



provincial treasury
MPUMALANGA PROVINCE
REPUBLIC OF SOUTH AFRICA

ANNUAL PERFORMANCE PLAN

WHEN THE SUN RISES
WE WORK HARDER TO DELIVER

2016/2017

Date of Tabling
31/03/2016

PR NUMBER : 102/2016
ISBN NUMBER : 978-0-621-44451-3

PROVINCIAL TREASURY
Private Bag x 11205
Mbombela
1200
Tel: 013 766 4437 / 2579
Fax: 013 766 4994
Website: <http://treasury.mpu.gov.za>
Twitter: @MpuFinance



FOREWORD

By Hon SE KHOLWANE (MPL)

The Annual Performance Plan of the Provincial Treasury for the 2016/17 financial year contextualizes our programme to support the objective of building a capable developmental state.

It is the basis of our contract which binds us to progressive support activities aimed to ensure budget and operational efficiencies as correctly articulated in the State of the Province Address on the 26th of February 2016.

In tabling this plan, we are mindful of the lower than expected economic growth projection for 2016 which is in part a consequence of the global economic slowdown, as well as the resultant fiscal challenges confronting us as a Country and Province.

These two binding constraints demand prudent resource allocation and strengthening of budget controls so that all our people can benefit from the limited available resources.

As indicated in the 2016 Provincial Budget speech, the spending over the 2016 Medium Term Expenditure Framework period is expected to remain within the levels set in the 2014 Budget.

It is therefore important that all departments and public entities implement effective measures to improve transparency, resource management efficiencies and ensure value for every cent allocated for service delivery.

The Provincial Treasury has been allocated R287 466 million for the 2016/17 financial year. This budget will, amongst others, prioritise programme activities that are aimed to:

- Strengthen procurement practices through the implementation of online procurement system;
- Establish a Help Desk to assist the suppliers who are struggling to get their invoices paid for the work done on behalf of our departments and public entities;
- Support departments and public entities to raise own provincial revenue to R2.4 billion in the medium term period, and
- Intensify support to our municipalities to improve their financial viability and audit outcomes in the context of the Integrated Municipal Support Plan.

We remain committed to unlock investments and raise the growth rate thereby making it possible for our people to taste the fruits of our hard fought democracy during our life time.

A stylized, handwritten signature in dark ink, consisting of several loops and a long horizontal stroke.

Hon SE Kholwane, MPL
MEC for Finance, Economic Development and Tourism

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Provincial Treasury under the guidance of the Honourable MEC SE KHOLWANE, MPL;
- Was prepared in line with the current Strategic Plan of the Provincial Treasury; and
- Accurately reflects the performance targets which the Provincial Treasury will endeavour to achieve given the resources made available in the budget for 2016/2017 financial year.

Mr M Khoza
Chief Financial Officer

Signature: _____



Ms JE Nel
Head of Planning

Signature: _____



Ms NZ Nkamba
Accounting Officer

Signature: _____



Approved by:

Mr SE Kholwane (MPL)
Executive Authority

Signature: _____



TABLE OF CONTENTS

OFFICIAL SIGN-OFF	4
TABLE OF CONTENTS	5
PART A.....	8
1. UPDATED SITUATIONAL ANALYSIS	8
2. REVISIONS TO LEGISLATIVE AND OTHER MANDATES.....	18
3. OVERVIEW OF 2016/17 BUDGET AND MTEF ESTIMATES	19
PART B.....	23
4. PROGRAMME 1: ADMINISTRATION	23
5. PROGRAMME 2: SUSTAINABLE RESOURCE MANAGEMENT	29
6. PROGRAMME 3: ASSETS AND LIABILITIES MANAGEMENT	36
7. PROGRAMME 4: FINANCIAL GOVERNANCE	42
PART C LINKS TO OTHER PLANS.....	52
8. LINKS TO THE LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS.....	52
9. CONDITIONAL GRANTS	52
10. PUBLIC ENTITIES	52
11. PUBLIC PRIVATE PARTNERSHIPS (PPP).....	52
12. LINKS TO OTHER DEPARTMENTS.....	52
ANNEXURE D	53
ANNEXURE E: TECHNICAL INDICATOR DESCRIPTION PER PROGRAMME	55
ANNEXURE F:.....	93

LIST OF ACRONYMS

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

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

PART A

1. UPDATED SITUATIONAL ANALYSIS

The Provincial Treasury's approach to the 2016/17 budget allocation process for all the Departments was to maintain an appropriate balance between revenue and expenditure, the allocations had to reflect the priorities in terms of the Mpumalanga Provincial Government in line with the National Development Plan 2030 and ensure efficient quality services. Provincial Treasury supports all government priorities as it monitors Provincial Departments, Public Entities and Municipalities on utilisation of all resources allocated to them.

ECONOMIC LANDSCAPE

South Africa and also Mpumalanga still experience an environment of continued economic and fiscal uncertainty. Global growth outlook appears to have worsened somewhat recently and emerging markets growth prospects remain constrained amid persistent capital outflows. The global economic outlook is heavily influenced by the slowing Chinese economy and there are conflicting views as to whether a hard landing can be expected. The domestic economic outlook remains weak with further downward revisions with an expected growth of less than 1 per cent in 2016. Private sector investment is contracting and prospects for formal sector employment growth remains relatively bleak. The Inflation outlook deteriorated, the rand has depreciated considerably and impact of drought on food prices becoming increasingly evident. There are also challenges in economic industries/sectors such as agriculture, mining and manufacturing where mining a huge concern from a growth and job losses point of view

It is expected that the provincial economy will perform in line with national growth expectations at a growth rate of less than 1 per cent in 2016. While the national and provincial economies are expected to improve slightly in the next couple of years, the downside risks remain. Mpumalanga experienced an average growth rate of 2.7 per cent per annum between 1995 and 2013 and an average annual growth rate of less than 2 per cent is forecasted for Mpumalanga for the 2014-2019 period. This is much lower than the 5 per cent growth required in terms of the Mpumalanga Economic Growth and Development Path (MEGDP) and Provincial Vision 2030.

The coming financial year will be characterized by diminishing budgets, largely as a result of slow global economic recovery and the country's dwindling Gross Domestic Product (GDP) current and projected figures. The direct impact of economic poor performance is the loss of jobs, which means that people who contributes towards paying tax, are not employed. The less tax the country collects, the less money is available for distribution to service delivery priorities.

Government faces an extremely tight fiscal environment and expenditure over the 2016 MTEF will be well contained. Poor economic performance, relatively high interest rates and levels of inflation, 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) 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.

Mpumalanga Province should respond to the fiscal consolidation proposals of National Treasury. Government proposed a medium-term fiscal policy package to re-establish a sustainable foundation for public finances in the decade ahead. The proposals represent a course adjustment in line with the weak economic growth the last couple of years and a moderate GDP growth outlook.

Government's fiscal package to reinforce sustainability, include elements such as reducing growth in government spending, adjusting tax policy and administration, strengthening budget preparations with greater emphasis on long term planning and efficient resource allocation, and also freezing government personnel headcounts.

All these proposals should 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 also continue to fight waste and corruption. We must achieve Better value for money in public expenditure need to be achieved.

Mpumalanga is also not performing very well in the labour market where the Province is experiencing a high unemployment rate of almost 30 per cent and where the net job gains per annum is well below the target of more than 80 000 new jobs per annum. The very high youth unemployment of around 40 per cent remains one of the major socio-economic challenges of the Province. There is also a huge concern especially about the mining industry which is experiencing job losses where it is supposed to be the economic driver of Mpumalanga.

Both the public and private sector should respond to the provincial growth and job creation challenge. Together, they must bring the high unemployment rate down by creating decent and sustainable jobs and also targeting the youth with our employment creation programmes in all industries/sectors of the provincial economy.

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 must be utilized as a tool for growth and development of the almost 4.3 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 in the process 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 on provincial and municipal level.

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

AUDIT OUTCOMES

During the 2014/15 financial year two (2) of the thirteen (13) Departments in the Province received unqualified opinions without any matters, eight (8) were unqualified and three (3) received qualified audit opinions. Of the Public Entities one (1) received an unqualified opinion without any matters and three (3) were qualified. The table below indicates the movement in terms of audit outcomes for the last three years:

Table 1: Provincial Departments Audit Outcomes

DEPARTMENT / PUBLIC ENTITIES	2012/13	2013/14	2014/15	MOVEMENT
Office of the Premier	Clean	Unqualified	Unqualified	Unchanged
Provincial Treasury	Unqualified with no findings	Unqualified with no findings	Unqualified with no findings	Unchanged
Department of Corporative Governance and Traditional Affairs	Unqualified	Unqualified with no findings	Unqualified with no findings	Unchanged
Department of Agriculture, Rural Development Land and Environmental Affairs	Qualified	Qualified	Unqualified	Improved
Department of Economic Development and Tourism	Qualified	Unqualified	Unqualified	Unchanged
Department of Education	Unqualified	Unqualified	Qualified	Regressed
Department of Public Works, Roads and Transport	Unqualified	Unqualified	Unqualified	Unchanged
Department of Community Safety, Security	Unqualified	Qualified	Qualified	Unchanged

DEPARTMENT / PUBLIC ENTITIES	2012/13	2013/14	2014/15	MOVEMENT
and Liaison				
Health	Qualified	Qualified	Qualified	Unchanged
Social Development	Unqualified	Unqualified with no findings	Unqualified	Regressed
Department of Culture, Sport and Recreation	Unqualified	Unqualified	Unqualified	Unchanged
Department of Human Settlements	Unqualified	Unqualified	Unqualified	Unchanged
Mpumalanga Gambling Board	Unqualified with no findings	Unqualified with no findings	Unqualified with no findings	Unchanged
Mpumalanga Economic Growth Agency	Qualified	Qualified	Qualified	Unchanged
Mpumalanga Regional Training Trust	Unqualified	Unqualified with no findings	Qualified	Regressed
Mpumalanga Tourism Parks Agency	Unqualified	Unqualified	Qualified	Regressed

In terms of municipal audit outcomes in the 2014/15 financial year two (2) of the twenty one (21) Municipalities received unqualified opinions without any matters, ten (10) were unqualified, five (5) qualified and four (4) received disclaimers. Municipalities' audit outcomes indicate an improvement over the last three years as indicated in the table below.

Table 2: Municipalities Audit Outcomes

MUNICIPALITY	2012/13	2013/14	2014/15	MOVEMENT
Gert Sibande District Municipality	Unqualified	Qualified	Unqualified	Improvement
Chief Albert Luthuli Local Municipality	Qualified	Qualified	Unqualified	Improvement
Msukaliqwa Local Municipality	Disclaimer	Disclaimer	Disclaimer	Unchanged
Mkhondo Local Municipality	Disclaimer	Disclaimer	Qualified	Improvement
Dr Pixley Ka Isaka Seme Local Municipality	Qualified	Qualified	Unqualified	Improvement
Lekwa Local Municipality	Qualified	Unqualified	Unqualified	Unchanged
Dipaleseng Local Municipality	Qualified	Unqualified	Unqualified	Unchanged
Govan Mbeki Local Municipality	Qualified	Unqualified	Unqualified	Unchanged
Nkangala District Municipality	Unqualified	Unqualified	Unqualified with no findings	Improvement

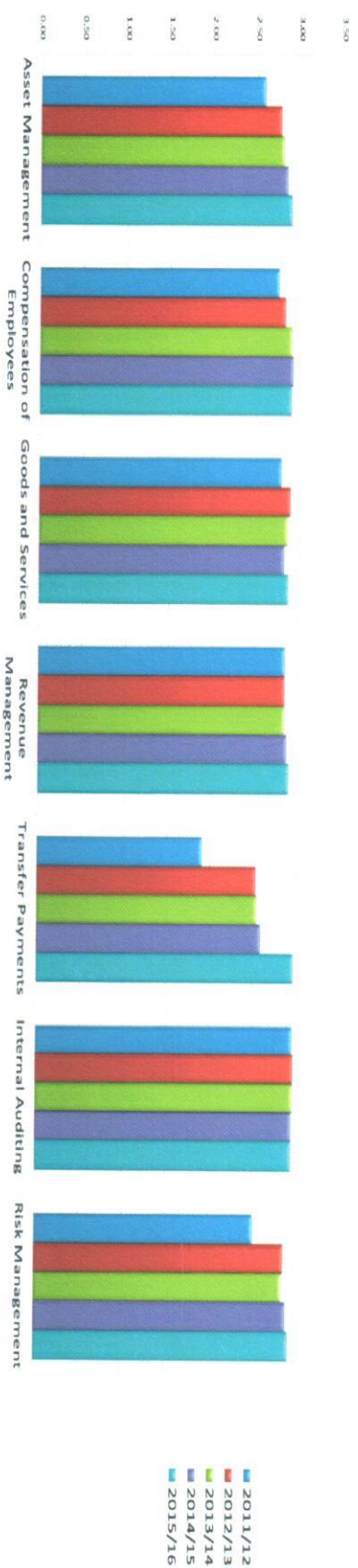
MUNICIPALITY	2012/13	2013/14	2014/15	MOVEMENT
Victor Khanye Local Municipality	Qualified	Qualified	Qualified	Unchanged
Emalahleni Local Municipality	Disclaimer	Disclaimer	Disclaimer	Unchanged
Steve Tshwete Local Municipality	Unqualified with no findings	Unqualified with no findings	Unqualified	Regressed
Emakhazeni Local Municipality	Qualified	Disclaimer	Disclaimer	Unchanged
Thembisile Hani Local Municipality	Qualified	Qualified	Qualified	Unchanged
Dr J S Moroka Local Municipality	Qualified	Qualified	Qualified	Unchanged
Ehlanzeni District Municipality	Unqualified with no findings	Unqualified with no findings	Unqualified with no findings	Unchanged
Thaba Chweu Local Municipality	Disclaimer	Disclaimer	Disclaimer	Unchanged
Mbombela Local Municipality	Unqualified	Unqualified	Unqualified	Unchanged
Umgindi Local Municipality	Qualified	Qualified	Unqualified	Improvement
Bushbuckridge Local Municipality	Disclaimer	Qualified	Qualified	Unchanged
Nkomazi Local Municipality	Qualified	Qualified	Unqualified	Improvement

FINANCIAL MANAGEMENT CAPABILITY MATURITY MODEL

The Provincial Treasury facilitated the completion of the Financial Management Capability Maturity assessment for the 2015/16 financial year. The results indicated that most Departments and Public Entities are between the Development level and Control level (2 – 3). Since the Control level (level 3) is the minimum requirement for all Government Institutions in South Africa, it should become the explicit goal of all organisations within the Public Sector to achieve this level.

The Provincial aggregate of the results for Departments indicates that there was an increase in the total of the aggregated score. The results indicate improvement in terms of asset management, goods and services, revenue management, transfer payments and risk management and a decrease in terms of compensation of employees with no movement in the maturity level of internal audit and the total aggregate increased from level 2.89 in 2014/15 to level 2.91 in 2015/16.

FMCM: Provincial Aggregate



The overall Provincial aggregate for Goods and Services indicates an increase of 1.7 per cent. The Department of Economic Development, Environment and Tourism's results increased the most by 23.7 per cent while the Department of Community Safety, Security and Liaison's results for this key area show the most decrease of 3.1 per cent.

The year-on-year analysis indicates that the Department Community Safety, Security and Liaison's results for Revenue Management have increased the most (7.9 per cent), followed by the Department of Economic Development and Tourism with an increase of 4.6 per cent while the Department of Health decreased by 7.1 per cent for this key area.

The Provincial aggregate for governance matters (Internal Audit) indicates an overall decrease of 0.1 per cent. The Department of Health results decreased 9.5 per cent while the Department of Cooperative Governance and Traditional Affairs' results indicate an increase of 4.3 per cent followed by the Department of Community Safety, Security and Liaison with 3.1 per cent.

Overall increase in terms of Risk Management in the Province is reflected as 0.9 per cent with the Department of Community Safety, Security and Liaison results indicating an increase of 13.2 per cent and the Department of Culture, Sport and Recreation with a decrease of 7.1 per cent.

The Public Entities Provincial aggregate of the results indicate that there was an increase in the total of the aggregated Public Entities score. The results indicate improvement in terms of asset management, goods and services, revenue management and internal auditing with a decrease in risk management and the total aggregate increased from level 2.89 in 2014/15 to level 2.91 in 2015/16.

There is a concern that areas that have been identified for remedial actions to be implemented during the previous years have still not being addressed, which means that the remedial actions have not been implemented or are not addressing the gaps.

1.1 Performance Delivery Environment

The Provincial Treasury **Administration programme** remains consistent in its approach to improve the organisational environment through performance excellence and addressing challenges within. It continues to make concerted effort to ensure that the structure is appropriate for achieving the organisations strategic objectives and those of government at large. Key focus areas within the programme include:

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

Whilst the rationale is understood and supported however the reality is that the moratorium on the filling of vacant posts in the Mpumalanga Provincial Government has also had its toll 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 less resources both financially and human resources.

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

The challenge about allocations in the previous years is the late finalisation of the budget numbers and this affect reviewal of the documents and thus compromising quality of budget documents for tabling. The programme also review expenditure reports submitted by departments monthly and provide feedback in cases of gaps. Departments submit these reports without proper narratives on deviations from set projections and thus compromise Treasury's analysis. The Programme will strengthen this area of work and ensure that the necessary capacity is in place.

Own Revenue Generation

Over the years revenue collection was neglected which resulted in minimal growth of our own revenue generation. To address this challenge, a target of **4.2 billion rand is set for** revenue collection in the medium-term, this will require improved collection capacity of our departments and public entities; improved debt recovery, exploration of new revenue streams as well as the introduction of new reforms such as possible revenue retention by departments that exceed set targets.

In the past few years the major collecting departments have been under collecting in terms of own revenue. The motor vehicle tariffs are gradually being increased Road Traffic Act Fees. The Programme will continue to support Provincial Departments in maximizing collection and generation of own revenue through quarterly training workshops, revenue forums, monitoring of cash offices. Benchmarking with others provinces is already concluded. Attention will continue to be given to major collecting departments to grow the own revenue base.

The programme analyses departmental submissions on infrastructure plans as well as reports on status of delivery of the same. There are still challenges with planning as projects are not implemented as planned and there are times where projects are only identified during the year, which results in failure to implement those. Different infrastructure reports from the same Departments carry different information which says much on the credibility of those reports. Analysis reports are provided to departments in an attempt to improve these.

The programme will continue to support and monitor the delivery of infrastructure by Provincial Departments. This includes support to Departments with the implementation of the Infrastructure Delivery Improvement System (IDMS).

The **Assets and Liabilities Management Programme** supports all government priorities as it monitors Provincial Departments, Public Entities and Municipalities on utilisation of all resources allocated to them. The Provincial Treasury has to improve its systems to enhance its responsibility to support Provincial Departments, Municipalities and Public Entities on "Sound financial and administrative management", "Efficient and effective management and operations systems" and "Procurement systems that deliver value for money".

The Programme is responsible for Supply Chain, Assets and Liabilities Management and the management of the transversal systems and information technology in Provincial Departments which monitors the compliance with legislative requirements.

The past five years' (2010-2015) focus was on improving compliance to reporting provisions as set out by National Treasury including on monitoring the payment of suppliers within 30 days, rotation of SCM practitioners, particularly in departments and Public Entities, vetting of officials working in SCM, training of practitioners in all spheres of government and creation and establishment of bid committees.

There has been improvement with regard to compliance on the submission of reports which includes procurement plans and the 30 days payment of suppliers after receipt of valid invoices. All twelve votes, five public entities and twenty one municipalities submitted on time their procurement plans and the Provincial Treasury monitors adherence on a monthly basis.

Similarly there is improvement in the payment of suppliers within 30 days after receipt of an invoice; however there are challenges in the Departments of Health, Community Safety, Security and Liaison as these departments are not paying within specified timelines which add to accruals at year-end. It is worth noting that irregular expenditure for 2013/14 increased from R234 million to R1, 008 billion due to non-compliance to the supply chain management legislation and prescripts. The root causes contributing to the outcomes are instability or vacancies in key positions and weaknesses in internal controls. Together with National Treasury the programme is currently busy with the project on Modernisation of Supply Chain Management with National Treasury where we will focus on the 20 main service providers to decrease and ensure efficiencies on spending. A Centralised Suppliers Database (CSD) will be introduced on 1 April 2016, which will improve accessibility to Government procurement through centralised registration and work to efficient and effective procurement. The Provincial Treasury will establish a *Help Desk* to follow up on invoices not paid on time on behalf of the suppliers.

The Programme will focus on assisting Departments, Municipalities and Public Entities in meeting the proper presentation and disclosure requirements in the Annual Financial Statements and improving audit outcomes on liability related areas. During the 2014/15 financial year the audits on assets had regressed to three qualifications in the departments and public entities each. Although municipalities had four disclaimers on asset management, eight achieved unqualified audit outcomes on their asset management. For the coming year the focus will be on capacity building to improve the skills on asset and inventory management. This is the first year that Departments will be required to have a disclosure note on inventory and the Provincial Departments will be supported and monitored on the implementation thereof.

In dealing with consistent audit findings the Directorate has centralised the system controller functions for Logis and BAS to Provincial Treasury for all the Departments that do not have a fully appointed or delegated system controller.

An analysis of the audit outcomes indicated Provincial Treasury, line departments and Municipalities experienced challenges with the design of IT controls in the focus areas of IT governance, security management, user access management and IT service continuity, and therefore more focused support will be provided.

Training will be provided to all ICT staff supporting critical network security infrastructure and to the rest of government employees to be more security aware. The Programme will ensure the fighting of cybercrime by keeping systems patched, data encrypted, use two-factor authentication for everything and have alerts to detect suspicious behavior in our network.

The **Financial Governance Programme** focus for the 2016/17 financial year will once again be on those provincial entities where gaps were identified through various tools such as risk assessments, Financial Management Capability Maturity levels as well as the areas identified by the Auditor-General. The approach of the various Units in the Programme is to provide hands-on support to those entities and not only play a monitoring role, which will not assist these entities to turn around the situation. During the 2015/16 financial year the Programme assisted the five disclaimed municipalities by providing hands-on support to them in order to sort out their record management systems. The Programme also provided hands-on support to governance structures

such as Risk and Internal Audit functions in order to improve their impact and to ensure management utilise these functions pro-actively to identify, manage and mitigate emerging risks.

The Financial Management Capability Maturity level for the Province for the 2015/16 financial year was measured at 2.91 against a total of 2.89 for the 2014/15 financial year. Although the increase indicates a positive growth in the maturity level in departments and public entities, a maturity level of 3 is the desired level for all government institutions and the Programme is assisting to improve these levels by providing remedial action plan frameworks and also assist with the implementation of strategic support plans.

With regard to governance structures, five municipalities have not yet appointed Chief Audit Executives and one municipality did not have a fully functional Audit Committee during the 2015/16 financial year. During the same period, three municipalities did not establish Risk Management Units, four municipalities did not appoint a Chief Risk Officer and five Municipalities did not have a fully function Risk Management Committee in place. Although the Programme is providing assistance to these municipalities, it is imperative for them to prioritise the establishment and functioning of these structures.

1.2 Organisational Environment

Provincial Treasury has an initial approved organogram with 433 posts. After the introduction of PERSAL clean-up and the moratorium on the filling of posts, the Provincial Treasury has an approved establishment of 304 posts and 304 of these posts were filled. A Provincial moratorium on the filling of posts is being implemented.

The organisational structure of Provincial Treasury currently makes provision for four programmes. Programme 1 is responsible for the political, financial and administrative management of the department. The other three Programmes focus on treasury functions which are sustainable resource management, asset and liabilities management and financial governance. The Provincial Treasury operates in both the PFMA and MFMA environments. The review of the organisational structure will result in Provincial Treasury gaining a fifth Programme that is especially dedicated to municipal support and ensure that Provincial Treasury is correctly positioned in order to provide maximum value to its clients.

The Provincial Treasury conducted staff verification in the following Provincial Departments: Human Settlements, Economic Development and Tourism, Provincial Treasury, Department of Community Safety, Security and Liaison and Health to clean up the PERSAL system and also to find possible ghost workers.

The sub-Programme: Economic Analysis under Sustainable Resource Management has been transferred to the Department of Economic Development and Tourism following a function shift. Furthermore, the sub-Programme Financial Assets under Assets and Liabilities Management has been shifted and combined with Provincial Administration Fiscal Discipline under Sustainable Resource Management in order to improve operational efficiencies, ensure that

relevant functions are placed in one Programme. This is also in response to the Fit for Purpose exercise that the department is currently engaged in. Processes are underway to strengthen the Provincial Supply Chain unit given the new reforms that relate to the Centralised Supplier Database, establishment of a Help Desk for 30 day payments, amongst others. The Provincial Treasury will address the shortfall in human resources through the rationalisation process as the capacity will be identified with the Treasury and elsewhere in the Provincial Administration. The functions of the treasury programmes are specialised and depend on skilled resources to ensure the delivery of services. The staff turnover experienced during this reporting period was a major challenge. 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, Provincial Treasury will intensify its implementation of the retention strategy.

Organisational Summary

Programmes	Number of Posts	Number of Funded Posts	Number of Posts Filled	Number of funded vacant posts	Vacancy Rate on funded posts %	Number of Posts Filled additional to the Establishment
Programme 1	125	125	125	0	0	20
Programme 2	49	49	49	0	0	17
Programme 3	96	96	96	0	0	0
Programme 4	34	34	34	0	0	47
Total	304	304	304	0	0	84

- Total Staff complement including interns and Specialists = 388, thus the vacancy rate is at 0 per cent with an occupancy rate of 100 per cent.
- Total Staff complement excluding interns and Specialists = 304, thus the vacancy rate is at 0 per cent with an occupancy rate of 100 per cent. Calculated on the funded posts
(Permanent members =304, Municipal Specialists =5, Interns =17, Work Integrated Learning =20, Experiential training programme =42)

2. REVISIONS TO LEGISLATIVE AND OTHER MANDATES

Processes for finalising the Mpumalanga Finance Matters Amendment Bill, 2015 has since been put on hold pending further advice from Provincial Legislature on same. The Bill seeks to review the Mpumalanga Finance Matters Act, 2006 (Act No. 1 of 2006) and align the said Act with the Money Bills Amendment Procedure and Related Matters Act, 2009 (Act No. 9 of 2009).

3. OVERVIEW OF 2016/17 BUDGET AND MTEF ESTIMATES

3.1 Expenditure Estimates

Table 1: Provincial Treasury

Programme	Audited Outcomes				Adjusted appropriation	Revised estimate	Medium-Term Expenditure Estimate		
	R Thousand	2012/13	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
1. Administration		71 195	73 704	76 153	78 949	78 922	72 609	85 659	90 587
2. Sustainable Resource Management		42 444	62 474	57 690	52 155	48 834	58 951	57 879	56 147
3. Assets & Liabilities Management		105 776	103 459	109 400	115 783	115 701	127 175	135 154	144 751
4. Financial Governance		30 134	27 523	32 086	31 356	30 527	28 731	37 007	44 129
Sub-Total		249 549	267 160	275 329	278 243	273 984	287 466	315 700	335 614
Direct Charge Against the Revenue Fund (included in programme 1)		-	-	-	-	-	-	-	-
Total		249 549	267 160	275 329	278 243	273 984	287 466	315 700	335 614
Economic Classification									
Current Payments		243 316	258 465	265 609	265 752	261 524	283 243	308 859	329 281
Compensation of Employees		128 424	148 314	142 059	152 063	151 599	163 786	179 678	185 961
Goods and Services of which		114 892	110 151	123 550	113 689	109 925	119 457	128 981	143 320
Administrative Fees		781	740	473	572	547	585	680	719
Advertising		1 064	1 387	1 605	1 693	1 693	883	958	1 013
Assets<R5000		785	736	487	5 649	2 649	199	443	468
Audit Fees		5 897	7 066	5 009	5 563	5 251	3 116	7 523	7 730
Bursaries		2	-	-	-	-	-	-	-
Catering		1 153	1 142	894	682	654	222	809	858
Communication		4 274	4 426	4 110	3 563	3 494	3 770	3 845	4 406
Computer services		54 870	50 693	53 966	56 940	57 046	63 738	70 147	74 702
Cons: Bus Advisors		6 618	7 718	13 462	5 100	5 050	22 118	11 456	15 809
Infrastructure Planning		-	-	-	-	-	-	-	-
Legal Fees		27	220	57	5	5	4	6	6
Contractors		412	656	922	1 605	1 403	78	82	87
Agency fees		-	-	-	151	78	344	278	294
Government Transport		1 506	1 527	1 269	1 265	1 265	1 346	1 827	2 108
Inventory: Food		147	-	-	-	-	-	-	-
Inventory: Materials & Supply		62	29	-	-	-	-	-	-
Inventory: Other supplies		-	54	-	-	-	-	-	-
Consumable Supplies		611	893	1 397	908	908	1 163	140	148

Programme	Audited Outcomes				Adjusted appropriation	Revised estimate	Medium-Term Expenditure Estimate			
R Thousand	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			
Consumable: Stationery	2 943	2 167	1 841	2 039	2 360	2 388	2 272	2 566		
Lease Payments	6 095	5 933	7 311	6 283	6 005	4 438	7 078	7 820		
Leased property	3 363	2 932	3 214	2 937	2 937	3 281	2 913	3 082		
Transport provided	136	225	86	46	46	107	70	74		
Travel & subsistence	17 010	15 907	23 003	14 393	14 397	8 176	14 105	15 558		
Training	2 447	2 057	1 770	2 081	2 016	2 119	1 801	3 070		
Operating Expenditure	1 060	1 065	1 477	1 136	1 136	1 050	1 185	1 603		
Venues	3 620	2 551	1 197	1 078	1 041	196	945	1 106		
Rental and hiring	9	27	-	-	-	-	-	-		
Transfers and Subsidies to:	249	3 860	6 646	3 366	3 384	1 261	599	634		
Provinces and Municipalities	2	3 011	6 007	3 008	3 008	15	16	17		
Departmental agencies and accounts	-	435	429	196	162	223	344	544		
Households	247	414	210	162	153	902	39	41		
Public corporation	-	-	-	-	-	-	-	-		
Payment for Capital Assets:	5 980	4 835	3 070	9 125	9 065	2 962	6 442	5 699		
Machinery & Equipment	4 427	4 577	2 989	8 125	8 125	2 962	6 442	5 699		
Software and Other Intangible Assets	1 553	258	81	1 000	940	-	-	-		
Payment for financial assets	4	-	4	-	11	-	-	-		
Total	249 549	267 160	275 329	278 243	273 984	287 466	315 700	335 614		

The Provincial Treasury has seen no growth in its budget for 2016/17 financial year when compared to the previous year.

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

R thousand	Outcome			Main Appropriation	Adjusted appropriation 2015/16	Revised estimate	Medium-term estimates		
	2012/13	2013/14	2014/15				2016/17	2017/18	2018/19
Category A	-	-	-	-	-	-	-	-	-
Category B	2	3 011	7	8	8	8	15	16	17
Category C	-	-	6 000	3 000	3 000	3 000	-	-	-
Total departmental transfers to local government	2	3 011	6007	3 008	3 008	3 008	15	16	17

3.2 Relating expenditure trends to strategic outcome oriented goals

The Provincial Treasury supports all government priorities as the Provincial Treasury monitors the usage of all resources allocated to Provincial Departments, Municipalities and Public Entities.

The Provincial Treasury is aligned to the national outcomes and provides support in terms of Outcome 9 and 12 and is not a lead Department.

Outcome 9: Responsive, accountable, effective and efficient developmental local government system.

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

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

Sub-Outcome 3: Sound financial and administrative management;

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

The Provincial will enter into Service Level agreements with each municipality in order to clearly define the roles and responsibilities. The District Wide engagements will be strengthened for accountability by Provincial Treasury, District and Local municipalities.

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

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

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

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

A key intervention would be to work with service delivery departments to map business processes for services and to monitor and review operations. The focus will prioritise core services and also transversal corporate functions including payment of suppliers within 30 days. Business processes mapped and or Standard operating procedures developed for prioritised departments, public entities and municipalities.

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

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

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

The state's ability to purchase what it needs on time, at the right quality and for the right price is central to its ability to deliver on its priorities. The state needs procurement systems that are robust, transparent and sufficiently intelligent to allow for the different approaches that are suited to different forms of procurement, procurement systems that do not only focus on procedural compliance but also on delivering value for money. This requires strengthened supply chain management capacity and effective mechanisms for oversight and support.

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

Due to diminishing budgets, largely as a result of slow global economic recovery and tight fiscal environment, expenditure over the 2016 MTEF will be well contained. The Provincial Treasury will continue to implement cost containment measures and reduce spending items in non-core items in order to make funds available for activities that will impact on the strategic objectives.

PART B

4. PROGRAMME 1: ADMINISTRATION

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

4.1 Office of the MEC

4.1.1 Strategic Objective Annual Targets for 2016/17

Strategic objective	Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1. Provide policy and political directives in order to achieve provincial objectives	Provided priorities and strategic directives	Provided priorities and strategic directives	Tabled Provincial and Departmental Policy and Budget Statements	Tabled 2 Provincial and 1 Policy and Budget Statement	Table 2 Provincial and 1 Policy and Budget Statement	Table 2 Provincial and 1 Policy and Budget Statement	Table 2 Provincial and 1 Policy and Budget Statement

4.1.2 Performance indicators and annual targets for 2016/17

Programme performance indicator	Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1. Number of Annual reports tabled	1 report	1 report	1 report	1 report	1 report	1 report	1 report
2. Number of Appropriation Bills tabled	N/A	Tabled 3 Policy and Budget statements	2 documents	2 documents	2 documents	2 documents	2 documents
3. Number of Policy and Budget Statements tabled	N/A	N/A	1 statement	1 statement	1 statement	1 statement	1 statement

4.1.3 Quarterly Targets for 2016/17

Performance indicator	Reporting period	Annual target 2016/17	Quarterly targets			
			1 st	2 nd	3 rd	4 th
1. Number of Annual Reports tabled	Annually	1 report	N/A	1 report	N/A	N/A
2. Number of Appropriation Bills tabled	Quarterly	2 documents	N/A	N/A	1 document	1 document
3. Number of Policy and Budget Statements tabled	Annually	1 statement	1 statement	N/A	N/A	N/A

4.2 Management Services: Office of the HOD

4.2.1 Strategic Objective Annual Targets for 2016/17

Strategic objective	Audited/Actual performance			Estimated performance 2015/16	2016/17	Medium-term targets	
	2012/13	2013/14	2014/15			2017/18	2018/19
1. Translate policies and priorities into strategic strategies for effective service delivery	Implemented priorities and strategic directives	Implemented priorities and strategic directives	Submitted legislative reports on implementation of strategic priorities and directives	Submitted legislative reports on implementation of strategic priorities and directives	Submit 5 legislative reports on implementation of strategic priorities and directives	Submit 5 legislative reports on implementation of strategic priorities and directives	Submit 5 legislative reports on implementation of strategic priorities and directives

4.2.2 Performance indicators and annual targets for 2016/17

Programme performance indicator	Audited/Actual performance				Estimated performance 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
1. Number of performance reports submitted	Submitted 4 performance reports	Submitted 4 performance reports	Submitted 4 performance reports	Submitted 4 performance reports	4 reports	4 reports	4 reports	4 reports
2. Number of annual reports submitted	Submitted 1 annual report	Submitted 1 annual report	Submitted 1 annual report	Submitted 1 annual report	1 report	1 report	1 report	1 report
3. Number of Annual Performance plans submitted	Submitted 1 Annual Performance plan	Submitted 1 Annual Performance plan	Submitted 1 Annual Performance plan	Submitted 1 Annual Performance plan	1 plan	1 plan	1 plan	1 plan
4. Number of risk register approved	1 Risk register	1 Risk register	1 Risk register	1 Risk register	1 register	1 register	1 register	1 register

4.2.3 Quarterly Targets for 2016/17

Performance indicator	Reporting period	Annual target 2016/17	Quarterly targets			
			1 st	2 nd	3 rd	4 th
1. Number of performance reports submitted	Quarterly	4 reports	1 report	1 report	1 report	1 report
2. Number of annual reports submitted	Annually	1 report	N/A	1 report	N/A	
3. Number of Annual Performance plans submitted	Annually	1 plan	N/A	N/A	N/A	1 document
4. Number of risk register approved	Annually	1 risk register	1 Risk register	N/A	N/A	N/A
	Quarterly	4 Evaluation reports	1 Evaluation report	1 Evaluation report	1 Evaluation report	1 Evaluation report

4.3 Financial Management: Office of the Chief Financial Officer

4.3.1 Strategic Objective and Annual Targets 2016/2017

Strategic objective	Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1. Provide sound Financial Management and Supply Chain Management services in Provincial Treasury	Sound Financial and Supply Chain Management services	Sound Financial and Supply Chain Management services	Sound Financial and Supply Chain Management services	Provided 12 reports on sound Financial and Supply Chain Management services	Provide 12 reports on financial and governance compliance	Provide 12 reports on financial and governance compliance	Provide 12 reports on financial and governance compliance

4.3.2 Performance indicators and annual targets for 2016/2017

Programme performance indicator	Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1. Number of financial reports submitted in compliance with relevant legislations	12 In-Year-Monitoring reports 1 set of Annual Financial Statements	12 In-Year-Monitoring reports 1 set of Annual Financial Statements	12 In-Year-Monitoring reports 1 set of Annual Financial Statements	12 In-Year-Monitoring reports 1 set of Annual Financial Statements	12 In-Year-Monitoring reports 1 set of Annual Financial Statements	12 In-Year-Monitoring reports 1 set of Annual Financial Statements	12 In-Year-Monitoring reports 1 set of Annual Financial Statements
2. Number of budget documents submitted in	4 budget documents	4 budget documents	4 budget documents	4 budget documents in	2 documents	2 documents	2 documents

Programme performance indicator	Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
compliance with prescripts			compliance with prescripts				
Percentage of suppliers paid within 30 days of receipt of valid invoices	100%	100%	100%	100%	100%	100%	100%

4.3.3 Quarterly Targets 2016/2017

Performance indicator	Reporting period	Annual target 2016/17	Quarterly targets			
			1 st	2 nd	3 rd	4 th
1. Number of financial reports submitted in compliance with relevant legislations	Monthly Annually	12 In-Year-Monitoring reports 1 set of Annual Financial Statements	3 reports	3 reports	3 reports	3 reports
2. Number of budget documents submitted in compliance with prescripts	Quarterly	2 documents	1 set of Annual Financial Statements	N/A	N/A	N/A
3. Percentage of suppliers paid within 30 days of receipt of valid invoices	Monthly	100%	100%	100%	100%	100%

4.4 Internal Audit

4.4.1 Strategic Objective Annual Targets for 2016/17

Strategic objective	Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1. Provide efficient and effective internal audit services in Provincial Treasury	Implemented the approved audit plan	Implemented the approved audit plan	Implemented the approved audit plan	Implemented approved audit plan	1 approved audit plan	1 approved audit plan	1 approved audit plan

4.4.2 Programme Performance indicators and annual targets for 2016/17

Programme performance indicator	Audited/Actual performance			Estimated performance		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
1. Number of quarterly progress reports submitted on implementation of the audit plan	Submitted 4 quarterly progress reports	Submitted 4 quarterly progress reports	Submitted 4 quarterly progress reports	Submitted 4 quarterly progress reports	Submitted 4 quarterly progress reports on implementation of the audit plan	4 reports

4.4.3 Quarterly Targets for 2016/17

Performance indicator	Reporting period	Annual target 2016/17	Quarterly targets			
			1 st	2 nd	3 rd	4 th
1 Number of quarterly progress reports submitted on implementation of the audit plan	Quarterly	4 reports	1 report	1 report	1 report	1 report

4.5 Reconciling Performance Targets with the Budget and MTEF

Expenditure Estimates: Programme 1: Administration

	Outcome			Main appropriation	Adjusted appropriation 2015/16	Revised estimate	Medium-term estimates		
	2012/13	2013/14	2014/15				2016/17	2017/18	2018/19
R thousand									
Member of Executive Council	5 193	6 319	1 548	-	-	-	-	-	-
Management Services	28 132	29 246	29 968	32 356	34 462	34 718	32 712	36 645	38 202
Financial Management	34 192	34 527	41 123	38 185	40 316	40 033	35 374	44 074	47 102
Internal Audit	3 678	3 612	3 514	4 147	4 171	4 171	4 523	4 940	5 283
Total	71 195	73 704	76 153	74 688	78 949	78 922	72 609	85 659	90 587

Economic classification: Programme 1: Administration

R thousand	Outcome		Main appropriation		Adjusted appropriation		Revised estimate		Medium-term estimates		
	2012/13	2013/14	2014/15		2015/16		2016/17	2017/18	2018/19		
Current payments	70 442	70 977	73 629	72 826	75 455	75 428	71 005	83 363	88 216		
Compensation of employees	41 358	43 351	42587	45 194	46 388	46 388	48 913	52 847	56 593		
Goods and services	29 064	27 626	31042	27 632	29 067	29 040	22 092	30 516	31 623		
Transfers and subsidies to:	219	686	550	531	329	329	439	599	634		
Provinces and municipalities	2	11	7	8	8	8	15	16	17		
Departmental agencies and accounts	-	435	429	488	196	223	344	544	576		
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-		
Households	217	240	114	35	125	98	80	39	41		
Payments for capital assets	552	2 041	1 972	1 331	3 165	3 165	1 165	1 697	1 737		
Building and other fixed structures	-	-	-	-	-	-	-	-	-		
Machinery and equipment	552	1 966	1 972	1 331	3 165	3 165	1 165	1 697	1 737		
Software and other intangible assets	-	75	-	-	-	-	-	-	-		
Payment of financial assets	2	-	2	-	-	-	-	-	-		
Total	71 195	73 704	76 153	74 688	78 949	78 922	72 609	85 659	90 587		

The programme has received a decrease of 2.79 percent in 2016/17 financial year when compared to 2015/16 financial year and this was due to reprioritisation.

5. PROGRAMME 2: SUSTAINABLE RESOURCE MANAGEMENT

5.1 Provincial Administration Fiscal Discipline

The Programme exists to promote optimal and effective provincial and municipal fiscal policy in line with applicable financial management prescripts.

5.1.1 Strategic Objective Annual Targets for 2016/17

Strategic objective	Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1. Support provincial Votes to maximise sustainable revenue generation and collection	Provided support and monitored 12 Votes in terms of revenue management	Provided support and monitored 12 Votes in terms of revenue management	Supported and monitored 12 Votes in terms of revenue management	Supported and Monitored 12 Votes in terms of revenue management	Support and Monitor 12 Votes in terms of revenue management	Support and Monitor 12 Votes in terms of revenue management	Support and Monitor 12 Votes in terms of revenue management

5.1.2 Performance indicators and annual targets for 2016/17

Programme performance indicator	Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1. Number of provincial tariff registers updated	Developed and maintained 1 provincial tariff register	Reviewed, updated and maintained 1 provincial tariff register	1 register	1 register	1 register	1 register	1 register
2. Number of consolidated revenue reports compiled	Compiled 12 consolidated revenue reports	Compiled 12 consolidated revenue reports	12 reports	12 reports	12 reports	12 reports	12 reports
3. Number of Financial Statements on Provincial Revenue Fund prepared	Prepared 1 set of Financial Statements on Provincial Revenue Fund	Prepared 1 set of Financial Statements on Provincial Revenue.	1 set	1 set	1 set	1 set	1 set

Programme performance indicator	Audited/Actual performance				Estimated performance	Medium-term targets		
	2012/13	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
4 Number of Votes debt management reports analysed	N/A	N/A	New Performance Indicator	12 Votes	12 Votes	12 Votes	12 Votes	12 Votes

5.1.3 Quarterly Targets for 2016/17

Performance indicator	Reporting period	Annual target 2016/17	Quarterly targets			
			1 st	2 nd	3 rd	4 th
1. Number of provincial tariff registers updated	Annually	1 register	N/A	1 register	N/A	N/A
2. Number of consolidated revenue reports compiled	Monthly	12 reports	3 reports	3 reports	3 reports	3 reports
3. Number of Financial Statements on Provincial Revenue Fund prepared	Annually	1 set	N/A	1 set	N/A	N/A
4. Number of Votes debt reports analysed	Quarterly	12 Votes	12 Votes	12 Votes	12 Votes	12 Votes

5.2 Sub-programme: Budget and Expenditure management

5.2.1 Strategic Objective Annual Targets for 2016/17

Strategic objective	Audited/Actual performance				Estimated performance	Medium-term targets		
	2012/13	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
1. Allocation of provincial budget and monitoring the implementation.	Prepared budget and provided support and monitored 13 Votes in terms of budget and expenditure management	Prepared budget and provided support and monitored 13 Votes through budget and strategic plan guides and updating Votes about reforms	Prepared budget and provide support and monitor 13 Votes through budget and strategic plan guides and updating Votes about reforms	Prepared budget and provide supported and monitored 13 Votes in respect of budget and budget implementation	13 Votes	13 Votes	13 Votes	13 Votes

5.2.2 Performance indicators and annual targets for 2016/17

Programme performance indicator		Audited/Actual performance			Medium-term targets			
		2012/13	2013/14	2014/15	Estimated performance 2015/16	2016/17	2017/18	2018/19
1.	Number of Estimates of Provincial Revenue Expenditure documents compiled	Completed 2 Estimates of Provincial Revenue Expenditure documents	Completed 2 Estimates of Provincial Revenue Expenditure documents	2 documents	2 documents	2 documents	2 documents	2 documents
2	Number of appropriation bills compiled	2 bills	3 bills	2 bills	2 bills	2 bills	2 bills	2 bills
3.	Number of consolidated Provincial In-Year-Monitoring reports submitted	Compiled and submitted 13 consolidated In-Year-Monitoring reports	Compiled and submitted 12 consolidated In-Year-Monitoring reports	12 reports	12 reports	12 reports	12 reports	12 reports

5.2.3 Quarterly Targets for 2016/17

Performance indicator	Reporting period	Annual target 2016/17	Quarterly targets			
			1 st	2 nd	3 rd	4 th
1. Number of Estimates of Provincial Revenue Expenditure documents compiled	Bi-annually	2 documents	N/A	N/A	1 document	1 document
2. Number of appropriation bills compiled	Bi-annually	2 bills	N/A	N/A	1 bill	1 bill
3. Number of consolidated Provincial In-Year-Monitoring reports submitted	Monthly	12 consolidated reports	3 reports	3 reports	3 reports	3 reports

5.3 Sub-programme: Municipal Finance

5.3.1 Strategic Objective Annual Targets for 2016/17

Strategic objective	Audited/Actual performance				Estimated performance 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
1. Provide support and monitor Municipalities on the implementation	Provided support and monitored 20 Municipalities	Provided support and monitored 20 Municipalities on the	Provide support and monitor 20 Municipalities on the	Provide support and monitor 20 Municipalities on the	20 Municipalities	20 Municipalities	20 Municipalities	20 Municipalities

Strategic objective	Audited/Actual performance				Estimated performance	Medium-term targets		
	2012/13	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
of the MFMA		implementation of the MFMA	implementation of the MFMA	implementation of the MFMA				

5.3.2 Performance indicators and annual targets for 2016/17

Programme performance indicator	Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1. Number of consolidated municipal budget statements published and submitted to Provincial Legislature	Complied, tabled and published 4 quarterly performance reports	Complied, tabled and published 4 quarterly performance reports	Complied 4, publish 4 and submit 3 quarterly consolidated municipal budget statements to Provincial Legislature	Complied, publish and submit 4 quarterly consolidated municipal budget statements to the Provincial Legislature	4 budget statements	4 budget statements	4 budget statements
2. Number of annual draft municipal budgets analysed	Analysed 100% of draft budgets received and provided feedback	Analysed 100% of draft budgets received and provided feedback	20 analysed draft budgets reports and feedback provided	Analyse 20 draft budgets and provide feedback	Analyse 20 draft budgets and provide feedback	Analyse 20 draft budgets and provide feedback	Analyse 20 draft budgets and provide feedback
3. Number of Mid-Year Budget and Performance Assessment Engagements	Coordinated 2 LGMTEC engagements	Coordinated 1 LGMTEC engagements	Coordinate 1 LGMTEC engagement	1 Consolidated engagement feedback report	20 Municipalities	20 Municipalities	20 Municipalities

5.3.3 Quarterly Targets for 2016/17

Performance indicator	Reporting period	Annual target 2016/17	Quarterly targets			
			1 st	2 nd	3 rd	4 th
1. Number of consolidated municipal budget statements published and submitted to Provincial Legislature	Quarterly	4 budget statements	1 budget statement	1 budget statement	1 budget statement	1 budget statement
2. Number of annual draft municipal budgets analysed	Annually	20 draft budgets	20 draft budgets	N/A	N/A	N/A

Performance indicator	Reporting period	Annual target 2016/17	Quarterly targets			
			1 st	2 nd	3 rd	4 th
3. Number of Mid-Year Budget and Performance Assessment Engagements	Annually	20 municipalities	N/A	N/A	N/A	20 Municipalities

5.4 Sub-programme: Infrastructure Co-ordination

5.4.1 Strategic Objective Annual Targets for 2016/17

Strategic objective	Audited/Actual performance				Estimated performance 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15	2014/15		2016/17	2017/18	2017/18
1. Coordinate the delivery of Infrastructure in the province.	Provided support and monitored 7 infrastructure Departments.	Provide support and monitor 7 infrastructure Departments.	Provide support and monitor 7 infrastructure Departments.	Provide support and monitor 7 infrastructure Departments and 3 District Municipalities.	Provide support and monitor 7 infrastructure Departments and 3 District Municipalities.	Provide support and monitor 6 infrastructure Departments	Provide support and monitor 6 infrastructure Departments	Provide support and monitor 6 infrastructure Departments

5.4.2 Performance indicators and annual targets for 2016/17

Programme performance indicator	Audited/Actual performance				Estimated performance 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15	2014/15		2016/17	2017/18	2018/19
1. Number of Infrastructure Reporting Model analysis provided.	Issued 7 Infrastructure Reporting Model analysis reports and provide feedback	Analysed 100% Infrastructure Reporting Model reports received and provided feedback. (Base number of 84 reports)	100%		72 reports	12 reports	12 reports	12 reports
2. Number of User Asset Management plan analysis provided.	Reviewed and submitted 14 User Asset Management plans (Infrastructure plans) and	Review and submit 14 User Asset Management plans (Infrastructure plans) and	6 draft and 7 final plans	6 draft and 7 final plans	6 draft and 7 final plans	6 plans	6 plans	6 plans

Programme performance indicator	Audited/Actual performance			Estimated performance	Medium-term targets		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
	provided feedback	provide feedback					

5.4.3 Quarterly Targets for 2016/17

Performance indicator	Reporting period	Annual target 2016/17	Quarterly targets			
			1 st	2 nd	3 rd	4 th
1. Number of Infrastructure Reporting Model analysis reports provided	Quarterly	12 reports	3 reports	3 reports	3 reports	3 reports
2. Number of User Asset Management plan analysis provided.	Annually	6 plans	N/A	6 Final Plans analysis	N/A	N/A

5.5 Reconciling Performance Targets with the Budget and MTEF

Expenditure Estimates: Programme 2: Sustainable Resource Management

R thousand	Outcome			Main appropriation		Adjusted appropriation	Revised estimate	Medium-term estimates			
	2012/13	2013/14	2014/15					2016/17	2017/18	2018/19	
Programme Support	2 141	5 991	1 696	13 772	3 714	1 643	1 643	1 879	2 067	2 213	-
Economic Analysis	-	-	-	4 405	12 533	-	9 497	9 116	9 770	10 532	-
Provincial Administration Fiscal Discipline	6 202	7 163	7 267								
Budget and Expenditure Management	7 490	7 825	8 644	10 644	9 391	9 314	9 314	9 172	10 252	10 944	
Municipal Finance	23 958	38 349	36 563	26 895	24 671	24 463	24 463	34 755	31 304	27 655	
Infrastructure Co-ordination	2 653	3 146	3 520	3 644	3 917	3 917	3 917	4 029	4 486	4 803	
Total	42 444	62 474	57 690	63 074	52 155	48 834	48 834	58 951	57 879	56 147	

Economic Classification: Programme 2: Sustainable Resource Management

	Outcome			Main appropriation		Adjusted appropriation		Revised estimate		Medium-term estimates		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19					
R thousand	42 346	59 439	51 690	60 021	49 122	45 772	58 951	57 879	56 147			
Current payments												
Compensation of employees	31 991	45 862	36 137	36 075	38 060	38 015	39 384	48 303	45 178			
Goods and services	10 355	13 577	15 553	23 946	11 062	7 757	19 567	9 576	10 969			
Transfers and subsidies to:	-	3 035	6 000	3 000	3 000	3 000	-	-	-			
Provinces and municipalities	-	3 000	6 000	-	-	-	-	-	-			
Universities and technikons	-	-	-	-	-	-	-	-	-			
Public corporations and private enterprises	-	35	-	-	33	51	-	-	-			
Households	98	-	-	53	-	-	-	-	-			
Payments for capital assets	-	-	-	-	-	-	-	-	-			
Building and other fixed structures	98	-	-	53	-	-	-	-	-			
Machinery and equipment	-	-	-	-	-	-	-	-	-			
Software and other intangible assets	-	-	-	-	-	-	-	-	-			
Total	42 444	62 474	57 690	63 074	52 155	48 834	58 951	57 879	56 147			

The programme has received a decrease of 6.54 percent in 2016/17 financial year when compared to 2015/16 financial year. The reduction is mainly due to the three special projects (revenue enhancement strategy, economic research and efficiencies in spending) that were reprioritised for 2016/17 financial year.

6. PROGRAMME 3: ASSETS AND LIABILITIES MANAGEMENT

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

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

6.1.1 Strategic Objective Annual Targets for 2016/17

Strategic objective	Audited/Actual Performance			Estimated performance 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1 Monitor the implementation of Supply Chain Management framework	Monitored and supported 13 Votes, 20 Municipalities and 4 Public Entities in terms of Supply Chain Management	Monitored and supported 12 Votes, 6 Municipalities and 4 Public Entities	12 Votes, 21 Municipalities and 4 Public Entities	12 Votes, 21 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 5 Public Entities	12 Votes, 20 Municipalities and 5 Public Entities	12 Votes, 20 Municipalities and 5 Public Entities

6.1.2 Programme Performance indicators and annual targets for 2016/17

Programme performance indicator	Audited/Actual Performance				Estimated performance 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
1 Number of votes, municipalities and public entities assessed on compliance with SCM framework	Complied and issued 4 reports to Votes, Municipalities and Public Entities	4 reports	4 reports	12 Votes, 21 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 5 Public Entities	12 Votes, 20 Municipalities and 5 Public Entities	12 Votes, 20 Municipalities and 5 Public Entities	12 Votes, 20 Municipalities and 5 Public Entities

6.1.3 Quarterly Targets for 2016/17

Performance indicator	Reporting period	Annual target 2016/17	Quarterly targets			
			1 st	2 nd	3 rd	4 th
1 Number of votes, municipalities and public entities assessed on compliance with SCM framework	Quarterly	12 Votes, 21 Municipalities and 5 Public Entities	12 Votes, 20 Municipalities and 5 Public Entities	12 Votes, 20 Municipalities and 5 Public Entities	12 Votes, 20 Municipalities and 5 Public Entities	12 Votes, 20 Municipalities and 5 Public Entities

6.2 Sub-programme: Public Sector Liabilities Management

6.2.1 Strategic Objective Annual Targets for 2016/17

Strategic objective	Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1. Provide support to comply with relevant legislation on liabilities management	Monitor and support 13 Votes, 20 Municipalities and 4 Public Entities in terms of public sector liabilities	Monitored and supported 12 Votes	Monitor and support 12 Votes, 21 Municipalities and 4 Public Entities	12 Votes, 21 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 5 Public Entities	12 Votes, 20 Municipalities and 5 Public Entities	12 Votes, 20 Municipalities and 5 Public Entities

6.2.2 Programme Performance indicators and annual targets for 2016/17

Programme performance indicator	Audited/Actual performance				Estimated performance 2015/16	Medium-term targets	
	2012/13	2013/14	2014/15	2015/16		2016/17	2017/18
1. Number of analyses on compliance to liability management guidelines	Issued 12 reports of Votes, Public Entities and Municipalities	48 reports	48 reports	12 Votes, 21 Municipalities and 5 Public Entities	49 analysis	49 analysis	49 analysis

6.2.3 Quarterly Targets for 2016/17

Performance indicator	Reporting period	Annual target 2016/17	Quarterly targets			
			1 st	2 nd	3 rd	4 th
1. Number of analyses on compliance to liability management guidelines	Quarterly	50 analysis	10 analysis for municipalities	14 analysis Votes (12) and Public Entities (2)	10 analysis municipalities	15 analysis Votes (12) and Public Entities (3)

6.3 Sub-programme: Physical Asset Management

6.3.1 Strategic Objective Annual Targets for 2016/17

Strategic objective	Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1. Provide support to comply with relevant legislation on asset management	Monitored and supported 13 Votes, 20 delegated Municipalities and 4 Public Entities in terms of asset management	Monitored and supported 12 Votes, 6 Municipalities and 4 Public Entities	12 Votes, 21 Municipalities and 4 Public Entities	12 Votes, 21 Municipalities and 4 Public Entities	12 Votes 5 Public Entities 20 Municipalities	12 Votes 5 Public Entities 20 Municipalities	12 Votes 5 Public Entities 20 Municipalities

6.3.2 Programme Performance indicators and annual targets for 2016/17

Programme performance indicator	Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1. Number of votes, municipalities and public entities supported on compliance to assets management framework	Monitored and supported 13 Votes, 20 delegated Municipalities and 4 Public Entities in terms of asset management	Monitored and supported 12 Votes, 20 delegated Municipalities and 4 Public Entities	12 Votes, 21 Municipalities and 4 Public Entities	12 Votes, 21 Municipalities and 4 Public Entities	4 Votes 2 Public Entities 9 Municipalities	8 Votes 3 Public Entities 15 Municipalities	12 Votes 5 Public Entities 20 Municipalities

6.3.3 Quarterly Targets for 2016/17

Performance indicator	Reporting period	Annual target 2016/17		Quarterly targets			
		1 st	2 nd	3 rd	4 th		
1. Number of votes, municipalities and public entities supported with the maintenance of a system of internal controls on assets	Quarterly	4 Votes 2 Public Entities 9 Municipalities	4 Votes 2 Public Entities 9 Municipalities	4 Votes 2 Public Entities 9 Municipalities	4 Votes 2 Public Entities 9 Municipalities		

6.4 Sub-programme: Interlinked Financial Systems

6.4.1 Strategic Objective Annual Targets for 2016/17

Strategic objective	Strategic Plan Target	Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1. Provide business support on transversal systems	Improved operational efficiency in 12 Votes	Improved operational efficiency in 13 Votes	Improved operational efficiency in 12 Votes	12 Votes supported	12 Votes	12 Votes	12 Votes	12 Votes

6.4.2 Programme Performance indicators and annual targets for 2016/17

Programme performance indicator	Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1. Number of votes monitored and supported on the management and utilisation of transversal systems	Complied and issued 4 reports	4 reports	4 reports	12 Votes	12 Votes	12 Votes	12 Votes

6.4.3 Quarterly Targets for 2016/17

Performance indicator	Reporting period	Annual target 2016/17	Quarterly targets			
			1 st	2 nd	3 rd	4 th
1. Number of votes monitored and supported on the management and utilisation of transversal systems	Quarterly	12 Votes	12 Votes	12 Votes	12 Votes	12 Votes

6.5 Sub-programme: Information Technology

6.5.1 Objective Annual Targets for 2016/17

Strategic objective	Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1. Provide an enabling environment and systems for sound corporate governance of ICT in Mpumalanga Province	Provided ICT services to improve operational efficiency in 13 Votes	Provided ICT services to 12 Votes	Provide ICT services to 12 Votes	12 Votes	IT systems : 12 Votes Governance Framework : 12 votes and 20 municipalities	IT systems : 12 Votes Governance Framework : 12 votes and 20 municipalities	IT systems : 12 Votes Governance Framework : 12 votes and 20 municipalities

6.5.2 Programme Performance indicators and annual targets for 2016/17

Programme performance indicator	Audited/Actual performance				Estimated performance 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
1. Percentage of Up-time of ICT Network infrastructure	Maintained 98% Up-time of ICT Network infrastructure	Maintained 98% Up-time	95%	95%	95%	95%	95%	95%
2. Percentage of calls responded to within 8 working hours	Responded to ICT End-users within 24 hours	Responded to ICT End-users within 24 hours	100%	99%	99%	99%	99%	99%
3. Number of Votes and Municipalities supported on IT Governance	N/A	N/A	12 Votes and 20 delegated Municipalities	12 Votes and 21 Municipalities	12 Votes and 20 Municipalities	12 Votes and 20 Municipalities	12 Votes and 20 Municipalities	12 Votes and 20 Municipalities

6.5.3 Quarterly Targets for 2016/17

Performance indicator	Reporting period	Annual target 2016/17	Quarterly targets			
			1 st	2 nd	3 rd	4 th
1. Percentage of Up-time of ICT Network infrastructure	Monthly	95%	95%	95%	95%	95%
2. Percentage of calls responded to within 8 working hours	Monthly	99%	99%	99%	99%	99%
3. Number of Votes, Municipalities and Public Entities supported on IT Governance	Quarterly	12 Votes and 21 Municipalities	12 Votes and 20 Municipalities	12 Votes and 20 Municipalities	12 Votes and 20 Municipalities	12 Votes and 20 Municipalities

6.6 Reconciling Performance Targets with the Budget and MTEF

Expenditure Estimates: Programme 3: Assets and Liabilities Management

Outcome	Main appropriation				Adjusted appropriation	Revised estimate	Medium-term estimates		
	2012/13	2013/14	2014/15	2015/16			2016/17	2017/18	2018/19
R thousand	1 818	1 843	1 589	1 662	1 772	1 713	1 738	1 897	2 029
Programme Support	14 038	16 095	16 845	16 769	15 969	15 969	15 611	16 603	19 539
Provincial Supply Chain									

	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
R thousand	2012/13	2013/14	2014/15		2015/16		2016/17	2017/18	2018/19
Management									
Financial Assets Management	-	-	-	3 189	-	-	-	-	-
Public sector Liabilities	2 518	3 498	4 691	4 985	4 648	4 686	4 822	5 397	5 784
Physical assets Management	4 264	4 482	4 693	4 715	4 848	4 848	9 491	5 672	6 069
Interlinked Financial Systems	9 599	11 413	11 590	11 470	11 470	11 409	14 155	14 356	16 157
Information Technology	73 539	66 128	69 992	72 286	77 076	77 076	81 358	91 229	95 117
Total	105 776	103 459	109 400	115 076	115 783	115 701	127 175	135 157	144 751

Economic classification: Programme 3: Assets and Liabilities

	Outcome	Main appropriation			Adjusted appropriation	Revised estimate	Medium-term estimates		
R thousand	2012/13	2013/14	2014/15		2015/16		2016/17	2017/18	2018/19
Current payments	101 515	101 733	108 204	113 376	111 079	110 997	124 556	132 322	142 813
Compensation of employees	39 542	42 872	45 556	51 319	48 636	48 582	51 618	55 812	59 808
Goods and services	61 973	58 861	62 648	62 057	62 443	62 415	72 938	76 510	83 005
Transfers and subsidies to:	16	139	96	-	4	4	822	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Universities and Technikons	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Households	16	139	96	-	4	4	882	-	-
Payments for capital assets	4 243	1 587	1 098	1 700	4 700	4 700	1 797	2 832	1 938
Building and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	2 690	1 404	1 017	1 700	4 700	4 700	1 797	2 832	1 938
Software and other intangible assets	1 553	183	81	-	-	-	-	-	-
Payments for financial assets	2	-	2	-	-	-	-	-	-
Total	105 776	103 459	109 400	115 076	115 783	115 701	127 175	135 154	144 751

The programme has received an increase of 10.52 percent in 2016/17 financial year when compared to 2015/16 financial year this is due to reprioritization of SITA payments.

7. PROGRAMME 4: FINANCIAL GOVERNANCE

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

7.1 Sub-programme: Accounting Services

7.1.1 Strategic Objective Annual Targets for 2016/17

Strategic objective	Audited/Actual performance			Estimated performance	2016/17	Medium-term targets	
	2012/13	2013/14	2014/15	2015/16		2017/18	2018/19
1. Provide advisory services, support and monitor public sector institutions in terms of accounting standards and financial statements to ensure accountability	Supported, trained, analysed and reviewed 12 Votes, 20 Municipalities and 4 Public Entities	Supported, trained, analysed and reviewed 12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 21 Municipalities and 4 Public Entities	12 Votes, 21 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 5 Public Entities	12 Votes, 20 Municipalities and 5 Public Entities	12 Votes, 20 Municipalities and 5 Public Entities

7.1.2 Programme Performance indicators and annual targets for 2016/17

Programme performance indicator	Audited/Actual performance			Estimated performance	Medium-term targets		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
1. Number of Votes and Public Entities trained, advised and supported on accounting standards and financial statements	Supported 12 Votes, 20 Municipalities and 4 Public Entities with regards to preparation of Annual Financial Statements (AFS)	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 21 Municipalities and 4 Public Entities	12 Votes and 4 Public Entities	12 Votes and 5 Public Entities	12 Votes and 5 Public Entities	12 Votes and 5 Public Entities
2. Number of Votes received feedback on interim financial statements analysed	N/A	12 Votes	12 Votes	12 Votes	12 Votes	12 Votes	12 Votes

Programme performance indicator	Audited/Actual performance			Estimated performance			Medium-term targets		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19		
3. Number of Municipalities supported and monitored on preparation of financial statements	N/A	N/A	21 Municipalities	21 Municipalities	20 Municipalities	20 Municipalities	20 Municipalities		
4. Number of consolidated Annual Financial Statements for Votes and Public Entities tabled in the Provincial Legislature	Compiled 1 set and tabled 1 set of consolidated financial statements	1 set	1 set	1 set	1 set	1 set	1 set		

7.1.3 Quarterly Targets for 2016/17

Performance indicator	Reporting period	Annual target 2016/17	Quarterly targets			
			1 st	2 nd	3 rd	4 th
1. Number of Votes and Public Entities trained, advised and supported on accounting standards and financial statements	Bi-annually	12 Votes and 4 Public Entities	12 Votes and 5 Public Entities advised and supported	N/A	N/A	12 Votes and 5 Public Entities trained
2. Number of Votes received feedback on interim financial statements analysed	Bi-annually	12 Votes	N/A	N/A	12 Votes	N/A
3. Number of Municipalities supported and monitored on preparation of financial statements	Bi-annually	20 Municipalities	N/A	10 Municipalities supported and monitored	10 Municipalities supported and monitored	N/A
4. Number of consolidated Annual Financial Statements for Votes and Public Entities tabled in Provincial Legislature	Annually	1 set	1 draft set of consolidated Annual Financial Statements submitted to the Auditor-General for auditing	1 final set of consolidated Annual Financial Statements submitted to the Auditor-General for auditing	1 set of consolidated Annual Financial Statements tabled	N/A

7.2 Sub-programme: Norms and Standards

7.2.1 Strategic Objective Annual Targets for 2016/17

Strategic objective	Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1. Improve the systems of internal controls in public sector institutions	Identified, analysed and monitored high risk areas in 12 Votes, 12 Municipalities and 4 Public Entities	Assess and monitor the implementation of Action Plans to address FMCMM and audit outcomes in 12 Votes, 20 Municipalities and 4 Public Entities	Facilitate the completion of FMCMM in 12 Votes and 4 Public Entities and issue 2 analysis reports	Facilitate the completion of FMCMM in 12 Votes and 4 Public Entities and issue 2 analysis reports	12 Votes, 20 Municipalities and 5 Public Entities	12 Votes, 20 Municipalities and 5 Public Entities	12 Votes, 20 Municipalities and 5 Public Entities

7.2.2 Programme Performance indicators and annual targets for 2016/17

Programme performance indicator	Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1. Number of Votes and Public Entities completing the FMCMM tool	2 Reports	2 Reports	2 Reports	2 Reports	12 Votes and 5 Public Entities	12 Votes and 5 Public Entities	12 Votes and 5 Public Entities
2. Number of Votes and Public Entities monitored on AG and FMCMM remedial action plans (Human Resources)	N/A	N/A	New indicator	4 Votes and 1 Public Entity	7 votes and 2 Public Entities	7 votes and 2 Public Entities	7 votes and 2 Public Entities
3. Number of action plans analysed for completeness on audit findings for Votes and Public Entities	New indicator	New indicator	New indicator	New indicator	Action plans for 12 Votes, and 5 Public Entities	Action plans for 12 Votes, and 5 Public Entities	Action plans for 12 Votes, and 5 Public Entities
4. Number of Municipalities monitored on implementation of audit findings action plans (Human Resources)	N/A	N/A	New indicator	9 Municipalities	9 Municipalities	8 Municipalities	5 Municipalities

Programme performance indicator	Audited/Actual performance				Estimated performance 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15			2016/17	2017/18	2018/19
5. Number of Municipalities monitored on filing and storage of documents	N/A	N/A		21 Municipalities	5 Municipalities	9 Municipalities	8 Municipalities	5 Municipalities
6. Number of Votes monitored on fleet management in respect of the qualification criteria and adherence to Transport Policy.	N/A	N/A		12 Votes	12 Votes	5 Votes	5 Votes	5 Votes

7.2.3 Quarterly Targets for 2016/17

Performance indicator	Reporting period	Annual target 2016/17	Quarterly targets			
			1 st	2 nd	3 rd	4 th
1. Number of Votes and Public Entities completing the FMCMM tool	Annually	12 Votes and 5 Public Entities	N/A	N/A	N/A	12 Votes and 5 Public Entities
2. Number of Votes and Public Entities monitored on AG and FMCMM remedial action plans (Human Resources)	Quarterly	7 votes and 2 entities	N/A	3 Votes and 1 Public Entity	2 Votes and 1 Public Entity	2 Votes and 1 Public Entity
3. Number of action plans analysed for completeness on audit findings for Votes and Public Entities	Quarterly	Action plans for 12 Votes and 5 Public Entities	N/A	Action plans for 12 Votes and 5 Public Entities	N/A	N/A
4. Number of Municipalities monitored on implementation of audit findings action plans (Human Resources)	Annually	9 Municipalities	3 Municipalities	N/A	3 Municipalities	3 Municipalities
5. Number of Municipalities monitored on filing and storage of documents	Quarterly	9 Municipalities	3 Municipalities	N/A	3 Municipalities	3 Municipalities
6. Number of Votes monitored on fleet management in respect of the qualification criteria and adherence to Transport Policy	Quarterly	5 Votes	1 Vote	2 Votes	1 Vote	1 Vote

7.3 Sub-Programme: Risk Management

7.3.1 Strategic Objective Annual Targets for 2016/17

Strategic objective	Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1. Facilitate implementation of risk management processes	Provided guidance and support to 13 Votes, 20 Municipalities and 4 Public Entities on Risk Management Processes	Provide guidance and support to 12 Votes, 20 Municipalities and 4 Public Entities on Risk Management Processes	Provide guidance and support to 12 Votes, 21 Municipalities and 4 Public Entities on Enterprise Risk Management Processes	Provide guidance and support to 12 Votes, 21 Municipalities and 4 Public Entities on Enterprise Risk Management Processes	12 Votes, 20 Municipalities and 5 Public Entities	12 Votes, 20 Municipalities and 5 Public Entities	12 Votes, 20 Municipalities and 5 Public Entities

7.3.2 Programme Performance indicators and annual targets for 2016/17

Programme performance indicator	Audited/Actual performance			Estimated performance 2015/16	Medium-term targets			
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19	
1	Number of revised Enterprise Risk Management (ERM) frameworks issued	Reviewed, updated and issued 1 Enterprise Risk Management (ERM) framework	1 Enterprise Risk Management (ERM) Framework in 4 Departments, 2 Public Entities and 6 Municipalities	1 Enterprise Risk Management (ERM) Framework reviewed and issued.	N/A	1 revised Enterprise Risk Management (ERM) Framework issued	N/A	N/A
2.	Number of Votes, Public Entities and Municipalities monitored on implementation of the Provincial Risk management Framework	N/A	N/A	12 reports issued for Votes, 4 for Public Entities and 21 for Municipalities on monitoring effective implementation of the Framework and guideline	16 reports issued for Votes, 1 for Public Entities and 16 for Municipalities on monitoring effective implementation of the Framework and guideline	6 Votes, 2 Public Entities and 10 Municipalities monitored on implementation of the Framework	6 Votes, 2 Public Entities and 10 Municipalities monitored on implementation of the Framework	6 Votes, 2 Public Entities and 10 Municipalities monitored on implementation of the Framework

Programme performance indicator	Audited/Actual performance				Estimated performance 2015/16	2016/17	Medium-term targets	
	2012/13	2013/14	2014/15	2017/18			2018/19	
3.	Number of Guidelines on Risk Management processes issued	Developed and issued 1 Guideline on Fraud Risk Management	1 Guideline	1 Guideline reviewed and issued	1 Guideline reviewed and issued	1 Guideline issued	1 Guideline issued	1 Guideline issued
4.	Number of Strategic Support Plans issued on implementation of Risk management	N/A	N/A	Strategic Support Plans 12 Votes	Strategic Support Plans: 4 Votes and 1 Public Entity and 4 Municipalities	Strategic Support Plans: 4 Votes and 2 Public Entities and 6 Municipalities	Strategic Support Plans: 12 Votes, 4 Public Entities and 20 Municipalities	Strategic Support Plans: 12 Votes, 4 Public Entities and 20 Municipalities

7.3.3 Quarterly Targets for 2016/17

Performance indicator	Reporting period	Annual target 2016/17	Quarterly targets			
			1 st	2 nd	3 rd	4 th
1. Number of revised Enterprise Risk Management (ERM) frameworks issued	Quarterly	1 revised Enterprise Risk Management (ERM) Framework issued	1 Enterprise Risk Management (ERM) framework reviewed	1 Enterprise Risk Management (ERM) framework reviewed and issued		
2. Number of Votes, Public Entities and Municipalities Monitored on effective implementation of the Provincial Risk management Framework	Quarterly	6 Votes, 2 Public Entities and 10 Municipalities monitored on effective implementation of the Framework and guideline	2 Votes, 1 Public Entity and 2 Municipalities	2 Votes, 1 Public Entity and 4 Municipalities	1 Vote and 2 Municipalities	1 Vote and 2 Municipalities
3. Number of Guidelines on Risk Management processes issued	Quarterly	1 Guideline reviewed and issued	Review and update 1 Provincial Guideline on Risk management processes	Issue 1 Provincial Guideline on Risk management processes	N/A	N/A

Performance indicator	Reporting period	Annual target 2016/17	Quarterly targets			
			1 st	2 nd	3 rd	4 th
4. Number of Strategic Support Plans issued on implementation of Risk management	Annually	Strategic Support Plans in 4 Votes, 2 Public Entities and 6 Municipalities	N/A	Develop Strategic Support Plans: 4 Votes and 2 Public entities	Develop Strategic Support Plans: 6 Municipalities	N/A

7.4 Sub-Programme: Provincial Internal Audit

7.4.1 Strategic Objective Annual Targets for 2016/17

Strategic objective	Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1. Support public sector institutions to improve on Internal Audit processes	Provided guidance and support to 13 Votes, 20 Municipalities and 4 Public Entities on Internal Audit processes	Provided guidance and support to 12 Votes, 20 Municipalities and 4 Public Entities on Internal Audit processes	12 Votes, 21 Municipalities and 4 Public Entities	12 Votes, 21 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities

7.4.2 Programme Performance indicators and annual targets for 2016/17

Programme performance indicator	Audited/Actual performance				Estimated performance 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
1. Percentage of internal audit plans that were received, analysed	Assess 100% of internal audit plans submitted by Votes, Municipalities and Public Entities	100% plans submitted	100% feedback reports	100% feedback reports	100% of internal audit reports that were received, analysed	100% of internal audit reports that were received, analysed	100% of internal audit reports that were received, analysed	100% of internal audit reports that were received, analysed
2. Number of evaluations performed on the effectiveness of Audit Committees	N/A	N/A	Votes: 12 Municipalities: 21 Public Entities: 4	Votes: 24 Municipalities: 30 Public Entities: 8	50 evaluations performed on the effectiveness of Audit Committees	50 evaluations performed on the effectiveness of Audit Committees	50 evaluations performed on the effectiveness of Audit Committees	50 evaluations performed on the effectiveness of Audit Committees

Programme performance indicator		Audited/Actual performance			Estimated performance	Medium-term targets		
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
3	Number of Internal Audit assessments performed on readiness of Quality Assurance Review	N/A	N/A	4 reports	4 reports	2 assessments performed on readiness of Quality Assurance Review	2 assessments performed on readiness of Quality Assurance Review	3 assessments performed on readiness of Quality Assurance Review
4	Number of follow-ups conducted on the implementation of Quality Assurance review recommendations	N/A	N/A	N/A	New indicator	2 follow-ups conducted on the implementation of Quality Assurance review recommendations	3 follow-ups conducted on the implementation of Quality Assurance review recommendations	2 follow-ups conducted on the implementation of Quality Assurance review recommendations
5	Number of Strategic Support Plans issued on effective implementation of internal audit	N/A	N/A	Votes: 12	Votes: 4 Public Entities: 1 Municipalities: 3	Votes: 4 Public Entities: 1 Municipalities: 5	Votes: 4 Public Entities: 1 Municipalities: 5	Votes: 4 Public Entities: 1 Municipalities: 5

7.4.3 Quarterly Targets for 2016/17

Performance indicator	Reporting period	Annual target 2016/17	Quarterly targets			
			1 st	2 nd	3 rd	4 th
1. Percentage of Internal audit plans that were received, analysed	Bi-annually	100% of internal audit reports that were received, analysed	100% internal audit plans analysed : Municipalities	N/A	N/A	100% internal audit plans analysed : Votes and Public Entities
2. Number of evaluations performed on the effectiveness of Audit Committees	Quarterly	50 Evaluations performed on the effectiveness of Audit Committees	Votes: 5 Municipalities: 6 Public Entities: 1	Votes: 5 Municipalities: 6 Public Entities: 2	Votes: 5 Municipalities: 6 Public Entities: 1	Votes: 5 Municipalities: 6 Public Entities: 2
3. Number of Internal Audit assessments performed on readiness of Quality Assurance Review	Bi Annually	2 assessments performed on readiness of Quality Assurance Review	N/A	1	N/A	1
4. Number of follow-ups conducted on the implementation of	Bi-Annually	2 follow-ups conducted on the implementation of Quality Assurance review	1	N/A	1	N/A

Performance indicator	Reporting period	Annual target 2016/17	Quarterly targets			
			1 st	2 nd	3 rd	4 th
Quality Assurance review		recommendations				
5. Number of Strategic Support Plans issued on effective implementation of internal audit	Quarterly	Votes: 4 Public Entities: 1 Municipalities: 3	N/A	Strategic Support Plans Issued: Votes: 2	Strategic Support Plans Issued: Votes: 1 Public Entity: 1	Strategic Support Plans Issued: Votes: 1 Municipalities: 3

7.5 Reconciling Performance Targets with the Budget and MTEF

Expenditure Estimates: Programme 4: Financial Governance

R thousand	Outcome	Main appropriation				Adjusted appropriation				Revised estimate				Medium-term estimates		
		2012/13	2013/14	2014/15		2015/16								2016/17	2017/18	2018/19
Programme support		4 993	6 080	10 809		10 872		8 849		8 215		5 124		5 802		10 770
Accounting services		3 659	4 711	4 622		5 026		4 899		4 728		5 228		5 767		6 444
Norms and standards		18 212	13 608	12 650		14 731		13 999		13 955		14 144		20 624		21 770
Risk Management		1 289	1 208	1 856		1 913		2 016		2 016		2 016		2 290		2 447
Provincial Internal Audit		1 981	1 916	2 149		2 170		1 593		1 613		2 219		2 524		2 698
Total		30 134	27 523	32 088		34 712		31 356		30 527		28 731		37 007		44 129

Economic classification: Programme 4: Financial Governance

	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2012/13	2013/14	2014/15		2015/16		2016/17	2017/18	2018/19
R thousand									
Current payments	29 033	26 316	32 088	29 012	30 096	29 327	28 731	35 094	42 105
Compensation of employees	15 553	16 229	17 779	19 662	18 979	18 614	23 871	22 715	24 382
Goods and services	13 500	10 087	14 307	9 350	11 117	10 713	4 816	12 379	17 723
Transfers and subsidies to:	14	-	-	-	-	-	-	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Households	14	-	-	-	-	-	-	-	-
Payments for capital assets	1 087	1 207	-	5 700	1 260	1 200	-	1 913	2 024
Building and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	1 087	1 207	-	-	260	260	-	1 913	2 024
Software and other intangible	-	-	-	5 700	1 000	940	-	-	-
Total	30 134	27 523	32 088	34 712	31 356	30 527	28 731	37 007	44 129

The programme has received a decrease of 17.23 percent in 2016/17 financial year when compared to 2015/16 financial year. The reduction is mainly on payments for capital assets as a result of the budget that was previously reprioritised for procurement of staff verification software.

PART C LINKS TO OTHER PLANS

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

The Department does not have long term projects to be implemented during the 2015/16 fiscal period. There are also no long-term infrastructure plan and other capital plans that outline the infrastructure investment needs.

9. CONDITIONAL GRANTS

The Department does not have any conditional grants.

10. PUBLIC ENTITIES

The Department does not have any Public Entities for which it is responsible.

11. PUBLIC PRIVATE PARTNERSHIPS (PPP)

No PPP is managed by the Department currently.

12. LINKS TO OTHER DEPARTMENTS

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

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

ANNEXURE D

Vision

A dynamic Provincial Treasury leading in service excellence.

Mission

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

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

Values

We commit ourselves to the following core values:

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

STRATEGIC OUTCOME ORIENTED GOALS

Strategic Goal 1

Goal Statement:

Justification:

Links:

Administrative Support Services

Provide prompt, continuous, effective and efficient administrative support to all line functions in the Department.

Achieving sustained benefit across the Department by achieving goals and improving service delivery in terms of Departmental policies.

MTSF Priority 10: Building a developmental state including improvement of public services and strengthening democratic institutions. Compliance with legislative frameworks.

Strategic Goal 2

Goal Statement:

Justification:

Links:

Ensure efficient and effective financial, ICT, and corporate governance in the Province, in line with legislation and Policies. Provide advice, support and monitor public sector institutions on legislation and prescripts.

To ensure Votes, Public Entities and Municipalities comply with PFMA, MFMA and other relevant legislations to support service delivery.

Strengthening performance and management of public resources in provincial departments, Public Entities and Municipalities. (PFMA, MFMA & other relevant legislations)

ANNEXURE E: TECHNICAL INDICATOR DESCRIPTION PER PROGRAMME

Programme 1: Administration

Sub-programme: MECs Office

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

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

TECHNICAL INDICATOR 1.3

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

TECHNICAL INDICATOR 1.4

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

Sub-programme: HODs Office**TECHNICAL INDICATOR 1.5**

Indicator title	Translate policies and priorities into strategies for effective service delivery
Short definition	Manage, monitor and control performance to ensure implementation of policies and priorities by submitting 5 legislative reports on implementation of strategic priorities and directives
Purpose/importance	To ensure performance within policy directives and ensure that strategies are effectively implemented in order to ensure service delivery.

Policy linked to	PFMA
Source/collection of data	Legislative prescripts, SONA and SOPA and policy directives
Means of verification	Reports submitted to Executive Authority
Method of calculation	Number of reports issued
Data limitations	None
Type of indicators	Output
Calculation type	None cumulative for the year
Reporting cycle	Monthly
New indicator	No
Desired performance	Strategies implemented and thus ensuring service delivery.
Indicator responsibility	Accounting Officer

TECHNICAL INDICATOR 1.6

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

TECHNICAL INDICATOR 1.7

Indicator title	Number of annual reports submitted
Short definition	1 Annual report which gives an account of Departmental performance over a period of 12 months
Purpose/importance	To give an account of all actual output of the Department in relation to its plans
Policy linked to	PFMA
Source/collection of data	Copy of the Annual Report
Means of verification	Annual Report tabled
Method of calculation	Reports submitted to Executive Authority and National Treasury
Data limitations	Non-compliance to submission deadline of reports and of portfolio of evidence.
Type of indicators	Output
Calculation type	Cumulative
Reporting cycle	Annually

New indicator
Desired performance
Indicator responsibility

No
 Give an account to oversight bodies and public about the performance of the Department against its mandate
 Accounting Officer

TECHNICAL INDICATOR 1.8

Indicator title
Short definition
Purpose/importance
Policy linked to
Source/collection of data
Means of verification
Method of calculation
Data limitations
Type of indicator
Calculation type
Reporting cycle
New indicator
Desired performance
Indicator responsibility

Number of Annual Performance plans submitted
 The 1 Annual Performance Plan is the document that illustrates the planned performance target and budget for the next three years as well quarterly target on the current year.
 To give planning for Departmental priorities and allocation of related resources
 PFMA
 Copy of the final Annual Performance Plan
 Reports submitted to Executive Authority and National Treasury
 No of quarterly reports
 None
 Output
 Cumulative
 Annually
 No
 Assist the Department to achieve its vision and mission
 Accounting Officer

TECHNICAL INDICATOR 1.9

Indicator title
Short definition
Purpose/importance
Policy linked to
Source/collection of data
Means of verification
Method of calculation
Data limitations
Type of indicator
Calculation type
Reporting cycle
New indicator
Desired performance
Indicator responsibility

Number of risk registers approved.
 Render efficient and effective management accounting, financial accounting, supply chain management and risks management support through 1 risk register and 4 evaluation reports
 To identify risks that may hinder the Department to achieve its objective
 PFMA
 Prescribed legislative
 Approved Risk Register
 No of Risk Registers, and No of Evaluation reports
 None
 Output
 Non Cumulative for the year
 Quarterly
 No
 Sound Financial Management
 Accounting Officer

Sub-programme: CFOs Office

TECHNICAL INDICATOR 1.10

Indicator title	Provide sound Financial Management and Supply Chain Management services in Provincial Treasury
Short definition	Render efficient and effective management accounting, financial accounting, supply chain management and risks management support by 12 financial reports
Purpose/importance	To provide sound financial management to the Provincial Treasury and to ensure managed procurement processes within supply chain management guidelines
Policy linked to	PFMA
Source/collection of data	Prescribed legislative framework
Means of verification	Report submitted to Provincial Treasury
Method of calculation	Number of IYMs.
Data limitations	None
Type of indicators	Output
Calculation type	None cumulative for the year
Reporting cycle	Monthly/Annually
New indicator	No
Desired performance	Sound financial management and managed supply chain processes
Indicator responsibility	Chief Financial Officer

TECHNICAL INDICATOR 1.11

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

TECHNICAL INDICATOR 1.12

Indicator title	Number of budget documents submitted in compliance with prescripts
Short definition	Render efficient and effective management accounting, financial accounting, supply chain management and risks management support through 2 documents

Purpose/importance	Implementation of Approved budget
Policy linked to	PFMA
Source/collection of data	Budget circulars
Means of verification	Documents submitted to Provincial Treasury
Method of calculation	Number of Budget documents
Data limitations	None
Type of indicators	Output
Calculation type	Non Cumulative for the year
Reporting cycle	Budget cycle: Quarterly
New indicator	No
Desired performance	Sound Financial Management
Indicator responsibility	Chief Financial Officer

TECHNICAL INDICATOR 1.13

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

Sub-programme: Internal Audit

TECHNICAL INDICATOR 1.14

Indicator title	Provide efficient and effective internal audit services in Provincial Treasury
Short definition	Provide a responsive, value added and effective internal audit service to evaluate and improve the effectiveness of risk management, control and governance processes in the 4 departmental programmes in 1 audit plan.
Purpose/importance	Provide an assurance and consulting service to evaluate the effectiveness of risk management, internal controls and

Policy linked to Source/collection of data	governance in order for the Provincial Treasury to achieve its objectives.
Means of verification	Internal audit plans are based on the risk assessment conducted for Provincial Treasury and reflect high risk areas that need to be audited and are approved by the Audit Committee.
Method of calculation	PFMA, Treasury Regulations, King III Report, IIA Standards
Data limitations	Internal audit reports and audit progress reports presented both to the Audit Committee and Provincial Treasury
Type of indicator	Reports submitted to Audit Committee and Provincial Treasury
Calculation type	Number of reports issued on the execution of the audit plan.
Reporting cycle	None
New indicator	Outputs according to audit plans
Desired performance	Cumulative reports issued
Indicator responsibility	Quarterly
	No
	Four (4) quarterly reports issued, indicating that risks are managed, governance processes functioning and controls are effective
	Chief Audit Executive

TECHNICAL INDICATOR 1.15

Indicator title	Number of quarterly progress reports submitted on implementation of the audit plan
Short definition	The 4 quarterly reports submitted indicate progress on the implementation of the audit plan, and also highlight progress on the management of strategic and high risks identified by the Provincial Treasury.
Purpose/importance	Provide an assurance and consulting service to evaluate the effectiveness of risk management, internal controls and governance in order for Provincial Treasury to achieve its objectives.
	Internal audit plans are based on the risk assessment conducted for the Provincial Treasury and reflect high risk areas that need to be audited and are approved by the Audit Committee.
	PFMA, Treasury Regulations, King III Report, IIA Standards
	Internal audit reports and audit progress reports presented both to the Audit Committee and Provincial Treasury.
	Reports submitted to Audit Committee and Provincial Treasury.
	Number of reports issued on the execution of the audit plan.
	None
	Outputs according to audit plans
	Cumulative reports issued
	Quarterly
	No
	Four Quarterly Reports issued, indicating that risks are managed, governance processes functioning and controls are effective
	Chief Audit Executive

Programme 2: Sustainable Resource Management

Sub-programme: Provincial Administration Fiscal Discipline

TECHNICAL INDICATOR 2.1

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

TECHNICAL INDICATOR 2.2

Indicator title	Number of provincial tariff registers updated
Short definition	To compile 1 consolidated provincial tariff register
Purpose/importance	Assist departments with best practices and strategies with regards to revenue management maximisation of revenue collection
Policy linked to Source/collection of data	PFMA
	Approvals of Tariffs Reviews

Means of verification	Tariff Register
Method of calculation	Applications received and approved
Data limitations	None
Type of indicators	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Effective revenue management and maximised provincial revenue collection
Indicator responsibility	Senior Manager: Provincial Administration Fiscal Discipline

TECHNICAL INDICATOR 2.3

Indicator title	Number of consolidated revenue reports compiled
Short definition	Manage revenue maximisation and expansion through 12 reports
Purpose/importance	Assist Votes with best practices and strategies with regards to revenue management maximisation of revenue collection
Policy linked to	PFMA
Source/collection of data	Revenue trend reports, revenue analysis reports
Means of verification	Reports submitted
Method of calculation	Number of reports, revenue information submitted and analysed
	Check revenue collected against the projections
	Consolidate a report
Data limitations	None
Type of indicator	Output
Calculation type	Monthly, quarterly and annually
Reporting cycle	Monthly, quarterly and annually
New indicator	No
Desired performance	Submission of reports
Indicator responsibility	Senior Manager: Provincial Administration Fiscal Discipline

TECHNICAL INDICATOR 2.4

Indicator title	Number of Financial Statements on Provincial Revenue Fund prepared
Short definition	The sound management of the revenue fund account through a set of one (1) Financial Statement in a financial year
Purpose/importance	Effective management of the revenue fund
Policy linked to	PFMA, DoRA, Provincial budget statement book
Source/collection of data	BAS reports, Revenue fund reports
Means of verification	BAS System
Method of calculation	Number of Revenue fund AFS submitted and , revenue fund reports generated
Data limitations	None
Type of indicators	Output

Calculation type
Reporting cycle
New indicator
Desired performance
Indicator responsibility

Annually
Annually
No
Accurate information and clean audit
Senior Manager: Provincial Administration Fiscal Discipline

TECHNICAL INDICATOR 2.5

Indicator title
Short definition
Purpose/importance
Policy linked to
Source/collection of data
Means of verification
Method of calculation
Data limitations
Type of indicators
Calculation type
Reporting cycle
New indicator
Desired performance
Indicator responsibility

Number of Votes debt management reports analysed
To analyse own revenue budgets of 12 Votes and give feedback
Assist Votes with best practices and strategies with regards to revenue management maximisation of revenue collection
PFMA
Reports received
Budget book, Analysis feedback
Number of reports issued
Accuracy of reports submitted
Output
Annually
Annually
Annually
No
Effective revenue management and maximised provincial revenue collection
Senior Manager: Provincial Administration Fiscal Discipline

Sub-programme: Budget and Expenditure Management

TECHNICAL INDICATOR 2.6

Indicator title
Short definition
Purpose/importance
Policy linked to
Source/collection of data
Means of verification
Method of calculation
Data limitations
Type of indicators
Calculation type
Reporting cycle
New indicator
Desired performance

Allocation of provincial budget and monitoring the implementation.
Prepare budget and provide support and monitor 13 Votes in respect of budget and budget implementation
Ensure Votes submit credible budgets and promote effective, efficient and economic budget implementation.
PFMA
Budget submissions, strategic plans, Annual Performance Plans (APP), In Year Monitoring reports (IYM), monthly analysis reports and Estimates of Provincial Revenue and Expenditure (EPRE)
Number of reports compiled and submitted per quarter (Non-financial information reports)
Databases, Monthly IYM reports, Annual Performance Plans as well as non-financial reports.
None
Impact
Cumulative - for the year
Monthly and quarterly
No
Provincial Departments to have credible budgets, expenditure estimates and effective, efficient and economic budget

Indicator responsibility

implementation
Senior Manager : Budget and Expenditure Management

TECHNICAL INDICATOR 2.7

Indicator title
Short definition
Purpose/importance
Policy linked to
Source/collection of data
Means of verification
Method of calculation
Data limitations
Type of indicator
Calculation type
Reporting cycle
New indicator
Desired performance
Indicator responsibility

Number of Estimates of Provincial Revenue Expenditure documents compiled
This involves providing Provincial budget information (2 document) to stakeholders
Publish provincial budget information to stakeholders
PFMA
Budget submissions from Votes
Budget document
Number of documents compiled
Quality of budget submission from departments
Output
Cumulative
Quarterly (Done twice on the 3rd Quarter and 4th Quarter)
No
Quality and informative documents compiled and published
Senior Manager : Budget and Expenditure Management

TECHNICAL INDICATOR 2.8

Indicator title
Short definition
Purpose/importance
Policy linked to
Source/collection of data
Means of verification
Method of calculation
Data limitations
Type of indicator
Calculation type
Reporting cycle
New indicator
Desired performance
Indicator responsibility

Number of appropriation bills compiled
These are 2 Appropriation Bills for tabling main and adjusted budget in the Provincial Legislature
It is mainly for consideration of the Provincial budget by the Provincial Legislature for appropriation.
PFMA
Budget submissions, 13 Votes, Strategic Plans, Annual Performance Plans, In Year Monitoring reports
Allocation letters
Data bases, Personnel Forecasting Model and Estimates of Provincial Revenue and Expenditure
None
Output
Cumulative- for the year
Quarterly (Done twice on the 3rd & 4th Quarters)
No
Provincial Departments to have credible budgets, expenditure estimates and effective, efficient and economic budget implementation
Senior Manager : Budget and Expenditure Management

TECHNICAL INDICATOR 2.9

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

Sub-programme: Municipal Finance**TECHNICAL INDICATOR 2.10**

Indicator title	Provide support and monitor Municipalities on the implementation of the MFMA
Short definition	Provide advice, support on financial management and the implementation of MFMA to 20 Municipalities
	Support <ul style="list-style-type: none"> • Collection of draft budgets • Training on new reforms issued by National Treasury • Perform a bench mark excise on municipal draft budget • Review the draft the budgets and give feedback to Municipalities • Issue periodical reporting circulars with timelines, as guided by National Treasury • Remind Municipalities to produce progress report on Special Merit Case • Prepare and issue non con compliance letters with prescripts and other National Treasury circulars • Identify unfunded and funded budgets advice on the corrections • Issue reports on findings
Purpose/importance	Monitor
Policy linked to	Provides support and advice to Municipalities to have accurate and credible budgets and to improve financial management of Municipalities
Source/collection of data	PFMA
Means of verification	Monthly reports submitted
Method of calculation	Analysis report and feedback report
Data limitations	Number of report submitted and analysed None

Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Monthly, quarterly and annually
New indicator	No
Desired performance	Achievement on more Municipalities submitting accurate and credible reports and the budget within timeframes as per MFMA
Indicator responsibility	Senior Manager : Municipal Finance Management

TECHNICAL INDICATOR 2.11

Indicator title	Number of quarterly consolidated municipal budget statements compiled, published and submitted to Provincial Legislature
Short definition	Provide support and monitor the submission of Section 71 of MFMA by Municipalities – 4 quarterly reports Support <ul style="list-style-type: none"> • Collection of draft budgets • Perform a bench mark excise on municipal draft budget • Review the draft the budgets and give feedback to Municipalities • Issue periodical reporting circulars with timelines, as guided by National Treasury • Prepare and issue non con compliance letters with prescripts and other National Treasury circulars • Identify unfunded and funded budgets advice on the corrections Monitor <ul style="list-style-type: none"> • Issue reports on findings To ensure credible monthly and quarterly reports are submitted and complying to the legislation MFMA Municipal Budget submissions, IDP, SDBIP, In Year Monitoring reports, monthly analysis reports Local Government Database Local Government Database, SDBIP as well non-financial reports. Incomplete and non- submission of reports Impact Cumulative - for the year Monthly and quarterly No Municipalities to have credible budgets, monthly financial performance outcomes, effective, efficient and economic budget implementation Senior Manager : Municipal Finance Management
Purpose/importance	
Policy linked to	
Source/collection of data	
Means of verification	
Method of calculation	
Data limitations	
Type of indicator	
Calculation type	
Reporting cycle	
New indicator	
Desired performance	
Indicator responsibility	

TECHNICAL INDICATOR 2.12

Indicator title	Number of annual draft municipal budgets analysed
Short definition	Provide policy advice, ensure municipal budget implementation and promote efficient financial resource allocation – 20 municipal budgets
Purpose/importance	Ensure Municipalities submit credible budgets and promote effective, efficient and economic budget implementation.
Policy linked to	MFMA

Source/collection of data	Municipal Budget submissions, IDP, SDBIP, In Year Monitoring reports, monthly analysis reports
Means of verification	Analysis reports
Method of calculation	Local Government Database, Monthly IYM reports, SDBIP as well non-financial reports.
Data limitations	None
Type of indicators	Impact
Calculation type	Cumulative - for the year
Reporting cycle	Annually
New indicator	No
Desired performance	Municipalities to have credible budgets, monthly financial performance outcomes, effective, efficient and economic budget implementation
Indicator responsibility	Senior Manager : Municipal Finance Management

TECHNICAL INDICATOR 2.13

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

Sub-programme: Infrastructure Co-ordination

TECHNICAL INDICATOR 2.14	
Indicator title	Coordinate the delivery of Infrastructure in the province.
Short definition	This is a process of providing support and monitoring 7 Provincial Departments and 3 District Municipalities on infrastructure planning and delivery.
Purpose/importance	Support <ul style="list-style-type: none"> Assist with ad-hoc training on infrastructure and built environment standards Analyse the infrastructure challenges and advise the department on options Attend Infrastructure Committees' meetings to clarify the reporting frameworks and standards Assist departments and other role-players with better understanding; Promote

Policy linked to
Source/collection of
data
Means of verification
Method of calculation
Data limitations
Type of indicator
Calculation type
Reporting cycle
New indicator
Desired performance
Indicator responsibility

Assist Votes with best practices and strategies with regards to infrastructure projects
PFMA
Monthly, Quarterly Infrastructure Reporting Model (IRM) reports submitted to National Treasury, Annual User Asset
Management Plans , Quarterly Effectiveness reports
Site reports
Number of reports , evaluated and submitted to National Treasury
None submission and poor quality of reports submitted by departments
Impact
Cumulative - for the year
Monthly, quarterly and annually
Quarterly Effectiveness reports – now legislated in the Division of Revenue Act
improved quality of properly selected prioritised, designed, constructed and maintained infrastructure
Senior Manager: Infrastructure Coordination

TECHNICAL INDICATOR 2.15

Indicator title
Short definition
Purpose/importance
Policy linked to
Source/collection of
data
Means of verification
Method of calculation
Data limitations
Type of indicator
Calculation type

Number of Infrastructure Reporting Model analysis reports provided

Non-financial information and Project/Programme monitoring reports compiled and submitted by 7 Infrastructure
Departments. Monitoring of infrastructure implementation.
Ensure that appropriate spending on infrastructure occurs.

72

- All Reports received and analysed and feedback provided

Monitor

- Analyse Infrastructure reports of the Departments
- Identify gaps in the implementation of the standards, regulations or acts
- Issue reports on findings
- Issue periodical reporting circulars with timelines.
- Review Infrastructure reports of stakeholders and provide inputs for improvements
- Read through the document;
- Make findings of the understanding of the document, possibly the future position - financially or physically.
- How the information presented in the document, affects other reports already submitted or

Analyse

PFMA

Infrastructure Reporting Module, Site visits.

Operational plan activities
Number of reports submitted. Number of sites visited.
Quality of information on IRM.
Economy and efficiency
Cumulative per quarter (18x4=72)

Reporting cycle
New indicator
Desired performance
Indicator responsibility

Annually
No
Accurate reporting, prudent planning and Expenditure.
Senior Manager : Infrastructure Coordination

TECHNICAL INDICATOR 2.16

Indicator title
Short definition
Purpose/importance
Policy linked to
Source/collection of
data
Means of verification
Method of calculation
Data limitations
Type of indicator
Calculation type
Reporting cycle
New indicator
Desired performance
Indicator responsibility

Number of User Asset Management plan (Infrastructure plans) analysis provided.
User Asset Management Plan is used for Infrastructure Planning and monitoring that is 6 drafts are submitted with first Budget Submissions and 7 final plans are submitted with final budget submissions.

Monitor

- Analyse Infrastructure reports of the Departments
- Identify gaps in the implementation of the standards, regulations or acts
- Issue reports on findings
- Issue periodical reporting circulars with timelines.
- Review Infrastructure reports of stakeholders and provide inputs for improvements
- Read through the document
- Make findings of the understanding of the document, possibly the future position – financially or physically.
- How the information presented in the document, affects other reports already submitted or statutory require

Analyse

Reduce ad-hoc planning and increase value for money.
PFMA
User Asset Management Plans, B5 table on EPRE

Feedback reports
Number
None
Efficiency and Economy.
Annual
Bi-annually
No
Reduce the cost of infrastructure, and thus increase value for money.
Senior Manager: Infrastructure Coordination

Programme 3: Asset and Liabilities Management

Sub-programme: Provincial Supply Chain Management

TECHNICAL INDICATOR 3.1

Indicator title	Monitor the implementation of Supply Chain Management framework
Short definition	Oversee and monitor the implementation of Supply Chain Management prescripts by providing guidance and support to enhance sound financial management and accountability - 12 Votes, 20 Municipalities and 5 Public Entities
Purpose/importance	<p>Monitor</p> <ul style="list-style-type: none"> • Receive, analyse and provide written feedback: <ul style="list-style-type: none"> ◦ policies and procedures ◦ procurement plans ◦ monthly reports ◦ monthly 30 day payment reports ◦ audit action plans ◦ deviations on SCM <p>Support</p> <ul style="list-style-type: none"> • Conduct workshops • Conduct one-on one and group discussions/ meetings <p>Analyse</p> <ul style="list-style-type: none"> • Scrutinise documents and provide findings and feedback recommendations <p>That Government commitments to improve services and infrastructure development is achieved (receive reports, review and provide feedback, training of officials, review and provide opinions and views on SCM matters)</p> <p>PFMA, MFMA, PPPFA, SCM regulations</p> <p>Reports</p> <p>Reports submitted</p> <p>Analysis of reports</p> <p>None</p> <p>Outcome</p> <p>Cumulative – for the year</p> <p>Monthly and quarterly</p> <p>No</p> <p>No deviations but strict adherence to policy frameworks</p> <p>Senior Manager: Provincial Supply Chain Management</p>
Policy linked to Source/collection of data	
Means of verification	
Method of calculation	
Data limitations	
Type of indicator	
Calculation type	
Reporting cycle	
New indicator	
Desired performance	
Indicator responsibility	

TECHNICAL INDICATOR 3.2

Indicator title	Number of votes, municipalities and public entities assessed on compliance with SCM framework
Short definition	Compliance to SCM framework - 12 Votes, 20 Municipalities and 5 Public Entities with 4 consolidated reports

Purpose/importance	<p>Obtain, review, consolidate and submit progress reports to management and National Treasury. Improved governance through implementing effective SCM processes and practices</p> <p>Assess</p> <ul style="list-style-type: none"> • Receive, analyse and provide written feedback: <ul style="list-style-type: none"> ○ policies and procedures ○ procurement plans ○ monthly reports ○ monthly 30 day payment reports ○ audit action plans ○ deviations on SCM <p>Support</p> <ul style="list-style-type: none"> • Conduct workshops • Conduct one-on one and group discussions/ meetings <p>Analyse</p> <ul style="list-style-type: none"> • Scrutinise documents and provide findings and feedback recommendations
Policy linked to Source/collection of data	SCM Framework Reports
Means of verification	Reports submitted
Method of calculation	Analysis of reports
Data limitations	None
Type of indicators	Outcome
Calculation type	Non-cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	Improved compliance to SCM framework
Indicator responsibility	Senior Manager: Provincial Supply Chain Management

Sub-programme: Public Sector Liabilities Management

TECHNICAL INDICATOR 3.3	
Indicator title	Provide support to comply with relevant legislation on liabilities management
Short definition	To monitor and support provincial institutions on the effective management of liabilities.
	<p>Monitor</p> <ul style="list-style-type: none"> • Receive and analyse: <ul style="list-style-type: none"> ○ liabilities registers ○ accruals <p>Support</p> <ul style="list-style-type: none"> • and provide written feedback • Conduct workshops, • Hold Meetings <p>Analyse</p> <ul style="list-style-type: none"> • Read through the document; • Make findings of the understanding of the document, possibly the future position- financially or physically.

Purpose/importance
Policy linked to
Source/collection of data
Means of verification
Method of calculation
Data limitations
Type of indicator
Calculation type
Reporting cycle
New indicator
Desired performance
Indicator responsibility

- How the information presented in the document, affects other reports already submitted or statutory requirements.
- Improve provincial financial sustainability
PFMA, MFMA and Treasury Regulations
Financial systems, annual reports, lease agreements, litigations reports, retention.
- Reports and registers
Analysis of reports
None
Outcome
Cumulative - for the year
Quarterly
No
Effective management of liabilities in the province
Public Sector Liabilities sub-programme

TECHNICAL INDICATOR 3.4

Indicator title
Short definition
Purpose/Importance
Policy linked to
Source/collection of data
Means of verification
Method of calculation
Data limitations
Type of indicator
Calculation type
Reporting cycle

- Number of analyses on compliance to liability management guidelines
- This is a continuous engagement with stakeholders (12 Votes, 20 delegated Municipalities and 5 Public Entities) with regards to the effective management of public sector liabilities. This is achieved by firstly requesting their updated liabilities registers, once that information is received, an analysis of such registers is then conducted, by the end of the quarter, feedback report will then be issued based on the outcome of the analysis
- Monitor
- Receive, analyse and provide written feedback:
 - policies and procedures
 - liabilities registers
 - audit action plans
- Support
- Conduct workshops,
 - Conduct one-on one and group discussions/ meetings
 - Scrutinise documents and provide input and feedback; document and recommendations on how the information presented affects other reports already submitted or statutory requirements.
- PFMA, MFMA
Financial systems, annual reports, lease agreements, retention and guarantee registers of Departments, Public Entities and Municipalities.
Data of reports
Number of reports issued on management of public sector liability management by Votes, Public Entities and Municipalities.
None
Outcome
Cumulative - for the year
Monthly and quarterly

New indicator
Desired performance
Indicator responsibility

No
Effective management of liabilities in the province
Manager: Public Sector Liabilities Management

Sub-programme: Physical Asset Management

TECHNICAL INDICATOR 3.5

Indicator title

Provide support to comply with relevant legislation on asset management

Short definition

The effective and efficient management of provincial physical assets for 12 Votes, 20 Municipalities and 5 Public Entities through the implementation and maintenance of a systems of internal controls.

Purpose/importance

Monitor

- Receive, analyse and provide feedback:
 - policies and procedures
 - asset registers
 - reconciliations reports
 - quarterly reports
 - asset management plans
 - audit action plans
 - Conduct workshops,
 - Conduct one-on-one and group discussions/ meetings
 - Scrutinise documents and provide input and feedback
- Improved governance of physical assets in order to enhanced service delivery

Policy linked to

PFMA, MFMA, GIAMA and MPAMPF

Source/collection of

Audit reports, Asset registers, Asset Management Plans

data

Means of verification

Audit reports

Method of calculation

Analysis of source data

Data limitations

The reliability of information provided by Votes, Public Entities and Municipalities

Type of indicators

Output

Calculation type

Non-cumulative

Reporting cycle

Quarterly

New indicator

No

Desired performance

Improve the management and accounting of physical assets in the asset registers

Indicator responsibility

Senior Manager: Physical Asset Management

TECHNICAL INDICATOR 3.6

Indicator title

Number of votes, municipalities and public entities supported on compliance to assets management framework

Short definition

Monitor, support and the implementation of the MPAMPF and legislative frameworks (PFMA, MFMA, GIAMA, Treasury Regulations) in 4 Votes – Department of Health, Department of Education, Department of Agriculture, Rural Development,

Purpose/importance	<p>Land and Environmental Affairs and Department of Public Works, Road and Transport. 2 Public Entities – Mpumalanga Tourism and Parks Agency and Mpumalanga Economic Growth Agency. 4 Disclaimer and 5 Qualified Municipalities. Receive, analysis and provide feedback on asset management plans, asset management policies and procedures, quarterly reports and audit outcome action plans.</p> <p>Monitor</p> <ul style="list-style-type: none"> • Receive, analyse and provide feedback: <ul style="list-style-type: none"> ○ policies and procedures ○ asset registers ○ reconciliations reports ○ quarterly reports ○ asset management plans ○ audit action plans <p>Support</p> <ul style="list-style-type: none"> • Conduct workshops, • Conduct one-on-one and group discussions/ meetings • Scrutinise documents and provide input and feedback <p>Analyse</p> <p>PFMA, MFMA, GIAMA and MPAMPF</p> <p>Audit reports, Asset Registers, Asset Management Plans</p> <p>Assets registers, financial reports, financial statements, audit outcomes</p> <p>Reports, attendance registers, asset management plans</p> <p>Analysis of reports and plans</p> <p>None</p> <p>Outcome</p> <p>Cumulative - for the year</p> <p>Monthly, quarterly and annually</p> <p>Monthly, quarterly and annually</p> <p>No</p> <p>Improve the management and accounting of physical assets in the asset registers</p> <p>Senior Manager: Physical Asset Management</p>
Policy linked to	
Source/collection of data	
Source/collection of data	
Means of verification	
Method of calculation	
Data limitations	
Type of indicators	
Calculation type	
Reporting cycle	
Reporting cycle	
New indicator	
Desired performance	
Indicator responsibility	

Sub-programme: Interlinked Financial Systems

TECHNICAL INDICATOR 3.7	
Indicator title	Provide business support on transversal systems
Short definition	To provide business support on transversal systems – 12 Votes
Purpose/importance	<p>Improve compliance to systems rules, regulations which then assist in the executives' decision making.</p> <p>Monitor</p> <p>Print and analyse system reports and provide written feedback:</p> <ul style="list-style-type: none"> ○ trial balance, ○ balance scorecard ○ Audit trail reports

Policy linked to Source/collection of data Means of verification Method of calculation Data limitations Type of indicator Calculation type Reporting cycle New indicator Desired performance Indicator responsibility	Support <ul style="list-style-type: none"> ○ Resource Allocation Control Facility (RACF) reports • Operate helpdesk • End user support • Training • Workshops • One-on-one visits Analyse <p>Scrutinise documents and provide input and feedback;</p> PFMA, PSA, Treasury Regulations, MISS Reports <p>Reports and registers Analysis of source data None Outcome Cumulative monthly Monthly and quarterly No Improved management of transversal systems Senior Manager: Interlinked Financial Systems</p>
---	--

TECHNICAL INDICATOR 3.8

Indicator title	Number of votes monitored and supported on the management and utilisation of transversal systems
Short definition	Monitoring of the 12 Votes on the management and utilisation of transversal systems through obtaining, reviewing, consolidating and submitting 4 quarterly progress reports to management per annum.
Purpose/importance	Improved the use of transversal systems to ensure proper allocation and data utilisation Monitor <p>Print and analyse system reports and provide written feedback:</p> <ul style="list-style-type: none"> ○ trial balance, ○ balance scorecard ○ Audit trail reports ○ Resource Allocation Control Facility (RACF) reports
	Support <ul style="list-style-type: none"> • Operate helpdesk • End user support • Training • Workshops • One-on-one visits
	Analyse <p>Scrutinise documents and provide input and feedback;</p> PFMA, PSA, IT Governance MISS
Policy linked to	

Source/collection of data
Means of verification
Method of calculation
Data limitations
Type of indicator
Calculation type
Reporting cycle
New indicator
Desired performance
Indicator responsibility

RACF reports, Systems reports, Balance Score Card

System Reports

Analysis of source data

None

Outcome

Cumulative monthly

Quarterly

No

Improved the use of transversal systems to ensure proper allocation and data utilisation

Senior Manager: Interlinked Financial Systems

Sub-programme: Information Technology

TECHNICAL INDICATOR 3.9

Indicator title
Short definition
Purpose/importance
Policy linked to
Source/collection of data
Means of verification
Method of calculation

Provide an enabling environment and systems for sound corporate governance of ICT in Mpumalanga Province

To install and support ICT infrastructure to 12 Votes within the Mpumalanga Provincial Government

Monitor and support the implementation of ICT Governance Framework in 12 Votes and 20 Municipalities

Improve ICT infrastructure to optimise operational efficiency

Provide

- Install and manage ICT networks

Monitor

Receive and analyse reports on:

- Network availability

- Governance framework implementation

- Audit outcomes

Support

- Operate helpdesk

- End user support

- ICT networks

- Workshops on application of systems

Analyse

- Scrutinise documents and provide input and feedback;

- Make findings of the understanding of the document, possibly the future position- financially or physically.

How the information presented in the document, affects other reports already submitted or statutory requirements.

PFMA, MFMA, MISS, IT Governance framework

Reports

Reports and registers

Number of report issued and analysed

Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative - for the year
Reporting cycle	Daily, monthly and quarterly
New indicator	No
Desired performance	Improved operational efficiency through Information Communication Technology
Indicator responsibility	Senior Manager: Information Technology

TECHNICAL INDICATOR 3.10

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

TECHNICAL INDICATOR 3.11

Indicator title	Percentage of calls responded to in 8 working hours
Short definition	Provision of responsive IT End-User support (Logging of calls, attending to calls at the Help Desk, Conducting quality assurance on calls, providing training on production applications, conducting IT security awareness)
	Numerator = number of calls attended in 8 hours/ Denominator : number of calls logged (Baseline =

Purpose/importance	8127/8151*100=99.7%)
Policy linked to	To manage IT resources more effectively without unnecessary downtime and loss of productivity.
Source/collection of data	PFMA, IT Governance Frameworks Reports from HELP DESK System
Means of verification	System report
Method of calculation	calls done within the agreed service level
Data limitations	None
Type of indicators	Output
Calculation type	Cumulative, Numerator = number of calls attended in 8 hours/ Denominator : number of calls logged (Baseline = 8127/8151*100=99.7%)
Reporting cycle	Daily
New indicator	No
Desired performance	Reduced downtime and maximize productivity.
Indicator responsibility	Senior Manager: Information Technology

TECHNICAL INDICATOR 3.12

Indicator title	Number of Votes and Municipalities supported on IT Governance (IT Audit Outcomes, IT risk assessment)
Short definition	Facilitate the development of action plans (20 Municipalities and 12 Votes), monitor the outcomes of the information technology audits and progress done on implementation, measured bi-annually.
Purpose/importance	Assists Votes to obtain a higher level of maturity on information technology and to maintain a positive audit on information technology (Implementation of Information Communication Technology framework and audit action plans, availability of Information Communication Technology Infrastructure, usage of Information Communication Technology application systems
	Support:
	<ul style="list-style-type: none"> • Conduct workshops, • Conduct one-on-one and group discussions/ meetings
	Compliance to Information Communication Technology policies and standards)
	PFMA, MFMA, IT Governance Framework, MISS
	Audit reports
	Audit Reports
	Analysis of source data
	The reliability of information provided by Votes
	Output
	Non-cumulative
	Quarterly
	No

**Desired performance
Indicator responsibility**

Higher level of maturity and positive audit outcomes
Senior Manager: Information Technology

Programme 4: Financial Governance

Accounting Services

TECHNICAL INDICATOR 4.1

Indicator title	Provide Advisory services, support and monitor public sector institutions in terms of accounting standards and financial statements to ensure accountability
Short definition	Provide advisory services, support and monitor 12 Votes, 20 Municipalities and 5 Public Entities in terms of accounting standards and financial statements. <ul style="list-style-type: none"> • Training on financial statements and accounting standards • Analyse the trial balance and advise the department on issues to be corrected • Attend audit steering committee meetings to clarify the reporting framework and accounting standards • Issue periodical reporting circulars with timelines. • Review Financial Statements of stakeholders and provide inputs for improvements
Purpose/importance	To provide guidance and support on Accounting standards and financial statements to enable full disclosure and compliance to accounting standards
Policy linked to Source/collection of data	PFMA and GRAP Standards
Means of verification	Trial balance reports, Interim financial statements and annual financial statements submitted by Votes, Municipalities and Public Entities
Method of calculation	Reports
Data limitations	Analysis of source data
Type of indicator	None
Calculation type	Output
Reporting cycle	Cumulative - for the year
New indicator	Monthly, quarterly and annually
Desired performance Indicator responsibility	No
	Improved compliance to Accounting standards and reporting frameworks by Votes, Municipalities and Public Entities Senior Manager: Accounting Services

TECHNICAL INDICATOR 4.2

Indicator title	Number of Votes and Public Entities trained, advised and supported on accounting standards and financial statements
Short definition	Provide advisory services, support and monitor 12 Votes, 20 Municipalities and 5 Public Entities in terms of accounting

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

TECHNICAL INDICATOR 4.3	
Indicator title	Number of Votes received feedback on interim financial statements analysed
Short definition	This is a process of casting, verifying and checking completeness of figures and accounting policies on the 12 Votes and provides feedback report. <ul style="list-style-type: none"> • Check accuracy of figures • Tally the related figures such as cash and cash equivalent • Check the inclusion of all disclosure notes
Purpose/importance	To ensure the following: <ul style="list-style-type: none"> • Meet reporting requirements • Improve quality of IFS disclosure • Improved Audit outcomes • Improve timely submission of AFS
Policy linked to Source/collection of data	PFMA
Means of verification	Financial Statements for Votes and Internal Audit reports
	IFS

Method of calculation	None
Data limitations	Non-submission of IFS
Type of indicator	Output
Calculation type	Bi-annually
Reporting cycle	Quarterly
New indicator	No
Desired performance	Accurate Financial Statements
Indicator responsibility	Senior Manager: Accounting Services

TECHNICAL INDICATOR 4.4

Indicator title	Number of Municipalities supported and monitored in preparation of financial statements
Short definition	It is a process guided by the GRAP standards for 20 Municipalities
Purpose/importance	To provide guidance and support on Accounting standards and financial statements to enable full disclosure and compliance to accounting standards
	Support <ul style="list-style-type: none"> • Support on the use of the AFS template • Training on financial statements and accounting standards • Attend audit steering committee meetings to clarify the reporting framework and accounting standards
	Guidance <ul style="list-style-type: none"> • Advise on allocations • Advise on accounting policies, standards and interpretation • Analyse the trial balance and advise the department on issues to be corrected • Issue periodical reporting circulars with timelines. • Review financial statements (FS) of stakeholders and provide inputs for improvements
Policy linked to	MFMA and GRAP Standards
Source/collection of data	Trial balance reports, Interim financial statements and annual financial statements submitted by Municipalities
Means of verification	Reports
Method of calculation	Analysis of source data
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Bi-annually
New indicator	No
Desired performance	Improved compliance to Accounting standards and reporting frameworks by Municipalities
Indicator responsibility	Senior Manager: Accounting Services

TECHNICAL INDICATOR 4.5

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

Sub-Programme: Norms and Standards

TECHNICAL INDICATOR 4.6

Indicator title	Improve the systems of internal controls in public sector institutions
Short definition	Facilitate the completion of FMCMM in 12 Votes and 5 Public Entities and issue 2 reports
Purpose/importance	Strengthen the internal control systems and reduce the level of non-compliance
Policy linked to	PFMA
Source/collection of data	Risk management plans of Votes, Municipalities and Public Entities, internal and external audit reports issued
Means of verification	FMCMM
Method of calculation	Analysis of source data
Data limitations	None
Type of indicators	Output
Calculation type	Cumulative - for the year
Reporting cycle	Monthly, quarterly and annually
New indicator	No
Desired performance	Improved internal controls and compliance with legislation and improved corporate governance
Indicator responsibility	Senior Manager: Norms and Standards

TECHNICAL INDICATOR 4.7

Indicator title	Number of Votes and Public Entities completing the FMCM tool
Short definition	Facilitate the completion of FMCM in 12 Votes and 5 Public Entities
Purpose/importance	Strengthen the internal control systems and reduce the level of non-compliance PFMA
Policy linked to	FMCM completed by Votes and Public Entities
Source/collection of data	FMCM
Means of verification	Analysis of source data
Method of calculation	None
Data limitations	Output
Type of indicator	Cumulative - for the year
Calculation type	Monthly, quarterly and annually
Reporting cycle	No
New indicator	Improved internal controls and compliance with legislation and improved corporate governance
Desired performance	Senior Manager: Norms and Standards
Indicator responsibility	

TECHNICAL INDICATOR 4.8

Indicator title	Number of Votes and Public Entities monitored on AG and FMCM remedial action plans (Human Resources)
Short definition	Monitored: Follow up on AG and FMCM (Human Resource) outstanding issues by comparing monthly progress reports and make recommendations where there are lack of improvement - 7 Votes and 2 Public Entities (Department of Culture, Sport and Recreation, Department of Community Safety, Security and Liaison, Department of Health, Department of Human Settlements, Department of Co-operative Governance and Traditional Affairs, Department of Agriculture, Rural Development, Land and Environmental Affairs, Department of Public Works, Roads and Transport, Mpumalanga Tourism and Parks Agency and Mpumalanga Economic Growth Agency)
Purpose/importance	Increase maturity levels to improve systems of internal control PFMA.
Policy linked to	AG action plan, FMCM tool and action plan
Source/collection of data	Monthly progress reports on AG and FMCM action plans
Means of verification	Analysis of source data
Method of calculation	Non-completion of the action plans and progress reports
Data limitations	Output
Type of indicator	Quarterly
Calculation type	Quarterly
Reporting cycle	Quarterly
New indicator	No
Desired performance	To improve internal control systems in Votes and Public Entities and move to level 4
Indicator responsibility	Senior Manager: Norms and Standards

TECHNICAL INDICATOR 4.9

Indicator title	Number of action plans analysed for completeness on audit findings for Votes and Public Entities
Short definition	Analyse audit action plans received from Votes and Public Entities to determine if all issues in the audit management letters and audit reports have been included. The baseline has been determined by the total number of votes and public entities in the Province (Votes: 12 and Public Entities: 5). All matters raised will be addressed
Purpose/importance	PFMA.
Policy linked to	AG action plan
Source/collection of data	Remedial action plans analysed
Means of verification	Analysis of source data
Method of calculation	Non-completion of the action plans
Data limitations	Output
Type of indicators	Quarterly
Calculation type	Quarterly
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To improve internal control systems in Votes and Public Entities
Indicator responsibility	Senior Manager: Norms and Standards

TECHNICAL INDICATOR 4.10

Indicator title	Number of Municipalities monitored on implementation of audit findings action plans (Human Resources)
Short definition	9 Municipalities monitored on the implementation of remedial actions to address human resource matters by comparing monthly progress reports and make recommendations where there are lack of improvement (Msukaligwa LM, Emalahleni LM, Thaba Chweu LM, Emakhazeni LM, Mkhondo LM, Victor Khanye LM, Thembisile Hani LM, Dr JS Moroka LM and Bushbuckridge LM)
Purpose/importance	Improve systems of internal control to obtain unqualified audits with no findings
Policy linked to	MFMA
Source/collection of data	Auditor-General reports and remedial action plans
Means of verification	Comparison of progress reports on audit findings from month-to-month
Method of calculation	All audit findings
Data limitations	Non-submission of audit reports
Type of indicators	Output
Calculation type	Yearly
Reporting cycle	Yearly
New indicator	No
Desired performance	To improve internal control systems in Votes and Public Entities to move to clean audits
Indicator responsibility	Senior Manager: Norms and Standards

TECHNICAL INDICATOR 4.11

Indicator title	Number of Municipalities monitored on filing and storage of documents
Short definition	9 Municipalities monitored on the implementation of the Generic Good Practice Guidelines for filing and storage of documents (Msukalligwa Emalaheni, Thaba Chweu, Emakhazeni, Mkhondo, Victor Khande, Thembisile Hani, Dr JS Moroka and Bushbuckridge Local Municipalities) <ul style="list-style-type: none"> Issue reports on findings
Purpose/importance	Monitored <ul style="list-style-type: none"> Analyse reports from the Department of Culture, Sport and Recreation on implementation of record management in the Province Identify gaps in the implementation of the Guideline Make recommendations for improvement
Policy linked to	Improve document management
Source/collection of data	MFMA
Means of verification	Record management Units in Municipalities and reports by the Department of Culture, Sport and Recreation
Method of calculation	Records
Data limitations	Actual implementation
Type of indicators	None
Calculation type	Output
Reporting cycle	Yearly
New indicator	Yearly
Desired performance	No
Indicator responsibility	To improve record management in Municipalities in order to move away from disclaimers Senior Manager: Norms and Standards

TECHNICAL INDICATOR 4.12

Indicator title	Number of Votes monitor on fleet management in respect of the qualification criteria and adherence to Transport Policy
Short definition	5 Votes monitored (to ensure correct implementation of the policy) on fleet management in respect of the qualification criteria and adherence to Transport Policy (Department of Education, Department of Public Works, Roads and Transport, Department of Economic Development and Tourism, Department of Community Safety, Security and Liaison and Department of Agriculture, Rural Development, Land and Environmental Affairs).
Purpose/importance	Improve fleet management processes
Policy linked to	National/Departmental transport policy
Source/collection of data	Monthly progress reports from Votes
Means of verification	Records and physical verification
Method of calculation	Actual implementation
Data limitations	None
Type of indicators	Output
Calculation type	Yearly
Reporting cycle	Monthly, Quarterly
New indicator	No

**Desired performance
Indicator responsibility**

To improve fleet management and compliance
Senior Manager: Norms and Standards

Sub-Programme: Provincial Risk Management

TECHNICAL INDICATOR 4.13

Indicator title	Facilitate effective implementation of risk management processes
Short definition	Provide guidance and support to 12 Votes, 20 Municipalities and 5 Public Entities on Enterprise Risk Management Processes
Purpose/importance	Improve the risk management processes and reduce the level of non-compliance
Policy linked to	PFMA, MFMA and Risk Management standards
Source/collection of data	Risk assessment reports, Risk Management Committee Evaluation Reports and FMCM Reports
Means of verification	Analysis of source data
Method of calculation	None submission of inputs by stakeholders
Data limitations	Output
Type of indicator	Cumulative - for the year
Calculation type	Monthly/Quarterly and Annually
Reporting cycle	No
New indicator	Improved the Risk Management Maturity levels and processes
Desired performance	Manager: Provincial Risk Management
Indicator responsibility	

TECHNICAL INDICATOR 4.14

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

TECHNICAL INDICATOR 4.15

Indicator title	Number of Votes, Public Entities and Municipalities monitored on implementation of the Provincial Risk management Framework
Short definition	The Provincial Risk Management framework, methodology and guideline is the tool that involves the following: <ul style="list-style-type: none">• Evaluation of the effectiveness of Risk Management Committees• Evaluation of Risk Assessment reports and provide feedback 6 Votes, 2 Public Entities and 10 Municipalities monitored on implementation of the Framework
Purpose/importance	Promote uniformity and standardise Risk management processes
Policy linked to	PFMA, MFMA and Risk Management standards
Source/collection of data	Risk Assessment Reports, Top Ten High Risk Areas, FMCM
Means of verification	Reports
Method of calculation	Analysis of source data
Data limitations	None submission of reports by stakeholders and none implementation of the recommendations
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Monthly/Quarterly and Annually
New indicator	No
Desired performance	Effective implementation of the Provincial Enterprise Risk Management Framework and guidelines.
Indicator responsibility	Manager: Provincial Risk Management

TECHNICAL INDICATOR 4.16

Indicator title	Number of Guidelines on Risk Management processes issued
Short definition	This involves developing, reviewing, updating and issuing one Guideline on Risk management processes for the 12 Votes, 20 Municipalities and 4 Public Entities.
Purpose/importance	Improve the risk management processes and reduce the level of non-compliance
Policy linked to	PFMA and MFMA
Source/collection of data	Risk assessment reports, Risk Management Committee Evaluation Reports and FMCM
Means of verification	Reports
Method of calculation	Analysis of source data
Data limitations	None submission of inputs by stakeholders
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Monthly/Quarterly and Annually
New indicator	No
Desired performance	Improved the Risk Management Maturity levels and processes
Indicator responsibility	Manager: Provincial Risk Management

TECHNICAL INDICATOR 4.17

Indicator title	Number of Strategic Support Plans issued on implementation of Risk management
Short definition	A process of analysing the FMCCMM results, Drafting and issuing of the Strategic Support Plan: 4 Votes and 2 Public Entities and 6 Municipalities
Purpose/importance	Improve Risk Management maturity levels
Policy linked to	PFMA, MFMA and Risk Management standards
Source/collection of data	FMCCMM Results
Means of verification	Reports
Method of calculation	Analysis of source data
Data limitations	None availability of the FMCCMM results
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Monthly/Quarterly and Annually
New indicator	No
Desired performance	Improved Risk Maturity level
Indicator responsibility	Manager: Provincial Risk Management

Sub-Programme: Provincial Internal Audit

TECHNICAL INDICATOR 4.18

Indicator title	Support public sector institutions to improve on internal audit processes
Short definition	A process that gives guidance, capacity building, and coordination and evaluate the effectiveness of internal audit function and internal audit committees.
Purpose/importance	Monitor and provide support and capacity building to 12 Votes, 20 Municipalities and 5 Public Entities to fully implement standardised internal audit processes
	Strengthen the internal audit processes and reduce the level of non-compliance
	PFMA, MFMA
Policy linked to	Internal audit plans and reports issued and completed evaluation questionnaire for Audit Committees
Source/collection of data	Audit plans
Means of verification	Analysis of source data
Method of calculation	None
Data limitations	Output
Type of indicator	Cumulative - for the year
Calculation type	Monthly, quarterly and annually
Reporting cycle	No
New indicator	Improved internal audit processes and corporate governance
Desired performance	Manager: Provincial Internal Audit
Indicator responsibility	

TECHNICAL INDICATOR 4.19

Indicator title	Percentage of internal audit plans that were received, analysed
Short definition	100% internal audit plans received (number)
Purpose/importance	<ul style="list-style-type: none"> • All internal audit plans received and analysed • [Denominator=Number received , Numerator= (Number analysed) * 100] • Number expected= 12 Votes, 20 Municipalities and 4 Public Entities • bi-annually (1st quarter Municipalities and 4th quarter its Votes and entities)
Policy linked to	<ul style="list-style-type: none"> • Receive Internal Audit Plans (100% of Internal Audit plans received and analysed refers to all internal audit plans submitted) • Analyse the plans by using template designed • Issue reports on findings • Maintain register of Internal audit plans received, analysed and feedback provided
Source/collection of data	Improve audit coverage in the Province
Means of verification	PFMA, MFMA and Treasury Regulations
Method of calculation	Internal Audit plans received from Votes, Municipalities and Public Entities
Data limitations	Audit plans
Type of indicator	Analysis in terms of predetermined questionnaire
Calculation type	None submission of Internal Audit plans by Votes, Municipalities and Public Entities on the required time frame
Reporting cycle	Output
New indicator	Cumulative - for the year
Desired performance	Bi -Annually
Indicator responsibility	No
	Improved internal audit processes and corporate governance
	Manager: Provincial Internal Audit

TECHNICAL INDICATOR 4.20

Indicator title	Number of evaluations performed on the effectiveness of Audit Committee
Short definition	This is a framework that is used to assess and improve the effectiveness of the audit committees within the governance structures.
Purpose/importance	<ul style="list-style-type: none"> • Attend Audit Committee meetings • Evaluate the proceedings of the meeting in terms of the following standards: <ul style="list-style-type: none"> ◦ Composition and quality; ◦ Understanding business and risks; ◦ Oversight of Internal and external auditors; ◦ Process and procedures; ◦ Communication <p>Issue feedback reports: 24 for Votes, 30 for Municipalities and 8 for Public Entities</p>

Policy linked to Source/collection of data	Improve the functionality of Audit Committees in the Province PFMA, MFMA
Means of verification	Audit Committee meetings
Method of calculation	Audit reports
Data limitations	Observation of audit committee meeting proceedings and predetermined questionnaire
Type of indicators	None
Calculation type	Output
Reporting cycle	Cumulative for the year
New indicator	Monthly
	No
Desired performance	Improved internal audit processes and corporate governance
Indicator responsibility	Manager: Provincial Internal Audit

TECHNICAL INDICATOR 4.21

Indicator title	Number of Internal Audit assessments performed on readiness of Quality Assurance Review
Short definition	This is a tool that is used to assess the effectiveness of the internal audit function, when performing their work in accordance with the definition of internal audit, code of ethics and internal audit methodology.
Purpose/importance	Perform Quality Assurance Reviews and issue 2 reports with recommendations for improvement
Policy linked to	PFMA
Source/collection of data	Standards for the Professional Practice of Internal Auditing Internal Audit Manual, Internal Audit units
Means of verification	Reports
Method of calculation	Compliance with IIA Standards
Data limitations	None
Type of indicators	Output
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improve the compliance to IIA Standards
Indicator responsibility	Manager: Provincial Internal Audit

TECHNICAL INDICATOR 4.22

Indicator title	Number of follow-ups conducted on the implementation of Quality Assurance review recommendations
Short definition	This is a tool that is used to assess the effectiveness of the internal audit function, when performing their work in accordance with the definition of internal audit, code of ethics and internal audit methodology.
Purpose/importance	2 follow-up reports on previously raised recommendations.
Policy linked to	PFMA
Source/collection of data	Standards for the Professional Practice of Internal Auditing Internal Audit Manual, Internal Audit units

Means of verification	Reports
Method of calculation	Compliance with IIA Standards
Data limitations	None
Type of indicators	Output
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improve the compliance to IIA Standards
Indicator responsibility	Manager: Provincial Internal Audit

TECHNICAL INDICATOR 4.23

Indicator title	Number of Strategic Support Plans issued on effective implementation of internal audit
Short definition	A process of analysing the FMCMM results and issuing of the Strategic Support Plans to 4 Votes, 1 Public Entity and 5 Municipalities
Purpose/importance	Improve Internal Audit maturity levels
Policy linked to	PFMA, MFMA
Source/collection of data	FMCMM Results
Means of verification	Reports
Method of calculation	Analysis of source data
Data limitations	None availability of the FMCMM results
Type of indicators	Output
Calculation type	Cumulative - for the year
Reporting cycle	Monthly/Quarterly and Annually
New indicator	No
Desired performance	Improved Internal Audit Maturity level
Indicator responsibility	Manager: Provincial Internal Audit

ANNEXURE F:

a) CHANGES TO STRATEGIC PLAN'S STRATEGIC GOALS

The strategic goals were revised and reduced to two (2) goals which are more explanatory of the mandate of the Provincial Treasury.

Previous Strategic Goals:

Strategic Goal 1	Administrative support
Strategic Goal 2	Maintain fiscal discipline in the province
Strategic Goal 3	Asset and Liabilities support
Strategic Goal 4	Efficient and effective financial and corporate governance

New Strategic Goals:

Strategic Goal 1	Administrative support
Strategic Goal 2	Ensure efficient and effective financial, ICT, and corporate governance in the Province, in line with Legislation and Policies.

b) CHANGES TO STRATEGIC PLAN'S STRATEGIC OBJECTIVES

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

Programme 1: Office of the Chief Financial Officer

Old: Strategic Objective 1 :	Provide sound financial and supply chain management services to the Department
New: Strategic Objective 1:	Provide sound Financial Management and Supply Chain Management services in Provincial Treasury

Programme 1: Internal Audit

Old: Strategic Objective 1 :	Provide efficient and effective internal audit services in the Department
New: Strategic Objective 1:	Provide efficient and effective internal audit services in Provincial Treasury

Programme 2: Economic Analysis

Old: Strategic Objective 1:	Conduct socio-economic research to inform Provincial and Municipal planning and budget process
New: Removed	Economic Analysis under Sustainable Resource Management has been transferred to the Department of Economic Development and Tourism following a function shift

Programme 2: Provincial Administration Fiscal Discipline

Old: Strategic Objective 1:	Support Provincial Votes to maximise and expand sustainable revenue generation and collection in the Province, effective management of provincial revenue fund
New: Strategic Objective 1:	Support Provincial Votes to maximise and expand sustainable revenue generation and collection

Programme 2: Budget and Expenditure Management

Old: Strategic Objective 1:	Promote effective and optimal financial resource allocation and expenditure management for Provincial Government
New: Strategic Objective 1:	Allocation of Provincial budget and monitoring the implementation.

Programme 2: Infrastructure Co-ordination

Old: Strategic Objective 1:	Promote Provincial Efficiency in Financial Planning and Implementation of Infrastructure Delivery Management System (IDMS)
New: Strategic Objective 1:	Coordinate the delivery of Infrastructure in the Province.

Programme 3: Provincial Supply Chain Management

Old: Strategic Objective 1	Monitor and support the implementation of Supply Chain Management Framework
New: Strategic Objective 1	Monitor the implementation of Supply Chain Management framework
Old: Strategic Objective 2	Coordinate identified Public Private Partnership projects
New: Removed	Removed from the APP included in the Operational Plan as it is more activity based

Programme 3: Public Sector Liabilities Management

Old: Strategic Objective 1:	Monitor and support the management of Public Sector Liabilities
--------------------------------	---

New: Strategic Objective 1:	Provide support to comply with relevant Legislation on liabilities management
--------------------------------	---

Programme 3: Physical Asset Management

Old: Strategic Objective 1:	Monitor and support the management of physical assets
New: Strategic Objective 1:	Provide support to comply with relevant Legislation on asset management

Programme 3: Interlinked Financial Systems

Old: Strategic Objective 1:	Monitor and support the management and utilisation of transversal systems
New: Strategic Objective 1:	Provide business support on transversal systems

Programme 3: Information Technology

Old: Strategic Objective 1:	Provide Information Communication Technology (ICT) services in the Mpumalanga Provincial
New: Strategic Objective 1:	Provide an enabling environment and systems for sound corporate governance of ICT in Mpumalanga Province

Programme 4: Provincial Internal Audit

Old: Strategic Objective 1	Improve the effectiveness of Internal Audit processes
New: Strategic Objective 1	Support public sector institutions to improve on internal audit processes

