Treasury, as representatives of the Provincial Government, in promoting co-operation between other spheres of government on fiscal, budgetary and financial matters; to provide insight into the prescribed processes for the determination of the equitable share and allocation of revenue raised nationally and for matters in connection therewith.

Labour Relations Act, 1995 (Act 66 of 1995)

To regulate and guide the Treasury in recognising and fulfilling its role in effecting labour harmony and the democratisation of the workplace.

Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA)

To secure sound and sustainable management of the financial affairs of municipalities and other institutions in the local sphere of government; to establish treasury norms and standards for the local sphere of government; and to provide for matters connected therewith.

Occupational Health and Safety Act, 1993 (Act 85 of 1993)

To provide for the health and safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery; the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work; to establish an advisory council for occupational health and safety; and to provide for matters connected therewith.

Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000)

To provide the Treasury with a regulatory framework enabling and assisting departments and potential historically disadvantaged individuals (HDIs) in the sustainable development and implementation of a preferential procurement system.

Promotion of Access to Information Act, 2000 (Act 2 of 2000)

To give effect to the constitutional right of access to any information held by the state and any information that is held by another person and that is required for the exercise or protection of any rights; and to provide for matters connected therewith.

Promotion of Administrative Justice Act, 2000 (Act 3 of 2000)

To give effect to the right to administrative action that is lawful, reasonable and procedurally fair and to the right to request written reasons for administrative action as contemplated in section 33 of the Constitution of the Republic of South Africa, 1996; and to provide for matters incidental thereto.

Provincial Tax Regulation Process Act, 2001 (Act 53 of 2001)

To regulate the intergovernmental process that must be followed by provinces in the exercise of their power in terms of section 228 of the Constitution to impose taxes, levies and duties, and flat-rate surcharges on the tax bases of any tax, levy or duty imposed by national legislation; and to provide for matters connected therewith.

Public Finance Management Act, 1999 (Act 1 of 1999) (PFMA)

To regulate financial management in the Treasury to ensure that all revenue, expenditure, assets and liabilities of the Treasury are managed efficiently and effectively; to provide for the responsibilities of persons entrusted with financial management in the Treasury and to provide for matters connected therewith. To fulfil all Treasury responsibilities with respect to other departments and public entities.

Public Service Act, 1994 (Act 103 of 1994)

To provide for the organisation and administration of the Treasury and for human resource management which includes the regulation of conditions of employment, terms of office, discipline, retirement and discharge of staff members of the Treasury and matters connected therewith.

Skills Development Act, 1998 (Act 97 of 1998)

To provide an institutional framework to devise and implement national, sector and workplace strategies to develop and improve the skills of the South African workforce; to integrate those strategies within the National Qualification Framework contemplated in the South African Qualification Authority Act, 1995; to provide for learnerships that lead to recognised occupational qualifications; to provide for the financing of skills development by means of a levy-grant scheme and a national skills fund; to provide for and regulate employment services; and to provide for matters connected therewith.

Skills Development Levy Act, 1999 (Act 9 of 1999)

To provide for the imposition of a skills development levy; and for matters connected therewith.

Western Cape Direct Charges Act, 2000 (Act 6 of 2000)

To provide for the withdrawal of State moneys from the Western Cape provincial revenue fund, as a direct charge, in accordance with the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), the Constitution of the Western Cape, 1998 (Act 1 of 1998) and the Public Finance Management Act, 1999 (Act 1 of 1999), and for matters incidental thereof.

Western Cape Gambling and Racing Law, 1996 (Law 4 of 1996)

To provide regulatory prescripts to support the responsible Minister in ensuring sound financial administration and matters incidental thereto by the Western Cape Gambling and Racing Board.

Western Cape Law on the Powers and Privileges of the Provincial Legislature Amendment Act, 1998 (Law 3 of 1998)

To provide the Treasury with regulatory prescripts in assisting the Legislature when necessary, in meeting their financial responsibilities as set out in legislation.

Western Cape Provincial Tender Board Law, 1994 (Law 8 of 1994)

Although this Law has been revoked, a number of period contracts concluded under this Law and its regulations, are still valid and have to be administered in terms of this legislation.

Budget decisions

Targeting and restructuring of the budget and its management to enable the Provincial Government to fulfil its policy goals and to promote and assess economic growth and developmental initiatives.

2. Review 2005/06

With phase 1 (the major part) of the restructuring process of the Treasury completed, phase 2 commenced with further improvements to the new organisational structure and staff establishment, mainly to accommodate the requirements of the Municipal Finance Management Act, 2003 (Act 56 of 2003). However, two main problems remain: difficulty to retain and attract appropriate qualified and skilled staff. Nonetheless, the new organisational structure increasingly improved the realisation of the Provincial Treasury's strategic goals and its ability in addressing the provincial socio-economic challenges in tandem with provincial departments, municipalities and other stakeholders. Improvement in the level of service delivery was strived for by improving the experience level of recently employed staff, their education level and training.

A Medium Term Budget Policy Statement (MTBPS) 2006 – 2009 was compiled to give content and scope to the Province's Budget 2006 within the content of the economic framework of the Western Cape and the macro-economic framework for the country as a whole. The 2006 Provincial Economic Review and Outlook (PER&O) will be tabled in the Provincial Parliament before 31 March 2006.

Meaningful assessments of departmental supply chain management (SCM) units have been performed and the results fed back to departments in an endeavour to improve SCM functioning. Value for money attainment, the reduction in procurement costs, preferential procurement targets and the strategic sourcing of procurement remain focus areas in the SCM environment.

A great deal of attention has been given to the development of relationships with municipalities and building knowledge of municipal systems and processes. Amongst others full assessments were made of all municipal budgets for 2005/06 (except for the City) and a new medium term expenditure committee and service alignment process initiated together with the Department of Local Government and Housing and all municipalities.

3. Outlook for 2006/07

Better assessment of provincial departments' measurable information in line with their objectives and ultimately the outcomes of the Province, and the design of analytical instruments to assess the qualitative impact of provincial service delivery on provincial socio-economic variables. Associated with this, the deepening of socio-economic analysis at both provincial and district municipal level to improve decision-making and resource allocations.

Optimise and expand provincial financial resources (national transfers and own sourced revenue) to fund sustainable service delivery and economic growth in support of an improved standard of living for all.

Introduction of efficiency parameter analysis (least cost alternatives) associated with departmental outputs, inclusive of more efficient intergovernmental financial management practices.

Prudent management of the Provincial Government's built environment, physical and financial assets, financial systems and liabilities.

Improve the recording of financial transactions and compliance with financial management norms and practices, together with establishing effective provincial risk management capacity and professional internal audit services correlated therewith.

Promote sound financial management in both provincial departments and assigned municipalities, inclusive of improved expenditure and revenue monitoring and associated management practices.

4. Receipts and financing

Summary of receipts

Table 4.1 below depicts the sources of funding for the vote.

Table 4.1 Summary of receipts

Receipts R'000	Outcome			Main appro- priation 2005/06	Adjusted appro- priation 2005/06	Revised estimate 2005/06	Medium-term estimate			
	Audited 2002/03	Audited 2003/04	Audited 2004/05				% Change from Revised estimate			
							2006/07	2005/06	2007/08	2008/09
Treasury funding										
Equitable share	(328 674)	(323 513)	(282 979)	(159 627)	(170 132)	(313 583)	(5 831)	(98.14)		7 108
Own receipts (Provincial Treasury)							140 077		145 340	145 340
Total Treasury funding	(328 674)	(323 513)	(282 979)	(159 627)	(170 132)	(313 583)	134 246	(142.81)	145 340	152 448
Departmental receipts										
Tax receipts	133 093	146 349	172 745	182 281	182 281	217 041	234 860	8.21	261 016	286 623
Sales of goods and services other than capital assets	5 197	23	896	15	15	7 162	1 008	(85.93)	1 008	1 008
Transfers received	552	1 627	4	1	1	962	1	(99.90)	1	1
Fines, penalties and forfeits	232	314	231			196		(100.00)		
Interest, dividends and rent on land	250 133	240 621	211 333	103 244	103 244	200 027	54 131	(72.94)	47 128	22 947
Financial transactions in assets and liabilities			103			3 605		(100.00)		
Total departmental receipts	389 207	388 934	385 312	285 541	285 541	428 992	290 000	(32.40)	309 153	310 579
Total receipts	60 533	65 421	102 333	125 914	115 409	115 409	134 246	16.32	145 340	152 448

5. Payment summary

Key assumptions

Year-on-year adjustments for salary increases are based on the assumption that wage agreements will result in salary increases of 5,1 per cent from 2005/06 to 2006/07, 4,8 per cent from 2006/07 to 2007/08 and 4,5 per cent from 2007/08 to 2008/09. Adjustments for the majority of the non-personnel expenditure items classified under Goods and Services are based on the assumption that the CPIX will be on par with the salary increases indicated above.

Programme summary

Table 5.1 below indicates the budget or estimated expenditure per programme and Table 5.2 per economic classification. Details of the Government Financial Statistics (GFS) economic classifications are attached as an annexure to this vote.

Table 5.1 Summary of payments and estimates

Programme R'000	Outcome			Main appro- piation 2005/06	Adjusted appro- piation 2005/06	Revised estimate 2005/06	Medium-term estimate			
	Audited 2002/03	Audited 2003/04	Audited 2004/05				% Change from Revised estimate			
							2006/07	2005/06	2007/08	2008/09
1. Administration ^a	20 806	20 187	21 318	26 284	24 743	24 743	27 605	11.57	29 424	30 904
2. Sustainable resource management	12 507	14 437	11 067	17 859	18 303	18 303	24 130	31.84	29 147	30 635
3. Asset and liabilities management ^b	18 948	21 934	43 108	49 157	45 892	45 892	49 677	8.25	51 241	53 597
4. Financial governance	8 272	8 863	26 840	32 614	26 471	26 471	32 834	24.04	35 528	37 312
Total payments and estimates	60 533	65 421	102 333	125 914	115 409	115 409	134 246	16.32	145 340	152 448

^a 2006/07: MEC remuneration payable. Salary: R544 123. Car allowance: R136 030.

^b The amounts at Asset and Liabilities Management for 2002/03 and 2003/04 include expenditure (R227 000 and R313 000 respectively) pertaining to the Western Cape Provincial Tender Board, which was abolished on 31 December 2003.

Summary by economic classification

Table 5.2 Summary of provincial payments and estimates by economic classification

Economic classification R'000	Outcome			Main appro- piation 2005/06	Adjusted appro- piation 2005/06	Revised estimate 2005/06	Medium-term estimate			
	Audited 2002/03	Audited 2003/04	Audited 2004/05				% Change from Revised estimate			
							2006/07	2005/06	2007/08	2008/09
Current payments	51 139	50 354	99 614	124 277	113 254	113 730	133 064	17.00	144 030	151 074
Compensation of employees	30 231	29 974	33 590	52 503	45 644	45 353	60 814	34.09	67 272	70 738
Goods and services	20 700	20 380	65 930	71 774	67 610	68 377	72 250	5.66	76 758	80 336
Financial transactions in assets and liabilities	208		94							
Transfers and subsidies to	4 122	4 915	723	176	319	319	184	(42.32)	94	99
Provinces and municipalities	70	67	81	126	123	123	94	(23.58)		
Departmental agencies and accounts	4 000	4 700	27	50	35	35	37	5.71	39	41
Foreign governments and international organisations			50		50	50	53	6.00	55	58
Households	52	148	565		111	111		(100.00)		
Payments for capital assets	5 272	10 152	1 996	1 461	1 836	1 360	998	(26.62)	1 216	1 275
Machinery and equipment	5 272	10 152	1 391	644	1 328	1 345	982	(26.99)	1 199	1 258
Software and other intangible assets			605	817	508	15	16	6.67	17	17
Total economic classification	60 533	65 421	102 333	125 914	115 409	115 409	134 246	16.32	145 340	152 448

Transfers to public entities

Table 5.3 Summary of departmental transfers to public entities

Public entities R'000	Outcome			Main appro- priation 2005/06	Adjusted appro- priation 2005/06	Revised estimate 2005/06	Medium-term estimate			
	Audited 2002/03	Audited 2003/04	Audited 2004/05				% Change from Revised estimate 2006/07	2005/06	2007/08	2008/09
Western Cape Gambling and Racing Board	4 000	4 700								
Total departmental transfers to public entities	4 000	4 700								

Transfers to local government

Table 5.4 Summary of departmental transfers to local government by category - None

Departmental Public-Private Partnership (PPP) projects

Table 5.5 Summary of departmental Public-Private Partnership projects – None

6. Programme description

Programme 1: Administration

Purpose: To provide and maintain high quality support services to the Minister and the Provincial Treasury pertaining to sound financial administration, supply chain management, auxiliary services, human resource management and administration.

Analysis per sub-programme:

Sub-programme 1.1: Office of the minister

to render secretarial, administrative and office support services and acts as linkage with the Treasury, the Department of Economic Development and Tourism and the Provincial Parliament enabling the Minister to realise her Treasury and Tourism responsibilities

Sub-programme 1.2: Management services

to render strategic support and conduct overall planning

Sub-programme 1.3: Corporate services

to provide an internal enabling function and support service to the other programmes and sub-programmes with regard to human resource management and development

Sub-programme 1.4: Financial management

to deliver financial management (inclusive of risk management and internal control), supply chain management and specialised auxiliary services for the Treasury

This Programme concerns the staff function of the Treasury ("internal services") and is, therefore, not discussed in further detail. However, the budgetary figures of the Programme are reflected in the tables below.

Table 6.1 Summary of payments and estimates – Programme 1: Administration

Sub-programme R'000	Outcome			Main appro- piation 2005/06	Adjusted appro- piation 2005/06	Revised estimate 2005/06	Medium-term estimate			
	Audited	Audited	Audited				% Change from Revised estimate			
	2002/03	2003/04	2004/05				2006/07	2005/06	2007/08	2008/09
1. Office of the Minister	2 837	3 015	2 919	3 501	3 428	3 585	3 874	8.06	4 217	4 431
2. Management services				2 535	1 756	1 756	2 209	25.80	2 129	2 240
3. Corporate services	1 761	4 681	5 474	7 617	7 526	7 399	8 362	13.01	8 831	9 245
4. Financial management	16 208	12 491	12 925	12 631	12 033	12 002	13 160	9.64	14 247	14 988
Total payments and estimates	20 806	20 187	21 318	26 284	24 743	24 743	27 605	11.57	29 424	30 904

Table 6.1.1 Summary of provincial payments and estimates by economic classification – Programme 1: Administration

Economic classification R'000	Outcome			Main appro- piation 2005/06	Adjusted appro- piation 2005/06	Revised estimate 2005/06	Medium-term estimate			
	Audited	Audited	Audited				% Change from Revised estimate			
	2002/03	2003/04	2004/05				2006/07	2005/06	2007/08	2008/09
Current payments	19 437	17 614	20 133	25 994	23 401	23 401	26 792	14.49	28 218	29 638
Compensation of employees	13 890	11 338	11 397	14 111	12 625	12 595	14 832	17.76	15 913	16 759
Goods and services	5 544	6 276	8 642	11 883	10 776	10 806	11 960	10.68	12 305	12 879
Financial transactions in assets and liabilities	3		94							
Transfers and subsidies to	86	176	185	84	230	230	112	(51.30)	94	99
Provinces and municipalities	34	28	28	34	34	34	22	(35.29)		
Departmental agencies and accounts			27	50	35	35	37	5.71	39	41
Foreign governments and international organisations			50		50	50	53	6.00	55	58
Households	52	148	80		111	111		(100.00)		
Payments for capital assets	1 283	2 397	1 000	206	1 112	1 112	701	(36.96)	1 112	1 167
Machinery and equipment	1 283	2 397	995	206	1 112	1 112	701	(36.96)	1 112	1 167
Software and other intangible assets			5							
Total economic classification	20 806	20 187	21 318	26 284	24 743	24 743	27 605	11.57	29 424	30 904

Details of transfers and subsidies:

Economic classification R'000	Outcome			Main appropriation 2005/06	Adjusted appropriation 2005/06	Revised estimate 2005/06	Medium-term estimate			
	Audited 2002/03	Audited 2003/04	Audited 2004/05				% Change from Revised estimate			
							2006/07	2005/06	2007/08	2008/09
Transfers and subsidies to (Current)	86	176	185	84	230	230	112	(51.30)	94	99
Provinces and municipalities	34	28	28	34	34	34	22	(35.29)		
Municipalities	34	28	28	34	34	34	22	(35.29)		
Municipalities of which	34	28	28	34	34	34	22	(35.29)		
Regional services council levies	34	28	28	34	34	34	22			
Departmental agencies and accounts			27	50	35	35	37	5.71	39	41
Provide list of entities receiving transfers			27	50	35	35	37	5.71	39	41
SETA			27	50	35	35	37	5.71	39	41
Foreign governments and international organisations			50		50	50	53	6.00	55	58
Households	52	148	80		111	111		(100.00)		
Other transfers to households	52	148	80		111	111		(100.00)		

Programme 2: Sustainable Resource Management

Purpose: To provide professional advice and support on Provincial and Local Government economic analysis, fiscal policy, public finance development and management of the annual Provincial budget process and assist and monitor Local Government budgets.

Analysis per sub-programme:

Sub-programme 2.1: Programme support: Resource management

to render an administrative support service to the Sub-programmes: Economic analysis and Fiscal policy (Provincial and Local Government)

Sub-programme 2.2: Economic analysis

to provide for provincial and local government economic analysis and advice that informs fiscal policy development, and the annual budget process, thereby contributing to the achievement of iKapa Elihlumayo

Sub-programme 2.3: Fiscal policy: Provincial government

to enable the provincial government to finance its service delivery obligations, determine the overall financing envelope for the Medium Term Expenditure Framework (MTEF), including administering the medium term revenue planning process, assessing and optimising national revenue, ensure effective and efficient development of provincial revenue and the assessment of revenue trends and the compilation and submission of revenue reports

to advise the responsible minister on gambling and racing related matters and provide and administer the required financial support functions, inclusive of management of transfer payments to the Western Cape Gambling and Racing Board

Sub-programme 2.4: Fiscal policy: Local government

assess the overall financing envelope for the Medium Term Income and Expenditure Framework (MTIEF), and provide support with the medium term revenue planning process, and efficient development of municipal revenue, including the assessment of revenue trends and the compilation and submission of revenue reports, and to assess the viability of municipal revenue budgets

Sub-programme 2.5: Budget management

to promote policies and recommend financial resource allocation which effectively contribute to accelerated and shared economic growth in the province

to promote the overall strategic goals of the Provincial Treasury and to understand line departments' core business and functions and achieving appropriate links between them

to manage the annual fiscal policy process, i.e. consolidate, prepare and compile the annual Western Cape Medium-term Budget Policy Statement (WC-MTBPS) and drive the MTEF and annual budget process

Sub-programme 2.6: Programme support: Public finance

to render an administrative support service to the Sub-programmes: Provincial government finance and Local government finance

Sub-programme 2.7: Provincial government finance

to technically prepare the annual budget for tabling, inclusive of database, formats, programme structures, consolidation and publication

to ensure budget implementation, inclusive of monitoring, trend analysis, interpretation, reporting, intervention, exercising fiscal discipline as well as promoting and enforcing effective management of expenditure

to manage the adjustments budget, inclusive of process, database, formats, programme structures, allocations, consolidation and publication

to promote improved service delivery and customer care

to provide policy advice

Sub-programme 2.8: Local government finance

to monitor the monthly outcome of municipal budgets, its process, financial problem resolution, interventions and adjustments budgets

to advise on municipal expenditure budgets(technical), applications for municipal police service and the transfer of functions to municipalities

to provide centralised capacity to facilitate the implementation of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) during the 2006/07 financial year

to promote improved service delivery and intergovernmental relations

to provide policy advice, inclusive of technical assistance and financial training

Policy developments:

Assessment of provincial departments' measurable information to ensure alignment of their objectives towards the desired outcomes for the Province. The emphasis will be on moving towards an outcomes based budget allocation process.

Design of analytical instruments to assess the qualitative impact of provincial service delivery on provincial socio-economic variables.

Concerted efforts in pursuit of other sources of revenue to further increase the Province's own contribution to the resource envelope.

Changes: policy, structure, service establishment, etc. Geographic distribution of services:

The final phase of the restructuring and transformation process within the provincial Treasury will continue during the 2006/07 financial year. This phase is to complete the repositioning of the Provincial Treasury over the last three years to better fulfil its constitutional and other legal mandates. It is the intention to establish two new sub-programmes pertaining to programme support for Resource management and for Public finance. The latter additions should improve efficacy in service delivery.

Expenditure trends analysis:

This relatively new programme, an outcome of the second phase of the transformation process, is a combination of two formerly separate programmes, namely Resource management and Public finance and accounting. Resource management consisted of the sub-programmes Budget office (now Budget management), Macro economic analysis (now Economic analysis) and Resource acquisition (now Fiscal policy), which now include the previous separate sub-programme: Western Cape Gambling and Racing Board. Public finance consists of two sub-programmes, Provincial government finance and Local government finance. In addition, the programmes of Programme support, Fiscal Policy and Public Finance have also been split into separate sub-programmes, namely Programme support: Resource management, Programme support: Public finance, Fiscal policy: Provincial government, Fiscal policy: Local government, Provincial government finance and Local government finance to better vest accountability and to give structure to the implementation of the MFMA. Transfers that were made to the Western Cape Gambling and Racing Board up to 2003/04 have been reduced to such an extent that no funds have been paid over to the Board since 2004/05. It is also foreseen that no funds will be transferred during the new 2006/07 MTEF period. The outcome period of 2002/03 to 2005/06 increased from a base of R12,507 million to R18,303 million in 2005/06 (adjusted appropriation) indicating an average nominal growth of 13,5 per cent per annum for the stated years. From 2005/06 and over the new MTEF period the allocations will increase from a base of R18,303 million in 2005/06 (adjusted appropriation) to R30,635 million in 2008/09 with an average annual nominal growth of 18,7 per cent. The higher level

of funding for this programme from 2005/06 onwards, should ensure a greater focus on resource acquisition and disbursement of provincial funds that will promote delivery and development aspirations of the provincial and local governments.

Service delivery measures:

Programme 2: Sustainable resource management

Sub-programme	Measurable objective	Performance measure	Output	Target (2006/07)
2.1 Programme support: Resource Management	Smooth and effective functioning of the component.	Percentage compliance. Percentage compliance. Hours turn around time.	Compliance with relevant rules and regulations. Compliance to acceptable norms/standards of service delivery. Short turn around time for management of operational finances and human resource and other logistical issues.	100% compliance. 100% achieved. 24 hours.
2.2 Economic analysis	Describe the provincial economy.	Timely published Provincial Economic Review and Outlook (PER&O).	Publication of PER&O.	PER&O published timely.
2.3 Fiscal policy: Provincial government	Participate in various Intergovernmental Forums to discuss and agree on Provincial Equitable Share and Conditional Grant Allocations to the Western Cape.	Position papers, policy briefs, reports and memos compiled.	Optimised transfers from National government. Inform debate on the use of data and other related issues.	Optimised transfers from National government.
2.4 Fiscal policy: Local government	Assess viability of municipal revenue budgets to ensure sustainability.	Position papers, policy briefs, reports and memos compiled.	Optimised transfers from Provincial and National government.	Optimised Provincial and National government transfers to municipalities.
2.5 Budget management	Ensure that the right policies are in place, promote appropriate policies and recommend overall resource allocation which enables the implementation of policy priorities and desired socioeconomic outcomes.	Executive approval and tabling of MTBPS. Executive approval of preliminary and final allocations for Main Budget. Tabling of Annual Budget. Tabling of Service Delivery Review. Submission of non-financial quarterly IYM reports to NT on deadline.	MTBPS 2007-2010. Annual Budget 2007/08. Service Delivery Review. Non-financial quarterly IYM reports. Impact assessments and policy analysis of departmental programmes.	MTBPS tabled (Nov 06). Annual Budget (Feb 07). Service Delivery Review (April 07). Submission of non-financial quarterly IYM reports to NT (22 July; 22 Oct; 22 Jan; 22 Apr).

Sub-programme	Measurable objective	Performance measure	Output	Target (2006/07)
2.6 Programme support: Public finance	Smooth and effective functioning of the component.	Percentage compliance. Percentage compliance. Hours turn around time.	Compliance with relevant rules and regulations. Compliance to acceptable norms/standards of service delivery. Short turn around time for management of operational finances and human resource and other logistical issues.	100% compliance. 100% compliance. 24 hours.
2.7 Provincial government finance	Ensuring a credible MTEF Budget and improved In-year expenditure management practices.	Compliance to National Treasury norms. Budget alignment with national and provincial priority goals. Submission of adjustments budget documentation in line with prescribed formats and timelines to the Provincial Parliament. Compliance with PFMA and NTR's. Lower levels of underspending, spending in line with budget, projected cashflow and improved efficiency.	Technically sound MTEF budget supported by proper database. Adjustments estimates. Adjustments Appropriation Act and schedules. Updated budget database. Monthly IYM reports. Trend analysis reports. Reports to Cabinet. Efficiency initiatives.	End August 2006 (1 st draft assessed). 1 st week December 2006 (2 nd draft assessed). February 2007 (final assessment). Tabled November 2006. Tabled November 2006. Ongoing. Monthly by 22 nd and quarterly. No overspending and limit underspending to 1% overall. Quarterly Ongoing
2.8 Local government finance	Implementation of the Local government: Municipal Finance Management Act, 2003. (Act No. 56 of 2003)	Nominal and substantive compliance as well as the execution of MFMA responsibilities. Co-ordination of MFMA matters. Effective monitoring of outcome of municipal budgets (In-year-monitoring).	MFMA compliance assessments. Executed roles and responsibilities. Effective functional co-ordinating structures. 24-30 IYM assessment reports. Report to Cabinet and Parliament.	24-30 compliance assessment reports. Monthly: sub-committee meetings. Quarterly: MFMA CFO Forum. Monthly by 22 nd and quarterly. Quarterly

Table 6.2 Summary of payments and estimates – Programme 2: Sustainable resource management

Sub-programme R'000	Outcome			Main appro- piation 2005/06	Adjusted appro- piation 2005/06	Revised estimate 2005/06	Medium-term estimate			
	Audited 2002/03	Audited 2003/04	Audited 2004/05				% Change from Revised estimate			
							2006/07	2005/06	2007/08	2008/09
1. Programme support: Resource management				1 065	757	757	830	9.64	995	1 048
2. Economic analysis		1 755	1 127	2 671	2 704	2 704	3 598	33.06	4 370	4 597
3. Fiscal policy: Provincial government	5 973	6 942	2 701	4 141	3 219	3 219	2 592	(19.48)	2 796	2 939
4. Fiscal policy: Local government							2 342		3 546	3 730
5. Budget management	2 198	1 725	2 177	3 329	6 397	6 397	7 559	18.16	9 008	9 463
6. Programme support: Public finance				976	513	513	1 080	12.19	1 131	1 190
7. Provincial government finance	4 336	4 015	3 072	3 071	2 641	2 641	2 963	52.80	3 386	3 544
8. Local government finance			1 990	2 606	2 072	2 072	3 166	52.80	3 915	4 124
Total payments and estimates	12 507	14 437	11 067	17 859	18 303	18 303	24 130	31.84	29 147	30 635

Table 6.2.1 Summary of provincial payments and estimates by economic classification – Programme 2: Sustainable resource management

Economic classification R'000	Outcome			Main appro- piation 2005/06	Adjusted appro- piation 2005/06	Revised estimate 2005/06	Medium-term estimate			
	Audited 2002/03	Audited 2003/04	Audited 2004/05				% Change from Revised estimate			
							2006/07	2005/06	2007/08	2008/09
Current payments	8 127	9 725	10 565	17 721	18 212	18 208	24 033	31.99	29 080	30 566
Compensation of employees	5 351	4 852	7 351	13 218	11 240	11 011	17 508	59.01	21 313	22 408
Goods and services	2 572	4 873	3 214	4 503	6 972	7 198	6 525	(9.34)	7 767	8 158
Financial transactions in assets and liabilities	205									
Transfers and subsidies to	4 011	4 712	502	32	31	31	31			
Provinces and municipalities	11	12	17	32	31	31	31			
Departmental agencies and accounts	4 000	4 700								
Households			485							
Payments for capital assets	369			106	60	64	66	3.13	67	69
Machinery and equipment	369			106	45	49	50	2.04	50	52
Software and other intangible assets					15	15	16	6.67	17	17
Total economic classification	12 507	14 437	11 067	17 859	18 303	18 303	24 130	31.84	29 147	30 635

Details of transfers and subsidies:

Economic classification R'000	Outcome			Main appro- piation 2005/06	Adjusted appro- piation 2005/06	Revised estimate 2005/06	Medium-term estimate		
	Audited 2002/03	Audited 2003/04	Audited 2004/05				% Change from Revised estimate		
							2006/07	2005/06	2007/08
Transfers and subsidies to (Current)	4 011	4 712	502	32	31	31	31		
Provinces and municipalities	11	12	17	32	31	31	31		
Municipalities	11	12	17	32	31	31	31		
of which									
Regional services council levies	11	12	17	32	31	31	31		
Departmental agencies and accounts	4 000	4 700							
Provide list of entities receiving transfers	4 000	4 700							
Western Cape Gambling and Racing Board	4 000	4 700							
Households			485						
Other transfers to households			485						

Programme 3: Asset and Liabilities Management

Purpose: To provide policy direction, facilitating the effective and efficient management of physical and financial assets, Public Private Partnerships (PPPs) and liabilities.

Analysis per sub-programme:

Sub-programme 3.1: Programme support

to facilitate the efficient and coordinated administration and management of the programme

Sub-programme 3.2: Financial asset management

to facilitate the effective and efficient management of financial assets

Sub-programme 3.3: Moveable asset management

to facilitate the effective and efficient management of moveable assets

Sub-programme 3.4: Immoveable asset management

to facilitate the effective and efficient management of immovable assets and to elicit sustainable Public Private Partnership (PPP) projects

Sub-programme 3.5: Liabilities management

to facilitate the effective and efficient management of liabilities

Sub-programme 3.6: Supporting and interlinked financial systems

to provide for the oversight and management of existing financial systems and the transition to the Integrated Financial Management System enhancing compliance with the Public Finance Management Act (PFMA) and other relevant legislation

Changes: policy, structure, service establishment, etc. Geographic distribution of services:

As from 1 January 2004 the accountability for Supply Chain Management (SCM) has been vested with Accounting Officers of provincial departments, and all departmental SCM units are currently in operation. Capacitation of these departmental SCM units with skilled and competent personnel, has not yet been achieved and training will still be a necessity.

Provincial Treasury is embarking on a programme to elevate the SCM implementation programme to the next level, promoting economy, efficiency and effectiveness. Further restructuring is envisaged in light of challenges and should encompass the following units: Center of Excellence, Norms and Standards, Helpdesk/Call-center/Complaints mechanism, Training, Monitoring and Compliance and Business Forensic.

SCM's building capacity responsibility has now also been extended to municipalities, and although a lot of foundation work together with the National Treasury has already been established in the 2005/06 financial year, consolidation and enhancement remain to be generally achieved.

The Physical Asset Management component is in the process of being positioned to focus on infrastructure and the building environment, assisting the delivery departments and where applicable municipalities, with better infrastructure management and prioritisation. The Public Private Partnership unit is presently in the process of gearing itself for full accreditation by National Treasury, hence capacitation with the appropriate skills and experience will be core to the success of the unit.

Expenditure trends analysis:

This programme has been transformed into six sub-programmes of which three are new, namely Financial asset management, Moveable asset management and Immoveable asset management which includes PPPs. These three sub-programmes are the result of a very distinctive split of the previous Asset management sub-programme to vest accountability correctly. The substantial increase of R26,944 million from R18,948 million in 2002/03 to R45,892 million in 2005/06 (adjustment estimate figure) is due to a function shift pertaining to State Information Technology Agency (SITA) costs from the Vote 1: Department of the Premier to Provincial Treasury. The average annual increase in nominal terms of 3,7 per cent from the adjustment estimate figure of R45,892 million in 2005/06 to the 2008/09 MTEF figure of R53,597 million is indicative of a programme whose expenditure level will predominantly adjust with inflation.

Service delivery measures:

Programme 3: Asset and liabilities management

Sub-programme	Measurable objective	Performance measure	Output	Target (2006/07)
3.1 Programme support	Smooth and effective functioning of the component.	Percentage compliance. Percentage compliance. Hours turn around time.	Compliance with relevant rules and regulations. Compliance to acceptable norms/standards of service delivery. Short turn around time for management of operational finances and human resource and other logistical issues.	100% compliance. 100% compliance. 24 hours.
3.2 Financial asset management	To facilitate the effective management of both the Provincial Revenue Fund and the Asset Financing Reserve.	The daily monitoring and funding of all banking accounts to ensure an acceptable deviation between transfers and actual expenditure with investment of surplus funds at reputable financial institutions.	Effective cash flow management of all departmental bank accounts.	100% achieved.
3.3 Moveable asset management	To facilitate the effective and efficient management of moveable assets.	Number of transversal contracts arranged. Number of departments/municipalities assessed. Introduction of strategic sourcing principals to enhance value for money. Assessment report on renewal of Electronic Purchasing System (EPS) and Western Cape Supplier Database (WCSD).	Facilitation and management of transversal contracts. Value for Money analysis undertaken within departments. Supply Chain Management (SCM) compliance checks within municipalities. Training manuals and workshops for Provincial Departments. Assessment report benchmarking existing systems and other new systems / options.	Facilitation and management of 2 transversal contracts. Value for Money analysis: - 6 departments. SCM compliance checks: -10 municipalities. 5 workshops to be held. Extended or Renewed contract by May 2006.

Sub-programme	Measurable objective	Performance measure	Output	Target (2006/07)
3.4 Immovable asset management	To provide policy direction, facilitate effective and efficient management of the built environment and physical assets, and promotion of an enabling environment for Public Private Partnerships (PPPs).	% Infrastructure Delivery Improvement Programme (IDIP) implemented in participating departments. Number of reports from technical assistants timeously reviewed and endorsed by Provincial Treasury.	Successful implementation of IDIP in departments. 100% reports reviewed and endorsed by PT.	100% completed in Education. 50% implemented in Public Works (PW). 100% of deliverables for Public Works endorsed by PT.
3.5 Liabilities management	Effective managed Provincial Revenue Fund (loan book).	Percentage achieved. Percentage achieved. Percentage achieved.	Provide for necessary funds to service loan agreements and / or guarantees. Meeting of all due dates for repayment of loans and/or guarantees. Refine cash flow to include such loan and/or guarantee repayments.	Not applicable. Not applicable. Not applicable.
3.6 Supporting and interlinked financial systems	To provide for the effectively, efficiently and economically implemented and managed financial systems with appropriately skilled and capacitated system users.	The daily monitoring of existing systems to ensure proper interface between sub-systems and BAS 100% achieved with exceptions, rejections and audit reports cleared within 7 days, the roll-out of the Logistical Information System (LOGIS) to the remaining institutions and 90% officials of a target market of 7 000, appropriately trained.	Well managed financial systems and implementation of financial systems to ensure sound financial management with skilled and capacitated financial system users.	100% compliance.

Table 6.3 Summary of payments and estimates – Programme 3: Asset and liabilities management

Sub-programme R'000	Outcome			Main appro- priation 2005/06	Adjusted appro- priation 2005/06	Revised estimate 2005/06	Medium-term estimate			
	Audited 2002/03	Audited 2003/04	Audited 2004/05				% Change from Revised estimate		2006/07	2007/08
1. Programme support				974	813	813	1 131	39.11	1 136	1 192
2. Financial asset management	844	973	1 071	1 133	1 062	1 062	1 284	20.90	1 638	1 724
3. Moveable asset management ^a	3 630	4 422	4 071	3 398	5 049	5 049	4 676	(7.39)	5 554	5 834
4. Immovable asset management		204	285	2 007	1 515	1 515	2 733	80.40	3 053	3 203
5. Liabilities management				1	1	1	1		1	1
6. Supporting and interlinked financial systems	14 474	16 335	37 681	41 644	37 452	37 452	39 852	6.41	39 859	41 643
Total payments and estimates	18 948	21 934	43 108	49 157	45 892	45 892	49 677	8.25	51 241	53 597

^a The amounts for 2002/03 and 2003/04 includes expenditure (R227 000 and R313 000 respectively) related to the Western Cape Provincial Tender Board, which was abolished on 31 December 2003.

Table 6.3.1 Summary of provincial payments and estimates by economic classification – Programme 3: Asset and liabilities management

Economic classification R'000	Outcome			Main appro- priation 2005/06	Adjusted appro- priation 2005/06	Revised estimate 2005/06	Medium-term estimate			
	Audited 2002/03	Audited 2003/04	Audited 2004/05				% Change from Revised estimate			
							2006/07	2005/06	2007/08	2008/09
Current payments	15 628	14 167	42 691	48 948	45 839	45 826	49 454	7.92	51 219	53 574
Compensation of employees	8 593	8 940	8 498	13 262	12 256	12 236	14 351	17.29	16 093	16 912
Goods and services	7 035	5 227	34 193	35 686	33 583	33 590	35 103	4.50	35 126	36 662
Transfers and subsidies to	21	21	21	32	33	33	22	(33.33)		
Provinces and municipalities	21	21	21	32	33	33	22	(33.33)		
Payments for capital assets	3 299	7 746	396	177	20	33	201	509.09	22	23
Machinery and equipment	3 299	7 746	396	177	20	33	201	509.09	22	23
Total economic classification	18 948	21 934	43 108	49 157	45 892	45 892	49 677	8.25	51 241	53 597

Details of transfers and subsidies:

Economic classification R'000	Outcome			Main appro- priation 2005/06	Adjusted appro- priation 2005/06	Revised estimate 2005/06	Medium-term estimate			
	Audited 2002/03	Audited 2003/04	Audited 2004/05				% Change from Revised estimate			
							2006/07	2005/06	2007/08	2008/09
Transfers and subsidies to (Current)	21	21	21	32	33	33	22	(33.33)		
Provinces and municipalities	21	21	21	32	33	33	22	(33.33)		
Municipalities	21	21	21	32	33	33	22	(33.33)		
Municipalities of which	21	21	21	32	33	33	22	(33.33)		
Regional services council levies	21	21	21	32	33	33	22			

Programme 4: Financial Governance

Purpose: To promote accountability through substantive reflection of financial activities of the Province as well as compliance with financial norms and standards.

Analysis per sub-programme:

Sub-programme 4.1: Programme support

to facilitate the efficient and coordinated administration and management of the programme

Sub-programme 4.2: Accounting services

to ensure that financial reporting is a full and true reflection of the financial position of the Province

Sub-programme 4.3: Norms and standards

to develop, implement and monitor compliance with financial norms and standards

Sub-programme 4.4: Risk management

to facilitate the establishment of risk management capacity and financial governance systems in the Provincial Government

Sub-programme 4.5: Provincial internal audit

to perform Internal Audit services on a risk based approach and coordinate the activities of audit committees

Policy developments:

There are no policy developments of note.

Changes: policy, structure, service establishment, etc. Geographic distribution of services:

The aim of the component is to enhance performance orientated financial management. To achieve this objective, this programme is divided into 5 sub-programmes, namely Programme support, Accounting services, Norms and standards, Risk management and Provincial internal audit. The Sub-programme, Accounting services became part of Financial Governance from 1 April 2005. The internal audit service has been co-sourced to a private service provider and during the 2005/06 financial year, the first full internal audit service in the history of the Province was provided to all provincial departments. This has laid the basis for redefining the internal audit service delivery configuration to be completed over the 2006/07 and 2007/08 financial years.

Expenditure trends analysis:

The sub-programme: Programme support was capacitated during the 2005/06 financial year. Sub-programme: Accounting services filled the vacant MFMA posts during the last quarter of the 2005/06 financial year. The filling of these posts in the component also had an impact on the 2006/07 budget, which increased in nominal terms by 41 per cent on the 2005/06 financial year. The sub-programme: Risk management was also not fully capacitated in the 2005/06 financial year, with appointments made in the 3rd quarter of the financial year. The impact is reflected in the increase in the Risk management budget for the 2006/07 financial year as confirmed by Table 6.4. During the 2005/06 financial year the budget for the sub-programme: Norms and standards decreased by 61 per cent due to the shift of the communications function to the Budget management office and the post of communication officer to the office of the Head of Department. The substantial increase of R18,199 million from R8,272 million in 2002/03 to R26,471 million in 2005/06 (adjustment estimate figure) is due to the build-up of the internal audit function resulting in increased expenditure under consulting and specialised services (accounting and auditors). This trend is sustained over the MTEF with an nominal average annual increase of 12,1 per cent from the adjustment estimate figure of R26,471 million in 2005/06 to the 2008/09 MTEF figure of R37,312 million.

Service delivery measures:

Programme 4: Financial governance

Sub-programme	Measurable objective	Performance measure	Output	Target (2006/07)
4.1 Programme support	Smooth and effective functioning of the component.	Percentage compliance.	Compliance with relevant rules and regulations.	100% compliance.
		Percentage compliance.	Compliance to acceptable norms/standards of service delivery.	100% compliance.
		Hours turn around time.	Short turn around time for management of operational finances and human resource and other logistical issues.	24 hours.
4.2 Accounting services	All transactions recorded and Financial Statements in line with formats and guidelines.	Compliance with statutory due dates and timely corrective measures.	Documented programme communicating procedures and due dates.	100% compliance.
		Percentage compliance with Generally Recognised Accounting Practice (GRAP) requirements.	Compliance with statutory due dates. Statements in terms of GRAP.	100% compliance.
		Roll out Standard Chart of Accounts (SCoA) to public entities.	SCoA functional.	100% implemented.

Sub-programme	Measurable objective	Performance measure	Output	Target (2006/07)
4.3 Norms and standards	Determination and implementation of financial management norms and standards.	<p>The assessment of both nominal and substantive compliance in departments, public entities and municipalities.</p> <p>Percentage compliance with National Treasury guidelines on annual reports.</p> <p>Compilation and issuing of generic norms and standards to address deficiencies identified in internal audit reports.</p>	<p>Normative questionnaire. Assessment report.</p> <p>Documented programme communicating procedures and due dates.</p> <p>Documented monitoring mechanism.</p> <p>Issued Provincial Treasury Instructions, guidelines or practice notes.</p>	<p>100% nominal compliance and 45% substantive compliance with set benchmarks.</p> <p>100% compliance.</p> <p>25% compliance.</p>
4.4 Risk management	Developed and implemented risk management and government governance capacity within the provincial government.	<p>Departments have approved risk management structures.</p> <p>Percentage departmental risk management staff trained in RM framework and all existing tools.</p> <p>Percentage nominal compliance by all departments with the risk management framework.</p> <p>Percentage nominal compliance by all departments with the government governance framework.</p>	<p>Organisational structures approved by Cabinet.</p> <p>Documented training manuals and training programme.</p> <p>Normative questionnaire assessment report.</p> <p>Normative questionnaire assessment report.</p>	<p>All departments with approved structures and 50% capacitated.</p> <p>35% trained in all aspects of the approved management framework.</p> <p>35% nominal compliance.</p> <p>10% nominal compliance.</p>
4.5 Provincial internal audit	Risk-based internal audit services.	<p>Performance of internal audit work as approved by the relevant Audit Committee.</p> <p>Percentage of audit findings accepted by management.</p> <p>Fully compliant external Quality Assurance Review report of the Provincial Internal Audit Function by the Institute of Internal Auditors (IIA) (SA).</p>	<p>Audit reports and quarterly and annual progress reports to the Audit Committee.</p> <p>Quality assured audit reports.</p> <p>Quality assurance review report.</p>	<p>100% of audit work performed as approved by Audit Committee.</p> <p>95% of audit findings accepted by management.</p> <p>Report submitted.</p>

Table 6.4 Summary of payments and estimates – Programme 4: Financial governance

Sub-programme R'000	Outcome			Main appro- priation 2005/06	Adjusted appro- priation 2005/06	Revised estimate 2005/06	Medium-term estimate			
	Audited 2002/03	Audited 2003/04	Audited 2004/05				% Change from Revised estimate			
							2006/07	2005/06	2007/08	2008/09
1. Programme support				1 063	1 156	1 156	1 280	10.73	1 390	1 461
2. Accounting services	3 779	1 815	2 005	2 980	2 821	2 821	3 979	41.05	4 127	4 338
3. Norms and standards		1 183	5 717	6 878	2 641	2 641	3 783	43.24	3 432	3 603
4. Risk management				2 547	1 908	1 908	2 779	45.65	2 956	3 107
5. Provincial internal audit	4 493	5 865	19 118	19 146	17 945	17 945	21 013	17.10	23 623	24 803
Total payments and estimates	8 272	8 863	26 840	32 614	26 471	26 471	32 834	24.04	35 528	37 312

Table 6.4.1 Summary of provincial payments and estimates by economic classification – Programme 4: Financial governance

Economic classification R'000	Outcome			Main appro- priation 2005/06	Adjusted appro- priation 2005/06	Revised estimate 2005/06	Medium-term estimate			
	Audited 2002/03	Audited 2003/04	Audited 2004/05				% Change from Revised estimate			
							2006/07	2005/06	2007/08	2008/09
Current payments	7 947	8 848	26 225	31 614	25 802	26 295	32 785	24.68	35 513	37 296
Compensation of employees	2 397	4 844	6 344	11 912	9 523	9 512	14 123	48.48	13 953	14 659
Goods and services	5 550	4 004	19 881	19 702	16 279	16 784	18 662	11.19	21 560	22 637
Transfers and subsidies to	4	6	15	28	25	25	19	(24.00)		
Provinces and municipalities	4	6	15	28	25	25	19	(24.00)		
Payments for capital assets	321	9	600	972	644	151	30	(80.13)	15	16
Machinery and equipment	321	9		155	151	151	30	(80.13)	15	16
Software and other intangible			600	817	493					
Total economic classification	8 272	8 863	26 840	32 614	26 471	26 471	32 834	24.04	35 528	37 312

Details of transfers and subsidies:

Economic classification R'000	Outcome			Main appropriation 2005/06	Adjusted appropriation 2005/06	Revised estimate 2005/06	Medium-term estimate		
	Audited 2002/03	Audited 2003/04	Audited 2004/05				% Change from Revised estimate		
							2006/07	2005/06	2007/08
Transfers and subsidies to (Current)	4	6	15	28	25	25	19	(24.00)	
Provinces and municipalities	4	6	15	28	25	25	19	(24.00)	
Municipalities	4	6	15	28	25	25	19	(24.00)	
Municipalities of which	4	6	15	28	25	25	19	(24.00)	
Regional services council levies	4	6	15	28	25	25	19		

Other programme information

Personnel numbers and costs

Table 7.1 Personnel numbers and costs

Programme R'000	As at 31 March 2003	As at 31 March 2004	As at 31 March 2005	As at 31 March 2006	As at 31 March 2007	As at 31 March 2008	As at 31 March 2009
1. Administration	66	67	58	77	77	77	77
2. Sustainable resource management	28	24	33	51	73	87	87
3. Asset and liabilities management	61	55	49	56	65	81	81
4. Financial governance	15	25	34	55	63	67	67
Total personnel numbers	170	171	174	239	278	312	312
Total personnel cost (R'000)	30 231	29 974	33 590	45 353	60 814	67 272	70 738
Unit cost (R'000)	178	175	193	190	219	216	227

Table 7.2 Departmental personnel number and cost

Description	Outcome			Main appropriation 2005/06	Adjusted appropriation 2005/06	Revised estimate 2005/06	Medium-term estimate			
	Audited 2002/03	Audited 2003/04	Audited 2004/05				% Change from Revised estimate			
							2006/07	2005/06	2007/08	2008/09
Total for department										
Personnel numbers (head count)	170	171	174	239	239	239	278	16.32	312	312
Personnel cost (R'000)	30 231	29 974	33 590	52 503	45 644	45 353	60 814	34.09	67 272	70 738
Human resources component										
Personnel numbers (head count)	17	21	26	28	28	28	27	(3.57)	29	29
Personnel cost (R'000)	2 741	2 840	3 343	4 547	4 056	3 980	4 632	16.38	5 165	5 435
Head count as % of total for department	10.00	12.28	14.94	11.72	11.72	11.72	9.71		9.29	9.29
Personnel cost as % of total for department	9.07	9.47	9.95	8.66	8.89	8.78	7.62		7.68	7.68
Finance										
Personnel numbers (head count)	45	32	28	36	36	36	37	2.78	37	37
Personnel cost (R'000)	7 256	4 321	4 115	5 131	4 380	4 359	5 448	24.98	5 814	6 134
Head count as % of total for department	26.47	18.71	16.09	15.06	15.06	15.06	13.31		11.86	11.86
Personnel cost as % of total for department	24.00	14.42	12.25	9.77	9.60	9.61	8.96		8.64	8.67
Full time workers										
Personnel numbers (head count)	144	141	159	218	221	221	272	23.08	306	306
Personnel cost (R'000)		25 795	31 149	49 051	43 107	42 816	58 758	37.23	65 113	68 471
Head count as % of total for department	84.71	82.46	91.38	91.21	92.47	92.47	97.84		98.08	98.08
Personnel cost as % of total for department		86.06	92.73	93.43	94.44	94.41	96.62		96.79	96.80
Contract workers										
Personnel numbers (head count)	26	30	21	20	18	18	6	(66.67)	6	6
Personnel cost (R'000)		3 537	2 441	3 452	2 537	2 537	2 056	(18.96)	2 159	2 267
Head count as % of total for department	15.29	17.54	12.07	8.37	7.53	7.53	2.16		1.92	1.92
Personnel cost as % of total for department		11.80	7.27	6.57	5.56	5.59	3.38		3.21	3.20

Training

Table 7.3 Payments on training

Programme R'000	Outcome			Main appro- priation 2005/06	Adjusted appro- priation 2005/06	Revised estimate 2005/06	Medium-term estimate			
	Audited 2002/03	Audited 2003/04	Audited 2004/05				% Change from Revised estimate			
							2006/07	2005/06	2007/08	2008/09
1. Administration	599	571	296	335	437	383	573	49.61	602	632
<i>of which</i>										
Payments on tuition	599	571	296	335	437	383	573	49.61	602	632
2. Sustainable resource management				40	376	376	198	(47.34)	207	218
<i>of which</i>										
Payments on tuition				40	376	376	198		207	218
3. Asset and liabilities management				30	125	125	163	30.40	171	179
<i>of which</i>										
Payments on tuition				30	125	125	163		171	179
4. Financial governance				52	204	204	150	(26.47)	158	165
<i>of which</i>										
Payments on tuition				52	204	204	150		158	165
Total payments on training	599	571	296	457	1 142	1 088	1 084	(0.37)	1 138	1 194

Note: Human resource development was centralised under programme 1 until 2004/05. The amounts under programme 1 for 2004/05 and beyond include bursaries.

Table 7.4 Information on training

Description	Outcome			Main appro- priation 2005/06	Adjusted appro- priation 2005/06	Revised estimate 2005/06	Medium-term estimate			
	2002/03	2003/04	2004/05				% Change from Revised estimate			
							2006/07	2005/06	2007/08	2008/09
Number of staff	170	171	174	239	239	239	278	16.32	312	312
Number of personnel trained	233	141	165	205	205	205	237	15.61	237	237
<i>of which</i>										
Male	90	78	86	106	106	106	124	16.98	124	124
Female	143	63	79	99	99	99	113	14.14	113	113
Number of training opportunities		104	115	144	144	144	166	15.28	166	166
<i>of which</i>										
Tertiary		46	50	62	62	62	85	37.10	95	95
Workshops		18	21	45	45	45	29	(35.56)	20	20
Seminars		15	20	22	22	22	27	22.73	26	26
Other		25	24	15	15	15	25	66.67	25	25
Number of bursaries offered	34	54	70	91	91	91	121	32.97	157	157
Number of interns appointed	6	6	6	6	6	6	6		6	6
Number of learnerships appointed	28	22	10	10	10	10	10		10	10
Number of days spent on training	312	431	412	550	550	550	620	12.73	680	680

Reconciliation of structural changes

Table 7.5 Reconciliation of structural changes

Programme for 2005/06			Programme for 2006/07		
Programme R'000	2006/07 Equivalent		Programme R'000	Pro- gramme	Sub-pro- gramme
	Pro- gramme	Sub-pro- gramme			
1. Administration	26 284		1. Administration	27 605	
1.1 Office of the minister		3 501	1.1 Office of the minister		3 874
1.2 Management services		2 535	1.2 Management services		2 209
1.3 Corporate services		7 617	1.3 Corporate services		8 362
1.4 Financial management		12 631	1.4 Financial management		13 160
2. Sustainable resource management	17 859		2. Sustainable resource management	24 130	
2.1 Programme support		2 041	2.1 Programme support: Resource		830
2.2 Economic analysis		2 671	2.2 Economic analysis		3 598
2.3 Fiscal policy		4 141	2.3 Fiscal policy: Provincial government		2 592
2.4 Budget management		3 329	2.4 Fiscal policy: Local government		2 342
2.5 Public finance		5 677	2.5 Budget management		7 559
			2.6 Programme support: Public finance		1 080
			2.7 Provincial Government finance		2 963
			2.8 Local Government finance		3 166
3. Assets and liabilities management	49 157		3. Assets and liabilities management	49 677	
3.1 Programme support		974	3.1 Programme support		1 131
3.2 Asset management		6 538	3.2 Financial asset management		1 284
3.3 Liabilities management		1	3.3 Moveable asset management		4 676
3.4 Supporting interlinked financial		41 644	3.4 Immoveable asset management		2 733
			3.5 Liabilities management		1
			3.6 Supporting interlinked financial systems		39 852
4. Financial governance	32 614		4. Financial governance	32 834	
4.1 Programme support		1 063	4.1 Programme support		1 280
4.2 Accounting services		2 980	4.2 Accounting services		3 979
4.3 Norms and Standards		6 878	4.3 Norms and Standards		3 783
4.4 Risk management		1 730	4.4 Risk management		2 779
4.5 Provincial internal audit		19 963	4.5 Provincial internal audit		21 013
Total	125 914			134 246	

Table B.1 Specification of receipts

Receipts R'000	Outcome			Main appro- priation 2005/06	Adjusted appro- priation 2005/06	Revised estimate 2005/06	Medium-term estimate			
	Audited 2002/03	Audited 2003/04	Audited 2004/05				% Change from Revised estimate		2006/07	2007/08
Tax receipts	133 093	146 349	172 745	182 281	182 281	217 041	234 860	8.21	261 016	286 623
Casino taxes	111 079	132 640	157 611	168 281	168 281	201 356	219 660	9.09	245 816	270 408
Horseracing	21 345	13 004	15 134	14 000	14 000	15 685	15 200	(3.09)	15 200	16 215
Other taxes	669	705								
Sales of goods and services other than capital assets	5 197	23	896	15	15	7 162	1 008	(85.93)	1 008	1 008
Sales of goods and services produced by department (excluding capital assets)	5 197	23	896	15	15	7 162	1 008	(85.93)	1 008	1 008
Administrative fees	5 182	8	896	15	15	7 162	1 008	(85.93)	1 008	1 008
Other sales	15	15								
Other	15	15								
Transfers received from	552	1 627	4	1	1	962	1	(99.90)	1	1
Other governmental units	551	1 627								
Households and non-profit institutions	1		4	1	1	962	1	(99.90)	1	1
Fines, penalties and forfeits	232	314	231			196		(100.00)		
Interest, dividends and rent on land	250 133	240 621	211 333	103 244	103 244	200 027	54 131	(72.94)	47 128	22 947
Interest	250 133	240 621	211 333	103 244	103 244	200 027	54 131	(72.94)	47 128	22 947
Financial transactions in assets and liabilities			103			3 605		(100.00)		
Total departmental receipts	389 207	388 934	385 312	285 541	285 541	428 992	290 000	(32.40)	309 153	310 579

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

Economic classification R'000	Outcome			Main appro- piation 2005/06	Adjusted appro- piation 2005/06	Revised estimate 2005/06	Medium-term estimate			
	Audited 2002/03	Audited 2003/04	Audited 2004/05				% Change from Revised estimate			
							2006/07	2005/06	2007/08	2008/09
Current payments	51 139	50 354	99 614	124 277	113 254	113 730	133 064	17.00	144 030	151 074
Compensation of employees	30 231	29 974	33 590	52 503	45 644	45 353	60 814	34.09	67 272	70 738
Salaries and wages	25 504	24 373	29 101	45 608	39 883	39 777	52 906	33.01	58 112	61 225
Social contributions	4 727	5 601	4 489	6 895	5 761	5 576	7 908	41.82	9 160	9 513
Goods and services	20 700	20 380	65 930	71 774	67 610	68 377	72 250	5.66	76 758	80 336
<i>of which</i>										
Audit fees	1 434	2 600	2 419	3 648	2 836	2 836	3 015	6.31	3 142	3 300
Consultants and specialised services	8 055	10 232	26 258	25 907	26 842	26 826	27 832	3.75	28 701	29 915
IT (Data lines)			25 223	27 198	25 081	25 081	28 585	13.97	29 006	30 456
Operating Leases	208	264	271	300	450	450	477	6.00	501	526
Printing and publications	518	300	308	813	813	813	902	10.95	947	993
Training	599	423	126	191	772	772	694	(10.10)	728	763
Travel and subsistence	1 684	2 142	2 483	2 530	2 759	3 196	2 716	(15.02)	2 927	3 073
Financial transactions in assets and liabilities	208		94							
Transfers and subsidies to	4 122	4 915	723	176	319	319	184	(42.32)	94	99
Provinces and municipalities	70	67	81	126	123	123	94	(23.58)		
Municipalities	70	67	81	126	123	123	94	(23.58)		
<i>of which</i>										
Regional services council levies	70	67	81	126	123	123	94	(23.58)		
Departmental agencies and accounts	4 000	4 700	27	50	35	35	37	5.71	39	41
Provide list of entities receiving transfers	4 000	4 700	27	50	35	35	37	5.71	39	41
Western Cape Gambling and Racing Board	4 000	4 700								
SETA			27	50	35	35	37	5.71	39	41
Foreign governments and international organisations			50		50	50	53	6.00	55	58
Households	52	148	565		111	111		(100.00)		
Other transfers to households	52	148	565		111	111		(100.00)		
Payments for capital assets	5 272	10 152	1 996	1 461	1 836	1 360	998	(26.62)	1 216	1 275
Machinery and equipment	5 272	10 152	1 391	644	1 328	1 345	982	(26.99)	1 199	1 258
Other machinery and equipment	5 272	10 152	1 391	644	1 328	1 345	982	(26.99)	1 199	1 258
Software and other intangible assets			605	817	508	15	16	6.67	17	17
Total economic classification	60 533	65 421	102 333	125 914	115 409	115 409	134 246	16.32	145 340	152 448

Table B.2.1 Payments and estimates by economic classification – Programme 1: Administration

Economic classification R'000	Outcome			Main appro- piation 2005/06	Adjusted appro- piation 2005/06	Revised estimate 2005/06	Medium-term estimate			
	Audited 2002/03	Audited 2003/04	Audited 2004/05				% Change from Revised estimate			
							2006/07	2005/06	2007/08	2008/09
Current payments	19 437	17 614	20 133	25 994	23 401	23 401	26 792	14.49	28 218	29 638
Compensation of employees	13 890	11 338	11 397	14 111	12 625	12 595	14 832	17.76	15 913	16 759
Salaries and wages	11 986	9 819	9 949	12 205	11 127	11 122	12 982	16.72	13 823	14 584
Social contributions	1 904	1 519	1 448	1 906	1 498	1 473	1 850	25.59	2 090	2 175
Goods and services	5 544	6 276	8 642	11 883	10 776	10 806	11 960	10.68	12 305	12 879
<i>of which</i>										
Audit fees	1 434	1 260	1 976	3 616	2 661	2 661	2 830	6.35	2 948	3 096
Consultants and specialised services	977	676	181	1 844	1 131	1 071	1 384	29.23	1 453	1 526
Operating Leases	208	264	271	300	450	450	477	6.00	501	526
Printing and publications	518	300	308	813	813	813	902	10.95	947	993
Training	599	423	126	51	67	67	183	173.13	192	201
Travel and subsistence	903	715	1 004	1 308	1 062	1 312	1 120	(14.63)	1 176	1 235
Financial transactions in assets and liabilities	3		94							
Transfers and subsidies to	86	176	185	84	230	230	112	(51.30)	94	99
Provinces and municipalities	34	28	28	34	34	34	22	(35.29)		
Municipalities	34	28	28	34	34	34	22	(35.29)		
Municipalities	34	28	28	34	34	34	22	(35.29)		
<i>of which</i>										
Regional services council levies	34	28	28	34	34	34	22			
Departmental agencies and accounts			27	50	35	35	37	5.71	39	41
Provide list of entities receiving transfers			27	50	35	35	37	5.71	39	41
SETA			27	50	35	35	37	5.71	39	41
Foreign governments and international organisations			50		50	50	53	6.00	55	58
Households	52	148	80		111	111		(100.00)		
Other transfers to households	52	148	80		111	111		(100.00)		
Payments for capital assets	1 283	2 397	1 000	206	1 112	1 112	701	(36.96)	1 112	1 167
Machinery and equipment	1 283	2 397	995	206	1 112	1 112	701	(36.96)	1 112	1 167
Other machinery and equipment	1 283	2 397	995	206	1 112	1 112	701	(36.96)	1 112	1 167
Software and other intangible assets			5							
Total economic classification	20 806	20 187	21 318	26 284	24 743	24 743	27 605	11.57	29 424	30 904

Table B.2.2 Payments and estimates by economic classification – Programme 2: Sustainable resource management

Economic classification R'000	Outcome			Main appro- priation 2005/06	Adjusted appro- priation 2005/06	Revised estimate 2005/06	Medium-term estimate			
	Audited 2002/03	Audited 2003/04	Audited 2004/05				% Change from Revised estimate			
							2006/07	2005/06	2007/08	2008/09
Current payments	8 127	9 725	10 565	17 721	18 212	18 208	24 033	31.99	29 080	30 566
Compensation of employees	5 351	4 852	7 351	13 218	11 240	11 011	17 508	59.01	21 313	22 408
Salaries and wages	4 026	3 890	6 365	11 597	9 903	9 789	15 383	57.15	18 484	19 469
Social contributions	1 325	962	986	1 621	1 337	1 222	2 125	73.90	2 829	2 939
Goods and services	2 572	4 873	3 214	4 503	6 972	7 198	6 525	(9.34)	7 767	8 158
<i>of which</i>										
Consultants and specialised services	1 157	4 101	2 517	3 331	3 521	3 566	3 654	2.47	3 768	3 958
Training				42	376	376	198	(47.34)	207	218
Travel and subsistence	161	436	671	657	778	914	737	(19.37)	774	813
Financial transactions in assets and liabilities	205									
Transfers and subsidies to	4 011	4 712	502	32	31	31	31			
Provinces and municipalities	11	12	17	32	31	31	31			
Municipalities	11	12	17	32	31	31	31			
Municipalities	11	12	17	32	31	31	31			
<i>of which</i>										
Regional services council levies	11	12	17	32	31	31	31			
Departmental agencies and accounts	4 000	4 700								
Provide list of entities receiving transfers	4 000	4 700								
Western Cape Gambling and Racing Board	4 000	4 700								
Households			485							
Other transfers to households			485							
Payments for capital assets	369			106	60	64	66	3.13	67	69
Machinery and equipment	369			106	45	49	50	2.04	50	52
Other machinery and equipment	369			106	45	49	50	2.04	50	52
Software and other intangible assets					15	15	16	6.67	17	17
Total economic classification	12 507	14 437	11 067	17 859	18 303	18 303	24 130	31.84	29 147	30 635

Table B.2.3 Payments and estimates by economic classification – Programme 3: Asset and liabilities management

Economic classification R'000	Outcome			Main appro- piation 2005/06	Adjusted appro- piation 2005/06	Revised estimate 2005/06	Medium-term estimate			
	Audited 2002/03	Audited 2003/04	Audited 2004/05				% Change from Revised estimate			
							2006/07	2005/06	2007/08	2008/09
Current payments	15 628	14 167	42 691	48 948	45 839	45 826	49 454	7.92	51 219	53 574
Compensation of employees	8 593	8 940	8 498	13 262	12 256	12 236	14 351	17.29	16 093	16 912
Salaries and wages	7 419	6 828	7 321	11 458	10 579	10 565	12 361	17.00	13 774	14 507
Social contributions	1 174	2 112	1 177	1 804	1 677	1 671	1 990	19.09	2 319	2 405
Goods and services	7 035	5 227	34 193	35 686	33 583	33 590	35 103	4.50	35 126	36 662
<i>of which</i>										
Consultants and specialised services	5 921	3 234	7 631	5 426	7 244	7 244	5 196	(28.27)	3 852	3 822
IT (Data lines)			25 223	27 198	25 081	25 081	28 585	13.97	29 006	30 456
Training				30	125	125	163	30.40	171	179
Travel and subsistence	620	855	576	350	575	589	519	(11.88)	545	572
Transfers and subsidies to	21	21	21	32	33	33	22	(33.33)		
Provinces and municipalities	21	21	21	32	33	33	22	(33.33)		
Municipalities	21	21	21	32	33	33	22	(33.33)		
<i>of which</i>										
Regional services council levies	21	21	21	32	33	33	22			
Payments for capital assets	3 299	7 746	396	177	20	33	201	509.09	22	23
Machinery and equipment	3 299	7 746	396	177	20	33	201	509.09	22	23
Other machinery and equipment	3 299	7 746	396	177	20	33	201	509.09	22	23
Total economic classification	18 948	21 934	43 108	49 157	45 892	45 892	49 677	8.25	51 241	53 597

Table B.2.4 Payments and estimates by economic classification – Programme 4: Financial governance

Economic classification R'000	Outcome			Main appro- piation 2005/06	Adjusted appro- piation 2005/06	Revised estimate 2005/06	Medium-term estimate			
	Audited 2002/03	Audited 2003/04	Audited 2004/05				% Change from Revised estimate			
							2006/07	2005/06	2007/08	2008/09
Current payments	7 947	8 848	26 225	31 614	25 802	26 295	32 785	24.68	35 513	37 296
Compensation of employees	2 397	4 844	6 344	11 912	9 523	9 512	14 123	48.48	13 953	14 659
Salaries and wages	2 073	3 836	5 466	10 348	8 274	8 302	12 180	46.72	12 031	12 665
Social contributions	324	1 008	878	1 564	1 249	1 210	1 943	60.58	1 922	1 994
Goods and services	5 550	4 004	19 881	19 702	16 279	16 784	18 662	11.19	21 560	22 637
<i>of which</i>										
Audit fees		1 340	443	32	175	175	185	5.71	194	204
Consultants and specialised services		2 221	15 929	15 306	14 946	14 945	17 598	17.75	19 628	20 609
Training				68	204	204	150	(26.47)	158	165
Travel and subsistence		136	232	215	344	381	340	(10.76)	432	453
Transfers and subsidies to	4	6	15	28	25	25	19	(24.00)		
Provinces and municipalities	4	6	15	28	25	25	19	(24.00)		
Municipalities	4	6	15	28	25	25	19	(24.00)		
Municipalities	4	6	15	28	25	25	19	(24.00)		
<i>of which</i>										
Regional services council levies	4	6	15	28	25	25	19			
Payments for capital assets	321	9	600	972	644	151	30	(80.13)	15	16
Machinery and equipment	321	9		155	151	151	30	(80.13)	15	16
Other machinery and equipment	321	9		155	151	151	30	(80.13)	15	16
Software and other intangible assets			600	817	493					
Total economic classification	8 272	8 863	26 840	32 614	26 471	26 471	32 834	24.04	35 528	37 312

Table B.3 Details on public entities – Name of Public Entity: Western Cape Gambling and Racing Board

R'000	Outcome			Estimated outcome 2005/06	Medium-term estimate		
	Audited	Audited	Audited		2006/07	2007/08	2008/09
	2002/03	2003/04	2004/05				
Revenue							
Non-tax revenue	13 235	14 304	20 966	24 526	24 730	24 477	25 145
Sale of goods and services other than capital assets	12 067	13 534	20 143	23 887	24 250	23 968	24 606
<i>Of which:</i>							
Admin fees	12 067	13 534	20 143	23 887	24 250	23 968	24 606
Other non-tax revenue	1 168	770	823	639	480	509	539
Transfers received	4 178	4 738	(462)				
Total revenue	17 413	19 042	20 504	24 526	24 730	24 477	25 145
Expenses							
Current expense	15 646	16 463	18 159	18 644	22 155	23 431	24 186
Compensation of employees	8 314	9 667	10 518	11 791	13 869	15 544	16 046
Goods and services	6 626	6 248	7 077	6 242	7 659	7 290	7 814
Depreciation	706	548	564	611	627	597	326
Transfers and subsidies	142	160	258	186	240	255	270
Total expenses	15 788	16 623	18 417	18 830	22 395	23 686	24 456
Surplus/(Deficit)	1 625	2 419	2 087	5 696	2 335	791	689
Cash flow summary							
Adjust surplus/(deficit) for accrual transactions	75	(32)	(153)	11	147	88	(213)
Adjustments for:							
Depreciation	706	548	564	611	627	597	326
Interest	(620)	(561)	(707)	(600)	(480)	(509)	(539)
Net (profit)/loss on disposal of fixed assets	(11)	(19)	(10)				
Operating surplus/ (deficit) before changes in working capital	1 700	2 387	1 934	5 707	2 482	879	476
Changes in working capital	318	26	1 719	(3 120)	1 227	1 279	241
(Decrease)/increase in accounts payable	66	(129)	2 932	(2 941)	630	1 259	221
Decrease/(increase) in accounts receivable	110	350	(1 080)	(425)	588		
Decrease/(increase) in inventory		(74)	(167)	246			
(Decrease)/increase in provisions	142	(121)	34		9	20	20
Cash flow from operating activities	2 018	2 413	3 653	2 587	3 709	2 158	717
Cash flow from investing activities	101	70	(309)	532	168	177	74
Acquisition of Assets	(529)	(520)	(1 090)	(69)	(312)	(332)	(465)
Other flows from Investing Activities	630	590	781	601	480	509	539
Cash flow from financing activities	(2 170)	(1 175)	(1 378)	(1 470)	(4 732)	(2 335)	(791)
Net increase/decrease) in cash and cash equivalents	(51)	1 308	1 966	1 649	(855)		
Balance Sheet Data							
Carrying Value of Assets	1 040	1 002	1 465	1 221	906	641	780
Cash and Cash Equivalents	4 234	5 541	7 507	8 858	8 003	8 003	8 003
Receivables and Prepayments	641	366	1 613	1 791	1 203	1 203	1 203
Total Assets	5 915	6 909	10 585	11 870	10 112	9 847	9 986
Capital & Reserves	2 665	3 421	3 552	7 161	3 800	2 256	2 154
Trade and Other Payables	1 140	1 012	3 943	1 002	1 632	2 891	3 112
Provisions	758	637	671	671	680	700	720
Managed Funds	1 352	1 839	2 419	3 036	4 000	4 000	4 000
Total Equity and Liabilities	5 915	6 909	10 585	11 870	10 112	9 847	9 986

Table B.4 Transfers to local government by transfers/grant type, category and municipality - None

Table B.5 Provincial payments and estimates by district and local municipality

Municipalities R'000	Outcome			Main appro- priation 2005/06	Adjusted appro- priation 2005/06	Revised estimate 2005/06	Medium-term estimate			
	Audited 2002/03	Audited 2003/04	Audited 2004/05				% Change from Revised estimate		2006/07	2007/08
Cape Town Metro	60 533	65 421	102 333	125 914	115 409	115 409	134 246	16.32	145 340	152 448
Total provincial expenditure by district and local municipality	60 533	65 421	102 333	125 914	115 409	115 409	134 246	16.32	145 340	152 448