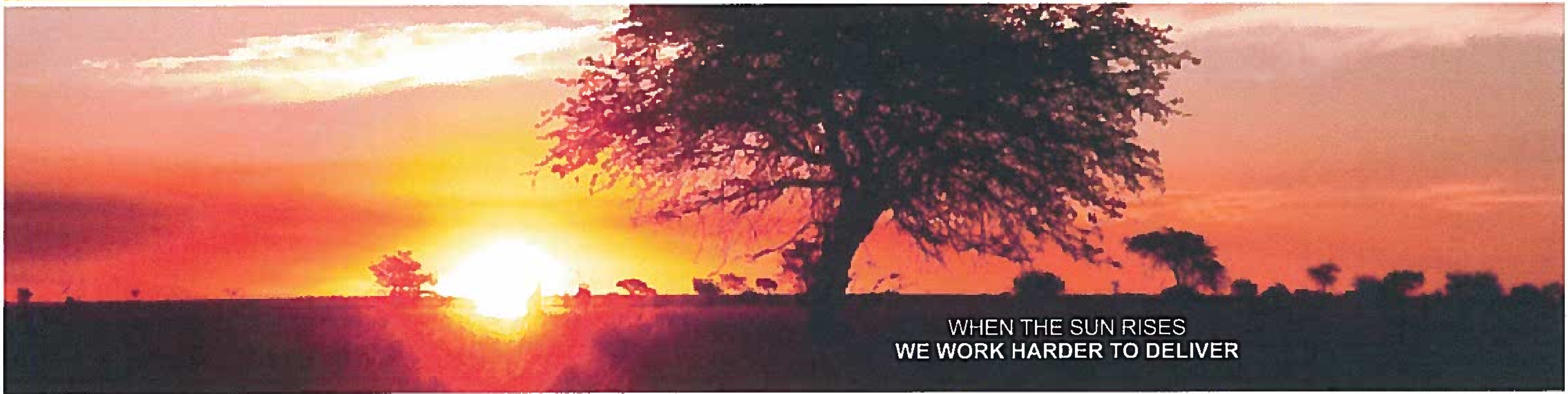
provincial treasury

MPUMALANGA PROVINCE

REPUBLIC OF SOUTH AFRICA

ANNUAL PERFORMANCE PLAN



2017/2018

MPUMALANGA

THE PLACE OF THE RISING SUN

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FOREWORD
By Hon SE KHOLWANE (MPL)

It is an honour and privilege for me to present the Annual Performance Plan of the Provincial Treasury for the 2017/18 financial year.

This plan embraces the present socio-economic challenges facing our Province, which are induced by low economic growth and historical consequences of pre-democracy underdevelopment that our government inherited.

We all have a shared responsibility as business, labour, government and other stakeholders to address the social and economic challenges facing the society.

Accordingly, the people of Mpumalanga are justified in their expectation that their government should open a chapter of radical economic transformation and narrate a new story of hope through accelerated and people-centred service delivery.

The building blocks for delivery on the programme of action as encapsulated in the 2017 State of the Province Address is effective business processes, strong controls and accountability for the use of the resources. To give effect to this strategic posture, the annual performance plan of the department charts a path for effective support and expert guidance to the provincial institutions on matters relating to resource management and governance. This year, the Provincial Treasury will

- Drive a support programme aimed at improving revenue stream and related controls to meet the adjusted medium term (MTEF) targets for the province;
- Support the implementation of various initiatives as part of modernization of the public procurement systems and processes;
- Lead the provincial government's initiatives of leveraging state procurement power to ensure radical socio-economic transformation within the contexts of the amended Preferential Procurement Regulations;
- Provide hands-on support to enable seamless implementation of common reporting systems (Municipal Standard Chart of Accounts) on government expenditure in local government, and
- Tap into the resources and programmes of and work with our strategic partners to improve financial administration and improve the audit outcomes of the public institutions, especially at the municipal level.

We remain focused on ensuring that resources that are allocated to this department are utilised effectively, that the systems and processes support job creation efforts, and that our programmes advance the National Development Plan and Mpumalanga Vision 2030.

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 2017/2018 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:** ______________

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LIST OF ACRONYMS

AFS	Annual Financial Statements
AGSA	Auditor General of South Africa
BBBEE	Broad Based Black Economic Empowerment
BAS	Basic Accounting System
CSD	Central Supplier Database
CFO	Chief Financial Officer
CoGta	Department of Cooperative Governance and Traditional Affairs
CRDP	Comprehensive Rural Development Programme
DEDT	Department of Economic Development and Tourism
DoE	Department of Education
DORA	Division of Revenue Act
DPSA	Department of Public Service and Administration
EPRE	Estimates of Provincial Revenue and Expenditure
ERM	Enterprise Risk Management
EXCO	Executive Committee
FMCMM	Financial Management Capability Maturity Model
GDP	Gross Domestic Product
HANIS	Home Affairs National Identification System
HRD	Human Resource Development
ICT	Information Communication Technology
IDIP	Infrastructure Delivery Improvement Programme
IDMS	Infrastructure Delivery Management System
IFS	Interim Financial Statements
IGCC	Inter-Governmental Cash Co-ordination
IIA	Institute of Internal Auditors
IMSP	Integrated Municipal Support Plan
IT	Information Technology
IYM	In-Year-Monitoring
LED	Local Economic Development
LGMTEC	Local Government Medium Term Expenditure Committee
LOGIS	Logistical Information System
MEC	Member of the Executive Council
MFMA	Municipal Finance Management Act, 2003 (Act No. 56 of 2003)
MISS	Minimum Information System Security

MPG	Mpumalanga Provincial Government
MTEC	Medium Term Expenditure Committee
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
MUNIMEC	Municipality and MEC
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
PERSAL	Personnel Salary System
PFMA	Public Finance Management Act, 1999 (Act No. 1 of 1999)
PGDS	Provincial Growth and Development Strategy
PGITO	Provincial Government Information Technology Officer
PMC	Provincial Management Committee
PPP	Public Private Partnership
PSCM	Provincial Supply Chain Management
StatsSA	Statistics South Africa
SCM	Supply Chain Management
SDIP	Service Delivery Improvement Plan
SER	Socio-Economic Review
SITA	State Information Technology Agency
SONA	State of the Nation Address
SOPA	State of the Province Address
SSP	Strategic Support Plan
TR	Treasury Regulations

PART A

1. UPDATED SITUATIONAL ANALYSIS

The Provincial Treasury's approach to the 2017/18 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. The focus on resource allocation is still on shifting the composition of expenditure away from consumption but towards investment in infrastructure.

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 remains a huge concern from a growth and job losses point of view. It is Mpumalanga's most important industry contributing more than 25 per cent to the provincial economy.

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 2.5 per cent per annum between 1995 and 2014 and an average annual growth rate of 1.7 per cent is forecasted for Mpumalanga for the 2015-2020 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 MTEF period. 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 is responding to the fiscal consolidation and budget reprioritisation 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 in the last couple of years and a moderate GDP growth outlook.

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

All these proposals 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.

Mpumalanga is also not performing very well in the labour market where the Province is experiencing a high unemployment rate of around 30 per cent and where the net job gains per annum are 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 and manufacturing industries which are experiencing job losses the last year or two where it is supposed to be the key economic drivers 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 responsible for the equitable allocation and optimal utilisation of provincial financial resources to ensure quality service delivery and a better life for all through effective financial management and financial discipline, as well as the effective monitoring of resource utilisation at a provincial and municipal level.

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 2015/16 financial year four (4) of the twelve (12) Departments in the Province received unqualified opinions without any matters, four (4) were unqualified and four (4) received qualified audit opinions. Of the Public Entities one (1) received an unqualified opinion without any matters, one (1) unqualified, one (1) qualified, one (1) disclaimed and one (1) adverse. 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	2013/14	2014/15	2015/16	MOVEMENT
Office of the Premier	Unqualified	Unqualified	Unqualified	Unchanged
Provincial Treasury	Unqualified with no findings	Unqualified with no findings	Unqualified with no findings	Unchanged
Department of Corporative Governance and Traditional Affairs	Unqualified with no findings	Unqualified with no findings	Unqualified with no findings	Unchanged
Department of Agriculture, Rural Development Land and Environmental Affairs	Qualified	Unqualified	Unqualified	Unchanged
Department of Economic Development and Tourism	Unqualified	Unqualified	Unqualified with no findings	Partial Improved
Department of Education	Unqualified	Qualified	Qualified	Unchanged
Department of Public Works, Roads and Transport	Unqualified	Unqualified	Unqualified	Unchanged
Department of Community Safety, Security and Liaison	Qualified	Qualified	Qualified	Unchanged
Health	Qualified	Qualified	Qualified	Unchanged
Social Development	Unqualified with no findings	Unqualified	Unqualified with no findings	Improved
Department of Culture, Sport and Recreation	Unqualified	Unqualified	Qualified	Regressed
Department of Human Settlements	Unqualified	Unqualified	Unqualified	Unchanged

DEPARTMENT / PUBLIC ENTITIES	2013/14	2014/15	2015/16	MOVEMENT
Mpumalanga Gambling Board	Unqualified with no findings	Unqualified with no findings	Unqualified with no findings	Unchanged
Mpumalanga Economic Growth Agency	Qualified	Qualified	Disclaimed	Regressed
Mpumalanga Regional Training Trust	Unqualified with no findings	Qualified	Unqualified	Partial Improved
Mpumalanga Tourism Parks Agency	Unqualified	Qualified	Qualified	Unchanged
Mpumalanga Liquor Authority	N/A	N/A	Adverse	New

In terms of municipal audit outcomes in the 2015/16 financial year three (3) of the twenty-one (21) Municipalities received unqualified opinions without any matters, eight (8) were unqualified, eight (8) qualified and two (2) received disclaimers. Municipalities' audit outcomes indicate an improvement over the last three years as indicated in the table below.

Table 2: Municipalities Audit Outcomes

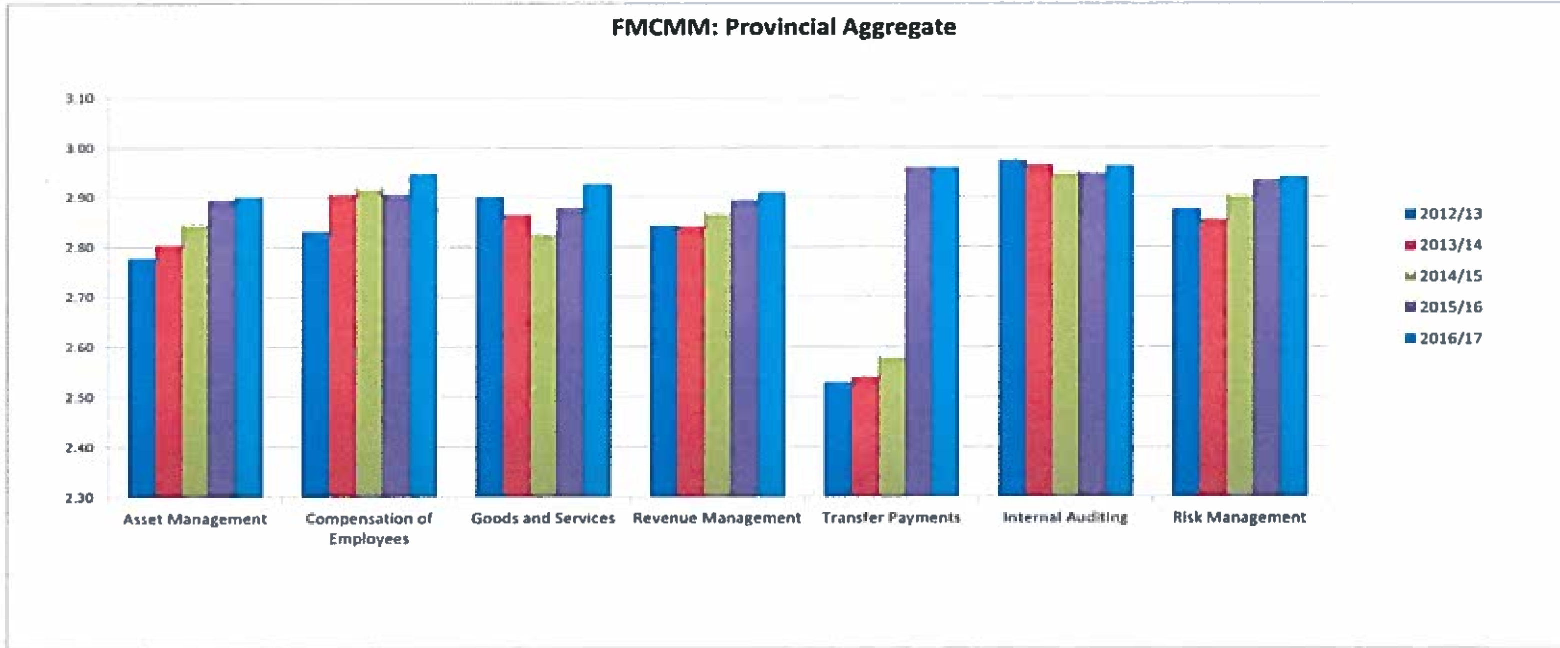
MUNICIPALITY	2013/14	2014/15	2015/16	MOVEMENT
Gert Sibande	Qualified	Unqualified	Qualified	Regressed
Chief Albert Luthuli	Qualified	Unqualified	Qualified	Regressed
Msukaligwa	Disclaimer	Disclaimer	Qualified	Partial Improvement
Mkhondo	Disclaimer	Qualified	Qualified	Unchanged
Dr Pixley Ka Isaka Seme	Qualified	Unqualified	Unqualified	Unchanged
Lekwa	Unqualified	Unqualified	Unqualified	Unchanged
Dipaleseng	Unqualified	Unqualified	Unqualified	Unchanged
Govan Mbeki	Unqualified	Unqualified	Unqualified	Unchanged
Nkangala	Unqualified	Unqualified with no findings	Unqualified with no findings	Unchanged

MUNICIPALITY	2013/14	2014/15	2015/16	MOVEMENT
Victor Khanye	Qualified	Qualified	Qualified	Unchanged
Emalahleni	Disclaimer	Disclaimer	Disclaimer	Unchanged
Steve Tshwete	Unqualified with no findings	Unqualified	Unqualified with no findings	Partial Improvement
Emakhazeni	Disclaimer	Disclaimer	Qualified	Improvement
Thembisile Hani	Qualified	Qualified	Qualified	Unchanged
Dr J S Moroka	Qualified	Qualified	Qualified	Unchanged
Ehlanzeni	Unqualified with no findings	Unqualified with no findings	Unqualified with no findings	Unchanged
Thaba Chweu	Disclaimer	Disclaimer	Disclaimer	Unchanged
Mbombela	Unqualified	Unqualified	Unqualified	Unchanged
Umjindi	Qualified	Unqualified	Unqualified	Unchanged
Bushbuckridge	Qualified	Qualified	Unqualified	Partial Improvement
Nkomazi	Qualified	Unqualified	Unqualified	Unchanged

FINANCIAL MANAGEMENT CAPABILITY MATURITY MODEL

The Provincial Treasury facilitated the completion of the Financial Management Capability Maturity assessment for the 2016/17 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 indicates that there was an increase in the total of the aggregated departmental score. The results indicate improvement in all key areas and the total Provincial aggregate increased from level 2.91 in 2015/16 to level 2.93 in 2016/17.



The Department of Culture, Sport and Recreation increased with 13.2 per cent when compared to the 2015/16 financial year results in terms of asset management. The Department of Education decreased the most by 14.3 per cent while other Departments improved or declined with nominal percentages or stayed on the same maturity level.

In terms of Compensation of Employees, the Department of Economic Development and Tourism decreased the most by 3.0 per cent. The Department of Human Settlements' results improved the most by 11.3 per cent followed by the Department of Health with 7.2 per cent.

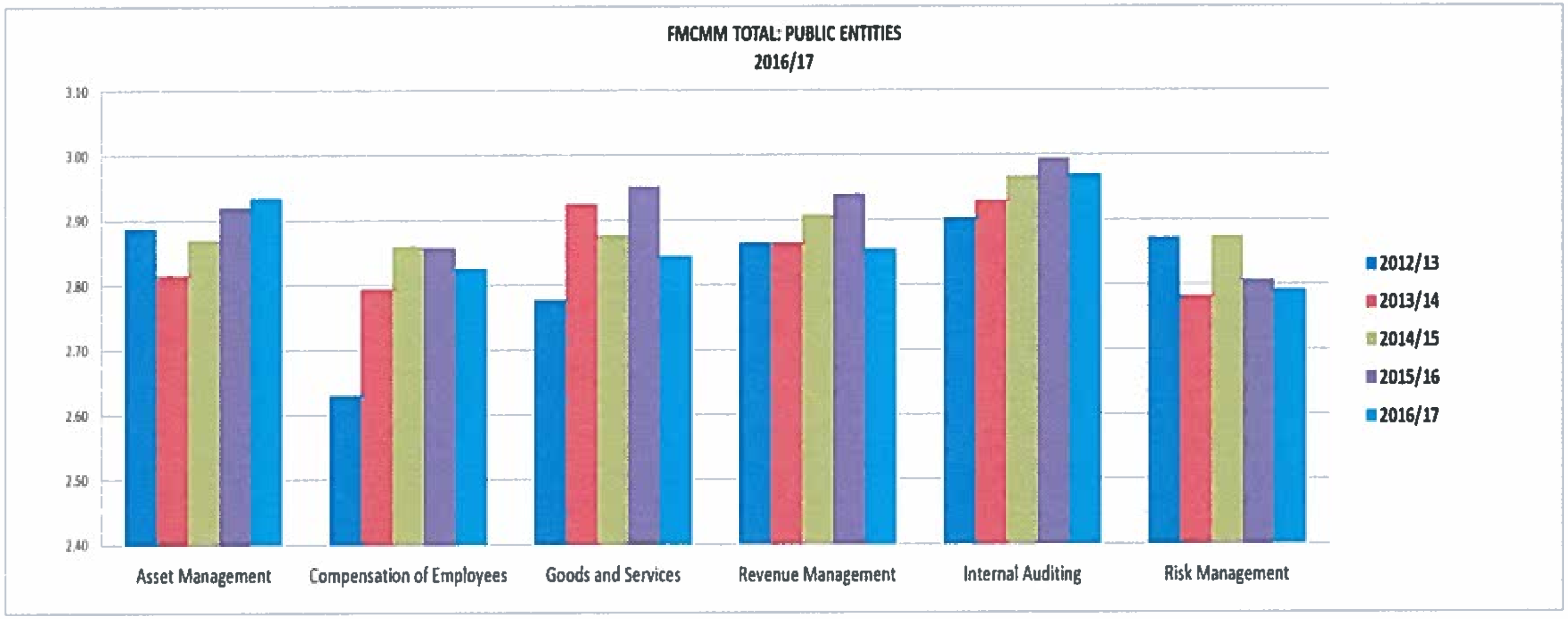
The overall Provincial aggregate for Goods and Services indicates an increase of 1.7 per cent. The Department of Health's results increased the most by 10.2 per cent, followed by the Department of Culture, Sport and Recreation with 8.8 per cent and the Department of Community Safety, Security and Liaison with 8.7 per cent while the Department of Human Settlements' results for this key area show the most decrease of 2.8 per cent.

The year-on-year analysis indicates that the Department of Culture, Sport and Recreation's results for revenue management have increased the most (8.5 per cent), followed by the Department of Community Safety, Security and Liaison with an increase of 2.3 per cent while the Department of Education decreased by 2.4 per cent for this key area.

The Provincial aggregate for governance matters (internal audit) indicates an overall increase of 0.5 per cent. The Department of Economic Development and Tourism and the Department of Community Safety, Security and Liaison's results decreased by 3.7 per cent and 2.3 per cent respectively. The Office of the Premier and Department of Social Development's results also decreased by 2.3 per cent and 2 per cent while the Department of Health's results indicated an increase of 12.0 per cent followed by the Department of Co-operative Governance and Traditional Affairs with 2.4 per cent.

Overall increase in terms of Risk Management in the Province is reflected as 0.3 per cent with the Department of Culture, Sport and Recreation's results indicating an increase of 7.6 per cent and the Department Health with a decrease of 5.7 per cent.

The Provincial aggregate of the results for Public Entities indicate that there was a decrease in the total of the aggregated Entities' score. The results indicate an increase in the maturity level for asset management while all other key areas decreased in maturity level. The Provincial Aggregate decreased from level 2.91 in 2015/16 to level 2.87 in 2016/17.



MTPA increased with 2.1 per cent when compared to the 2015/16 financial year results in terms of asset management while MEGA, MGB and MRTT stayed on the same maturity level.

In terms of Compensation of Employees, MEGA and MTPA decreased by 2.2 per cent. MGB and MRTT stayed on the same maturity level.

The overall Provincial aggregate for Goods and Services indicates a decrease of 3.6 per cent. With MEGA and MTPA decreasing by 8.6 per cent and 6.2 per cent respectively while MGT and MRTT stayed on the same level.

The year-on-year analysis indicates that MEGA and MTPA's results for revenue management have decreased by 9.1 per cent and 2.7 per cent respectively.

The Provincial aggregate for governance matters (internal audit) indicates an overall decrease of 1.3 per cent. MTPA decreased the most by 3.0 per cent followed by MEGA with a decrease of 2.3 per cent.

Overall decrease in terms of Risk Management in the Entities is reflected as 0.5 per cent with the MEGA's results indicating an increase of 1.8 per cent with MRTT and MTPA with a decrease of 1.0 per cent and 2.3 per cent.

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 organisation's strategic objectives and those of government at large. Key focus areas within the Programme include:

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

Whilst the rationale is understood and supported the reality is that the moratorium on the filling of vacant posts in the Mpumalanga Provincial Government has had a 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.

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 reviews 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 Provincial 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, resulting in minimal growth of the Provincial own revenue. The major colleting departments have been under collecting in terms of own revenue. To address this challenge, a target of **4.2 billion rand is set for** revenue collection in the medium-term, this will require Departments and Public entities to improve collection capacity; improve debt recovery and explore new revenue streams. There is also a need to introduce new reforms such as possible revenue retention by departments that exceed set targets.

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

In order to improve public confidence and transparency in municipal budgeting and reporting, the Municipal Standard Chart of Accounts will be implemented by all municipalities with effect from 1 July 2017. The introduction of this common reporting system will ensure consistency in financial information disseminated for public consumption, making it easier for communities to hold all spheres of government accountable for spending of public funds.

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

Good governance cannot be treated as an afterthought if we want to improve the quality of services and public accountability. Ultimately, a clean administration lies in the heart of the State capacity to deliver reliable basic services to our people. It is in this context that we welcome the observation of the Auditor General of South Africa, Mr Kimi Makwetu in the 2014/15 General Report that the audit outcomes of municipalities in Mpumalanga were amongst other provinces that have shown momentum in the right direction.

To build on this progress, we will support other municipalities to reach the levels of Ehlanzeni and Nkangala Districts, as well as Steve Tshwete municipality, which remain shining examples when it comes to clean audit outcomes. Support for municipalities on the improvement of Standard Operating Procedures is one of the priority areas.

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 reflects different information compromises on the credibility of those reports. Analysis reports are provided to departments in an attempt to improve these reporting challenges. The Programme will continue to support and monitor the delivery of infrastructure by Provincial Departments, in line with the Infrastructure Delivery Improvement System (IDMS).

The **Assets and Liabilities Management Programme** supports all government priorities by monitoring the utilisation of resources allocated to Provincial Departments, Public Entities and Municipalities. The Programme is responsible for supply chain, assets and liabilities management and the management of the transversal systems and information technology in Provincial Departments.

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 their procurement plans on time 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 and Human Settlements, as these departments are not paying within specified timelines which add to accruals at yearend. A Centralised Suppliers Database (CSD) was introduced on 1 April 2016, to improve accessibility to Government procurement through centralised registration and work towards efficient and effective procurement. The Provincial Treasury established a *Help Desk* to follow up on invoices not paid on time on behalf of the suppliers.

There is a need for the Provincial Treasury to improve its systems to enhance the support to 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. 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.

The Provincial Treasury will provide support on the utilisation of the Intenda Solution Suite (ISS) to all Departments to strengthen procurement processes. The integration between CSD and the Transversal Systems including ISS will be finalised during the financial year. 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 2017/18 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 will be different than the previous financial years in order to ensure that the impact of the initiatives undertaken is visible. Initiatives will include discussion of detailed findings with all relevant Accounting Officers to obtain agreement on findings and commitment to implement recommendations. In cases where Accounting Officers indicate that they decided not to implement recommendations by the Provincial Treasury, the consequences of such decisions will be elevated to the relevant Executive Authority and other oversight bodies in the Province.

The implementation of recommendations will also be monitored by the Provincial Treasury to ensure that this has the desired effect and improve the systems of internal controls in the Province. This entails that the number of targets will be reduced with the intention of a more focused approach on gaps and challenges that have been identified.

This new approach could be demonstrated by the following schematic process chart:

The Units in the Programme will implement additional initiatives as indicated under "Proposed solutions" in order to ensure a wider coverage of issues with a more intense focus on accountability and follow-up on the implementation of recommendations for improvement of these processes. Three key areas were identified for specific focussed attention and follow-through, i.e. Risk assessments, internal audit and remedial action plans on audit findings

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 now has an approved establishment of 289 posts and 289 of these posts were filled. A Provincial moratorium on the filling of posts is being implemented.

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	118	118	118	0	0	40
Programme 2	48	48	48	0	0	06
Programme 3	91	91	91	0	0	29
Programme 4	32	32	32	0	0	0
Total	**289**	**289**	**289**	**0**	**0**	**75**

Temporal Staff compliment of Interns, Work Integrated Learning, Experiential training programme and Municipal Specialists =75.

Total Staff compliment excluding Interns, Work Integrated Learning, Experiential training programme and Municipal Specialists = 289, thus the vacancy rate is at 0 per cent with an occupancy rate of 100 per cent, calculated on the funded posts.

Permanent members = 289, Temporal members: Interns, Work Integrated Learning, Experiential training programme and Municipal Specialists = 75.

REVISIONS TO LEGISLATIVE AND OTHER MANDATES

Processes for amending the Mpumalanga Regulations Amendment Bill, 2016 are under way. The Bill seeks to amend the regulation of bingo gambling levies as contained in the Mpumalanga Gambling Levies Regulations, 2010, as amended.

OVERVIEW OF 2017/18 BUDGET AND MTEF ESTIMATES

4.1 Expenditure Estimates

Table 1: Provincial Treasury

Programme	Audited Outcomes			Adjusted appropriation	Revised estimate	Medium-Term Expenditure Estimate		
R Thousand	2013/14	2014/15	2015/16	2016/17		2017/18	2018/19	2019/20
1.Administration	73 704	76 153	79 733	86 074	86 343	89 559	94 563	100 908
2.Sustainable Resource Management	62 474	57 690	52 830	44 439	43 092	52 614	58 643	62 707
3.Assets & Liabilities Management	103 459	109 400	110 577	128 222	127 756	120 889	129 188	130 669
4.Financial Governance	27 523	32 086	29 951	28 731	28 391	26 882	29 547	31 766
Sub-Total	**267 160**	**275 329**	**273 091**	**287 466**	**285 582**	**289 945**	**311 941**	**326 050**
Direct Charge Against the Revenue Fund (Included in Programme 1)	-	-	-	-	-	-	-	-
Total	**267 160**	**275 329**	**273 091**	**287 466**	**285 582**	**289 945**	**311 941**	**326 050**
Economic Classification								
Current Payments	**258 465**	**265 609**	**258 434**	**272 505**	**270 618**	**283 415**	**307 664**	**321 564**
Compensation of Employees	148 314	142 059	151 406	161 576	161 321	171 006	181 561	195 414
Goods and Services of which	110 151	123 550	107 028	110 929	109 297	112 409	126 103	126 150
Administrative Fees	740	473	486	660	593	582	719	759
Advertising	1 387	1 605	2 005	1 142	1 142	1 140	1 013	1 069
Assets<R5000	736	487	992	170	172	199	468	494
Audit Fees	7 066	5 009	4 667	3 916	3 766	4 150	6 255	6 605
Catering	1 142	894	577	4372	472	567	858	906
Communication	4 426	4 110	3 873	4 180	4 016	4 139	4 431	4 679
Computer services	50 693	53 966	55 488	61 733	61 541	58 102	62 994	59 464
Cons: Bus Advisors	7 718	13 462	4 519	2334	680	10 000	11 375	12 060
Infrastructure Planning	-	-	-	-	-	-	-	-
Legal Fees	220	57	-	4	7	120	6	6
Contractors	656	922	1 221	-	359	82	87	92
Agency fees	-	-	-	258	258	105	294	310
Government Transport	1 527	1 269	1 174	1 386	1 399	1 427	2 108	2 226
Inventory: Food	-	-	-	-	-	-	-	-
Inventory Materials & Supply	29	-	-	-	-	-	-	-
Inventory: Other supplies	54	-	-	-	-	-	-	-

Programme	Audited Outcomes			Adjusted appropriation	Revised estimate	Medium-Term Expenditure Estimate		
R Thousand	2013/14	2014/15	2015/16	2016/17		2017/18	2018/19	2019/20
Consumable Supplies	893	1 397	1140	978	840	983	148	156
Consumable: Stationery	2 167	1 841	2 968	2 582	2 315	2 269	2 257	2 383
Lease Payments	5 933	7 311	6 181	6 758	6 758	6 869	7 467	7 884
Leased property	2 932	3 214	3 829	3 841	3 645	3 613	3 082	3 255
Transport provided	225	86	3	15	18	25	74	78
Travel & subsistence	15 907	23 003	14 487	15 378	16 115	12 758	15 618	16 493
Training	2 057	1 770	1 689	3 124	2 967	3 050	3 660	3 865
Operating Expenditure	1 065	1 477	936	940	1 104	1 185	2 083	2 200
Venues	2 551	1 197	793	1 075	1 112	1 026	1 106	1 166
Rental and hiring	27	-	-	18	18	18	-	-
Transfers and Subsidies to:	**3 860**	**6 646**	**3 580**	**2 887**	**2 887**	**705**	**602**	**605**
Provinces and Municipalities	3 011	6 007	3 010	15	15	16	17	18
Departmental agencies and accounts	435	429	299	344	344	544	544	544
Households	414	210	271	2 528	2 528	145	41	43
Public corporation	-	-	-	-	-	-	-	-
Payment for Capital Assets:	**4835**	**3 070**	**11 065**	**12 074**	**12 074**	**5 825**	**3 675**	**3 881**
Machinery & Equipment	4 577	2 989	9 940	12 022	12 022	5 825	3 675	3 881
Software and Other Intangible Assets	258	81	1 125	52	52	-	-	-
Payment for financial assets	-	4	12	-	3	-	-	-
Total	**267160**	**275 329**	**273 091**	**287 466**	**285 582**	**289 945**	**311 941**	**326 050**

The Provincial Treasuries budget has increase by 0.86 percent for the 2017/18 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 2016/17	Revised estimate	Medium-term estimates		
	2013/14	2014/15	2015/16				2017/18	2018/19	2019/20
Category A	-	-	-	-	-	-	-	-	-
Category B	3 011	7	10	15	15	15	16	17	18
Category C	-	6 000	3 000	-	-	-	-	-	-
Total departmental transfers to local government	**3 011**	**6 007**	**3 010**	**15**	**15**	**15**	**16**	**17**	**18**

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 local government

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

The NDP cautions that such a developmental state cannot materialise by decree, nor can it be legislated or 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 building capacity of the Budget and Treasury offices, reviews the financial sustainability of municipalities with no or extremely weak revenue bases and develops proposals on what needs to be done.

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

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

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

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

A key intervention would be to work with service delivery departments to map business processes for services and to monitor and review operations. The focus will prioritise core services and also transversal corporate functions including payment of suppliers within 30 days.

The Provincial Treasury will support promotion of greater and more consistent delegations in departments and public entities and 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 determine whether guidelines are needed or whether the existing policy framework is sufficient and the focus needs to shift to promoting more effective implementation by departments.

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

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

a) Differentiate between different forms of procurement to allow for strategic sourcing and different sourcing methodologies

b) Capacity building and professionalising supply chain management

c) Provide real-time operational support

d) Ensure effective and transparent oversight

e) Simplification of regulations and guidelines where necessary

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

PART B

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.

5.1 Office of the MEC

5.1.1 Strategic Objective Annual Targets for 2017/18

	Strategic objective	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.	Provide policy and political directives in order to achieve provincial objectives	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	Table 2 Provincial and 1 Policy and Budget Statement

5.1.2 Performance indicators and annual targets for 2017/18

	Programme performance indicator	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
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	Tabled 3 Policy and Budget statements	2 documents	2 documents	2 documents	2 Bills	2 Bills	2 Bills
3.	Number of Policy and Budget Statements tabled	N/A	1 statement	1 statement	1 statement	1 statement	1 statement	1 statement

5.1.3 Quarterly Targets for 2017/18

	Performance indicator	Reporting period	Annual target 2017/18	Quarterly targets			
				1st	2nd	3rd	4th
1.	Number of Annual Reports tabled	Annually	1 report	N/A	1 report	N/A	N/A
2.	Number of Appropriation Bills tabled	Quarterly	2 Bills	N/A	N/A	1 Bill	1 Bill
3.	Number of Policy and Budget Statements tabled	Annually	1 statement	1 statement	N/A	N/A	N/A

5.2 Management Services: Office of the Head: Provincial Treasury

5.2.1 Strategic Objective Annual Targets for 2017/18

	Strategic objective	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.	Translate policies and priorities into strategies for effective service delivery	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	Submit 5 legislative reports on implementation of strategic priorities and directives

5.2.2 Performance indicators and annual targets for 2017/18

	Programme performance indicator	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.	Number of Performance reports submitted	Submitted 4 performance reports	Submitted 4 performance reports	4 reports	4 reports	4 reports	4 reports	4 reports
2.	Number of Annual Reports submitted	Submitted 1 annual report	Submitted 1 annual report	1 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	1 plan	1 plan	1 plan	1 plan	1 plan
4.	Number of risk registers approved	1 Risk register	1 Risk register	1 register	1 register	1 register	1 register	1 register

5.2.3 Quarterly Targets for 201718

	Performance indicator	Reporting period	Annual target 2017/18	Quarterly targets 1st	2nd	3rd	4th
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 Annual Performance Plan
4.	Number of Risk Registers 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

5.3 Financial Management: Office of the Chief Financial Officer

5.3.1 Strategic Objective and Annual Targets 2017/2018

	Strategic objective	Audited/Actual performance 2013/14	2014/15	2015/16	Estimated performance 2016/17	Medium-term targets 2017/18	2018/19	2019/20
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	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	Provide 12 reports on financial and governance compliance

5.3.2 Performance indicators and annual targets for 2017/2018

	Programme performance indicator	Audited/Actual performance 2013/14	2014/15	2015/16	Estimated performance 2016/17	Medium-term targets 2017/18	2018/19	2019/20
1.	Number of financial reports submitted in compliance with relevant legislations	12 In-Year-Monitoring reports	12 In-Year-Monitoring reports	12 In-Year-Monitoring reports	12 In-Year-Monitoring reports	12 In-Year-Monitoring reports	12 In-Year-Monitoring reports	12 In-Year-Monitoring reports
		1 set of Annual Financial Statements	1 set of Annual Financial	1 set of Annual Financial Statements	1 set of Annual Financial Statements	1 set of Annual Financial	1 set of Annual Financial Statements	1 set of Annual Financial Statements

	Programme performance indicator	Audited/Actual performance 2013/14	2014/15	2015/16	Estimated performance 2016/17	Medium-term targets 2017/18	2018/19	2019/20
			Statements			Statements		
2.	Number of budget documents submitted in compliance with prescripts	4 budget documents	4 budget documents in compliance with prescripts	2 documents	2 documents	2 documents	2 documents	2 documents
3.	Percentage of suppliers paid within 30 days of receipt of valid invoices	100%	100%	100%	100%	100%	100%	100%

5.3.3 Quarterly Targets 2017/2018

	Performance indicator	Reporting period	Annual target 2017/18	Quarterly targets 1st	2nd	3rd	4th
1.	Number of financial reports submitted in compliance with relevant legislations	Monthly	12 In-Year-Monitoring reports	3 reports	3 reports	3 reports	3 reports
		Annually	1 set of Annual Financial Statements	1 set of Annual Financial Statements	N/A	N/A	N/A
2.	Number of budget documents submitted in compliance with prescripts	Quarterly	2 documents	N/A	N/A	1 budget document	1 budget document
3.	Percentage of suppliers paid within 30 days of receipt of valid invoices	Monthly	100%	100%	100%	100%	100%

5.4 Internal Audit

5.4.1 Strategic Objective Annual Targets for 2017/18

	Strategic objective	Audited/Actual performance 2013/14	2014/15	2015/16	Estimated performance 2016/17	Medium-term targets 2017/18	2018/19	2019/20
1.	Provide efficient and effective internal audit services in Provincial Treasury	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	1 approved audit plan

5.4.2 Programme Performance indicators and annual targets for 2017/18

	Programme performance indicator	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
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 on implementation of the audit plan	4 reports	4 reports	4 reports	4 reports

5.4.3 Quarterly Targets for 2017/18

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

5.5 Reconciling Performance Targets with the Budget and MTEF

Expenditure Estimates: Programme 1: Administration

	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
R thousand	2013/14	2014/15	2015/16	2016/17			2017/18	2018/19	2019/20
Member of Executive Council	6 319	1 548	-	-	-	-	-	-	
Management Services	29 246	29 968	33 603	32 712	37 526	37 866	39 637	41 339	44 091
Financial Management	34 527	41 123	41 922	35 374	44 025	44 025	45 019	47 872	51 056
Internal Audit	3 612	3 514	4 208	4 523	4 523	4 452	4 903	5 352	5 761
Total	**73 704**	**76 153**	**79 733**	**72 609**	**86 074**	**86 343**	**89 559**	**94 563**	**100 908**

Economic classification: Programme 1: Administration

	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
R thousand	2013/14	2014/15	2015/16	2016/17			2017/18	2018/19	2019/20
Current payments	**70 977**	**73 629**	**76 064**	**71 005**	**80 364**	**80 633**	**85 861**	**92 224**	**98 469**
Compensation of employees	43 351	42 587	46 397	48 913	50 558	51 144	55 981	60 283	64 741
Goods and services	27 626	31 042	29 667	22 092	29 806	29 489	29 880	31 941	33 728
Transfers and subsidies to:	**686**	**550**	**427**	**439**	**833**	**833**	**705**	**602**	**605**
Provinces and municipalities	11	9	11	15	15	15	16	17	18
Departmental agencies and accounts	435	427	298	344	344	344	544	544	544
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Households	240	114	118	80	474	474	145	41	43
Payments for capital assets	**2 041**	**1 972**	**3 242**	**1 165**	**4 877**	**4 877**	**2 993**	**1 737**	**1 834**
Building and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	1 966	1 972	3 242	1 165	4 825	4 825	2 993	1 737	1 834
Software and other intangible assets	75	-	-	-	52	52	-	-	-
Payment of financial assets	-	2	-	-	-	-	-	-	-
Total	**73 704**	**76 153**	**79 733**	**72 609**	**86 074**	**86 343**	**89 559**	**94 563**	**100 908**

The Programme has received an increase of 4.05 percent in its budget for the 2017/18 financial year. This increase is mainly on goods and services due to contractual obligations, which were inadequately budgeted for in the 2016/17 financial year.

PROGRAMME 2: SUSTAINABLE RESOURCE MANAGEMENT

The programme promotes optimal and effective Provincial resource allocation and utilization, efficient Provincial budget management, accurate financial reporting on Provincial revenue generation and maximization and the implementation and management of infrastructure by Provincial Departments and Municipalities, and lastly, it provide technical support to delegated Municipalities on the implementation of the MFMA.

6.1 Provincial Administration Fiscal Discipline

6.1.1 Strategic Objective Annual Targets for 2017/18

	Strategic objective	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.	Support provincial Votes and Public Entities to maximise sustainable revenue generation and collection	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 and 4 Public Entities in terms of revenue management	Support and Monitor 12 Votes and 4 Public Entities in terms of revenue management	Support and Monitor 12 Votes and 4 Public Entities in terms of revenue management

6.1.2 Performance indicators and annual targets for 2017/18

	Programme performance indicator	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.	Number of Provincial Tariff registers updated	Reviewed, updated and maintained 1 provincial tariff register	1 register	1 register	1 register	1 register	1 register	1 register
2	Number of consolidated revenue reports compiled	Compiled 12 consolidated revenue reports	12 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	1 set	1 set	1 set	1 set	1 set	1 set

	Programme performance indicator	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
4	Number of Votes and Public Entities debt reports analysed	N/A	New Performance Indicator	12 Votes	12 Votes	12 Votes 4 Public Entities	12 Votes 4 Public Entities	12 Votes 4 Public Entities

6.1.3 Quarterly Targets for 2017/18

	Performance indicator	Reporting period	Annual target 2017/18	Quarterly targets			
				1st	2nd	3rd	4th
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 and Public Entities Debt Reports analysed	Quarterly	12 Votes 4 Public Entities	12 Votes 4 Public Entities	12 Votes 4 Public Entities	12 Votes 4 Public Entities	12 Votes 4 Public Entities

6.2 Sub-programme: Budget and Expenditure management

6.2.1 Strategic Objective Annual Targets for 2017/18

	Strategic objective	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.	Allocation of provincial budget and monitoring the implementation	Prepared budget and provided support and monitored 13 Votes through budget and strategic plan guides and updating Votes about reforms	Prepared budget and provided support and monitor 13 Votes through budget and strategic plan guides and updating Votes about reforms	Prepared budget and provided supported and monitored 13 Votes in respect of budget and budget implementation	13 Votes	13 Votes	13 Votes	13 Votes

6.2.2 Performance indicators and annual targets for 2017/18

	Programme performance indicator	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.	Number of Estimates of Provincial Revenue Expenditure documents compiled	Compiled 2 Estimates of Provincial Revenue Expenditure documents	2 documents	2 documents	2 documents	2 documents	2 documents	2 documents
2	Number Of Appropriation Bills compiled	3 bills	2 bills	2 bills	2 bills	2 bills	2 bills	2 bills
3.	Number of consolidated Provincial In-Year-Monitoring reports submitted	Compiled and submitted 12 consolidated In-Year-Monitoring reports	12 reports	12 reports	12 reports	12 reports	12 reports	12 reports

6.2.3 Quarterly Targets for 2017/18

	Performance indicator	Reporting period	Annual target 2017/18	Quarterly targets			
				1st	2nd	3rd	4th
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

6.3 Sub-programme: Municipal Finance

6.3.1 Strategic Objective Annual Targets for 2017/18

	Strategic objective	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1	Provide support and monitor Municipalities	Provided support and monitored 20	Provide support and monitor 20	Provide support and monitor 20	20 Municipalities	20 Municipalities	20 Municipalities	20 Municipalities

Strategic objective	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
on the implementation of the MFMA	Municipalities on the implementation of the MFMA	Municipalities on the implementation of the MFMA	Municipalities on the implementation of the MFMA				

6.3.2 Performance indicators and annual targets for 2017/18

	Programme performance indicator	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.	Number of consolidated municipal budget statements published and submitted to Provincial Legislature	Compiled, tabled and published 4 quarterly performance reports	Compiled 4, published 4 and submit 3 quarterly consolidated municipal budget statements to Provincial Legislature	Compiled, published and submit 4 quarterly consolidated municipal budget statements to the Provincial Legislature	4 budget statements	4 budget statements	4 budget statements	4 budget statements
2.	Number of annual draft municipal budgets analysed	Analysed 100% of draft budgets received and provided feedback	20 analysed draft budgets reports and feedback provided	Analysed 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	Analyse 20 draft budgets and provide feedback
3.	Number of Mid-Year Budget and Performance Assessment Engagements	Coordinated 1 LGMTEC engagements	Coordinate 1 LGMTEC engagement	1 Consolidated engagement feedback report	20 Municipalities	20 Municipalities	20 Municipalities	20 Municipalities
4.	Number of consolidated Municipal In-Year-Monitoring reports submitted (Section 71 of MFMA)	Compiled and submitted 12 consolidated In-Year-Monitoring reports	12 reports	12 reports	12 reports	12 reports	12 reports	12 reports
5.	Number of municipalities supported to improve revenue management	New indicator	New indicator	New indicator	New indicator	8 Municipalities	12 Municipalities	17Municipalities

	Programme performance indicator	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
	and debt collection							
7.	Number of municipalities monitored on implementation of Audit Response Plan based on the 2015/16 audit outcomes audit outcomes monitored	New indicator	New indicator	New indicator	New indicator	20 Municipalities	20 Municipalities	20 Municipalities

7.1.1 Quarterly Targets for 2017/18

	Performance indicator	Reporting period	Annual target 2017/18	Quarterly targets			
				1st	2nd	3rd	4th
1.	Number of consolidated municipal budget statements published and submitted to Provincial Legislature	Quarterly	4 budget statements	1 budget statement	1 budget statement	1 budget statement	1 budget statement
2.	Number of Annual Draft Municipal Budgets analysed	Annually	19 draft budgets	19 draft budgets	N/A	N/A	N/A
3.	Number of Mid-Year Budget and Performance Assessment Engagements	Annually	19 municipalities	N/A	N/A	N/A	20 municipalities
4.	Number of consolidated Municipal In-Year-Monitoring reports submitted (Section 71 of MFMA)	Monthly	12 consolidated reports	3 reports	3 reports	3 reports	3 reports
5.	Number of municipalities supported to improve revenue management and debt collection	Quarterly	8 Municipalities	8 Municipalities	8 Municipalities	8 Municipalities	8 Municipalities
6.	Number of municipalities monitored on implementation of Audit Response Plan based on the 2015/16 audit outcomes monitored	Quarterly	20 municipalities	20 municipalities	20 municipalities	20 municipalities	N/A

6.1 Sub-programme: Infrastructure Co-ordination

6.1.1 Strategic Objective Annual Targets for 2017/18

	Strategic objective	Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
			2013/14	2014/15		2016/17	2017/18	2019/20
1.	Coordinate the delivery of Infrastructure in the Province.	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	Provide support and monitor 6 infrastructure Departments

6.1.2 Performance indicators and annual targets for 2017/18

	Programme performance indicator	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.	Number of Infrastructure Reporting Model analysis reports provided.	Analysed 100% Infrastructure Reporting Model reports received and provided feedback. (Base number of 84 reports)	100%	72 reports	12 reports	12 reports	12 reports	12 reports
2.	Number of User Asset Management plan analysis provided	Review and submit 14 User Asset Management plans (Infrastructure plans) and provide feedback	6 draft and 7 final plans	6 draft and 7 final plans	6 plans	6 plans	6 plans	6 plans

6.1.3 Quarterly Targets for 2017/18

	Performance indicator	Reporting period	Annual target 2017/18	Quarterly targets			
				1st	2nd	3rd	4th
1.	Number of Infrastructure Reporting Model analysis reports provided	Quarterly	12 reports	3 reports	3 reports	3 reports	3 reports
2.	Number of User Asset Management plan analysis provided	Annually	6 plans	N/A	6 Plans	N/A	N/A

6.2 Reconciling Performance Targets with the Budget and MTEF

Expenditure Estimates: Programme 2: Sustainable Resource Management

	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
R thousand	2013/14	2014/15	2015/16			2016/17	2017/18	2018/19	2019/20
Programme Support	5 991	1 696	1 614	1 879	1 444	1 444	1 767	1 898	2 038
Economic Analysis	-	-	-	-	-	-	-	-	-
Provincial Administration Fiscal Discipline	7 163	7 267	14 138	9 116	9 323	8 828	9 109	10 170	10 961
Budget and Expenditure Management	7 825	8 644	8 914	9 172	9 459	9 439	10 031	10 880	11 724
Municipal Finance	38 349	36 563	24 448	34 755	20 184	19 382	27 398	30 872	32 792
Infrastructure Co-ordination	3 146	3 520	3 716	4 029	4 029	3 999	4 309	4 823	5 192
Total	**62 474**	**57 690**	**52 830**	**58 951**	**44 439**	**43 092**	**52 614**	**58 643**	**62 707**

Economic Classification: Programme 2: Sustainable Resource Management

	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
R thousand	2013/14	2014/15	2015/16			2016/17	2017/18	2018/19	2019/20
Current payments	**59 439**	**51 690**	**44 625**	**58 951**	**44 439**	**43 089**	**52 614**	**58 643**	**62 707**
Compensation of employees	45 862	36 137	37 853	39 384	37 739	38 202	40 209	43 310	46 483
Goods and services	13 577	15 553	6 772	19 567	6 700	4 887	12 405	15 333	16 224
Transfers and subsidies to:	**3 035**	**6 000**	-	-	-	-	-	-	-
Provinces and municipalities	3 000	6 000	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Households	35	-	5 143	-	-	-	-	-	-
Payments for capital assets	-	-	-	-	-	-	-	-	-
Building and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	5 143	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	11	-	-	3	-	-	-
Total	**62 474**	**57 690**	**52 830**	**58 951**	**44 439**	**43 092**	**52 614**	**58 643**	**62 707**

The programme has received an increase of 18.40 percent in its budget for 2017/18 financial year. The reduction is mainly on goods and services due to projects that were prioritised for the current financial year and will not continue in the new financial year.

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.

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

7.1.1 Strategic Objective Annual Targets for 2017/18

	Strategic objective	Audited/Actual Performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.	Monitor the implementation of Supply Chain Management framework	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 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities

7.1.2 Programme Performance indicators and annual targets for 2017/18

	Programme performance indicator	Audited/Actual Performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.	Number of votes, municipalities and public entities assessed on compliance with SCM framework	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 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities

7.1.3 Quarterly Targets for 2017/18

	Performance indicator	Reporting period	Annual target 2017/18	Quarterly targets			
				1st	2nd	3rd	4th
1.	Number of Votes, Municipalities and Public Entities assessed on compliance with SCM framework	Quarterly	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities

7.2 Sub-programme: Public Sector Liabilities Management

7.2.1 Strategic Objective Annual Targets for 2017/18

	Strategic objective	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.	Provide support to comply with relevant legislation on liabilities management	Monitored and supported 12 Votes	Monitor and support 12 Votes, 21 Municipalities and 4 Public Entities	12 Votes, 21 Municipalities and 3 Public Entities	12 Votes, 20 Municipalities and 5 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities

7.2.2 Programme Performance indicators and annual targets for 2017/18

	Programme performance indicator	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.	Number of analysis on compliance to liability management guidelines	48 reports	48 reports	12 Votes, 21 Municipalities and 3 Public Entities	12 Votes, 20 Municipalities and 5 Public Entities	47 analysis	47 analysis	47 analysis

7.2.3 Quarterly Targets for 2017/18

	Performance indicator	Reporting period	Annual target 2017/18	Quarterly targets			
				1st	2nd	3rd	4th
1.	Number of analysis on compliance to liability management guidelines	Quarterly	47 analysis	10 analysis for municipalities	14 analysis for Votes (12) and Public Entities (2)	9 analysis municipalities	14 analysis for Votes (12) and Public Entities (2)

7.3 Sub-programme: Physical Asset Management

7.3.1 Strategic Objective Annual Targets for 2017/18

	Strategic objective	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.	Provide support to	Monitored and supported 12	12 Votes, 21 Municipalities	12 Votes, 21 Municipalities	12 Votes 5 Public	12 Votes 4 Public Entities	12 Votes 4 Public Entities	12 Votes 4 Public Entities

Strategic objective		Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
	comply with relevant legislation on asset management	Votes, 6 Municipalities and 4 Public Entities	and 4 Public Entities	and 4 Public Entities	Entities 20 Municipalities	20 Municipalities	20 Municipalities	20 Municipalities

7.3.2 Programme Performance indicators and annual targets for 2017/18

Programme performance indicator		Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.	Number of votes, municipalities and public entities supported on compliance to asset management norms and standards	Monitored and supported 12 Votes, 20 delegated Municipalities and 4 Public Entities	12 Votes, 21 Municipalities 4 Public Entities	12 Votes, 21 Municipalities and 4 Public Entities	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
2.	Number of votes supported on compliance to inventory management framework norms and standards	N/A	Introduction to 12 Votes	Introduction to 12 Votes	Monitor implementation in 8 Votes	8 Votes	8 Votes	8 Votes

7.3.3 Quarterly Targets for 2017/18

Performance indicator		Reporting period	Annual target 2017/18	Quarterly targets			
				1st	2nd	3rd	4th
1.	Number of votes, municipalities and public entities supported on compliance to assets management norms and standards	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	4 Votes 2 Public Entities 9 Municipalities
2.	Number of votes, supported on compliance to inventory management framework norms and standards	Quarterly	8 Votes	8 Votes	8 Votes	8 Votes	8 Votes

7.4 Sub-programme: Interlinked Financial Systems

7.4.1 Strategic Objective Annual Targets for 2017/18

Strategic objective		Strategic Plan Target	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.	Provide business support on transversal systems	Improved operational efficiency in 13 Votes	Improved operational efficiency in 12 Votes	12 Votes supported	12 Votes	12 Votes	12 Votes	12 Votes	12 Votes

7.4.2 Programme Performance indicators and annual targets for 2017/18

Programme performance indicator		Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.	Number of votes monitored and supported on the management and utilisation of transversal systems	4 reports	4 reports	12 Votes	12 Votes	12 Votes	12 Votes	12 Votes

7.4.3 Quarterly Targets for 2017/18

Performance indicator		Reporting period	Annual target 2017/18	Quarterly targets			
				1st	2nd	3rd	4th
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

7.5 Sub-programme: Information Technology

7.5.1 Objective Annual Targets for 2017/18

Strategic objective		Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.	Provide an enabling environment and systems for sound corporate governance	Provided ICT services to 12 Votes	Provide ICT services to 12 Votes	12 Votes	IT systems: 12 Votes Governance Framework :	IT systems: 12 Votes Governance Framework : 12	IT systems: 12 Votes Governance Framework : 12	IT systems: 12 Votes Governance Framework : 12

Strategic objective	Audited/Actual performance 2013/14	2014/15	2015/16	Estimated performance 2016/17	Medium-term targets 2017/18	2018/19	2019/20
of ICT in Mpumalanga Province				12 votes and 20 municipalities	votes and 20 municipalities	votes and 20 municipalities	votes and 20 municipalities

7.5.2 Programme Performance indicators and annual targets for 2017/18

	Programme performance indicator	Audited/Actual performance 2013/14	2014/15	2015/16	Estimated performance 2016/17	Medium-term targets 2017/18	2018/19	2019/20
1.	Percentage of Up-time of ICT Network infrastructure	Maintained 98% Up-time	95%	97.5%	95%	95%	95%	95%
2.	Percentage of calls responded to within 8 working 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	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

7.5.3 Quarterly Targets for 2017/18

	Performance indicator	Reporting period	Annual target 2017/18	Quarterly targets 1st	2nd	3rd	4th
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 20 Municipalities	12 Votes	20 Municipalities	12 Votes	20 Municipalities 12 Votes

7.6 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		
R thousand	2013/14	2014/15	2015/16	2016/17			2017/18	2018/19	2019/20
Programme Support	1 843	1 589	1 507	1738	1 226	1 186	1 325	1 547	1 663
Provincial Supply Chain Management	16 095	16 845	15 270	15 611	16 403	16 054	16 010	19 970	21 454
Financial Assets Management	-	-	-	-	-	-	-	-	-
Public sector Liabilities	3 498	4 691	4 669	4 822	5 185	5 259	4 759	5 118	5 522
Physical assets Management	4 482	4 693	4 741	9 491	6 955	6 775	7 187	4 872	5 238
Interlinked Financial Systems	11 413	11 590	11 751	14 155	13 472	13 501	11 521	11 726	12 601
Information Technology	66 128	69 992	72 639	81 358	84 981	84 981	80 087	85 955	84 191
Total	**103 459**	**109 400**	**110 577**	**127 175**	**128 222**	**127 756**	**120 889**	**129 188**	**130 669**

Economic classification: Programme 3: Assets and Liabilities

	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
R thousand	2013/14	2014/15	2015/16	2016/17			2017/18	2018/19	2019/20
Current payments	**101 733**	**108 204**	**109 078**	**124 556**	**119 015**	**118 549**	**118 057**	**127 250**	**128 622**
Compensation of employees	42 872	45 556	47 600	51 618	50 968	50 419	53 926	55 339	59 743
Goods and services	58 861	62 648	61 478	72 938	68 047	68 130	64 131	71 911	68 879
Transfers and subsidies to:	**139**	**96**	**102**	**822**	**2 010**	**2 010**	-	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Universities and Technikons	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Households	139	96	102	822	2010	2 010	-	-	-
Payments for capital assets	**1 587**	**1 098**	**1 396**	**1 797**	**7 197**	**7197**	**2 832**	**1 938**	**2 047**

	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
R thousand	2013/14	2014/15	2015/16	2016/17			2017/18	2018/19	2019/20
Building and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	1 404	1 017	1 212	1 797	7 197	7 197	2 832	1 938	2 047
Software and other intangible assets	183	81	184	-	-	-	-	-	-
Payments for financial assets	-	2	1	-	-	-	-	-	-
Total	**103 459**	**109 400**	**110 577**	**127 175**	**128 222**	**127 756**	**120 889**	**129 188**	**130 669**

The programme has received a decrease of 6 percent in its budget for 2017/18 financial year. The reduction is mainly on goods, services, and payment of capital assets.

PROGRAMME 4: FINANCIAL GOVERNANCE

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

8.1 Sub-programme: Accounting Services

8.1.1 Strategic Objective Annual Targets for 2017/18

	Strategic objective	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
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	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 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities

8.1.2 Programme Performance indicators and annual targets for 2017/18

	Programme performance indicator	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.	Number of Votes and Public Entities trained, advised and supported on accounting standards and financial statements	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 4 Public Entities	12 Votes and 4 Public Entities	12 Votes and 4 Public Entities
2.	Number of Votes and Public Entities received feedback on interim financial	12 Votes	12 Votes	12 Votes	12 Votes	12 Votes and 3 Public Entities	12 Votes and 3 Public Entities	12 Votes and 3 Public Entities

	Programme performance indicator	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
	statements analysed							
3.	Number of Municipalities supported and monitored on preparation of financial statements and audit processes	N/A	21 Municipalities	21 Municipalities	20 Municipalities	12 Municipalities	14 Municipalities	16 Municipalities
4.	Number of consolidated annual financial statements for Votes and Public Entities tabled in the Provincial Legislature	1 set	1 set	1 set	1 set	1 set	1 set	1 set

8.1.3 Quarterly Targets for 2017/18

	Performance indicator	Reporting period	Annual target 2017/18	Quarterly targets			
				1st	2nd	3rd	4th
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	4 Votes and 2 Public Entities advised and supported	8 Votes and 2 Public Entities advised and supported	N/A	N/A
2.	Number of Votes and Public Entities received feedback on interim financial statements analysed	Bi-annually	12 Votes, 3 Public Entities and 6 Municipalities	N/A	N/A	12 Votes and 3 Public Entities	N/A
3.	Number of Municipalities supported and monitored on preparation of financial statements and audit processes	Bi-annually	12 Municipalities	3 Municipalities supported and monitored	3 Municipalities supported and monitored	6 Municipalities supported during audit.	N/A
4.	Number of consolidated annual financial statements for Votes and Public Entities tabled in the Provincial Legislature	Annually	1 set	1draft 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 to Legislature	N/A

8.2 Sub-programme: Norms and Standards

8.2.1 Strategic Objective Annual Targets for 2017/18

	Strategic objective	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.	Improve the systems of internal controls in public sector institutions	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 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities

8.2.2 Programme Performance indicators and annual targets for 2017/18

	Programme performance indicator	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.	Number of Votes monitored on the remedial action plans for Financial Management	New indicator	New indicator	New indicator	New indicator	6 Votes	10 Votes	12 Votes
2.	Number of action plans analysed for completeness on audit findings for Votes and Public Entities	New indicator	New indicator	New indicator	Action plans for 12 Votes, and 5 Public Entities	Action plans for 12 Votes and 4 Public Entities	Action plans for 12 Votes and 4 Public Entities	Action plans for 12 Votes and 4 Public Entities
3.	Number of Votes and Public Entities monitored on audit findings action plans (Human Resources)	N/A	New indicator	4 Votes and 1 Public Entity	7 Votes and 2 Public Entities	5 Votes and 2 Public Entities	7 Votes and 2 Public Entities	7 Votes and 2 Public Entities
4.	Number of action plans analysed for completeness on audit findings for	New indicator	New Indicator	New indicator	New indicator	Action plans for 20 Municipalities analysed	Action plans for 20 Municipalities analysed	Action plans for 20 Municipalities analysed

	Programme performance indicator	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
	Municipalities							
5.	Number of Municipalities monitored on implementation of audit findings action plans (Human Resources)	N/A	N/A	New indicator	9 Municipalities	9 Municipalities	9 Municipalities	9 Municipalities
6.	Number of risk assessment reports for Votes, Public Entities and Municipalities analysed to ensure inclusion of high risk areas	New indicator	New indicator	New indicator	New indicator	Risk assessment reports for 4 Votes, 2 Public Entities and 5 Municipalities	Risk assessment reports for 4 Votes, 2 Public Entities and 5 Municipalities	Risk assessment reports for 4 Votes, 2 Public Entities and 5 Municipalities

8.2.3 Quarterly Targets for 2016/17

	Performance indicator	Reporting period	Annual target 2017/18	Quarterly targets			
				1st	2nd	3rd	4th
1.	Number of Votes monitored on the remedial action plans for Financial Management	Annually	6 Votes	N/A	3 Votes	3 Votes	N/A
2.	Number of action plans analysed for completeness on audit findings for Votes and Public Entities	Annually	Action plans for 12 Votes and 4 Public Entities	N/A	Action plans for 8 Votes and 2 Public Entities	Action plans for 4 Votes and 2 Public Entities	N/A
3.	Number of Votes and Public Entities monitored on audit findings action plans (Human Resources)	Quarterly	5 Votes and 2 Public Entities	2 Votes and 1 Public Entity	N/A	2 Votes and 1 Public Entity	1 Vote
4.	Number of action plans analysed for completeness on audit findings for Municipalities	Annually	Action plans for 20 Municipalities	N/A	N/A	N/A	Action plans for 20 Municipalities
5.	Number of Municipalities monitored on implementation of audit findings action plans (Human Resources)	Quarterly	9 Municipalities	4 Municipalities	2 Municipalities	3 Municipalities	
6.	Number of risk assessment reports for Votes, Public Entities and Municipalities analysed to ensure inclusion of high risk areas	Quarterly	Risk assessment reports for 4 Votes, 2 Public Entities and 5 Municipalities	Risk assessment reports for 4 Votes and 2 Public Entities	Risk assessment reports for 5 Municipalities	N/A	N/A

7.3 Sub-Programme: Provincial Risk Management

7.3.1 Strategic Objective Annual Targets for 2017/18

	Strategic objective	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.	Facilitate implementation of 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 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities	12 Votes, 20 Municipalities and 4 Public Entities

7.3.2 Programme Performance indicators and annual targets for 2017/18

	Programme performance indicator	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.	Number of revised Enterprise Risk Management (ERM) frameworks issued	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	1 revised Enterprise Risk Management (ERM) Framework issued	1 revised Enterprise Risk Management (ERM) Framework issued	1 revised Enterprise Risk Management (ERM) Framework issued
2.	Number of Votes, Public Entities and Municipalities monitored on implementation of the Provincial Risk management Framework	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	5 Votes, 2 Public Entities and 8 Municipalities monitored on implementation of the Framework	5 Votes, 2 Public Entities and 8 Municipalities monitored on implementation of the Framework	5 Votes, 2 Public Entities and 8 Municipalities monitored on implementation of the Framework

	Programme performance indicator	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
3.	Number of Guidelines on Risk Management processes issued	1 Guideline	1 Guideline reviewed and issued	1 Guideline reviewed and issued	1 Guideline issued	1 Guideline issued	1 Guideline issued	1 Guideline issued
4.	Number of Strategic Support Plans issued on implementation of Risk management	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: 4 Votes, 2 Public Entities and 6 Municipalities	Strategic Support Plans: 4 Votes, 2 Public Entities and 6 Municipalities	Strategic Support Plans: 4 Votes, 2 Public Entities and 6 Municipalities

7.3.3 Quarterly Targets for 2017/18

	Performance indicator	Reporting period	Annual target 2017/18	Quarterly targets			
				1st	2nd	3rd	4th
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	N/A	N/A
2.	Number of Votes, Public Entities and Municipalities Monitored on effective implementation of the Provincial Risk management Framework	Quarterly	5 Votes, 2 Public Entities and 8 Municipalities monitored on implementation of the Framework	2 Votes, 1 Public Entity and 3 Municipalities	1 Vote, 1 Public Entity and 3 Municipalities	1 Vote and 1 Municipality	1 Vote and 1 Municipality
3.	Number of Guidelines on Risk Management processes issued	Quarterly	1 Guideline 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 2017/18	Quarterly targets			
				1st	2nd	3rd	4th
4.	Number of Strategic Support Plans issued on implementation of Risk management	Annually	Strategic Support Plans: 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 2017/18

	Strategic objective	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.	Support public sector institutions to improve 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	12 Votes, 20 Municipalities and 4 Public Entities

7.4.2 Programme Performance indicators and annual targets for 2017/18

	Programme performance indicator	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.	Percentage of Internal audit plans that were received, analysed	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 municipalities with functional audit committees	New indicator	New indicator	New indicator	New indicator	16 Municipalities	19 Municipalities	20 Municipalities
3.	Number of evaluations performed	N/A	Votes: 12 Municipalities:	Votes: 24 Municipalities:	50 Evaluations performed on the	14 Evaluations performed on the	14 Evaluations performed on the	14 Evaluations performed on the

	Programme performance indicator	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
	on the effectiveness of Audit Committees		21 Public Entities: 4	30 Public Entities: 8	effectiveness of Audit Committees	effectiveness of Audit Committees	effectiveness of Audit Committees	effectiveness of Audit Committees
4.	Number of Internal Audit assessments performed on readiness of Quality Assurance Review	N/A	4 reports	4 reports	2 assessments performed on readiness of Quality Assurance Review	1 assessment performed on readiness of Quality Assurance Review	1 assessment performed on readiness of Quality Assurance Review	1 assessment performed on readiness of Quality Assurance Review
5.	Number of follow-ups conducted on the implementation of Quality Assurance review recommendations	N/A	N/A	New indicator	2 follow-ups conducted on the implementation of Quality Assurance review recommendations	1 follow-up conducted on the implementation of Quality Assurance review recommendations	1 follow-up conducted on the implementation of Quality Assurance review recommendations	1 follow-up conducted on the implementation of Quality Assurance review recommendations
6.	Number of Strategic Support Plans issued on effective implementation of internal audit	N/A	Votes: 12	Votes: 4 Public Entities: 1 Municipalities: 3	Votes:4 Public Entities: 1 Municipalities: 5	Votes:2 Public Entities: 1 Municipalities: 2	Votes:2 Public Entities: 1 Municipalities: 2	Votes:2 Public Entities: 1 Municipalities: 2

7.4.3 Quarterly Targets for 2017/18

	Performance indicator	Reporting period	Annual target 2017/18	Quarterly targets			
				1st	2nd	3rd	4th
1.	Percentage of Internal audit plans that were received, analysed	Bi-annually	100% of internal audit reports that were received, analysed	100% of internal audit reports that were received, analysed	N/A	N/A	100% of internal audit reports that were received, analysed
2.	Number of municipalities with functional audit committees	Quarterly	16 Municipalities	Municipalities: 4	Municipalities: 4	Municipalities: 4	Municipalities: 4
3.	Number of evaluations performed on the effectiveness of Audit Committees	Quarterly	14 Evaluations performed on the effectiveness of Audit Committees	Votes :3 Public Entities:1	Votes :3 Public Entities:1	Votes :3	Votes :3
4.	Number of Internal Audit assessments performed on readiness of Quality Assurance Review	Bi Annually	1 assessment performed on readiness of Quality	N/A	N/A	1 Assessment	N/A

	Performance indicator	Reporting period	Annual target 2017/18	Quarterly targets			
				1st	2nd	3rd	4th
			Assurance Review				
5.	Number of follow-ups conducted on the implementation of Quality Assurance review recommendations	Bi-Annually	1 follow-up conducted on the implementation of Quality Assurance review recommendations	N/A	1 Follow-up	N/A	N/A
6.	Number of Strategic Support Plans issued on effective implementation of internal audit	Quarterly	Votes: 2 Public Entities: 1 Municipalities: 2	N/A	Votes: 2 Public Entity: 1	N/A	Municipalities: 2

7.5 Reconciling Performance Targets with the Budget and MTEF

Expenditure Estimates: Programme 4: Financial Governance

	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
R thousand	2013/14	2014/15	2015/16		2016/17		2017/18	2018/19	2019/20
Programme support	6 080	10 809	7 863	5 124	6 999	6 974	4 218	2 856	3 073
Accounting services	4 711	4 622	4 949	5 228	5 481	5 326	5 342	6 055	6 501
Norms and standards	13 608	12 650	13 560	14 144	12 414	12 254	13 164	15 809	17 015
Risk Management	1 208	1 856	1 986	2 016	2 229	2 229	2 366	2 469	2 654
Provincial Internal Audit	1 916	2 149	1 593	2 219	1 608	1 608	1 792	2 358	2 523
Total	**27 523**	**32 086**	**29 951**	**28 731**	**28 731**	**28 391**	**26 882**	**29 547**	**31 766**

Economic classification: Programme 4: Financial Governance

	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
R thousand	2013/14	2014/15	2015/16		2016/17		2017/18	2018/19	2019/20
Current payments	**26 316**	**32 086**	**28 667**	**28 971**	**28 687**	**28 347**	**26 882**	**29 547**	**31 766**
Compensation of employees	16 229	17 779	19 556	23 871	23 311	21 556	20 889	22 629	24 447
Goods and services	10 087	14 307	9 111	4 860	6 376	6 791	5 993	6 918	7 319
Transfers and subsidies to:	-	-	-	-	**44**	**44**	-	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	44	44	-	-	-
Payments for capital assets	**1 207**	-	**1 284**	-	-	-	-	-	-
Building and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	1 207	-	343	-	-	-	-	-	-
Software and other intangible	-	-	941	-	-	-	-	-	-
Total	**27 523**	**32 086**	**29 951**	**28 731**	**28 731**	**28 391**	**26 882**	**29 547**	**31 766**

The programme has received a decrease of 6.44 percent in its budget for 2017/18 financial year. The reduction is mainly on goods and services.

PART C LINKS TO OTHER PLANS

LINKS TO THE LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

Provincial Treasury does not have long term projects to be implemented during the 2017/18 fiscal period. There are also no long-term infrastructure plan and other capital plans that outline the infrastructure investment needs.

CONDITIONAL GRANTS

Provincial Treasury does not have any conditional grants.

PUBLIC ENTITIES

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

PUBLIC PRIVATE PARTNERSHIPS (PPP)

No PPP is managed by Provincial Treasury currently.

LINKS TO OTHER DEPARTMENTS

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

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

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	Administrative Support Services
Goal Statement:	Provide prompt, continuous, effective and efficient administrative support to all line functions in the Department.
Justification:	Achieving sustained benefit across the Department by achieving goals and improving service delivery in terms of Departmental policies.
Links:	MTSF Priority 10: Building a developmental state including improvement of public services and strengthening democratic institutions. Compliance with legislative frameworks.

Strategic Goal 2	Ensure efficient and effective financial, ICT, and corporate governance in the Province, in line with legislation and Policies.
Goal Statement:	Provide advice, support and monitor public sector institutions on legislation and prescripts.
Justification:	To ensure Votes, Public Entities and Municipalities comply with PFMA, MFMA and other relevant legislation to support service delivery.
Links:	Strengthening performance and management of public resources in provincial departments, Public Entities and Municipalities. (PFMA, MFMA and other relevant legislation)

ANNEXURE E: TECHNICAL INDICATOR DESCRIPTION PER PROGRAMME

PROGRAMME 1: ADMINISTRATION

MECs OFFICE

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

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

TECHNICAL INDICATOR 1.3	
Indicator title	Number of Appropriation Bills tabled
Short definition	2 Estimates of Provincial Revenue and Expenditure documents compiled and published per annum
Purpose/importance	Publish provincial budget information to stakeholders
Policy linked to	PFMA
Source/collection of data	Budget submissions from Votes
Means of verification	Bills tabled at Provincial Legislature
Method of calculation	Number of Appropriation bills tabled
Data limitations	Quality of budget submissions from departments
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Yearly
New indicator	No
Desired performance	Quality and informative documents compiled and published
Indicator responsibility	Accounting Officer

TECHNICAL INDICATOR 1.4	
Indicator title	Number of 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 resources to execute Provincial and Departmental priorities
Policy linked to	PFMA
Source/collection of data	Policy and Budget Statements
Means of verification	Statements tabled in Provincial Legislature
Method of calculation	Number of Budget Policy Statements tabled
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Improved service delivery and better life for the people of Mpumalanga Province
Indicator responsibility	Accounting Officer

HEAD OF PROVINCIAL TREASURY

TECHNICAL INDICATOR 1.5	
Indicator title	Translate policies and priorities into strategies for effective service delivery
Short definition	Manage, monitor and control performance to ensure implementation of policies and priorities by submitting 5 legislative reports on implementation of strategic priorities and directives
Purpose/importance	To ensure performance within policy directives and ensure that strategies are effectively implemented in order to ensure service delivery.

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

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

TECHNICAL INDICATOR 1.7	
Indicator title	Number of annual reports submitted
Short definition	1 Annual report which provides an account of Provincial Treasury performance over a period of 12 months
Purpose/importance	To give an account of all actual output of the Provincial Treasury in relation to its plans
Policy linked to	PFMA
Source/collection of data	Copy of the Annual Report
Means of verification	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 indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually

New indicator	No
Desired performance	Provide an account to oversight bodies and public about the performance of the Department against its mandate
Indicator responsibility	Accounting Officer

TECHNICAL INDICATOR 1.8	
Indicator title	Number of Annual Performance plans submitted
Short definition	The Annual Performance Plan is the document that illustrates the planned performance target and budget for the next three years as well quarterly targets on the current year.
Purpose/importance	To provide for planning for Provincial Treasuries priorities and allocation of related resources
Policy linked to	PFMA
Source/collection of data	Copy of the final Annual Performance Plan
Means of verification	Reports submitted to Executive Authority and National Treasury
Method of calculation	Quarterly reports submitted
Data limitations	Incorrected or late submission of information
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Assist the Provincial Treasury to achieve its vision and mission
Indicator responsibility	Accounting Officer

TECHNICAL INDICATOR 1.9	
Indicator title	Number of risk registers approved
Short definition	Render efficient and effective management accounting,financial accounting,supply chain managent and risks management support through 1 risk register and 4 evaluation reports
Purpose/importance	To identify risks that may hinder the Provincial Treasuryt to achieve its objective
Policy linked to	PFMA
Source/collection of data	Prescribed legislative
Means of verification	Approved Risk Register
Method of calculation	No of Risk Registers, and No of Evaluation reports
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Sound Financial Management
Indicator responsibility	Accounting Officer

OFFICE OF THE CHIEF FINANCIAL OFFICER

TECHNICAL INDICATOR 1.10	
Indicator title	Provide sound Financial Management and Supply Chain Management services in Provincial Treasury
Short definition	Render efficient and effective management accounting,financial accounting,supply chain management and risks management support 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 indicator	Output
Calculation type	None cumulative for the year
Reporting cycle	Monthly/Annually
New indicator	No
Desired performance	Sound financial management and managed supply chain processes
Indicator responsibility	Chief Financial Officer

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

TECHNICAL INDICATOR 1.12	
Indicator title	Number of budget documents submitted in compliance with prescripts
Short definition	Render efficient and effective management Accounting,Financial Accounting,Supply Chain Managent 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 indicator	Output
Calculation type	Non Cumulative for the year
Reporting cycle	Budget cycle: Quartely
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) Calculation: Sum of invoices received with 30 days divided by Sum of invoices paid within 30 days multipiled by 100 equals percentage. Baseline= 210 982 452.09/210 982 452.09*100=100%
Purpose/importance	To provide sound financial management to Provincial Treasury and to ensure managed procurement processes within supply chain management guidelines
Policy linked to	PFMA
Source/collection of data	Prescribed legislative
Means of verification	Proof of payment within 30 days
Method of calculation	Percentage of Suppliers paid
Data limitations	None
Type of indicator	Out put
Calculation type	Non Cumulative for the year Numerator: No of invoices paid within 30 days/ Denominator: Total number of invoices received*100=%
Reporting cycle	Monthly
New indicator	No
Desired performance	Sound financial management
Indicator responsibility	Chief Financial Officer

INTERNAL AUDIT

TECHNICAL INDICATOR 1.14	
Indicator title	Provide efficient and effective internal audit services in Provincial Treasury
Short definition	Provide a responsive, value added and effective internal audit service to evaluate and improve the effectiveness of risk management, control and governance processes in the 4 Provincial Treasury programmes in 1 audit plan.
Purpose/importance	Provide an assurance and consulting service to evaluate the effectiveness of risk management, internal controls and governance in order for the Provincial Treasury to achieve its objectives. Internal audit plans are based on the risk assessment conducted for Provincial Treasury and reflect high risk areas that need to be audited and are approved by the Audit Committee.
Policy linked to	PFMA, Treasury Regulations, King IV Report, IIA Standards
Source/collection of data	Internal audit reports and audit progress reports presented both to the Audit Committee and Provincial Treasury
Means of verification	Reports submitted to Audit Committee and Provincial Treasury
Method of calculation	Number of reports issued on the execution of the audit plan.
Data limitations	None
Type of indicator	Outputs according to audit plans
Calculation type	Non Cumulative for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	Four (4) quarterly reports issued, indicating that risks are managed, governance processes functioning and controls are effective
Indicator responsibility	Chief Audit Executive

TECHNICAL INDICATOR 1.15	
Indicator title	Number of quarterly progress reports submitted on implementation of the audit plan
Short definition	The 4 quartely 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.
Policy linked to	PFMA, Treasury Regulations, King IV Report, IIA Standards
Source/collection of data	Internal audit reports and audit progress reports presented both to the Audit Committee and Provincial Treasury.
Means of verification	Reports submitted to Audit Committee and Provincial Treasury.
Method of calculation	Number of reports issued on the execution of the audit plan.
Data limitations	None
Type of indicator	Outputs according to audit plans

Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	Four Quarterly Reports issued, indicating that risks are managed, governance processes functioning and controls are effective
Indicator responsibility	Chief Audit Executive

PROGRAMME 2: SUSTAINABLE RESOURCE MANAGEMENT

PROVINCIAL ADMINISTRATION FISCAL DISCIPLINE

TECHNICAL INDICATOR 2.1	
Indicator title	Support provincial Votes and Public Entities to maximise and expand sustainable revenue generation and collection
Short definition	Support 12 Votes and 4 Public Entities on revenue maximisation and expansion • Monitor performance of revenue collection by departments • Review of tariffs annually • Review projections and provide 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	PFMA, DoRA
Source/collection of data	Revenue projection reports, Revenue trend reports, revenue analysis reports and bank statements
Means of verification	BAS reports and feedback provided to departments
Method of calculation	Number of reports, revenue information submitted and analysed Verify revenue collected against the projections
Data limitations	Incorrect data submitted
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 tarrif register
Purpose/importance	Assist departments with best practices and strategies with regards to revenue management maximisation of revenue collection
Policy linked to	PFMA
Source/collection of data	Approvals of Tarriffs Reviews
Means of verification	Tariff Register
Method of calculation	Applications received and approved
Data limitations	Incorrect information provided by Votes
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Effective revenue management and maximised provincial revenue collection
Indicator responsibility	Senior Manager: Provincial Administration Fiscal Discipline

TECHNICAL INDICATOR 2.3	
Indicator title	Number of consolidated revenue reports compiled
Short definition	Monitoring revenue maximisation and expansion. (12 Reports) Monitor: • Verification correction on the BAS report • Site visits at cash centres • One-on-on meetings with votes and Public Entities • Issue consolidated report
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 to Provincial Treasury
Method of calculation	Number of reports, revenue information submitted and analysed Check revenue collected against the projections Consolidate a report
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly, quarterly and annually
New indicator	No

Desired performance	Submission of reports
Indicator responsibility	Senior Manager: Provincial Administration Fiscal Discipline

TECHNICAL INDICATOR 2.4	
Indicator title	Number of Financial Statements on Provincial Revenue Fund prepared
Short definition	The sound management of the Revenue Fund
Purpose/importance	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	Adjustments of figures by Votes
Type of indicator	Output
Calculation type	Annually
Reporting cycle	Annually
New indicator	No
Desired performance	Accurate information and clean audit
Indicator responsibility	Senior Manager: Provincial Administration Fiscal Discipline

TECHNICAL INDICATOR 2.5	
Indicator title	Number of Votes and Public Entities debt reports analysed
Short definition	To analyse debtors reports of 12 Votes and 4 Public Entities and provide feedback Analyse: • Verifications of reports versus BAS report • Age analysis of debtors and classification • Compile a consolidated feedback report
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	Reports received
Means of verification	Budget book, Analysis feedback
Method of calculation	Number of reports issued
Data limitations	Accuracy of reports submitted
Type of indicator	Output
Calculation type	Non cumulative for the year
Reporting cycle	Annually
New indicator	No
Desired performance	Effective revenue management and maximised provincial revenue collection
Indicator responsibility	Senior Manager: Provincial Administration Fiscal Discipline

BUDGET AND EXPENDITURE MANAGEMENT

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

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

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

TECHNICAL INDICATOR 2.9	
Indicator title	Number of consolidated 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 Votes
Means of verification	IYM reports submitted to National Treasury
Method of calculation	Number of reports compiled and submitted per month (IYM)
Data limitations	Accuracy of reports received from Votes
Type of indicator	Non-cumulative
Calculation type	Quantity of reports compiled
Reporting cycle	Monthly (IYM) and quarterly (Financial data)
New indicator	No
Desired performance	Timeous submission of accurate reports by Votes
Indicator responsibility	Senior Manager : Budget and Expenditure Management

MUNICIPAL FINANCE

TECHNICAL INDICATOR 2.10	
Indicator title	Provide support and monitor Municipalities on the implementation of the MFMA
Short definition	Provide advice, support on financial management and the implementation of the MFMA to 20 Municipalities Support • Collection of draft budgets • Training on new reforms issued by National Treasury • Perform a bench mark exercise on municipal draft budgets • Review the draft budgets and provide feedback to Municipalities • Issue periodical reporting circulars with timelines, as guided by National Treasury • Remind Municipalities to produce progress reports on Special Merit Cases Monitor • Prepare and issue non-compliance letters with prescripts and other National Treasury circulars • Identify unfunded and funded budgets advice on corrections • Issue reports on findings
Purpose/importance	Provides support and advice to Municipalities to have accurate and credible budgets and to improve financial management of Municipalities
Policy linked to	PFMA
Source/collection of data	Monthly reports submitted
Means of verification	Analysis reports and feedback reports
Method of calculation	Number of reports submitted and analysed
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Monthly, quarterly and annually
New indicator	No
Desired performance	Achievement on more Municipalities submitting accurate and credible reports and the budget within timeframes as per MFMA
Indicator responsibility	Senior Manager : Municipal Finance Management

TECHNICAL INDICATOR 2.11	
Indicator title	Number of consolidated municipal budget statements compiled, published and submitted to Provincial Legislature
Short definition	Provide support and monitor the submission of Section 71 reports of MFMA by Municipalities – 4 quarterly reports Support • Collection of draft budgets • Perform a bench mark excise on municipal draft budgets • Review the draft budgets and give feedback to Municipalities • Issue periodical reporting circulars with timelines, as guided by National Treasury Monitor • Prepare and issue non-compliance letters with prescripts and other National Treasury circulars

	• Identify unfunded and funded budgets advice on the corrections • Issue reports on findings
Purpose/importance	To ensure credible monthly and quarterly reports are submitted and complying to the legislation
Policy linked to	MFMA
Source/collection of data	Municipal Budget submissions, IDP, SDBIP, In Year Monitoring reports, monthly analysis reports
Means of verification	Local Government Database
Method of calculation	Local Government Database, SDBIP as well as non-financial reports.
Data limitations	Incomplete and non-submission of reports
Type of indicator	Impact
Calculation type	Cumulative - for the year
Reporting cycle	Monthly and quarterly
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 2.12	
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 indicator	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 and provide 1 consolidated engagement feedback report
Purpose/importance	To provide early warning indicators for impending financial distress

Policy linked to	MFMA
Source/collection of data	Municipal Budget submissions, IDP, SDBIP, In Year Monitoring reports, monthly analysis reports
Means of verification	Mid-year performance engagement reports
Method of calculation	Local Government Database, Monthly IYM reports, SDBIP as well non-financial reports.
Data limitations	Incomplete and non-submission of reports
Type of indicator	Impact
Calculation type	Cumulative - for the year
Reporting cycle	Bi- Annually
New indicator	No
Desired performance	Budgets which are aligned to realistic revenue and expenditure estimates
Indicator responsibility	Senior Manager : Municipal Finance Management

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

TECHNICAL INDICATOR 2.15	
Indicator title	Number of municipalities supported to improve revenue management and debt collection
Short definition	Engagement with 8 municipalities (Msukaligwa, Lekwa, Mkhondo, Thaba Chweu, Emalahleni, Emakhazeni, Govan Beki and Dipaleseng) on simplified revenue enhancement and compile a consolidated report Engagement: Analysis of revenue management of the municipalities and develop action plans. Quarterly monitoring of implementation of action plans
Purpose/importance	To improve financial viability in municipalities.
Policy linked to	MFMA
Source/collection of data	Section 71 reports and National database.

Means of verification	Section 71 reports
Method of calculation	Local Government Database.
Data limitations	Incomplete and non-submission of reports
Type of indicator	Impact
Calculation type	Cumulative - for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Improvement of revenue baselines in municipalities
Indicator responsibility	Senior Manager : Municipal Finance Management

TECHNICAL INDICATOR 2.16	
Indicator title	Number of municipalities monitored on implementation of Audit Response Plan based on the 2015/16 audit outcomes monitored.
Short definition	Municipalities supported to develop and implement audit response plans.
Purpose/importance	To improve municipal audit outcomes.
Policy linked to	MFMA
Source/collection of data	Audit reports & quarterly reports on the implementation of audit remedial plans.
Means of verification	Audit reports & quarterly reports
Method of calculation	Quantitative.
Data limitations	Non submission of annual financial statements, quality of remedial plans and capacity to implement them
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Improved audit outcome of municipalities
Indicator responsibility	Senior Manager : Municipal Finance Management

INFRASTRUCTURE CO-ORDINATION

TECHNICAL INDICATOR 2.16		
Indicator title	Coordinate the delivery of Infrastructure in the Province.	
Short definition	This is a process of providing support and monitoring 7 Provincial Departments on infrastructure planning and delivery.	
Purpose/importance	Support	• Assist with ad-hoc training on infrastructure and built environment standards • Analyse the infrastructure challenges and advise the department on options • Attend Infrastructure Committee meetings to clarify the reporting frameworks and standards
	Promote	• Assist departments and other role-players with better understanding;

	Assist Votes with best practices and strategies with regards to infrastructure projects
Policy linked to	PFMA
Source/collection of data	Monthly, Quarterly Infrastructure Reporting Model (IRM) reports submitted to National Treasury, Annual User Asset Management Plans, Quarterly Effectiveness reports
Means of verification	Site reports
Method of calculation	Number of reports , evaluated and submitted to National Treasury
Data limitations	Non submission and poor quality of reports submitted by Departments
Type of indicator	Impact
Calculation type	Cumulative - for the year
Reporting cycle	Monthly, quarterly and annually
New indicator	Quarterly Effectiveness reports – now legislated in the Division of Revenue Act
Desired performance	improved quality of properly selected prioritised, designed, constructed and maintained infrastructure
Indicator responsibility	Senior Manager: Infrastructure Coordination

TECHNICAL INDICATOR 2.17	
Indicator title	Number of Infrastructure Reporting Model analysis reports provided
Short definition	Non-financial information and Project/Programme monitoring reports compiled and submitted by Infrastructure Departments. Monitoring of infrastructure implementation.
Purpose/importance	Ensure that appropriate spending on infrastructure occurs. Monitor • All Reports received and analysed and issue 12 feedback reports • Analyse Infrastructure reports of the Departments • Identify gaps in the implementation of the standards, regulations or acts • Issue reports on findings • Issue periodical reporting circulars with timelines • Review Infrastructure reports of stakeholders and provide inputs for improvements Analyse • Read through the document; • Make findings of the understanding of the document, possibly the future position - financially or physically • How the information presented in the document, affects other reports already submitted or statutory requirements.
Policy linked to	PFMA
Source/collection of data	Infrastructure Reporting Module, Site visits.
Means of verification	Operational plan activities
Method of calculation	Number of reports submitted. Number of sites visited.
Data limitations	Quality of information on IRM.
Type of indicator	Economy and efficiency
Calculation type	Cumulative for the year

Reporting cycle	Annually
New indicator	No
Desired performance	Accurate reporting, prudent planning and Expenditure.
Indicator responsibility	Senior Manager : Infrastructure Coordination

TECHNICAL INDICATOR 2.17	
Indicator title	Number of User Asset Management plan (Infrastructure plans) analysis provided.
Short definition	User Asset Management Plan is used for Infrastructure Planning and monitoring that is 6 drafts are submitted with first Budget Submissions and 7 final plans are submitted with final budget submissions.
Purpose/importance	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 Analyse: • Read through the document • Make findings of the understanding of the document, possibly the future position – Financially or physically. • How the information presented in the document, affects other reports already submitted or statutory requirements. Reduce ad-hoc planning and increase value for money.
Policy linked to	PFMA
Source/collection of data	User Asset Management Plans, B5 table on EPRE
Means of verification	Feedback reports
Method of calculation	Number
Data limitations	None
Type of indicator	Efficiency and Economy.
Calculation type	Annual
Reporting cycle	Bi-annually
New indicator	No
Desired performance	Reduce the cost of infrastructure, and thus increase value for money.
Indicator responsibility	Senior Manager: Infrastructure Coordination

PROVINCIAL SUPPLY CHAIN MANAGEMENT

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

TECHNICAL INDICATOR 3.2	
Indicator title	Number of votes, municipalities and public entities assessed on compliance with SCM framework
Short definition	Compliance to SCM framework - 12 Votes, 20 Municipalities and 4 Public Entities with 4 consolidated reports
Purpose/importance	Obtain, review, consolidate and submit progress reports to management and National Treasury. Improved governance

	through implementing effective SCM processes and practices Assess • Receive, analyse and provide written feedback on: ○ policies and procedures ○ procurement plans ○ monthly reports ○ monthly 30-day payment reports ○ audit action plans ○ deviations on SCM Support • Conduct workshops • Conduct one-on one and group discussions/ meetings Analyse • Scrutinise documents and provide findings and feedback recommendations
Policy linked to	SCM Framework
Source/collection of data	Reports
Means of verification	Reports submitted
Method of calculation	Analysis of reports
Data limitations	None
Type of indicator	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

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. Monitor • Receive and analyse: ○ liabilities registers and provide written feedback Support • Conduct workshops, • Hold Meetings Analyse • Read through the document; • Make findings of the understanding of the document, possibly the future position- financially or physically. • How the information presented in the document, affects other reports already submitted or statutory requirements.
Purpose/importance	Improve provincial financial sustainability

Policy linked to	PFMA, MFMA and Treasury Regulations
Source/collection of data	Financial systems, annual reports, lease agreements, litigation reports, retention.
Means of verification	Reports and registers
Method of calculation	Analysis of reports
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative - for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	Effective management of liabilities in the province
Indicator responsibility	Public Sector Liabilities sub-programme

TECHNICAL INDICATOR 3.4	
Indicator title	Number of analyses on compliance to liability management guidelines
Short definition	This is a continuous engagement with stakeholders (12 Votes, 19 Municipalities and 4 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
Purpose/Importance	Monitor: • Receive, analyse and provide written feedback to MANCO ○ policies and procedures ○ liabilities registers ○ audit action plans Support: • Conduct workshops, • Conduct one-on one and forums/ meetings Analyse: • Scrutinise documents and provide input and feedback; document and recommendations on how the information presented affects other reports already submitted or statutory requirements.
Policy linked to	PFMA, MFMA
Source/collection of data	Financial systems, annual reports, lease agreements, retention and guarantee registers of Votes, Public Entities and Municipalities.
Means of verification	Data of reports
Method of calculation	Number of reports issued on management of public sector liability management by Votes, Public Entities and Municipalities.
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative - for the year
Reporting cycle	Monthly and quarterly
New indicator	No
Desired performance	Effective management of liabilities in the province
Indicator responsibility	Manager: Public Sector Liabilities Management

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 4 Public Entities through the implementation and maintenance of a systems of internal controls.
Purpose/importance	Monitor: • Receive, analyse and provide feedback on: ○ policies and procedures ○ asset registers ○ reconciliations reports ○ quarterly reports ○ asset management plans ○ audit action plans Support: • Conduct workshops, • Conduct one-on-one and group discussions/ meetings Analyse: • 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 data	Audit reports, Asset registers, Asset Management Plans
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 indicator	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 asset management framework norms and standards
Short definition	Monitor, support and the implementation of the MPAMPF and legislative frameworks (PFMA, MFMA, GIAMA, Treasury Regulations) in 4Votes – Department of Health, Department of Education, Department of Agriculture, Rural Development, 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. 2 Disclaimer and 7 Qualified Municipalities.
Purpose/importance	Receive, analysis and provide feedback on asset management plans, asset management policies and procedures,

	quarterly reports and audit outcome action plans. Monitor • Receive, analyse and provide feedback on: ○ policies and procedures ○ asset registers ○ reconciliations reports ○ quarterly reports ○ asset management plans ○ audit action plans Support • Conduct workshops, • Conduct one-on-one and group discussions/ meetings Analyse • Scrutinise documents and provide input and feedback
Policy linked to	PFMA, MFMA, GIAMA and MPAMPF
Source/collection of data	Audit reports, Asset Registers, Asset Management Plans
Source/collection of data	Assets registers, financial reports, financial statements, audit outcomes
Means of verification	Reports, attendance registers, asset management plans
Method of calculation	Analysis of reports and plans
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative - for the year
Reporting cycle	Monthly, quarterly and annually
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 3.7	
Indicator title	Number of votes, municipalities and public entities supported on compliance to inventory management framework norms and standards
Short definition	Monitor, support and the implementation of the legislative frameworks (PFMA, Treasury Regulations) in 8 Votes – Department of Corporate Governance and Traditional Affairs, Department of Argiculture, Rural Development, Land and Environmental Affairs, Department of Education, Department of Public Works, Roads and Transport, Department of Community Safety, Security and Liaison, Department of Health, Department of Culture, Sport and Recreation and Department of Social Development
Purpose/importance	Receive, analysis and provide feedback on asset management plans, asset management policies and procedures, quarterly reports and audit outcome action plans. Monitor • Receive, analyse and provide feedback on: ○ policies and procedures ○ inventory registers

	○ reconciliations reports ○ quarterly reports ○ audit action plans Support • Conduct workshops, • Conduct one-on-one and group discussions/ meetings Analyse • Scrutinise documents and provide input and feedback
Policy linked to	PFMA,
Source/collection of data	Audit reports, Inventory Registers
Source/collection of data	Inventory registers, financial reports, financial statements, audit outcomes
Means of verification	Reports, attendance registers
Method of calculation	Analysis of reports and plans
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative - for the year
Reporting cycle	Monthly, quarterly and annually
New indicator	Yes
Desired performance	Improve the management and accounting of inventory management
Indicator responsibility	Senior Manager: Physical Asset Management

INTERLINKED FINANCIAL SYSTEMS

TECHNICAL INDICATOR 3.8	
Indicator title	Provide business support on transversal systems
Short definition	To provide business support on transversal systems – 12 Votes
Purpose/importance	Improve compliance to systems rules, regulations which then assist in the executives' decision making. Monitor: Print and analyse system reports and provide written feedback: ○ trial balance, ○ balanced scorecard ○ Audit trail reports ○ Resource Allocation Control Facility (RACF) reports Support: • Operate helpdesk • End user support • Training • Workshops • One-on-one visits Analyse: Scrutinise documents and provide input and feedback; .

Policy linked to	PFMA, PSA, Treasury Regulations, MISS
Source/collection of data	Reports
Means of verification	Reports and registers
Method of calculation	Analysis of source data
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative monthly
Reporting cycle	Monthly and quarterly
New indicator	No
Desired performance	Improved management of transversal systems
Indicator responsibility	Senior Manager: Interlinked Financial Systems

TECHNICAL INDICATOR 3.9	
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: Print and analyse system reports and provide written feedback on: o trial balance, o balanced scorecard o Audit trail reports o Resource Allocation Control Facility (RACF) reports Support: • Operate helpdesk • End user support • Training • Workshops • One-on-one visits Analyse: Scrutinise documents and provide input and feedback;
Policy linked to	PFMA, PSA, IT Governance MISS
Source/collection of data	RACF reports, Systems reports, Balance Score Card
Means of verification	System Reports
Method of calculation	Analysis of source data
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative monthly
Reporting cycle	Quarterly
New indicator	No

Desired performance	Improved the use of transversal systems to ensure proper allocation and data utilisation
Indicator responsibility	Senior Manager: Interlinked Financial Systems

INFORMATION TECHNOLOGY

TECHNICAL INDICATOR 3.10	
Indicator title	Provide an enabling environment and systems for sound corporate governance of ICT in Mpumalanga Province
Short definition	To install and support ICT infrastructure to 12 Votes within the Mpumalanga Provincial Government Monitor and support the implementation of ICT Governance Framework in 12 Votes and 20 Municipalities
Purpose/importance	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; How the information presented in the document, affects other reports already submitted or statutory requirements.
Policy linked to	PFMA , MFMA, MISS, IT Governance framework
Source/collection of data	Reports
Means of verification	Reports and registers
Method of calculation	Number of report issued and analysed
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative - for the year
Reporting cycle	Daily, monthly and quarterly
New indicator	No
Desired performance	Improved operational efficiency through Information Communication Technology
Indicator responsibility	Senior Manager: Information Technology

TECHNICAL INDICATOR 3.11	
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. Sum of quarterly uptime percentage divided by the number of sites equals to average uptime percentage. Average=98.07% Provide • Install and manage ICT networks Monitor Receive and analyse reports on: • Network availability Support • ICT networks
Policy linked to	PFMA, IT Governance Framework, SITA Act, MISS
Source/collection of data	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 expresed in percentage (%)
Reporting cycle	Monthly
New indicator	No
Desired performance	Reduced downtime and maximize productivity.
Indicator responsibility	Senior Manager: Information Technology

TECHNICAL INDICATOR 3.12	
Indicator title	Percentage of calls responded to within 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= 5350/53641*100=99.7%
Purpose/importance	To manage IT resources more effectively without unnecessary downtime and loss of productivity.
Policy linked to	PFMA, IT Governance Frameworks
Source/collection of data	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 indicator	Output
Calculation type	Cumulative, Numerator = number of calls attended in 8 hours/Denominator: number of calls logged Baseline= 5350/5364*100=99.7%
Reporting cycle	Daily
New indicator	No
Desired performance	Reduced downtime and maximize productivity.
Indicator responsibility	Senior Manager: Information Technology

TECHNICAL INDICATOR 3.13	
Indicator title	Number of Votes and Municipalities supported on IT Governance (IT Audit Outcomes, IT risk assessment)
Short definition	Assist with 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	Assist Votes and Municipalities to obtain a higher level of maturity on Information Technology governance 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: • Return quarterly feedback to MANCO • Assist with IT Risk assessment workshops, • Visit Stakeholders on a one-on-one basis. • Compliance to Information Communication Technology policies and standards)
Policy linked to	PFMA, MFMA, IT Governance Framework, MISS
Source/collection of data	Audit reports
Means of verification	Audit Reports
Method of calculation	Analysis of source data
Data limitations	The reliability of information provided by Votes and Municipalities
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Higher level of maturity and positive audit outcomes
Indicator responsibility	Senior Manager: Information Technology

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 4 Public Entities in terms of accounting standards and financial statements. • 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	PFMA and GRAP Standards
Source/collection of data	Trial balance reports, Interim financial statements and annual financial statements submitted by Votes, Municipalities and Public Entities
Means of verification	Reports
Method of calculation	Analysis of source data
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Monthly, quarterly and annually
New indicator	No
Desired performance	Improved compliance to Accounting standards and reporting frameworks by Votes, Municipalities and Public Entities
Indicator responsibility	Senior Manager: Accounting Services

TECHNICAL INDICATOR 4.2	
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, and 4 Public Entities in terms of accounting standards and financial statements. Trained • Training on financial statements and accounting standards Advised • Analyse the trial balance and advise the department on issues to be corrected

	• Issue periodical reporting circulars with timelines. Supported • Attend audit steering committee meetings to clarify the reporting framework and accounting standards • 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	PFMA and GRAP Standards
Source/collection of data	Trial balance reports, Interim financial statements and annual financial statements submitted by Votes, Municipalities and Public Entities
Means of verification	Reports
Method of calculation	Analysis of source data
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Monthly, quarterly and annually
New indicator	No
Desired performance	Improved compliance to Accounting standards and reporting frameworks by Votes, Municipalities and Public Entities
Indicator responsibility	Senior Manager: Accounting Services

TECHNICAL INDICATOR 4.3	
Indicator title	Votes and Public Entities received feedback on interim financial statements analysed
Short definition	This is a process of casting, verifying and checking completeness of figures and accounting policies on the 12 Votes and 4 Public Entities and provide feedback reports. • 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: • Meet reporting requirements • Improve quality of IFS disclosure • Improved Audit outcomes • Improve timely submission of AFS
Policy linked to	PFMA
Source/collection of data	Financial Statements for Votes and Public Entities and Internal Audit reports
Means of verification	IFS
Method of calculation	None
Data limitations	Non-submission of IFS
Type of indicator	Output
Calculation type	Non cumulative

Reporting cycle	Quarterly
New indicator	No
Desired performance	Accurate Financial Statements
Indicator responsibility	Senior Manager: Accounting Services

TECHNICAL INDICATOR 4.4	
Indicator title	Municipalities supported and monitored on preparation of financial statements and audit processes
Short definition	It is a process guided by the GRAP standards for 12 Municipalities
Purpose/importance	To provide guidance and support on Accounting standards and financial statements to enable full disclosure and compliance to accounting standards Support • 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 • 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	Consolidated annual financial statements for Votes and Public Entities tabled in the Provincial Legislature
Short definition	It's a process of compiling one set of consolidated financial statements and tabling to the Provincial Legislature in line with Section 19 of the Public Finance Management Act, No. 1 of 1999
Purpose/importance	To promote accountability in public sector institutions through consolidation of financial statements To comply with the PFMA, No. 1 of 1999

Policy linked to	PFMA
Source/collection of data	Annual financial statements submitted by Votes and Public Entities
Means of verification	AFS
Method of calculation	Analysis of source data
Data limitations	None submission of AFS
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improved reporting and timely submission of consolidated financial statements
Indicator responsibility	Senior Manager: Accounting Services

NORMS AND STANDARDS

TECHNICAL INDICATOR 4.6	
Indicator title	Improve the systems of internal controls in public sector institutions
Short definition	Utilise available sources of information to monitor the implementation of remedial actions to improve the systems of internal controls
Purpose/importance	Strengthen the internal control systems and reduce the level of non-compliance
Policy linked to	PFMA and MFMA
Source/collection of data	Risk management plans of Votes, Municipalities and Public Entities, internal and external audit reports issued
Means of verification	Action plans
Method of calculation	Analysis of source data
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Monthly, quarterly and annually
New indicator	No
Desired performance	Improved internal controls and compliance with legislation and improved corporate governance
Indicator responsibility	Senior Manager: Norms and Standards

TECHNICAL INDICATOR 4.7	
Indicator title	Votes monitored on the remedial action plans for Financial Management
Short definition	Monitor the improvement of financial management controls in 6 Votes
Purpose/importance	Improve systems of internal control
Policy linked to	PFMA
Source/collection of data	MPAT / FMCMM / audit findings
Means of verification	Progress reports

Method of calculation	Analysis of source data
Data limitations	Non-completion of the action plans
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Annually
New indicator	Yes
Desired performance	To improve internal control systems in departments public entities
Indicator responsibility	Senior Manager: Norms and Standards

TECHNICAL INDICATOR 4.8	
Indicator title	Action plans analysed for completeness on audit findings for Votes and Public Entities
Short definition	Analyse audit action plans received from 12 Votes and 4 Public Entities to determine if all issues in the audit management letters and audit reports have been included.
Purpose/importance	All matters raised will be addressed
Policy linked to	PFMA
Source/collection of data	AG action plans
Means of verification	Remedial action plans analysed
Method of calculation	Analysis of source data
Data limitations	Non-completion of the action plans
Type of indicator	Output
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To improve internal control systems in Votes and Public Entities
Indicator responsibility	Senior Manager: Norms and Standards

TECHNICAL INDICATOR 4.9	
Indicator title	Votes and Public Entities monitored on audit findings action plans (Human Resources)
Short definition	Monitored: Follow up on AG (Human Resource Management) outstanding issues for 5 Votes and 2 Public Entities informed by the audit outcomes and findings
Purpose/importance	Improved systems of internal control
Policy linked to	PFMA
Source/collection of data	AG action plans
Means of verification	Monthly progress reports
Method of calculation	Analysis of source data
Data limitations	Non-completion of the action plans and progress reports
Type of indicator	Output
Calculation type	Cumulative- for the year

Reporting cycle	Quarterly
New indicator	No
Desired performance	To improve internal control systems in Votes and Public Entities and move to level 4
Indicator responsibility	Senior Manager: Norms and Standards

TECHNICAL INDICATOR 4.10	
Indicator title	Action plans analysed for completeness on audit findings for 20 Municipalities
Short definition	Analyse audit action plans received from Municipalities 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 Municipalities in the Province that have been delegated to the Provincial Treasury
Purpose/importance	All matters raised will be addressed
Policy linked to	MFMA
Source/collection of data	AG action plans
Means of verification	Remedial action plans analysed
Method of calculation	Analysis of source data
Data limitations	Non-completion of the action plans
Type of indicator	Output
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To improve internal control systems in Votes and Public Entities
Indicator responsibility	Senior Manager: Norms and Standards

TECHNICAL INDICATOR 4.11	
Indicator title	Municipalities monitored on audit findings action plans (Human Resources)
Short definition	Monitored: Follow up on AG (Human Resource Management) outstanding issues for 9 Municipalities informed by the audit outcomes and findings
Purpose/importance	Improved systems of internal control
Policy linked to	MFMA
Source/collection of data	AG action plans
Means of verification	Monthly progress reports
Method of calculation	Analysis of source data
Data limitations	Non-completion of the action plans and progress reports
Type of indicator	Output
Calculation type	Cumulative- for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	To improve internal control systems in Municipalities

Indicator responsibility	Senior Manager: Norms and Standards

TECHNICAL INDICATOR 4.12	
Indicator title	Risk assessment reports for Votes, Public Entities and Municipalities analysed to ensure inclusion of high risk areas
Short definition	4 Votes, 2 Public Entities and 5 Municipalities' risk assessment reports analysed • Analyse risk assessment reports to identify that all high risk areas are included • Identify gaps • Issue reports on findings and recommendations for improvement
Purpose/importance	Improve document management
Policy linked to	PFMA and MFMA
Source/collection of data	Risk assessment reports of Votes, Public Entities and Municipalities
Means of verification	Analysis of risk assessment reports and external and internal audit findings
Method of calculation	Actual implementation
Data limitations	None
Type of indicator	Output
Calculation type	Non Cumulative- for the year
Reporting cycle	Annually
New indicator	Yes
Desired performance	To improve risk assessment processes and increase internal audit coverage
Indicator responsibility	Senior Manager: Norms and Standards

PROVINCIAL RISK MANAGEMENT

TECHNICAL INDICATOR 4.13	
Indicator title	Facilitate effective implementation of risk management processes
Short definition	Provide guidance and support to 12 Votes, 20 Municipalities and 4 Public Entities on Enterprise Risk Management Processes
Purpose/importance	Improve the risk management processes and reduce the level of non-compliance
Policy linked to	PFMA, MFMA and Risk Management standards
Source/collection of data	Risk assessment reports, Risk Management Committee Evaluation Reports and FMCMM
Means of verification	Reports
Method of calculation	Analysis of source data
Data limitations	None submission of inputs by stakeholders
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Monthly/Quarterly and Annually
New indicator	No

Desired performance	Improved the Risk Management Maturity levels and processes
Indicator responsibility	Manager: Provincial Risk Management

TECHNICAL INDICATOR 4.14

Indicator title	Revised Enterprise Risk Management (ERM) framework 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 FMCMM
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 4.15

Indicator title	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: • Evaluation of the effectiveness of Risk Management Committees • Evaluation of Risk Assessment reports and provide feedback 5 Votes, 2 Public Entities and 8 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, FMCMM
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	Guideline 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 FMCMM
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	Strategic Support Plans issued on implementation of Risk management
Short definition	A process of analysing the FMCMM results, Drafting and issuing of the Strategic Support Plan: 4 Votes, 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	FMCMM Results
Means of verification	Reports
Method of calculation	Analysis of source data
Data limitations	None availability of the FMCMM 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

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 4 Public Entities to fully implement standardised internal audit processes • Analyse internal audit plans by using template designed • Attend Audit Committee meetings • Evaluate the proceedings of the meeting in terms of the following standards: o Composition and quality; o Understanding Business and Risks; o Oversight of Internal and external auditors; o Process and procedures: o Communication • Issue reports to Accounting Officers with recommendations for improvements Strengthen the internal audit processes and reduce the level of non-compliance
Policy linked to	PFMA, MFMA
Source/collection of data	Internal audit plans and reports issued and completed evaluation questionnaire for Audit Committees
Means of verification	Audit plans
Method of calculation	Analysis of source data
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Monthly, quarterly and annually
New indicator	No
Desired performance	Improved internal audit processes and corporate governance
Indicator responsibility	Assistant Manager: Provincial Internal Audit

TECHNICAL INDICATOR 4.19		
Indicator title	Percentage of internal audit plans that were received, analysed	
Short definition	100% internal audit plans received	• All internal audit plans received and analysed • Sum of plans received divided by Sum of plans analysed multiply by 100 equals to total Percentage Baseline= 27/27/100=100% • Number expected= 12 Votes, 20 Municipalities and 4 Public Entities

	• bi-annually (1st quarter Municipalities and 4th quarter its Votes and Public Entities)) • Receive Internal Audit Plans (100% of Internal Audit plans received and analysed refers to all internal audit plans submitted) • Analyse the plans by using template designed • Issue reports on findings • Maintain register of Internal audit plans received, analysed and feedback provided
Purpose/importance	Improve audit coverage in the Province
Policy linked to	PFMA, MFMA and Treasury Regulations
Source/collection of data	Internal Audit plans received from Votes, Municipalities and Public Entities
Means of verification	Audit plans
Method of calculation	Analysis in terms of predetermined questionnaire
Data limitations	None submission of Internal Audit plans by Votes, Municipalities and Public Entities on the required time frame
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Bi -Annually
New indicator	No
Desired performance	Improved internal audit processes and corporate governance
Indicator responsibility	Assistant Manager: Provincial Internal Audit

TECHNICAL INDICATOR 4.20	
Indicator title	Number of municipalities with functional audit committees
Short definition	This is a framework that is used to assess and improve the effectiveness of the audit committees within the governance structures

Purpose/importance	• Attend Audit Committee meetings
	• Evaluate the proceedings of the meeting in terms of the following standards:
	  ○ Composition and quality;
	  ○ Understanding business and risks;
	  ○ Oversight of Internal and external auditors;
	  ○ Process and procedures:
	  ○ Communication

Policy linked to	MFMA
Source/collection of data	Audit Committee meetings
Means of verification	Audit plans
Method of calculation	Analysis in terms of predetermined questionnaire
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Bi -Annually

New indicator	No
Desired performance	Improved internal audit processes and corporate governance
Indicator responsibility	Assistant Manager: Provincial Internal Audit

TECHNICAL INDICATOR 4.21	
Indicator title	Number of evaluations performed on the effectiveness of Audit Committees
Short definition	This is a framework that is used to assess and improve the effectiveness of the audit committees within the governance structures.
Purpose/importance	• Attend Audit Committee meetings • Evaluate the proceedings of the meeting in terms of the following standards: o Composition and quality; o Understanding business and risks; o Oversight of Internal and external auditors; o Process and procedures: o Communication Issue feedback reports with Accounting Officers commitment: 12 for Votes, 16 for Municipalities and 2 for Public Entities Improve the functionality of Audit Committees in the Province
Policy linked to	PFMA, MFMA
Source/collection of data	Audit Committee meetings
Means of verification	Audit reports
Method of calculation	Observation of audit committee meeting proceedings and predetermined questionnaire
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting cycle	Monthly
New indicator	No
Desired performance	Improved internal audit processes and corporate governance
Indicator responsibility	Assistant Manager: Provincial Internal Audit

TECHNICAL INDICATOR 4.22	
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 1 report 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 indicator	Output
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improve the compliance to IIA Standards
Indicator responsibility	Assistant Manager: Provincial Internal Audit

TECHNICAL INDICATOR 4.23	
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	1 follow-up report 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 indicator	Output
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improve the compliance to IIA Standards
Indicator responsibility	Assistant Manager: Provincial Internal Audit

TECHNICAL INDICATOR 4.24	
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 2 Votes, 1 Public Entity and 2 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 indicator	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	Assistant Manager: Provincial Internal Audit

ANNEXURE F:

Changes as reported in the APP 2016/17:

a) CHANGES TO STRATEGIC PLAN'S STRATEGIC GOALS

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

Previous Strategic Goals:

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

Links	Strengthening performance and management of public resources in provincial departments, public entities and municipalities. MTSF priority 9: responsive, accountable, effective and efficient developmental local government system, PFMA, MFMA & other relevant legislations
Strategic Goal 4	Efficient and effective financial and corporate governance
Goal Statement	Ensure efficient and effective financial and corporate governance in the province in line with legislation by 2014.
Justification	Improved compliance to prescribed frameworks and legislation by Departments, public entities and municipalities
Links	MTSF priority 9: responsive, accountable, effective and efficient developmental local government system and the PFMA, MFMA, MTSF, NDP, Vision 2030 and MEGDP

New Strategic Goals:

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

b) CHANGES TO STRATEGIC PLAN'S STRATEGIC OBJECTIVES

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

Programme 1: Office of the Chief Financial Officer

Old: Strategic Objective 1 :	Provide sound financial and supply chain management services to the Department
Objective Statement	Render efficient and effective management accounting,financial accounting,supply chain managent and risks management support by 12 financial reports
Baseline	12 IYM reports and 1 annual financial statement
Justification	Sound financial management as prescribed in PFMA
Links	MTSF priotity 12: An efficent, effective and developmet orinetated public service. Compliance to PSA, PMFA, MFMA, MTSF and other related legislative frameworks.

New: Strategic Objective 1:	Provide sound Financial Management and Supply Chain Management services in Provincial Treasury
Objective Statement	Render efficient and effective management accounting,financial accounting,supply chain managent and risks management support by 12 financial reports
Baseline	12 IYM reports and 1 annual financial statement
Justification	Sound financial management as prescribed in PFMA
Links	MTSF priotity 12: An efficent, effective and developmet orinetated public service. Compliance to PSA, PMFA, MFMA, MTSF and other related legislative frameworks.

Programme 1: Internal Audit

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

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

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

Programme 2: Economic Analysis

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

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

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

Programme 2: Budget and Expenditure Management

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

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

Old: Municipal Finance	
Strategic Objective 1	Provide support and monitor municipalities on the implementation of the MFMA
Objective Statement	Provide advice, support on financial management and the implementation of MFMA to 20 municipalities(Support
Baseline	Provide support and monitor 21 municipalities
Justification	Ensure the fiscal discipline and enhancement of service delivery in the municipalities

Old: Municipal Finance	
Links	MTSF priority 9: responsive, accountable, effective and efficient developmental local government system. Compliance to PMFA, MFMA, MTSF and legislative frameworks.

New: Municipal Finance	
Strategic Objective 1	Provide support and monitor municipalities on the implementation of the MFMA
Objective Statement	Provide advice, support on financial management and the implementation of MFMA to 20 municipalities(Support
Baseline	Provide support and monitor 20 municipalities
Justification	Ensure the fiscal discipline and enhancement of service delivery in the municipalities
Links	MTSF priority 9: responsive, accountable, effective and efficient developmental local government system. Compliance to PMFA, MFMA, MTSF and legislative frameworks.

Programme 2: Infrastructure Co-ordination

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

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

Programme 3: Provincial Supply Chain Management

Old: Strategic Objective 1	Monitor and support the implementation of Supply Chain Management Framework
Objective Statement	Oversee and monitor the implementation of Supply Chain Management framework by providing guidance and support to enhance sound financial management and accountability.- 12 Votes, 21 municipalities and 4 public entities
Baseline	12 Votes, 21 municipalities and 4 Public Entities
Justification	Improve compliance on supply chain management framework
Links	MTSF priotity 12: An efficent, effective and development orientated public service. MTSF priority 9: responsive, accountable, effective and efficient developmental local government system. Compliance to PFMA, MFMA, MTSF and legislative frameworks.

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

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

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

Financial Assets Management : Function shift to *Provincial Administration Fiscal Discipline*	
Old Strategic Objective 1	Monitor and support the management of financial assets
Objective Statement	To monitor and support the management of cash in the province in 12 Votes and Provincial Legislature
Baseline	12 Votes and Provincial Legislature
Justification	Timely availability of cash to ensure that votes pay their service providers
Links	MTSF priotity 12: An efficent, effective and development orientated public service. MTSF priority 9: responsive, accountable, effective and efficient developmental local government system. Compliance to PFMA, MFMA, MTSF and legislative frameworks.
New: Removed	Functions shifted to ***Provincial Administration Fiscal Discipline***

Programme 3: Public Sector Liabilities Management

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

New: Strategic Objective 1:	Provide support to comply with relevant Legislation on liabilities management
Objective Statement	To monitor and support provincial institutions on the effective management of liabilities in 12 Votes, 21 municipalities and 4 Public Entities.
Baseline	12 votes, 20 municipality and 4 Public Entities
Justification	Improve compliance to liabilities management guidelines
Links	MTSF priotity 12: An efficent, effective and development orientated public service. MTSF priority 9: responsive, accountable, effective and efficient developmental local government system. Compliance to PFMA, MFMA, MTSF and legislative frameworks.

Programme 3: Physical Asset Management

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

New: Strategic Objective 1:	Provide support to comply with relevant Legislation on asset management
Objective Statement	To monitor and support provincial institutions on the effective management of physical asset in 12 Votes, 21 municipalities and 4 Public Entities
Baseline	12 Votes, 20 municipalities and 4 Public Entities
Justification	Improve compliance to physical asset management framework
Links	MTSF priotity 12: An efficent, effective and development orientated public service. MTSF priority 9: responsive, accountable, effective and efficient developmental local government system. Compliance to PFMA, MFMA, MTSF and legislative frameworks.

Programme 3: Interlinked Financial Systems

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

New: Strategic Objective 1:	Provide business support on transversal systems

Objective Statement	To monitor and support provincial institutions on the effective management of physical asset in 12 Votes, 21 municipalities and 4 Public Entities
Baseline	12 Votes, 20 municipalities and 4 Public Entities
Justification	Improve compliance to physical asset management framework
Links	MTSF priotity 12: An efficent, effective and development orientated public service. MTSF priority 9: responsive, accountable, effective and efficient developmental local government system. Compliance to PFMA, MFMA, MTSF and legislative frameworks.

Programme 3: Information Technology

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

New: Strategic Objective 1:	Provide an enabling environment and systems for sound corporate governance of ICT in Mpumalanga Province
Objective Statement	To provide ICT infrastructure to 12 Votes; Monitor and support the implementation of ICT Governance Framework in 12 Votes and 20 municipalities
Baseline	12 votes and 21 municipalities
Justification	Improve operational efficiency by applying ICT as strategic enabler to accelerate service delivery
Links	MTSF priotity 12: An efficent, effective and development orientated public service. MTSF priority 9: responsive, accountable, effective and efficient developmental local government system. Compliance to PFMA, MFMA, MTSF and legislative frameworks.

Programme 4: Provincial Internal Audit

Old: Strategic Objective 1	Improve the effectiveness of Internal Audit processes
Objective Statement	Monitor, support and build capacity in 12 votes, 21 municipalities and 5 public entities on internal audit processes.

Baseline	12 Votes, 4 Public Entities and 21 Municipalities
Justification	Strengthen the internal audit processes and reduce the level of non-compliance
Links	MTSF priotity 12: An efficent, effective and developmet orinetated public service. MTSF priority 9: responsive, accountable, effective and efficient developmental local government system. Compliance to PMFA, MFMA, MTSF and legislative frameworks.

New: Strategic Objective 1	Support public sector institutions to improve on internal audit processes
Objective Statement	Monitor, support and build capacity in 12 votes, 20 municipalities and 5 public entities on internal audit processes.
Baseline	12 Votes, 4 Public Entities and 21 Municipalities
Justification	Strengthen the internal audit processes and reduce the level of non-compliance
Links	MTSF priotity 12: An efficent, effective and developmet orinetated public service. MTSF priority 9: responsive, accountable, effective and efficient developmental local government system. Compliance to PMFA, MFMA, MTSF and legislative frameworks.

NOTES

MPUMALANGA
THE PLACE OF THE RISING SUN