

2019

ANNUAL PERFORMANCE PLAN

Together We Move Mpumalanga Forward

2019/2020
Date of Re-tabling
5 June 2019



provincial treasury
MPUMALANGA PROVINCE
REPUBLIC OF SOUTH AFRICA



MPUMALANGA
THE PLACE OF THE RISING SUN

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FOREWORD

By Hon PS NGOMANE (MPL)

PROVINCIAL TREASURY'S ANNUAL PERFORMANCE PLAN

This year marks the twenty fifth (25th) year since the advent of democracy in South Africa. The significance of this year is that our country is *coming of age*, entering the period of renewal to grow South Africa that belong to and benefit all.

In preparing the Annual Performance Plan for the 2019/20 financial year, we were mindful that it is a plan for transition period from the fifth to the sixth administration and that space must be provided for necessary adjustments should policy environment dictates otherwise

Fortunately, our impeccable governance systems provided for such period, hence the provision for the Mid-term Performance Review and linked Adjustment Appropriation process were integrated in the annual planning cycle of the government to ensure fluidity and stability in the administration.

The National Budget for 2019 has set the framework for expenditure plan in the country and the province. Significantly, the National Fiscal Framework provides mechanism through which the Province should contribute in safeguarding the integrity of the budget and consequently the fiscal standing of the country in global markets.

The Provincial Treasury is therefore expected to act in the interest of the country, taking into account its developmental mandate in executing its constitutional and financial policy mandates. In executing its responsibilities, the Department must balance all competing interests, but still ensure equitable allocation of resources meet the societal expectation for improved and accelerated provision of basic services.

It is therefore mandatory that Provincial Treasury should continue to assess the effectiveness and efficiency of our spending and *keep an eye* on financial performance of the

provincial institutions to ensure that budgets are used solely to advance the developmental goals of the state.

The 2019/20 Performance Plan builds on the prioritized multi-year policy imperatives which include the development and implementation of financial recovery plan for five (5) distressed municipalities, enhancements of provincial revenue streams to increase the resources for service delivery, and support to departments and Public entities improve audit outcomes, amounts others.

The Provincial Treasury will and must do all these, cognizant of its mandate as outlined in Chapter 13 of the Constitution of the Republic of South Africa, and amplified in the section 18 (1) and (2) of the Public Finance Management Act, Act 1 of 1999 as well as the section 5 of the Municipal Finance Management Act, Act 56 of 2003).

A handwritten signature in black ink, appearing to be 'PS Ngomane', written over a horizontal line.

Hon PS Ngomane, MPL
MEC for Finance, Economic Development
and Tourism

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Provincial Treasury under the guidance of the Honourable MEC PS NGOMANE, MPL;
- Was prepared in line with the current Strategic Plan of the Provincial Treasury, and
- Accurately reflects the performance targets, which the Provincial Treasury will endeavour to, achieve given the resources made available in the budget for 2019/2020 financial year.

Mr M Khoza
Chief Financial Officer

Signature:



Ms JE Nel
Head of Planning

Signature:



Ms Gugu Mashiteng
Accounting Officer

Signature:



Approved by:

Mr PS Ngomane (MPL)
Executive Authority

Signature:





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LIST OF ACRONYMS

AFS	Annual Financial Statements
AGSA	Auditor General of South Africa
BBBEE	Broad Based Black Economic Empowerment
BAS	Basic Accounting System
CSD	Central Supplier Database
CFO	Chief Financial Officer
CoGTA	Department of Cooperative Governance and Traditional Affairs
CRDP	Comprehensive Rural Development Programme
DEDT	Department of Economic Development and Tourism
DoE	Department of Education
DORA	Division of Revenue Act
DPSA	Department of Public Service and Administration
EPRE	Estimates of Provincial Revenue and Expenditure
ERM	Enterprise Risk Management
EXCO	Executive Committee
FMCMM	Financial Management Capability Maturity Model
GDP	Gross Domestic Product
HANIS	Home Affairs National Identification System
HRD	Human Resource Development
ICT	Information Communication Technology
IDIP	Infrastructure Delivery Improvement Programme
IDMS	Infrastructure Delivery Management System
IFS	Interim Financial Statements
IGCC	Inter-Governmental Cash Co-ordination
IIA	Institute of Internal Auditors
IMSP	Integrated Municipal Support Plan
IT	Information Technology
IYM	In-Year-Monitoring
LED	Local Economic Development
LGMTEC	Local Government Medium Term Expenditure Committee
LOGIS	Logistical Information System
MEC	Member of the Executive Council

MFMA	Municipal Finance Management Act, 2003 (Act No. 56 of 2003)
MISS	Minimum Information System Security
MPG	Mpumalanga Provincial Government
MTEC	Medium Term Expenditure Committee
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
MUNIMEC	Municipality and MEC (Forum)
MPAMPF	Mpumalanga Provincial Asset Management Policy Framework
NATIS	National Traffic Information System
N/A	Not applicable
NDP	National Development Plan
NMR	National Minimum Information Requirements
NPIs	Non Profit Institutions
NPOS	Non Profit Organisations
OTP	Office of the Premier
PAB	Patient Administration and Billing
PERSAL	Personnel Salary System
PFMA	Public Finance Management Act, 1999 (Act No. 1 of 1999)
PGDS	Provincial Growth and Development Strategy
PGITO	Provincial Government Information Technology Officer
PMC	Provincial Management Committee
PPP	Public Private Partnership
PSCM	Provincial Supply Chain Management
StatSSA	Statistics South Africa
SCM	Supply Chain Management
SDIP	Service Delivery Improvement Plan
SER	Socio-Economic Review
SITA	State Information Technology Agency
SONA	State of the Nation Address
SOPA	State of the Province Address
SSP	Strategic Support Plan
TR	Treasury Regulations

PART A

1. UPDATED SITUATIONAL ANALYSIS

The Provincial Treasury's approach to the 2019/2020 budget allocation process for all the Departments is to maintain an appropriate balance between revenue and expenditure. The allocations had to reflect the priorities of the Mpumalanga Provincial Government in line with the National Development Plan and Mpumalanga Vision 2030 and to ensure efficient quality services. Provincial Treasury supports all government

1.1. ECONOMIC LANDSCAPE

Global growth is expected to remain broadly favourable over the short term, but moderate over the medium term while risks are tilted to the downside. According to the World Economic Forum's 2019 Global Risks Report, geo-political and geo-economic tensions have risen among the world's powers and resulted in urgent global risks. The World Bank indicated the international trade and investment are moderate and additionally, the global economy and trading system is being challenged by trade tensions that remain elevated. It is also anticipated that growth in emerging and developing economies will start to lose momentum. This can have implications for South Africa due to a potential negative impact on commodity exports related to price volatility.

The South African economy's recovery from a technical recession in the first half of 2018 is welcomed, but it remains moderate with growth constraints by subdued demand as a result of weak levels of consumer and business confidence. The 2018 national growth rate was at a low level of only 0.8% with negative growth rates in key industries such as agriculture, mining and construction. Fortunately agriculture started to recover in Q3 and Q4 of 2018. National Treasury expects a national growth rate of 1.5%

priorities through monitoring and reporting on utilisation of all resources allocated to Provincial Departments, Public Entities and Municipalities. The focus on resource allocation in the medium term is still on shifting the composition of expenditure away from consumption towards investment in especially infrastructure.

In 2019, increasing to 1.7% in 2020 and 2.1% in 2021. This is far below the 5% growth target, but we are moving gradually in the right direction.

The economic outlook is likely to be impacted positively due to the change in political leadership in the country, which will lead to a sustained boost in business and consumer confidence in the medium and long term.

Regarding Mpumalanga, the average annual GDP growth for the province was 2.3% since 1995, achieving almost half of the growth target of 5% per annum. The weak performance of especially mining had a negative impact on the overall economic performance of the province. The provincial economy recorded a growth rate of almost 3% in 2014, but it declined to 2% in 2017 and less than 1% in 2018. The forecasted provincial growth rate for the 2017-2022 period is low at 1.4% per annum.

The relatively high economic growth rates in the fourth quarter of 2018 in key industries such as agriculture, manufacturing and transport, was some good news for Mpumalanga. The contraction in mining and construction in the same period is however, a concern. Mining is contributing 25% to the provincial economy and is a key industry in the economic success of

Mpumalanga. Mpumalanga has the potential to record growth rates of more than 4%, which was the case before the 2008/09 recession where the provincial growth rate was more than 4% pa, especially between 2005 & 2007.

The anticipated provincial growth rate falls short of the provincial target of 5%, and this is not sufficient to reduce unemployment, poverty and inequality. It is thus important that we strengthen our engagement with the private sector and trading partners, as part of our growth and development strategy. Without stronger economic growth, the revenue trend will remain muted. If revenue does not grow, expenditure increases cannot be sustained.

The coming less money is available for distribution to service delivery priorities.

Government faces an extremely tight fiscal environment and expenditure over the MTEF period. Poor economic performance, the credit ratings of the country and relatively high interest rates, place additional pressure on Government's fiscal programme, which seems to stabilize the growth of debt and restore fiscal sustainability.

The relatively weak economic performance and outlook, has placed public finances in South Africa (including Mpumalanga Province) as mentioned under increasing pressure. Rising debt levels would absorb more and more of government spending. The end result would be less money to spend on improving the lives of our people – especially those living in poverty. The provincial poverty rate according to the lower bound poverty line is high at more than 46%. Mpumalanga must respond to 2019 State of the Nation and Province Address priorities and the fiscal consolidation and budget reprioritisation proposals of National Treasury.

Government's fiscal package to reinforce sustainability includes elements such as reducing growth in government spending, improving revenue collection, adjusting tax policy and administration, strengthening budget preparations with greater emphasis on long term planning and efficient

resource allocation, and containment of administrative personnel expenditure.

All these proposals must however, not impact negatively on service delivery. Government needs to maximize on efficiencies, which should include the focus on procurement costs, cost curtailment and containment measures, a culture of doing more with less and continue to fight waste and corruption.

In terms of the provincial labour market, the net job creation was 107 350 between Q4 2014 & Q4 2018 (4 year period) with an average of 26 837 jobs per annum and achieving almost 40% of the provincial job creation target. The highest job creation was in finance (32 264 jobs) and utilities (22 321 jobs – role of Kusile) over the 4 year period, but there were job losses in mining and construction in the same period.

There's a concern about community services, agriculture, private households and construction shedding jobs on an annual basis (Q4 2017– Q4 2018). Mpumalanga's net job gains was only 3 493 on an annual basis with gains in especially finance, trade and even mining, achieving only 5% of its annual job creation target between Q4 of 2017 and Q4 of 2018. The job creation in the mining industry in Q4 of 2018 is good news for the province after huge job losses in Q3 of 2018.

In terms of unemployment, the provincial unemployment rate increased from 26.6% in 2014 to 32.0% (Q4 2018). Mpumalanga's unemployment rate was the third highest/worst among the 9 provinces at the end of Q4 2018. Specific unemployment rates include the following: male, 27.2%, female, 37.9%, youth unemployment rate, 43.5% (according to the definition of Stats SA of 15-34 yr). There is a concern about the very high female youth unemployment rate of 52.7%. 69.3% of the unemployed in Mpumalanga have been unemployed in excess of 12 months. The expanded unemployment rate (including also discouraged workers) was 41.1% the end of Q4 2018 and the number of unemployed according to the expanded definition was 868 809. Government and the Private Sector must come up with relevant economic plans and initiatives to address our unemployment challenge, and especially of the young people. This

concern was raised as a top priority of Government in the 2018 and 2019 State of the Nation Address, indicating that Government and the Private Sector must come up with relevant economic plans and initiatives to address this.

The reduction of unemployment, poverty and inequality remain the central challenges of our Province. It is therefore important that Government budgets respond to the triple challenges continuously. The budget and procurement must be utilized as a tool for growth and development of the 4.5 million Mpumalanga citizens.

It is crucial that Departments, Public Entities and Municipalities respond to the socio-economic challenges of Mpumalanga and spend their budgets in the right areas making a difference and impact in the standard of living of all provincial citizens. In line with its mandate, Provincial Treasury is responsible for the equitable allocation and optimal utilisation of provincial financial resources to ensure quality service delivery and a better life for all through effective financial management and financial discipline, as well as

1.2. AUDIT OUTCOMES

During the 2017/2018 financial year two Departments and 2 Public Entities received unqualified audit opinions without any findings, seven Departments and 1 Public Entity received unqualified audit opinions with findings while three Departments and 1 Public Entity received qualified audit opinions.

With regards to the Municipalities, two (2) received unqualified audit opinions without any matters, eleven (11) received unqualified audit opinions, six (6) Municipalities received qualified audit opinions while one

the effective monitoring of resource utilisation at a provincial and municipal level.

Public Procurement should also be used as a tool for inclusive growth and development and to promote black economic empowerment as emphasised by Honourable President Cyril Ramaphosa in the 2018 and 2019 SONA.

The implementation of the Annual Performance Plan will be done in line with the Operation *Vuka Siseberite* integrated service delivery model as adopted by the Executive Council on 14 February 2015 and launched on 13 August 2015 in Bushbuckridge Local Municipality. The aim of Operation *Vuka Siseberite* is integrating the services of Government to fight the triple challenges of poverty, unemployment and inequality and promote healthy lifestyles, embrace community partnerships, thereby creating a better life for the entire citizenry of the Province. Operation *Vuka Siseberite* operates through reformed governance structures constituting of Ward, Local and Provincial War Rooms.

(1) was disclaimed.

The Provincial Departments have reported and accumulated R10 billion of the irregular expenditure in the past ten years. The Provincial Treasury has advised that investigations into the population of each transaction should be conducted and remedial actions should be put in place to eliminate the irregular spending from occurring. In 2017/18 financial year, a total amount of R3.3 billion was submitted to National Treasury for consideration of condonation.

The table below indicates the movement in terms of audit outcomes for the last three financial years
Table 1: Provincial Departments Audit Outcomes

DEPARTMENT / PUBLIC ENTITY	2015/16	2016/17	2017/18	MOVEMENT
Office of the Premier	Unqualified	Unqualified	Unqualified	Unchanged
Provincial Treasury	Unqualified with no findings	Unqualified with no findings	Unqualified with no findings	Unchanged
Corporate Governance and Traditional Affairs	Unqualified with no findings	Unqualified with no findings	Unqualified with no findings	Unchanged
Agriculture, Rural Development Land and Environmental Affairs	Unqualified	Unqualified	Unqualified	Unchanged
Economic Development and Tourism	Unqualified with no findings	Unqualified with no findings	Unqualified	Regressed
Education	Qualified	Qualified	Unqualified	Improved
Public Works, Roads and Transport	Unqualified	Unqualified	Qualified	Regressed
Community Safety, Security and Liaison	Qualified	Qualified	Qualified	Unchanged
Health	Qualified	Qualified	Qualified	Unchanged
Social Development	Unqualified with no findings	Unqualified	Unqualified	Unchanged
Culture, Sport and Recreation	Qualified	Qualified	Unqualified	Improved
Human Settlements	Unqualified	Unqualified	Unqualified	Unchanged
Mpumalanga Gambling Board	Unqualified with no findings	Unqualified with no findings	N/A	
Mpumalanga Economic Growth Agency	Disclaimed	Qualified	Qualified	Unchanged
Mpumalanga Regional Training Trust	Unqualified	Unqualified	Unqualified with no findings	Improved
Mpumalanga Tourism Parks Agency	Qualified	Qualified	Unqualified	Improved
Mpumalanga Liquor Authority	Adverse	Unqualified	N/A	
Mpumalanga Economic Regulator	N/A	N/A	Unqualified with no findings	

In terms of municipal audit outcomes in the 2017/18 financial year one (1) of the twenty (20) Municipalities received unqualified audit opinions without any matters, seven (7) were unqualified, nine (9) qualified, one (1) disclaimer and two (2) received adverse audit

opinions. Municipalities' audit outcomes indicate a regression in nine (9) municipalities and only two (2) improved over the last three financial years as indicated in the table below.



Table 2: Municipalities Audit Outcomes

MUNICIPALITY	2015/16	2016/17	2017/18	MOVEMENT
Gert Sibande	Qualified	Unqualified	Unqualified with no findings	Improvement
Chief Albert Luthuli	Qualified	Unqualified	Unqualified	Unchanged
Msakaligwa	Qualified	Qualified	Adverse	Regression
Mkhondo	Qualified	Qualified	Qualified	Unchanged
Dr Pixley Ka Isaka Seme	Unqualified	Unqualified	Unqualified	Unchanged
Lekwa	Unqualified	Unqualified	Qualified	Regression
Dipaleseng	Unqualified	Unqualified	Qualified	Regression
Govan Mbeki	Unqualified	Unqualified	Disclaimer	Regression
Nkangala	Unqualified with no findings	Unqualified with no findings	Unqualified	Regression
Victor Khanye	Qualified	Qualified	Qualified	Unchanged
Emalaheni	Disclaimer	Qualified	Qualified	Unchanged
Steve Tshwete	Unqualified with no findings	Unqualified	Unqualified	Unchanged
Emakhazeni	Qualified	Qualified	Qualified	Unchanged
Thembisile Hani	Qualified	Unqualified	Qualified	Regression
Dr J S Moroka	Qualified	Qualified	Adverse	Regression
Ehlanzeni	Unqualified with no findings	Unqualified with no findings	Unqualified	Regression
Thaba Chweu	Disclaimer	Disclaimer	Qualified	Improvement

MUNICIPALITY	2015/16	2016/17	2017/18	MOVEMENT
Mbombela	Unqualified	Unqualified	Unqualified	Unchanged
Bushbuckridge	Unqualified	Unqualified	Qualified	Regression
Nkomazi	Unqualified	Unqualified	Unqualified	Unchanged

1.3. MPAT

The following table depicts the scores for MPAT 1.7 with a year-on-year comparison with MPAT 1.5 and 1.6 scores:

	KPA 1: Strategic Management	1.5	1.6	1.7
1.1.2 Annual Performance Plans		4	4	4
1.3.1 Use of monitoring and evaluation outputs		2	2	3
1.3.2 Evaluation		1	2	1
1.3.3 Planning of Implementation Programmes		1	1	1
	KPA 2: Governance and Accountability	1.5	1.6	1.7
2.1.1 Service Delivery improvement mechanisms		4	3	2.5
2.2.1 Functionality of management structures		4	4	N/A
2.3.2 Assessment of accountability mechanism (Audit Committee)		4	4	N/A
2.4.1 Assessment of policies and systems to ensure professional ethics		3	2.5	4
2.4.2 Fraud Prevention		2.5	3	2.5
2.4.3 Financial Disclosure		N/A	N/A	2.5
2.5.1 Assessment of internal audit arrangements		4	4	N/A
2.6.1 Assessment of risk management arrangements		4	3	3

2.8.1 Corporate Governance of ICT	2	1	1
2.10.1 Promotion of Access to Information (PAIA)	4	4	N/A
2.11.1. Promotion of Administrative Justice Act (PAJA)	1	4	N/A
KPA 3: Human Resource Management	1.5	1.6	1.7
3.1.1 Human Resource Planning	3	3	3
3.1.2 Organisational Design and Implementation	2.5	1	3
3.1.3 Assessment of Human Resources Development	2.5	2.5	N/A
3.2.2 Application of Recruitment and Retention Processes	2.5	3	2.5
3.2.4 Management of Diversity	2.5	2.5	N/A
3.2.5 Management of Employee Health	2	2	N/A
3.2.6 Approved EA and HOD delegations – PSA and PSR	2	2	2
3.3.1 Implementation of Level 1-12 Performance Management System	2	2	2
3.3.2 Implementation of SMS Performance Management System	2	2	2.5
3.3.3 Implementation of Performance Management System for HOD	2	2	2.5
3.4.2 Management of disciplinary cases	3	3	2
KPA 4: Financial Management	1.5	1.6	1.7
4.1.1 Demand management	3	2	2
4.1.2 Acquisition management	4	2	3
4.1.3 Logistics management	3	3	N/A
4.1.4 Disposal management	2	2	2
4.2.1 Management of cash flow and expenditure	2.5	4	N/A
4.2.2 Payment of suppliers	3	2	1

4.2.3 Management of Unauthorized, Irregular, fruitless and wasteful expenditure	4	4	4
4.2.4 Pay roll certification	4	4	N/A
4.2.5 Approved HOD delegations for financial administration - PFMA	4	4	N/A

The Provincial Treasury developed and implemented an improvement plan and progress is monitored on a monthly basis. The improvement plans focuses on all areas where the score was less than four (4). The improvement plan is also discussed on Management meetings of the Provincial Treasury and possible challenges are identified and addressed.

1.4. Performance Delivery Environment

The Administration Programme remains consistent in its approach to improve the organisational environment through promotion of performance excellence It continues to make concerted effort to ensure that the structure is appropriate for achieving the organisation's strategic objectives and those of government at large. Key focus areas within the Programme include:

- Providing of policy and political directives to achieve provincial objectives;
- Translation of policies and priorities into strategies for effective service delivery;
- Executing credible budget process to ensure sound financial and supply chain management; and
- Providing of effective and efficient audit services.

Whilst the rationale is understood and supported, the reality is that the moratorium on the filling of vacant posts in the Provincial Government has had a negative impact on the Provincial Treasury. The planning of targets for the next year were done in line with the principle that more had to be done with fewer resources.

The Sustainable Resource Management Programme aims to efficiently and effectively manage provincial fiscal resources towards achieving inclusive growth and improving living standards.

The programme is key in the delivery of services by provincial and local governments, as the budget allocating engine of the province. The programme seeks to ensure that the provincial government's resources are optimised both during collection and the spending. The programme also supports Vulekamali initiative, which seeks to ensure transparency in the spending of public funds.

Own Revenue Generation

The programme is also responsible for supporting provincial departments in collecting revenue due to the province. The Programme will continue to support Provincial Departments in maximizing collection and generation of own revenue through quarterly training workshops, revenue forums and monitoring of cash offices.

Attention will continue to be given to major collecting departments to grow the own revenue base. The motor vehicle tariffs are gradually being increased (Road Traffic Act Fees), to be in line with the national rates. The programme will continue to undertake benchmarking exercises with other revenue authorities with the aim of continuously improving revenue collection.

In order to improve public confidence and transparency in municipal budgeting and reporting, the Municipal Standard Chart of Accounts was implemented by all municipalities with effect from 1 July 2017. The

introduction of this reporting system attempts to ensure consistency in financial information disseminated for public consumption, making it easier for communities to hold all spheres of government accountable for spending of public funds.

The financial viability of some municipalities remains an area of concern. The cash flow status of these municipalities contributed to the increase of outstanding creditors and escalation of consumer debtors. Support programmes have been developed to assist these municipalities with improvement of cash flow management, revenue management, expenditure management, SCM, contract management and asset management.

The **Assets and Liabilities Management Programme** aims to provide better service to the stakeholders by ensuring availability of Information Technology network, operating financial systems and related information security. The programme plans to assist the communities with the CSD registration and updates. To further improve the audit outcomes of 2019/20 by monitoring the procurement legislation requirements, asset, contract and liabilities management. The Programme will build the necessary capacity to the stakeholders in order to comply with the applicable legislations.

The **Financial Governance Programme** will continue to monitor departments, municipalities and public entities with regard to the implementation of and compliance with prescribed Policies and Acts and also provide hands-on support and capacity building where needed.

The Programme plays an important role in mediating between the auditors and the auditees in the interpretation of the legislation and prescribed standards to facilitate the finalisation of the audit process.

The Accounting Standards Unit has identified key areas for training in terms of legislation, accounting standards and annual financial statements

during the coming financial year in order to improve accountability in the Province and assist with the timely submission of statements adhering to the prescribed standards, to the Auditor-General.

The Branch will furthermore support all departments in the Province to submit interim financial statements to improve financial management and prepare for the submission of annual financial statements. Interim financial statements are analysed and recommendations provided to Accounting Officers to ensure improvement in terms of disclosures. The Internal Auditors in the Province will still be supported to enable them to pre-audit the Interim Financial Statements as well as the Annual Financial Statements.

The Risk Management Unit assisted departments and municipalities to establish risk management committees and units have been established and capacitated them to influence key decision making on a strategic level. The Programme will continue to assist municipalities to perform the risk assessments due to the capacity challenges currently experienced.

In order to improve the effectiveness of internal audit processes, the Provincial Internal Audit Unit will assess internal audit plans and reports of departments, municipalities and public entities in order to provide guidance and support to these units. Manuals and guidelines to standardise internal audit functions have also been developed and issued to provide these Units with information and guidance to improve governance in the Province.

1.5. Organisational Environment

Provincial Treasury has an approved organogram with 433 posts. After the introduction of PERSAL clean-up and the moratorium on the filling of posts, the Provincial Treasury has an approved establishment of 285 posts and 285 of these posts were filled. The current organizational structure is being reviewed to be in line with the generic structures for Provincial Treasuries, this will be followed by the review of the budget structure of the Department. Organizational Summary

Programmes	Number of Posts	Number of Funded Posts	Number of Posts Filled	Number of funded vacant posts	Vacancy Rate on funded posts %	Number of Posts Filled additional to the Establishment
Programme 1	119	119	118	1	1.7	39
Programme 2	47	47	46	1	2.1	03
Programme 3	94	94	91	3	3.2	0
Programme 4	30	30	30	0	0	0
Total	290	290	285	5	2.1	42

Total number of interns (29), Municipal Specialists (3) = 32, thus the vacancy rate is at 1.75 per cent with an occupancy rate of 98.25 percent.

The overall vacancy rate is at 1.75% ($5/285 \times 100 = 1.75\%$) as a result of the five (5) vacant and active posts which were identified as critical requiring the appointment of officials to act in higher positions.

Total Staff complement, excluding Contract Workers i.e. Interns and Municipal Specialists is 285 and the overall number stands at 317. The vacancy rate is at 1.75 percent with an occupancy rate of 98.25 per cent (calculated on the funded posts).

The other vacant positions were abolished as per the moratorium and therefore within the 10% benchmark as set by the **DPSA**

2. REVISIONS TO LEGISLATIVE AND OTHER MANDATES

Currently no revision is process.

3. OVERVIEW OF 2019/20 BUDGET AND MTEF ESTIMATES

3.1. Expenditure Estimates

Table 1: Provincial Treasury

Programme	Audited Outcomes			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Expenditure Estimate		
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/2022
R Thousand									
1. Administration	79 733	89 616	87 267	95 929	94 391	94 893	108 895	111 628	119 347
2. Sustainable Resource Management	52 830	43 135	47 049	58 395	59 542	58 639	65 076	68 990	73 550
3. Assets & Liabilities Management	110 577	125 596	127 016	135 457	144 262	144 262	159 928	171 140	176 828
4. Financial Governance	29 951	27 923	26 210	32 925	34 475	34 240	31 793	33 366	35 863
Sub-Total	273 091	286 270	287 542	322 706	332 670	332 034	365 692	365 124	405 588
Direct Charge Against the Revenue Fund (Included In Programme 1)	-	-	-	-	-	-	-	-	-
Total	273 091	286 270	287 542	322 706	332 670	332 034	365 692	365 124	405 588
Economic Classification									
Current Payments	258 434	270 368	279 972	313 724	316 687	315 574	351 625	372 400	392 530
Compensation of Employees	151 406	162 714	169 718	193 630	193 594	193 499	211 059	225 290	242 582
Goods and Services of which	107 028	107 654	110 254	120 094	123 093	122 075	140 566	147 110	149 948
Administrative Fees	486	653	464	495	693	660	703	761	797
Advertising	2 005	1 003	1 202	1 160	1 315	1 315	1 499	1 528	1 611
Minor Assets	992	190	239	105	107	97	100	106	112
Audit Costs: External	4 667	3 772	5 478	5 487	5 847	5 177	5 713	6 222	6 564
Catering: Departmental Activities	577	426	377	509	732	750	765	836	879
Communication	3 873	4 466	4 039	3 594	3 704	3 713	3 925	4 225	4 472
Computer services	55 488	59 335	62 296	62 576	64 655	64 655	55 883	58 329	56 538
Consultants and prof services	4 519	531	4 120	12 262	11 219	10 506	33 324	34 679	36 440
Infrastructure Planning	-	-	-	-	-	-	-	-	-
Legal Fees	-	7	98	6	60	60	63	67	71
Contractors	1 221	832	427	-	111	116	17	18	19
Agency fees	-	69	-	247	55	50	373	56	59
Government Transport	1 174	1 335	1 369	1 320	1 320	1 320	1 391	1 469	1 550
Inventory: Food	-	-	-	-	-	-	-	-	-
Inventory Materials & Supply	-	-	-	-	-	-	-	-	-
Inventory: Other supplies	-	-	-	-	-	-	-	-	-
Consumable Supplies	1 140	1 236	1 184	1 240	1 680	2 570	2 709	2 861	3 018

Programme	Audited Outcomes			Main appropriation	Adjusted appropriation	Revised estimate	Medium-Term Expenditure Estimate					
	2015/16	2016/17	2017/18				2018/19	2019/20	2020/21	2021/2022		
R Thousand												
Consumable: Stationery	2 968	1 915	1 017	1 335	1 135	1 115	1 187	1 390	1 466			
Operating Leases	6 181	6 542	7 270	7 467	7 467	7 207	7 596	8 021	8 462			
Property Payments	3 829	3 698	2 895	3 428	2 688	2 688	3 017	3 186	3 362			
Transport provided	3	18	8	14	34	39	41	43	45			
Travel & subsistence	14 487	16 704	13 514	13 938	15 647	15 577	17 616	18 410	19 309			
Training	1 689	2 513	2 525	3 311	2 863	2 753	2 831	2 728	2 878			
Operating Payments	936	1 331	824	806	815	803	860	1 118	1 179			
Venues	793	1 061	908	794	946	904	953	1 057	1 117			
Rental and hiring	-	17	-	-	-	-	-	-	-			
Transfers and Subsidies to:	3 580	2 463	981	1 251	1 287	1 764	605	638	673			
Provinces and Municipalities	3 010	11	208	17	17	17	18	19	20			
Departmental agencies and accounts	299	346	546	544	544	544	544	574	606			
Households	271	2 106	227	690	726	1 203	43	45	47			
Public corporation	-	-	-	-	-	-	-	-	-			
Payment for Capital Assets:	11 065	13 436	6 589	7 731	14 696	14 696	13 462	12 086	12 385			
Machinery & Equipment	9 940	13 384	6 580	7 731	13 196	13 196	13 462	12 086	12 385			
Software and Other Intangible Assets	1 125	52	9	1 500	1 500	1 500	-	-	-			
Payment for financial assets	12	3	-	-	-	-	-	-	-			
Total	273 091	286 270	287 542	322 706	332 670	332 034	365 692	385 124	405 588			

The Provincial Treasury has seen 13.3 percent growth in its budget for 2019/20 financial year when compared to the current financial year.

Table 2: Summary of departmental transfers to local government by category

R thousand	Outcome			Main Appropriation	Adjusted Appropriation 2018/19	Revised Estimate	Medium-Term Estimates		
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22
Category A	-	-	-	-	17	-	-	-	-
Category B	10	11	208	17	-	-	-	-	-
Category C	3 000	-	-	-	-	17	18	19	-
Unallocated	-	-	-	-	-	17	18	19	20
Total departmental transfers to local government	3 010	11	208	17	17	17	18	19	20

3.2. Relating expenditure trends to strategic outcome oriented goals

The Provincial Treasury supports all government priorities as the Provincial Treasury monitors the usage of all resources allocated to Provincial Departments, Municipalities and Public Entities. The Provincial Treasury is aligned to the national outcomes, provides support in terms of Outcome 9 and 12, and is not a lead Department.

Outcome 9: Responsive, accountable, effective and efficient local government

The National Development Plan envisages that by 2030 South Africa will be a state that is capable of playing a developmental and transformative role in such a way that benefits accrue across society with particular emphasis on the poor.

The NDP cautions that such a developmental state cannot materialise by decree, nor can it be legislated or wayed into existence by declarations. It has to be consciously built and sustained, and this requires strong leadership.

Sub-Outcome 3: Sound financial and administrative management

In support of this sub-outcome, the Provincial Treasury focuses on building capacity of the Budget and Treasury offices, reviews the financial sustainability of municipalities with no or extremely weak revenue bases and develops proposals on what needs to be done.

Outcome 12: An efficient, effective and development oriented public service.

The core objective is to put in place the mechanisms and structures that can support departments in developing their capacity and professional ethos while leaving departments with the ultimate authority for how their departments are managed.

As described in the NDP, there is unevenness in capacity that leads to uneven performance in the public service.

Sub-Outcome 4: Efficient and effective management and operations systems

A key intervention would be to work with service delivery departments to map business processes for services and to monitor and review

operations. The focus will prioritise core services and transversal corporate functions including payment of suppliers within 30 days.

The Provincial Treasury will support promotion of greater and more consistent delegations in departments and public entities and support the implementation of guidelines and delegations. Such delegations will be accompanied by effective systems of support and oversight.

This includes areas such as financial management, supply chain management (SCM) and operational delegations. In each case, the Provincial Treasury will determine whether guidelines are needed or whether the existing policy framework is sufficient and the focus needs to shift to promoting more effective implementation by departments.

Sub-Outcome 5: Procurement systems that deliver value for money

The State's ability to purchase what it needs on time, at the right quality and for the right price is central to its ability to deliver on its priorities. The State needs procurement systems that are robust, transparent and sufficiently intelligent to allow for the different approaches that are suited to different forms of procurement, procurement systems that do not only focus on procedural compliance but also on delivering value for money.

This requires strengthened supply chain management capacity and effective mechanisms for oversight and support in terms of:

- a) Differentiate between different forms of procurement to allow for strategic sourcing and different sourcing methodologies
- b) Capacity building and professionalising supply chain management
- c) Provide real-time operational support
- d) Ensure effective and transparent oversight
- e) Simplification of regulations and guidelines where necessary

Due to diminishing budgets, largely as a result of slow global economic recovery and tight fiscal environment, expenditure over the MTEF will be well contained. The Provincial Treasury will continue to implement cost containment measures and reduce spending items in non-core items in order to make funds available for activities that will impact on the strategic objectives.

PART B

4. PROGRAMME 1: ADMINISTRATION

This Programme is responsible for political, financial and administrative management of the Provincial Treasury. The Programme provides prompt, continuous, effective and efficient administrative support to all line functions in the Provincial Treasury.

4.1. Office of the MEC

4.1.1. Strategic Objective Annual Targets for 2019/20

Strategic Objective	Audited/Actual Performance			Estimated Performance 2018/19	Medium Term Targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1. Provide policy and political directives in order to achieve provincial objectives	Tabled Provincial and Departmental Policy and Budget Statements	Tabled 2 Provincial and 1 Policy and Budget Statement	Tabled 2 Provincial and 1 Policy and Budget Statement	Table 2 Provincial and 1 Policy and Budget Statement	Table 2 Provincial and 1 Policy and Budget Statement	Table 2 Provincial and 1 Policy and Budget Statement	Table 2 Provincial and 1 Policy and Budget Statement

4.1.2. Performance Indicators and Annual Targets for 2019/20

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance 2018/19	Medium Term Targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1. Number of Annual Reports tabled	1 Report	1 Report	1 Report	1 Report	1 Report	1 Report	1 Report
2. Number of Appropriation Bills tabled	2 Documents	2 Documents	2 Documents	2 Bills	2 Bills	2 Bills	2 Bills
3. Number of Policy and Budget Statements tabled	1 Statement	1 Statement	1 Statement	1 Statement	1 Statement	1 Statement	1 Statement

4.1.3. Quarterly Targets for 2019/20

Performance Indicator	Reporting Period	Annual Target 2019/20	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
1. Number of Annual Reports tabled	Annually	1 Report	N/A	1 report	N/A	N/A
2. Number of Appropriation Bills tabled	Quarterly	2 Bills	N/A	N/A	1 Bill	1 Bill
3. Number of Policy and Budget Statements tabled	Annually	1 Statement	1 Statement	N/A	N/A	N/A

4.2. Management Services: Office of the Head: Provincial Treasury

4.2.1. Strategic Objective Annual Targets for 2019/20

Strategic objective	Audited/Actual performance			Estimated performance 2018/19	2019/20	Medium Term Targets		
	2015/16	2016/17	2017/18			2019/20	2020/21	2021/22
1. Translate policies and priorities into strategies for effective service delivery	Submitted legislative reports on implementation of strategic priorities and directives	Submitted legislative reports on implementation of strategic priorities and directives	Submit 5 legislative reports on implementation of strategic priorities and directives	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion

4.2.2. Performance Indicators and Annual Targets for 2019/20

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance 2018/19	Medium Term Targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1. Number of Performance Reports submitted	Submitted 4 Performance Reports	4 Reports	4 Reports	4 Reports	4 Reports	4 Reports	4 Reports
2. Number of Annual Reports submitted	Submitted 1 Annual Report	1 Report	1 Report	1 Report	1 Report	1 Report	1 Report
3. Number of Annual Performance Plans submitted	Submitted 1 Annual Performance plan	1 Plan	1 Plan	1 Plan	1 Plan	1 Plan	1 Plan

Programme Performance Indicator	Audited/Actual Performance				Estimated Performance 2018/19	Medium Term Targets			
	2015/16	2016/17	2017/18	2019/20		2020/21	2021/22		
4. Number of Risk Registers approved	1 Risk Register	1 Register	1 Register	1 Register	1 Register	1 Register	1 Register	1 Register	
5. Number of Risk Evaluation Reports submitted	New Indicator	New Indicator	New Indicator	4 Evaluation Report	4 Evaluation Reports	4 Evaluation Reports	4 Evaluation Reports	4 Evaluation Reports	

4.2.3. Quarterly Targets for 2019/20

Performance Indicator	Reporting Period	Annual Target 2019/20	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
1. Number of Performance Reports submitted	Quarterly	4 Reports	1 Report	1 Report	1 Report	1 Report
2. Number of Annual Reports submitted	Annually	1 Report	N/A	1 Report	N/A	N/A
3. Number of Annual Performance Plans submitted	Annually	1 Plan	N/A	N/A	N/A	1 Plan
4. Number of Risk Registers approved	Annually	1 Register	1 Register	N/A	N/A	N/A
5. Number of risk evaluation reports submitted	Quarterly	4 Evaluation Reports	1 Report	1 Report	1 Report	1 Report

4.3. Financial Management: Office of the Chief Financial Officer

4.3.1. Strategic Objective and Annual Targets 2019/20

Strategic Objective	Audited/Actual Performance			Estimated Performance 2018/19	Medium Term Targets			
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22	
1. Provide sound Financial Management and Supply Chain Management services in Provincial Treasury	Sound Financial and Supply Chain Management services	Provided 12 reports on sound Financial and Supply Chain Management services	Provide 12 reports on financial and governance compliance	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	

4.3.2. Performance Indicators and Annual Targets For 2019/20

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance 2018/19	Medium Term Targets			
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22	
1. Number of financial reports submitted in compliance with relevant legislations	12 In-Year-Monitoring reports	12 In-Year-Monitoring reports	12 In-Year-Monitoring reports	12 In-Year-Monitoring reports	12 In-Year-Monitoring reports	12 In-Year-Monitoring reports	12 In-Year-Monitoring reports	
2. Number of Annual Financial Statements submitted	1 set of Annual Financial Statements	1 set of Annual Financial Statements	1 set of Annual Financial Statements	1 set of Annual Financial Statements	1 set of Annual Financial Statements	1 set of Annual Financial Statements	1 set of Annual Financial Statements	
3. Number of budget documents submitted in compliance with prescripts	4 Budget documents in compliance with prescripts	2 Documents	2 Documents	2 Documents	2 Documents	2 Documents	2 Documents	
4. Percentage of suppliers paid within 30 days of receipt of valid invoices	100%	100%	100%	100%	100%	100%	100%	

4.3.3. Quarterly Targets 2019/20

Performance Indicator	Reporting Period	Annual Target 2019/20	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
1. Number of financial reports submitted in compliance with relevant legislations	Quarterly	12 In-Year-Monitoring Reports	3 Reports	3 Reports	3 Reports	3 Reports
2. Number of Annual Financial Statements submitted	Annually	1 Set of Annual Financial Statements	N/A	N/A	N/A	N/A
3. Number of budget documents submitted in compliance with prescripts	Quarterly	2 Documents	N/A	N/A	1 Document	1 Document
4. Percentage of suppliers paid within 30 days of receipt of valid invoices	Quarterly	100%	100%	100%	100%	100%

4.4. Internal Audit

4.4.1. Strategic Objective Annual Targets for 2019/20

Strategic Objective	Audited/Actual Performance			Estimated Performance 2018/19	Medium Term Targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1. Provide efficient and effective internal audit services in Provincial Treasury	Implemented the approved audit plan	Implemented approved audit plan	1 Approved Audit Plan	1 Approved Audit Plan	1 Approved Audit Plan	1 Approved Audit Plan	1 Approved Audit Plan

4.4.2. Programme Performance Indicators and Annual Targets for 2019/20

Programme performance Indicator	Audited/Actual performance			Estimated performance 2018/19	Medium Term Targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1. Number of quarterly progress reports submitted on implementation of the audit plan	Submitted 4 quarterly progress reports	Submitted 4 quarterly progress reports on implementation of the audit plan	4 Reports	4 Reports	4 Reports	4 Reports	4 Reports

4.4.3. Quarterly Targets for 2019/20

Performance Indicator	Reporting Period	Annual Target 2019/20	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
1. Number of quarterly progress reports submitted on implementation of the audit plan	Quarterly	4 Reports	1 Report	1 Report	1 Report	1 Report

4.5. Reconciling Performance Targets with the Budget and MTEF

4.5.1. Expenditure Estimates: Programme 1: Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2015/16	2016/17	2017/18				2018/19	2019/20	2020/21
Member of Executive Council	-	-	-	-	-	-	4 608	4 981	5 374
Management Services	33 603	38 934	38 632	41 381	41 240	41 240	46 833	48 996	52 444
Financial Management	41 922	46 190	43 880	48 877	47 580	48 082	51 329	51 317	54 719
Internal Audit	4 208	4 492	4 755	5 671	5 571	5 571	6 125	6 334	6 810
Total	79 733	89 616	87 267	95 929	94 391	94 893	108 895	111 628	119 347

4.5.2. Economic classification: Programme 1: Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2015/16	2016/17	2017/18				2018/19	2019/20	2020/21
Current payments	76 064	82 655	85 153	93 664	92 126	92 628	104 660	110 990	118 674
Compensation of employees	46 397	52 274	55 582	64 150	60 828	60 923	70 634	75 165	80 885
Goods and services	29 667	30 381	29 571	29 514	31 298	31 705	34 026	35 825	37 789
Transfers and subsidies to:	427	689	769	701	701	701	605	638	673
Provinces and Municipalities	10	11	11	17	17	17	18	19	20
Departmental agencies and accounts	299	346	546	544	544	544	544	574	606
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Households	118	332	212	140	140	140	43	45	47
Payments for capital assets	3 242	6 272	1 345	1 564	1 564	1 564	3 630	-	-
Building and other fixed structures	-	-	-	-	-	-	-	-	-

	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2015/16	2016/17	2017/18				2018/19	2019/20	2020/21
R thousand									
Machinery and equipment	3 242	6 220	1 345	1 564	1 564	1 564	3 630	-	-
Software and other intangible assets	-	52	-	-	-	-	-	-	-
Payment of financial assets	-	-	-	-	-	-	-	-	-
Total	79 733	89 616	87 267	95 929	94 391	94 893	108 895	111 628	119 347

The programme has received an increase of 13.5 percent in its budget for 2019/20 financial year. The increase is mainly on the goods and services as a result of increase in operating leases.

5. PROGRAMME 2: SUSTAINABLE RESOURCE MANAGEMENT

The programme promotes optimal and effective Provincial resource allocation and utilization, efficient Provincial budget management. The Programme also assists with accurate financial reporting on Provincial revenue generation and maximization. It is also within the programme to enhance planning; implementation and management of infrastructure by Provincial Departments and Municipalities, and lastly, it provide technical support to delegated Municipalities on the implementation of the MFMA.

5.1. Sub-Programme: Provincial Administration Fiscal Discipline

5.1.1. Strategic Objective Annual Targets for 2019/20

Strategic Objective	Audited/Actual Performance				Estimated Performance 2018/19	Medium Term Targets		
	2015/16	2016/17	2017/18	2019/20		2020/21	2021/22	
1. Support provincial Votes to maximise sustainable revenue generation and collection	Supported and Monitored 12 Votes in terms of Revenue Management	Support and Monitor 12 Votes in terms of Revenue Management	Support and Monitor 12 Votes and 4 Public Entities in terms of Revenue Management	Support and Monitor 12 Votes and 4 Public Entities in terms of Revenue Management	Support and Monitor 12 Votes in terms of Revenue Management	Support and Monitor 12 Votes Entites in terms of Revenue Management	Support and Monitor 12 Votes Entites in terms of own revenue collection and the management of the Provincial Revenue Fund	

5.1.2. Performance Indicators and Annual Targets for 2019/20

Programme Performance Indicator	Audited/Actual Performance				Estimated Performance 2018/19	Medium Term Targets		
	2015/16	2016/17	2017/18	2019/20		2020/21	2021/22	
1. Number of Provincial Tariff registers updated	1 Register	1 Register	1 Register	1 Register	1 Register	1 Register	1 Register	
2. Number of Consolidated Revenue Reports compiled	12 Reports	12 Reports	12 Reports	12 Reports	12 Reports	12 Reports	12 Reports	
3. Number of Financial Statements on Provincial Revenue Fund prepared	1 Set	1 Set	1 Set	1 Set	1 Set	1 Set	1 Set	
4. Number of Votes debt reports analysed	12 Votes	12 Votes	12 Votes	12 Votes	12 Votes 4 Public Entities	12 Votes	12 Votes	

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance 2018/19	Medium Term Targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
				4 Public Entities			

5.1.3. Quarterly Targets for 2019/20

Performance Indicator	Reporting Period	Annual Target 2019/20	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
1. Number of Provincial Tariff Registers updated	Annually	1 Register	N/A	1 Register	N/A	N/A
2. Number of Consolidated Revenue reports compiled	Quarterly	12 Reports	3 Reports	3 Reports	3 Reports	3 Reports
3. Number of Financial Statements on Provincial Revenue Fund prepared	Annually	1 Set	N/A	1 Set	N/A	N/A
4. Number of Votes Debt Reports analysed	Quarterly	12 Votes	12 Votes	12 Votes	12 Votes	12 Votes

5.2. Sub-programme: Budget and Expenditure Management

5.2.1. Strategic Objective Annual Targets for 2019/20

Strategic Objective	Audited/Actual Performance			Estimated Performance 2018/19	Medium Term Targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1. Allocation of provincial budget and monitoring the implementation	Prepared budget and provided supported and monitored 13 Votes in respect of budget and implementation	13 Votes	13 Votes	13 Votes	13 Votes	13 Votes	13 Votes

5.2.2. Performance Indicators and Annual Targets for 2019/20

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance 2018/19	Medium Term Targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1. Number of Estimates of Provincial Revenue Expenditure documents compiled	2 Documents	2 Documents	2 Documents	2 Documents	2 Documents	2 Documents	2 Documents
2. Number Of Appropriation Bills compiled	2 Bills	2 Bills	2 Bills	2 Bills	2 Bills	2 Bills	2 Bills
3. Number of consolidated Provincial In-Year-Monitoring reports submitted	12 Reports	12 Reports	12 Reports	12 Reports	12 Reports	12 Reports	12 Reports

5.2.3. Quarterly Targets for 2019/20

Performance Indicator	Reporting Period	Annual Target 2019/20	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
1. Number of Estimates of Provincial Revenue Expenditure documents compiled	Bi-annually	2 Documents	N/A	N/A	1 Document	1 Document
2. Number of Appropriation Bills compiled	Bi-annually	2 Bills	N/A	N/A	1 Bill	1 Bill
3. Number of consolidated Provincial In-Year-Monitoring reports submitted	Quarterly	12 Reports	3 Reports	3 Reports	3 Reports	3 Reports

5.3. Sub-Programme: Municipal Finance

5.3.1. Strategic Objective Annual Targets for 2019/20

Strategic Objective	Audited/Actual Performance			Estimated Performance 2018/19	Medium Term Targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1. Provide support and monitor Municipalities on the implementation of the MFMA	Provide support and monitor 20 Municipalities on the implementation of the MFMA	20 Municipalities	19 Municipalities	20 Municipalities	19 Municipalities	19 Municipalities	19 Municipalities

5.3.2. Performance Indicators and Annual Targets for 2019/20

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance 2018/19	Medium Term Targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1. Number of consolidated Municipal Budget Statements published and submitted to Provincial Legislature	Completed, published and submit 4 quarterly consolidated municipal budget statements to the Provincial Legislature	4 Budget Statements	4 Budget Statements	4 Budget Statements	4 Budget Statements	4 Budget Statements	4 Budget Statements
2. Number of Annual Draft Municipal Budgets analysed	Analysed 20 draft budgets and provide feedback	Analyse 20 draft budgets and provide feedback	Analyse 19 draft budgets and provide feedback	Analyse 19 draft budgets and provide feedback	19 draft budgets	19 draft budgets	19 draft budgets
3. Number of Mid-Year Budget and Performance Assessments Engagements	1 Consolidated engagement feedback report	20 Municipalities	19 Municipalities	19 Municipalities	19 Municipalities	19 Municipalities	19 Municipalities
4. Number of consolidated Municipal In-Year-Monitoring reports submitted (Section 71 of MFMA)	12 Reports	12 Reports	12 Reports	12 Reports	12 Reports	12 Reports	12 Reports
5. Number of Municipalities supported to improve revenue management and debt collection	New indicator	New indicator	8 Municipalities	6 Municipalities	4 Municipalities	4 Municipalities	4 Municipalities
6. Number of Municipalities assisted with the development of Financial recovery plans	New indicator	New indicator	New Indicator	New Indicator	3 Municipalities	3 Municipalities	3 Municipalities

5.3.3. Quarterly Targets for 2019/20

Performance Indicator	Reporting Period	Annual Target 2019/20	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
1. Number of consolidated Municipal Budget Statements published and submitted to Provincial Legislature	Quarterly	4 Budget Statements	1 Budget Statement	1 Budget Statement	1 Budget Statement	1 Budget Statement
2. Number of Annual Draft Municipal Budgets analysed	Annually	19 Draft Budgets	19 draft budgets	N/A	N/A	N/A
3. Number of Mid-Year Budget and Performance Assessment Engagements	Annually	19 Municipalities	N/A	N/A	N/A	19 Municipalities
4. Number of consolidated Municipal In-Year-Monitoring reports submitted (Section 71 of MFMA)	Quarterly	12 Reports	3 Reports	3 Reports	3 Reports	3 Reports
5. Number of Municipalities supported to improve revenue management and debt collection	Quarterly	4 Municipalities	N/A	2 Municipalities	2 Municipalities	N/A
6. Number of Municipalities assisted with the development of Financial recovery plans	Quarterly	3 Municipalities	3 Municipalities	N/A	N/A	N/A

5.4. Sub-Programme: Infrastructure Coordination

5.4.1. Strategic Objective Annual Targets for 2019/20

Strategic Objective	Audited/Actual Performance				Estimated Performance 2018/19	Medium Term Targets			
	2015/16	2016/17	2017/18			2019/20	2020/21	2021/22	
1. Coordinate the delivery of Infrastructure performance in the Province.	Provide support and monitor 7 Infrastructure Departments and 3 District Municipalities.	Provide support and monitor 6 Infrastructure Departments	Provide support and monitor 6 Infrastructure Departments	Provide support and monitor 6 Infrastructure Departments	Provide support and monitor 6 Infrastructure Departments	Provide support and monitor 6 Infrastructure Departments	Provide support and monitor 6 Infrastructure Departments	Provide support and monitor 6 Infrastructure Departments	

5.4.2. Performance Indicators and Annual Targets for 2019/20

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance 2018/19	Medium Term Targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1. Number of Infrastructure Reporting Model analysis reports provided.	72 Reports	12 Reports	12 Reports	12 Reports	12 Reports	12 Reports	
2. Number of User Asset Management plan analysis provided	6 Draft and 7 Final Plans	6 Plans	6 Plans	6 Plans	6 Plans	6 Plans	

5.4.3. Quarterly Targets for 2019/20

Performance Indicator	Reporting Period	Annual Target 2019/20	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
1. Number of Infrastructure Reporting Model analysis reports provided	Quarterly	12 Reports	3 Reports	3 Reports	3 Reports	3 Reports
2. Number of User Asset Management plan analysis provided	Annually	6 Plans	N/A	6 Plans	N/A	N/A

5.5. Reconciling Performance Targets with the Budget and MTEF

5.5.1. Expenditure Estimates: Programme 2: Sustainable Resource Management

R thousand	Outcome				Main appropriation	Adjusted appropriation 2018/19	Revised estimate	Medium-term estimates		
	2015/16	2016/17	2017/18	2018/19				2019/20	2020/21	2021/22
Programme Support	1 614	1 453	1 519	1 666	1 666	1 726	1 662	1 851	1 943	2 090
Economic Analysis	-	-	-	-	-	-	-	-	-	-
Provincial Administration Fiscal Discipline	14 138	8 929	9 182	10 515	10 515	11 078	10 825	10 830	11 631	12 527
Budget and Expenditure Management	8 914	9 381	10 244	11 760	11 760	12 117	12 128	11 521	12 373	13 326
Municipal Finance	24 448	19 460	21 914	29 474	29 474	29 585	28 988	30 758	32 586	34 762

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2015/16	2016/17	2017/18				2018/19	2019/20	2020/21
Infrastructure Co-ordination	3 716	3 912	4 190	4 980	5 036	5 036	10 116	10 457	10 845
Total	52 830	43 135	47 049	58 395	59 542	58 639	65 076	68 990	73 550

5.5.2. Economic Classification: Programme 2: Sustainable Resource Management

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2015/16	2016/17	2017/18				2018/19	2019/20	2020/21
Current payments	44 625	43 132	46 850	58 388	59 535	58 632	65 076	68 990	73 550
Compensation of employees	37 853	38 364	38 967	44 266	44 140	44 253	51 585	55 185	59 257
Goods and services	6 772	4 768	7 883	14 122	15 395	14 379	13 491	13 805	14 293
Transfers and subsidies to:	3 051	-	199	7	7	7	-	-	-
Provinces and Municipalities	3 000	-	197	-	-	-	-	-	-
Universities and University of Technologies	-	-	-	-	-	-	-	-	-
Public Corporations and Private Enterprises	-	-	-	-	-	-	-	-	-
Households	51	-	2	7	7	7	-	-	-
Payments for capital assets	5 143	-	-	-	-	-	-	-	-
Building and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and Equipment	5 143	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for Financial Assets	11	3	-	-	-	-	-	-	-
Total	52 830	43 135	47 049	58 395	59 542	58 639	65 076	68 990	73 550

The programme has received an increase of 11.4 percent in its budget for 2019/20 financial year.

6. PROGRAMME 3: ASSETS AND LIABILITIES MANAGEMENT

The Programme is responsible for the monitoring and support on Assets, Liabilities, Provincial Supply Chain management, Transversal Systems as well as the provisioning of Information Technology Services to Departments, Public Entities and Municipalities in Mpumalanga Province.

6.1. Sub-programme: Provincial Supply Chain Management (PSCM)

6.1.1. Strategic Objective Annual Targets for 2019/20

Strategic Objective	Audited/Actual Performance				Estimated Performance 2018/19	Medium Term Targets		
	2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22
1. Monitor the implementation of Supply Chain Management Framework	12 Votes, 21 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 5 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities

6.1.2. Programme Performance Indicators and Annual Targets for 2019/20

Programme Performance Indicator	Audited/Actual Performance				Estimated Performance 2018/19	Medium Term Targets		
	2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22
1. Number of Votes, Municipalities and Public Entities monitored on implementation of procurement plans.	12 Votes, 21 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 5 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 19 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities
2. Number of Votes, Municipalities and Public Entities monitored on timeous payments to contracted service providers	New Indicator	New Indicator	New Indicator	New Indicator	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities
3. Number of Votes and Municipalities monitored on contract management	New Indicator	New Indicator	New Indicator	New Indicator	3 Votes and 7 Municipalities	12 Votes and 7 Municipalities	12 Votes and 7 Municipalities	12 Votes and 7 Municipalities
4. Number of training sessions conducted on SCM	New Indicator	New Indicator	New Indicator	New Indicator	New Indicator	4 training sessions	4 training sessions	4 training sessions
5. Number of Transversal Term Contracts initiated and monitored	New Indicator	New Indicator	New Indicator	New Indicator	New Indicator	3 Contracts	3 Contracts	3 Contracts

6.1.3. Quarterly Targets for 2019/20

Performance Indicator	Reporting Period	Annual Target 2019/20	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
1. Number of Votes, Municipalities and Public Entities monitored on implementation of procurement plans.	Quarterly	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities
2. Number of Votes, Municipalities and Public Entities monitored on timeous payments to contracted service providers	Quarterly	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities
3. Number of Votes and Municipalities monitored on contract management	Quarterly	12 Votes and 7 Municipalities	12 Votes and 7 Municipalities	12 Votes and 7 Municipalities	12 Votes and 7 Municipalities	12 Votes and 7 Municipalities
4. Number of training sessions conducted on SCM	Quarterly	4 Training sessions	1 Training session	1 Training session	1 Training session	1 Training session
5. Number of Transversal Term Contracts initiated and monitored	Quarterly	3 Contracts	3 Contracts	3 Contracts	3 Contracts	3 Contracts

6.2. Sub-programme: Public Sector Liabilities Management

6.2.1. Strategic Objective Annual Targets for 2019/20

Strategic Objective	Audited/Actual Performance			Estimated Performance 2018/19	Medium Term Targets			
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22	
1. Provide support to comply with relevant Legislation on liabilities management	12 Votes, 21 Municipalities and 3 Public Entities	12 Votes, 21 Municipalities and 5 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 7 Municipalities and 4 Public Entities	12 Votes, 9 Municipalities and 4 Public Entities	12 Votes, 12 Municipalities and 4 Public Entities	12 Votes 12 Municipalities and 4 Public Entities	

6.2.2. Programme Performance Indicators and Annual Targets for 2019/20

Programme Performance Indicator	Audited/Actual Performance				Estimated Performance 2018/19	Medium Term Targets			
	2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22	
1. Number institutions monitored on compliance to Liability Management Guideline	12 Votes, 21 Municipalities and 3 Public Entities	12 Votes, 20 Municipalities and 5 Public Entities	47 feedback reports	12 Votes 7 Municipalities 4 Public Entities	12 Votes 9 Municipalities 4 Public Entities	12 Votes 12 Municipalities 4 Public Entities	12 Votes 12 Municipalities 4 Public Entities	12 Votes 12 Municipalities 4 Public Entities	

6.2.3. Quarterly Targets for 2019/20

Performance Indicator	Reporting Period	Annual Target 2019/20	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
1. Number institutions monitored on compliance to Liability Management Guideline	Quarterly	12 Votes 9 Municipalities 4 Public Entities	9 Municipalities and 2 Public Entities	12 Votes	9 Municipalities and 2 Public Entities	12 Votes

6.3. Sub-Programme: Physical Asset Management

6.3.1. Strategic Objective Annual Targets for 2019/20

Strategic Objective	Audited/Actual Performance			Estimated Performance 2018/19	Medium Term Targets			
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22	
1. Provide support to comply with Asset Management Framework	12 Votes, 21 Municipalities and 4 Public Entities	12 Votes 5 Public Entities 20 Municipalities	12 Votes 4 Public Entities 20 Municipalities	12 Votes, 6 Municipalities and 2 Public Entities	6 Votes, 6 Municipalities and 2 Public Entities	12 Votes, 9 Municipalities and 3 Public Entities	5 Votes 9 Municipalities 2 Public Entities	

6.3.2. Programme Performance Indicators and Annual Targets for 2019/20

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance 2018/19	Medium Term Targets			
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22	
1. Number of Votes, Public Entities and Municipalities supported and monitored to comply with Asset Management Framework	12 Votes, 21 Municipalities and 4 Public Entities	4 Votes 2 Public Entities 9 Municipalities	4 Votes 2 Public Entities 9 Municipalities	6 Votes 6 Municipalities 2 Public Entities	6 Votes 6 Municipalities 2 Public Entities	5 Votes 9 Municipalities 2 Public Entities	5 Votes 9 Municipalities 2 Public Entities	
2. Number of Votes supported on inventory management	Introduction to 12 Votes	Monitor implementation in 8 Votes	8 Votes	6 Votes	6 Votes	6 Votes	6 Votes	
3. Number of municipalities supported on implementation of Audit Action Plans	New Indicator	New Indicator	New Indicator	New Indicator	7 Municipalities	7 Municipalities	7 Municipalities	

6.3.3. Quarterly Targets for 2019/20

Performance Indicator	Reporting Period	Annual Target 2019/20	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
1. Number of Votes, Public Entities and Municipalities supported and monitored to comply with Asset Management Framework	Quarterly	6 Votes 6 Municipalities 2 Public Entities	6 Votes 2 Public Entities 6 Municipalities	6 Votes 2 Public Entities 6 Municipalities	6 Votes 2 Public Entities 6 Municipalities	6 Votes 2 Public Entities 6 Municipalities
2. Number of Votes supported on inventory management	Quarterly	6 Votes	N/A	6 Votes	N/A	6 Votes
3. Number of municipalities supported on implementation of Audit Action Plans	Quarterly	7 Municipalities	7 Municipalities	7 Municipalities	N/A	N/A

6.4. Sub-Programme: Interlinked Financial Systems

6.4.1. Strategic Objective Annual Targets for 2019/20

Strategic Objective	Audited/Actual Performance			Estimated Performance 2018/19	Medium Term Targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1. Provide business support on transversal systems	12 Votes	12 Votes	12 Votes	12 Votes	12 Votes	12 Votes	12 Votes

6.4.2. Programme Performance Indicators and Annual Targets for 2019/20

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance 2018/19	Medium Term Targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1. Number of votes monitored on optimal utilisation of the Persal and Logis	New Indicator	New Indicator	New Indicator	12 Votes	12 Votes	12 Votes	12 Votes
2. Number of Votes monitored on access security profiles	New Indicator	New Indicator	New Indicator	12 Votes	12 Votes	12 Votes	12 Votes

6.4.3. Quarterly Targets for 2019/20

Performance Indicator	Reporting Period	Annual Target 2019/20	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
1. Number of Votes monitored on optimal utilisation of the Persal and Logis	Quarterly	12 Votes	12 Votes	12 Votes	12 Votes	12 Votes
2. Number of Votes monitored on access security profiles	Quarterly	12 Votes	12 Votes	12 Votes	12 Votes	12 Votes

6.5. Sub-Programme: Information Technology

6.5.1. Objective Annual Targets for 2019/20

Strategic Objective	Audited/Actual Performance			Estimated Performance 2018/19	Medium Term Targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1. Provide an enabling environment and systems for sound	12 Votes	IT systems: 12 Votes	Provide an enabling environment	12 Votes	IT systems: 12 Votes	Provide an enabling environment and	12 Votes

Strategic Objective	Audited/Actual Performance			Estimated Performance 2018/19	Medium Term Targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
corporate governance of ICT in Mpumalanga Province			and systems for sound corporate governance of ICT in Mpumalanga Province			systems for sound corporate governance of ICT in Mpumalanga Province	

6.5.2. Programme Performance Indicators and Annual Targets for 2019/20

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance 2018/19	Medium Term Targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1. Percentage of Up-time of ICT Network infrastructure	97.5%	95%	95%	95%	95%	97%	97%
2. Percentage of calls resolved	99%	99%	99%	99%	99%	99%	99%
3. Number of Votes and Municipalities monitored on IT Governance	12 Votes and 21 Municipalities	12 Votes and 20 Municipalities	12 Votes and 20 Municipalities	6 Votes and 9 Municipalities	6 Votes and 9 Municipalities	6 Votes and 9 Municipalities	6 Votes and 9 Municipalities

6.5.3. Quarterly Targets for 2019/20

Performance indicator	Reporting period	Annual target 2019/20	Quarterly targets			
			1 st	2 nd	3 rd	4 th
1. Percentage of Up-time of ICT Network infrastructure	Quarterly	95%	95%	95%	95%	95%
2. Percentage of calls resolved	Quarterly	99%	99%	99%	99%	99%
3. Number of Votes, Municipalities and Public Entities monitored on IT Governance	Quarterly	6 Votes and 9 Municipalities	6 Votes	9 Municipalities	6 Votes	9 Municipalities

6.6. Reconciling Performance Targets with the Budget and MTEF

6.6.1. Expenditure Estimates: Programme 3: Assets and Liabilities Management

R thousand	Outcome	2018/19			2019/20			2020/21			2021/22
		Main appropriation	Adjusted appropriation	Revised estimate	Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates	Medium-term estimates	Medium-term estimates	
Programme Support	1 507	1 237	207	298	415	303	933	1 007	1 084		
Provincial Supply Chain Management	15 270	16 056	16 153	18 301	19 135	19 035	19 917	21 340	22 948		
Financial Assets Management	-	-	-	-	-	-	-	-	-		
Public sector Liabilities	4 669	5 160	4 891	6 386	6 349	6 421	5 742	6 197	6 675		
Physical assets Management	4 741	6 569	6 950	6 411	6 298	6 572	5 622	6 007	6 462		
Interlinked Financial Systems	11 751	13 834	11 730	13 928	12 932	12 798	18 768	18 596	19 944		
Information Technology	72 639	82 740	87 085	90 133	99 133	99 133	108 946	117 993	119 715		
Total	110 577	125 596	127 016	135 457	144 262	144 262	159 928	171 140	176 828		

6.6.2. Economic classification: Programme 3: Assets and Liabilities

6.6.3.

R thousand	Outcome	2018/19			2019/20			2020/21			2021/22
		Main appropriation	Adjusted appropriation	Revised estimate	Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates	Medium-term estimates	Medium-term estimates	
Current payments	109 078	116 702	121 759	128 765	132 073	131 596	150 096	159 054	164 443		
Compensation of employees	47 600	50 541	53 684	59 360	61 222	60 919	62 397	67 231	72 543		
Goods and services	61 478	66 161	68 075	69 405	70 851	70 677	87 699	91 823	91 900		
Transfers and subsidies to:	102	1 730	13	525	557	1 034	-	-	-		
Provinces and municipalities	-	-	-	-	-	-	-	-	-		
Universities and Technikons	-	-	-	-	-	-	-	-	-		
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-		
Households	102	1 730	13	525	557	1 034	-	-	-		
Payments for capital assets	1 396	7 164	5 244	6 167	11 632	11 632	9 832	12 086	12 385		
Building and other fixed structures	-	-	-	-	-	-	-	-	-		
Machinery and equipment	1 212	7 164	5 235	6 167	11 632	11 632	9 832	12 086	12 385		
Software and other intangible assets	184	-	9	-	-	-	-	-	-		
Payments for financial assets	1	-	-	-	-	-	-	-	-		
Total	110 577	125 596	127 016	135 457	144 262	144 262	159 928	171 140	176 828		

The programme has received an increase of 18.0 percent in its budget for 2019/20 financial year.

7. PROGRAMME 4: FINANCIAL GOVERNANCE

This Programme serves to facilitate, monitor, support and provide professional advice to ensure good governance in the Province.

7.1. Sub-programme: Accounting Services

7.1.1. Strategic Objective Annual Targets for 2019/20

Strategic objective	Audited/Actual performance			Estimated performance 2018/19	Medium Term Targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1. Provide advisory services, support and monitor public sector institutions in terms of Accounting Standards and financial statements to ensure accountability	12 Votes, 21 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 5 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 19 Municipalities and 4 Public Entities	12 Votes, 19 Municipalities and 4 Public Entities	12 Votes, 19 Municipalities and 4 Public Entities

7.1.2. Programme Performance Indicators and annual targets for 2019/20

Programme performance indicator	Audited/Actual performance			Estimated performance 2018/19	Medium Term Targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1. Number of Votes and Public Entities trained, advised and supported on Accounting Standards, financial statements and audit processes	12 Votes and 4 Public Entities	12 Votes and 5 Public Entities	12 Votes and 4 Public Entities	12 Votes and 2 Public Entities	12 Votes and 4 Public Entities	12 Votes and 4 Public Entities	12 Votes and 4 Public Entities
2. Number of Votes and Public Entities received feedback on Interim financial statements analysed	12 Votes	12 Votes	12 Votes and 3 Public Entities	12 Votes and 2 Public Entities	12 Votes and 2 Public Entities	12 Votes and 3 Public Entities	12 Votes and 3 Public Entities
3. Number of Municipalities supported on Accounting Standards and monitored on preparation of financial statements and audit processes	21 Municipalities	20 Municipalities	12 Municipalities	14 Municipalities	19 Municipalities	19 Municipalities	19 Municipalities

Programme performance indicator	Audited/Actual performance			Estimated performance 2018/19	Medium Term Targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
4. Number of consolidated Annual Financial Statements for Votes and Public Entities tabled in the Provincial Legislature	1 set	1 set	1 set	1 set	1 set	1 set	1 set

7.1.3. Quarterly Targets for 2019/20

Performance indicator	Reporting period	Annual target 2019/20	Quarterly targets				
			1 st	2 nd	3 rd	4 th	
1. Number of Votes and Public Entities trained, advised and supported on Accounting Standards, financial statements and audit processes	Quarterly	12 Votes and 4 Public Entities	12 Votes and 2 Public Entities	8 Votes and 2 Public Entities	N/A	12 Votes and 2 Public Entities	12 Votes and 4 Public Entities
2. Number of Votes and Public Entities received feedback on Interim Financial Statements analysed	Annually	12 Votes and 2 Public Entities	N/A	N/A	12 Votes and 2 Public Entities	N/A	N/A
3. Number of Municipalities supported on Accounting Standards and monitored on preparation of financial statements and audit processes	Quarterly	19 Municipalities	1 Municipality	5 Municipalities	10 Municipalities	19 Municipalities	
4. Number of consolidated Annual Financial Statements for Votes and Public Entities tabled in the Provincial Legislature	Quarterly	1 set	1 set of consolidated (unaudited) annual financial statements submitted to the Auditor General	1 set of consolidated annual financial statements (audited) submitted to the Auditor-General for auditing	1 set of consolidated Annual Financial Statements tabled in the Legislature	N/A	

7.2. Sub-programme: Norms and Standards

7.2.1. Strategic Objective Annual Targets for 2019/20

Strategic objective	Audited/Actual performance			Estimated performance 2018/19	Medium Term Targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1. Improve the systems of internal controls in public sector institutions	Facilitate the completion of FM/MM in 12 Votes and 4 Public Entities and issue 2 analysis reports	12 Votes, 20 Municipalities and 5 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 19 Municipalities and 4 Public Entities	12 Votes, 19 Municipalities and 4 Public Entities	12 Votes, 19 Municipalities and 4 Public Entities

7.2.2. Programme Performance Indicators and Annual Targets for 2019/20

Programme performance indicator	Audited/Actual performance			Estimated performance 2018/19	Medium Term Targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2020/21
1. Number of Votes monitored on Financial Management	New indicator	New indicator	6 Votes	8 Votes	8 Votes	10 Votes	12 Votes
2. Number of action plans analysed for completeness on audit findings for Votes and Public Entities	Action plans for 12 Votes, and 5 Public Entities	Action plans for 12 Votes and 4 Public Entities	Action plans for 12 Votes and 4 Public Entities	Action plans for 12 Votes and 4 Public Entities	12 Votes and 4 Public Entities	12 Votes and 4 Public Entities	12 Votes and 4 Public Entities
3. Number of action plans analysed for completeness on audit findings for Municipalities	New Indicator	New indicator	Action plans for 20 Municipalities analysed	Action plans for 20 Municipalities analysed	19 Municipalities	19 Municipalities	19 Municipalities
4. Number of Municipalities monitored on implementation of audit findings action plans (Human Resource Management)	New indicator	9 Municipalities	9 Municipalities	9 Municipalities	10 Municipalities	12 Municipalities	14 Municipalities
5. Number of Votes monitored on fleet management in respect	New indicator	New indicator	New indicator	New indicator	8 Votes	8 Votes	8 Votes

Programme performance indicator	Audited/Actual performance			Estimated performance 2018/19	Medium Term Targets			
	2015/16	2016/17	2017/18		2019/20	2020/21	2020/21	2020/21
of the qualification criteria and adherence to Transport Policy.								

7.2.3. Quarterly Targets for 2019/20

Performance indicator	Reporting period	Annual target 2019/20	Quarterly targets			
			1 st	2 nd	3 rd	4 th
1. Number of Votes monitored on Financial Management	Quarterly	8 Votes	3 Votes	2 Votes	2 Votes	1 Vote
2. Number of action plans analysed for completeness on audit findings for Votes and Public Entities	Quarterly	12 Votes and 4 Public Entities	N/A	8 Votes and 2 Public Entities	4 Votes and 2 Public Entities	N/A
3. Number of action plans analysed for completeness on audit findings for Municipalities	Annually	19 Municipalities	N/A	N/A	N/A	19 Municipalities
4. Number of Municipalities monitored on implementation of audit findings action plans (Human Resource Management)	Quarterly	10 Municipalities	4 Municipalities	N/A	2 Municipalities	4 Municipalities
5. Number of Votes monitored on fleet management in respect of the qualification criteria and adherence to Transport Policy.	Quarterly	8 Votes	3 Votes	2 Votes	3 Votes	N/A

7.3. Sub-Programme: Provincial Risk Management

7.3.1. Strategic Objective Annual Targets for 2019/20

Strategic objective	Audited/Actual performance			Estimated performance 2018/19	Medium Term Targets			
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22	
1. Facilitate effective implementation of risk management processes	Provide guidance and support to 12 Votes, 21 Municipalities	12 Votes, 20 Municipalities and 5 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 19 Municipalities and 4 Public Entities	12 Votes, 19 Municipalities and 4 Public Entities	12 Votes, 19 Municipalities and 4 Public Entities	

Strategic objective	Audited/Actual performance			Estimated performance 2018/19	Medium Term Targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
	and 4 Public Entities on Enterprise Risk Management Processes						

7.3.2. Programme Performance Indicators and Annual Targets for 2019/20

Programme performance indicator	Audited/Actual performance			Estimated performance 2018/19	Medium Term Targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1. Number of revised Enterprise Risk Management (ERM) frameworks reviewed / issued	N/A	1 revised Enterprise Risk Management (ERM) Framework issued	1 revised Enterprise Risk Management (ERM) Framework issued	1 revised Enterprise Risk Management (ERM) Framework reviewed / issued	1 ERM Framework	1 ERM Framework	1 ERM Framework
2. Number of Votes, Public Entities and Municipalities monitored on implementation of the Provincial Risk management Framework	16 reports issued for Votes, 1 for Public Entities and 16 for Municipalities on monitoring effective implementation of the Framework and guideline	6 Votes, 2 Public Entities and 10 Municipalities monitored on implementation of the Framework	5 Votes, 2 Public Entities and 8 Municipalities monitored on implementation of the Framework	5 Votes, 2 Public Entities and 8 Municipalities monitored on implementation of the Framework	6 Votes, 2 Public Entities and 8 Municipalities	6 Votes, 2 Public Entities and 8 Municipalities	6 Votes, 2 Public Entities and 8 Municipalities
3. Number of Guidelines on Risk Management processes developed / reviewed / issued	1 Guideline reviewed and issued	1 Guideline issued	1 Guideline issued	1 Guideline reviewed / issued	2 Guidelines	2 Guidelines	2 Guidelines

7.3.3. Quarterly Targets for 2019/20

Performance indicator	Reporting period	Annual target 2019/20	Quarterly targets			
			1 st	2 nd	3 rd	4 th
1. Number of revised Enterprise Risk Management (ERM) frameworks reviewed / issued	Quarterly	1 ERM Framework	1 ERM framework reviewed	1 ERM framework reviewed and issued	N/A	N/A
2. Number of Votes, Public Entities and Municipalities Monitored on effective implementation of the Provincial Risk management Framework	Quarterly	6 Votes, 2 Public Entities and 8 Municipalities	2 Votes, 1 Public Entity and 3 Municipalities	2 Votes, 1 Public Entity and 3 Municipalities	1 Vote and 1 Municipality	1 Vote and 1 Municipality
3. Number of Guidelines on Risk Management processes developed / reviewed / issued	Quarterly	2 Guidelines	Review and update 1 Provincial Guideline on Risk management processes	Issue 1 Provincial Guideline on Risk management processes	Develop new Provincial Guideline on Risk Management processes	Issue new Provincial Guideline on Risk Management processes

7.4. Sub-Programme: Provincial Internal Audit

7.4.1. Strategic Objective Annual Targets for 2019/20

Strategic objective	Audited/Actual performance			Estimated performance 2018/19	Medium Term Targets			
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22	
1. Support public sector institutions to improve on Internal Audit processes	12 Votes, 21 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 19 Municipalities and 4 Public Entities	12 Votes, 19 Municipalities and 4 Public Entities	12 Votes, 19 Municipalities and 4 Public Entities	

7.4.2. Programme Performance Indicators and Annual Targets for 2019/20

Programme performance indicator	Audited/Actual performance			Estimated performance 2018/19	Medium Term Targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1. Percentage of Internal audit plans that were received, analysed	100% feedback reports	100% of internal audit plans that were received, analysed	100% of internal audit plans that were received, analysed	100% of internal audit plans that were received, analysed	100% of internal audit plans	100% of internal audit plans	100% of internal audit plans
2. Number of Municipalities with functional audit committees	New indicator	New indicator	16 Municipalities	16 Municipalities	16 Municipalities	16 Municipalities	16 Municipalities
3. Number of evaluations performed on the effectiveness of Audit Committees	Votes: 24 Municipalities: 30 Public Entities: 8	50 Evaluations performed on the effectiveness of Audit Committees	14 Evaluations performed on the effectiveness of Audit Committees	14 Evaluations performed on the effectiveness of Audit Committees	20 Evaluations	100% of internal audit plans	100% of internal audit plans
4. Number of Internal Audit assessments performed on readiness of Quality Assurance Review	4 reports	2 assessments performed on readiness of Quality Assurance Review	1 assessment performed on readiness of Quality Assurance Review	1 assessment performed on readiness of Quality Assurance Review	1 assessment	1 assessment	1 assessment
5. Number of follow-ups conducted on the implementation of Quality Assurance review recommendations	New indicator	2 follow-ups conducted on the implementation of Quality Assurance review recommendations	1 follow-up conducted on the implementation of Quality Assurance review recommendations	1 follow-up conducted on the implementation of Quality Assurance review recommendations	2 follow-ups	2 follow-ups	2 follow-ups

7.4.3. Quarterly Targets for 2019/20

Performance indicator	Reporting period	Annual target 2019/20	Quarterly targets			
			1 st	2 nd	3 rd	4 th
1. Percentage of Internal audit plans that were received, analysed	Bi-annually	100% of internal audit plans	100% of internal audit plans	N/A	N/A	100% of internal audit plans
2. Number of municipalities with functional audit committees	Quarterly	16 Municipalities	4 Municipalities	4 Municipalities:	4 Municipalities	4 Municipalities
3. Number of evaluations performed on the effectiveness of Audit Committees	Quarterly	20 Evaluations	Votes: 4 Public Entities: 1	Votes: 5 Public Entities: 1	Votes: 5	Votes: 4
4. Number of Internal Audit assessments performed on readiness of Quality Assurance Review	Annually	1 assessment	N/A	N/A	N/A	1 Assessment
5. Number of follow-ups conducted on the implementation of Quality Assurance review recommendations	Bi-annually	2 follow-ups	N/A	1 Follow-up	N/A	1 Follow-up

7.5. Reconciling Performance Targets with the Budget and MTEF

7.5.1. Expenditure Estimates: Programme 4: Financial Governance

Outcome	2015/16			2016/17			2017/18			Main appropriation		Adjusted appropriation		Revised estimate		Medium-term estimates		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2019/20	2020/21	2021/22	2019/20	2020/21	2021/22	2019/20	2020/21	2021/22		
R thousand																		
Programme support	7 863	6 876	2 997	5 578	4 723	2 807	2 479	2 807	2 479	2 668								
Accounting services	4 949	5 110	5 248	6 853	7 191	6 474	6 972	6 474	6 972	7 476								
Norms and standards	13 560	12 360	12 259	13 791	14 759	14 592	15 857	14 592	15 857	17 071								
Risk Management	1 986	2 126	2 700	3 789	3 877	3 609	3 486	3 609	3 486	3 743								
Provincial Internal Audit	1 593	1 451	3 006	2 914	3 925	4 311	4 905	4 311	4 572	4 905								
Total	29 951	27 923	26 210	32 925	34 475	31 793	33 366	31 793	33 366	35 863								

7.5.2. Economic Classification: Programme 4: Financial Governance

	Outcome		Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-Term Estimates			
	2015/16	2016/17				2017/18	2018/19	2019/20	2020/21
R thousand									
Current payments	28 667	27 879	26 210	32 907	32 953	32 718	31 793	33 366	35 863
Compensation of employees	19 556	21 535	21 485	25 854	27 404	27 404	26 443	27 709	29 897
Goods and services	9 111	6 344	4 725	7 053	5 549	5 314	5 350	5 657	5 966
Transfers and subsidies to:	-	44	-	18	22	22	-	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Universities and University of Technologies	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Households	-	44	-	18	22	22	-	-	-
Payments for capital assets	1 284	-	-	-	1 500	1 500	-	-	-
Building and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	343	-	-	-	-	-	-	-	-
Software and other intangible	941	-	-	-	1 500	1 500	-	-	-
Total	29 951	27 923	26 210	32 925	34 475	34 240	31 793	33 366	35 863

The programme has received decrease of 3.4 percent in its budget for 2019/20 financial year.

PART C: LINKS TO OTHER PLANS

8. LINKS TO THE LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

Provincial Treasury does not have long-term projects to be implemented during the 2018/19 fiscal period. There are also no long-term infrastructure plan and other capital plans that outline the infrastructure investment needs.

9. CONDITIONAL GRANTS

Provincial Treasury does not have any conditional grants.

10. PUBLIC ENTITIES

Provincial Treasury does not have any Public Entities for which it is responsible.

11. PUBLIC PRIVATE PARTNERSHIPS (PPP)

Provincial Treasury manages no PPP currently.

12. LINKS TO OTHER DEPARTMENTS

The Provincial Treasury has a shared responsibility with the Department of Cooperative Governance and Traditional Affairs (CoGTA) to provide support to Municipalities in terms of Municipal Finance Management Act (MFMA). In order to ensure a coordinated implementation of this responsibility, an Integrated Municipal Support Plan was compiled with six objects in line with the Back to Basics Programme. CoGTA is responsible for Objects 1 – 5 (governance and service delivery related matters) and Provincial Treasury for Object 6 (Financial matters).

Provincial Treasury shares responsibility with the Office of the Premier on monitoring and evaluation of Provincial Department's performance and Public Entities, where the Office of the Premier focuses on non-financial performance and Provincial Treasury on financial performance.

PART D: ANNEXURES

ANNEXURE A: VISION AND MISSION

Vision

A dynamic Provincial Treasury leading in service excellence

Mission

The equitable allocation and optimal utilization of provincial financial resources to ensure quality service delivery and better life for all through:

- Quality financial advice and support to departments, Public Entities and Municipalities.
- Efficient financial management and fiscal discipline, and
- Effective monitoring of resource utilization.

Values

We commit ourselves to the following core values:

- Dedication: To perform our tasks in a dedicated manner.
- Excellence: Professional excellence in performing our responsibilities.
- Integrity: To conduct business in a consistent, objective, honest, fair, just and trustworthy manner.
- Accountability: To be accountable for our actions.

ANNEXURE B: STRATEGIC OUTCOME ORIENTED GOALS

<p>Strategic Goal 1 Goal Statement: Justification: Links:</p>	<p>Administrative Support Services Provide prompt, continuous, effective and efficient administrative support to all line functions in the Department. Achieving sustained benefit across the Department by achieving goals and improving service delivery in terms of Departmental policies. MTSF Priority 10: Building a developmental state including improvement of public services and strengthening democratic institutions. Compliance with legislative frameworks.</p>
<p>Strategic Goal 2 Goal Statement: Justification: Links:</p>	<p>Ensure efficient and effective financial, ICT, and corporate governance in the Province, in line with legislation and Policies. Provide advice, support and monitor public sector Institutions on legislation and prescripts. To ensure Votes, Public Entities and Municipalities comply with PFMA, MFMA and other relevant legislation to support service delivery. Strengthening performance and management of public resources in provincial departments, Public Entities and Municipalities. (PFMA, MFMA and other relevant legislation)</p>

ANNEXURE C: TECHNICAL INDICATOR DESCRIPTION PER PROGRAMME

PROGRAMME 1: ADMINISTRATION

MECS OFFICE

TECHNICAL INDICATOR 1.1	
Indicator title	Provide policy and political directives in order to achieve provincial objectives
Short definition	Provide policy and political directives in terms of Treasury functions, Table 2 Provincial and 1 Policy and Budget Statement
Purpose/importance	To determine Provincial priorities and resource allocation
Policy linked to	PFMA, MFMA
Source/collection of data	Information on resource needs as submitted by Provincial Departments, direction as derived from both SOPA and SONA and other legislative prescripts.
Means of verification	Reports tabled, Budgets on website of Provincial Treasury
Method of calculation	Table Provincial and Departmental Budgets and policy Statements
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	Provincial resource needs met in line with Provincial priorities.
Indicator responsibility	Executive Authority

TECHNICAL INDICATOR 1.2	
Indicator title	Number of Annual Reports tabled
Short definition	Submission of 1 annual report that gives an account of Provincial Treasury performance over a period of 12 months
Purpose/importance	To give an account of all actual output of the Provincial Treasury in relation to its plans
Policy linked to	PFMA
Source/collection of data	Annual Report
Means of verification	Reports tabled at Provincial Legislature
Method of calculation	Number of Annual Reports
Data limitations	Non-compliance to submission deadline of reports and of portfolio of evidence.
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Provide an account to oversight bodies and public about the performance of Provincial Treasury against its mandate
Indicator responsibility	Accounting Officer

TECHNICAL INDICATOR 1.3

Indicator title	Number of appropriation bills tabled
Short definition	2 Estimates of Provincial Revenue and Expenditure Bills compiled and published per annum
Purpose/importance	Publish provincial budget information to stakeholders
Policy linked to	PFMA
Source/collection of data	Budget submissions from Votes
Means of verification	Bills tabled at Provincial Legislature
Method of calculation	Number of Appropriation bills tabled
Data limitations	Quality of budget submissions from departments
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Yearly
New indicator	No
Desired performance	Quality and informative documents compiled and published
Indicator responsibility	Accounting Officer

TECHNICAL INDICATOR 1.4

Indicator title	Number of policy and budget statements tabled
Short definition	1 Annual statement outline of the Provincial and Departmental achievements and priorities in line with allocated budget
Purpose/importance	To provide financial resources to execute Provincial and Departmental priorities
Policy linked to	PFMA
Source/collection of data	Policy and Budget Statements
Means of verification	Statements tabled in Provincial Legislature
Method of calculation	Number of Budget Policy Statements tabled
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Improved service delivery and better life for the people of Mpumalanga Province
Indicator responsibility	Accounting Officer

HEAD OF PROVINCIAL TREASURY

TECHNICAL INDICATOR 1.5	
Indicator title	Translate policies and priorities into strategies for effective service delivery
Short definition	Manage, monitor and control performance to ensure implementation of policies and priorities by submitting 5 legislative reports on implementation of strategic priorities and directives
Purpose/importance	To ensure performance within policy directives and ensure that strategies are effectively implemented in order to ensure service delivery.
Policy linked to	PFMA
Source/collection of data	Legislative prescripts, SONA and SOPA and policy directives
Means of verification	Annual Report
Method of calculation	Unqualified audit opinion
Data limitations	None
Type of indicator	Output
Calculation type	None cumulative for the year
Reporting cycle	Monthly
New indicator	No
Desired performance	Strategies implemented and thus ensuring service delivery.
Indicator responsibility	Accounting Officer

TECHNICAL INDICATOR 1.6	
Indicator title	Number of performance reports submitted
Short definition	Compilation of 4 performance reports on achievement of planned indicators of the Annual Performance Plan
Purpose/importance	Monitor compliance with PFMA
Policy linked to	PFMA
Source/collection of data	Copy of quarterly reports
Means of verification	Reports submitted to Executive Authority
Method of calculation	Number of reports issued
Data limitations	Non-compliance to submission deadline of reports and of portfolio of evidence.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Provide an account to oversight bodies and public about the performance of the Department against its mandate
Indicator responsibility	Accounting Officer

TECHNICAL INDICATOR 1.7

Indicator title	Number of annual reports submitted
Short definition	1 Annual Report which provides an account of Provincial Treasury performance over a period of 12 months
Purpose/importance	To give an account of all actual output of the Provincial Treasury in relation to its plans
Policy linked to	PFMA
Source/collection of data	Copy of the Annual Report
Means of verification	1 Annual Report tabled
Method of calculation	Reports submitted to Executive Authority
Data limitations	Non-compliance to submission deadline of reports and supporting portfolio of evidence.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Provide an account to oversight bodies and public about the performance of the Provincial Treasury against its mandate
Indicator responsibility	Accounting Officer

TECHNICAL INDICATOR 1.8

Indicator title	Number of Annual Performance Plans submitted
Short definition	The Annual Performance Plan is the document that illustrates the planned performance target and budget for the next three years as well quarterly targets on the current year.
Purpose/importance	To provide for planning for Provincial Treasuries priorities and allocation of related resources
Policy linked to	PFMA
Source/collection of data	Copy of the final Annual Performance Plan
Means of verification	Reports submitted to Executive Authority and Department of Performance Monitoring and Evaluation
Method of calculation	Quarterly reports submitted
Data limitations	Incorrected or late submission of information
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Assist the Provincial Treasury to achieve its vision and mission
Indicator responsibility	Accounting Officer

TECHNICAL INDICATOR 1.9	
Indicator title	Number of Risk Registers approved
Short definition	Render efficient and effective management accounting, Financial Accounting, Supply Chain Management and risks management support through 1 Risk Register
Purpose/importance	To identify risks that may hinder the Provincial Treasury to achieve its strategic objective
Policy linked to	PFMA
Source/collection of data	Prescribed legislative
Means of verification	Approved Risk Register
Method of calculation	No of Risk Registers,
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Sound Financial Management
Indicator responsibility	Accounting Officer

TECHNICAL INDICATOR 1.9	
Indicator title	Number of Risk Evaluation reports submitted
Short definition	Render efficient and effective Management Accounting, Financial Accounting, Supply Chain Management and risks management support through 4 Evaluation Reports
Purpose/importance	To identify risks that may hinder the Provincial Treasury to achieve its strategic objective
Policy linked to	PFMA
Source/collection of data	Prescribed legislative
Means of verification	Approved Risk Register
Method of calculation	No of Evaluation reports
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Sound Financial Management
Indicator responsibility	Accounting Officer

OFFICE OF THE CHIEF FINANCIAL OFFICER

TECHNICAL INDICATOR 1.10	
Indicator title	Provide sound financial management and Supply Chain Management services in Provincial Treasury
Short definition	Render efficient and effective management accounting, financial accounting, supply chain management and risks management support to ensure an unqualified audit opinion.
Purpose/importance	To provide sound financial management to the Provincial Treasury and to ensure managed procurement processes within supply chain management guidelines
Policy linked to	PFMA
Source/collection of data	Prescribed legislative framework
Means of verification	Report submitted to Provincial Treasury
Method of calculation	Unqualified audit opinion
Data limitations	None
Type of indicator	Output
Calculation type	None cumulative for the year
Reporting cycle	Monthly/Annually
New indicator	No
Desired performance	Sound financial management and managed supply chain processes
Indicator responsibility	Chief Financial Officer

TECHNICAL INDICATOR 1.11	
Indicator title	Number of financial reports submitted in compliance with relevant legislation
Short definition	Render efficient and effective management accounting with 12 IYM reports and 1 AFS
Purpose/importance	To provide sound financial Management.
Policy linked to	PFMA
Source/collection of data	Prescribed legislative framework
Means of verification	Reports submitted to Provincial Treasury
Method of calculation	Number of YMs and AFS
Data limitations	None
Type of indicator	Output
Calculation type	Non-Cumulative for the year
Reporting cycle	Monthly
New indicator	No
Desired performance	Sound Financial Management
Indicator responsibility	Chief Financial Officer

TECHNICAL INDICATOR 1.11	
Indicator title	Number of Annual Financial Statements submitted
Short definition	Render efficient and effective management accounting with 1 AFS
Purpose/importance	To provide sound financial Management.
Policy linked to	PFMA
Source/collection of data	Prescribed legislative framework
Means of verification	Reports submitted to Provincial Treasury
Method of calculation	Number of AFS
Data limitations	None
Type of indicator	Output
Calculation type	Non-Cumulative for the year
Reporting cycle	Monthly
New indicator	No
Desired performance	Sound Financial Management
Indicator responsibility	Chief Financial Officer

TECHNICAL INDICATOR 1.12	
Indicator title	Number of budget documents submitted in compliance with prescripts
Short definition	Render efficient and effective Management Accounting, Financial Accounting, Supply Chain Management and Risks Management support through 2 Budget documents
Purpose/importance	Implementation of Approved budget
Policy linked to	PFMA
Source/collection of data	Budget circulars
Means of verification	Documents submitted to Provincial Treasury
Method of calculation	Number of Budget Documents
Data limitations	None
Type of indicator	Output
Calculation type	Non Cumulative for the year
Reporting cycle	Budget cycle: Quarterly
New indicator	No
Desired performance	Sound Financial Management
Indicator responsibility	Chief Financial Officer

TECHNICAL INDICATOR 1.13	
Indicator title	Percentage of suppliers paid within 30 days of receipt of valid invoices
Short definition	Render efficient and effective management accounting, financial accounting, supply chain management and risks management support (100% of suppliers paid within 30 days)
Purpose/importance	To provide sound financial management to Provincial Treasury and to ensure managed procurement processes within supply chain management guidelines
Policy linked to	PFMA
Source/collection of data	Prescribed legislative
Means of verification	Proof of payment within 30 days
Method of calculation	Percentage of Suppliers paid: Calculation: Sum of invoices received within 30 days divided by Sum of invoices paid within 30 days multiplied by 100 equals percentage. Baseline= 210 982 452.09/210 982 452.09*100=100%
Data limitations	None
Type of indicator	Output
Calculation type	Non Cumulative for the year
Reporting cycle	Numerator: No of invoices paid within 30 days/ Denominator: Total number of invoices received*100=%
New indicator	Monthly
Desired performance	No
Indicator responsibility	Sound financial management Chief Financial Officer

INTERNAL AUDIT

TECHNICAL INDICATOR 1.14	
Indicator title	Provide efficient and effective internal audit services in Provincial Treasury
Short definition	Provide a responsive, value added and effective internal audit service to evaluate and improve the effectiveness of risk management, control and governance processes in the 4 Provincial Treasury programmes in 1 Audit Plan.
Purpose/importance	Provide an assurance and consulting service to evaluate the effectiveness of risk management, internal controls and governance in order for the Provincial Treasury to achieve its objectives. Internal audit plans are based on the risk assessment conducted for Provincial Treasury and reflect high risk areas that need to be audited and are approved by the Audit Committee.
Policy linked to	PFMA, Treasury Regulations, King IV Report, IIA Standards
Source/collection of data	Internal audit reports and audit progress reports presented both to the Audit Committee and Provincial Treasury

Means of verification	Reports submitted to Audit Committee and Provincial Treasury
Method of calculation	Number of reports issued on the execution of the audit plan.
Data limitations	None
Type of indicators	Outputs according to audit plans
Calculation type	Non Cumulative for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	Four (4) quarterly reports issued, indicating that risks are managed, governance processes functioning and controls are effective
Indicator responsibility	Chief Audit Executive

TECHNICAL INDICATOR 1.15

Indicator title	Number of quarterly progress reports submitted on implementation of the Audit Plan
Short definition	The 4 quarterly reports submitted indicate progress on the implementation of the audit plan, and also highlight progress on the management of strategic and high risks identified by the Provincial Treasury.
Purpose/importance	Provide an assurance and consulting service to evaluate the effectiveness of risk management, internal controls and governance in order for Provincial Treasury to achieve its objectives.
Policy linked to Source/collection of data	Internal audit plans are based on the risk assessment conducted for the Provincial Treasury and reflect high risk areas that need to be audited and are approved by the Audit Committee.
Means of verification	PFMA, Treasury Regulations, King IV Report, IIA Standards
Method of calculation	Internal audit reports and audit progress reports presented both to the Audit Committee and Provincial Treasury.
Data limitations	Reports submitted to Audit Committee and Provincial Treasury.
Type of indicators	Number of reports issued on the execution of the audit plan.
Calculation type	None
Reporting cycle	Outputs according to audit plans
New indicator	Cumulative for the year
Desired performance	Quarterly
Indicator responsibility	No
	Four Quarterly Reports issued, indicating that risks are managed, governance processes functioning and controls are effective
	Chief Audit Executive

PROGRAMME 2: SUSTAINABLE RESOURCE MANAGEMENT

PROVINCIAL ADMINISTRATION FISCAL DISCIPLINE

TECHNICAL INDICATOR 2.1	
Indicator title	Support Provincial Votes to maximise sustainable revenue regeneration and collection
Short definition	Support 12 Votes on revenue maximisation- <ul style="list-style-type: none"> • Monitor performance of revenue collection by departments • Review of tariffs annually • Review projections • Compie provincial revenue fund annual financial statements
Purpose/importance	Assist Votes with best practices and strategies concerning revenue management maximisation of revenue collection and management of Provincial account in terms of section 21 of the PFMA.
Policy linked to	PFMA, DoRA
Source/collection of data	Revenue projection reports, Revenue trend reports, revenue analysis reports bank statements and BAS Reports
Means of verification	Feedback provided to Departments
Method of calculation	Number of reports, revenue information submitted and analysed
Data limitations	Verify revenue collected against the projections
Type of indicator	Incorrect data submitted
Calculation type	Impact
Reporting cycle	Cumulative - for the year
New indicator	Monthly, quarterly and annually
Desired performance	No
Indicator responsibility	Effective management of revenue fund and maximised provincial revenue collection Senior Manager: Provincial Administration Fiscal Discipline

TECHNICAL INDICATOR 2.2	
Indicator title	Number of Provincial tariff registers updated
Short definition	To compile 1 consolidated Provincial Tariff Register
Purpose/importance	Assist departments with best practices and strategies with regards to revenue management and maximisation of revenue collection
Policy linked to	PFMA
Source/collection of data	Approvals of Tariffs Reviews
Means of verification	Tariff Register
Method of calculation	Applications received and approved

Data limitations	Incorrect information provided by Votes
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Effective revenue management and maximised provincial revenue collection
Indicator responsibility	Senior Manager: Provincial Administration Fiscal Discipline

TECHNICAL INDICATOR 2.3

Indicator title	Number of consolidated revenue reports compiled
Short definition	Monitoring revenue maximisation. (12 Reports) Monitor: <ul style="list-style-type: none"> • Verification of correction on the BAS report • Site visits at cash centres • One-on-one meetings with votes and Public Entities when necessary • Comiple consolidated report(monthly)
Purpose/importance	Assist Votes with best practices and strategies with regards to revenue management.
Policy linked to	PFMA
Source/collection of data	Departmental revenue trend reports, revenue analysis reports
Means of verification	Consolidated analysis report
Method of calculation	Number of reports, revenue information submitted and analysed Check revenue collected against the projections Consolidate a report
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly, quarterly and annually
New indicator	No
Desired performance	Submission of reports
Indicator responsibility	Senior Manager: Provincial Administration Fiscal Discipline

TECHNICAL INDICATOR 2.4

Indicator title	Number of financial statements on provincial revenue fund prepared
Short definition	The sound management of the Revenue Fund
Purpose/importance	Sound effective management of the Revenue Fund
Policy linked to	PFMA, DoRA

Source/collection of data	BAS reports, Revenue fund reports and Provincial budget statement book
Means of verification	Audited Annual Financial Statements
Method of calculation	Number of Revenue fund AFS submitted and revenue fund reports generated
Data limitations	Adjustments of figures by Votes
Type of indicator	Output
Calculation type	Annually
Reporting cycle	Annually
New indicator	No
Desired performance	Accurate information and clean audit
Indicator responsibility	Senior Manager: Provincial Administration Fiscal Discipline

TECHNICAL INDICATOR 2.5	
Indicator title	Number of Votes debt reports analysed
Short definition	To analyse debtors and consolidate 1 reports of 12 Vote Analyse: <ul style="list-style-type: none"> • Verifications of reports versus BAS report • Age analysis of debtors and classification • Compile a consolidated report
Purpose/importance	Assist Votes with best practices and strategies with regards to debtors management
Policy linked to	PFMA and Treasury Regulations
Source/collection of data	Debtors Reports received
Means of verification	Consolidated Debt Management report
Method of calculation	Number of reports issued
Data limitations	Accuracy of reports submitted
Type of indicator	Output
Calculation type	Non-cumulative for the year
Reporting cycle	Annually
New indicator	No
Desired performance	Effective debt management
Indicator responsibility	Senior Manager: Provincial Administration Fiscal Discipline

BUDGET AND EXPENDITURE MANAGEMENT

TECHNICAL INDICATOR 2.6	
Indicator title	Allocation of provincial budget and monitoring the implementation
Short definition	Prepare budget and provide support and monitor 13 Votes in respect of budget and budget implementation
Purpose/importance	Ensure Votes submit credible budgets and promote effective, efficient and economic budget implementation
Policy linked to	PFMA
Source/collection of data	Budget submissions, strategic plans, Annual Performance Plans (APP), In Year Monitoring reports (IYM), monthly analysis reports and Estimates of Provincial Revenue and Expenditure (EPRE)
Means of verification	Number of reports compiled and submitted per quarter (Financial information reports)
Method of calculation	Databases, Monthly IYM reports, Annual Performance Plans as well as non-financial reports.
Data limitations	None
Type of indicator	Impact
Calculation type	Cumulative - for the year
Reporting cycle	Monthly and quarterly
New indicator	No
Desired performance	Provincial Departments to have credible budgets, expenditure estimates and effective, efficient and economic budget implementation
Indicator responsibility	Senior Manager : Budget and Expenditure Management

TECHNICAL INDICATOR 2.7	
Indicator title	Number of Estimates of Provincial Revenue Expenditure documents compiled
Short definition	This involves providing Provincial Budget Information (2 document) to stakeholders
Purpose/importance	Publish Provincial Budget Information to stakeholders
Policy linked to	PFMA
Source/collection of data	Budget submissions from Votes
Means of verification	Budget document
Method of calculation	Number of documents compiled
Data limitations	Quality of budget submission from departments
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly (Done twice on the 3 rd Quarter and 4 th Quarter)
New indicator	No
Desired performance	Quality and informative documents compiled and published
Indicator responsibility	Senior Manager : Budget and Expenditure Management

TECHNICAL INDICATOR 2.8	
Indicator title	Number of Appropriation Bills compiled
Short definition	These are 2 Appropriation Bills for tabling main and adjusted budget in the Provincial Legislature
Purpose/importance	It is mainly for consideration of the Provincial budget by the Provincial Legislature for appropriation.
Policy linked to	PFMA
Source/collection of data	Budget submissions, 13 Votes, Strategic Plans, Annual Performance Plans, In Year Monitoring reports
Means of verification	Allocation letters
Method of calculation	Data bases, Personnel Forecasting Model and Estimates of Provincial Revenue and Expenditure
Data limitations	None
Type of indicators	Output
Calculation type	Cumulative- for the year
Reporting cycle	Quarterly (Done twice on the 3 rd & 4 th Quarters)
New indicator	No
Desired performance	Provincial Departments to have credible budgets, expenditure estimates and effective, efficient and economic budget implementation
Indicator responsibility	Senior Manager : Budget and Expenditure Management

TECHNICAL INDICATOR 2.9	
Indicator title	Number of consolidated Provincial In Year monitoring reports submitted
Short definition	12 In Year monitoring reports compiled and submitted
Purpose/importance	Inform stakeholders on the service delivery performance and expenditure trends of the Province
Policy linked to	PFMA
Source/collection of data	In Year monitoring reports from Votes
Means of verification	IYM reports submitted to National Treasury
Method of calculation	Number of reports compiled and submitted per month (IYM)
Data limitations	Accuracy of reports received from Votes
Type of indicators	Non-cumulative
Calculation type	Quantity of reports compiled
Reporting cycle	Monthly (IYM) and quarterly (Financial data)
New indicator	No
Desired performance	Timeous submission of accurate reports by Votes
Indicator responsibility	Senior Manager : Budget and Expenditure Management

MUNICIPAL FINANCE

TECHNICAL INDICATOR 2.10					
Indicator title	Provide support and monitor Municipalities on the implementation of the MFMA				
Short definition	Provide advice, support on financial management and the implementation of the MFMA to 19 Municipalities				
	<table border="1"> <tr> <td>Support</td> <td> <ul style="list-style-type: none"> Collection of draft budgets Training on new reforms issued by National Treasury Perform a bench mark exercise on municipal draft budgets Review the draft budgets and provide feedback to Municipalities Issue periodical reporting circulars with timelines, as guided by National Treasury Remind Municipalities to produce progress reports on Special Merit Cases </td> </tr> <tr> <td>Monitor</td> <td> <ul style="list-style-type: none"> Prepare and issue non-compliance letters with prescripts and other National Treasury circulars Identify unfunded and funded budgets advice on corrections Issue reports on findings </td> </tr> </table>	Support	<ul style="list-style-type: none"> Collection of draft budgets Training on new reforms issued by National Treasury Perform a bench mark exercise on municipal draft budgets Review the draft budgets and provide feedback to Municipalities Issue periodical reporting circulars with timelines, as guided by National Treasury Remind Municipalities to produce progress reports on Special Merit Cases 	Monitor	<ul style="list-style-type: none"> Prepare and issue non-compliance letters with prescripts and other National Treasury circulars Identify unfunded and funded budgets advice on corrections Issue reports on findings
Support	<ul style="list-style-type: none"> Collection of draft budgets Training on new reforms issued by National Treasury Perform a bench mark exercise on municipal draft budgets Review the draft budgets and provide feedback to Municipalities Issue periodical reporting circulars with timelines, as guided by National Treasury Remind Municipalities to produce progress reports on Special Merit Cases 				
Monitor	<ul style="list-style-type: none"> Prepare and issue non-compliance letters with prescripts and other National Treasury circulars Identify unfunded and funded budgets advice on corrections Issue reports on findings 				
Purpose/importance	Provides support and advice to Municipalities to have accurate and credible budgets and to improve financial management of Municipalities				
Policy linked to Source/collection of data	PFMA Monthly reports submitted				
Means of verification	Analysis reports and feedback reports				
Method of calculation	Number of reports submitted and analysed				
Data limitations	None				
Type of indicator	Output				
Calculation type	Cumulative - for the year				
Reporting cycle	Monthly, quarterly and annually				
New indicator	No				
Desired performance	Achievement on more Municipalities submitting accurate and credible reports and the budget within timeframes as per MFMA				
Indicator responsibility	Senior Manager : Municipal Finance Management				
TECHNICAL INDICATOR 2.11					
Indicator title	Number of consolidated municipal budget statements published and submitted to Provincial Legislature				
Short definition	<table border="1"> <tr> <td>Support</td> <td> <ul style="list-style-type: none"> Collection of draft budgets Perform a bench mark excise on municipal draft budgets Review the draft budgets and give feedback to Municipalities Issue periodical reporting circulars with timelines, as guided by National Treasury </td> </tr> </table>	Support	<ul style="list-style-type: none"> Collection of draft budgets Perform a bench mark excise on municipal draft budgets Review the draft budgets and give feedback to Municipalities Issue periodical reporting circulars with timelines, as guided by National Treasury 		
Support	<ul style="list-style-type: none"> Collection of draft budgets Perform a bench mark excise on municipal draft budgets Review the draft budgets and give feedback to Municipalities Issue periodical reporting circulars with timelines, as guided by National Treasury 				

Purpose/importance	Monitor	<ul style="list-style-type: none"> • Prepare and issue non-compliance letters with prescripts and other National Treasury circulars • Identify unfunded and funded budgets advice on the corrections • Issue reports on findings
Policy linked to	To ensure credible monthly and quarterly reports are submitted and complying to the legislation	
Source/collection of data	MFMA	
Means of verification	Municipal Budget submissions, IDP, SDBIP, In Year Monitoring reports, monthly analysis reports	
Method of calculation	Local Government Database	
Data limitations	Local Government Database, SDBIP as well as non-financial reports.	
Type of indicators	Incomplete and non-submission of reports	
Calculation type	Impact	
Reporting cycle	Cumulative - for the year	
New indicator	Monthly and quarterly	
Desired performance	No	
Indicator responsibility	Municipalities to have credible budgets, monthly financial performance outcomes, effective, efficient and economic budget implementation Senior Manager : Municipal Finance Management	

TECHNICAL INDICATOR 2.12		
Indicator title	Number of Annual Draft Municipal Budgets analysed	
Short definition	Provide policy advice, ensure municipal budget implementation and promote efficient financial resource allocation – 19 Municipal Budgets	
Purpose/importance	Ensure Municipalities submit credible budgets and promote effective, efficient and economic budget implementation.	
Policy linked to	MFMA	
Source/collection of data	Municipal Budget submissions, IDP, SDBIP, In Year Monitoring reports, monthly analysis reports	
Means of verification	Analysis reports	
Method of calculation	Local Government Database, Monthly IYM reports, SDBIP as well non-financial reports.	
Data limitations	None	
Type of indicators	Impact	
Calculation type	Cumulative - for the year	
Reporting cycle	Annually	
New indicator	No	
Desired performance	Municipalities to have credible budgets, monthly financial performance outcomes, effective, efficient and economic budget implementation	
Indicator responsibility	Senior Manager : Municipal Finance Management	

TECHNICAL INDICATOR 2.13	
Indicator title	Number of Mid-Year Budget and Performance Assessment Engagements
Short definition	Engage 19 municipalities on mid-term financial performance and provide 1 consolidated engagement feedback report
Purpose/importance	To provide early warning indicators for impending financial distress
Policy linked to	MFMA
Source/collection of data	Municipal Budget submissions, IDP, SDBIP, In Year Monitoring reports, monthly analysis reports
Means of verification	Mid-year performance engagement reports
Method of calculation	Local Government Database, Monthly IYM reports, SDBIP as well non-financial reports.
Data limitations	Incomplete and non-submission of reports
Type of indicators	Impact
Calculation type	Cumulative - for the year
Reporting cycle	Bi-Annually
New indicator	No
Desired performance	Budgets which are aligned to realistic revenue and expenditure estimates
Indicator responsibility	Senior Manager : Municipal Finance Management

TECHNICAL INDICATOR 2.14	
Indicator title	Number of consolidated In Year monitoring reports submitted (Section 71 of MFMA)
Short definition	Non-financial information and 12 In Year monitoring reports compiled and submitted
Purpose/importance	Inform stakeholders on revenue and expenditure trends of the Municipalities
Policy linked to	MFMA
Source/collection of data	In Year monitoring reports and Quarterly Performance Reports from municipalities
Means of verification	IYM reports submitted to National Treasury
Method of calculation	Number of reports compiled and submitted per month (IYM)
Data limitations	Accuracy of reports received from municipalities
Type of indicator	Non-cumulative
Calculation type	Quantity of reports compiled
Reporting cycle	Monthly (IYM)
New indicator	Yes
Desired performance	Timeous submission of accurate reports by municipalities
Indicator responsibility	Senior Manager : Municipal Finance

TECHNICAL INDICATOR 2.15

Indicator title	Number of Municipalities supported to improve Revenue Management and Debt Collection
Short definition	Engagement with 4 Municipalities (Dr JS Moroka, Lekwa, Mkhondo and Emalaheni) on simplified revenue enhancement and compile a consolidated report Engagement: Analysis of revenue management of the municipalities and develop action plans. Quarterly monitoring of implementation of action plans
Purpose/importance	To improve financial viability in municipalities.
Policy linked to	MFMA
Source/collection of data	Section 71 reports and National database.
Means of verification	Section 71 reports
Method of calculation	Local Government Database.
Data limitations	Incomplete and non-submission of reports
Type of indicator	Impact
Calculation type	Cumulative - for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Improvement of revenue baselines in municipalities
Indicator responsibility	Senior Manager : Municipal Finance Management

TECHNICAL INDICATOR 2.16

Indicator title	Number of Municipalities assisted with the development of Financial Recovery Plans
Short definition	Engagement with municipalities by facilitating the process of the development of the recovery plan to address challenges holistically within the Municipalities (Emakhazeni, Dr JS Moroka and Victor Khanye) The Recovery plan will entail immediate, short term , medium term and long term activities with measurable outcomes
Purpose/importance	To improve financial viability and sustainability
Policy linked to	MFMA
Source/collection of data	Section 71 reports and National database.
Means of verification	Financial recovery plan
Method of calculation	Financial recovery plan
Data limitations	Incomplete and non-submission of reports
Type of indicator	Impact
Calculation type	Cumulative - for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Development of Financial recovery plans
Indicator responsibility	Senior Manager : Municipal Finance Management

INFRASTRUCTURE CO-ORDINATION

TECHNICAL INDICATOR 2.18

Indicator title	Coordinate the delivery of Infrastructure performance in the Province.
Short definition	This is a process of providing support and monitoring 6 Provincial Departments on Infrastructure Planning and delivery.
Purpose/importance	<p>Support</p> <ul style="list-style-type: none"> • Assist with ad-hoc training on Infrastructure and built environment standards • Analyse the infrastructure challenges and advise the department on options • Attend Infrastructure Committee meetings to clarify the reporting frameworks and standards <p>Promote</p> <ul style="list-style-type: none"> • Assist departments and other role-players with better understanding; <p>Assist Votes with best practices and strategies with regards to infrastructure projects</p>
Policy linked to	PFMA
Source/collection of data	Monthly, Quarterly Infrastructure Reporting Model (IRM) reports submitted to National Treasury, Annual User Asset Management Plans, Quarterly Effectiveness reports
Means of verification	Site Visits reports
Method of calculation	Number of reports , evaluated and submitted to National Treasury
Data limitations	Non submission and poor quality of reports submitted by Departments
Type of indicator	Impact
Calculation type	Cumulative - for the year
Reporting cycle	Monthly, quarterly and annually
New indicator	Quarterly Effectiveness reports – now legislated in the Division of Revenue Act
Desired performance	Improved quality of properly selected prioritised, designed, constructed and maintained Infrastructure
Indicator responsibility	Senior Manager: Infrastructure Coordination

TECHNICAL INDICATOR 2.19

Indicator title	Number of Infrastructure Reporting Model analysis reports provided
Short definition	Non-financial information and Project/Programme monitoring reports compiled and submitted by Infrastructure Departments. Monitoring of Infrastructure Implementation. (12 reports)
Purpose/importance	<p>Ensure that appropriate spending on Infrastructure occurs.</p> <p>Monitor</p> <ul style="list-style-type: none"> • All Reports received and analysed and issue 12 feedback reports • Analyse Infrastructure reports of the Departments • Identify gaps in the implementation of the standards, regulations or acts • Issue reports on findings • Issue periodical reporting circulars with timelines • Review Infrastructure reports of stakeholders and provide inputs for improvements

	Analyse <ul style="list-style-type: none"> • Read through the document; • Make findings of the understanding of the document, possibly the future position - financially or physically • How the information presented in the document, affects other reports already submitted or statutory requirements.
Policy linked to	PFMA
Source/collection of data	Infrastructure Reporting Module, Site visits.
Means of verification	Operational plan activities
Method of calculation	Number of reports submitted. Number of sites visited.
Data limitations	Quality of information on IRM.
Type of indicator	Economy and efficiency
Calculation type	Cumulative for the year
Reporting cycle	Annually
New indicator	No
Desired performance	Accurate reporting, prudent planning and Expenditure.
Indicator responsibility	Senior Manager : Infrastructure Coordination

TECHNICAL INDICATOR 2.20

Indicator title	Number of User Asset Management plan (Infrastructure plans) analysis provided.
Short definition	User Asset Management Plan is used for Infrastructure Planning and monitoring (6 Plans)
Purpose/importance	<p>Monitor</p> <ul style="list-style-type: none"> • Analyse Infrastructure reports of the Departments • Identify gaps in the implementation of the standards, regulations or acts • Issue periodical reporting circulars with timelines. • Review Infrastructure reports of stakeholders and provide inputs for improvements <p>Analyse</p> <ul style="list-style-type: none"> • Read through the document • Make findings of the understanding of the document, possibly the future position – Financially or physically. • How the information presented in the document, affects other reports already submitted or statutory requirements.
Policy linked to	Reduce ad-hoc planning and increase value for money.
Source/collection of data	PFMA, GIAMA
Means of verification	User Asset Management Plans, Table B5 on EPRE
Method of calculation	Feedback reports
Data limitations	Number Non submission by 6 targeted Departments

Type of indicator	Efficiency and Economy.
Calculation type	Annual
Reporting cycle	Annually
New indicator	No
Desired performance	Reduce the cost of infrastructure, and thus increase value for money.
Indicator responsibility	Senior Manager: Infrastructure Coordination

PROGRAMME 3: ASSET AND LIABILITIES MANAGEMENT

PROVINCIAL SUPPLY CHAIN MANAGEMENT

TECHNICAL INDICATOR 3.1	
Indicator title	Monitor the implementation of Supply Chain Management framework
Short definition	Oversee and monitor the implementation of Supply Chain Management prescripts by providing guidance and support to enhance sound financial management and accountability - 12 Votes, 20 Municipalities and 4 Public Entities
Purpose/importance	<p>Monitor</p> <ul style="list-style-type: none"> • Receive, analyse and provide written feedback on: <ul style="list-style-type: none"> ◦ policies and procedures ◦ procurement plans ◦ monthly 30-day payment reports ◦ deviations on SCM Support <ul style="list-style-type: none"> • Conduct workshops • Conduct one-on one and group discussions/ meetings Analyse <ul style="list-style-type: none"> • Scrutinise documents and provide feedback
Prescripts linked to Source/collection of data	PFMA, MFMA, PPPFA, SCM regulations (Treasury Instructions and Circulars) Reports
Means of verification	Reports submitted
Method of calculation	Analysis of reports
Data limitations	None submission of reports
Type of indicator	Outcome
Calculation type	Cumulative – for the year
Reporting cycle	Monthly and quarterly
New indicator	No
Desired performance	To adherence to policy frameworks
Indicator responsibility	Senior Manager: Provincial Supply Chain Management

TECHNICAL INDICATOR 3.2	
Indicator title	Number of Votes, Municipalities, and Public Entities monitored on implementation of procurement plans.
Short definition	Oversee and monitor the implementation of procurement plans on - 12 Votes, 20 Municipalities and 4 Public Entities
Purpose/importance	<p>Monitor</p> <ul style="list-style-type: none"> • Receive, analyse and provide written feedback on: <ul style="list-style-type: none"> ○ procurement plans ○ quarterly reports • Scrutinise documents and provide feedback
Prescripts linked to Source/collection of data	PFMA, MFMA, PPPFA, SCM regulations (Treasury Instructions and Circulars)
Means of verification	Reports
Method of calculation	Reports submitted
Data limitations	Analysis of reports
Type of indicator	None submission of reports
Calculation type	Outcome
Reporting cycle	Cumulative – for the year
New indicator	Quarterly
Desired performance	No
Indicator responsibility	Adherence to policy frameworks Senior Manager: Provincial Supply Chain Management

TECHNICAL INDICATOR 3.3	
Indicator title	Number of Votes, Municipalities and Public Entities monitored on timeous payments to contracted service providers
Short definition	Monitoring of timeous payments to contracted service providers -12 Votes, 20 Municipalities and 4 Public Entities
Purpose/importance	To ensure timeous payment of contracted service providers by Government Institutions
Prescripts linked to Source/collection of data	PFMA, MFMA, Treasury Regulations, SCM Framework Reports
Means of verification	Reports submitted
Method of calculation	Analysis of reports
Data limitations	Late/non-submission of reports
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	Payment of contracted suppliers within 30 days as per legislation
Indicator responsibility	Senior Manager: Provincial Supply Chain Management

TECHNICAL INDICATOR 3.4	
Indicator title	Number of Votes and Municipalities monitored on contract management
Short definition	Proper management of contracts by 3 Votes and 7 Municipalities (Emalaheni LM, Dr JS Moroka LM, Govan Mbeki LM, Thaba Chweu LM, Msukaliqwa LM, and Dipaleseng LM)
Purpose/importance	Proper management of contracts by Government Institutions
Prescripts linked to	PFMA, MFMA, Treasury Regulations, SCM Framework
Source/collection of data	Reports
Means of verification	Reports submitted
Method of calculation	Analysis of reports
Data limitations	Late/non-submission of reports
Type of indicators	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Appropriate management of contracts
Indicator responsibility	Senior Manager: Provincial Supply Chain Management

TECHNICAL INDICATOR 3.5	
Indicator title	Number of training sessions conducted on SCM
Short definition	Provide capacity building on the SCM
Purpose/importance	To enhance knowledge on SCM to Government officials
Prescripts linked to	PFMA, MFMA, Treasury Regulations, SCM Framework
Source/collection of data	Requests for training
Means of verification	Attendance registers
Method of calculation	Attendance registers
Data limitations	Poor attendance
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Adequate knowledge to apply the SCM prescripts
Indicator responsibility	Senior Manager: Provincial Supply Chain Management

TECHNICAL INDICATOR 3.6

Indicator title	Number of Transversal Term Contracts initiated and monitored
Short definition	Facilitating and monitoring transversal contracts for utilisation by state organs (Travel and accommodation, Toilet paper and bottled water)
	Facilitate <ul style="list-style-type: none">• Conduct research on commodities• Develop specification of commodities• Arrange the appointment of committees• Arrange the committees meetings
	Monitor <ul style="list-style-type: none">• Verify the fair utilisation of suppliers,• Verify the adherence to the signed contracts• Analyse the spending reports• Provide feedback
Source/collection of data	Expenditure reports
Means of verification	Tender documents and reports
Method of calculation	Analysis of reports
Data limitations	None submission of reports
Type of indicators	Outcome
Calculation type	Cumulative
Reporting cycle	Monthly and Quarterly
New indicator	Yes
Desired performance	Ensuring cost containment
Indicator responsibility	Senior Manager: Provincial Supply Chain Management

PUBLIC SECTOR LIABILITIES MANAGEMENT

TECHNICAL INDICATOR 3.7		
Indicator title	Provide support to comply with relevant legislation on liabilities management	
Short definition	To monitor and support provincial institutions on the management of liabilities effectively.	
	Monitor	<ul style="list-style-type: none"> o Receive and analyse liabilities information for compliance with applicable legislation
	Support	<ul style="list-style-type: none"> • Hold meetings • Provide one on one guidance • Provide written feedback • Monitor audit action plans and provide recommendations on improvement of internal controls on management of liabilities
	Analyse	<ul style="list-style-type: none"> • Scrutinize the document; • Make findings of the understanding of the document, possibly the future position - financially or physically. • How the information presented in the document, affects other reports already submitted or statutory requirements.
Purpose/importance	Is to improve provincial financial sustainability	
Policy linked to	PFMA, MFMA and Treasury Regulations	
Source/collection of data	Financial systems reports, AFS reports, lease agreements, litigation reports, retention registers.	
Means of verification	Reports and liability registers	
Method of calculation	Analysis of reports	
Data limitations	Non submission of reports	
Type of indicator	Outcome	
Calculation type	Cumulative - for the year	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance	Effective management of liabilities in the Province	
Indicator responsibility	Public Sector Liabilities sub-programme	

TECHNICAL INDICATOR 3.8

Indicator title Number institutions monitored on compliance to Liability Management Guideline

Short definition

To monitor and support provincial institutions on the management of liabilities effectively. (Municipalities to be monitored: Emalaheni LM, Dr JS Moroka LM, Dr Pixley Ka Isaka Seme LM, Govan Mbeki LM, Mkhondo LM, Thembisile Hani LM, Msukaliqwa LM, Dipaleseng LM and Victor Khanye LM.)

Monitor

- Receive and analyse liabilities information for compliance with applicable legislation

Support

- Hold meetings
- Provide one on one guidance
- Provide written feedback
- Monitor audit action plans and provide recommendations on improvement of internal controls on management of liabilities

Analyse

- Scrutinize the document;
- Make findings of the understanding of the document, possibly the future position- financially or physically.
- How the information presented in the document, affects other reports already submitted or statutory requirements.

Is to improve provincial financial sustainability

PFMA, MFMA and Treasury Regulations

Financial systems reports, AFS reports, lease agreements, litigation reports, retention registers.

Reports and liability registers

Analysis of reports

Non submission of reports

Outcome

Cumulative - for the year

Quarterly

No

Effective management of liabilities in the Province

Public Sector Liabilities sub-programme

Purpose/importance

Policy linked to

Source/collection of data

Means of verification

Method of calculation

Data limitations

Type of indicators

Calculation type

Reporting cycle

New indicator

Desired performance

Indicator responsibility

PHYSICAL ASSET MANAGEMENT

TECHNICAL INDICATOR 3.9	
Indicator title	Provide support to comply with asset management framework
Short definition	To monitor effective and efficient management of provincial physical assets for 12 Votes, 6 municipalities (Msukaligwa, Mkhondo, Emakhazeni, Dr JS Moroka, Govan Mbeki and Thaba Chweu and 2 Public Entities (MEGA and MTPA).
Purpose/importance	<p>Monitor</p> <ul style="list-style-type: none"> • Verify existence of <ul style="list-style-type: none"> ◦ Asset registers <p>Support</p> <ul style="list-style-type: none"> • Conduct workshops and forums • Conduct one-on-one meetings • Scrutinise documents and provide input and feedback <p>Analyse</p> <ul style="list-style-type: none"> • Audit action plans
Policy linked to	Improved governance of physical assets in order to enhance service delivery
Source/collection of data	PFMA, MFMA, GIAMA and MPAMPF
Means of verification	Audit reports, Asset registers, Asset Management Plans
Method of calculation	Audit reports
Data limitations	Analysis of source data
Type of indicator	The reliability of information provided by Votes, Public Entities and Municipalities
Calculation type	Output
Reporting cycle	Cumulative
New indicator	Quarterly
Desired performance	No
Indicator responsibility	Improve the management and accounting of physical assets in the public institutions Acting Senior Manager: Physical Asset Management

TECHNICAL INDICATOR 3.10

Indicator title	Number of Votes, Public Entities and Municipalities supported and monitored to comply with Asset Management framework
Short definition	Supporting and monitoring 12 Votes, 6 Municipalities (Msukaligwa, Mkhondo, Emakhazeni, Dr JS Moroka, Govan Mbeki and Thaba Chweu and 2 Public Entities (MEGA and MTPA) through the implementation and maintenance of systems of internal controls.
Purpose/importance	<p>Monitor</p> <ul style="list-style-type: none"> • Verify existence and application • Receive, analyse and provide feedback on: <ul style="list-style-type: none"> ○ asset registers ○ audit action plans <p>Support</p> <ul style="list-style-type: none"> • Conduct workshops, • Conduct one-on-one meetings • Scrutinise documents and provide input and feedback <p>Analyse improved governance of physical assets in order to enhance service delivery</p> <p>PFMA, MFMA, GIAMA and MPAMPF</p> <p>Audit reports, Asset registers, Asset Management Plans</p>
Policy linked to Source/collection of data	Feedback reports
Means of verification	Analysis of source data
Method of calculation	The reliability of information provided by Votes, Public Entities and Municipalities
Data limitations	Output
Type of indicator	Non-cumulative
Calculation type	Quarterly
Reporting cycle	No
New indicator	Improve the management and accounting of physical assets in the asset registers
Desired performance	Acting Senior Manager: Physical Asset Management
Indicator responsibility	

TECHNICAL INDICATOR 3.11	
Indicator title	Number of votes supported on Inventory Management
Short definition	Monitor, support and the implementation of the legislative frameworks on inventory management in 6 Votes – (DARDLEA, Department of Education, PWRT, DCSR, DCSSL, and Department of Health)
Purpose/importance	Receive, analysis and provide feedback on inventory management Support <ul style="list-style-type: none"> • Receive, analyse and provide feedback on: <ul style="list-style-type: none"> ○ policies and procedures ○ inventory registers ○ reconciliations reports ○ quarterly reports ○ Audit Action Plan • Conduct workshops, • Conduct one-on-one meetings
	To ensure compliance to the inventory management framework
Policy linked to	PFMA
Source/collection of data	Audit reports, Inventory Registers
Source/collection of data	Inventory registers, financial reports, financial statements
Means of verification	Reports
Method of calculation	Analysis of reports
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	quarterly
New indicator	No
Desired performance	Improve the management and accounting of inventory management
Indicator responsibility	Acting Senior Manager: Physical Asset Management

TECHNICAL INDICATOR 3.12	
Indicator title	Number of municipalities supported on implementation of Audit Action Plans.
Short definition	7 Municipalities supported on implementation of audit action plans (Dr JS Moroka, Emakhazeni, Thaba Chweu, Mkhondo, Msukaligwa, Govan Mbeki and Dipaleseng) to improve audit outcomes.
Purpose/importance	To improve municipal audit outcomes.
Policy linked to	MFMA
Source/collection of data	Audit reports & municipal audit remedial plans.
Means of verification	Audit reports & quarterly reports

Method of calculation	Quantitative.
Data limitations	Quality of remedial plans and capacity to implement them.
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Quarterly
New Indicator	Yes
Desired performance	Improved audit outcome of municipalities
Indicator responsibility	Senior Manager: Municipal Finance Management.

INTERLINKED FINANCIAL SYSTEMS

TECHNICAL INDICATOR 3.13	
Indicator title	Provide business support on Transversal Systems
Short definition	To provide business support on transversal systems – 12 Votes
Purpose/importance	Improve compliance to systems rules, regulations that then assist in the executives' decision-making.
	Monitor <ul style="list-style-type: none"> Print and analyse system reports: <ul style="list-style-type: none"> ○ balanced scorecard ○ Audit trail reports ○ Resource Allocation Control Facility (RACF) reports Support <ul style="list-style-type: none"> • Operate helpdesk • End user support • Training • Workshops • One-on-one visits
	Analyse Scrutinise documents and provide input and feedback
Policy linked to	PFMA, PSA, Treasury Regulations, MISS
Source/collection of data	Reports
Means of verification	Reports and registers
Method of calculation	Analysis of source data
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative monthly
Reporting cycle	Monthly and quarterly
New indicator	No
Desired performance	Improved management of transversal systems
Indicator responsibility	Acting Senior Manager: Interlinked Financial Systems

TECHNICAL INDICATOR 3.14	
Indicator title	Number of Votes monitored on optimal utilisation of the PERSAL and Logis
Short definition	Monitoring of the 12 Votes on the management and utilisation of transversal systems through obtaining, reviewing, consolidating and submitting 4 quarterly progress reports to management per annum
Purpose/importance	Improve compliance to systems rules, regulations that then assist in the executives' decision-making.
	Monitor <ul style="list-style-type: none"> Analyse system reports and provide written feedback: <ul style="list-style-type: none"> • Balanced scorecard • NMIR • Compliance utilisation
	Support <ul style="list-style-type: none"> • End user support • Training and workshops
	Analyse <ul style="list-style-type: none"> Scrutinise documents and provide input and feedback;
Policy linked to	PFMA, PSA, Treasury Regulations, MISS and POPI, NMIR
Source/collection of data	Reports
Means of verification	Reports and registers
Method of calculation	Analysis of source data
Data limitations	Unavailability of network
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Monthly and quarterly
New indicator	No
Desired performance	Improved utilisation of transversal systems
Indicator responsibility	Acting Senior Manager: Interlinked Financial Systems

TECHNICAL INDICATOR 3.15	
Indicator title	Number of Votes monitored on access security profiles
Short definition	Monitoring of the 12 Votes on the access security profiles of transversal systems through obtaining, reviewing, consolidating and submitting 4 quarterly reports to management per annum.
Purpose/importance	Improved the use of transversal systems to ensure proper allocation and data utilisation Monitor <ul style="list-style-type: none"> Analyse system reports and provide written feedback on: <ul style="list-style-type: none"> ○ Audit trail reports ○ Resource Allocation Control Facility (RACF) reports
	Support <ul style="list-style-type: none"> • Operate helpdesk • End user support

	Analyse	Scrutinise documents and provide input and feedback:
Policy linked to Source/collection of data		PFMA, PSA, IT Governance MISS and POPI, RACF reports, Systems reports, Balance Score Card, NMIR
Means of verification	System Reports	
Method of calculation	Analysis of source data	
Data limitations	None	
Type of indicator	Outcome	
Calculation type	Cumulative monthly	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance	Improve the utilisation of transversal systems to ensure proper allocation of data	
Indicator responsibility	Acting Senior Manager: Interlinked Financial Systems	

INFORMATION TECHNOLOGY

TECHNICAL INDICATOR 3.16		
Indicator title	Provide an enabling environment and systems for sound corporate governance of ICT in Mpumalanga Province	
Short definition	To install and support ICT infrastructure to 12 Votes within the Mpumalanga Provincial Government	
Purpose/importance	Monitor and support the implementation of Governance Framework in 6 Votes and 9 municipalities	
	Improve ICT infrastructure to optimise operational efficiency	
	Provide	
	<ul style="list-style-type: none"> • Install and manage ICT networks 	
	Monitor	
	Receive and analyse reports on:	
	<ul style="list-style-type: none"> • Network availability • Governance framework implementation • Audit outcomes 	
	Support	
	<ul style="list-style-type: none"> • Operate helpdesk • End user support • ICT networks • Workshops on application of systems 	
	Analyse	
	<ul style="list-style-type: none"> • Scrutinise documents and provide input and feedback; • Make findings of the understanding of the document; • How the information presented in the document, affects other reports already submitted or statutory requirements. 	

Policy linked to Source/collection of data	PFMA , MFMA, MISS, IT Governance framework Reports
Means of verification	Reports and registers
Method of calculation	Number of report issued and analysed
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative - for the year
Reporting cycle	Daily, monthly and quarterly
New indicator	No
Desired performance	Improved operational efficiency through Information Communication Technology
Indicator responsibility	Acting Senior Manager: Information Technology

TECHNICAL INDICATOR 3.17

Indicator title	Percentage Up-time of ICT Network infrastructure
Short definition	Install and support Network connectivity in 12 Votes
Purpose/importance	To manage and support IT network infrastructure effectively without unnecessary downtime and loss of productivity. <ul style="list-style-type: none"> • Install and manage ICT networks • Receive and analyse reports on: • Network availability • Support • ICT networks
Policy linked to Source/collection of data	PFMA, IT Governance Framework, SITA Act, MISS Network Reports,
Means of verification	System generated report on percentage of up-time of system
Method of calculation	Network uptime statistics as per agreed service levels
Data limitations	Unavailability of network
Type of indicator	Output
Calculation type	Cumulative, System generated reports expressed in percentage (%) Sum of quarterly uptime percentage divided by the number of sites equals to average uptime percentage. Average=98.07%: Sum of quarterly uptime percentage divided by the number of sites equals to average uptime percentage.
Reporting cycle	Monthly
New indicator	No
Desired performance	Reduced downtime and maximize productivity.
Indicator responsibility	Acting Senior Manager: Information Technology

TECHNICAL INDICATOR 3.18

Indicator title	Percentage of Calls resolved
Short definition	Provision of responsive IT End-User support (Logging of calls, attending to calls at the Help Desk, Conducting quality assurance on calls, providing training on production applications, conducting IT security awareness)
Purpose/importance	Numerator = number of calls attended to Denominator: number of calls logged Baseline= 5322/5364*100 = 99% (
Policy linked to	To manage IT resources more effectively without unnecessary downtime and loss of productivity.
Source/collection of data	PFMA, IT Governance Frameworks Reports from HELP DESK System
Means of verification	System report
Method of calculation	Calls done within the agreed service level
Data limitations	Unavailability of network
Type of indicator	Output
Calculation type	Cumulative, Numerator = number of calls attended /Denominator: number of calls logged Baseline= 5322/5364*100 = 99%
Reporting cycle	Daily
New indicator	No
Desired performance	Reduced downtime and maximize productivity.
Indicator responsibility	Acting Senior Manager: Information Technology

TECHNICAL INDICATOR 3.19

Indicator title	Number of Votes and Municipalities monitored on IT Governance
Short definition	Assist with the development of action plans (9 Municipalities and 6 Votes.; monitor the outcomes of the Information technology audits and progress done on implementation, measured bi-annually.
Purpose/importance	Assist Votes and Municipalities to obtain a higher level of maturity on IT governance and to maintain a positive audit on IT (Implementation of IT framework and audit action plans) Support: <ul style="list-style-type: none"> • Return quarterly feedback to MANCO • Assist with IT Risk assessment workshops, • Visit Stakeholders on a one-on-one basis. • Compliance to Information Communication Technology policies and standards)
Policy linked to	PFMA, MFMA, IT Governance Framework, MISS
Source/collection of data	Audit reports

Means of verification	Audit Reports
Method of calculation	Analysis of source data
Data limitations	The reliability of information provided by Votes and Municipalities
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	Higher level of maturity and positive audit outcomes
Indicator responsibility	Senior Manager: Information Technology

Programme 4: Financial Governance

ACCOUNTING SERVICES

TECHNICAL INDICATOR 4.1

Indicator title	Provide advisory services, support and monitor public sector institutions in terms of Accounting Standards and Financial Statements to ensure accountability
Short definition	Provide advisory services, support and monitor 12 Votes, 19 Municipalities and 4 Public Entities in terms of Accounting Standards and Financial Statements. <ul style="list-style-type: none"> • Training on financial statements and accounting standards • Analyse the trial balances and advise the Departments on issues to be corrected • Attend audit steering committee meetings to clarify the reporting framework and accounting standards • Issue periodical reporting circulars with timelines • Review Financial Statements and Interim Financial Statements of stakeholders and provide inputs for improvements
Purpose/importance	To provide guidance and support on Accounting standards and financial statements to enable full disclosure and compliance to accounting standards
Policy linked to Source/collection of data	PFMA and GRAP Standards
Means of verification	Trial balance reports, Interim Financial Statements and Annual Financial Statements submitted by Votes, Municipalities and Public Entities
Method of calculation	Reports
Data limitations	Analysis of source data
Type of indicator	None
Calculation type	Output
Reporting cycle	Cumulative - for the year
New Indicator	Monthly, quarterly and annually
	No

Desired performance
Indicator responsibility

Improved compliance to Accounting standards and reporting frameworks by Votes, Municipalities and Public Entities
Senior Manager: Accounting Services

TECHNICAL INDICATOR 4.2

Indicator title	Number of Votes and Public Entities trained, advised and supported on Accounting Standards, Financial Statements and audit processes
Short definition	Provide advisory services, support and monitor 12 Votes, and 4 Public Entities in terms of Accounting Standards and Financial Statements.
	Trained <ul style="list-style-type: none"> • Training on financial statements and accounting standards
	Advised <ul style="list-style-type: none"> • Analyse the trial balances and advise the Departments on issues to be corrected • Issue periodical reporting circulars with timelines
	Supported <ul style="list-style-type: none"> • Attend audit steering committee meetings to clarify the reporting framework and accounting standards • Review Financial Statements and Interim Financial Statements of stakeholders and provide inputs for improvements
Purpose/importance	To provide guidance and support on Accounting Standards and Financial Statements to enable full disclosure and compliance to Accounting Standards
Policy linked to	PFMA and GRAP Standards
Source/collection of data	Trial balance reports, Interim Financial Statements and Annual Financial Statements submitted by Votes, Municipalities and Public Entities
Means of verification	Reports
Method of calculation	Analysis of source data
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Monthly, quarterly and annually
New indicator	No
Desired performance	Improved compliance to Accounting standards and reporting frameworks by Votes, Municipalities and Public Entities
Indicator responsibility	Senior Manager: Accounting Services

TECHNICAL INDICATOR 4.3

Indicator title	Number of Votes and Public Entities received feedback on Interim Financial Statements analysed
Short definition	This is a process of casting, verifying and checking completeness of figures and accounting policies on the 12 Votes and 2 Public Entities (MEGA and MTPA) and provide feedback reports. <ul style="list-style-type: none"> • Check accuracy of figures

TECHNICAL INDICATOR 4.3	
Purpose/importance	<ul style="list-style-type: none"> Tally the related figures such as cash and cash equivalent Check the inclusion of all disclosure notes <p>To ensure the following:</p> <ul style="list-style-type: none"> Meet reporting requirements Improve quality of IFS disclosure Improved Audit outcomes Improve timely submission of AFS
Policy linked to	PFMA
Source/collection of data	Interim Financial Statements for Votes and Public Entities and Internal Audit reports
Means of verification	Interim Financial Statements
Method of calculation	None
Data limitations	Non-submission of IFS
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Accurate Financial Statements
Indicator responsibility	Senior Manager: Accounting Services

TECHNICAL INDICATOR 4.4	
Indicator title	Number of Municipalities supported on Accounting Standards and monitored on preparation of financial statements and audit processes
Short definition	It is a process guided by the GRAP standards for 19 Municipalities
Purpose/importance	To provide guidance and support on Accounting Standards and Financial Statements to enable full disclosure and compliance to Accounting Standards
	Support <ul style="list-style-type: none"> Support on the use of the AFS template Training on financial statements and accounting standards Attend audit steering committee meetings to clarify the reporting framework and accounting standards
	Guidance <ul style="list-style-type: none"> Advise on allocations Advise on accounting policies, standards and interpretation Issue periodical reporting circulars with timeliness
Policy linked to	MFMA and GRAP Standards
Source/collection of data	Trial Balance Reports, Interim Financial Statements and Annual Financial Statements submitted by Municipalities

Means of verification	Reports
Method of calculation	Analysis of source data
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Bi-annually
New indicator	No
Desired performance	Improved compliance to Accounting standards and reporting frameworks by Municipalities
Indicator responsibility	Senior Manager: Accounting Services

TECHNICAL INDICATOR 4.5

Indicator title	Number of consolidated Annual Financial Statements for Votes and Public Entities tabled in the Provincial Legislature
Short definition	It's a process of compiling one set of consolidated financial statements and tabling to the Provincial Legislature in line with Section 19 of the Public Finance Management Act, No. 1 of 1999
Purpose/Importance	To promote accountability in public sector institutions through consolidation of financial Statements To comply with the PFMA, No. 1 of 1999
Policy linked to	PFMA
Source/collection of data	Annual financial statements submitted by Votes and Public Entities
Means of verification	AFS
Method of calculation	Analysis of source data
Data limitations	None submission of AFS
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improved reporting and timely submission of consolidated financial statements
Indicator responsibility	Senior Manager: Accounting Services

NORMS AND STANDARDS

TECHNICAL INDICATOR 4.6

Indicator title	Improve the systems of internal controls in public sector institutions
Short definition	Utilise available sources of information to monitor the implementation of remedial actions to improve the systems of internal controls
Purpose/Importance	Strengthen the internal control systems and reduce the level of non-compliance
Policy linked to	PFMA and MFMA
Source/collection of data	Remedial action plans of Votes, Municipalities and Public Entities

Means of verification	Action plans
Method of calculation	Analysis of source data
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Monthly, quarterly and annually
New indicator	No
Desired performance	Improved internal controls and compliance with legislation and improved corporate governance
Indicator responsibility	Senior Manager: Norms and Standards

TECHNICAL INDICATOR 4.7

Indicator title	Number of Votes monitored on Financial Management
Short definition	Monitor: Follow-up on the improvement of financial management controls (payroll management and delegations of authority) in 8 Votes (Department of Culture, Sport and Recreation, Department of Human Settlements, Department of Economic Development and Tourism, Department of Health, Department of Education, Department of Public Works, Roads and Transport and Department of Agriculture, Rural Development, Land and Environmental Affairs) and provide recommendations
Purpose/importance	Improve systems of internal control
Policy linked to	PFMA
Source/collection of data	Audit findings
Means of verification	Evaluation
Method of calculation	Analysis of source data
Data limitations	Non-submission of information
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Annually
New indicator	Yes
Desired performance	To improve internal control systems in Departments
Indicator responsibility	Senior Manager: Norms and Standards

TECHNICAL INDICATOR 4.8

Indicator title	Number of Action plans analysed for completeness on audit findings for Votes and Public Entities
Short definition	Analyse audit action plans received from 12 Votes and 4 Public Entities to determine if all issues in the audit management letters and audit reports have been included (completeness analysis) and that the action plans include all actions, activities, root causes and measurable due dates (content analysis).
Purpose/importance	All matters raised will be addressed

Policy linked to	PFMA
Source/collection of data	AG action plans
Means of verification	Remedial action plans analysed
Method of calculation	Analysis of source data
Data limitations	Non-completion of the action plans
Type of indicator	Output
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To improve internal control systems in Votes and Public Entities
Indicator responsibility	Senior Manager: Norms and Standards

TECHNICAL INDICATOR 4.9

Indicator title	Number of Action plans analysed for completeness on audit findings for Municipalities
Short definition	Analyse audit action plans received from 19 Municipalities to determine if all issues in the audit management letters and audit reports have been included (completeness analysis) and that the action plans include all actions, activities, root causes and measurable due dates (content analysis).
Purpose/importance	All matters raised will be addressed
Policy linked to	MFMA
Source/collection of data	AG action plans
Means of verification	Remedial action plans analysed
Method of calculation	Analysis of source data
Data limitations	Non-completion of the action plans
Type of indicator	Output
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To improve internal control systems in Municipalities
Indicator responsibility	Senior Manager: Norms and Standards

TECHNICAL INDICATOR 4.10

Indicator title	Number of Municipalities monitored on implementation of audit findings action plans (Human Resource Management)
Short definition	Monitored: Follow up on AG (Human Resource Management) outstanding issues for 10 Municipalities (Victor Khanye, Dipaleseng, Emakhazeni, Msukaligwa, Emalaheni, Govan Mbeki, Lekwa, Dr Pixley Ka Isaka Seme, Thembisile Hani and Mkhondo) informed by the audit outcomes and findings and provide feedback reports to Accounting Officers
Purpose/importance	Improved systems of internal control

TECHNICAL INDICATOR 4.10

Policy linked to	MFMA
Source/collection of data	AG action plans
Means of verification	Monthly progress reports
Method of calculation	Analysis of source data
Data limitations	Non-completion of the action plans and progress reports
Type of indicator	Output
Calculation type	Cumulative- for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	To improve internal control systems in Municipalities
Indicator responsibility	Senior Manager: Norms and Standards

TECHNICAL INDICATOR 4.11

Indicator title	Number of Votes monitored on Fleet Management in respect of the qualification criteria and adherence to Transport Policy
Short definition	8 Votes (Department of Public Works, Roads and Transport, Department of Health, Department of Agriculture, Rural Development, Land and Environmental Affairs, Department of Social Development, Department of Culture, Sport and Recreation, Department of Community Safety, Security and Liaison, Department of Education and Department of Human Settlements) monitored on fleet management in respect of the qualification criteria and adherence to Transport Policy to ensure correct implementation of the policy.
Purpose/importance	Improved systems of internal control
Policy linked to	PFMA and TR
Source/collection of data	Reports from Votes
Means of verification	Records and physical verification
Method of calculation	Actual implementation
Data limitations	None
Type of indicator	Output
Calculation type	Non-Cumulative - for the year
Reporting cycle	Annually
New indicator	Yes
Desired performance	To improve risk assessment processes and increase internal audit coverage
Indicator responsibility	Senior Manager: Norms and Standards

PROVINCIAL RISK MANAGEMENT

TECHNICAL INDICATOR 4.12

Indicator title	Facilitate implementation of risk management processes
Short definition	Provide guidance and support (perform risk assessments, provide training, evaluate Risk Management Committees and evaluate risk assessment reports and provide feedback) to 12 Votes, 19 Municipalities and 4 Public Entities on Enterprise Risk Management Processes
Purpose/importance	Improve the risk management processes and reduce the level of non-compliance
Policy linked to	PFMA, MFMA and Risk Management standards
Source/collection of data	Risk assessment reports and Risk Management Committee Evaluation Reports
Means of verification	Reports
Method of calculation	Analysis of source data
Data limitations	None submission of inputs by stakeholders
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Monthly/Quarterly and Annually
New indicator	No
Desired performance	Improved the Risk Management Maturity levels and processes
Indicator responsibility	Manager: Provincial Risk Management

TECHNICAL INDICATOR 4.13

Indicator title	Number of Revised Enterprise Risk Management (ERM) framework reviewed / issued
Short definition	This is a process, which involves review, updating and issuing one Provincial ERM Framework.
Purpose/importance	Improve the risk management processes and reduce the level of non-compliance
Policy linked to	PFMA, MFMA and Risk Management standards
Source/collection of data	Risk assessment reports and Risk Management Committee Evaluation Reports
Means of verification	Reports
Method of calculation	Analysis of source data
Data limitations	None submission of inputs by stakeholders
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Monthly/Quarterly and Annually
New indicator	No
Desired performance	Improved the Risk Management Maturity levels and processes
Indicator responsibility	Manager: Provincial Risk Management

TECHNICAL INDICATOR 4.14

Indicator title	Number of Votes, Public Entities and Municipalities monitored on implementation of the Provincial Risk Management Framework
Short definition	The Provincial Risk Management framework, methodology and guideline is the tool that involves the following: <ul style="list-style-type: none"> • Evaluation of the effectiveness of Risk Management Committees • Evaluation of Risk Assessment reports and provide feedback • 6 Votes (Department of Social Development, Department of Co-operative Governance and Traditional Affairs, Office of the Premier, Provincial Treasury, Department of Community Safety, Security and Liaison and Department of Public Works, Roads and Transport), 2 Public Entities (MEGA and MTPA) and 8 Municipalities (Thaba Chweu, Emalahleni, Victor Khanye, Thembisile Hani, Govan Mbeki, Msukalligwa, Mkhondo and Dr JS Moroka) monitored on implementation of the Framework • Provide hands-on support with the performance of risk assessments on request
Purpose/importance	Promote uniformity and standardise Risk management processes in the Province
Policy linked to	PFMA, MFMA and Risk Management standards
Source/collection of data	Risk Assessment Reports and Top Ten High Risk Areas
Means of verification	Reports
Method of calculation	Analysis of source data
Data limitations	None submission of reports by stakeholders and none implementation of the recommendations
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Monthly/Quarterly and Annually
New indicator	No
Desired performance	Effective implementation of the Provincial Enterprise Risk Management Framework and guidelines.
Indicator responsibility	Manager: Provincial Risk Management

TECHNICAL INDICATOR 4.15

Indicator title	Number of Guidelines on Risk Management processes developed/ reviewed / issued
Short definition	This involves developing, reviewing, updating and issuing one Guideline on Risk management processes for the 12 Votes, 19 Municipalities and 4 Public Entities.
Purpose/importance	Improve the risk management processes and reduce the level of non-compliance
Policy linked to	PFMA and MFMA
Source/collection of data	Risk assessment reports and Risk Management Committee Evaluation Reports
Means of verification	Reports
Method of calculation	Analysis of source data
Data limitations	None submission of inputs by stakeholders
Type of indicator	Output

Calculation type	Cumulative - for the year
Reporting cycle	Monthly/Quarterly and Annually
New indicator	No
Desired performance	Improved the Risk Management Maturity levels and processes
Indicator responsibility	Manager: Provincial Risk Management

PROVINCIAL INTERNAL AUDIT

TECHNICAL INDICATOR 4.16

Indicator title	Support public sector institutions to improve on internal audit processes
Short definition	A process that provides guidance, capacity building, and coordination and evaluate the effectiveness of internal audit functions and internal audit committees.
Purpose/importance	Monitor and provide support and capacity building to 12 Votes, 19 Municipalities and 4 Public Entities to fully implement standardised internal audit processes <ul style="list-style-type: none"> • Analyse internal audit plans by using template designed • Attend Audit Committee meetings • Evaluate the proceedings of the meeting in terms of the following standards: <ul style="list-style-type: none"> ○ Composition and quality; ○ Understanding Business and Risks; ○ Oversight of Internal and external auditors; ○ Process and procedures; ○ Communication • Issue reports to Accounting Officers / Authorities with recommendations for improvements Strengthen the internal audit processes and reduce the level of non-compliance
Policy linked to	PFMA, MFMA
Source/collection of data	Internal audit plans and reports issued and completed evaluation questionnaire for Audit Committees
Means of verification	Audit plans
Method of calculation	Analysis of source data
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Monthly, quarterly and annually
New indicator	No
Desired performance	Improved internal audit processes and corporate governance
Indicator responsibility	Manager: Provincial Internal Audit

TECHNICAL INDICATOR 4.17

Indicator title	Percentage of internal audit plans that were received, analysed
Short definition	<p>100% internal audit plans received</p> <ul style="list-style-type: none"> All internal audit plans received and analysed Sum of plans received divided by Sum of plans analysed multiply by 100 equals to total Percentage <p>Baseline= $27/27/100=100\%$</p> <ul style="list-style-type: none"> Number expected= 12 Votes, 19 Municipalities and 4 Public Entities Bi-annually (1st quarter Municipalities and 4th quarter Votes and Public Entities) <ul style="list-style-type: none"> Receive Internal Audit Plans (100% of Internal Audit plans received and analysed refers to all internal audit plans submitted) Analyse the plans by using template designed Issue reports on findings Maintain register of Internal audit plans received, analysed and feedback provided
Purpose/importance	Improve audit coverage in the Province
Policy linked to	PFMA, MFMA and Treasury Regulations
Source/collection of data	Internal Audit plans received from Votes, Municipalities and Public Entities
Means of verification	Audit plans
Method of calculation	<p>Analysis in terms of predetermined questionnaire</p> <ul style="list-style-type: none"> Sum of plans received divided by Sum of plans analysed multiply by 100 equals to total Percentage Baseline= $27/27/100=100\%$ Number expected= 12 Votes, 19 Municipalities and 4 Public Entities
Data limitations	None submission of Internal Audit plans by Votes, Municipalities and Public Entities on the required time frame
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Bi-Annually
New indicator	No
Desired performance	Improved internal audit processes and corporate governance
Indicator responsibility	Manager: Provincial Internal Audit

TECHNICAL INDICATOR 4.18

Indicator title	Number of Municipalities with functional audit committees
Short definition	This is a framework that is used to assess and improve the effectiveness of the audit committees within the governance structures (Lekwa LM, Govan Mbeki LM, Msukaligwa LM, Victor Khanye LM, Dipaliseng LM, Bushbuckridge LM, Dr JS

TECHNICAL INDICATOR 4.18

Purpose/importance	<p>Moroka LM, Emakhazeni LM, Mkhondo LM, Nkangala DM, Nkomazi LM, Thaba Chweu LM, Emalaheni LM, Ehlanzeni DM, Thembisile Hani LM and Steve Tshwele LM)</p> <ul style="list-style-type: none"> Attend Audit Committee meetings Evaluate the proceedings of the meeting in terms of the following standards: <ul style="list-style-type: none"> Composition and quality; Understanding business and risks; Oversight of Internal and external auditors; Process and procedures; Communication Issue reports to Accounting Officers with recommendations for improvements
Policy linked to	MFMA
Source/collection of data	Audit Committee meetings
Means of verification	Audit plans
Method of calculation	Analysis in terms of predetermined questionnaire
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Bi-Annually
New indicator	No
Desired performance	Improved internal audit processes and corporate governance
Indicator responsibility	Manager: Provincial Internal Audit

TECHNICAL INDICATOR 4.19

Indicator title	Number of Evaluations performed on the effectiveness of Audit Committees
Short definition	This framework is used to assess and improve the effectiveness of the audit committees within the governance structures: (Health, Public Works, Roads and Transport, Agriculture, Rural Development, Land and Environment Affairs, Economic Development and Tourism, Education, Community Safety, Security and Liaison, Human Settlements, Office of the Premier, Culture, Sport and Recreation, Social Development, Co-operative Governance and Traditional Affairs, Provincial Treasury, Mpumalanga Economic Growth Agency and Mpumalanga Tourism and Parks Agency.)
Purpose/importance	<ul style="list-style-type: none"> Attend Audit Committee meetings Evaluate the proceedings of the meeting in terms of the following standards: <ul style="list-style-type: none"> Composition and quality; Understanding business and risks; Oversight of Internal and external auditors;

	<ul style="list-style-type: none"> o Process and procedures: <ul style="list-style-type: none"> o Communication • Issue feedback reports to Accounting Officers / Authorities with recommendations for improvements
Policy linked to	PFMA
Source/collection of data	Audit Committee meetings
Means of verification	Audit reports
Method of calculation	Observation of audit committee meeting proceedings and predetermined questionnaire
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting cycle	Monthly
New indicator	No
Desired performance	Improved internal audit processes and corporate governance
Indicator responsibility	Assistant Manager: Provincial Internal Audit

TECHNICAL INDICATOR 4.20

Indicator title	Number of Internal Audit assessments performed on readiness of Quality Assurance Review
Short definition	This is a tool that is used to assess the effectiveness of the internal audit function, when performing their work in accordance with the definition of internal audit, code of ethics and internal audit methodology. (Nkomazi Local Municipality)
Purpose/importance	Perform Quality Assurance Reviews and issue 1 report with recommendations for improvement
Policy linked to	PFMA / MFMA
Source/collection of data	Standards for the Professional Practice of Internal Auditing, Internal Audit Manual, Internal Audit units Reports
Means of verification	Compliance with IIA Standards
Method of calculation	None
Data limitations	Output
Type of indicator	Cumulative for the year
Calculation type	Quarterly
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improve the compliance to IIA Standards
Indicator responsibility	Manager: Provincial Internal Audit

TECHNICAL INDICATOR 4.21

Indicator title	Number of follow-ups conducted on the implementation of Quality Assurance review recommendations
Short definition	This is a tool that is used to assess the effectiveness of the internal audit function, when performing their work in accordance with the definition of internal audit, code of ethics and internal audit methodology. (Bushbuckridge Local Municipality, Thembisile Hani Local Municipality.)
Purpose/importance	2 follow-up reports on previously raised recommendations.
Policy linked to	PFMA / MFMA
Source/collection of data	Standards for the Professional Practice of Internal Auditing, Internal Audit Manual, Internal Audit units Reports
Means of verification	Compliance with IIA Standards
Method of calculation	None
Data limitations	Output
Type of indicator	Cumulative for the year
Calculation type	Quarterly
Reporting cycle	No
New indicator	Improve the compliance to IIA Standards
Desired performance	Manager: Provincial Internal Audit
Indicator responsibility	

ANNEXURE D: CHANGES TO PLANNING DOCUMENTS

Changes as reported in the APP 2016/17:

- a) **CHANGES TO STRATEGIC PLAN'S STRATEGIC GOALS**
The strategic goals were revised and reduced to two (2) goals, which are more explanatory of the mandate of the Provincial Treasury.

Previous Strategic Goals:

Strategic Goal 1	Administrative support
Goal Statement	Provide prompt, continuous, effective and efficient administrative support to all line functions in the Department.
Justification	Achieving sustained benefit across the Department by achieving goals and improving service delivery in terms of Departmental policies.
Links	MTSF priority 12: An efficient, effective and development orientated public service. Compliance to PSA, PMFA, MFMA, MTSF and other related legislative frameworks.
Strategic Goal 2	Maintain fiscal discipline in the province
Goal Statement	Provide quality advice and support on Provincial and Municipal Fiscal policy, Budget and expenditure management and economic impact of provincial public policy and expenditure and Infrastructure Coordination.
Justification	To ensure that there is service delivery in the province through efficient resources allocation and sound financial management practices.
Links	MTSF priority 9: responsive, accountable, effective and efficient developmental local government system and the PFMA, MFMA, MTSF, NDP, Vision 2030 and MEGDP
Strategic Goal 3	Asset and Liabilities support
Goal Statement	Monitor and support the implementation of Transversal Systems, Information Technology Services, Assets, Liabilities, Public Private Partnerships and Provincial Supply Chain management to votes, public entities and municipalities, to achieve full compliance to applicable legislative frameworks in the next five years.
Justification	To ensure votes, public entities and municipalities comply with PFMA, MFMA and other relevant legislations to support service delivery.
Links	Strengthening performance and management of public resources in provincial departments, public entities and municipalities. MTSF priority 9: responsive, accountable, effective and efficient developmental local government system, PFMA, MFMA & other relevant legislations
Strategic Goal 4	Efficient and effective financial and corporate governance
Goal Statement	Ensure efficient and effective financial and corporate governance in the province in line with legislation by 2014.

Justification	Improved compliance to prescribed frameworks and legislation by Departments, public entities and municipalities
Links	MTSF priority 9: responsive, accountable, effective and efficient developmental local government system and the PFMA, MFMA, MTSF, NDP, Vision 2030 and MEGDP

New Strategic Goals:

Strategic Goal 1	Administrative support
Goal Statement	Provide prompt, continuous, effective and efficient administrative support to all line functions in the Provincial Treasury.
Justification	Achieving sustained benefit across the Provincial Treasury by achieving goals and improving service delivery in terms of Departmental policies.
Links	MTSF priority 12: An efficient, effective and development orientated public service. Compliance to PSA, PMFA, MFMA, MTSF and other related legislative frameworks.
Strategic Goal 2	Efficient and effective financial, ICT, and corporate governance in the Province
Goal Statement	Ensure efficient and effective financial, ICT, and corporate governance in the Province, in line with Legislation and Policies.
Justification	Improved compliance to prescribed frameworks and legislation by Departments, public entities and municipalities
Links	MTSF priority 9: responsive, accountable, effective and efficient developmental local government system and the PFMA, MFMA, MTSF, NDP, Vision 2030 and MEGDP

b) CHANGES TO STRATEGIC PLAN'S STRATEGIC OBJECTIVES

The new strategic objectives are more explanatory of the mandate the Provincial Treasury and in line with name change.

Programme 1: Office of the Chief Financial Officer

Old:	Provide sound financial and supply chain management services to the Department
Strategic Objective 1 :	Render efficient and effective management accounting, financial accounting, supply chain management and risks management support by 12 financial reports
Objective Statement	12 IYM reports and 1 annual financial statement
Baseline	

Justification	Sound financial management as prescribed in PFMA
Links	MTSF priority 12: An efficient, effective and development oriented public service. Compliance to PSA, PMFA, MFMA, MTSF and other related legislative frameworks.

New:	Provide sound Financial Management and Supply Chain Management services in Provincial Treasury
Strategic Objective 1:	
Objective Statement	Render efficient and effective management accounting, financial accounting, supply chain management and risks management support to ensure an unqualified audit opinion
Baseline	Unqualified audit opinion (12 IYM reports and 1 annual financial statement)
Justification	Sound financial management as prescribed in PFMA
Links	MTSF priority 12: An efficient, effective and development oriented public service. Compliance to PSA, PMFA, MFMA, MTSF and other related legislative frameworks.

Programme 1: Internal Audit

Old:	Provide efficient and effective internal audit services in the Department
Strategic Objective 1:	
Objective Statement	Provide a responsive, value added and effective internal audit service to evaluate and improve the effectiveness of risk management, control and governance processes in the 4 department programmes in 1 audit plan
Baseline	Internal Audit conducts its activities in accordance with an approved risk based audit plan and in compliance with the IIA Standards
Justification	Section 38(1)(a)(ii) of the PFMA requires each department to have a system of internal audit under the control and direction of an Audit Committee
Links	MTSF priority 12: An efficient, effective and development oriented public service. Compliance to PSA, PMFA, MFMA, MTSF and other related legislative frameworks.

New:	Provide efficient and effective internal audit services in Provincial Treasury
Strategic Objective 1:	
Objective Statement	Provide a responsive, value added and effective internal audit service to evaluate and improve the effectiveness of risk management, control and governance processes in the 4 department programmes in 1 audit plan
Baseline	Internal Audit conducts its activities in accordance with an approved risk based audit plan and in compliance with the IIA Standards
Justification	Section 38(1)(a)(ii) of the PFMA requires each department to have a system of internal audit under the control and direction of an Audit Committee
Links	MTSF priority 12: An efficient, effective and development oriented public service. Compliance to PSA, PMFA, MFMA, MTSF and other related legislative frameworks.

Programme 2: Economic Analysis

Old:	Conduct socio-economic research to inform Provincial and Municipal planning and budget process
Strategic Objective 1:	Provide quality and accurate annual socio-economic reports that inform provincial and municipal fiscal policy development and the annual budget processes, thereby contributing to the provincial growth and development strategy – 20 quarterly, 4 bi-annual and 5 annual reports
Baseline	Publication of quarterly, bi-annual and annual socio-economic reports on provincial and municipal level
Justification	Socio-economic research reports should be essential for developing and implementing policy, determining budget priorities and should also quantify the impact of public policy and spending on the quality of life of provincial citizens
Links	PFMA, MFMA, MTSF, NDP, Vision 2030, MEGDP and MTSF priority 9 & 12.

New:	Economic Analysis under Sustainable Resource Management has been transferred to the Department of Economic Development and Tourism following a function shift
Removed	

Programme 2: Provincial Administration Fiscal Discipline

Old:	Support Provincial Votes to maximise and expand sustainable revenue generation and collection in the Province, effective management of provincial revenue fund
Strategic Objective 1:	Support Provincial Votes to maximise and expand sustainable revenue generation and collection in the province in 12 votes
Baseline	Support 12 votes
Justification	Ensure revenue generation and collection
Links	Public Finance Management Act, Medium Term Strategic Framework, Division of Revenue Act MTSF priority 12: An efficient, effective and development orientated public service.

New:	Support Provincial Votes to maximise sustainable revenue generation and collection
Strategic Objective 1:	Support Provincial Votes to maximise and expand sustainable revenue generation and collection in the province in 12 votes
Baseline	Support 12 votes
Justification	Ensure revenue generation and collection
Links	Public Finance Management Act, Medium Term Strategic Framework, Division of Revenue Act MTSF priority 12: An efficient, effective and development orientated public service.

Programme 2: Budget and Expenditure Management

Old:	Promote effective and optimal financial resource allocation and expenditure management for Provincial Government
Strategic Objective 1:	To prepare budget and monitor budget implementation in 13 votes
Objective Statement	13 Provincial votes
Baseline	Ensure preparation of provincial budget and that votes spend according to their plans and within allocated funds
Justification	Public Finance Management Act, Medium Term Strategic Framework, Division of Revenue Act
Links	MTSF priority 12: An efficient, effective and development orientated public service.

New:	Allocation of Provincial budget and monitoring the implementation.
Strategic Objective 1:	To prepare budget and monitor budget implementation in 13 votes
Objective Statement	13 Provincial votes
Baseline	Ensure preparation of provincial budget and that votes spend according to their plans and within allocated funds
Justification	Public Finance Management Act, Medium Term Strategic Framework, Division of Revenue Act
Links	MTSF priority 12: An efficient, effective and development orientated public service.

Programme 2: Municipal Finance

Old:	Provide support and monitor municipalities on the implementation of the MFMA
Municipal Finance	Provide advice, support on financial management and the implementation of MFMA to 21 municipalities
Strategic Objective 1	Provide support and monitor 21 municipalities
Objective Statement	Ensure the fiscal discipline and enhancement of service delivery in the municipalities
Baseline	MTSF priority 9: responsive, accountable, effective and efficient developmental local government system. Compliance to PMFA, MFMA, MTSF and legislative frameworks.
Justification	
Links	

New:	Provide support and monitor municipalities on the implementation of the MFMA
Municipal Finance	Provide advice, support on financial management and the implementation of MFMA to 20 municipalities
Strategic Objective 1	
Objective Statement	

New:	
Municipal Finance	
Baseline	Provide support and monitor 20 municipalities
Justification	Ensure the fiscal discipline and enhancement of service delivery in the municipalities
Links	MTSF priority 9: responsive, accountable, effective and efficient developmental local government system. Compliance to PMFA, MFMA, MTSF and legislative frameworks.

Programme 2: Infrastructure Co-ordination

Old:	
Strategic Objective 1:	Promote Provincial Efficiency in Financial Planning and Implementation of Infrastructure Delivery Management System (IDMS)
Objective Statement	Provide support and monitor 7 provincial departments, and 3-delegated District municipalities.
Baseline	Currently supporting 7 infrastructure departments.
Justification	Infrastructure is directly linked to Provincial Economic Growth.
Links	National Development Plan; Public Finance Management Act; Division of Revenue Act; Provincial Growth and Development Strategy; Mpumalanga Infrastructure Delivery Management System. MTSF priority 12: An efficient, effective and development orientated public service.

New:	
Strategic Objective 1:	Coordinate the delivery of Infrastructure performance in the Province.
Objective Statement	Provide support and monitor 7 provincial departments
Baseline	Currently supporting 7 infrastructure departments.
Justification	Infrastructure is directly linked to Provincial Economic Growth.
Links	National Development Plan; Public Finance Management Act; Division of Revenue Act; Provincial Growth and Development Strategy; Mpumalanga Infrastructure Delivery Management System. MTSF priority 12: An efficient, effective and development orientated public service.

Programme 3: Provincial Supply Chain Management

Old:	
Strategic Objective 1	Monitor and support the implementation of Supply Chain Management Framework
Objective Statement	Oversee and monitor the implementation of Supply Chain Management framework by providing guidance and support to enhance sound financial management and accountability.- 12 Votes, 21 municipalities and 4 public entities
Baseline	12 Votes, 21 municipalities and 4 Public Entities
Justification	Improve compliance on supply chain management framework

Links	MTSF priority 12: An efficient, effective and development orientated public service. MTSF priority 9: responsive, accountable, effective and efficient developmental local government system. Compliance to PFMA, MFMA, MTSF and legislative frameworks.
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New:	Monitor the implementation of Supply Chain Management framework
Strategic Objective 1	Oversee and monitor the implementation of Supply Chain Management framework by providing guidance and support to enhance sound financial management and accountability. - 12 Votes, 20 municipalities and 4 public entities
Baseline	12 Votes, 20 municipalities and 4 Public Entities
Justification	Improve compliance on supply chain management framework
Links	MTSF priority 12: An efficient, effective and development orientated public service. MTSF priority 9: responsive, accountable, effective and efficient developmental local government system. Compliance to PFMA, MFMA, MTSF and legislative frameworks.

Old:	Coordinate identified Public Private Partnership projects
Strategic Objective 2	This involves creating and conducting awareness on Public Private Partnerships and support in the implementation of the framework through 4 progress reports
Baseline	2 projects
Justification	Enhancing service delivery and infrastructure development.
Links	MTSF priority 12: An efficient, effective and development orientated public service. MTSF priority 9: responsive, accountable, effective and efficient developmental local government system. Compliance to PFMA, MFMA, MTSF and legislative frameworks.

New:	Removed from the APP included in the Operational Plan as it is more activity based
Removed	

Financial Assets Management : Function shift to <i>Provincial Administration Fiscal Discipline</i>	
Old	Monitor and support the management of financial assets
Strategic Objective 1	To monitor and support the management of cash in the province in 12 Votes and Provincial Legislature
Objective Statement	
Baseline	12 Votes and Provincial Legislature

Financial Assets Management : Function shift to Provincial Administration Fiscal Discipline

Justification	Timely availability of cash to ensure that votes pay their service providers
Links	MTSF priority 12: An efficient, effective and development orientated public service. MTSF priority 9: responsive, accountable, effective and efficient developmental local government system. Compliance to PFMA, MFMA, MTSF and legislative frameworks
New:	Functions shifted to Provincial Administration Fiscal Discipline
Removed	

Programme 3: Public Sector Liabilities Management

Old:	Monitor and support the management of Public Sector Liabilities
Strategic Objective 1: Objective Statement	To monitor and support provincial institutions on the effective management of liabilities in 12 Votes, 21 municipalities and 4 Public Entities.
Baseline	12 votes, 21 municipality and 4 Public Entities
Justification	Improve compliance to liabilities management guidelines
Links	MTSF priority 12: An efficient, effective and development orientated public service. MTSF priority 9: responsive, accountable, effective and efficient developmental local government system. Compliance to PFMA, MFMA, MTSF and legislative frameworks.

New:	Provide support to comply with relevant Legislation on liabilities management
Strategic Objective 1: Objective Statement	To monitor and support provincial institutions on the effective management of liabilities in 12 Votes, 20 municipalities and 4 Public Entities.
Baseline	12 votes, 20 municipality and 4 Public Entities
Justification	Improve compliance to liabilities management guidelines
Links	MTSF priority 12: An efficient, effective and development orientated public service. MTSF priority 9: responsive, accountable, effective and efficient developmental local government system. Compliance to PFMA, MFMA, MTSF and legislative frameworks.

Programme 3: Physical Asset Management

Old:	Monitor and support the management of physical assets
Strategic Objective 1: Objective Statement	To monitor and support provincial institutions on the effective management of physical asset in 12 Votes, 21 municipalities and 4 Public Entities
Baseline	12 Votes, 21 municipalities and 4 Public Entities

Justification	Improve compliance to physical asset management framework
Links	MTSF priority 12: An efficient, effective and development orientated public service. MTSF priority 9: responsive, accountable, effective and efficient developmental local government system. Compliance to PFMA, MFMA, MTSF and legislative frameworks.

New:	Provide support to comply with asset management framework
Strategic Objective 1:	To monitor and support provincial institutions on the effective management of physical asset in 12 Votes, 20 municipalities and 4 Public Entities
Baseline	12 Votes, 20 municipalities and 4 Public Entities
Justification	Improve compliance to physical asset management framework
Links	MTSF priority 12: An efficient, effective and development orientated public service. MTSF priority 9: responsive, accountable, effective and efficient developmental local government system. Compliance to PFMA, MFMA, MTSF and legislative frameworks.

Programme 3: Interlinked Financial Systems

Old:	Monitor and support the management and utilisation of transversal systems
Strategic Objective 1:	To monitor and support provincial institutions on the effective management of physical asset in 12 Votes, 21 municipalities and 4 Public Entities
Baseline	12 Votes, 21 municipalities and 4 Public Entities
Justification	Improve compliance to physical asset management framework
Links	MTSF priority 12: An efficient, effective and development orientated public service. MTSF priority 9: responsive, accountable, effective and efficient developmental local government system. Compliance to PFMA, MFMA, MTSF and legislative frameworks.

New:	Provide business support on transversal systems
Strategic Objective 1:	To monitor and support provincial institutions on the effective management of physical asset in 12 Votes, 20 municipalities and 4 Public Entities
Baseline	12 Votes, 20 municipalities and 4 Public Entities
Justification	Improve compliance to physical asset management framework
Links	MTSF priority 12: An efficient, effective and development orientated public service. MTSF priority 9: responsive, accountable, effective and efficient developmental local government system. Compliance to PFMA, MFMA, MTSF and legislative frameworks.

Programme 3: Information Technology

Old:	Provide Information Communication Technology (ICT) services in the Mpumalanga Provincial
Strategic Objective 1:	To provide ICT infrastructure to 12 Votes;
Objective Statement	Monitor and support the implementation of ICT Governance Framework in 12 Votes and 21 municipalities
Baseline	12 votes and 21 municipalities
Justification	Improve operational efficiency by applying ICT as strategic enabler to accelerate service delivery
Links	MTSF priority 12: An efficient, effective and development orientated public service. MTSF priority 9: responsive, accountable, effective and efficient developmental local government system. Compliance to PFMA, MFMA, MTSF and legislative frameworks.

New:	Provide an enabling environment and systems for sound corporate governance of ICT in Mpumalanga Province
Strategic Objective 1:	To provide ICT infrastructure to 12 Votes;
Objective Statement	Monitor and support the implementation of ICT Governance Framework in 12 Votes and 20 municipalities
Baseline	12 votes and 20 municipalities
Justification	Improve operational efficiency by applying ICT as strategic enabler to accelerate service delivery
Links	MTSF priority 12: An efficient, effective and development orientated public service. MTSF priority 9: responsive, accountable, effective and efficient developmental local government system. Compliance to PFMA, MFMA, MTSF and legislative frameworks.

Programme 4: Provincial Risk Management

Old:	Facilitate implementation of Risk Management processes
Strategic Objective 1:	Monitor, Support and build capacity in 12 Votes, 4 Public Entities and 21 Municipalities on effective implementation of Risk Management processes
Objective Statement	12 Votes 4 Public Entities and 21 Municipalities
Baseline	Effective implementation of Risk Management processes to improve the maturity levels and promote good governance
Justification	MTSF priority 12: An efficient, effective and development orientated public service. MTSF priority 9: responsive, accountable, effective and efficient developmental local government system. Compliance to PMFA, MFMA, MTSF and legislative frameworks.
Links	

New:	Facilitate effective implementation of Risk Management processes
Strategic Objective 1	

Objective Statement	Monitor, Support and build capacity in 12 Votes, 4 Public Entities and 20 Municipalities on effective implementation of Risk Management processes
Baseline	12 Votes 4 Public Entities and 20 Municipalities
Justification	Effective implementation of Risk Management processes to improve the maturity levels and promote good governance
Links	MTSF priority 12: An efficient, effective and development orientated public service. MTSF priority 9: responsive, accountable, effective and efficient developmental local government system. Compliance to PMFA, MFMA, MTSF and legislative frameworks.

Programme 4: Provincial Internal Audit

Old:	Improve the effectiveness of Internal Audit processes
Strategic Objective 1	Monitor, support and build capacity in 12 votes, 21 municipalities and 5 public entities on internal audit processes.
Objective Statement	12 Votes, 4 Public Entities and 21 Municipalities
Baseline	12 Votes, 4 Public Entities and 21 Municipalities
Justification	Strengthen the internal audit processes and reduce the level of non-compliance
Links	MTSF priority 12: An efficient, effective and development orientated public service. MTSF priority 9: responsive, accountable, effective and efficient developmental local government system. Compliance to PMFA, MFMA, MTSF and legislative frameworks.

New:	Support public sector institutions to improve on internal audit processes
Strategic Objective 1	Monitor, support and build capacity in 12 votes, 20 municipalities and 4 public entities on internal audit processes.
Objective Statement	12 Votes, 4 Public Entities and 20 Municipalities
Baseline	12 Votes, 4 Public Entities and 20 Municipalities
Justification	Strengthen the internal audit processes and reduce the level of non-compliance
Links	MTSF priority 12: An efficient, effective and development orientated public service. MTSF priority 9: responsive, accountable, effective and efficient developmental local government system. Compliance to PMFA, MFMA, MTSF and legislative frameworks.

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