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Kwetemnotfo neteku Vakasha

UmNyango WezokuThuthukiswa  
KoMnotho neze Vakatiho

Departement van Ekonomiese  
Ontwikkeling en Toerisme

**Hon BP Shiba**  
**Speaker**  
**Mpumalanga Provincial Legislature**  
**Private Bag X11289**  
**MBOMBELA**  
**1200**

Dear Hon Shiba

**SUBMISSION OF ANNUAL PERFORMANCE PLAN 2020/2021 AND OPERATIONAL PLAN  
2020/2021: PROVINCIAL TREASURY: VOTE 3 FOR RE-TABLING**

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The above matter bears reference.

Kindly find attached the submission of the following documents from Provincial Treasury for re-tabling:

1. Annual Performance Plan 2020/21; and
2. Operational Plan 2020/21.

Kind regards,

**MR P. S. NGOMANE (MPL)**  
**MEC: FINANCE, ECONOMIC DEVELOPMENT AND TOURISM**  
**DATE: 28/08/2020**



provincial treasury  
**MPUMALANGA PROVINCE**  
REPUBLIC OF SOUTH AFRICA



# Annual Performance Plan 2020/21

Let's Grow Mpumalanga Together

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Tabling Date:

31 August 2020





## **DEPARTMENT GENERAL INFORMATION**

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## Executive Authority Statement

Our country has entered a phase that will test the resilience of our operational and financial systems. One thing for sure is that our collective strength and unambiguous determination to realise the goal of better life for all, remains the steadfast pillars, which will set our country out of the current socio-economic challenges.

**Our economic and fiscal environment is constrained.** Statistics South Africa has recently confirmed that the country is now in a technical recession after two consecutive negative quarter on quarter growth. The outbreak of Corona Virus, which has now been declared a pandemic by the World Health Organization, is also expected to dent the growth prospects, with resultant impact on all sectors of the society and the provincial economy. The current challenges will further put an added pressure on the provincial budget, thus requiring further adjustments to the already shrinking fiscus in the short to medium term.

**We will achieve better results through cooperation and collaboration.** The current tough discourse requires all stakeholders to adopt a common purpose of restoring the fundamentals of economic growth. We have already started to respond to economic and social challenges as a country, and this plan seeks to further articulate the response strategy within the context of the mandate of the Provincial Treasury.

**We have made progress on the plans but more still to be achieved.** The Provincial Treasury has successfully implemented key policy injunctions that were highlighted in its first budget vote of the sixth administration. We have laid the foundation for improve business processes in the areas of human resource, financial reporting and supplier interface. We have also established partnerships to further develop the capacity of financial management practitioners in the provincial administration, amongst others.

In view of the current domestic economic challenges, which will further be compounded by the COVID-19, it becomes even more urgent for the Province to contributing to national programme of restoring confidence in the economy. We will therefore accelerate the implementation of policy injunctions of the sixth administration, which include amongst others the rollout of the first phase of the automation project and explore more systems to enhance the business processes; intensify monitoring of financial recovery plans of the five (5) distressed municipalities, and support departments to enhance the provincial revenue streams. We remain committed to reforms that are aimed to revive the economy, restore the fundamental of a capable state to deliver credible and result-oriented support to public sector institutions on budget management and overall financial governance in the Province.

  
MR P S NGOMANE, MPL

MEC FOR FINANCE, ECONOMIC DEVELOPMENT AND TOURISM

DATE: 28/08/2020

## ACCOUNTING OFFICER STATEMENT

The Provincial Treasury focused in the previous strategic period on the fiscal impact of development, through improved efficiency in government spending and maintaining an appropriate balance between investment and consumption expenditure. Scaling up of capacity and strategic support to Departments, Public Entities and Municipalities on financial management and good governance were key focus areas.

Government faces an extremely tight fiscal environment and expenditure over the MTEF period. During the 2018/19 financial year, two Departments and one Public Entity received unqualified audit opinions without any findings; eight Departments and two Public Entities received unqualified audit opinions with findings while three Departments and one Public Entity received qualified audit opinions.

The state of Municipalities deteriorated over the last three years. In terms of the Auditor General reports, Municipalities' audit outcomes for 2018/19 financial year regressed in comparison with the prior year's improvements. Contributing to these regressions was poor oversight, insufficient internal controls, non-compliance to legislation and regulations. Focussed intervention into the dysfunctional and / or distressed municipalities lead to the compilation of financial recovery plans for Emalahleni, Lekwa, Thaba Chweu Msukaligwa and Govan Mbeki Local Municipalities. These plans were finalised and adopted by Council and implementation will be monitored in the next period.

The Provincial Treasury has provided support to Departments, Public Entities and Municipalities on the implementation of the Supply Chain Management Policy Framework. We have further provided training on supply chain management and the operations of bid committees for Departments, Public Entities and Municipalities in order to improve capacity for policy implementation and to enhance decision making in the award of tenders.

We commence with the implementation of key *economic transformation initiatives* to drive the development of black-owned businesses. This was done to achieve cost-effectiveness and efficiencies whilst ensuring that *state procurement* creates opportunities for entrants into the mainstream economy. The Provincial Treasury implemented the first phase of the Transversal term contracts covering accommodation and travelling. Specific commodities have been identified and generally buy-in and support has been successfully secured from Provincial Departments and National Treasury for implementation of other commodities.


The Provincial Treasury has continued to enforce the payment of suppliers within 30 days after receipt of a valid invoice. The Call Centre to report non-payment of services is functional and exceptions are escalated including to Members of the Executive Council.

The approved organisational structure has 433 posts, which continued to decline following the implementation of the DPSA directive to abolish on PERSAL all vacant and unfunded posts as well as the provincial moratorium on filling of vacant posts. At the end of the financial year, the Provincial Treasury operated with 336 posts, which comprises of 279 permanent posts and 57 posts were additional to the establishment on fixed term contract, namely 45 Interns and 12 Contract School Bookkeepers. Due to increasing mandates and number of institutions, which need to be serviced, the Human Capital is a challenge considering vacancies are not filled and support to all stakeholders still needs to be provided with the remaining personnel.

The focus of the Provincial Treasury for the next strategic period would be on improved financial performance and governance in PFMA and MFMA intuitions to work towards financially viable government institutions.

- The Provincial Treasury's approach to the 2020/21 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.
- The Provincial Treasury aims to efficiently and effectively manage fiscal resources towards achieving inclusive growth and improving living standards. Support will be provided to:
  - Departments in generating and maximization of own revenue.
  - Departments with the implementation of the IDMS;
  - Departments, Public Entities and Municipalities on compliance to Assets, Liabilities, Supply Chain management, Public Private Partnership, Transversal systems and Information Technology Services.
- The Provincial Treasury will continue to monitor Departments, Public Entities and Municipalities with regard to the implementation of and compliance with prescribed policies and legislation and also provide hands-on support and capacity building where necessary to improve governance in these institutions.
- The local government sector is plagued with outcries from communities and an increasing impatience and intolerance for poor service delivery evidenced by the number of community and other stakeholder protests experienced. Specific focus will be to support Municipalities with improvement in the following areas:
  - Development of funded budgets,
  - Improved revenue management,
  - Improve role of oversight through training of relevant municipal structures and committees
  - Improvement of the control environment.

The Accounting Officer appreciates the co-operation of management and the assistance of the Audit Committee, Risk and Ethics Management Committee in the day-to-day operations as well as in the compilation of the strategic documents. The Provincial Treasury will always strive to improve on performance to realise the objectives set for this Administration.

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**MS GUGU MASHITENG**

**Accounting Officer of Provincial Treasury**

**Date: 26/08/2020**

# 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 Ms Gugu Mashiteng;
- Takes into account all the relevant policies, legislation and other mandates for which the Provincial Treasury is responsible
- Accurately reflects the performance information which Provincial Treasury will endeavour to, achieve as committed to in the Annual Performance Plan 2020/2021

**Ms G Milazi**  
General Manager Programme 2

Signature:



**Mr R Masambo**  
Acting General Manager Programme 3

Signature:



**Ms J Bezuidenhout**  
General Manager Programme 4

Signature:



**Ms MA 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

<b>AFS</b>	Annual Financial Statement
<b>AGSA</b>	Auditor General of South Africa
<b>ASB</b>	Accounting Standards Board
<b>BAS</b>	Basic Accounting System
<b>BCM</b>	Business Contingency Management
<b>DORA</b>	Division of Revenue Act
<b>DPSA</b>	Department of Public Service and Administration
<b>FRP</b>	Financial Recovery Plan
<b>GIAMA</b>	Government Immovable Asset Management Act
<b>GDP</b>	Gross Domestic Product
<b>IYM</b>	In-year-monitoring
<b>IT</b>	Information Technology
<b>ICT</b>	Information Communication Technology
<b>IDMS</b>	Infrastructure Delivery Management System
<b>LOGIS</b>	Logistical Information System
<b>mSCOA</b>	Municipal Standard Chart of Accounts
<b>MEC</b>	Member of the Executive Council
<b>MER</b>	Mpumalanga Economic Regulator
<b>MEGA</b>	Mpumalanga Economic Growth Agency
<b>MFMA</b>	Municipal Finance Management Act
<b>MTEF</b>	Medium Term Expenditure Framework
<b>MTPA</b>	Mpumalanga Tourism and parks Agency
<b>NDP</b>	National Development Plan
<b>NYDA</b>	National Youth Development Agency
<b>OAG</b>	Office of the Accountant General
<b>PERSAL</b>	Personnel Salary System
<b>PFMA</b>	Public Finance Management Act
<b>PGDP</b>	Provincial Growth and Development Plan
<b>PPP</b>	Public Private Partnership

<b>SARB</b>	South African Reserve Bank
<b>SARS</b>	South African Revenue Services
<b>SAIPA</b>	South Africa Institute of Professional Accountants
<b>SCM</b>	Supply Chain Management
<b>SEDA</b>	Small Enterprise Development Agency
<b>SITA</b>	State Information Technology Agency
<b>SLA</b>	Service Level Agreement

## **PART A: OUR MANDATE**

### **1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES**

#### **Constitution of the Republic of South Africa, 1996 (the Constitution)**

The Constitution provides a framework for the improvement of the quality of life of all citizens. It does so by enshrining the rights of all people, which have to be respected, protected, promoted and fulfilled by the State.

The Department derives its mandate from the following key legislation:

#### **Division of Revenue Act (DORA)**

The Act is passed annually to provide for the equitable division of revenue anticipated to be raised nationally among the national, provincial and local spheres of government for that particular financial year and provide for the reporting requirements for allocations pursuant to such division. The Act further permits the withholding and the delaying of payments in certain circumstances; and also provides for liability for costs incurred in litigation in violation of the principles of co-operative governance and intergovernmental relations; and provides for matters connected therewith.

#### **Government Immovable Asset Management Act, 2007 (Act 19 of 2009) (GIAMA)**

This Act provide for a uniform framework for the management of an immovable asset that is held or used by a National or Provincial Department; to ensure the coordination of the use of an immovable asset with the service delivery objectives of a National or Provincial Department; to provide for issuing of guidelines and minimum standards in respect of immovable asset management by a National or Provincial Department; and to provide for matters incidental thereto.

#### **Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA)**

This Act sets out the responsibilities of the Provincial Treasury with regard to local government finances and fiscal powers as delegated by the National Treasury.

#### **Preferential Procurement Policy Framework Act, 2000, (Act No.5 of 2000) (PPPFA)**

The Act gives effect to section 217(3) of the Constitution by providing a framework for the implementation of the procurement policy contemplated in section 217(2) of the Constitution; and to provide for matters connected therewith.

### **Promotion of Access to Information Act, 2000 (Act No. 2 of 2000) (PAIA)**

The Act gives effect to the Constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights; and to provide for matters connected therewith.

### **Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000) (PAJA)**

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

### **Protection of Personnel Information Act, 2013 (Act No. 4 of 2013) (POPIA)**

This Act give effect to the constitutional right to privacy, by safeguarding personal information when processed by a responsible party, subject to justifiable limitations that are aimed at— (i) balancing the right to privacy against other rights, particularly the right of access to information; and (ii) protecting important interests, including the free flow of information within the Republic and across international borders.

### **Public Finance Management Act, 1999 (Act 1 No. of 1999) (PFMA)**

This Act regulates financial management in the National and Provincial spheres of government to ensure that all revenue, expenditure, assets and liabilities of those spheres are managed efficiently and effectively; to provide for the responsibilities of persons entrusted with financial management in the Treasury and to provide for matters connected therewith.

### **Public Service Act, 1994 (Act No. 103 of 1994) as amended (PSA)**

The Act makes provision for the organisation and administration of the public service of the Republic, the regulation of the conditions of employment, terms of office, discipline, retirement and discharge of members of the public service, and matters connected therewith.

### **Public Service Regulations, 2016**

The Public Service Regulations were issued by the Department of Public Service and Administration in terms of and in compliance with section 41 of the Public Service Act, No. 103 of 1994 to prescribe any matter that requires or is permitted to be prescribed by the Act.

### **State Liability Act, 1957 (Act No. 20 of 1957)**

The Act consolidates the law relating to the liability of the State in respect of acts of its servants.

## **Treasury Regulations**

The Treasury Regulations were issued by the National Treasury in terms of Section 76 of the Public Finance Management Act, No. 1 of 1999.

### **2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES**

#### **Mpumalanga Appropriation Act, 2019 (Act No 2 of 2019)**

The Act provides for the appropriation of money from the Provincial Revenue Fund for the requirements of the Province for the 2018/19 financial year; to prescribe conditions for the spending of funds withdrawn for the 2019/20 financial year before the commencement of the Mpumalanga Appropriation Act for the 2020/21 financial year; and to provide for matters incidental thereto.

#### **Mpumalanga Adjustment Appropriation Act, 2019 (Act No 3 of 2019)**

The Act effects adjustments to the appropriation of money from the Provincial Revenue Fund for the requirements of the Province in respect of the 2018/19 financial year and to provide for matters incidental thereto.

### **3. UPDATES TO RELEVANT COURT RULINGS**

*Nyathi v Mec Health*, Gauteng and Department of Justice

There were no court rulings relevant to the Provincial Treasury's mandate for the year under review. However, the ruling in *Nyathi v Mec Health*, Gauteng and Department of Justice remain relevant. In this case the provisions of section 3 of the State Liability Act, 1957 (Act No. 20 of 1957) was found to be inconsistent with the Constitution.

The impugned portion of the said section prohibited the execution attachment or like process against a state defendant or respondent or against any property of the state for the satisfaction of judgement debts. The High Court found that the blanket ban on execution, attachment and like processes constituted an unjustifiable limitation on the rights to equality and access to courts. It found too, that sections 165(5) and 195(1) (f) of the Constitution has been infringed. The Court therefore declared that section 3 of the State Liability Act was unconstitutional. Consequently, the matter was referred to the Constitutional Court for confirmation of the order and Madala J, writing for the majority, found that the section unjustifiably limited the right to equal protection of the law contained in section 9(1) of the Constitution and was inconsistent with the constitutional protection of dignity and the right of access to courts.



The Court held too, that section 3 also violated the principal of judicial authority, and the principle that the public administration be accountable. The Court therefore upheld the declaration of constitutional invalidity. This means henceforth that, the State is consequently and accordingly liable for debt executed against the State.

### 4. SITUATION ANALYSIS

#### 4.1. External Environment Analysis

The Provincial Treasury's approach to the 2020/2021 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 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.

According to the World Bank, global growth is set to rise by 2.5% in 2020, marginally higher than the 2.4% growth in 2019, as trade and investment gradually recover. This recovery may be disrupted by the spread of the COVID-19 virus that has already disrupted global supply chains, led to quarantines and interrupted shipping and travel. Advanced economies, as a group, are expected to slow to 1.4% growth from 1.6% in 2019, mainly reflecting lingering weakness in manufacturing.

Emerging market and developing economies will see growth accelerate to 4.1% from 3.5% in 2020. However, the pickup is anticipated to come largely from a small number of large emerging economies shaking off economic doldrums or stabilizing after recession or turbulence. For many other economies, growth is on track to decelerate as exports and investment remain weak.

A worrying aspect of the sluggish growth trend is that even if the recovery in emerging and developing economy growth takes place as expected, per capita growth will remain below long-term averages and will advance at a pace too slow to meet poverty eradication goals. Income growth would in fact be slowest in Sub-Saharan Africa – the region where 56% of the world's poor live.

The South African economy entered its second technical recession in the space of two years with the release of the fourth quarter 2019s economic growth figures. The gross domestic product (GDP) contracted by 1.4% in the final quarter of 2019, this after shrinking by 0.8% in the third quarter of 2019. In the calendar year of 2019, the economy grew by only 0.2%, down from an already weak 0.8% in 2018.

Seven of the nine industries contracted in the fourth quarter when compared with the third quarter of 2019. Only mining and finance manage to record quarterly growth. The largest contributors to the contraction in GDP in the third quarter of 2019 were transport, agriculture and construction. Agriculture, manufacturing, utilities, construction and transport are in a recession after registering two, or more, consecutive quarters of decline.



In January 2020, the South African Reserve Bank (SARB), projected national economic growth of only 1.2% for 2020 and 1.6% for 2021. The Minister of Finance projected a growth of 0.9% for 2020 in his 2020 Budget speech. The World Bank and IMF, respectively, expects the SA economy only to grow by 0.9% and 0.8% in 2020. This is well below the NDP growth target of at least 5% per annum.

Regarding Mpumalanga, the average annual GDP growth for the province was 2.2% since 1995 and only 1.4% since 2010, achieving less than half of the growth target of 5% per annum. The weak performance of especially mining (1.4% growth per annum since 2010) had a very negative impact on the overall economic performance of the province. Mpumalanga recorded growth rates of more than 4% before the 2008/09 recession. Looking at the situation since 2014, the provincial economy recorded economic growth of 2.9% in 2014, -0.2% in 2015, 0.1% in 2016, 1.9% in 2017 and 0.6% in 2018.

It is estimated that the 2019 economic growth in Mpumalanga was -0.6% and the provincial economy was also in a technical recession with two consecutive quarters of GDP contraction. It is estimated that agriculture, mining, manufacturing, utilities, construction and transport declined in 2019. The forecasted provincial growth rate for the period 2018 to 2023 is low at 1.3% per annum.

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 and 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 prospect of credit ratings of the country deteriorating further and debt levels rising, 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 46.4%. Mpumalanga must respond to the 2020 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.

The provincial net job creation was 245 536 over the last 10 years, for an average of 24 554 per annum with high job creation in community services and finance. The province achieved less than one third of the provincial job creation target of 70 000 additional jobs per annum. Over the last 5 years, the

province realised a net job creation of 106 425 for an annual average of only 21 285 jobs per annum (also less than third of the provincial job creation target). During the last 5 years the highest job creation was in community services (37 694 jobs), transport (15 262 jobs) and finance (14 717), job losses were experienced in construction (-5 447) over the same period.

Over the last twelve months (Q4 2018 to Q4 2019), Mpumalanga's net job losses was 925 with the largest gains in community services and the largest losses in finance. Mpumalanga achieved less than one third of the annual job creation target over the past five years; however, it was achieved within a weak economic environment. There is concern about job losses in seven industries over the last year, especially finance, utilities and manufacturing.

The unemployment rate in Mpumalanga increased from 26.6% in the fourth quarter of 2014 to 33.6% in the fourth quarter of 2019. Mpumalanga's unemployment rate was the third highest/worst among the nine provinces at the end of the fourth quarter 2019. The male unemployment rate was 30.1% and the female unemployment rate was 37.8%. The youth unemployment rate was 46.8% if measured for the 15-34 year age cohort and 67.0% if measured for the 18-24 year age cohort. The gravest challenge is with the very high female youth unemployment rate of 54.6% if measured for the 15-34 year age cohort and 74.0% if measured for the 18-24 year age cohort. Government in collaboration with the private sector must come up with relevant economic plans and initiatives to address our unemployment challenge, and especially that of young people.

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

The Public Procurement will 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 2019 SONA. Focus will be on the previously disadvantaged groups and focus on women, youth and people living with disabilities. Government should provide solid infrastructure, quality basic services and a conducive and stable political, economic and financial environment, in which the private sector can do business and contribute to higher economic growth and employment. Develop a comprehensive and integrated plan to address water shortages, sewer challenges, ageing infrastructure and poor project implementation. Restore proper corporate governance in Departments, Public Entities and Local Government, to fulfil their development and economic role in the Mpumalanga and South African economy.

The Provincial Treasury will continue concertizing departments, public entities and municipalities on the importance of implementation of public private partnerships in order to benefit from private sector expertise, skills and capital in delivery of public service and most needed infrastructure.

Provincial Government will set up teams with the aim of sourcing additional funding for infrastructure projects. Additional to the allocated budget the province plans to source funding from the Development Bank of Southern Africa and National Treasury has given provinces an opportunity to apply for

funding through the Budget Facility on Infrastructure (BFI). Should the additional funds be secured the province will be able to implement major infrastructure projects that it is not able to fund from the fiscus

The Provincial Treasury will prioritise the training of officials in all spheres of government to be able to implement the Preferential Procurement Policy Framework Act of 2017 effectively to be able to create economic opportunities and job creation in particular for the youth, women and people with disabilities.

The province will benefit from the Youth Fund, which is a provincial initiative. Treasury will continue to give the youth internship opportunities.

This one is R100 million is available for paving of roads in CRDP municipalities'. Treasury will monitor the implementation and expenditure of the funds .There will be other procurement in these areas almost from all votes isolated because it is a pronouncement.

#### AUDIT OUTCOMES

The tables below indicates the movement in terms of audit outcomes for the last three financial years

During the 2018/19 financial year, two Departments and one Public Entity received unqualified audit opinions without any findings; eight Departments and two Public Entities received unqualified audit opinions with findings while three Departments and one Public Entity received qualified audit opinions.

**Table 1: Provincial Departments Audit Outcomes**

DEPARTMENT / PUBLIC ENTITY	2016/17	2017/18	2018/19	MOVEMENT
Office of the Premier	Unqualified	Unqualified	Unqualified	Unchanged
Provincial Treasury	Unqualified with no findings	Unqualified with no findings	Unqualified with no findings	Unchanged
Department of Corporate Governance and Traditional Affairs	Unqualified with no findings	Unqualified with no findings	Unqualified with no findings	Unchanged
Department of Agriculture, Rural Development Land and Environmental Affairs	Unqualified	Unqualified	Qualified	Regressed
Department of Economic Development and Tourism	Unqualified with no findings	Unqualified	Unqualified	Unchanged
Department of Education	Qualified	Unqualified	Unqualified	Unchanged

DEPARTMENT / PUBLIC ENTITY	2016/17	2017/18	2018/19	MOVEMENT
Department of Public Works, Roads and Transport	Unqualified	Qualified	Unqualified	Improved
Department of Community Safety, Security and Liaison	Qualified	Qualified	Qualified	Unchanged
Health	Qualified	Qualified	Qualified	Unchanged
Social Development	Unqualified	Unqualified	Unqualified	Unchanged
Department of Culture, Sport and Recreation	Qualified	Unqualified	Unqualified	Unchanged
Department of Human Settlements	Unqualified	Unqualified	Unqualified	Unchanged
Mpumalanga Economic Growth Agency	Qualified	Qualified	Qualified	Unchanged
Mpumalanga Regional Training Trust	Unqualified	Unqualified with no findings	Unqualified	Regressed
Mpumalanga Tourism Parks Agency	Qualified	Unqualified	Unqualified	Unchanged
Mpumalanga Economic Regulator	N/A	Unqualified with no findings	Unqualified with no findings	Unchanged

In terms of municipal audit outcomes in the 2018/19 financial year two of the twenty Municipalities received an unqualified with no findings, two unqualified with findings, opinion without any matters, seven were unqualified, nine qualified, one received a disclaimer and two received adverse audit opinions.

**Table 2: Municipalities Audit**

MUNICIPALITY	2016/17	2017/18	2018/19	MOVEMENT
Gert Sibande	Unqualified	Unqualified with no findings	Unqualified with no findings	Unchanged
Chief Albert Luthuli	Unqualified	Unqualified with findings	Unqualified with findings	Unchanged
Msakaligwa	Qualified	Adverse	Adverse	Unchanged
Mkhondo	Qualified	Qualified	Qualified	Unchanged
Dr Pixley Ka Isaka Seme	Unqualified	Unqualified	Disclaimer	Regression
Lekwa	Unqualified	Qualified	Disclaimer	Regression
Dipaleseng	Unqualified	Qualified	Disclaimer	Regression
Govan Mbeki	Unqualified	Disclaimer	Outstanding	Regression
Nkangala	Unqualified with no findings	Unqualified with findings	Unqualified with no findings	Improvement
Victor Khanye	Qualified	Qualified	Disclaimer	Regression

MUNICIPALITY	2016/17	2017/18	2018/19	MOVEMENT
Emalahleni	Qualified	Qualified	Qualified	Unchanged
Steve Tshwete	Unqualified	Unqualified	Unqualified	Unchanged
Emakhazeni	Qualified	Qualified	Adverse	Regression
Thembisile Hani	Unqualified	Qualified	Qualified	Unchanged
Dr J S Moroka	Qualified	Adverse	Outstanding	Regression
Ehlanzeni	Unqualified with no findings	Unqualified with findings	Unqualified with findings	Unchanged
Thaba Chweu	Disclaimer	Qualified	Qualified	Unchanged
Mbombela	Unqualified	Unqualified with findings	Qualified	Regression
Bushbuckridge	Unqualified	Qualified	Unqualified with findings	Improvement
Nkomazi	Unqualified	Unqualified	Unqualified	Unchanged

The country is facing a harsh economic climate and a tight fiscal environment. Public finances are under extreme pressure and the extent and areas of expenditure keep expanding. The Reserve Bank, National Treasury keep projecting down the economic growth of the country. Low economic growth translates to low revenues unless the country has reserves. South Africa is operating with a deficit budget and the current economic outlook does not predict a drastic change in the near future. The rising deficit and government debt in general takes up more and more of the government spending and budget. By implication less and less funds will be available for government spending, the costs of servicing debt increases each year. The decrease in the funds available for service delivery do not necessary mean the demand for services decreases as well. The balance can only be reached when government debt reduces higher economic growth and there is a substantial increase in revenue collection coupled with good governance.

The challenge that will always remain is doing more with less. The biggest challenge will be not to compromise service delivery while trying to attain savings or trying to balance out reduction of government debt and other ceilings on personnel expenditure. Mpumalanga Provincial Government needs to concentrate on improving own revenue collection; improve on planning and implementation in all areas. Improve on efficiency allocation and effective spending. Continue with cost curtailment measures enforce consequence management at all spheres of government.

Mpumalanga Provincial Government has always emphasized on improving own revenue collection and exploring new sources of revenue. Own revenue collection has shown a steady increase over the years. With the tight economic climate in the country, the pressure is also affecting the revenue collection across all spheres of government. It is therefore necessary to be innovative and introduce new methods of collection e.g. on line payments and continue to improve internal controls and reduce leakages. Mpumalanga Government took a decision in 2015 to take over the licensing and registration function from seven municipalities. The outcome of that decision is that revenue has steadily increased since the takeover while the negative side is that there are infrastructure, personnel and other logistical challenges.

Local Government is the custodian of basic service delivery and the interface with communities for all of government services. Chapter 7 of the Constitution sets out the objects of local government at section 152 and establishes the developmental duties of municipalities at section 153. The relationship between the spheres of government is established as interdependent and interrelated and as such, the objects of local government cannot be met without a cohesive and coordinated approach to service delivery and the challenges experienced in the local government sphere. Section 154 mandated the

national and provincial governments, by legislative and other measures must support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions.

The National Development Plan in Chapter 13 states that “All democratic regimes have to balance the need for public servants to be responsive to the priorities of the government of the day. Improving local government accountability also includes, but is not limited to: building integrity incentives for both, municipal councillors and officials, engaging in more pro-active public discourse, establishing more transparent and effective institutional controls, and enhancing cooperation between municipalities, other spheres of government and all stakeholders including the community. The primary object of local government is the delivery of services to its communities. A robust system of planning, budgeting and performance management must ensure that this goal is attained.

To give effect and to respond to the above it is necessary for Provincial Treasury to plan around the challenges in municipalities in order to give effect to the department’s Constitutional mandate in terms of Section 154 of the Constitution.

### **Challenge**

The local government sector is plagued with outcries from communities and an increasing impatience and intolerance for poor service delivery evidenced by the number of community and other stakeholder protests experienced. On closer inspection, it is the noted that poor planning, the inability to translate strategic objectives to clear operational targets and overall weak execution of plans, unfunded budgets, inability to collect revenue and ignorance or transgression of policies and legislation, which further prevents proper service delivery.

The requisite lack of proper oversight by municipalities and lack of consequence management for poor individual performance have contributed to this situation and is further evidenced by the regression in audit outcomes in the municipalities with deficiencies recorded in areas of financial management, performance and compliance by local government.

### **Interventions**

The address the challenges provincial treasury reverted to Section 154 of the Constitution and Chapter 13 of the MFMA in supporting municipalities.

The focus from provincial treasury is to support municipalities with improvement in the following areas;

- Development of funded budgets,
- Improved revenue management,
- Improve role of oversight through training of relevant municipal structures and committees
- Improvement of the control environment.

The provision and Maintenance of Infrastructure by the state, is key to the economic development of the province, the country and the SADC region as a whole. It leads to attraction of investors, reduces the cost of doing business for both citizens and corporations. Reduction in travel time has an inversely proportional multiplier effect. Infrastructure creates employment and has an impact on the revenues collectable, be they direct or indirect. The Provincial Treasury is key in ensuring that the infrastructure developed is in line with the overall objective of improving economic activity in the province.

The Strategic Plan is key in the evaluation of the areas of improvement to enhance economic potential of the province. The growth is directly linked to both social and economic infrastructure. Even the advent of technology, will require some form of Infrastructure investment, as there will always be movement of goods, education, and provision of health services, which are in the ambit of government services. Better coordination of the provision and maintenance of infrastructure will reduce the capital outlay, and enhance the utilisation of the resources, including the climatic resources. As an example, enforcing of loads on road freight can move some of the freight to rail, thus reducing Carbon emissions, road maintenance requirements, and potential for accidents, thus reducing burden on emergency health facilities. The latter reduces the burden on the health system, and the associated liabilities, and RAF claims. There's a role for different financiers in the development and maintenance of infrastructure, both social and economic. The development of sound Strategic Plan around infrastructure requires deliberate decisions around provincial value offering, and enforcement of planning regimes, held up by necessary procurement underpinnings. It also requires that the understanding of the demand growth, and the necessary response to that, not the often knee jerk reaction.

The introduction of Financial Management reforms in government entrusts Provincial Treasuries with a responsibility of ensuring that Government's physical and financial assets as well as its liabilities are well managed. This therefore well coordinated in working closely with other Departments, Public Entities and municipalities will contribute in improving service deliver to the people of the Mpumalanga Province. The implementation of appropriate supply chain management practices including their governance framework will also contribute in poverty alleviation, job creation and economic development as well as infrastructure development, which includes proper roads, housing, schools, hospitals and others.

Process support by financial systems cannot be overemphasized. The main transversal financial systems currently in use by Provincial Treasury include BAS, PERSAL, and LOGIS. Whilst reliant on these systems for proper financial management and transacting it is imperative to indicate the Provincial Government's commitment to automate systems by implementing the e-leave, invoice tracking and systems for preparation of financial statements. These systems will assist the Provincial Government in ensuring that employees' leave management is paperless and therefore minimising risks, that invoice are tracked in order to contribute in the reduction of unwanted accruals and that suppliers are paid timeously in line with legislation. Systems for preparation of financial statements will enable departments to timeously prepare financial statements and ensure required submissions to the Auditor General and therefore minimising manual processes. However, it is important as we introduce these systems that officials are properly capacitated to interact with the systems and that a proper change management process be implemented to deal with resistance, fear and officials' discomforts.

The Provincial Treasury has to properly align itself in order to deal with the current and ongoing challenges of public entities and municipalities. This capacity to dissect and ensure proper strategic intervention is required particularly in public entities such as the Mpumalanga Economic Growth Agency (MEGA) and the Mpumalanga Tourism and Parks Agency (MTPA) to ensure that their spending on projects remain within acceptable parameters and that the biological assets and infrastructure of MTPA are well accounted for and that their infrastructure is properly managed for it to contribute appropriately to the revenue fund.

Compliance with both the Public Finance Management Act (PFMA) and prescripts from the Department of Public Service and Administration (DPSA) are key in ensuring that Government assets and liabilities are well managed. Risks associated with inefficiency and/or negligence should be minimized. The Provincial Growth and Development Plan (PGDP) attach importance to monitoring and evaluation of projects to ensure sustainability. Government Departments working with the private sector through the Public Private partnership (PPP) initiative are of strategic importance to Government service delivery.

The Provincial Treasury will work tirelessly in ensuring the improvement on audit outcomes in departments, municipalities and public entities. In doing so closer collaboration and cooperation with the Auditor General will be required. It will be important for the programme to at all times ensure that the staff members are well capacitated to deal with challenges from time to time particularly on project management and the management of financial systems inclusive of the supply chain management governance framework.

Being transversal in nature, the service offerings by Provincial Treasury will require regular compliance and quality improvement checks and measures. Interventions which includes the development and establishment of project teams, ensuring the implementation of accreditation training by validated service providers, peer review within the programme, and the use of information and communication technology to enhance efficiency, compliance, reliability, integrity, confidentiality, availability and effectiveness will be encouraged.

The Provincial Treasury is mandated in terms Section 18 of the Public Finance Management Act, No. 1 of 1999 (PFMA) and Section 5 of the Municipal Finance Management Act, No. 56 of 2003 (MFMA) to monitor and assist Provincial Departments, Provincial Entities and Municipalities in capacity building where needed.

The PFMA requires departments to “prepare financial statements for each financial year in accordance with generally recognised accounting practice”. The Treasury Regulations require the accounting officer of a department to ensure that the annual financial statements are prepared on a modified cash basis in accordance with the formats prescribed by the National Treasury. The Office of the Accountant General (OAG) in the National Treasury has accordingly developed and issued the Modified Cash Standard (hereafter ‘the Standard’) which sets out the principles for the recognition, recording, measurement, presentation and disclosure of information required in terms of the prescribed formats. Departments and any other entity that claims compliance with the modified cash basis of accounting must adhere fully with the principles, presentation and disclosure requirements contained in this Standard in order to achieve fair presentation, and compliance with the PFMA and its regulations.

The Accounting Standards Board (ASB) was established in terms of the PFMA and must:

- set standards of generally recognised accounting practice as required by section 216 (1) (a) of the Constitution, for the annual financial statements of:
- (i) Departments;
  - (ii) Public entities;
  - (iii) Constitutional institutions;
  - (iv) Municipalities and boards, commissions, companies, corporations, funds or other entities under the ownership control of a municipality; and
  - (v) Parliament and the provincial legislatures.

The Accounting Services function is guided by the PFMA, MFMA, the Treasury regulations, Accounting Standards and any other legislation that requires disclosure in the financial statements. Through the support and interventions provided by the Unit, the Departments, Public Entities and Municipalities’ audit outcomes showed improvements in relation to the number of accounting issues raised. The intervention contributed to other operating fields such as supply chain, budgeting and revenue recognition and disclosure.



The mSCOA Regulations which were effective from 1 June 2014, assisted the Municipalities to operate in an integrated manner although improvement on integration and the mind shift is still required largely. The mSCOA enabled the Provincial Treasury to have access to the uploaded information on the National Treasury reporting portal. Analysis of information is easy as there is standardised chart of accounts; the discrepancies are thus reported to the Municipalities for correction and update of the portal.

According to the PFMA, MFMA and Treasury Regulation each Public Sector Institution should establish and independent Audit Committee, which will review:

- a) The effectiveness of the internal control systems and the internal audit function
- b) The risk areas of the institution's operations to be covered in the scope of internal and external audits
- c) The adequacy, reliability and accuracy of the financial information provided to management and other users of such information
- d) Compliance with laws and regulations

Each institutions should establish an Internal Audit function, which reports directly to the accounting officer administratively and functionally to the Audit Committee. This function must be independent from activities that are audited, with no limitation on its access to information. The internal audit function must co-ordinate with other internal and external providers of assurance to ensure proper coverage and to minimise duplication of effort. An internal audit function must prepare, in consultation with and for approval by the audit committee.

- a) A rolling three-year strategic internal audit plan based on its assessment of key areas of risk for the institution, having regard to its current operations, those proposed in its strategic plan and its risk management strategy
- b) An annual internal audit plan for the first year of the rolling three-year strategic internal audit plan
- c) Plans indicating the proposed scope of each audit in the annual internal audit plan; and a quarterly report to the audit committee.

Due to increasing collapse of governance structures in Public Sector Institutions, the need to have independent, impartial and value adding governance structure has increased as well as independent assurance providers such as the Internal Audit. The Provincial Treasury evaluates these governance structures in accordance with available prescripts and provide recommendations to Accounting Officers / Authorities of Departments, Public Entities and Municipalities on areas of improvement.

Institutions must implement and maintain effective, efficient and transparent systems of risk management and internal control. The underlying principle is that Institutions should, through the risk management process, achieve, among other things, the following outcomes needed to underpin and enhance performance:

- a) More sustainable and reliable delivery of services;
- b) Informed decisions underpinned by appropriate rigour and analysis;
- c) Innovation;
- d) Reduced waste;
- e) Prevention of fraud and corruption;
- f) Better value for money through more efficient use of resources; and
- g) Better outputs and outcomes through improved project and programme management.

A need was identified to have a common approach to be followed when performing risk assessment. All Provincial, Public Entities and Local Government Institutions within the Mpumalanga Province are expected to adhere to the Provincial Risk Management methodology when conducting and reporting on risk assessments to standardize the Risk Management approach within the Province.

Another challenge, which Government Institutions are faced with, is the lack of a structured risk management function and it was even found that Risk Management function is part of the Internal Audit units in some Institutions. The risk management function within the institution should reside with Accounting Officers/Authorities and coordinated by the Chief Risk Officer of the institution and the lack of such function undermines the work that has to be done in risk management. The PFMA and MFMA are explicit about the subject and risk management needs to be addressed as a matter of priority.

Feedback on evaluation of the effectiveness and functionality of Governance structures and processes with recommendations and interventions to improve on the current stance is being provided by the Provincial Treasury.

#### **4.2. Internal Environment Analysis**

The **Provincial Treasury** has an approved organisational structure of 433 posts. However, the implementation of the DPSA directive to abolish on PERSAL all vacant and unfunded posts as well as the provincial moratorium on filling of vacant posts effective from March 2015, led to a shortage of staff due to resignations, transfer, promotions and deaths. At the end of the financial year, the Provincial Treasury operated with a total of 326 posts, which comprises of 278 permanent posts and Interns additional to the establishment on fixed term contract, Twelve (12) officials were appointed to act in higher positions during the year under review in accordance with Regulation 63 (1) of the Public Service Regulation, 2016 and EXCO Resolution of August 2017.

The organisational structure of the Provincial Treasury currently makes provision for four Programmes. Programme 1 is responsible for political, financial, administrative management and support. The other three programmes focus on Treasury functions, which are sustainable resource management, assets and liabilities management and financial governance. The Provincial Treasury operates in both the PFMA and MFMA environments.

The functions of the Treasury Programmes are specialised and depend on skilled resources to ensure the delivery of services. The Provincial moratorium and staff turnover experienced poses a major challenge thus limiting effective execution of the Provincial Treasury's mandate. Although the recruitment of personnel by other Departments and Provinces is not unique to Provincial Treasury, it has negative implications to the overall operations of Provincial Treasury. In order to address the challenges relating to the high staff turnover rate, the Provincial Treasury will intensify its implementation of the retention strategy and will address the shortfall in human resources through the rationalisation process, as the capacity will be identified within the Treasury and elsewhere in the Provincial Administration. The Provincial Treasury is in the process of reviewing its organisational structure as an attempt to increase capacity for optimal execution of treasury mandate and to ensure realignment of functions in line with the priorities and mandate of the reigning administration. Upon obtaining approval of the revised organisational structure, it will be implemented incrementally subject to availability of resources.

The **Sustainable Resource Management Programme** will continue to promote allocative affiance of the Provincial resources. Budgets must be allocated to the departments for service delivery. The programme must ensure that funds are allocated equitable and efficiently. The Budget and Expenditure unit will continue to monitor the financial performance of the departments and public entities. Feedback on the financial performance will be given to departments so that departments can avoid unauthorised expenditure and achieve its objectives as planned. The programme is also tasked with reporting on the financial performance to all its stakeholders including the national Treasury. Timely and the programme will provide accurate reports

The Programme also assists with accurate financial reporting on Provincial revenue generation and maximization. The programme will continue to work with departments and entities in exploring new sources of revenue and making sure that there is optimal own revenue collection. The programme is expected to continue effectively managing the cash flow of the province and will make the necessary and scheduled transfers of cash to departments. Tariffs will be reviewed annually to make sure that its market related and all areas are covered.

The programme also enhances planning; implementation and management of infrastructure by Provincial Departments. The programme provides support and monitors 6 infrastructure departments. The support is provided through analysis and provide feedback on User Asset Management Plans. Departments are then expected to make the necessary amendments so that final plans are then monitored throughout the financial year. The programme will continue to monitor the financial performance and construction of the various projects in the province. Feedback will be provided by the programme to the six infrastructure departments. The biggest challenge will continue to be proper planning, implementation, and trying to contain the cost of delivery of the projects

The non-filling of posts affects the programme. Officials have resigned, transferred out over the years and no replacement of staff has taken place. The programme is negatively affected as there is no segregation of duties. The deliverables expected from the programme have not reduced relative to the number of officials remaining. This puts pressure on the officials. National Treasury supports the programme with additional training on certain aspects of the job e.g. Budget formulation

The programme will continue to provide technical support to delegated Municipalities on the implementation of the MFMA. Nineteen municipalities will be supported through analysis and feedback of the Municipal budgets. Five financial recovery plans have been finalised and approved by the MEC. The programme will continue monitor the implementation of those recovery plans. The support of the Provincial Treasury be focused on: Funded budgets, SCM, Asset Management and Governance matters. The programme must consolidate Municipal In Year Monitoring reports submit to all relevant stakeholders.

**The Assets and Liabilities Management Programme** will continue to provide support, guidance and capacity building to departments, municipalities and public entities to ensure reduction of negative audit outcomes that has to do with the management of assets, liabilities, supply chain and information technology governance. Furthermore, efforts will be increased to ensure that suppliers are paid timeously in line with legislations, that deviations are realised necessary escalations are made in order to ensure that corrective interventions are made.

The Provincial Treasury will continue to collaborate and work in partnership with various stakeholders to ensure that improved access to services for the people of the province. An exploration of bringing closer stakeholders such the Small Enterprise Development Agency (SEDA), National Youth Development Agency (NYDA), South African Revenue Service (SARS) and others. This intervention will result with an increased ability to bring services closer to where they are most needed whilst stakeholders are complimenting each other taking into account the limited staff numbers. With the planned outputs, the priority will be on awarding of contracts for services of the Provincial Treasury to previously disadvantaged groups with focus on women, youth and people living with disabilities.

In the **Financial Governance Programme**, the Accounting Services Unit has only five officials to support 12 Departments, 4 Public Entities and 19 Municipalities. The capacity brings a challenge, as the team is not able to pay attention to specific stakeholder and ensure improvement is achieved. There is no stable and consistent support as the team can be overwhelmed by the work at hand. The approval and implementation of the proposed organisational structure could be a solution to the challenge faced by the Unit/ Programme.

Due to increasing mandates and number of institutions, which needs to be serviced, the Human Capital is a challenge considering that the Mpumalanga Provincial Treasury structure is not aligned to the recommended Provincial Treasury structures issued by National Treasury, which aligns Provincial Treasuries to the National Treasury mandates.

The Units in the Provincial Treasury were originally created based on the support to Departments and Public Entities and with the delegation of 19 Municipalities from the National Treasury to the Provincial Treasury, this mandated was extended, which places a heavier burden on the officials to perform.

The Provincial Treasury has entered into partnerships with the South African Institute of Professional Accountants with the aim to professionalise the finance managers within government. The government makes available the learning environment, SAIPA provides the means, and tools of learning, assess and certifies the competency of the officials as Professional Accountants. The plan is to involve other professional bodies in relation to risk management, auditing, supply chain management and others.

The National Treasury's Internal Audit Support Unit contributes immensely to the Provincial Internal Audit Unit in areas such as quality assurance reviews of our stakeholders. The National Treasury's Capacity Building Unit in the Office of the Accountant-General also assist in providing capacity-building initiatives to our stakeholders.

National Treasury is also coordinating the Public Sector Risk management and Business Continuity Management Forum, which is a platform to share information and best practice, and the Provincial Risk Management is actively involved as a member in those forums. Furthermore, the National Treasury Risk Management Support also assist the Province with Capacity Building to stakeholder.

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 priorities and key focus is on Priority 1 "**A Capable, Ethical and Developmental State**" with focus on the outcome "Improved Governance and Accountability"

## EXPENDITURE ESTIMATES OF PROVINCIAL TREASURY

Programme	Audited Outcomes			Main Appropriation	Adjusted Appropriation 2019/20	Revised Estimate	Medium-Term Expenditure Estimate	
	2016/17	2017/18	2018/19				2020/21	2021/22
<b>R Thousand</b>								
Administration	89 616	87 267	97 455	108 895	108 895	108 895	105 044	119 157
Sustainable Resource Management	43 135	47 049	56 537	65 076	51 163	51 389	62 573	69 594
Assets & Liabilities Management	125 596	127 016	145 548	159 928	162 889	162 663	208 693	247 898
Financial Governance	27 923	26 210	31 978	31 973	32 173	32 173	30 741	75 131
<b>Sub-Total</b>	<b>286 270</b>	<b>287 542</b>	<b>331 518</b>	<b>365 692</b>	<b>354 892</b>	<b>354 892</b>	<b>407 051</b>	<b>511 780</b>
<b>Direct Charge Against the Revenue Fund (Included in Programme 1)</b>	-	-	-	-	-	-	-	-
<b>Total</b>	<b>286 270</b>	<b>287 542</b>	<b>331 518</b>	<b>365 692</b>	<b>354 892</b>	<b>354 892</b>	<b>407 051</b>	<b>511 780</b>
<b>Economic Classification</b>								
<b>Current Payments</b>	<b>270 368</b>	<b>279 972</b>	<b>317 385</b>	<b>351 625</b>	<b>335 652</b>	<b>339 363</b>	<b>393 934</b>	<b>498 415</b>
Compensation of Employees	162 714	169 718	193 703	211 059	188 016	188 242	213 648	229 137
<b>Goods and Services of which</b>	<b>107 654</b>	<b>110 254</b>	<b>123 682</b>	<b>140 566</b>	<b>147 636</b>	<b>151 121</b>	<b>180 286</b>	<b>136 013</b>
Administrative fees	653	464	558	703	1 194	1 194	829	929
Advertising	1 003	1 202	728	1 499	1 551	1 551	401	1 263
Minor Assets	190	239	146	100	540	540	550	112
Audit Costs: External	3 772	5 478	4 948	5 713	5 688	5 688	5 825	6 106
Catering: Departmental Activities	426	377	708	765	1 348	1 348	382	1 087
Communication	4 466	4 039	4 429	3 925	4 270	4 270	4 700	4 928
Computer services	59 335	62 296	65 775	55 883	56 395	56 395	120 251	154 556
Consultants and prof services	531	4 120	8 855	33 324	29 784	29 794	15675	16 779
Infrastructure Planning	-	-	-	-	-	-	-	-
Legal Fees	7	98	60	63	63	63	20	71
Contractors	832	427	410	17	1 218	1 255	3595	982
Agency fees	69	-	23	373	397	397	202	433
Government Transport	1 335	1 369	1 218	1 391	2 014	2 014	1 300	1 061
Inventory: Food	-	-	-	-	-	-	-	-
Inventory Materials & Supply	-	-	-	-	-	-	-	-
Inventory: Other supplies	-	-	-	-	-	-	-	-
Consumable Supplies	1 236	1 184	4 367	2 709	2 854	5 846	3 130	2 448
Consumable: Stationery	1 915	1 017	2 049	1 187	1 102	1 563	1 358	1 703
Operating Leases	6 542	7 270	6 998	7 596	8 152	8 152	7 714	8 915

Programme	Audited Outcomes			Main Appropriation	Adjusted Appropriation 2019/20	Revised Estimate	Medium-Term Expenditure Estimate		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
	R Thousand								
Property Payments	3 698	2 895	3 398	3 017	4 740	4 740	4 100	3 837	4 084
Transport provided	18	8	55	41	41	112	5	149	156
Travel & subsistence	16 704	13 514	14 532	17 616	19 469	19 412	8 122	18 098	18 863
Training	2 513	2 525	2 403	2 831	4 199	4 141	1 090	3 387	4 083
Operating Payments	1 331	854	814	860	1 003	1 028	762	1 331	1 395
Venues	1 061	908	1 208	953	1 614	1 618	275	1 857	1 941
Rental and hiring	17	-	-	-	-	-	-	-	-
<b>Transfers and Subsidies to:</b>	<b>2 463</b>	<b>981</b>	<b>1 661</b>	<b>605</b>	<b>1 364</b>	<b>1 364</b>	<b>1 091</b>	<b>743</b>	<b>778</b>
Provinces and Municipalities	11	208	16	18	78	76	19	20	21
Departmental agencies and accounts	346	546	583	544	544	546	665	676	708
Households	2 106	227	1 062	43	742	742	407	47	49
Public corporation	-	-	-	-	-	-	-	-	-
<b>Payment for Capital Assets:</b>	<b>13 436</b>	<b>6 589</b>	<b>12 472</b>	<b>13 462</b>	<b>17 876</b>	<b>14 165</b>	<b>12 026</b>	<b>12 622</b>	<b>13 215</b>
Machinery & Equipment	13 384	6 580	12 472	13 462	17 876	14 165	12 026	12 622	13 215
Software and Other Intangible Assets	52	9	-	-	-	-	-	-	-
Payment for financial assets	3	-	-	-	-	-	-	-	-
<b>Total</b>	<b>286 270</b>	<b>287 542</b>	<b>331 518</b>	<b>365 692</b>	<b>354 892</b>	<b>354 892</b>	<b>407 051</b>	<b>511 780</b>	<b>482 909</b>

The budget for the Provincial Treasury has shown an increase of 14.7 percent when compared to the current financial year baseline. This is due to additional special allocations over the 2020/21 MTEF.

## PART C: MEASURING OUR PERFORMANCE

### 5. Institutional Programme Performance Information

#### 5.1. Programme 1: Administration

**Purpose:** 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.

##### 5.1.1. Sub-Programme: Office of the MEC

**Purpose:** Providing of policy and political direction to the Provincial Treasury

#### Outcomes, Outputs, Performance Indicator and Targets

Outcome	Outputs	Outputs Indicator	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Improved financial performance and governance in PFMA and MFMA institutions	Provide policy and political directive in order to achieve provincial objectives	Number of Annual Report tabled	1 Report	1 Report	1 Report	1 Report	1 Report	1 Report	1 Report
		Number of Appropriation Bills tabled	2 Bills	2 Bills	2 Bills	2 Bills	2 Bills	2 Bills	2 Bills
		Number of Policy and Budget Statement tabled	1 Statement	1 Statement	1 Statement	1 Statement	1 Statement	1 Statement	1 Statement

#### Indicator, Annual and Quarterly Targets

Output indicators	Annual Target	Q1	Q2	Q3	Q4
Number of Annual Report tabled	1 Report	N/A	1 Report	N/A	N/A
Number of Appropriation Bills tabled	2 Bills	N/A	N/A	1 Bill	1 Bill
Number of Policy and Budget Statement tabled	1 Statement	1 Statement	N/A	N/A	N/A

5.1.2. Sub-Programme: Management Services: Office of the Head: Provincial Treasury

Purpose: To render Provincial Treasury services

Outcomes, Outputs, Performance Indicator and Targets

Outcome	Outputs	Outputs Indicator	Audited/Actual Performance				Annual Targets			MTEF Period
							Estimated Performance			
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	
Improved financial performance and governance in PFMA and MFMA institutions	Unqualified audit opinion without matters of emphasis	Number of Annual Report Produced	1 Report	1 Report	1 Report	1 Report	1 Report	1 Report	1 Report	1 Report
		Number of Annual Performance Plan Produced	1 Plan	1 Plan	1 Plan	1 Plan	1 Plan	1 Plan	1 Plan	1 Plan
		Number of Approved Risk Register	New Indicator	1 Register	1 Register	1 Reports	1 Register	1 Register	1 Register	1 Register

Indicator, Annual and Quarterly Targets

Output indicators	Annual Target	Q1	Q2	Q3	Q4
Number of Annual Report Produced	1 Report	N/A	1 Report	N/A	N/A
Number of Annual Performance Plan Produced	1 Plan	N/A	N/A	N/A	1 Plan
Number of Approved Risk Register	1 Register	N/A	N/A	N/A	1 Register



5.1.3. Sub-Programme: Financial Management: Office of the Chief Financial Officer

Purpose: To render departmental financial management services

Outcomes, Outputs, Performance Indicator and Targets

Outcome	Outputs	Outputs Indicator	Audited/Actual Performance				Annual Targets		
			Annual Targets				MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Improved financial performance and governance in PFMA and MFMA institutions	Sound financial management in Provincial Treasury	Number of Budget documents produced in compliance with relevant prescripts	2 Documents	2 Documents	2 Documents	2 Documents	2 Documents	2 Documents	
			100%	100%	100%	100%	100%	100%	
		Percentage of suppliers paid within 30 days of receipt of valid invoices	100%	100%	100%	100%	100%	100%	

Indicator, Annual and Quarterly Targets

Output indicators	Annual Target	Q1	Q2	Q3	Q4
Number of Budget documents produced in compliance with relevant prescripts	2 Documents	N/A	1 Document	N/A	1 Document
Percentage of suppliers paid within 30 days of receipt of valid invoices	100%	100%	100%	100%	100%

#### 5.1.4. Sub-Programme: Internal Audit

Purpose: To render internal audit services

#### Outcomes, Outputs, Performance Indicator and Targets

Outcome	Outputs	Outputs Indicator	Annual Targets							
			Audited/Actual Performance		MTEF Period					
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	
Improved financial performance and governance in PFMA and MFMA institutions	Improved risk management, governance and internal controls	Number of approved Internal Audit Plans	Implemented approved audit plan	1 Approved Audit Plan	1 Approved Audit Plan	1 Approved Audit Plan	1 Approved Audit Plan	1 Internal Audit Plan	1 Internal Audit Plan	1 Internal Audit Plan

#### Indicator, Annual and Quarterly Targets

Output indicators	Annual Target	Q1	Q2	Q3	Q4
Number of approved Internal Audit Plans	1 Internal Audit Plan	Internal Audit Plan	N/A	N/A	N/A

#### 5.1.5. Explanation of planned performance over the medium term period

The Provincial Treasury 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 outcome and those of government at large. Key focus areas within the Programme include:

- Providing of policy and political directives to achieve provincial priorities;
- 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.

With the planned outputs, the priority will be on awarding of contracts for services of the Provincial Treasury to previously disadvantage groups with focus on women, youth and people living with disabilities. The internship programme enlist youth to provide an opportunity for them to gain skill and experience in the workplace. Whilst 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. Through

effective and efficient service, the provincial treasury will achieve the planned outcome of improved financial performance and governance within the PFMA and MFMA institutions leading to the impact of financially viable government institutions.

#### 5.1.6. Programme Resource Considerations

**Table:** Budget Allocation for programme and sub programmes as per EPRE

	Outcome		Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18				2018/19	2020/21	2021/22
<b>R thousand</b>				2019/20		2020/21	2021/22	2022/23
Member of Executive Council	-	-	4 608	-	-	-	-	-
Management Services	38 934	38 632	46 833	48 585	48 585	47 009	53 995	57 406
Financial Management	46 190	43 880	51 329	54 276	54 276	52 392	59 096	62 387
Internal Audit	4 492	4 755	6 125	5 806	5 806	5 643	6 066	6 387
<b>Total</b>	<b>89 616</b>	<b>87 267</b>	<b>108 895</b>	<b>108 667</b>	<b>108 667</b>	<b>105 044</b>	<b>119 157</b>	<b>126 180</b>
	Outcome		Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18				2018/19	2020/21	2021/22
<b>R thousand</b>				2019/20		2020/21	2021/22	2022/23
<b>Current payments</b>	<b>82 655</b>	<b>85 153</b>	<b>93 793</b>	<b>104 039</b>	<b>104 039</b>	<b>101 145</b>	<b>115 207</b>	<b>122 044</b>
Compensation of employees	52 274	55 582	61 113	62 767	72 767	72 063	76 478	80 868
Goods and services	30 381	29 571	32 680	41 272	41 272	29 082	38 729	41 176
<b>Transfers and subsidies to:</b>	<b>689</b>	<b>769</b>	<b>599</b>	<b>806</b>	<b>806</b>	<b>899</b>	<b>743</b>	<b>778</b>
Provinces and Municipalities	11	11	16	18	16	19	20	21
Departmental agencies and accounts	346	546	583	544	546	665	676	708
Public corporations and private enterprises	-	-	-	-	-	-	-	-
Households	332	212	-	43	244	215	47	49
<b>Payments for capital assets</b>	<b>6 272</b>	<b>1 345</b>	<b>3 063</b>	<b>3 822</b>	<b>3 822</b>	<b>3 000</b>	<b>3 207</b>	<b>3 358</b>
Building and other fixed structures	-	-	-	-	-	-	-	-
Machinery and equipment	6 220	1 345	3 063	3 822	3 822	3 000	3 207	3 358
Software and other intangible assets	52	-	-	-	-	-	-	-
<b>Payment of financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>89 616</b>	<b>87 267</b>	<b>97 455</b>	<b>108 667</b>	<b>108 667</b>	<b>105 044</b>	<b>119 157</b>	<b>126 180</b>

The programme has decrease by 3.3 percent in its budget for 2020/21 financial year. The programme however is showing a decrease on goods and services as a result of decrease in travelling and subsistence.

## 5.2. Programme 2: Sustainable Resource Management

**Purpose:** 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.

### 5.2.1. Sub-Programme: Provincial Administration Fiscal Discipline

**Purpose:** To ensure provincial administration fiscal discipline

Outcome	Outputs	Outputs Indicator	Annual Targets						
			Audited/Actual Performance		Estimated Performance		MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Improved financial performance and governance in PFMA and MFMA institutions	Sustainable revenue collection	Percentage of own revenue collection in the Province	100%	100%	100%	100%	0.5%	1%	1%
		Unqualified audit opinion on revenue fund financial statements	1 Set	1 Set	1 Set	1 Set	1 Set	1 Set	1 Set

### Indicator, Annual and Quarterly Targets

Output indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of own revenue collection in the Province	0.5%	0.1%	0.1%	0.1%	0.2%
Unqualified audit opinion on revenue fund financial statements	1 Set	N/A	N/A	1 Set	N/A

### 5.2.2. Sub-programme: Budget and Expenditure Management

Purpose: To render budget management and expenditure services

#### Outcomes, outputs, performance indicator and targets

Outcome	Outputs	Outputs Indicator	Audited/Actual performance				Annual Targets		
			2016/17		2018/19		Estimated Performance		MTEF Period
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Improved financial performance and governance in PFMA and MFMA institutions	Allocation of Provincial budget	Number of Estimates of Provincial Revenue Expenditure documents Prepared	2 Documents	2 Documents	3 Documents	3 Documents	2 Documents	2 Documents	2 Documents
			2 Bills	2 Bills	3 Bills	3 Bills	2 Bills	2 Bills	2 Bills

#### Indicator, Annual and Quarterly targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of Estimates of Provincial Revenue Expenditure documents Prepared	2 Documents	N/A	N/A	1 Document	1 Document
Number of Appropriation Bills Prepared	2 Bills	N/A	N/A	1 Bill	1 Bill

### 5.2.3. Sub-Programme: Municipal Finance

Purpose: To coordinate municipal finance

#### Outcomes, outputs, performance indicator and targets

Outcome	Outputs	Outputs Indicator	Audited/Actual Performance				Annual Targets		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Improved financial performance and governance in PFMA and MFMA institutions	Financial viable municipalities	Number of draft Municipal Budgets analysed	Analysed 20 draft budgets and provide feedback	Analysed 19 draft budgets and provide feedback	Analysed 19 draft budgets and provide feedback	Analysed 19 draft budgets and provide feedback	19 Draft Budgets	19 Draft Budgets	19 Draft Budgets
		Number of municipalities engaged on Mid-year Budget performance assessments	19 Municipalities	19 Municipalities	19 Municipalities	19 Municipalities	19 Municipalities	19 Municipalities	19 Municipalities

#### Indicator, Annual and Quarterly Targets

Output indicators	Annual Target	Q1	Q2	Q3	Q4
Number of draft Municipal Budgets analysed	19 Draft Budgets	19 Draft Budgets	N/A	N/A	N/A
Number of municipalities engaged on Mid-year Budget performance assessments	19 Municipalities	N/A	N/A	N/A	19 Municipalities

#### 5.2.4. Sub-Programme: Infrastructure Coordination

Purpose: To render provincial infrastructure coordination services

#### Outcomes, Outputs, Performance Indicator and Targets

Outcome	Outputs	Outputs Indicator	Audited/Actual Performance				Annual Targets		
			Performance				Estimated Performance		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Improved financial performance and governance in PFMA and MFMA institutions	Coordinate delivery of infrastructure in the Province	Analysis of Infrastructure Reporting Model	12 Reports	12 Reports	12 Reports	12 Reports	12 Reports	12 Reports	
		Analysis of user Asset Management plans	6 Plans	6 Plans	6 Plans	6 Plans	6 Plans	6 Plans	

#### Indicator, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Analysis of Infrastructure Reporting Model	12 Reports	3 Reports	3 Reports	3 Reports	3 Reports
Analysis of User Asset Management plans	6 Plans	N/A	6 Plans	N/A	N/A

#### 5.2.5. Explanation of planned performance over the medium term period

The programme will promote optimal and effective Provincial resource allocation and utilization, efficient Provincial budget management. The Programme will also assist with accurate financial reporting on Provincial revenue generation and maximization. It will also enhance planning; implementation and management of infrastructure by Provincial Departments and Municipalities, and lastly, provide technical support to delegated Municipalities on the implementation of the MFMA. Nineteen municipalities will be supported through analysis and feedback of the Municipal budgets. Five financial recovery plans have been finalised and approved by the MEC. The programme will continue monitor the implementation of those recovery plans. The programme must eventually do financial recovery plans for all eight municipalities, which were deemed dysfunctional. Through the achievement of the outputs the outcome of improve financial performance and governance in PFMA and MFMA institutions will lead to financially viable government institutions. With the planned outputs, the priority will be on awarding of contracts for services of the Provincial Treasury to previously disadvantaged groups with focus on women, youth and people living with disabilities.

### 5.2.6. Programme Resource Consideration

**Table:** Budget Allocation for programme and sub-programmes as per EPRE

	Outcome		Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates				
	2016/17	2017/18				2018/19	2019/20	2020/21	2021/22	2022/23
<b>R thousand</b>										
Programme Support	1 453	1 519	1 595	1 801	1 801	1 896	2 043	2 158		
Economic Analysis	-	-	-	-	-	-	-	-		
Provincial Administration Fiscal Discipline	8 929	9 182	10 680	10 830	11 064	11 287	12 183	13 044		
Budget and Expenditure Management	9 381	10 244	12 137	11 521	11 368	10 535	12 955	13 868		
Municipal Finance	19 460	21 914	27 148	30 758	20 945	28 689	31 727	33 363		
Infrastructure Co-ordination	3 912	4 190	4 977	10 116	5 985	10 166	10 808	11 278		
<b>Total</b>	<b>43 135</b>	<b>47 049</b>	<b>56 537</b>	<b>65 076</b>	<b>51 163</b>	<b>62 573</b>	<b>69 594</b>	<b>73 239</b>		

	Outcome		Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates				
	2016/17	2017/18				2018/19	2019/20	2020/21	2021/22	2022/23
<b>R thousand</b>										
Current payments	43 132	46 850	56 530	65 076	51 103	62 417	69 594	73 239		
Compensation of employees	38 364	38 967	44 344	51 585	41 181	44 021	48 513	51 214		
Goods and services	4 768	7 883	12 186	13 491	9 922	18 396	21 081	22 025		
Transfers and subsidies to:	-	199	7	-	-	-	-	-		
Provinces and Municipalities	-	197	-	-	-	-	-	-		



Universities and University of Technologies	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Corporations and Private Enterprises	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Households	-	2	7	-	-	-	-	-	-	-	-	156	-	-	-	-	-	-	-
<b>Payments for capital assets</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Building and other fixed structures	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Machinery and Equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments for Financial Assets</b>	<b>3</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>43 135</b>	<b>47 049</b>	<b>56 537</b>	<b>65 076</b>	<b>51 163</b>	<b>51 389</b>	<b>62 573</b>	<b>69 594</b>	<b>73 239</b>										

The programme has received an increase of 21.8 percent in its budget for the 2020/21 financial year. This is due to the reallocation of special allocations for municipal interventions and infrastructure support that were rescheduled in the 2019/20 financial year.

### 5.3. Programme 3: Assets and Liabilities Management

**Purpose:** 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.

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

**Purpose:** To coordinate supply chain management services

#### Outcomes, Outputs, Performance Indicator and Targets

Outcome	Outputs	Outputs Indicator	Annual Targets							
			Audited/Actual Performance		Estimated Performance		MTEF Period			
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	
Improved financial performance and governance in PFMA and MFMA institutions	Adherence to Supply Chain Management Framework	Percentage of institutions monitored on Procurement plans	12 Votes 19 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	100%	100%	100%	100%
		Percentage of institutions monitored on 30 days payment to contracted service providers	12 Votes 19 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	100%	100%	100%	100%
		Percentage of institutions monitored on contract management	New Indicator	New Indicator	New Indicator	3 Contracts	100%	100%	100%	100%

#### Indicator, Annual and Quarterly Targets

Output indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of institutions monitored on Procurement plans	100%	100%	100%	100%	100%
Percentage of institutions monitored on 30 days payment to contracted service providers	100%	100%	100%	100%	100%
Percentage of institutions monitored on contract management	100%	100%	100%	100%	100%

### 5.3.2. Sub-programme: Public Sector Liabilities Management

Purpose: To manage public sector liabilities

#### Outcomes, Outputs, Performance Indicator and Targets

Outcome	Outputs	Outputs Indicator	Audited/Actual Performance				Annual Targets		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Improved financial performance and governance in PFMA and MFMA institutions	Adherence to liability management prescripts	Number of PFMA and MFMA institutions monitored on liabilities management	12 Votes, 21 Municipalities and 3 Public Entities	12 Votes, 20 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

#### Indicator, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of PFMA and MFMA institutions monitored on liabilities management	12 Votes, 9 Municipalities and 4 Public Entities	N/A	12 Votes, 5 Municipalities and 2 Public Entities	9 Municipalities and 2 Public Entities	12 Votes

### 5.3.3. Sub-Programme: Physical Asset Management

Purpose: To monitor and evaluate provincial and municipal assets

#### Outcomes, Outputs, Performance Indicator and Targets

Outcome	Outputs	Outputs Indicator	Audited/Actual performance					Annual Targets		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	MTEF Period
Improved financial performance and governance in PFMA and MFMA institutions	Adherence to asset and inventory management prescripts	Number of PFMA and MFMA institutions monitored on assets management framework	12 Votes 5 Public Entities 20 Municipalities	12 Votes 4 Public Entities 20 Municipalities	12 Votes 2 Public Entities 6 Municipalities	12 Votes 2 Public Entities 6 Municipalities	12 Votes 2 Public Entities 6 Municipalities	6 Votes 2 Public Entities 6 Municipalities	6 Votes 2 Public Entities 6 Municipalities	

**Indicator, Annual and Quarterly Targets**

<b>Output Indicators</b>	<b>Annual Target</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Number of PFMA and MFMA institutions monitored assets management framework	6 Votes 2 Public Entities 6 Municipalities	6 Votes 2 Public Entities 6 Municipalities	6 Municipalities	6 Votes 2 Public Entities	6 Votes 2 Public Entities 6 Municipalities

**5.3.4. Sub-Programme: Interlinked Financial Systems**

**Purpose:** To manage interlink financial systems

**Outcomes, Outputs, Performance Indicator and Target**

<b>Outcomes</b>	<b>Outputs</b>	<b>Outputs Indicator</b>	<b>Annual Targets</b>							
			<b>Audited/Actual Performance</b>		<b>Estimated Performance</b>		<b>MTEF Period</b>			
			<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>		<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
Improved financial performance and governance in PFMA and MFMA institutions	Business continuity on transversal systems	Number of Votes supported on utilisation of transversal systems	12 Votes	12 Votes	12 Votes	12 Votes	12 Votes	12 Votes	12 Votes	12 Votes

**Indicator, Annual and Quarterly Targets**

<b>Output Indicators</b>	<b>Annual Target</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Number of Votes supported on utilisation of transversal systems	12 Votes	12 Votes	12 Votes	12 Votes	12 Votes

### 5.3.5. Sub-Programme: Information Technology

Purpose: To provide information technology services

#### Outcomes, Outputs, Performance Indicator and Targets

Outcome	Outputs	Outputs Indicator	Annual Targets						
			Audited/Actual Performance		Estimated Performance		MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Improved financial performance and governance in PFMA and MFMA institutions	Business continuity on information communication technology services	Percentage of ICT services provided to Votes	95%	95%	95%	97%	97%	97%	97%
		Number of PFMA and MFMA institutions monitored on IT Governance	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 Votes and 9 Municipalities	6 Votes and 9 Municipalities

#### Indicator, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of ICT services provided to Votes	97%	97%	97%	97%	97%
Number of PFMA and MFMA institutions monitored on IT Governance	6 Votes and 9 Municipalities	6 Votes	9 Municipalities	6 Votes	9 Municipalities

### 5.3.6. Explanation of planned performance over the medium term period

The programme overall will contribute in the implementation of affirmative action and the employment equity act as it relates to the appointment of women and people with disabilities. Furthermore, as part of our monitoring and advisory role will be advising institutions to implement the Preferential Procurement Framework Act of 2017 as it relates to the empowerment particularly of women, youth and people with disabilities. With the planned outputs, the priority will be on awarding of contracts for services of the Provincial Treasury to previously disadvantaged groups with focus on women, youth and people living with disabilities.

### 5.3.7. Programme Resource Considerations

**Table: Budget Allocation for programme and subprogrammes as per EPRE**

Outcome	2016/17		2017/18		2018/19		2019/20		2020/21		2021/22		2022/23	
	Outcome		Main Appropriation	Adjusted Appropriation	Revised Estimate									
<b>R thousand</b>														
Programme Support	1 237	207	398	933	379	1 754	1 932	1 972						
Provincial Supply Chain Management	16 056	16 153	19 130	19 917	18 962	20 073	22 934	24 342						
Financial Assets Management	-	-	-	-	-	-	-	-						
Public sector Liabilities	5 160	4 891	6 268	5 742	5 636	5 701	6 567	6 994						
Physical assets Management	6 569	6 950	6 403	5 622	5 239	6 067	7 061	7 439						
Interlinked Financial Systems	13 834	11 730	12 838	18 768	13 205	67 892	98 738	77 742						
Information Technology	82 740	87 085	100 511	108 946	119 468	106 935	110 666	127 878						
<b>Total</b>	<b>125 596</b>	<b>127 016</b>	<b>145 548</b>	<b>159 928</b>	<b>162 889</b>	<b>208 693</b>	<b>247 898</b>	<b>246 367</b>						

Outcome	2016/17		2017/18		2018/19		2019/20		2020/21		2021/22		2022/23	
	Outcome		Main Appropriation	Adjusted Appropriation	Revised Estimate									
<b>R thousand</b>														
<b>Current payments</b>	<b>116 702</b>	<b>121 759</b>	<b>135 106</b>	<b>150 096</b>	<b>148 499</b>	<b>199 631</b>	<b>238 483</b>	<b>236 510</b>						
Compensation of employees	50 541	53 684	60 815	62 397	58 015	70 377	74 990	79 605						
Goods and services	66 161	68 075	74 291	87 699	90 484	129 254	163 493	156 905						
<b>Transfers and subsidies to:</b>	<b>1 730</b>	<b>13</b>	<b>1 033</b>	<b>-</b>	<b>336</b>	<b>36</b>	<b>-</b>	<b>-</b>						
Provinces and municipalities	-	-	-	-	-	-	-	-						
Universities and Technikon	-	-	-	-	-	-	-	-						
Public corporations and private enterprises	-	-	-	-	-	-	-	-						
Households	1 730	13	1 033	-	336	36	-	-						

	Outcome		Main Appropriation		Adjusted Appropriation 2019/20	Revised Estimate	Medium-Term Estimates				
	2016/17	2017/18	2018/19	2019/20			2020/21	2021/22	2022/23		
<b>R thousand</b>											
<b>Payments for capital assets</b>	7 164	5 244	9 409	9 832	14 054	10 343	9 026	9 415	9 857		
Building and other fixed structures	-	-	-	-	-	-	-	-	-		
Machinery and equipment	7 164	5 235	9 409	9 832	14 054	10 343	9 026	9 415	9 857		
Software and other intangible assets	-	9	-	-	-	-	-	-	-		
<b>Payments for financial assets</b>	-	-	-	-	-	-	-	-	-		
<b>Total</b>	<b>125 596</b>	<b>127 016</b>	<b>145 548</b>	<b>159 928</b>	<b>162 889</b>	<b>162 663</b>	<b>208 693</b>	<b>247 898</b>	<b>246 367</b>		

The programme has received an increase of 28.2 percent in its budget for 2020/21 financial year. The growth is due to additional funding for Business Process Automation over the MTEF.

#### 5.4. Programme 4: Financial Governance

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

##### 5.4.1. Sub-programme: Accounting Services

Purpose: To monitor compliance with reporting requirements of the PFMA, Treasury regulations and MFMA

#### Outcomes, Outputs, Performance Indicator and Targets

Outcome	Outputs	Output Indicators	Annual Targets							
			Audited /Actual Performance		Estimated Performance	MTEF Period				
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	
Improved financial performance and governance in PFMA and MFMA institutions	Submission of AFS in terms of Legislation	Number of public institutions supported on accounting standards and financial statements	12 Votes and 4 Public Entities	12 Votes and 5 Public Entities	12 Votes and 4 Public Entities	12 Votes and 4 Public Entities	12 Votes and 4 Public Entities	12 Votes and 4 Public Entities	12 Votes and 4 Public Entities	12 Votes and 4 Public Entities
		Number of public institutions' financial statements analysed	12 Votes	12 Votes	12 Votes and 3 Public Entities	12 Votes and 2 Public Entities	12 Votes and 4 Public Entities	12 Votes and 3 Public Entities	12 Votes and 4 Public Entities	12 Votes and 4 Public Entities

#### Indicator, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
1. Number of public institutions supported on accounting standards and financial statements	12 Votes 4 Public Entities 19 Municipalities	19 Municipalities	8 Votes 2 Public Entities	15 Municipalities	12 Votes 4 Public Entities 15 Municipalities
2. Number of public institutions' financial statements analysed	12 Votes 2 Public Entities 7 Municipalities	N/A	12 Votes 2 Public Entities	7 Municipalities	N/A



#### 5.4.2. Sub-programme: Norms and Standards

Purpose: To monitor compliance with legislation, regulations, norms and standards

#### Outcomes, outputs, performance indicator and targets

Outcome	Outputs	Output Indicators	Annual Targets					MTEF Period	
			Audited /Actual Performance		Estimated Performance				
			2016/17	2017/18	2018/19	2019/20	2020/21		2021/22
Improved financial performance and governance in PFMA and MFMA institutions	Public institutions complying to legislation and prescripts	Number of public institutions monitored on compliance to financial management legislation	New indicator	6 Votes	8 Votes	10 Votes	4 Votes	8 Votes	8 Votes
		Number of public institutions supported with information management prescripts	New indicator	New indicator	New indicator	New indicator	6 Municipalities	6 Municipalities	6 Municipalities
		Number of public sector institutions with analyzed audit action plans	New indicator	12 Votes 4 Public Entities 20 Municipalities	12 Votes 4 Public Entities 20 Municipalities	12 Votes 4 Public Entities 20 Municipalities	12 Votes 2 Public Entities 9 Municipalities	12 Votes 4 Public Entities 19 Municipalities	12 Votes 4 Public Entities 19 Municipalities

#### Indicator, Annual and Quarterly Targets

	Annual Target	Q1	Q2	Q3	Q4
1. Number of public institutions monitored on compliance to financial management legislation	4 Votes	N/A	N/A	2 Votes	2 Votes
2. Number of public institutions supported with information management prescripts	6 Municipalities	N/A	3 Municipalities	3 Municipalities	N/A
3. Number of public sector institutions with analyzed audit action plans	9 Municipalities 12 Votes 2 Public Entities	N/A	N/A	4 votes	9 Municipalities 8 votes 2 Public Entities

#### 5.4.3. Sub-Programme: Provincial Risk Management

Purpose: To promote effective optimal financial resource utilisation

#### Outcomes, outputs, performance indicator and targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance		Estimated Performance	MTEF Period			
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Improved financial performance and governance in PFMA and MFMA institutions	Effective risk management processes	Number of Enterprise Risk Management Frameworks (ERMF) issued to standardize Risk Management processes in public institutions	1 ERMF	1 ERMF	1 ERMF	1 ERMF	1 ERMF	1 ERMF	1 ERMF
			6 Votes 2 Public Entities 10 Municipalities New indicator	6 Votes 2 Public Entities 8 Municipalities New indicator	5 Votes 2 Public Entities 8 Municipalities New indicator	6 Votes 2 Public Entities 8 Municipalities New indicator	6 Votes 2 Public Entities 8 Municipalities New indicator	5 Votes 1 Public Entities 6 Municipalities N/A	8 Votes 2 Public Entities 12 Municipalities 2 Votes 1 Public Entity 4 Municipalities
		Number of public institutions with sustainable risk management processes	6 Votes 2 Public Entities 8 Municipalities New indicator	6 Votes 2 Public Entities 8 Municipalities New indicator	5 Votes 2 Public Entities 8 Municipalities New indicator	6 Votes 2 Public Entities 8 Municipalities New indicator	6 Votes 2 Public Entities 8 Municipalities New indicator	5 Votes 1 Public Entities 6 Municipalities N/A	8 Votes 2 Public Entities 12 Municipalities 2 Votes 1 Public Entity 4 Municipalities
		Number of public institutions with Risk Maturity levels	New indicator	New indicator	New indicator	New indicator	New indicator	N/A	1 Vote 1 Municipality

#### Indicator, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
1. Number of Enterprise Risk Management Frameworks (ERMF) issued to standardize Risk Management processes in public institutions	1 ERMF	1 ERMF reviewed	1 ERMF approved and Issued	N/A	N/A
2. Number of public institutions with sustainable risk management processes	5 Votes 1 Public Entities 6 Municipalities	2 Votes and 3 Municipalities	1 Vote, 1 Public Entity and 1 Municipality	1 Vote and 1 Municipality	1 Vote and 1 Municipality

#### 5.4.4. Sub-Programme: Provincial Internal Audit

Purpose: To coordinate the activities of all provincial internal offices and committees

#### Outcomes, Outputs, Performance Indicator and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance		Estimated Performance		MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Improved financial performance and governance in PFMA and MFMA institution	Effective internal audit processes	Percentage of internal audit plans for Public institutions analysed	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 that were received, analysed	100% of internal audit plans that were received, analysed	100% of internal audit plans that were received, analysed	
		Number of evaluations performed on effectiveness of Audit Committees of public institutions	16 Evaluations	16 Evaluations	16 Evaluations	20 Evaluations	23 Evaluations	23 Evaluations	23 Evaluations
		Number of readiness assessments performed on Quality Assurance Reviews	2 Readiness assessments	1 Readiness assessment	1 Readiness assessment	1 Readiness assessment	1 Readiness assessment	1 Readiness assessment	1 Readiness assessment
		Number of follow-up reviews performed on the implementation of Quality Assurance Improvement Plans	2 Follow-up reviews	1 Follow-up review	1 Follow-up review	2 Follow-up reviews	1 Follow-up review	2 Follow-up reviews	

### Indicator, Annual and quarterly targets

Output Indicators	Annual target 2020/21	Q1	Q2	Q3	Q4
1. Percentage of internal audit plans for Public institutions analysed	100% of internal audit plans that were received, analysed	100% of internal audit plans that were received, analysed	N/A	N/A	100% of internal audit plans that were received, analysed
2. Number of evaluations performed on effectiveness of Audit Committees of public institutions	23 Evaluations	5 Evaluations (2 Votes and 3 Municipalities)	6 Evaluations (3 Votes and 3 Municipalities)	6 Evaluations (3 Votes, 2 Municipalities and 1 Public Entity)	6 Evaluations (3 Votes and 3 Municipalities)
3. Number of readiness assessment performed on Quality Assurance Reviews	1 Readiness assessment	N/A	N/A	N/A	1 Readiness assessment
4. Number of follow-up reviews performed on the implementation of Quality Assurance Improvement Plans	1 Follow-up reviews	N/A	N/A	N/A	1 Follow-up review

#### 5.4.5. Explanation of planned performance over the medium term period

Correct and complete financial statements should be produced in order to underpin the principle that Departments, Public Entities and Municipalities are able to achieve their objectives and deliver on their mandates. The effective, economical and efficient utilization of resources and effective internal control systems will contribute to the financial viability of Government institutions. It is imperative that these institutions compile improvement plans to address the root causes that lead to findings by assurance providers. This will furthermore ensure that resources are utilized effectively to maximize the positive impact of service delivery. Effective governance and oversight structures will add to the improvement of internal control systems, proactive identification of risks and efficiencies in the processes performed. With the planned outputs, the priority will be on awarding of contracts for services of the Provincial Treasury to previously disadvantaged groups with focus on women, youth and people living with disabilities.

#### 5.4.6. Programme Resource Considerations

Table: Budget Allocation for programme and subprogrammes as per EPRE

	Outcome			Main Appropriation	Adjusted Appropriation 2019/20	Revised Estimate	Medium-Term Estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
<b>R thousand</b>									
<b>Programme support</b>	6 876	2 997	3 036	2 807	3 169	3 169	2 325	42 508	2 589
<b>Accounting services</b>	5 110	5 248	6 851	6 474	6 427	6 427	6 423	7 317	7 694
<b>Norms and standards</b>	12 360	12 259	14 638	14 592	14 439	14 439	14 876	16 779	17 788
<b>Risk Management</b>	2 126	2 700	3 765	3 609	3 804	3 804	3 239	3 959	4 203

<b>Provincial Internal Audit</b>	1 451	3 006	3 688	4 311	4 334	4 334	3 878	4 568	4 849
<b>Total</b>	<b>27 923</b>	<b>26 210</b>	<b>31 978</b>	<b>31 793</b>	<b>32 173</b>	<b>32 173</b>	<b>30 741</b>	<b>75 131</b>	<b>37 123</b>

	Outcome		2018/19	Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-Term Estimates		
	2016/17	2017/18					2020/21	2021/22	2022/23
<b>R thousand</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>		<b>2019/20</b>		<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>Current payments</b>	<b>27 879</b>	<b>26 210</b>	<b>31 956</b>	<b>31 793</b>	<b>32 011</b>	<b>32 011</b>	<b>30 741</b>	<b>75 131</b>	<b>37 123</b>
Compensation of employees	21 535	21 485	27 431	26 443	26 053	26 053	27 187	29 156	30 854
Goods and services	6 344	4 725	4 525	5 350	5 958	5 958	3 554	45 975	6 269
<b>Transfers and subsidies to:</b>	<b>44</b>	<b>-</b>	<b>22</b>	<b>-</b>	<b>162</b>	<b>162</b>	<b>-</b>	<b>-</b>	<b>-</b>
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Universities and University of Technologies	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Households	44	-	22	-	162	162	-	-	-
<b>Payments for capital assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Building and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Software and other intangible	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>27 923</b>	<b>26 210</b>	<b>31 978</b>	<b>31 793</b>	<b>31 793</b>	<b>32 173</b>	<b>30 741</b>	<b>75 131</b>	<b>37 123</b>

The programme has decrease by 4.5 percent in its budget for 2020/21 financial year. There is, however, a decrease on goods and services because of a reduction on travelling and subsistence.

## 7. Updated Key Risks

Outcome	Key Risk	Mitigation measure/ Action Plan
Improved financial performance and governance in PFMA and MFMA institution	Ineffective implementation of treasury mandate	Implement consequence management for non-compliance to legislation and policies. Review the Organogram while awaiting the upliftment of the moratorium (awaiting approval)
		Continue to implement the staff satisfaction survey to improve and assess the working environment Implement succession plan
	Inadequate Business Continuity Management	Development of a Covid-19 risk register, and action plan and implementation thereof Review Business continuity Plan BCM Committee BCM Risk Register
	Inadequate Investment on Public Infrastructure	BCM Testing the implementation of the BCM Framework Integrated Planning with Municipalities Strengthen utilisation of standards/ cost models Improve implementation of SITA SLA

## 8. Public Entities

Name of Public Entity	Mandate	Outcome	Current Annual budget (R thousand)
N/A			

## 9. Infrastructure Projects

No	Project name	Programme	Project description	Outputs	Project start date	Project completion	Total estimated cost	Current expenditure
	N/A							

## 10. Public Private Partnerships

PPP	Purpose	Outputs	Current value of agreement	End date of agreement
N/A				

## PART D: TECHNICAL INDICATOR DESCRIPTIONS (TID)

### PROGRAMME 1: ADMINISTRATION

#### Office of the MEC

<b>TECHNICAL INDICATOR 1.2</b>	
<b>Indicator title</b>	Number of Annual Report produced
<b>Definition</b>	Submission of 1 annual report that gives an account of Provincial Treasury performance over a period of 12 months (Financial and non-financial information)
<b>Source of data</b>	Annual Report
<b>Method of calculation / Assessment</b>	1 Annual Report
<b>Means of verification</b>	Quarterly reports, 12 months report, IYM
<b>Assumptions</b>	Unqualified audit opinion
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Provide an account to oversight bodies and public about the performance of Provincial Treasury against its mandate
<b>Indicator responsibility</b>	Accounting Officer

<b>TECHNICAL INDICATOR 1.3</b>	
<b>Indicator title</b>	Number of Appropriation Bills tabled
<b>Definition</b>	2 Estimates of Provincial Revenue and Expenditure Bills compiled and published per annum
<b>Source of data</b>	Budget submissions from Votes
<b>Method of calculation /Assessment</b>	Number of Appropriation bills tabled
<b>Means of verification</b>	Bills tabled at Provincial Legislature
<b>Assumptions</b>	Credible budget estimates
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A

Calculation type	Cumulative for the year
Reporting cycle	Quarterly
Desired performance	Quality and informative documents compiled and published
Indicator responsibility	Accounting Officer

#### TECHNICAL INDICATOR 1.4

Indicator title	Number of Policy and Budget Statement tabled
Definition	1 Annual statement outline of the Provincial and Departmental achievements and priorities in line with allocated budget
Source of data	Policy and Budget Statement
Method of calculation	1 Budget Policy Statement tabled
Means of verification	1 Statement tabled in Provincial Legislature
Assumption	In line with the set standard of the PFMA
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting cycle	Annually
Desired performance	Improved service delivery and better life for the people of Mpumalanga Province
Indicator responsibility	Accounting Officer

#### OFFICE OF THE HEAD: PROVINCIAL TREASURY

#### TECHNICAL INDICATOR 1.6

Indicator title	Number of Annual Report Produced
Definition	Provide an account on Provincial Treasurys financial and non financial performance for the previous financial year.
Source of data	4 Quarterly reports tabled
Method of calculation / Assessment	Unqualified audit opinion
Means of verification	1 Annual Report
Assumptions	Unqualified audit opinion on financial and non financial performance
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Non-cumulative for the year
Reporting cycle	Annually



<b>Desired performance</b>	Strategies implemented and thus ensuring service delivery.
<b>Indicator responsibility</b>	Accounting Officer

#### **TECHNICAL INDICATOR 1.8**

<b>Indicator title</b>	Number of Annual Performance Plan produced
<b>Definition</b>	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.
<b>Source of data</b>	4 Programme Performance Plans
<b>Method of calculation</b>	APP
<b>Means of verification</b>	House resolutions on tabled APP
<b>Assumptions</b>	APP tabled
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Assist the Provincial Treasury to achieve its vision and mission
<b>Indicator responsibility</b>	Accounting Officer

#### **TECHNICAL INDICATOR 1.9**

<b>Indicator title</b>	Number of Approved Risk Register
<b>Definition</b>	Coordinate and support the overall institutional risk management processes (i.e risk assessment, identifying potential risks and governance weaknesses) in line with the public sector risk management framework. (Conduct annual risk assessments, develop annual risk register and monitor implementation of risks and produce quarterly monitoring reports)
<b>Source of data</b>	Risk Management plan, 4 Quarterly risk reports, Approved Risk Register, and minutes of the Risk Management Committee
<b>Method of calculation</b>	Verification of risk management plan, updated risk register and proof of submission to Risk Management Committee
<b>Means of verification</b>	Approved Risk Register
<b>Assumptions</b>	Departmental risk mitigated
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Approved risk register
<b>Indicator responsibility</b>	Chief Risk Officer

## OFFICE OF THE CHIEF FINANCIAL OFFICER

<b>TECHNICAL INDICATOR 1.11</b>	
<b>Indicator title</b>	Number of Budget documents produced in compliance with relevant prescripts
<b>Definition</b>	Render efficient and effective Management Accounting, Financial Accounting, Supply Chain Management and Risks Management support through 2 Budget documents
<b>Source of data</b>	Budget circulars
<b>Method of calculation / Assessment</b>	Number of Budget Documents
<b>Means of verification</b>	Documents submitted to Provincial Treasury
<b>Assumptions</b>	Credible departmental budget
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative for the year
<b>Reporting cycle</b>	Budget cycle: Quarterly
<b>Desired performance</b>	Sound Financial Management
<b>Indicator responsibility</b>	Chief Financial Officer

<b>TECHNICAL INDICATOR 1.12</b>	
<b>Indicator title</b>	Percentage of suppliers paid within 30 days of receipt of valid invoices
<b>Definition</b>	Render efficient and effective management accounting, financial accounting, supply chain management and risks management support (100% of suppliers paid within 30 days)
<b>Source of data</b>	Prescribed legislative
<b>Method of calculation</b>	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%
<b>Means of verification</b>	Proof of payment within 30 days
<b>Assumptions</b>	Invoices paid within the prescribed timelines
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-Cumulative for the year Numerator: No of invoices paid within 30 days/ Denominator: Total number of invoices received*100=%

<b>Reporting cycle</b>	Monthly
<b>Desired performance</b>	Sound financial management
<b>Indicator responsibility</b>	Chief Financial Officer

#### INTERNAL AUDIT

<b>TECHNICAL INDICATOR 1.13</b>	
<b>Indicator title</b>	Number of Approved Internal Audit Plan
<b>Definition</b>	To evaluate the effectiveness of risk management, internal controls and governance processes and provide internal audit reports to Management and the Audit Committee in terms of the approved Internal Audit Plan.
<b>Source of data</b>	Approved Internal Audit Plan and reports to the Audit Committee on Implementation of the plan
<b>Method of calculation/Assessment</b>	Verification of the approval of the audit plan by the Audit Committee and simple count of reports produced and issued to the Audit Committee
<b>Means of verification</b>	Reports submitted to Audit Committee and Provincial Treasury
<b>Assumptions</b>	1 Approved Internal Audit plan
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non Cumulative for the year
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Produce Internal Audit Plan for approval by the Audit Committee by 30 June for implementation during the year.
<b>Indicator responsibility</b>	Chief Audit Executive

#### PROGRAMME 2: SUSTAINABLE RESOURCE MANAGEMENT

#### PROVINCIAL ADMINISTRATION FISCAL DISCIPLINE

<b>TECHNICAL INDICATOR Description 2.1</b>	
<b>Indicator title</b>	Percentage of own revenue collection in the Province
<b>Definition</b>	It is revenue raised by government from its own imposition of a tax, licences, fees or any other charges. Support 12 Votes on revenue maximisation- <ul style="list-style-type: none"> <li>• Monitor performance of revenue collection by departments</li> <li>• Review of tariffs annually</li> <li>• Review projections</li> </ul>
<b>Source of data</b>	Compile provincial revenue fund annual financial statements Trends reports from Departments

<b>Method of calculation/ Assessment</b>	BAS Reports from Departments % increase of the total provincial budget
<b>Means of verification</b>	Revenue projection reports, Revenue trend reports, revenue analysis reports bank statements and BAS Reports
<b>Assumptions</b>	Growth in revenue fund N/A
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired Performance</b>	Effective management of revenue fund and maximised provincial revenue collection
<b>Indicator Responsibility</b>	Senior Manager: Provincial Administration Fiscal Discipline

#### TECHNICAL INDICATOR DESCRIPTION 2.2

<b>Indicator title</b>	Unqualified audit opinion on revenue fund financial statements
<b>Definition</b>	The sound management of the Revenue Fund
<b>Source of data</b>	BAS reports, Revenue fund reports and Provincial budget statement book
<b>Method of calculation/ Assessment</b>	Number of Revenue fund AFS submitted and revenue fund reports generated
<b>Means of verification</b>	Audited Annual Financial Statements
<b>Assumptions</b>	Unqualified audit opinion
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>Desired Performance</b>	Unqualified audit opinion
<b>Indicator Responsibility</b>	Senior Manager: Provincial Administration Fiscal Discipline

#### BUDGET AND EXPENDITURE MANAGEMENT

##### TECHNICAL INDICATOR DESCRIPTION 2.3

<b>Indicator title</b>	Number of Estimates of Provincial Revenue Expenditure documents prepared
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<b>Definition</b>	This involves providing Provincial Budget Information (2 document) to stakeholders
<b>Source of data</b>	Budget submissions from Votes
<b>Method of calculation/Assessment</b>	Number of documents compiled
<b>Means of verification</b>	Budget document
<b>Assumptions</b>	Credible provincial budget
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative - for the year
<b>Reporting cycle</b>	Quarterly (Done twice on the 3 <sup>rd</sup> Quarter and 4 <sup>th</sup> Quarter)
<b>Desired Performance</b>	EPRE published
<b>Indicator Responsibility</b>	Senior Manager : Budget and Expenditure Management

#### **TECHNICAL INDICATOR DESCRIPTION 2.4**

<b>Indicator title</b>	Number of Appropriation bills prepared
<b>Definition</b>	These are 2 Appropriation Bills for tabling main and adjusted budget in the Provincial Legislature
<b>Source of data</b>	Budget submissions, 13 Votes, Strategic Plans, Annual Performance Plans, In Year Monitoring reports
<b>Method of calculation/Assessment</b>	Data bases, Personnel Forecasting Model and Estimates of Provincial Revenue and Expenditure
<b>Means of verification</b>	Allocation letters
<b>Assumptions</b>	Credible provincial budget
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative- for the year
<b>Reporting cycle</b>	Quarterly (Done twice on the 3 <sup>rd</sup> & 4 <sup>th</sup> Quarters)
<b>Desired Performance</b>	2 Bills tabled
<b>Indicator Responsibility</b>	Senior Manager : Budget and Expenditure Management

## MUNICIPAL FINANCE

<b>TECHNICAL INDICATOR DESCRIPTION 2.5</b>	
<b>Indicator title</b>	Number of draft Municipal Budgets analysed
<b>Definition</b>	Provide policy advice, ensure municipal budget implementation and promote efficient financial resource allocation – 19 Municipal Budgets
<b>Source of data</b>	Municipal Budget submissions, IDP, SDBIP, In Year Monitoring reports, monthly analysis reports
<b>Method of calculation/ Assessment</b>	Local Government Database, Monthly IYM reports, SDBIP as well non-financial reports.
<b>Means of verification</b>	Analysis reports
<b>Assumptions</b>	Credible Municipal Budgets
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Non-Cumulative - for the year
<b>Reporting cycle</b>	Annually
<b>Desired Performance</b>	Municipalities to have credible budgets, monthly financial performance outcomes, effective, efficient and economic budget implementation
<b>Indicator Responsibility</b>	Senior Manager : Municipal Finance Management

<b>TECHNICAL INDICATOR DESCRIPTION 2.6</b>	
<b>Indicator title</b>	Number of municipalities engaged on Mid-year Budget performance assessments
<b>Definition</b>	Engage 19 municipalities on mid-term financial performance and provide 1 consolidated engagement feedback report
<b>Source of data</b>	Municipal Budget submissions, IDP, SDBIP, In Year Monitoring reports, monthly analysis reports
<b>Method of calculation/ Assessment</b>	Local Government Database, Monthly IYM reports, SDBIP as well non-financial reports.
<b>Means of verification</b>	Mid-year performance engagement reports
<b>Assumptions</b>	Funded Municipal Budget
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Non-cumulative - for the year
<b>Reporting cycle</b>	Bi- Annually
<b>Desired Performance</b>	Budgets which are aligned to realistic revenue and expenditure estimates
<b>Indicator Responsibility</b>	Senior Manager : Municipal Finance Management

## INFRASTRUCTURE CO-ORDINATION

<b>TECHNICAL INDICATOR DESCRIPTION 2.7</b>	
<b>Indicator title</b>	Analysis of Infrastructure Reporting Model
<b>Definition</b>	Non-financial information and Project/Programme monitoring reports compiled and submitted by Infrastructure Departments. Monitoring of infrastructure implementation.(12 reports)
<b>Source of data</b>	Infrastructure Reporting Module, Site visits, Workshops
<b>Method of calculation/Assessment</b>	Number of reports submitted. Number of sites visited.
<b>Means of verification</b>	Operational plan activities
<b>Assumptions</b>	N/A
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative for the year, 12 reports
<b>Reporting cycle</b>	Annually
<b>Desired Performance</b>	Accurate reporting, prudent planning and Expenditure.
<b>Indicator Responsibility</b>	Senior Manager : Infrastructure Coordination

<b>TECHNICAL INDICATOR DESCRIPTION 2.8</b>	
<b>Indicator title</b>	Analysis of user Asset Management plans
<b>Definition</b>	User Asset Management Plan is used for Infrastructure Planning and monitoring (6 Plans)
<b>Source of data</b>	User Asset Management Plans, Table B5 on EPRE
<b>Method of calculation/Assessment</b>	Number
<b>Means of verification</b>	Feedback reports
<b>Assumptions</b>	N/A
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Annually
<b>Reporting cycle</b>	Annually
<b>Desired Performance</b>	Reduce the cost of infrastructure, and thus increase value for money.
<b>Indicator Responsibility</b>	Senior Manager: Infrastructure Coordination

**PROGRAMME 3: ASSET AND LIABILITIES MANAGEMENT**

**PROVINCIAL SUPPLY CHAIN MANAGEMENT**

<b>TECHNICAL INDICATOR DESCRIPTION 3.1</b>	
<b>Indicator title</b>	Percentage of institutions monitored on Procurement plans
<b>Definition</b>	<p>100% of procurement plans received</p> <ul style="list-style-type: none"> <li>• All procurement plans received and analysed</li> <li>• Sum of plans received divided by Sum of plans analysed multiply by 100 equals to total Percentage</li> </ul> <p>Baseline= <math>16+16/100=100\%</math> (PFMA/MFMA)</p> <ul style="list-style-type: none"> <li>• Number expected= 12 Votes, 20 Municipalities and 4 Public Entities</li> <li>• Quarterly (2<sup>nd</sup> quarter Municipalities and 1<sup>st</sup> quarter Votes and Public Entities)</li> </ul> <ul style="list-style-type: none"> <li>• Receive procurement plans (100% of procurement plans received and analysed refers to all procurement plans submitted)</li> <li>• Analyse the implementation of the procurement plans in line with practice notes SCM 2 of 2016/17 (PFMA) and MFMA Circular 62 of 2013</li> <li>• Issue reports on findings</li> <li>• Maintain register procurement plans received, analysed and feedback provided</li> <li>• Oversee and monitor the implementation of procurement plans on - 12 Votes, 19 Municipalities and 4 Public Entities</li> </ul>
<b>Source of data</b>	Reports received from Votes, Municipalities and Public Entities
<b>Method of calculation/ Assessment</b>	Analysis of reports
<b>Means of verification</b>	4 Quarterly Reports submitted
<b>Assumptions</b>	All institutions submitted procurement plans and quarterly progress reports
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative – for the year
<b>Reporting cycle</b>	Quarterly
<b>Desired Performance</b>	Adherence to policy frameworks
<b>Indicator Responsibility</b>	Senior Manager: Provincial Supply Chain Management
<b>TECHNICAL INDICATOR DESCRIPTION 3.2</b>	
<b>Indicator title</b>	Percentage of institutions monitored on 30 days payment to contracted service providers
<b>Definition</b>	<p>100% of monthly reports received</p> <ul style="list-style-type: none"> <li>• All reports received and analysed</li> </ul>



	<ul style="list-style-type: none"> <li>Sum of reports received divided by Sum of reports analysed multiply by 100 equals to total Percentage Baseline= <math>27/27/100=100\%</math></li> <li>Number expected= 12 Votes, 19 Municipalities and 4 Public Entities</li> <li>Quarterly (1<sup>st</sup> quarter Municipalities and 4<sup>th</sup> quarter Votes and Public Entities)</li> <li>Receive monthly reports on 30day payment to contracted service providers (100% of 30 day payment reports received and analysed refers to all procurement plans submitted)</li> <li>Consolidated the report and submit to National Treasury</li> <li>Maintain register on 30 day payment report received</li> <li>Monitoring of timeous payments to contracted service providers -12 Votes, 19 Municipalities and 4 Public Entities</li> </ul>
<b>Source of data</b>	Reports received from Votes, Municipalities and Public Entities
<b>Method of calculation/ Assessment</b>	Analysis of reports received
<b>Means of verification</b>	Reports submitted
<b>Assumptions</b>	All institutions submit monthly 30 day payment compliance report
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative- for the year
<b>Reporting cycle</b>	Monthly
<b>Desired Performance</b>	Payment of contracted suppliers within 30 days as per legislation
<b>Indicator Responsibility</b>	Senior Manager: Provincial Supply Chain Management

### TECHNICAL INDICATOR DESCRIPTION 3.3

<b>Indicator title</b>	Percentage of institutions monitored on contract management
<b>Definition</b>	<p>100% of contract registers received</p> <ul style="list-style-type: none"> <li>All contract registers received and analysed</li> <li>Sum of registers received divided by Sum of registers analysed multiply by 100 equals to total Percentage Baseline= <math>12+6/100=100\%</math></li> <li>Number expected= 12 Votes, 19 Municipalities and 4 Public Entities</li> <li>Quarterly (2<sup>nd</sup> quarter Municipalities and 1<sup>st</sup> quarter Votes and Public Entities)</li> <li>Receive contract registers (100% of contract registers received and analysed refers to all contract registers submitted)</li> <li>Analyse the contract registers in line with PFMA and MFMA Sec 116 of MFMA</li> <li>Issue reports on findings</li> <li>Maintain contract registers received, analysed and feedback provided</li> </ul>

<b>Source of data</b>	Contract registers from Municipalities, Public Entities and Departments
<b>Method of calculation/ Assessment</b>	Analysis of reports
<b>Means of verification</b>	Reports submitted
<b>Assumptions</b>	All institutions will submit contract registers
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative- for the year
<b>Reporting cycle</b>	Quarterly
<b>Desired Performance</b>	Appropriate management of contracts
<b>Indicator Responsibility</b>	Senior Manager: Provincial Supply Chain Management

#### **PUBLIC SECTOR LIABILITIES MANAGEMENT**

<b>TECHNICAL INDICATOR DESCRIPTION 3.4</b>	
<b>Indicator title</b>	Number of PFMA and MFMA institutions monitored on liabilities management
<b>Definition</b>	To monitor and support provincial institutions on the effective management of liabilities registers, 12 Votes, 9 municipalities (Msukaligwa, Mkhondo, Pixley ka Isaka Seme, Emalaheni, Emakhazeni, Victor Khanye, Thembisile Hani and Thaba Chweu) and four (4) Public Entities
<b>Source of data</b>	Reports received from Votes, Municipalities and Public Entities
<b>Method of calculation/ Assessment</b>	Analysis of registers
<b>Means of verification</b>	Liability Registers
<b>Assumptions</b>	N/A
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired Performance</b>	Effective management of liabilities in the Province
<b>Indicator Responsibility</b>	Public Sector Liabilities sub-program

## PHYSICAL ASSET MANAGEMENT

<b>TECHNICAL INDICATOR DESCRIPTION 3.6</b>	
<b>Indicator title</b>	Number of PFMA and MFMA institutions monitored on assets management framework
<b>Definition</b>	The effective and efficient management of provincial physical assets for 6 Votes, 6 municipalities and 3 Public Entities through the implementation and maintenance of systems of internal controls.(Education, Health, Provincial Treasury, Community Safety, Security and Liaison, Agriculture, Rural Development and Land Administration, Public Works, Roads and Transport, Municipalities: Thaba Chweu, Goven Mbeki, Mkhondo, Lekwa, Dr. JS Moroka and Emakhazeni and Public Entities: MEGA, MPTA and MRRT
<b>Source of data</b>	Audit reports, Asset registers, Asset Management Plans
<b>Method of calculation/ Assessment</b>	Analysis of source data
<b>Means of verification</b>	Audit reports
<b>Assumptions</b>	Negative audit outcomes minimized
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired Performance Indicator Responsibility</b>	Improve the management and accounting of physical assets in the asset registers Senior Manager: Physical Asset Management

## INTERLINKED FINANCIAL SYSTEMS

<b>TECHNICAL INDICATOR DESCRIPTION 3.7</b>	
<b>Indicator title</b>	Number of Votes supported on utilisation of transversal systems
<b>Definition</b>	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
<b>Source of data</b>	Reports
<b>Method of calculation/ Assessment</b>	Analysis of source data
<b>Means of verification</b>	Reports and minutes
<b>Assumptions</b>	N/A
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A

<b>Assumptions</b>	All Votes and Municipalities have effective internal IT controls
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired Performance</b>	Higher level of maturity and positive audit outcomes
<b>Indicator Responsibility</b>	Senior Manager: Information Technology

#### PROGRAMME 4: FINANCIAL GOVERNANCE

#### ACCOUNTING SERVICES

##### TECHNICAL INDICATOR 4.1

<b>Indicator title</b>	Number of public institutions supported on accounting standards and financial statements
<b>Definition</b>	Support 12 Votes, 19 Municipalities and 4 Public Entities in terms of Accounting Standards and Financial Statements. <ul style="list-style-type: none"> <li>Attend audit steering committee meetings to clarify the reporting framework and accounting standards</li> <li>Issue periodical reporting circulars with timelines</li> <li>Write a report on the audit steering Committee meetings</li> <li>Issue updates on AFS and Accounting Standards to Municipalities</li> </ul>
<b>Source of data</b>	Updated Accounting standards issued by National Treasury
<b>Method of calculation/ Assessment</b>	Number of public institutions supported
<b>Means of verification</b>	Reports and Circular issued
<b>Assumptions</b>	All Votes, Public Entities and Municipalities know the reporting requirement in terms of the legislation
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative - for the year
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Improved compliance to Accounting standards and reporting frameworks by Votes, Municipalities and Public Entities

<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative- for the year
<b>Reporting cycle</b>	Monthly and Quarterly
<b>Desired Performance</b>	Improved utilisation of transversal systems
<b>Indicator Responsibility</b>	Acting Senior Manager: Interlinked Financial Systems

#### INFORMATION TECHNOLOGY

<b>TECHNICAL INDICATOR DESCRIPTION 3.8</b>	
<b>Indicator title</b>	Percentage of ICT services provided to Votes
<b>Definition</b>	Provide Network connectivity and end-user support support to 12 Votes
<b>Source of data</b>	Network Reports,
<b>Method of calculation/ Assessment</b>	Network uptime statistics (Average of network % uptime + % of calls resolved ) / 2 Average=97%)
<b>Means of verification</b>	System generated report on percentage of up-time of system
<b>Assumptions</b>	All systems will always be available to sustain service delivery
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Non-Cumulative Percentage,
<b>Reporting cycle</b>	Monthly
<b>Desired Performance</b>	Reduced downtime and maximize productivity.
<b>Indicator Responsibility</b>	Acting Senior Manager: Information Technology

<b>TECHNICAL INDICATOR DESCRIPTION 3.9</b>	
<b>Indicator title</b>	Number of PFMA and MFMA institutions monitored on IT Governance
<b>Definition</b>	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.
<b>Source of data</b>	Audit reports
<b>Method of calculation/ Assessment</b>	Analysis of source data
<b>Means of verification</b>	Audit Reports

<b>TECHNICAL INDICATOR 4.1</b>	
Indicator responsibility	Senior Manager: Accounting Services

<b>TECHNICAL INDICATOR 4.2</b>	
Indicator title	Number of public institutions' financial statements analysed
Definition	Analyse financial statements of 12 Votes, 2 Public Entities and 7 Municipalities by: <ul style="list-style-type: none"> <li>• Verifying correctness and completeness</li> <li>• Comparing notes and figures</li> <li>• Application of accounting standards</li> <li>• Checking disclosure and compliance</li> </ul> <p>2 Public Entities (MEGA and MTPA) and 7 Municipalities (Bushbuckridge LM, Chief Albert Luthuli LM, Nkomazi LM, Mkhondo LM, Pixley ka Isaka Seme LM and Thembisile Hani LM)</p>
Source of data	Trial balance reports, Annexures, Interim Financial Statements and Annual Financial Statements submitted by Votes, Municipalities and Public Entities
Method of calculation/ Assessment	Number of public institutions supported
Means of verification	Reports
Assumptions	All Votes, Public Entities and Municipalities submit their AFS in accordance with legislation
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Non-cumulative - for the year
Reporting cycle	Quarterly
Desired performance	Improved compliance to Accounting standards and reporting frameworks by Votes, Municipalities and Public Entities
Indicator responsibility	Senior Manager: Accounting Services

**NORMS AND STANDARDS**

<b>TECHNICAL INDICATOR 4.3</b>	
Indicator title	Number of public institutions monitored on compliance to financial management legislation

**TECHNICAL INDICATOR 4.3**

<b>Definition</b>	Monitored: Follow-up on the recommendations made by Provincial Treasury and action plans for the improvement of financial management controls in 8 Votes / Determine areas of non-compliance through reviewing of implementation of policies and prescripts (Department of Culture, Sport and Recreation, Department of Health, Department of Public Works, Roads and Transport and Department of Agriculture, Rural Development, Land and Environmental Affairs) and provide recommendations AG Audit findings
<b>Source of data</b>	AG Audit findings
<b>Method of calculation</b>	Analysis of source data
<b>Means of verification</b>	Evaluation
<b>Assumptions</b>	All Votes have sound financial management processes
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative - for the year
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Improved compliance to legislation and prescripts Departments
<b>Indicator responsibility</b>	Senior Manager: Norms and Standards

**TECHNICAL INDICATOR 4.4**

<b>Indicator title</b>	Number of public institutions supported with information management prescripts
<b>Definition</b>	6 Municipalities (Msukaligwa LM, Thembisile Hani LM, Govan Mbeki LM, Emalahleni LM, Lekwa LM and Thaba Chweu LM supported and monitored by: <ul style="list-style-type: none"> <li>Identify gaps in the implementation of Record Management processes</li> <li>Issue reports on findings and recommendations for improvement</li> </ul>
<b>Source of data</b>	Record management Units in Municipalities and reports by the Department of Culture, Sport and Recreation
<b>Method of calculation</b>	Actual implementation
<b>Means of verification</b>	Records
<b>Assumptions</b>	All Municipalities adhere to Record Management policies and procedures
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative

<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Improved record management in municipalities in order to improve audit outcomes
<b>Indicator responsibility</b>	Senior Manager: Norms and Standards

#### **TECHNICAL INDICATOR 4.5**

<b>Indicator title</b>	Number of public sector institutions with analyzed audit action plans
<b>Definition</b>	Analyse audit action plans received from 12 Votes, 2 Public Entities (MEGA and MTPA) and 10 Municipalities (Dipaleseng LM, Dr Pixley Ka Isaka Seme LM, Emakhazeni LM, Emalaheni LM, Lekwa LM, Mkhondo LM, Msukaligwa LM, Thembebisile Hani LM, Thaba Chweu LM , and Victor Khanye LM)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).
<b>Source of data</b>	AG action plans
<b>Method of calculation</b>	Analysis of source data
<b>Means of verification</b>	Remedial action plans analysed
<b>Assumptions</b>	All Votes, Public Entities and Municipalities compile and implement complete and correct action plans
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative – for the year
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Improve internal control systems in Votes and Public Entities
<b>Indicator responsibility</b>	Senior Manager: Norms and Standards

#### **PROVINCIAL RISK MANAGEMENT**

#### **TECHNICAL INDICATOR 4.6**

<b>Indicator title</b>	Number of Enterprise Risk Management Frameworks (ERMF) issued to standardize Risk Management processes in public institutions
<b>Definition</b>	This is a process, which involves review, updating and issuing one Provincial ERM Framework.
<b>Source of data</b>	Risk assessment reports and Risk Management Committee Evaluation Reports
<b>Method of calculation</b>	Analysis of source data
<b>Means of verification</b>	Reports
<b>Assumptions</b>	All Votes, Public Entities and Municipalities implement the Enterprise Risk Management Framework



**TECHNICAL INDICATOR 4.6**

<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative - for the year
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Effective Risk Management processes
<b>Indicator responsibility</b>	Manager: Provincial Risk Management

**TECHNICAL INDICATOR 4.7**

<b>Indicator title</b>	Number of public institutions with sustainable risk management processes
<b>Definition</b>	<p>The Provincial Risk Management framework, methodology and guideline is the tool that involves the following:</p> <ul style="list-style-type: none"> <li>• Evaluation of the effectiveness of Risk Management Committees</li> <li>• Evaluation of Risk Assessment reports and provide feedback</li> <li>• 5 Votes (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), 1 Public Entity (MTPA) and 6 Municipalities (Thaba Chweu, Emalahleni, Victor Khanye, Thembisile Hani, Govan Mbeki, Msukaligwa) monitored on implementation of the Framework</li> <li>• Provide hands-on support with the performance of risk assessments on request</li> </ul>
<b>Source of data</b>	Risk Assessment Reports
<b>Method of calculation</b>	Analysis of source data
<b>Means of verification</b>	Reports
<b>Assumptions</b>	All Votes, Public Entities and Municipalities implement the Enterprise Risk Management Framework
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative - for the year
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Effective implementation of the Provincial Enterprise Risk Management Framework and guidelines.
<b>Indicator responsibility</b>	Manager: Provincial Risk Management

## PROVINCIAL INTERNAL AUDIT

### TECHNICAL INDICATOR 4.9

<b>Indicator title</b>	Percentage of Internal audit plans for Public institutions analysed
<b>Definition</b>	<p>100% internal audit plans received</p> <ul style="list-style-type: none"> <li>All internal audit plans received and analysed</li> <li>Sum of plans received divided by Sum of plans analysed multiply by 100 equals to total Percentage</li> </ul> <p>Baseline= <math>27/27/100=100\%</math></p> <ul style="list-style-type: none"> <li>Number expected= 12 Votes, 19 Municipalities and 4 Public Entities</li> <li>Bi-annually (1<sup>st</sup> quarter Municipalities and 4<sup>th</sup> quarter Votes and Public Entities )</li> </ul> <ul style="list-style-type: none"> <li>Receive Internal Audit Plans (100% of Internal Audit plans received and analysed refers to all internal audit plans submitted)</li> <li>Analyse the plans by using template designed</li> <li>Issue reports on findings</li> <li></li> </ul>
<b>Source of data</b>	Internal Audit plans received from Votes, Municipalities and Public Entities
<b>Method of calculation</b>	<p>Analysis in terms of predetermined questionnaire</p> <ul style="list-style-type: none"> <li>Sum of plans received divided by Sum of plans analysed multiply by 100 equals to total Percentage</li> <li>Baseline= <math>27/27/100=100\%</math></li> <li>Number expected= 12 Votes, 19 Municipalities and 4 Public Entities</li> </ul>
<b>Means of verification</b>	Internal Audit plans
<b>Assumptions</b>	All Votes, Public Entities and Municipalities' internal audit plans are approved by the Audit Committees
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative - for the year
<b>Reporting cycle</b>	Bi -Annually
<b>Desired performance</b>	Effective internal audit processes
<b>Indicator responsibility</b>	Manager: Provincial Internal Audit

### TECHNICAL INDICATOR 4.10

<b>Indicator title</b>	Number of evaluations performed on effectiveness of Audit Committees of public institutions
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**TECHNICAL INDICATOR 4.10**

<b>Definition</b>	A framework is used to assess and improve the effectiveness of the audit committees within the governance structures. (Health, Public Works, Roads and Transport, 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, Govan Mbeki Local Municipality, Lekwa Local Municipality, Emalaheni Local Municipality, Victor Khanye Local Municipality, Thaba Chweu Local Municipality, Emakhazeni Local Municipality, Mkhondo Local Municipality, Bushbuckridge Local Municipality, Chief Albert Luthuli Local Municipality, Thembisile Hani Local Municipality and Nkangala District Municipality )
<b>Source-of data</b>	Audit Committee meetings and information packs
<b>Method of calculation</b>	Observation of audit committee meeting proceedings
<b>Means of verification</b>	Evaluation Reports
<b>Assumptions</b>	All Votes, Public Entities and Municipalities have effective Audit Committees
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative for the year
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Effective internal audit processes
<b>Indicator responsibility</b>	Manager: Provincial Internal Audit

**TECHNICAL INDICATOR 4.11**

<b>Indicator title</b>	Number of readiness assessment performed on Quality Assurance Reviews
<b>Definition</b>	This is a tool that is used to assess the effectiveness of the internal audit activity, when performing their work in accordance with the definition of internal audit, code of ethics and internal audit methodology. (Victor Khanye Local Municipality)
<b>Source of data</b>	Standards for the Professional Practice of Internal Auditing, Internal Audit Manual, Internal Audit units
<b>Method of calculation</b>	Compliance with IIA Standards
<b>Means of verification</b>	Readiness report
<b>Assumptions</b>	Internal Audit activities conform to the prescribed Standards
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A

<b>TECHNICAL INDICATOR 4.11</b>	
Spatial Transformation (where applicable)	N/A
Calculation type	Non-cumulative for the year
Reporting cycle	Annually
Desired performance	Improve the compliance to IIA Standards
Indicator responsibility	Manager: Provincial Internal Audit

<b>TECHNICAL INDICATOR 4.12</b>	
Indicator title	Number of follow-up reviews performed on the implementation of Quality Assurance Improvement Plans
Definition	This is a follow up on the recommendations made on the previously performed quality assurance reviews to assess if the recommendations were implemented. (Govan Mbeki Local Municipality)
Source of data	Quality Assurance Improvement Plan
Method of calculation	Compliance with IIA Standards
Means of verification	Progress Report
Assumptions	Internal Audit activities conform to the prescribed Standards
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Non-cumulative for the year
Reporting cycle	Annually
Desired performance	Improve the compliance to IIA Standards
Indicator responsibility	Manager: Provincial Internal Audit

## ANNEXURES TO THE ANNUAL PERFORMANCE PLAN

### ANNEXURE A: Amendments to the Strategic Plan

N/A

### ANNEXURE B: Conditional Grants

Name of Grant	Purpose	Outputs	Current Annual Budget (R thousand)	Period of Grant
N/A				

### ANNEXURE C: Consolidated Indicators

Institution	Output Indicator	Annual Target	Data Source
N/A			

### ANNEXURE D: District Development Model

Areas of intervention	Project description	Budget allocation	Five-year planning period			
			District Municipality	Location: GPS coordinates	Project Leader	Social partners
Financial Recovery Plan	Support to 5 Municipalities on the implementation of the FRPs on: <ul style="list-style-type: none"> <li>Funded budgets</li> <li>SCM</li> <li>Asset Management</li> <li>Governance matters</li> </ul>	Operational	Nkangala, Ehlanzeni, Gert Sibande	Emalahleni, Govan Mbeki, Msukaligwa, Thaba Chweu, Lekwa	Mr B Straus, Mr R Masambo, Mr J Bezuidenhout	N/A
Governance improvement	Support municipalities with their implementation of governance requirements: <ul style="list-style-type: none"> <li>Attend risk and internal audit committees</li> </ul>	Operational	Nkangala, Ehlanzeni, Gert Sibande	All municipalities	Mr B Straus, Mr R Masambo, Mr J Bezuidenhout	N/A

	<ul style="list-style-type: none"> <li>• Provide training on SCM</li> <li>• Support on accounting standards and financial statements</li> </ul>						
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**NOTES**

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# Mpumalanga Provincial Treasury



## Physical Address:

Nokuthula Simelane Building  
No. 7 Government Boulevard  
Riverside Park | Extension 2  
Mbombela  
1200



## Postal Address

Private Bag X 11205  
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1200  
Mpumalanga Province

## Contact Details



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Mpumalanga Treasury



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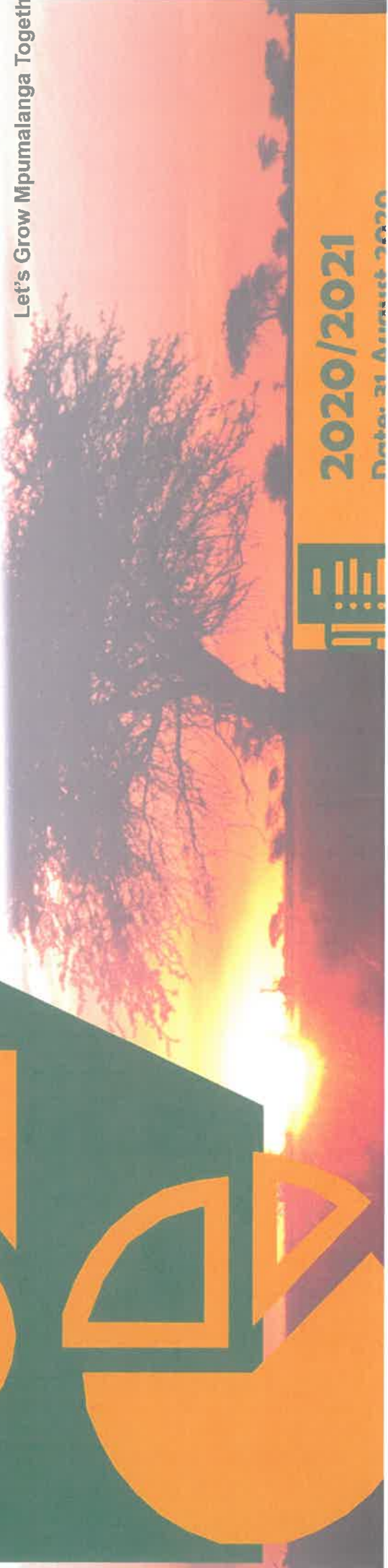
provincial treasury

**MPUMALANGA PROVINCE**  
REPUBLIC OF SOUTH AFRICA



# OPERATIONAL Plan 2020/21

Let's Grow Mpumalanga Together



**2020/2021**

Date: 31 August 2020

# OFFICIAL SIGN-OFF

It is hereby certified that this Annual Operational Plan:

- Was developed by the management of the Provincial Treasury under the guidance of the Ms Gugu Mashiteng
- Takes into all the relevant policies, legislation and other mandates for which the Provincial Treasury is responsible
- Accurately reflects performance information, which the Provincial Treasury will endeavour to achieve as committed to in the annual Performance Plan 2020/2021

**Ms G Milazi**

**General Manager Programme 2**

**Signature:**



**Mr R Masambo**

**Acting General Manager Programme 3**

**Signature:**



**Ms J Bezuidenhout**

**General Manager Programme 4**

**Signature:**



**Mr MA Khoza**

**Chief Financial Officer**

**Signature:**



**Ms JE Nel**

**Head of Planning**

**Signature:**



**Approved by**

**1 Ms Gugu Mashiteng**  
**Accounting Officer**

**Signature:**



**1. Our Operations**

**1.1. Programme 1: Administration**

**Purpose:** 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.

**Office of the MEC**

**1.1.1. Sub Programme : Management Services: Office of the Head: Provincial Treasury**

**Purpose:** To render Provincial Treasury Services

**Activities, Timeframes and Budgets**

Output	Outputs Indicator	Annual Target	Quarterly Target				Activities	Timeframe												Budget per Activity	Dependencies	Responsibility
			1	2	3	4		A	M	J	J	A	S	O	N	D	J	F	M			
Unqualified audit opinion without matters of emphasis	Number of Annual Performance Plan Produced	1 APP	1	2	3	4	Produce an Annual Performance Plan according to prescribed standards/framework and timelines													Operational Budget	Strategic and Annual Performance Plan Framework	SM: Planning
Number of Annual Report Produced	1 APR	1	2	3	4	Produce Annual Performance Report according to prescribed standards/framework and timelines																

Output	Outputs Indicator	Annual Target	Quarterly Target	Activities	Timeframe												Budget per Activity	Dependencies	Responsibility		
					A	M	J	J	A	S	O	N	D	J	F	M					
Number of Approved Risk Registers	1 Risk Register	1	1 2 3 4	Approved risk register														Operational Budget	Risk Management Framework	Chief Risk Officer	
		4																			
	1 Assessment	N/A			Conduct Risk Assessment sessions																
		4 Evaluations	1 2 3 4		Produce 4 Risk Evaluation Reports																
	4 Reports	1 2 3 4			Conduct 2 Risk Champion workshop																
		10 Sessions	N/A		Conduct 2 Risk Awareness Sessions																
	4 Meetings	1 2 3 4			Coordinate 4 Quarterly Risk and Ethics Management Committee Meetings																
		2 Reports	N/A		Coordinate Financial Disclosures																
	1 Register	N/A			Compile ethics risk register																
		4 Reports	1 2 3 4																		

Output	Outputs Indicator	Annual Target	Quarterly Target	Activities	Timeframe												Budget per Activity	Dependencies	Responsibility
					A	M	J	J	A	S	O	N	D	J	F	M			
				Monitor ethics risk register and produce 4 quarterly reports															
		4	1 2 3 4	Conduct ethics awareness sessions															
		4 Awareness																	
	Number of risk assessments and reporting conducted	4 Reports	1 2 3 4	Submit 4 risk assessments reports														Operational Budget	
		12 Meetings	N/A	Conduct 12 Sectional Meetings														Operational Budget	
																		Risk Register	
																		Manco, EMC	
																		Manager: HO	
																		Manager: HO	

### 1.1.2. Human Resource Administration

#### Activities, Timeframes and Budgets

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget per Activity	Dependencies	Responsibility
					A	M	J	J	A	S	O	N	D	J	F	M			
Provide integrated business support to Provincial Treasury	Percentage on compliance to HR prescripts	100%	1 2 3 4															Operational Budget	
																		HR Prescripts	
		4 Reports	1 2 3 4	Issue vacancy reports															
		1 Report	N/A	Capture and submit 1 report on															
																		SM: Corporates Services	

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget per Activity	Dependencies	Responsibility
					A	M	J	J	A	S	O	N	D	J	F	M			
				Performance Agreements															
		1 Report	N/A	Capture and Submit 1 report on Mid Term Assessments 2020/21															
		1 Report	N/A	Capture and submit 1 report of 2019/20 Annual Performance Assessments															
		1 Report	N/A	Issue 1 Compliance Report on Employment Equity															
		4 Forums	1 2 3 4	Coordinate 4 EEC Forum meetings															
		2 Reports	N/A	Review and issue 2 reports on Human Resource Planning and Implementation															
		5 Reports	N/A	5 reports on Human															

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget per Activity	Dependencies	Responsibility
					A	M	J	J	A	S	O	N	D	J	F	M			
				Resources Development															
		4 SDC Meetings	1 2 3 4	Coordinate Skills Development Committee Meetings															
	Number of risk assessments and reporting conducted	12 Meetings	N/A	Conduct Sectional Meetings													Manco EMC		
		4 Assessment Reports	4 Reports	Submit 4 risk assessments reports													Risk Register		
																	SM: Corporate Services		
																	SM: Corporate Services		

### 1.1.3. Labour Relations

#### Activities, Timeframes and Budgets

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget per Activity	Dependencies	Responsibility
					A	M	J	J	A	S	O	N	D	J	F	M			
Provide integrated business support to Provincial Treasury	Number of reports on compliance to HR prescripts	4 Reports	1 2 3 4	Reports on Finalisation of grievances lodged within 30 days													Operational Budget		
		4 Reports	1 2 3 4														HR Prescripts		
																	SM: Corporate Services		





1.1.4. Transversal Services

Activities, Timeframes and Budgets

Output	Output indicator	Annual target	Quarterly Target				Activities	Timeframe												Budget per Activity	Dependencies	Responsibility					
			1	2	3	4		A	M	J	J	A	S	O	N	D	J	F	M								
Provide integrated business support to Provincial Treasury	Number of reports on compliance to Strategic Framework on Gender Equality	4 Reports	1				4 Reports on Gender and Disability Mainstreaming, and Social Empowerment Programmes												Operational Budget	Strategic Framework on Gender Equality	SM: Corporate Services						
			2																								
			3																								
			4																								
Provide integrated business support to Provincial Treasury	Percentage in compliance to Strategic Framework	100%	N/A	N/A	N/A	N/A	2 Reports on approved GESF and JASF Plan SA and Annual Report												Operational Budget	Strategic Framework on Employee Health and Wellness	SM: Corporate Services						
Provide integrated business support to Provincial Treasury	Percentage in compliance to Strategic Framework	100%	N/A	N/A	N/A	N/A	2 Reports on approved GESF and JASF Plan SA and Annual Report												Operational Budget	Strategic Framework on Employee Health and Wellness	SM: Corporate Services						
Provide integrated business support to Provincial Treasury	Percentage in compliance to Strategic Framework	100%	N/A	N/A	N/A	N/A	2 Reports on approved GESF and JASF Plan SA and Annual Report												Operational Budget	Strategic Framework on Employee Health and Wellness	SM: Corporate Services						

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget per Activity	Dependencies	Responsibility
					A	M	J	J	A	S	O	N	D	J	F	M			
Provincial Treasury	on Employee Health and Wellness			TB Management, 1 Health Screening, 1 Webinar on HIV/AIDS and Publish 1 Article on HIV/AIDS and PMTCT	A	M													
					J														
		3	N/A	Pillar 2.1 Workshops on Health and Productivity Management, 1 Webinar on Women's Health and Publish 1 Article on Healthy Lifestyle	A	M													

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget per Activity	Dependencies	Responsibility
					A	M	J	J	A	S	O	N	D	J	F	M			
		3 Awareness Workshops	N/A	<b>Pillar 3.1</b> Webinar on Wellness Management, 1 Webinar on Retirement Planning and 1 Webinar on Management of Personal Finance.															
		12 COVID-19 Meetings and 4 Webinars on COVID-19	N/A	<b>Pillar 4:</b> Convene 12 (monthly) OHS/COVID-19 Meetings, and 4 Webinars on OHS/COVID-19 Workplace Induction															

### 1.1.5. Records Management

#### Activities, Timeframes and Budgets

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget per Activity	Dependencies	Responsibility			
					A	M	J	J	A	S	O	N	D	J	F	M						
Provide integrated business support to Provincial Treasury	Number of reports on compliance to Records Management Regulatory Frameworks	4 Reports	1	2	3	4	4 Monitoring Reports on Records Management													Operational Budget	Records Management Regulatory Frameworks	SM: Corporate Services
							Disposal and archival of public records															
			1	2	3	4	Issue 1 Awareness Circular on Registry Procedure Manual															

### 1.1.6. Communications

#### Activities, Timeframes and Budgets

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget per Activity	Dependencies	Responsibility			
					A	M	J	J	A	S	O	N	D	J	F	M						
Employee and public information services	Approved Communication Strategy	1 Communication plan	1	2	3	4	Publish 10 internal newsletters Media engagements													Operational Budget	Available Information	Senior Manager Communication
			1	2	3	4																

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget per Activity	Dependencies	Responsibility
					A	M	J	J	A	S	O	N	D	J	F	M			
				activities conducted															
			N/A	Update online platforms															
			1 2 3 4	Speeches written															
			N/A	4 events and exhibitions coordinated and/or supported															
			1 2 3 4	Submit 4 risk assessments reports														Risk Register	SM: Communication
			N/A	Conduct Sectional Meetings														Manco EMC	SM: Communication
	Number of risk assessments and reporting conducted	4 Reports 12 Meetings																	

### 1.1.7. Legal Services

#### Activities, Timeframes and Budgets

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget per Activity	Dependencies	Responsibility
					A	M	J	J	A	S	O	N	D	J	F	M			
		100%	1 2 3 4																

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget per Activity	Dependencies	Responsibility
					A	M	J	J	A	S	O	N	D	J	F	M			
Comprehensive Services in Provincial Treasury	Compliance to legislative prescripts			Submission of Litigation Status Report														Applicable Legal Prescript	Senior Manager Legal Services
		4 Reports	1 2 3 4	Review and monitor implementation of policies															
		2 Reports	N/A	Annual submissions of section 32 PAIA report															
Comprehensive Services in Provincial Treasury	Number of risk assessments and reporting conducted	4 Reports	1 2 3 4	Submit 4 risk assessments reports															
		12 Meetings	N/A	Conduct 12 Sectional Meeting															

### 1.1.8. Security Management

#### Activities, Timeframes and Budgets

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget per Activity	Dependencies	Responsibility
					A	M	J	J	A	S	O	N	D	J	F	M			
Providing quality security services for Provincial Treasury	Percentage compliance to Minimum Information	100%	N/A	Coordinate and monitor security compliance														Minimum Information	Acting Security Manager

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget per Activity	Dependencies	Responsibility
					A	M	J	J	A	S	O	N	D	J	F	M			
Security Standards	Security Standards	100%	N/A	access to the building Security related investigations conducted													Security Standards		
Number of risk assessments and reporting conducted	90 Site Inspections	90	1 2 3 4	Conduct security site inspections															
Number of risk assessments conducted	4 Reports	4	1 2 3 4	Risk Management															
Number of risk assessments conducted	12 Meetings	12	N/A	Sectional Meeting															

1.1.9. Research and Policy Management

Activities, Timeframes and Budgets

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget per Activity	Dependencies	Responsibility	
					A	M	J	J	A	S	O	N	D	J	F	M				
Support the implementation of MTSF by planning, monitoring and evaluation	Number of Unqualified audit outcomes on performance information	1	N/A	Produce 1 Annual Performance Plan according to prescribed standards and timelines														Operational	Revised Framework for Strategic plans and Annual Performance Plans	SM: Planning
		1 APP Report		Produce 1 Annual Performance Report according to prescribed standards and timelines (Submit to AGSA and PT)															Approved National Treasury template on Annual Performance Reports	
		4 Reports	1 2 3 4	Produce 4 quarterly performance reports against APP															Availability of information	
		12 Reports	N/A	Produce 12 monthly																



Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget per Activity	Dependencies	Responsibility
					A	M	J	J	A	S	O	N	D	J	F	M			
				performance reports against OP															
		16 Templates	N/A	16 performance reporting templates issued to departmental programmes															
	Number of risk assessments and reporting conducted	12 Meetings	N/A	Conduct 12 Sectional Meeting															
		4 Reports	1 2 3 4	Submit 4 Risk assessment reports														Risk Register	

1.1.10. Sub Programme : Financial Management: Office of the Chief Financial Officer

Purpose: To render departmental financial management services

Activities, Timeframes and Budgets

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget per Activity	Dependencies	Responsibility
					A	M	J	J	A	S	O	N	D	J	F	M			
		2 Documents	1 2 3 4																CFO

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget per Activity	Dependencies	Responsibility
					A	M	J	J	A	S	O	N	D	J	F	M			
Sound financial management in Provincial Treasury	Number of Budget documents produced in compliance with relevant prescripts			Submit in year monitoring reports in compliance with relevant legislations														PFMA and Treasury Regulations	
		3 IFS	N/A	3 Interim Financial Statements															
	1 AFS	N/A	Annual Financial Statements submitted																
	12 Revenue Trend	N/A	12 Revenue reports trend reports submitted in compliance with relevant legislations																
Percentage of suppliers paid within 30 days of receipt of valid invoices		100%	100%	Compile payment register															
				Produce compliance monitoring report on SCM information															
Compliance to SCM prescripts	12 Creditors Reconciliation		N/A	Compile creditors reconciliation report															
		4 Quarterly reports		1 2 3 4	Produce quarterly reports on compliance														





Output	Output indicator	Annual target	Quarterly Target				Activities	Timeframe												Budget per Activity	Dependencies	Responsibility	
			1	2	3	4		A	M	J	J	A	S	O	N	D	J	F	M				
Sustainable revenue collection	Percentage of own revenue collection in the Province	0.5% increase on baseline of R1.3 billion	1	2	3	4	Consolidated Provincial Tariff Register.													Operational Budget	Departmental application to review tariffs Revenue collection trends Revenue trends, BAS reports	SM: Provincial Administration Fiscal Discipline	
			1	2	3	4																	
							Compile consolidated own revenue management reports																
			N/A																				
			1	2	3	4	Prepare 12 quarterly feedback to Departments on own revenue management																
			1	2	3	4	Consolidate quarterly feedback on management of the Provincial Debt Book																
	Unqualified audit opinion on revenue fund	1 Set	1	2	3	4	Prepare Reconciliation of Revenue Fund.																

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget per Activity	Dependencies	Responsibility
					A	M	J	J	A	S	O	N	D	J	F	M			
	financial statements		N/A	Transfer of cash to Departments															
	Number of risk assessments and reporting conducted	4 Reports	1 2 3 4	Submit 4 Risk assessment reports															
		12 Meetings		Conduct Sectional Meetings															

### 2.1.1 Sub-programme: Budget and Expenditure Management

Purpose: To render budget management and expenditure services

#### Activities, Timeframes and Budgets

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget per Activity	Dependencies	Responsibility	
					A	M	J	J	A	S	O	N	D	J	F	M				
SAllocation of Provincial budget	Number of Provincial Revenue Expenditure documents prepared	2 Chapters	N/A	Issue circular requesting roll-overs from previous financial year to all departments														Operational	National Treasury Guidelines	SM: Budget and Expenditure









Output	Output indicator	Annual target	Quarterly Target				Activities	Timeframe												Budget per Activity	Dependencies	Responsibility								
			1	2	3	4		A	M	J	J	A	S	O	N	D	J	F	M											
Financial viable municipalities	Number of draft Municipal Budgets analysed	19 Draft Budgets	1	2	3	4	Collection of draft budgets																				Operational Budget	Submission of budget schedules by municipalities	Senior Manager: Municipal Finance	
							Perform analysis on the draft budgets																							
	Number of Consolidated statements published and tabled	4 Budget Statements published and tabled	1	2	3	4	Download section 71 reports																						Submission of monthly data strings by municipalities	
							Perform analysis on the consolidated Municipal Budget Statement																							
	Number of consolidated	12 Reports	1	2	3	4	Publish and submit for tabling.																							
							Download municipal																							

Output	Output indicator	Annual target	Quarterly Target				Activities	Timeframe												Budget per Activity	Dependencies	Responsibility					
			1	2	3	4		A	M	J	J	A	S	O	N	D	J	F	M								
	Municipal In Year Monitoring reports		3	3	3	3	section 71 reports Perform section 71 report analysis Consolidate section 71 reports for submission to National Treasury																		Local Government Database		
	Number of municipalities engaged on Mid-year Budget performance assessments	19 Municipalities	1	2	3	4	Engage municipalities on the mid-year performance assessment. Issue Mid-year budget and performance assessment reports																			Submission of data strings and presentations by municipalities	
	Number of risk assessments and reporting conducted	4 Risk Management reports 12 Sectional Meetings	1	2	3	4	Submit 4 Risk assessment reports Conduct 12 Sectional Meetings																				

### 2.1.3 Sub-Programme: Infrastructure Coordination

Purpose: To render provincial infrastructure coordination services

#### Activities, Timeframes and Budgets

Output	Output indicator	Annual target	Quarterly Target				Activities	Timeframe												Budget per Activity	Dependencies	Responsibility
			1	2	3	4		A	M	J	J	A	S	O	N	D	J	F	M			
Coordinate delivery of infrastructure in the Province	Analysis of Infrastructure Reporting Model	12 Reports	1	2	3	4	Conduct 80 site visits												Operational Budget	SM: ICU		
			45	45	45	45																
			N/A																			
Coordinate delivery of infrastructure in the Province	Analysis of user Asset Management plans	6 UMAPs	1	2	3	4	Coordinate 4 quarterly Infrastructure workshops												Operational Budget	SM: ICU		
Coordinate delivery of infrastructure in the Province	Analysis of user Asset Management plans	6 UMAPs	1	2	3	4	Receive UAMPs from Dept.												Operational Budget	SM: ICU		
Coordinate delivery of infrastructure in the Province	Analysis of user Asset Management plans	6 UMAPs	Analyse received UAMP's				Analyse received UAMP's												Operational Budget	SM: ICU		
			Provide feedback					Provide feedback														
			Submit UAMPs to National Treasury (Ed. And Health)						Submit UAMPs to National Treasury (Ed. And Health)													
Coordinate delivery of infrastructure in the Province	Percentage of public infrastructure investment	1 Report	1	2	3	4	Conduct analysis of previous year's budget performance												Operational Budget	SM: ICU		
Coordinate delivery of infrastructure in the Province	Percentage of public infrastructure investment	4 Reports	1	2	3	4	Submit 4 Risk assessment reports											Operational Budget	SM: ICU			

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget per Activity	Dependencies	Responsibility
					A	M	J	J	A	S	O	N	D	J	F	M			
	Number of risk assessments and reporting conducted	12 Meetings	N/A	Conduct 12 Sectional Meetings															

### Programme 3: Assets and Liabilities Management

**Purpose:** 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.

#### 3.1.1 Sub-programme: Provincial Supply Chain Management (PSCM)

**Purpose:** To coordinate supply chain management services

##### Activities, Timeframes and Budgets

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget	Dependencies	Responsibility
					A	M	J	J	A	S	O	N	D	J	F	M			
		100%	1 2 3 4																

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget	Dependencies	Responsibility
					A	M	J	J	A	S	O	N	D	J	F	M			
Adherence to Supply Chain Management Framework	Percentage of institutions monitored on Procurement plans	100% (MFMA)	100%	Issue circular on submission of procurement plans with timelines	A	M	J	J	A	S	O	N	D	J	F	M	Operational Budget	Procurement plans	SM: PSCM
					Received procurement plans														
					Provide feedback on plans submitted														
					Analyse progress report on implementation of plans and provide feedback														
					Issue submission of letter procurement plans with timelines														
					Received procurement plans														
			Analyse progress report on																

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget	Dependencies	Responsibility
					A	M	J	J	A	S	O	N	D	J	F	M			
				implementation of plans and provide feedback															
	Percentage of institutions monitored on 30 days payment to contracted service providers	100% (MFMA)	N/A	Issue a circular on SCM compliance reports															
				Consolidate information and submit to National Treasury															
				Consolidate information and submit to National Treasury															
				Issue a circular on submission of contract register															
				Acknowledge receipt of contract registers															
				Review, analyse contract registers and provide feedback															
	Percentage of institutions monitored on contract management	100% (MFMA)		Issue a circular on submission of contract register															
				Acknowledge receipt of contract registers															
				Review, analyse contract registers and provide feedback															

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget	Dependencies	Responsibility		
					A	M	J	J	A	S	O	N	D	J	F	M					
		100% (PFMA)		Send out letters for submission of contract registers Acknowledge receipt of contract registers Analyse submitted register and provide feedback																	
	Number of risk assessments and reporting conducted	12 Meetings	N/A	12 Sectional Meetings conducted																	
		4 Quarterly Reports	4 Quarterly Reports	Submit 4 Risk assessment reports Management																	

### 3.1.1.1.1 Transversal Contracts

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget	Dependencies	Responsibility										
					A	M	J	J	A	S	O	N	D	J	F	M													
Cost effective transversal contracts	Number of new transversal contract awarded	2 Contracts	N/A	Convene Bid Committees Approval and awarding of																							Operational Budget	Availability of Committee Members and Participation by Departments	SM: Transversal Contract Management



Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget	Dependencies	Responsibility
					A	M	J	J	A	S	O	N	D	J	F	M			
				Transversal Contract															
	Number of transversal contracts developed	2 Contracts	N/A	Develop tender document															
				Convene Bid Committees															
	Number of transversal contracts monitored	1 Contracts	N/A	Issue a circular to public institutions for participation															
				Convene quarterly with contract participants and services provides															
	Number of risk assessments and reporting conducted		1 2 3 4	Risk Management															
			N/A	Sectional Meetings															

Regional Services



Output	Output indicator	Annual target	Quarterly Target				Activities	Timeframe												Budget per Activity	Dependencies	Responsibility
			1	2	3	4		A	M	J	J	A	S	O	N	D	J	F	M			
Adherence to Supply Chain Management Framework	Number of Reports submitted on regional services	4 Reports	1	2	3	4	Consolidate reports												Operational Budget	Availability of transversal systems	SM: PSM	
	Number of risk assessments and reporting conducted	4 Quarterly Reports	1	2	3	4	Submit 4 Risk assessment reports												Operational Budget	Availability of transversal systems	SM: PSM	
		12 Meetings	N/A				Conduct Sectional Meetings															

### 3.1.2 Sub-programme: Public Sector Liabilities Management

Purpose: To manage public sector liabilities

Activities, Timeframes and Budgets

Output	Output indicator	Annual target	Quarterly Target				Activities	Timeframe												Budget	Dependencies	Responsibility
			1	2	3	4		A	M	J	J	A	S	O	N	D	J	F	M			
Adherence to Liability Management t Prescripts	Number of PFMA and MFMA institutions monitored on liabilities management	12 Votes, 9 Municipalities and 4 Public Entities	1	2	3	4	Request liability registers from 9 municipalities and 2 Public Entities												Operational Budget	Submission of liability registers from PFMA and MFMA Institutions.	GM: Assets and Liabilities	
		N/A	N/A				Analyse 100% of															



Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget	Dependencies	Responsibility
					A	M	J	J	A	S	O	N	D	J	F	M			
				progress on the implementation of Audit Action plans															
				Provide Feedback on the implementation of Audit Action plans															
	Number of PFMA and MFMA institutions monitored on implementation of audit action plans																		
	Number of risk assessments and reporting conducted	4 Reports	1 2 3 4	Submit 4 Risk assessment reports															
		12 Meetings	Monthly	Conduct 12 Sectional Meetings															

### 3.1.3 Sub-Programme: Physical Asset Management

Purpose: To monitor and evaluate provincial and municipal assets

Activities, Timeframes and Budgets

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget	Dependencies	Responsibility
					A	M	J	J	A	S	O	N	D	J	F	M			
Adherence to		6 Votes	1 2 3 4																

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget	Dependencies	Responsibility
					A	M	J	J	A	S	O	N	D	J	F	M			
asset and inventory management prescripts	Number of PFMA and MFMA institutions monitored on assets management framework	3 Public Entities 6 Municipalities	N/A	Support votes in preparing AFS													Operational Budget	Asset Management Framework	SM: PAM
			1 2 3 4	Review the AFS for votes on Assets and inventory															
			N/A	Check completeness of inventory records against inventory on floor															
				Financial year end audit readiness															
				Analyse asset registers and check completeness															
			1 2 3 4																

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget	Dependencies	Responsibility	
					A	M	J	J	A	S	O	N	D	J	F	M				
	Number of PFMA institutions monitored on inventory management	6 Votes	N/A	Check completeness of inventory records against inventory on floor														Operational Budget	Inventory Management policy	SM: PAM
			1 2 3 4	Consolidate audit action plan for votes-assets																
			N/A	Conduct asset and inventory management forums																
				Monitor the implementation of the audit action plan																
				Support Municipalities in																

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget	Dependencies	Responsibility
					A	M	J	J	A	S	O	N	D	J	F	M			
				preparation of AFS															
	Monitor audit action plans	6 Municipalities	1 2 3 4 N/A	Monitor and support the implementation of audit action plans														Operational Budget	
			N/A	Conduct asset management forum															
	Number of risk assessments and reporting conducted	4 Reports	1 2 3 4	Submit 4 Risk assessment reports														Operational Budget	
			N/A	Conduct 12 Sectional Meetings														Operational Budget	

### 3.1.4 Sub-Programme: Interlinked Financial Systems

Purpose: To manage interlinked financial systems

Activities, Timeframes and Budgets

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget per Activity	Dependencies	Responsibility
					A	M	J	J	A	S	O	N	D	J	F	M			
		12 Votes	1 2 3 4																







Output	Output indicator	Annual target	Quarterly Target				Activities	Timeframe												Budget per Activity	Dependencies	Responsibility
			1	2	3	4		A	M	J	J	A	S	O	N	D	J	F	M			
Submission of AFS in terms of Legislation	Number of public institutions supported on accounting standards and financial statements	12 Votes 4 Public Entities 19 Municipalities	1	2	3	4	Prepare and issue circulars on AFS preparation for Departments and Public Entities  Prepare and issue circulars on AFS for municipalities  Attend audit steering committee meetings for Votes and PEs  Attend audit steering committee meetings for Municipalities  Issue Audit Steering Committee meetings report for Municipalities  Issue updates on AFS and Accounting Standards												Operational budget	Information submitted by public institutions on time	SM: Accounting Services	
			12 V 4 P 8 M	8 V 2 P	15 M	4 V 2 P 4 M																
	Number of public institutions financial statements analysed	12 Votes 2 Public Entities 7 Municipalities	1	2	3	4	Review of AFS for Votes and PEs and provide feedback  Review of AFS for Statements Municipalities  Prepare and issue trial balance meeting schedule for departments												Operational budget	Information submitted by public institutions on time		
			12 V 2 P	7 M																		



Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget per Activity	Dependencies	Responsibility
					A	M	J	J	A	S	O	N	D	J	F	M			
	assessments conducted																		
	Number of sectional meetings conducted	12 Sectional Meetings		Hold Sectional Meetings															

**4.1.1 Sub-programme: Norms and Standards**

**Purpose: To monitor compliance with legislation, regulations, norms and standards**

**Activities, Timeframes and Budgets**

Output	Output indicator	Annual target	Quarterly Target				Activities	Timeframe												Budget per Activity	Dependencies	Responsibility							
			1	2	3	4		A	M	J	J	A	S	O	N	D	J	F	M										
Public institutions complying to legislation and prescripts	Number of public institutions monitored on compliance to financial management legislation	8 Votes	2 V	2 V	2 V	4	Obtain information from public institutions Conduct follow up review of progress on action plans and review implementation of policies and procedures Compile reports to Accounting Officers																						
			2 V	2 V	2 V																								

Output	Output indicator	Annual target	Quarterly Target				Activities	Timeframe												Budget per Activity	Dependencies	Responsibility					
			1	2	3	4		A	M	J	J	A	S	O	N	D	J	F	M								
Number of public institutions supported with information management prescripts	6 Municipalities	2 M	1	2	3	4	Monitor municipalities on information management systems																	Co-operation by municipalities and submission of information			
			2 M	1 M	1 M	2 M	Compile reports to Accounting Officers																				
							Issue circular to obtain audit reports, audit management letters and audit action plans																				
Number of public sector institutions with analyzed audit action plans	12 Votes 19 Municipalities 4 Public Entities	1	2	3	4		Issue circular to obtain audit reports, audit management letters and audit action plans																		Submission of information by public institutions		
			8 V 2 P	4 V 2 P	19 M	Receive action plans from public institutions																					
						Analyse action plans in terms of content and completeness																					
Number of risk assessments conducted	4 Risk Management reports	1	2	3	4		Compile analysis reports to Accounting Officers / Authorities																				
			1	1	1	1	Compile and submit Risk Management reports																				
							Hold Sectional Meetings																				
Number of sectional meetings	12 Sectional meetings	3	2	3	4																						
			3	3	3	3																					









Output	Output indicator	Annual target	Quarterly Target			Activities	Timeframe												Budget per Activity	Dependencies	Responsibility	
								A	M	J	J	A	S	O	N	D	J	F				M
Number of evaluations performed on effectiveness of Audit Committees of public institutions			2 V 3 M	3 V 3 M	3 V 2 M 1 P	3 V 3 M	Attend Audit Committee meetings  Assess and issue feedback reports to the Accounting Officers / Authorities														CAEs forwarding invitations and meeting packs on time	
			1	2	3	4																
Number of readiness assessments performed on Quality Assurance Reviews		1 Readiness assessment	1	2	3	4	Issue notification letter to commence follow up on the implementation of Quality Assurance Review recommendations														Availability of management for interviews and CAEs forwarding information on time	

Output	Output indicator	Annual target	Quarterly Target	Activities	Timeframe												Budget per Activity	Dependencies	Responsibility			
					A	M	J	J	A	S	O	N	D	J	F	M						
				Conduct follow up review																		
				Issue report with recommendations for improvement																		
Number of follow-up reviews performed on the implementation of Quality Assurance Improvement Plans		2 Follow-up reviews	1	2	3	4	Issue notification letter to commence follow up on the implementation of Quality Assurance Review recommendations												Availability of CAEs and forwarding of information on time			
						1																
				Conduct follow up review																		
				Issue report on progress made on previously raised recommendations																		
4 Risk Management reports		4 Risk Management reports	1	2	3	4	Compile and submit Risk Management reports															
				1	1	1																
12 Sectional meetings		12 Sectional meetings	1	2	3	4	Hold Sectional Meetings															
			3	3	3	3																

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