



Western Cape  
Government

Provincial Treasury



Annual Performance Plan  
2020/21

**Reference number:** PTR/21/9/1

**Enquiries:** Naadia Ismail

The Honourable Mr Masizole Mnqasela  
The Speaker of the Western Cape Provincial Treasury Parliament  
7 Wale Street  
Cape Town  
8001

**ERRATA – ANNUAL PERFORMANCE PLAN 2020**

Provincial Treasury wishes to advise on an erratum on the Annual Performance Plan 2020. The errata reflects a change in the ICT initiatives, the errata has been identified prior to tabling.

It is hereby requested that the errata be tabled with the Annual Performance Plan 2020.

Enclosed is Annexure A which provides details of the errata.



**DAVID SAVAGE**  
**ACCOUNTING OFFICER**

**Date:** 9.3.2020

# ERRATA

## ANNUAL PERFORMANCE PLAN 2020 WESTERN CAPE GOVERNMENT PROVINCIAL TREASURY

No	DESCRIPTOIN OF ERRATA	PAGE NUMBER	REASON
1	<b>Information Communication and Technology</b>  The following strategic ICT initiatives have been identified to support the achievement of its strategic outcomes: <ol style="list-style-type: none"><li>1. <b>ICT Governance</b></li><li>2. <b>ICT Operations, Maintenance &amp; Support</b></li><li>3. <b>Collaboration &amp; Integrated Management</b></li><li>4. <b>Integrated Financial Management, Governance &amp; Business Intelligence</b></li><li>5. <b>Integrated Non-Financial Management, Governance &amp; Business Intelligence</b></li></ol>	25	Planned initiatives amended to align with the ICT Strategic Plan

**Western Cape Government  
Provincial Treasury**

# **Annual Performance Plan 2020**

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# Executive Authority Statement

In the face of significant global economic risks and wide-ranging policy uncertainties that impact on the outlook for the global and local economy, the Ministry of Finance and Economic Opportunities remains committed to good financial governance that ensures the delivery of quality services for all people living in the Western Cape.

Our vision of a responsive and inclusive Treasury that enables positive change in the lives of citizens, seeks to build a capable public sector that is adaptive, innovative and supportive, demonstrating the Provincial Treasury's ability to respond with agility to the challenges we face.

Furthermore, as a standard bearer of good governance in South Africa we continue to strive for excellence, driving resource efficiency and effective financial accountability and resilience across both provincial and local spheres of government.

Our continued attainment of clean audits is a testament to the success of these efforts as we maintain strong controls and monitoring frameworks, together with clear leadership that is focused on achieving the goals, objectives and targets in our Annual Performance Plan.

In setting out the Provincial Treasury's Annual Performance Plan (APP) for 2020/21 we were guided by the vision of the Western Cape Provincial Strategic Plan, 2019-2024 which seeks to create "A safe Western Cape where everyone prospers".

The plan includes five Vision-inspired Priorities or "VIPs":

1. Safe and cohesive communities
2. Growth and jobs
3. Empowering people
4. Mobility and spatial transformation
5. Innovation and culture

The outcomes of the Provincial Treasury are also aligned to the National Development Plan (NDP) strategic outcomes and with the Medium-Term Strategic Framework (MTSF) priority of building a capable, ethical and developmental state.

The Provincial Treasury's planned response to the Provincial Strategic Plan identifies four key thematic areas that cut across the VIPs. They will focus on infrastructure, innovation, governance partnerships and spatial targeting and the Joint District and Metro Approach (JDMA) approach to drive integrated service delivery.

The head official, senior management and staff of the Provincial Treasury have my full support as they set about implementing the 2020/21 Annual Performance Plan and ensuring that its objectives and matching programmes achieve maximum impact, and deliver services that provide dignity, opportunity and hope to all who live in the Western Cape.



**MR DAVID MAYNIER**  
**MINISTER OF FINANCE AND ECONOMIC OPPORTUNITIES**

# Accounting Officer Statement

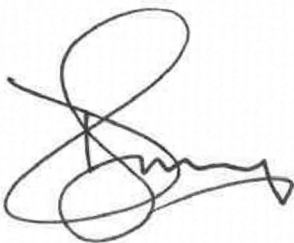
The Provincial Treasury is challenged to support the Province to respond to a strained and uncertain economic and fiscal context. With a mandate derived from the Constitution together with extensive and powerful subsidiary legislation, the Department is ready to drive good governance across provincial and local spheres within the broader intergovernmental framework to ensure effective resource mobilisation and sound fiscal management, effective and efficient use of resources, effective financial accountability through oversight systems and through building the capabilities of local governance to enable resilience, agility and innovation. The Department, whose vision it is to be a responsive and inclusive Treasury that enables positive change in the lives of citizens, takes a very integrated outcome based approach to good financial governance in that it aims to keep the Western Cape as a standard bearer of good governance in the country,

The Department attained clean audits for each year of the preceding strategic cycle. This was achieved through the close monitoring of controls on a quarterly basis and a clear leadership tone to ensure that a strong control environment was maintained. Fiscal consolidation and discipline is part of the Western Cape Fiscal Strategy and therefore the focus remained on expenditure control within budget limits and stringent management of the personnel budget. The Provincial Treasury focused its resources on achieving the goals, objectives and targets as set out in each of its Annual Performance Plans underpinned by the Provincial Strategic Goal 5: - Embed good governance and integrated service delivery through partnership and spatial alignment.

The Provincial Treasury plans to respond to the Vision-inspired Priorities (VIP) programmatically across its 4 programmes and have identified 4 key thematic areas that cut across the VIPs. The first is around infrastructure portfolio management for the Province. There are some challenges that the Treasury will play a role in helping to overcome, to contribute to a seamless infrastructure delivery environment in the Province. The second key thematic area is around innovation given the centrality of financial governance in innovative actions, not just in terms of funding them but also in terms of unlocking rounds of innovation. Governance partnerships is the third key thematic area. It looks at strengthening the capacity to enter into and sustain practical and delivery focused partnerships to get things done, not just within government but also more broadly with private role-players, civil society and the business community. The fourth and final strategic theme is around spatial targeting and the JDMA to drive integrated service delivery at the citizen end of services.

There is a strong base for continued strategic alignment across the Provincial Treasury, with the Provincial Strategic Plan and the priorities contained therein as well as with key national priorities and plans. The thematic approach will help to ensure that the Department meet the needs of the fiscal strategy, while making sure that activities are aligned, and contribute to the VIPs.

In response to the fragile fiscal context the Provincial Treasury will remain focused on fiscal consolidation to keep the Province on a sustainable fiscal path, while still supporting the delivery of Provincial Government policy priorities as contained in the Strategic Plan.

A handwritten signature in black ink, appearing to read 'David Savage', with a stylized, looping flourish at the end.

**MR DAVID SAVAGE**  
**ACCOUNTING OFFICER: PROVINCIAL TREASURY**

# Official Sign-Off

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Western Cape Provincial Treasury under the guidance of Minister David Maynier.
- Takes into account all the relevant policies, legislation and other mandates for which the Western Cape Provincial Treasury is responsible.
- Accurately reflects the impact and outcomes which the Western Cape Provincial Treasury will endeavour to achieve over the period 2020/21; and is in line with the Strategic Priorities and Principles of the Western Cape Government

**Ms A Smit**  
Chief Financial Officer

Signature 

**Ms N Ismail**  
Director: Strategic and Operational Management Support

Signature 

**Ms J Gantana**  
Acting Deputy Director General: Fiscal and Economic Services

Signature 

**Ms N Ebrahim**  
Acting Chief Director: Asset Management

Signature 

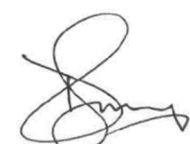
**Mr A Hardien**  
Chief Director: Financial Governance and Accounting

Signature 

**Mr I Smith**  
Acting Deputy Director General:  
Governance and Asset Management

Signature 

**Mr D Savage**  
Accounting Officer

Signature 

**APPROVED BY**

**Mr D Maynier**  
Executive Authority Signature





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**MANDATE**

**A**



# PART A: OUR MANDATE

## 1. Relevant legislative and policy mandates

### 1.1 Constitutional mandate

Chapter 13 of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) deals with general financial matters for national, provincial and local spheres of government.

### 1.2 Legislative and Policy mandates

The legislative mandate, within which the Provincial Treasury operates, mainly consists of the following mix of national and provincial legislation:

#### Legislative mandate:

1	Public Finance Management Act, 1999 (Act 1 of 1999) (PFMA)
2	Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA)
3	Annual Division of Revenue Act
4	Financial Management of Parliament and Provincial Legislatures Act, 2009 (Act No. 10 of 2009)
5	Government Immoveable Asset Management Act, 2007 (Act 19 of 2007)
6	Intergovernmental Fiscal Relations Act, 1997 (Act 97 of 1997)
7	Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005)
8	Public Audit Act, 2004 (Act 25 of 2004) as amended
9	Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000)
10	Provincial Tax Regulation Process Act, 2001 (Act 53 of 2001)
11	Public Service Act, 1994 (Act 103 of 1994) as amended
12	Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013) (SPLUMA)
13	Annual Western Cape Appropriation Act
14	Western Cape Additional Adjustments Appropriation Act(s)
15	Western Cape Direct Charges Act, 2000 (Act 6 of 2000) as amended
16	Western Cape Gambling and Racing Act, 1996 (Act 4 of 1996) as amended

Detailed explanations of the above listed legislative mandates are provided in Annexure B of this document.

## Policy mandates

1	2030 Agenda for Sustainable Development (Sustainable Development Goals)
2	Africa Agenda 2063 Goals
3	Budget Prioritisation Framework
4	National Evaluation Policy Framework (2011)
5	Policy Framework for the Government-Wide Monitoring and Evaluation System (2005)
6	Revised Framework for Strategic Plans and Annual Performance Plans (2019)
7	Human Resource Development Strategy of South Africa 2010-2030

## 2. Institutional policies and strategies

The following policy mandates are primarily responsible for steering the work of Provincial Treasury:

1	National Development Plan 2030
2	National Development Plan Five-Year Implementation Plan
3	Medium Term Strategic Framework 2019 – 2024
4	Spatial Development Frameworks
5	Provincial Strategic Plan 2020 – 2025 (PSP)
6	OneCape2040

Detailed explanations of the above listed Institutional policies and strategies are provided in Annexure B of this document. In addition to the above Provincial Treasury will drive the development of the following institutional strategies and policies:

- Accounting officer system in terms of section 38(1)(a)(iii)
- Western Cape Fiscal Strategy
- SCM Reforms
- Public Expenditure Reviews
- Provincial Treasury e-Vision

### 3. Relevant court rulings

The following court rulings impacts on the Department for the 2020/21-2024/25 Strategic Plan period:

No.	Court Cases	Court Rulings
1	E.tv (Pty) Ltd and Others v Minister of Communications and Others [2016] 3 All SA 362 (SCA) 2016 (6) SA 356 (SCA)	The Minister failed to follow a consultation process before approving an amendment to a policy. The Supreme Court of Appeal declared the amendment unlawful and set it aside.
2	State Information Technology Agency Soc Ltd v Gijima Holdings (Pty) Ltd 2018 (2) SA 23 (CC) (14 November 2017)	The Constitutional Court held that an organ of State cannot apply for the review of its own decisions under the Promotion of Administrative Justice Act, 2000 (Act 3 of 2000). The appropriate route would be a legality review.
3	Chirwa v Transnet Ltd and Others 2008 (4) SA 367 (CC)	The Constitutional Court considered whether the decision of an organ of State to dismiss an employee constituted administrative action (as defined in section 1 of the Promotion of Administrative Justice Act) and if it was therefore subject to the principles of natural justice and administrative law. The Court found that public service employees should be treated as any other employee. The Labour Relations Act does not differentiate between the State and its organs and any other employer.
4	Command Protection Services (Gauteng) (Pty) Ltd t/a Maxi Security v South African Post Office Ltd 2013 (2) SA 133 (SCA); [2013] 1 All SA 266 (SCA)	Command Protection Services (Gauteng) (Pty) Ltd t/a Maxi security (Maxi), sued the post office, claiming damages allegedly suffered as a result of the latter's repudiation of an agreement between the parties. The critical issue on appeal was whether the letter of acceptance sent by the post office to Maxi constituted an unconditional acceptance of Maxi's offer as contained in its tender. The court held that the term 'subject to' in the letter of acceptance was generally understood in the contractual context to introduce some or other condition. It further held that the post office's communication to Maxi did not constitute an unconditional acceptance of the tender; but that it was intended by the post office and accepted by Maxi as a counter-offer. The agreement that Maxi relied on never came into existence.
5	Dr JS Moroka Municipality and Others v Betram (Pty) Ltd and Another [2014] 1 All SA 545 (SCA)	<p>In an invitation to tender, the Dr JS Moroka Municipality (the municipality) stated that a failure to submit the required documents would render a tender liable to rejection. A number of 'minimum qualifying requirements' were stipulated, one of which was the submission of a valid original SARS tax clearance certificate. Betram (Pty) Ltd (Betram) submitted a tender, which included a copy of a SARS tax clearance certificate. The municipality disqualified Betram's tender for not complying with the minimum qualifying criteria.</p> <p>The Court found that there was no discretion to condone a failure to comply with the minimum prerequisite of a valid and original SARS tax clearance certificate. The Court concluded that Betram's tender was not an 'acceptable tender', that it did not pass the threshold requirements to allow it to be considered and evaluated and that the municipality was entitled to disqualify Betram's tender.</p>
6	MEC for Health, Eastern Cape and Another v Kirland Investments (Pty) Ltd t/a Eye & Lazer Institute 2014 (3) SA 481 (CC)	Contested administrative action cannot be ignored. It remains effectual until properly set aside by a Court.

No	Court Cases	Court Rulings
7	Land Access Movement of South Africa and Others v Chairperson, National Council of Provinces and Others 2016 (5) SA 635 (CC); 2016 (10) BCLR 1277 (CC)	Legislation was declared invalid because Parliament failed to satisfy its obligation to facilitate public involvement. The Constitutional Court considered the public participation process that was followed as unreasonable and thus constitutionally invalid.
8	SAAB Grintek Defence (Pty) Ltd v South African Police Service and Others [2016] 3 All SA 669 (SCA)	A decision to cancel a tender constitutes the exercise of executive authority. It is therefore not susceptible to a review in terms of the Promotion of Administrative Justice Act.
9	Road Traffic Management Corporation v Waymark Infotech (Pty) Ltd 2019 (5) SA 29 (CC) (2 April 2019)	The Constitutional Court confirmed the decision of the Supreme Court of Appeal that section 66 of the Public Finance Management Act, 1999 (Act 1 of 1999) does not apply to procurement contracts concluded pursuant to a legitimate procurement process, even if the contracts extend beyond one fiscal year.



# STRATEGIC FOCUS

**B**





## PART B: OUR STRATEGIC FOCUS

Provincial Treasury's Vision, Mission and professed Values are as follows:

### 1. Vision

A responsive and inclusive Treasury that enables positive change in the lives of citizens.

### 2. Mission

Promotion of cohesion and citizen centricity.

Building capacity in the public sector by being adaptive, innovative and supportive.

Integrated management and partnerships that enable the delivery of quality services in a sustainable manner.

### 3. Values

The core values of the Western Cape Government (WCG), to which the department subscribes, are as follows:



## 4. Situational analysis

### 4.1 Socio economic context

Global economic risks remain and wide-ranging policy uncertainties continue to impact on the outlook for the global economy. According to the World Bank, global growth is projected to reach 2.5 per cent in 2020, accounting for a downward projection of 0.2 percentage points from the June 2019 projection. A number of mainly downside risks continue to threaten the performance of the global economy, most notably due to trade policy uncertainty as a result of the ongoing tension which could impact on trade patterns and investment more broadly. <sup>1</sup>

In South Africa, growth remains anaemic. Weak growth has reflected an array of overlapping constraints which include persistent policy uncertainty, constrained fiscal space, subdued business confidence, infrastructure bottlenecks, especially in electricity supply, and weakening external demand, particularly from the Euro Area and China. <sup>2</sup>

The economic slowdown nationally was exacerbated in the Province by the adverse supply shocks, particularly in the agriculture and related sectors. The Western Cape economy is estimated to have grown by 0.6 per cent in 2019, a marginal 0.1 per cent shy of the forecast included in the 2019 PERO. While still weak, growth in the region is nonetheless expected to outpace that of the national economy. Regional economic growth is expected to accelerate to an average economic output of 1.6 per cent over the 5-year period 2020 - 2024. Risks to the regional economy is predominantly external in nature and includes the impact of the corona virus outbreak (given the potential for a prolonged impact on global tourism), continued strained global trade, and continued load shedding. <sup>3</sup>

Over the medium term, the regional economy suffers from the same growth constraints facing the national economy. As such, the medium-term growth outlook mimics that of South Africa in that, while it is expected to rise, the pace is more moderate relative to previous periods. The finance, insurance, real estate and business services sector, as well as transport, storage and communication services are expected to be the most prominent contributors to the growth rate. <sup>4</sup>

The economic and fiscal environment remains fragile and is faced by many downside risks. As such, the sustainability of the national fiscal framework remains under pressure from both the expenditure side and revenue side.

The increase in national debt levels and therefore the increase of the burden of national debt service costs coupled with the possibility of any further credit rating downgrade, will have an adverse impact on the size of transfers from the national fiscus to provinces. The reduced transfers to the Province will place increased pressure on service delivery by provincial departments specifically health, education and social development.

However, the Provincial Treasury is responsive to the constrained economic and fiscal environment. The Department creates an enabling environment for growth through stability in public finances and prioritising areas that stimulate growth and promote confidence in the economy. The provincial budget is a policy tool to address the socio-economic realities. As a first level of response against the constrained economic and fiscal environment, the budget formulation process is focussed on ensuring fiscal sustainability. Fiscal

<sup>1</sup> World Bank. 2020. Global Economic Prospects, January 2020: Slow Growth, Policy Challenges. Washington, DC: World Bank. DOI: 10.1596/978-1-4648-1468-6. License: Creative Commons Attribution CC BY 3.0 IGO.

<sup>2</sup> Medium Term Budget Policy Statement (2019)

<sup>3</sup> Provincial Economic review and Outlook (2019)

<sup>4</sup> ibid

sustainability aims to minimise the impact of economic shocks, whilst striving towards achieving the overarching goal of the developmental state.

The Provincial Treasury is mandated to prepare the provincial budget and to exercise control over the implementation of the provincial budget within the context of co-planning and co-implementation and the JDMA.

It therefore has a critical role to play in the enabling of the policy priorities and contributes towards the Our Government: Innovation and Culture VIP. At a strategic level, the Provincial Treasury places an emphasis on innovation and citizen-centricity during the budgetary and co-planning processes as an effective way to 'mainstream' this priority.

At the project level, the Provincial Treasury assists in the design of funding mechanisms for staff innovations and to encourage innovation through the procurement system. The Provincial Treasury, Department of the Premier, Department of Local Government and Department of Environmental Affairs and Development Planning will collectively contribute to the VIP 5 Innovation and Culture.

The WCG will enable catalytic infrastructure and thus improve productivity and reduces costs. Government assistance is required for large scale projects to ensure that micro-economic and macroeconomic benefits are realised. The Provincial Treasury thus also contributes towards the VIP Our Economy: Growth and Jobs by maximising infrastructure returns through a strategic coordination role in the infrastructure space.

### Governance context

As we enter a new administrative term, not only has slow economic growth and fiscal constraints placed significant pressure on the public finances resulting in decreased budgets and spending, but the current political landscape both in terms of strike actions, increased audit findings especially as it relates to the local sphere, depicts a volatile, uncertain, complex and ambiguous governance landscape. This, coupled with the demand for inclusive growth, as was articulated in the 2019/20 APP, emphasises the need for the embedding of good governance across departments, public entities and municipalities, improving the ability to provide stakeholder and investor confidence and citizen centric value propositions, which demands that all efforts be levied at a sound and sustainable governance model.

The evolving VIP 5 speaks to governance transformation and defines governance as per the King IV definition of governance as the exercise of ethical and effective leadership towards the achievement of governance outcomes, i.e. ethical culture, good performance, effective control and legitimacy. To achieve this approach will require changes in how we operate as well as an influence on how the current regulatory framework is interpreted and responded to. A significant aspect of responding appropriately would also require that current regulatory frameworks be relooked in order to enable and encourage innovation within the context of governance principles (enshrined in law) in order to enable public good.

As we strive to give effect to these priorities in governance, we find that strategic emphasis is based on "governance for results" in order to attain maximum "citizen impact". In this context, the role of the Provincial Treasury is to –

- lead and support the enhancement of financial governance practices that enables improved resource mobilisation, allocative efficiency, sound fiscal management and the efficient and economical use of resources;
- lead and support excellence in good governance practices and optimal performance culminating in improved service delivery and public value creation; and
- identify good financial governance practices that can be shared across the public sector.

The response of Provincial Treasury is therefore a holistic, proactive and integrated approach which focuses on embedding good governance practices enabling improved performance with citizen centrality at the centre of its operations. This approach is aligned to and supports the Provincial Strategic Plan.

Provincial Treasury's key areas of focus in its governance approach given the national, provincial and local government strategic objectives and current governance challenges and risks, include the following:

- Ethical and effective leadership: Strategic financial policy direction and oversight;
- Integrated thinking and reporting: Linking performance objectives to governance thereby improving value i.e. citizen impact;
- Integrated capacity development: To develop and empower a corps of competent and committed high-performance public sector officials; and
- Data and systems enablement: Creating operational efficiency and enabling informed decision and problem identification and resolution.

In changing organisational culture the Provincial Treasury will focus on engaging with external actors to inspire and drive innovation and citizen-centricity. The focus will be on building a culture of seeking feedback and collaboration with clients, the public and organised sectors of society. This objective will be driven and led by a comprehensive Service Delivery Improvement Plan (SDIP).

The key to innovation and more satisfied customers is a focus on understanding their needs and experiences, fostering relationships and creating opportunities to try new ideas. This requires a significant cultural shift away from risk-aversion and silos in mandates. Integrated management aims to strengthen joint planning and collective impact in an identified geographic space or a specific policy area or strategic issue between all three spheres of government and between all the organs of state within each sphere. As a governance approach, "Integrated Management" is the shift from fragmented policy development and service delivery towards "governance for results" through co-planning, co-budgeting and co-implementation across spheres of government with the overarching objective of maximising citizen impact. This approach acknowledges the complexity and interconnectedness of policy issues and therefore provides a holistic approach to planning, budgeting and implementation through both vertical and horizontal integration.

A challenge that remains is to seek opportunities that encourage innovation whilst walking a very narrow corridor in the plethora of current laws and regulations.

Integrated management aims to maximise citizen impact through applying the *Theory of Change*: a method of explaining how a chosen set of interventions are expected to result in specific developmental change, using evidence-based causal analysis. A process will be included for learning and adaptation: This involves the review of learnings and lessons from other partnering processes. As part of the development of the PSP, the Integrated Implementation Plan will rely on the process of inculcating adaptive leadership and management capabilities within WCG and local government. Key partners in the successful implementation of the above approach are; departments and municipalities within the Western Cape, NT, the Auditor General South Africa (AGSA), South African Local Government Association (SALGA), National as well as Provincial Parliament, Assurance providers and other relevant stakeholders

Key drivers in the governance context for the Provincial Treasury will include improved client satisfaction, increased innovation collaboration with external actors and improved governance and intergovernmental engagements with citizens which include a range of the following activities:

- The Corporate Governance Framework;
- Fiscal consolidation and efficiency gains for resource efficiencies and savings;
- The application of economic intelligence to enable resilience and the realisation of opportunities;
- Define procurement strategies to drive efficiencies and enabling local economic development

- Strengthening data, its use and analytical capability across all WCG departments; and
- Strengthening the capacity within departments and municipalities that can be shared across the public sector for innovation.

### Recent statistics relevant to the institution and sector

Population growth places additional pressure on the demand for public services at a provincial and local level. Key factors that drive population growth in the Western Cape include relatively longer life expectancy, fertility rates and migration. The mid-year population estimates for the Western Cape in 2019 is estimated to be about 6.9 million people.<sup>5</sup>

Provinces are responsible for basic education and health services, roads, housing, social development and agriculture. While local governments are tasked to provide basic services such as water, sanitation, electricity reticulation, roads and community services. The current weak economic growth outlook combined with rising unemployment rates and rapid population growth places additional pressure on the ability of the fiscus to meet service delivery obligations at a provincial and municipal level.

### Reference to the medium and long-term policy environment

Resilience thinking requires adaptive leadership, collaboration and learning. Taking a resilience thinking approach considers interlinked systems, an understanding of the complexity of these systems and responding to an ever-changing environment. By understanding how and why changes take place the Western Cape Government is better placed to build capacity to improve responsiveness, increase efficiency and optimise performance.

Particular focal areas have included building a resilient economy and increasing resource resilience (water, energy, waste). In addition, reflections on the Whole-of Society Approach (WOSA) and the lessons learnt through the four learning sites and other area based management exemplar projects, as well as the pilots to improve collaboration around the issue of safety, have identified the need to build neighbourhood resilience to mitigate and address social ills and improve social cohesion, wellness and dignity in communities.

After proactive consideration of resilience and resilience thinking a clear pattern of convergence began to emerge with a key priority of developing the capability of the organisation and its staff to adopt an adaptive governance and management approach.

Linked to this adaptive governance approach is a shift from governance for compliance, to governance for results. This requires the availability, generation, analysis and interpretation of accurate, credible and quality data. While much progress was made during the previous term, it remains a challenge at both the provincial and municipal spheres, and requires further investment going forward.

The WCG has also not yet succeeded to embed citizen-centricity in its functioning. Further work is required to ensure that this moves beyond an emerging capability to be fully institutionalised. The importance of having a governance goal enabling and coordinating delivery on provincial priorities is recognised, but this goal should focus on citizen-centricity, collaboration and integration.

Good governance, in terms of having effective internal controls, has reached the maturity where it is part of the sustained agenda, rather than the strategic agenda, and the emphasis needs to be much more outward-looking, and focused on being responsive to the needs of the people of the Western Cape and making a positive impact on their quality of life.

Other key themes for the medium term that have emerged in response to the policy environment include:

<sup>5</sup> Stats SA, Mid-year population estimates (2019)

- Pursuing a provincial economic development strategy with a special focus on increasing employment and decreasing unemployment particularly for the youth and skills development.
- Continued focus on health, education and social development.
- Embedding an integrated, area-based approach to delivery of services across the Province by applying the lessons of the WOSA and Whole of Government approach, and initiatives such as the Regional Socio-Economic Programme and Comprehensive Rural Development Programme.
- As applied to the game changers, pursuing a rigorous performance and delivery focused methodology for a select number of top strategic priorities achieve ambitious results within tight timeframes.
- Deepening the implementation of the Integrated Work Plan across WCG departments and between WCG and municipalities to facilitate "Joined-up Government" for co-planning and co-implementation and strengthen the municipal interface, particularly with regards to disaster management.
- Mainstreaming a common understanding of resilience across WCG and local government and developing resilience strategies with climate change and resource resilience (water, waste, energy) as key foci.
- Engaging national and local government, business, SOEs, civil society and communities to respond to the crime and safety situation.
- Developing readiness and responses to the opportunities and threats of the 4th Industrial Revolution and creating space for innovation, experimentation, learning and adaptation.
- Prioritising infrastructure spending and catalytic infrastructure projects for socio economic impact and as a key lever for job creation.
- Governance for service delivery impact which includes Digital government, Data governance and greater focus on the role of monitoring and evaluation for results and impact and citizen centric approaches.

### Demographic data

The Western Cape's relatively unique demographic composition compared to other provinces is reflected in the racial composition of formal sector employment. Just under one-half (48.7 per cent) of formal sector jobs in the Province are accounted for by Coloureds, while Africans account for 31.6 per cent. Whites account for just under one-fifth (18.9 per cent) of formal sector jobs. Coloureds' share of formal sector employment in the Western Cape is roughly four times their share nationally, while that of Africans is less than half their national share.<sup>6</sup>

Formal sector employment in the Province is concentrated within the two ten-year age cohorts aged 25 to 34 years and 35 to 44 years. Together, these two cohorts account for 60.0 per cent of formal sector jobs, with the total evenly split between the two. Another 20.7 per cent of formal sector workers are between the ages of 45 and 54 years. This means that four out of five workers in the formal sector in the Western Cape are between the ages of 25 and 44 years. Around one in ten workers (10.3 per cent) are under 25 years, while a slightly smaller proportion (8.9 per cent) is aged between 55 and 64 years.<sup>7</sup>

Comparisons with national patterns reveal a slightly larger proportion of youth under the age of 25 within the formal sector employment in the Western Cape. This is the only statistically significant difference observed in the age structure of formal sector employment.

In total, just under 300 000 individuals were employed in the informal sector in the Western Cape in the first quarter of 2019. This represents 11.4 per cent of provincial employment, and 9.7 per cent of all informal sector employment in South Africa. The demographic characteristics of workers in the informal sector are

<sup>6</sup> Provincial Economic Review and Outlook (2019)

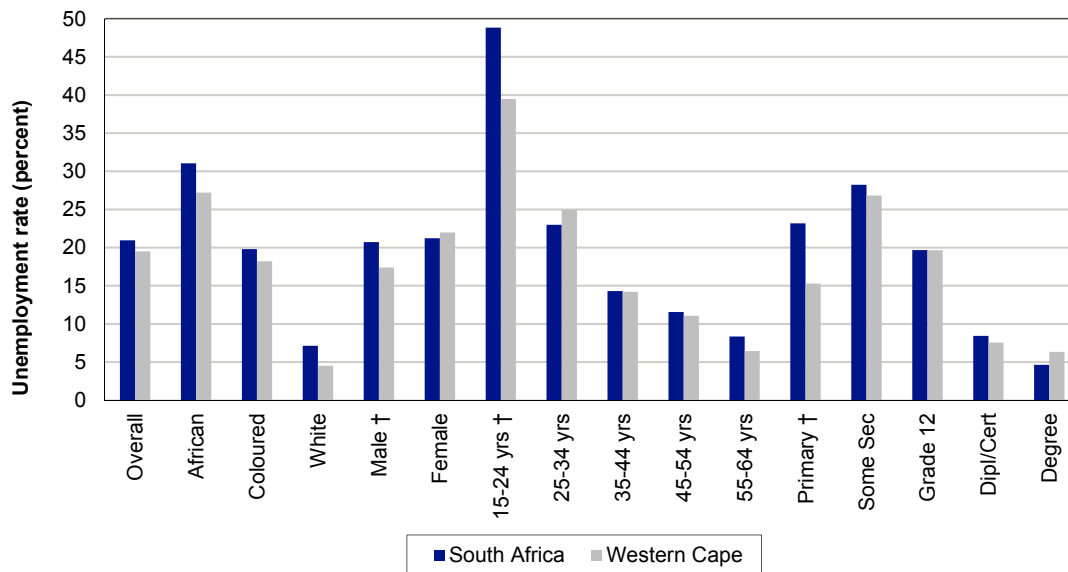
<sup>7</sup> *ibid*



quite different from those in the formal sector, in line with the fact that those in the informal sector are often only there because they are unable to find employment in the formal sector.<sup>8</sup>

Figure 1 below presents the narrow unemployment rates for the Western Cape for the first quarters of 2014 and 2019 across the standard demographic characteristics of race, gender, age, and educational attainment. Overall, the provincial unemployment rate of 19.5 per cent in the first quarter of 2019 is marginally lower than five years earlier, although this difference is not statistically significant. This stands in contrast to the statistically significant rise in the national unemployment rate from 25.2 per cent to 27.6 per cent over the same period.<sup>9</sup>

**Figure 1: Western Cape narrow unemployment rates 2014 Q1 and 2019 Q1**



Source: Own calculations, Stats SA (2014a, 2019b) PERO

The main drivers of the transitions in the demographic composition of the population include changes in the total fertility rate (TFR) and migration patterns. The total fertility rate decreased nationally from 2.51 children in 2009 to 2.32 children in 2019. The Western Cape's TFR, second only to that of Gauteng, is projected to decline from 2.2 children in the years between 2011 and 2016 to 2.0 children between 2016 and 2021.<sup>10</sup>

In the period between 2016 and 2021, the Western Cape is expected to experience an absolute inflow of more than 493 000 new residents, a slight increase from the 485 720 new residents who entered the Province between 2011 and 2016. The net impact of migration over the period will be 316 000, mainly coming from the Eastern Cape, outside of the country and Gauteng. Possible reasons for the migration include access to better work and education opportunities.<sup>11</sup>

### Background information on the demand for services

The Provincial Treasury has thirteen client departments and thirty municipalities along with all public entities and potential and current suppliers. The main focus of Provincial Treasury has been on embedding good governance and integrated service delivery. The current economic climate shows slow economic growth and fiscal constraints that has placed significant pressure on the public finances. This coupled with the demand for inclusive growth emphasises the need for the embedding of good governance across departments and municipalities, improving the ability to provide stakeholder and investor assurance. In keeping with the National Treasury reform process and the WCG SCM response strategy which has evolved

<sup>8</sup> ibid

<sup>9</sup> ibid

<sup>10</sup> ibid

<sup>11</sup> ibid



over time, the four key performance areas of focus are SCM Governance, SCM Capacitation and training; Strategic procurement and SCM technology which is an established approach that will be further matured to respond to provincial and municipal needs. WCG also recognises that organisations must address the issue of sustainability in their operations through the utilisation of resources to meet the needs of the present without compromising the ability of future generations to meet their own needs. Provincial Treasury is committed to delivering on its mandatory obligations and continuously strive to improve its service and appropriately account to its stakeholders.

### Use of spatial information to guide planning

Spatial Transformation is one of the 'apex priorities' identified for the Western Cape Government. The spatial transformation of our settlements should ensure that a larger proportion of the population live closer to places of work; travel distances and costs should be reduced, especially for poor households; and more jobs are in or close to dense townships. The NDP 2030 defines actions to achieve spatial transformation, which includes<sup>12</sup>[1]:

- Tackling the inherited apartheid spatial legacy of exclusion, distorted growth patterns and inefficiencies;
- Unlocking developmental potential through targeted investment in economic and social infrastructure;
- Guiding and informing investments in infrastructure that support long-term inclusive growth; and
- Managing economic and demographic shifts to achieve productivity through agglomeration.

There are clear strategic and operational imperatives for a funding prioritisation model that has spatial strategy and transformation embedded in it in order to land and leverage provincial transversal impact in the current austere economic environment.

Provincial Treasury strongly positions towards enabling infrastructure led growth. The ability to coordinate integrated infrastructure implementation effectively within a prioritisation framework efficiently is challenging given the current environment that is characterised by high crime levels, climate change, drought, water and energy security imperatives. Furthermore, there is a need to focus on transformation priorities such as public transport, meeting basic needs for rapid urbanisation growth, and the absolute need for spatial redress and transformation.

The long-term goal aligned to the Provincial Treasury vision of a responsive and inclusive Treasury that enables positive change in the lives of citizens puts emphasis on the focus on moving from compliance to performance, economic impact, integrated public financial management, and service delivery improvement plans that create financial sustainability.

### Challenges experienced by the institution in the performance environment and mechanisms to address the challenges over the planning period

The impact of budget reductions over the 2020/21 - 2022/23 MTEF will put at risk the Department's ability to embed good financial governance and drive co-planning, co-budgeting and co-implementation across departments, between departments and municipalities, across municipalities and with the national organs of state operating within the Western Cape for maximum service delivery. As such, the Department will be at risk in terms of implementing an integrated regional approach that supports embedding good financial governance through the integrated work plan. The integrated work plan holistically approaches the challenges faced by provincial departments and municipalities from a regional perspective. A budget reduction will weaken the Department's strategic levers of governance, capacitation, data enablement, policy development, grant funding and budget implementation.

<sup>12</sup> NPC (2013) cited in SACN, 2016; The Spatial transformation of South African Cities 2016. Available: [http://www.socr.co.za/wp-content/uploads/2016/06/SoCR16-MainReport\\_02Spatial.pdf](http://www.socr.co.za/wp-content/uploads/2016/06/SoCR16-MainReport_02Spatial.pdf)

The Provincial Treasury is focused at improving core transversal functions to drive governance efficiencies and enhancing good financial governance, within the current fiscal constraints and various national reform processes. These processes continue to place tremendous pressure on the Provincial Treasury, not only to manage and mitigate the transversal risks and implementation challenges emanating out of these reform process, but also to provide provincial departments and municipalities with the desired level of support, assistance and guidance required to meet implementation requirements and to sustain previous clean audit outcomes.

The demand to investigate or assess governance issues as they relate to tender processes and governance specific challenges within certain municipalities in the Province continue to escalate and place pressure on the Financial Governance and Local Government Supply Chain Management (LG SCM) Directorates to deliver the demands placed on them given their strained capacity within the current austere environment.

The NT issued a number of draft documents for commentary in respect of the Strategic Sourcing Procurement Framework, participation in any contract arranged by means of a competitive bidding process by any other organ of state, National Travel Policy Framework and contract management framework and guidelines, which to date has not been issued posing a number of challenges and unresolved issues within the procurement environment which poses risks to the ability of departments to comply. Local content instructions, tax compliance requirements and g-Commerce refinements continue to assail the already regulatory intensive procurement environment. The NT Central Supplier Database has intermittently not been operational with no concomitant risk mitigation being put in place to support governance requirements. The Province has in these instances benefitted from maintaining the Western Cape Supplier Database as a dual mechanism to sustain its own governance and risk mitigation processes.

NT is in the process of revising the Treasury Regulations. This has had a number of iterations, and once it is issued, it may introduce a number of new requirements and challenges that may affect the operations of departments. The Treasury is iteratively in the process of workshopping some of the changes that it anticipates and placing on record its comments, recommendations and challenges with the NT. Additionally, the last five years have seen an increased appetite by clients to take legal action against assurance providers. The documents published by assurance providers have far-reaching implications on reputation and investments into programmes and communities. Consequently, disagreements not addressed through a well-established process has seen clients turning to the judiciary to make pronouncements in this regard. In this regard, the Western Cape is not immune and two cases are in process in the Cape Town High Court. The outcome of these cases may significantly impact future processes.

Lastly, there has been a recognition that the current laws and regulations may be inhibiting and may require significant revisions. They may not translate into a wholesale changing (a big bang approach), but will result in incremental changes that can unblock and facilitate ease of business and/or processes.

The Implementation of the Preferential Procurement Policy Framework Regulations as they relate to local content implementation continues to challenge the SCM environment. Cost containment and transversal contract requirements continue to place pressure on an already austere environment. The Central Supplier Database and its inability to remain functional and online is problematic from a service delivery perspective, necessitating the dual running of the Western Cape Supplier Database to maintain and sustain the governance requirements for SCM so that the Province's clean audit status for SCM is not compromised. G-commerce, and Construction Industry Development Board (CIDB) standards and the Infrastructure Delivery Management System 1-(IDMS) proved technically challenging for municipalities and for departments in terms of conflicting requirements with the Standards for Infrastructure and Procurement Delivery Management (SIPDM).

Transfer payments re-classification requirements also impacted on the business requirement of departments and municipalities and how such expenditure must be disclosed is not merely a book entry but need to conform with laws and regulations from the inception of a transaction. These changes in the instructions

from NT resulted in interpretation challenges with AGSA. In the latter part of March 2019, the amendments to the Public Audit Act was passed by Parliament and assented to by the President. These amendments grant the AGSA additional powers, and will have an impact on the manner in which audits, and more specifically, consequence management, is addressed. The amendments have to be studied, and all Provincial Treasury stakeholders will be informed of the impact these amendments will have.

This environment of conflicting prescripts issued in the national space has led to various interpretations of SCM prescripts by the AGSA which has resulted in the changing of business processes to suit the finding which does not further the requirement for efficiencies, cost effectiveness and innovation as procuring institutions have become risk averse and are driven by the “clean audit” syndrome. This has also impacted on the service delivery environment in that both departments and municipalities rather follow long and cumbersome tender processes as dictated by AGSA findings rather than strive for efficient processing that aids service delivery. The unintended consequence of this is that not only does performance and delivery take longer, but resultant under expenditure then becomes unavoidable.

Considerable energy and effort is expended in supporting municipalities with their Municipal Standard Chart of Accounts (mSCOA) implementation, a business reform that proved to be more complex than what was initially anticipated and which still poses a number of implementation challenges due to uncharted territory, which still needs to be unpacked for practical and effective implementation. The Provincial Treasury is committed to supporting and working with NT to work through these implementation challenges and finding practical solutions, which at present is utilising significant municipal and Provincial Treasury resources.

### **Emerging priorities and opportunities which will be implemented during the planning period**

The NT issued a notice proposing that Provincial Treasuries facilitate provincial transversal contracts for certain contracts previously arranged by the National Treasury for transversal utilisation by national and provincial departments. Provinces were requested to indicate its willingness to take over the facilitation and arrangement of these contracts. The contracts identified for decentralisation could not be procured by the Provincial Treasury as transversal contracts for the Province, due to structural capacity constraints, utilisation by the provincial departments and the aesthetic needs of departments. The broader implication of NT's drive to decentralise national transversal contracts to provinces is being evaluated and considered particularly in terms of the ability and capacity of the Provincial Treasury to respond to the need.

Objectives that will receive further attention in 2020/21 are:

- A key objective of Provincial Treasury is to continue to balance public finances and maintain fiscal stability within the new constrained fiscal environment with the emphasis on appropriate management of fiscal risks, strengthening fiscal consolidation and building up of reserves for contingencies. The Provincial Treasury will continue to build on previous initiatives to improve fiscal discipline such as containing the wage bill and to setting personnel ceilings over the 2020/21 - 2022/23 MTEF;
- Public sector infrastructure delivery is a complex and multi-faceted operation, conducted in an environment characterised by the scarcity of skills within an ever-changing mix of legislation and policy. Effective and efficient performance requires rigorous and well-institutionalised structures, systems and best practises, based upon a consistent, effective and agreed upon Service Delivery Model with clearly defined mandates, roles and responsibilities. To this end the Provincial Treasury will consider the recommendation of the review on the implementation of the Western Cape Infrastructure Delivery Management System (WCIDMS) as well as the SIPDM.
- In line with NT efforts, improve procurement policy planning to support departments and municipalities to promote budget planning, efficiency in spending, strategic sourcing and provide structured support programmes to improve supply chain management governance.

- Support the development and implementation of an economic procurement policy in conjunction with the Department of Economic Development and Tourism and the Department of the Premier for the Province that speaks to SMME development through the utilisation of procurement as a lever.
- Focus on commodity strategies and procurement initiatives that renders better efficiencies, value for money, stimulates competition in markets with key focus on consolidation and leveraging effort and spend.
- Using technology as an enabler through various initiatives such as the Province's e-procurement system, supplier evidence bank, using BI tools to generate performance information for better decision, central repository of best practice guidelines and evidence based practices.
- Brokering better partnerships and working collectively with NT and sector departments and municipalities to collectively resolve audit interpretation issues and strengthen governance principles with associated enablement;
- Launching a client focused support centre that focuses on continuous development and improvement in respect of procurement with focus on strengthening the capacity of departments, municipalities and suppliers and at the same time providing redress to critical bottlenecks and challenges;
- Support NT to optimise the current suite of financial systems, whilst at the same time assisting with the design and the ultimate roll-out of the integrated and revamped IFMS.
- Continued improvement will be maintained on the initiatives that have been introduced under the banners of the LG MTEC and PG MTEC processes, Corporate Governance Review and Outlook (CGRO) and Municipal Governance Review and Outlook (MGRO). These initiatives, which are aimed at supporting the National Development Plan, National Outcomes 9 and 12 and VIP 5, will be further refined during the 2020/21 - 2022/23 MTEF. The Back to Basics (B2B) approach, adopted by National Department of Cooperative Governance and Traditional Affairs, NT Financial Management Capability Maturity Model principles and fundamentals are already embedded in the MGRO approach.
- Gambling is a functional area of concurrent national and provincial legislative competence and as such the proposed amendments as contained in the National Gambling Amendment Bill, 2018 will have fiscal and licensing implication for provincial gambling regulators. The proposed amendments, amongst others, aim to provide for the establishment of a National Gambling Regulator as a replacement for the National Gambling Board, procedures for the forfeiture of unlawful winnings, changes to decision making processes followed by the National Gambling Policy Council, the extension of the National Central Electronic Monitoring System to other modes of gambling, and to enhance the powers of the national inspectorate to investigate illegal gambling activities. Amendments to the accompanying National Gambling Regulations will empower the (national) Minister to make regulations regarding the criteria the National Gambling Regulator will use when considering the applications for additional Limited Payout Machines from provinces.

## 4.2 External Environment Analysis

In terms of the FuturesCape Strategic Foresight reports, recognising the potential challenges, the greatest risks for the Province will come from the lack of resources, climate change risks, non-communicable diseases, poverty, housing demand and public transport.<sup>13</sup> The pressure on water resources will continue to increase, compounded by population growth. Non-communicable diseases are expected to increase in prevalence as the population ages and becomes wealthier. The number of people below the food poverty line and upper bound poverty line will increase, even as the proportion of the population in poverty decreases. The housing backlog will remain under the policy of providing fully subsidised housing and there will be a rapid increase in the demand for support in the gap housing market. Lastly, public transport access remains under-capacitated; successfully dealing with this issue will depend upon improvements to the rail system which is currently a national competency.

Some of the biggest provincial risks noted in the provincial planning and budgeting engagements lay largely outside the provincial mandate and direct control, such as crime and safety, climate change, drought and water security, energy security, and public transport. The constrained fiscal environment, compounded by the increase in risks related to the social determinants of health, urbanisation, increased need for child protection services and infrastructure backlogs, has serious implications for achieving the PSP outcomes. These will be further exacerbated by population growth and the associated demand on services and service load pressures.

The key risks relating to low economic growth, poverty and inequality, youth unemployment and social ills remain.

### Constrained economic and fiscal environment

The country is facing difficult times in terms of socio-economic realities such as high rates of unemployment especially amongst the youth, a high population growth rate, national debt levels and households that are becoming dependent on social grants. Against this background, growing the economy becomes a challenging issue.

The country continues to spend at the same level of economic growth and therefore the issue of fiscal consolidation becomes important to stabilise debt. The gap between revenue and expenditure is becoming larger which means debt is growing faster. Taxes were increased multiple times over the past 5 years, but the issue of under-collection persists. Measures have been put in place to increase revenue however, it has still been projected that there will be an issue of under-collection. The infrastructure is decreasing which is a result of the failing State-Owned Corporations (SOC). In terms of fiscal constraints, the economy is not growing and therefore it becomes a huge challenge for government.

Economic growth and socio-economic development are inextricably linked, it is therefore necessary to assess changes in the living conditions of the Western Cape population, given the recent economic performance.

South Africa has long faced the triple challenges of poverty, inequality, and unemployment. However, despite much policy attention, poverty remains significant and the country is consistently ranked amongst those with the most severe inequality and amongst those with the highest rates of unemployment. These three challenges are closely interlinked and cannot successfully be addressed on their own.

In many respects though, unemployment is the central challenge. Specifically, the country urgently requires the creation of good quality jobs in significant numbers. In order to reduce unemployment, job creation should occur more rapidly than labour force growth. Importantly, these jobs need to be sustainable and should be resilient in economic downturns. This may require investment in raising the skills profile of workers

<sup>13</sup> Strategic Foresight for Better Policies (Building Effective Governance in the Face of Uncertain Futures) (2019)



on an on-going basis. However, since the local recession triggered by the global financial crisis, economic growth has recovered to some extent, but employment growth has not. Certainly, it has not kept pace with the growth of the labour force and, as a result, the unemployment rate has gradually drifted upwards.

The Western Cape experienced a high average export growth rate (6.6 per cent) over the past decade. The fastest growing export sector in the Western Cape was agriculture, increasing by 15.2 per cent compared to 2016. More than half (52.7 per cent) of South Africa's agriculture exports came from the Western Cape (Provincial Economic Review and Outlook 2019).

#### **Findings of internal or external evaluations that will be used to inform the strategy of the department.**

The Department launched its Chartered Accountant Academy (CAA) with the objective of alleviating the shortage of financial skills in the WCG. The CAA is an Accredited Training Office (ATO) with the South African Institute of Chartered Accountants (SAICA) which enables them to train prospective Chartered Accountants CAs (SA). The programme is designed to enable Trainee Accountants (TAs) to gain the required skills in the prescribed competencies, by rotating between WCG departments and public entities. The Department conducted an evaluation on the design and implementation of the programme since inception and roll out up to 30 September 2018. The ToR required a response to five categories of questions, including the appropriateness of the design of the CAA (support unit), whether the CAA will achieve its objective of creating a pipeline of public sector specialists, if the SAICA programme will deliver quality public sector financial specialists and if the programme will contribute to the strengthening of internal control in provincial government.

The evaluation found that the CAA has introduced an appropriately designed support function for both the participating WCG departments and TAs. The participating WCG departments and public entity commented that they have benefited significantly from the programme and the technical skills brought to their directorates by the TAs.

#### **Information from the political environment which may impact on the implementation of the Strategic Plan.**

Slow economic growth, tax revenue collection below forecast, debt levels at high levels and poor performance of state-owned enterprises are all factors within the political environment that may impact on the implementation of the Annual Performance Plan.

The general elections were held on 8 May 2019 and the results did not bring about significant changes to the Provincial Treasury's operations. Municipal elections are due to be held in 2021. Political unrest is possible in the run-up to municipal elections and the security implications will be duly considered.

#### **Diagnostic and analysis of relevant environmental factors, data, trends, barriers, research, evaluations, relating to women, children, youth and people with disabilities that will inform the strategy of the institution.**

The Department is committed to creating an enabling environment to promote the need for equity and access to development opportunities for vulnerable groups in the Western Cape and as such also relies on data and research conducted in relation to women, children, youth and people with disabilities as contained in the Provincial Economic Review and Outlook (2019) as follows:

Youth unemployment remains a challenge, with youth recorded as the largest cohort of those who are unemployed in the Province. The continued upward trend in unemployment may lead to greater pressures on the state for support or social security over the short, medium and long term. Failure to decisively address unemployment challenges will result in long-lasting and substantial impact on economic and socioeconomic development in the Province. The inflow of relatively unskilled people of working age and the slowing down of economic growth in the Western Cape over the last seven years, exacerbated youth unemployment and work seeker discouragement, in addition to inequality. However, the Province's Human Development Index has been improving consistently, most probably because of the relatively effective

delivery of basic, educational and health services. These institutional capacities can be utilised to strengthen the social resilience of the Province's population to better cope with and recover from unavoidable shocks.

Unemployment tends to be concentrated amongst younger cohorts and those with lower levels of education. Nearly two-thirds (63.4 per cent) of the unemployed are youth under the age of 35; of these, the majority were aged 25 to 34 years (39.7 per cent of provincial unemployment).

There are relatively few unemployed individuals in the Province who are not actively seeking employment (i.e. discouraged work seekers), in contrast with the rest of the country. Educational attainment has a significant impact on the employment prospects of youth: the rate of unemployment falls as the level of education rises above the secondary level. The unemployment rate in the Western Cape for those with only some secondary education was 26.8 per cent in the first quarter of 2019, falling to 6.3 per cent for those with degrees.

In the Western Cape, 2.2 million people were between the ages of 15 and 34 years in the first quarter of 2019. Of these, 969 000 were employed, 399 000 were in narrow unemployment, and 76 000 were in non-searching unemployment. Perhaps surprisingly, the youth population in the Province has grown more slowly than the total working age population over the five-year period (1.4 per cent compared to 2.1 per cent). The most rapid change in the provincial youth labour market has been the expansion of non-searching unemployment, which grew at 14.3 per cent per annum over the five years. While this group has doubled in size since 2014, its growth is off a very small base of only 39 000.

Very little has changed in terms of youth labour market outcomes in the Province since 2014, despite youth being particularly disadvantaged in terms of high unemployment rates. The creation of sustainable employment for this group remains a key priority, given the various negative consequences of unemployment within this demographic.

Given high levels of unemployment in the country and a relatively weak social safety net when it comes to working-age adults, it is important to understand the means of support available to the unemployed. Where outside support is unavailable, the unemployed may rely on family and other household members to support them, potentially straining these support networks and negatively impacting on children. The age profile of a population is directly linked to its dependency ratio<sup>3</sup>. The dependency ratio of the Western Cape is estimated to be 45.7 per cent which is lower than the South African estimate of 53.2 per cent for 2019. The dependency ratio has declined over time, both nationally and provincially, largely due to declining birth rates and the movement of children into higher age cohorts at a rate faster than the flow of the population into the cohort aged 65 and older.

The main drivers of the transitions in the demographic composition of the population include changes in the total fertility rate (TFR)<sup>4</sup> and migration patterns. The total fertility rate decreased nationally from 2.51 children in 2009 to 2.32 children in 2019. The Western Cape's TFR, second only to that of Gauteng, is projected to decline from 2.2 children in the years between 2011 and 2016 to 2.0 children between 2016 and 2021.

As far as it pertains to women, the total employment in the formal sector in the Western Cape was estimated at just under 2.1 million in the first quarter of 2019 (Table 4.6). This represents 82.8 per cent of total employment in the Province. Women account for 42.9 per cent of jobs in the Province's formal sector.

Just over two-fifths (41.5 per cent) of informal sector workers are women; this proportion is very similar to the share of women within total employment in the Province, and the share of women within informal sector employment nationally.

More than one-fifth (22.0 per cent) of women in the Western Cape labour force were unemployed in early 2019, a statistically larger proportion than observed for men (17.4 per cent).

In the first quarter of 2019, there were 610 000 unemployed individuals in the Western Cape of which just over half (51.8 per cent) were women.

Mortality trends continue to display a gender bias, with interpersonal violence being the leading cause of death and premature mortality amongst males in the Province. Amongst women, Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome was the leading cause of premature mortality (13.6 per cent).

### 4.3 Internal Environmental Analysis

#### Human Resources

The current organisational structure was approved by the Executive Authority for Finance, in November 2011. The current structure makes provision for two branches. The Branch: Fiscal and Economic Services are responsible for managing the provincial and municipal fiscal resources effectively, and the Branch: Governance and Asset Management is responsible for facilitating the effective and efficient management of assets and financial systems to promote accountability in financial activities and compliance with financial norms and standards. Each branch is headed by a Deputy Director-General. Strategic, operational and financial management support services are provided by the Directorates Financial Management and Strategic and Operational Management Support.

The current macro organisational structure was last reviewed in November 2011 with only minor technical amendments implemented since then, leading to an additional 5 posts. The approved staff establishment is currently 331 approved posts.

#### Building the Treasury Brand

To respond to the complex legislative environment and Provincial Treasury functions, particularly within the provincial and municipal sphere; the Department has embarked on a comprehensive review of its service delivery model aimed at ensuring that the Provincial Treasury is appropriately capacitated to give effect to its mandate. The organisational review process is complemented by a structured process, embarked on by the Department to develop its leadership and staff in responding to the delivery challenges by addressing the issues that may hinder or impact the department from being fully effective. The role-out of the process will be monitored and implemented by management.

The Department has also embarked on a leadership and culture development journey, which will be rolled out in a phased approach over three years. The aim is to enhance the organisational culture through purposeful initiatives with the aim of developing a strong culture that supports the Department's outcomes, embedding a more values-based approach and emphasising the importance of continued professional development of staff.

#### Information and Communication Technology

Organisations without vision typically waste resources on uncoordinated projects, driven by powerful but narrow special interests. Automating business decisions is already a heavy order for any organisation. But when dealing with inter-governmental departments and institution decisions, it becomes even more sensitive. Aggressive deadlines, increasing complexity, inconsistent and ambiguous requirements, misunderstood data dependencies, constant change requests and the need for post hoc explanation and transparency make implementing legislative compliant systems very challenging.

The Provincial Treasury e-Vision is a Digital Transformation Strategy that aims at driving a holistic approach to all Departmental projects and initiatives including Integrated Financial Management, Business Intelligence and Systems Optimisation. It aims at driving the Organisational Maturity and Financial Management Capability Maturity Model from compliance level to performance level which refers to integration and business optimisation through the utilisation of financial and non-financial information.



Information and Communication Technology (ICT) is an enabler of the Provincial Treasury to deliver on its mandate. The e-Vision is now being expanded to incorporate other components in order to address the broader digital needs of the Department.

The following strategic ICT initiatives have been identified to support the achievement of its strategic outcomes:

- ICT Governance: Management of governance requirements;
- Operations and maintenance: ICT equipment/software refresh. Legacy systems, network, maintenance and support;
- Financial and BI systems: IFMS – Evergreen Legacy System (ELS);
- Non-financial Systems: Embedded Governance, Integrated Management, Service Delivery Improvement Plan (SDIP);
- Provincial Treasury Transversal Integrated Issue Management System (IMS); and
- e-Procurement System and Supplier Evidence Bank (SEB).

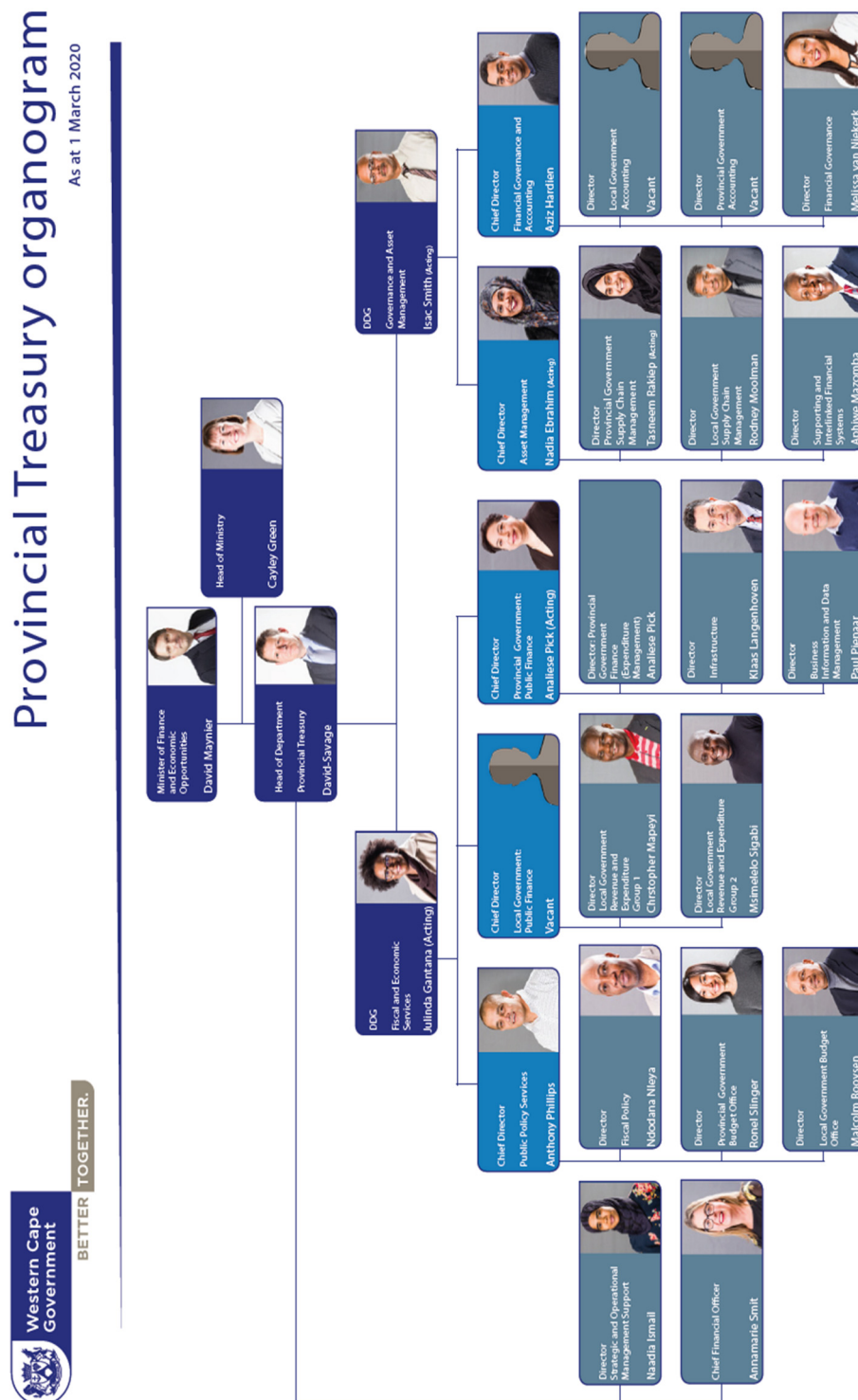
### Financial resources

The impact of budget reductions over the 2020/21 - 2022/23 MTEF will put at risk the Department's ability to embed good financial governance and drive co-planning, co-budgeting and co-implementation across departments, between departments and municipalities, across municipalities and with the national organs of state operating within the Western Cape for maximum service delivery. As such, the Department will be at risk in terms of implementing an integrated regional approach that supports embedding good financial governance through the integrated work plan. The integrated work plan holistically approaches the challenges faced by provincial departments and municipalities from a regional perspective.

### Auditor General Findings

For the 2018/19 financial year the Department received an unqualified audit opinion with no findings, however it incurred expenditure, to the amount of R1,2 million, in contravention of or that is not in accordance with a requirement of applicable Supply Chain Management legislation. The non-compliance with norms and standards will be addressed through the completion and signing of checklists. The completed and signed checklist will be attached to all submissions forwarded to the delegated authority for approval on recommendation of the Quotations Committee (all procurement from R10 001 to R250 000) and the Departmental Bid Adjudication Committee (above R250 001).

The organisational organogram below depicts the management structure.



## The status of the institution regarding compliance with the Broad-Based Black Economic Empowerment (B-BBEE) Act.

Section 13G (1) of the Broad-Based Black Economic Empowerment Amendment Act, 2013 requires that all spheres of government report on compliance to the Act in their audited annual financial statements. At that point in time no regulations in relation to BBBEE was published.

The Preferential Procurement Regulations of 2017 were issued to give effect to the BBBEE Act as it relates to procurement. The PPPF regulations do not make any provision for reporting in terms of s 13G (1) of the BBBEE Act and no further regulations were issued in terms of the broader requirements for BBBEE. The Department has however reported on BBBEE requirements in its annual report to NT and Provincial Treasury as a good governance measure.

BBBEE Regulations were only published in June 2016 and has incorporated therein referencing to BBBEE compliance and reporting requirements assuming that these aspects were already placed, whilst in reality they were in some form of development, but not yet complete. This included, but was not limited to the following:

- a) No alignment, or guidance was provided in respect of the hierarchy of BBBEE regulations and PPPF regulations particularly in respect of which regulation trumps which, and
- b) The reporting requirements in respect of BBBEE (in terms of the Preferential Procurement Regulations) issued by the National Treasury (including the tender documentation, the electronic system in respect of capturing awards and evaluating departmental performance) have not changed and was never altered or retracted by National Treasury.

Regulation 12(2) of the BBBEE Regulations requires that the sphere of government must file its approved audited annual financial statements and annual report compiled in terms of s 13G (1) of the BBBEE Act, with the BBBEE Commission in the prescribed Form BBBEE1 within 30 days of the approval of such audited annual financial statements and annual report.

In order to report in this manner clarity was required in terms of, but not limited to, the following:

- a) Neither the Act, nor the Regulations determines that the organs of state must be registered or have BBBEE certification, except that which is stated in the report format issued with the regulations.
- b) Certification would have a financial impact, and no clarity was given on whether this should be on a provincial level as opposed to an individual departmental level, nor how this would be driven.
- c) It is also not clear in terms of Regulation 13(G) 3 whether the audited financial statements (audited by the AGSA) is deemed sufficient for submission to the Commission given that auditors under the auspices of IRBA also has the ability to issue such certificates as contemplated in the form BBBEE1.

In terms of explanatory Note 1 of 2017 issued by the B-BBEE Commission on 20 December 2017, para 3. states that "... This Explanatory Note will be effective from 1 April 2018.":

In acknowledgement and in support of the contention that neither the Act nor the Regulations are clear as to what was expected from any organ of state, the Commission issued Explanatory notice 1 of 2018 on the 1st October 2018 without this guidance being formally sent via the National Treasury or to the Accounting Officers directly. This Guide now clarifies that the information tabled in the annual report is sufficient.

However, the guide still does not address the issue of the format of the report as issued with the regulation, which according to the prescribed format under section B requires that "Information as verified by the Broad-based Black Economic Empowerment verification professional as per the scorecards."

### The status of the institution regarding women, youth and people with disabilities.

The Department remains committed to gender responsiveness which includes its commitment to having a gender diverse workforce; achieving the target of 50 per cent women in management; training and development of staff and youth through its external bursary programme and Chartered Accountants Academy (CAA). The intention is to bring all these initiatives in line with the leadership and the cultural transformational journey.

The Department remains committed to the implementation of the Employment Equity Act, 1998 (Act 15 of 1998 as amended) and has in preparation for the five (5) year Employment Equity Plan 2019 - 2024, conducted a workforce profile analysis, as prescribed in s19(1) of the Employment Equity Act to establish what the current demographic profile is in terms of race, gender and disabilities for each occupational category and level as at 30 September 2018. The analysis brought forth a positive response of 97 per cent return rate and one (1) new disability disclosure. The Department prides itself on being a leader in aspects relating to transformation, it values diversity and promotes substantive equality.

The department has made some improvements in terms of appointing African Females (AF) and has met the target (43 individual AF staff members). However, the appointment of African males and women in SMS will remain a priority even though the department has shown some improvement in reaching the target to date. Women, however, currently constitute 40 per cent of SMS.

With regards to the Persons with Disabilities (PwD), the Provincial Treasury have incorporated the set national target of 2 per cent of the workforce. This equates to 7 individuals of the 331-staff establishment. The Department has reached a 1.6 per cent PwD (5 staff members).

The Provincial Treasury is committed to ensure that the working environment of all employees, but specifically PwD, are safe and to provide reasonable accommodation aimed at reducing or removing physical and communication barriers in the workplace by implementing the Policy on Reasonable Accommodation and Assistive Devices for Employees with Disabilities in the Public Sector. To support this further and to attract people with disabilities, the department targeted this group when it advertised its bursary programme, inviting people with disabilities to apply.

### Bursaries and Strategic Talent Management

The Provincial Treasury is also committed to creating opportunities for youth to participate in the financial sector. One of the ways in which this is done is through the External Bursary Programme. Each year bursaries are offered to deserving students, with a focus on previously disadvantaged students, where on completion of their studies students are required to complete an internship programme and gain hands-on experience within the Department.

The Provincial Treasury will in future continue to invest in the recruitment, growth, empowerment and development of graduates with a view of establishing a talent pipeline of young people who will become future leaders and fill scarce skill roles and who are well equipped to take on future challenges not only within the Department but in the Local Government sector as well.

Talent management and planning is closely aligned with the Department's strategic plan and considers the broadest range of potential of all employees within the Department. Managers at all levels will be held accountable for the development of talent within their units, with senior management actively participating in the process. This approach to talent management is proactive and defines talent as those employees, regardless of level, who have the potential to influence departmental outcomes.

Learning and training are key components of Provincial Treasury's employee value proposition. Training programmes and learning interventions aim to deliver well-rounded, competent employees who make contributions that provide them with personal growth and facilitate increased productivity. Skills and behaviours that promote a culture of continuous learning, leadership and diversity are fundamental to the achievement of the Department's outcomes, including its employment equity targets.

### Innovation Hub

The role of the Provincial Treasury is evolving to become far more strategic in nature. The key to excelling in this strategic role is having easy access to the right tools and insights, helping to manage responsibilities in faster and simpler ways. Provincial Treasury, now more than ever, has an opportunity to be a leader in driving innovation.

The Provincial Treasury will therefore look to open an innovation hub that focuses on innovations to align with departmental strategy and solve problems that the department faces. The Department will be looking at existing processes, committees and reports and will be asking questions to rationalise their usefulness and relevance. Needs are constantly changing and to keep up with the changing times Provincial Treasury's operations require the same fluidity.

Provincial Treasury innovation currently rests on four emerging technologies that are already finding application in today's operations. These are application program interfaces, robotics and artificial intelligence. Each of these innovations streamlines and automates manual processes while saving time, reducing errors and quickly scaling to an organisation's evolving needs.

With innovation hubs and brown bag lunches, staff will be given the creative space they need to engage in creative thinking and to generate ideas, focusing on efficiency, on how to simplify, automate, relate and consolidate.

### Vacancy rate

As at 31 December 2019 the vacancy rate (calculated on the number of posts filled versus the number of posts on the approved establishment) was fifteen per cent (15%) as depicted in Table 1 and 2 below. The continued constrained economic and fiscal situation necessitated a continuation of personnel expenditure ceilings making it unlikely to bring the overall vacancy rate below ten per cent (10%).

The tables below depict the employment and vacancies per programme and salary bands as at 31 December 2019.

**Table 1: Employment and vacancies by programme, 31 December 2019**

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy rate	Number of employees additional to the establishment	Vacancy rate including additional employees
Administration	66	59	11%	1	9%
Sustainable Resource Management	132	106	20%	0	20%
Asset Management	81	69	15%	0	15%
Financial Governance	52	47	10%	2	6%
<b>Total</b>	<b>331</b>	<b>281</b>	<b>15%</b>	<b>3</b>	<b>14%</b>

**Table 2: Employment and vacancies by salary bands, 31 December 2019**

Salary bands	Number of posts on approved establishment	Number of posts filled	Vacancy rate	Number of employees additional to the establishment	Vacancy rate including additional employees
SL 1 - 2	2	2	0%	0	0%
SL 3 - 5	25	21	16%	0	16%
SL 6 - 8	53	41	23%	1	21%
SL 9 - 12	226	195	14%	2	13%
SL 13 - 16	25	22	12%	0	12%
<b>Total</b>	<b>331</b>	<b>281</b>	<b>15%</b>	<b>3</b>	<b>14%</b>

Occupational Health and Safety (OHAS) remains a focus to safeguard employees by providing and maintaining, as far as reasonably practical, a working environment that is safe and without risk to the health of its employees.

This Department has responded to the risks posed by climate change to our economy, population, environments and infrastructure. With the recent water-crisis in the Province, the department took pro-active measures to reduce water usage and will continue its water-saving efforts and awareness campaigns to staff.

A full OD process has been undertaken to review the adequacy and capacity required for Provincial Government SCM to perform its core mandated function and in terms of the unit's current responsiveness to the recommended capacity, the current capacity only meets  $\pm$  23 per cent of the recommended structure for delivery of the unit's core mandate and is 100 per cent capacitated in terms of its current approved structure. Hence the current capacity is inadequate to the needs in respect of mandate and strategic priorities putting tremendous strain on the current staff complement. Additionally, PGSCM has the added responsibility to take over the supplier database and evidence bank in-house as well as manage the provincial e-procurement system inclusive of all technology requirements for SCM enforcement and enablement in the Province.

Current capacity of the Local Government SCM unit is struggling and wholly inadequate to deal with the demands associated with Local Government procurement and asset management, these include addressing the regression in audit outcomes as it relates to supply chain management, strengthening of procurement oversight and surveillance, strengthening support and internal control and combined assurance mechanisms in SCM improving procurement spend and efficiencies that result in value for money procurement in a cost contained environment. The current meagre structure poses a significant risk to the Treasury in meeting its mandatory requirements in terms of the Municipal Finance Management Act. An OD structural review of this Directorate is an imminent need which is urgently required.

The Supporting and Interlinked Financial Systems unit can in the interim manage with current staff establishment however mindful of the impending IFMS implementation which may alter the requirements from a resourcing perspective inclusive of consultancy arrangements.

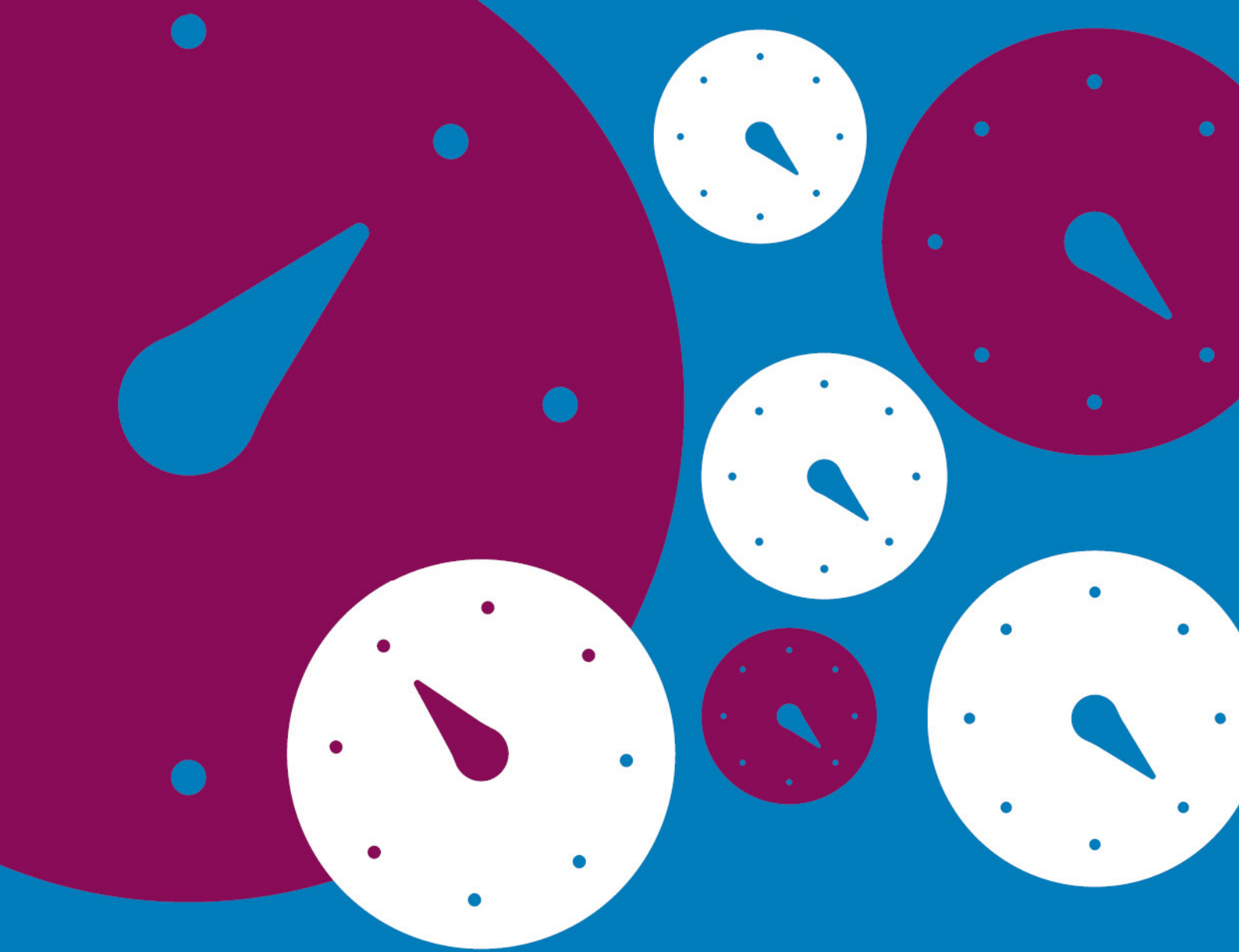
### Departmental Evaluation System

The Provincial Treasury will develop a Departmental Evaluation System (DES) as a systematic approach to conducting and managing evaluations in the Department. The DES will introduce two major components: The Departmental Evaluation Plan and the Departmental Evaluation Committee (DEC), which oversees the development and implementation of the Departmental Evaluation Policy. The DEC will also aim to direct Evaluation Project Steering Committees to employ tried and tested project management methods to deliver evaluation products.

The purpose of the DES is to produce evaluations to:

- Improve policy or programme performance (evaluation for learning) – providing feedback to managers;
- Improve accountability regarding where the spending of public money by assessing the difference it is making;
- Improve decision-making by providing information on what is working and what is not working; and
- Increase knowledge about what works and what does not with regards to a public policy, plan, programme or project.





# MEASURING PERFORMANCE

C





## PART C: MEASURING OUR PERFORMANCE

### 1. Institutional Programme Performance Information

The Western Cape Government seeks to achieve the vision of “A safe Western Cape where everyone prospers”, which is encapsulated in the PSP 2019 – 2024. The PSP translates this vision into an actionable, measurable policy agenda focused on both the Province’s greatest challenges, and on unlocking the full potential of its people. It provides the roadmap to deliver on the OneCape 2040 vision and is closely aligned to the NDP and MTSF. The critical focus areas for Provincial Treasury will be infrastructure, innovation, governance partnerships and spatial targeting and the JDMA to drive integrated service delivery.

The 5-year Strategic Plan for the department outlines the outcomes it will embark upon to give focus to these areas. These include:

- Financial and Corporate governance improved
- Integrated planning, budgeting and implementation for sustainable management of provincial and municipal fiscal resources
- Effective management and oversight of financial systems, supply chain and moveable asset management governance within the provincial and municipal spheres
- Governance transformation in departments, entities and municipalities improved.

The 2020/21APP therefore gives effect to the departmental outcomes as encapsulated in the 2020/21 - 2024/25 SP, through the outputs detailed in the APP. The Provincial Treasury will be undertaking these outputs in the upcoming 2020/21 – 2022/23 MTEF period.

#### 1.1 Programme 1 – Administration

##### Programme description

**Purpose:** To give strategic direction and to provide quality financial and other support services to the Minister and the Head of Department.

Programme 1 is organised to carry out its work according to the following sub-programmes:

Sub-Programme No.	Sub-Programme	Sub-Programme Purpose
1.1	Office of the Minister	To assist the member of the Provincial Cabinet with those functions as assigned by legislation and/or the Premier
1.2	Management Services	To provide strategic and operational management support services
1.3	Financial Management	To assist the Accounting Officer to drive financial management in the Department

## Outcomes, outputs, output indicators, annual and quarterly targets

No.	Outcome	Outputs	Output indicators	Audited/Actual performance			Estimated performance	Medium-term Targets							
				2016/17	2017/18	2018/19	2019/20	2020/21	Reporting period	Q1	Q2	Q3	Q4	2021/22	2022/23
SUB-PROGRAMME 1.2: Management Services															
1.2.1.1	Financial and Corporate governance improved	Monitoring and evaluation system	Number of phases of a monitoring and evaluation system implemented	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	Phase 1	Annually	-	-	-	Phase 1	Phase 2	Phase 3
1.2.1.2		Organisational Culture Journey Report	Number of types of organisational culture change interventions implemented	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	5	Annually	-	-	-	5	2	-
1.2.1.3		Communication (plan) Implementation Report	Percentage of communication activities achieved as outlined in communication plan	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	80%	Annually	-	-	-	80%	80%	80%
SUB-PROGRAMME 1.3: Financial Management															
1.3.1.1	Financial and Corporate governance improved	Monitoring of Expenditure against the Budget	Number of In-Year Monitoring (IYM) Reports	12	12	12	12	12	Quarterly	3	3	3	3	12	12
1.3.1.2		Complete and proper records of financial affairs in accordance with prescribed norms and standards	Number of reports on compliance with minimum financial management performance indicators	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	12	Quarterly	3	3	3	3	12	12
1.3.1.3		Compliance with Supply Chain Management norms and standards	Number of Supply Chain Management reports on compliance with norms and standards	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	12	Quarterly	3	3	3	3	12	12
1.3.1.4		Maintained an accurate asset register	Number of stock-take and asset verification reports	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	2	Bi-annually	-	1	-	1	2	2
1.3.1.5		Identification of risks and key areas of concern regarding preparation of financial and non-financial reports and compliance with applicable legislation	Number of Status of Records Review reports	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	4	Quarterly	1	1	1	1	4	4

### Explanation of planned performance over the medium-term period

The Provincial Treasury is undergoing a culture transformation journey that encompasses a phased approach to create a value driven department that links the leadership and culture with the department's vision and strategy. In an environment – when the desired behaviours are tied to specific departmental outcomes that individual employees and teams are measured on and rewarded for – the possibilities for success are multiplied and accelerated. The Provincial Treasury sees the departmental culture as hugely important to the success and overall health of the department, its people, and clients and in turn to the improvement of departmental corporate processes.

The purpose of implementing a monitoring and evaluation system will be to track implementation and outputs systematically and measure the effectiveness of programmes. It will help to determine exactly when a programme is on track and when changes may be needed. Monitoring and evaluation is essential in helping managers to make informed decisions about programme operations and helps with identifying the most valuable and efficient use of resources and will thus contribute to the improvement of departmental corporate processes.

Communication plays an important role in a healthy organisation culture. Effective communication is essential for a positive culture at the workplace. A sound, strategic communication and engagement plan, led from the top and guided by a strong communications team will greatly influence behaviours and drive successful culture change. The communication plan is guided by the five WCG VIPs and each campaign strive to inform stakeholders of the activities and services for the particular year. The information shared through the communication plan, will ensure more informed citizens, keeping government accountable

The implementation of the Monitoring and Evaluation System, culture change interventions and communication plan together are aligned to the MTSF Priority 1: Building a capable, ethical and developmental state and contributes towards VIP 5: Innovation and Culture with a focus on citizen centric culture, governance and transformation and talent and staff development.

Financial governance is key to producing compliant regulatory reports and disclosures. Financial governance includes compliance with financial prescripts.

The financial statements and compliance with legislation form the scope of an annual audit by the AGSA. The objective of an annual audit is to:

- Provide an opinion on the financial statements.
- Report findings on compliance with specific legislation in terms of selected subject matters.
- Report significant deficiencies in internal control.

The audit opinion and the number of material audit findings will therefor provide the Executive Authority and leadership an indication of the status of financial governance within the Provincial Treasury.

The following outputs will assist the Department to, at the end of the financial year, compile financial statements and disclosures compliant with the reporting framework and that the Provincial Treasury maintains an unqualified with no material findings (clean) audit opinion:

- Monitoring the actual expenditure against the budget through the compilation of a monthly In-Year Monitoring (IYM) report. This report enables the Department to manage its activities effectively, ensure that it is being operated in accordance with its budget and that it is following prescribed rules and regulations.

- Ensuring that the Department has complete and proper records of its financial affairs in accordance with prescribed norms and standards through the compilation of a monthly report on compliance with minimum financial management performance indicators. The report monitors compliance with the financial norms and standards and provides management the assurance that financial norms and standards are complied with.
- Ensuring that the Department complies with SCM norms and standards through the compilation of a monthly report on the compliance with Supply Chain Management norms and standards. The report contains information on the procurement transactions for each form of procurement, compliance with the norms and standards prescribed for the various forms of procurement, any patterns observed that could be construed as irregular in the responses received from the issuance, management, or handling of requests for quotations and bids via Electronic Procurement System (EPS), any problems experienced with the invitations of quotations through EPS, information on payments outstanding after the prescribed 30-day period and any problems experienced with the implementation of the Accounting Officer System (AOS).
- Ensuring that the Department maintains an accurate asset register through performing bi-annual stocks, the rectification of all discrepancies and reporting of all losses and/or surpluses.
- Identification of risks and key areas of concern regarding preparation of financial and non-financial reports and compliance with applicable legislation through the compilation of quarterly Status of Records Review reports. The report assists the Accounting Officer in maintaining the quo by communicating the risks and key areas of concern that may affect the preparation of its financial and non-financial reports and compliance with applicable legislation.

## 1.2 Programme 2 – Sustainable Resource Management

### Programme description

**Purpose:** To ensure the efficient and effective management of provincial and municipal financial resources.

The work of the Sustainable Resource Management Programme will be effected through the following sub-programmes:

Sub-Programme No.	Sub-Programme	Sub-Programme Purpose
2.1	Programme Support	To provide management and administrative support to the programme.
2.2	Fiscal Policy	To research, analyse and advise on the policy, strategy and management of provincial and municipal fiscal resources.
2.3.1	Budget Management: Provincial Government Budget Office	To promote effective financial resource allocation, by providing socio-economic and policy research, analysis and advice that informs the preparation of the provincial budget, as well as the monitoring of budget implementation and performance.
2.3.2	Budget Management: Local Government Budget Office	To promote effective financial resource allocation and provide socio-economic policy research, analysis and advice that inform the preparation of municipal budgets and monitor budget implementation.
2.4.1	Public Finance: Provincial Government Finance	To compile a credible and sustainable main and adjustment budget, and to guide and monitor the efficient implementation thereof.
2.4.2	Public Finance: Local Government Finance (Groups 1 and 2)	To drive the implementation of the MFMA and assist and guide municipalities to prepare budgets and monitor the implementation thereof towards sustainable local government.
2.4.3	Public Finance: Infrastructure	To promote the delivery of new and maintenance of existing physical infrastructure.
2.4.4	Public Finance: Business Information and Data Management	To render a client interface, data collating, data and information management and records management service to the Provincial Treasury.

## Outcomes, outputs, output indicators, annual and quarterly targets

No.	Outcome	Outputs	Output indicators	Audited/Actual performance			Estimated performance	Medium-term Targets							
				2016/17	2017/18	2018/19	2019/20	2020/21	Reporting period	Q1	Q2	Q3	Q4	2021/22	2022/23
SUB-PROGRAMME 2.2: Fiscal Policy															
2.2.1.1	Integrated planning, budgeting and implementation for sustainable management of provincial and municipal fiscal resources	Research reports on the Provincial and Local Government Fiscal System	Number of research reports on the Provincial and Local Government Fiscal System for Integrated Planning, Budgeting and Implementation	4	4	4	4	4	Quarterly	1	1	1	1	4	4
2.2.1.2		Revenue and Cash Management Reports	Number of Revenue and Cash Management Reports for Integrated Planning, Budgeting and Implementation	8	8	8	8	12	Quarterly	3	3	3	3	12	12
2.2.1.3		Reports on the performance of the WCGRB	Number of reports on the performance of the WCGRB for Integrated Planning, Budgeting and Implementation	4	4	4	4	4	Quarterly	1	1	1	1	4	4
SUB-PROGRAMME 2.3.1 Budget Management: Provincial Government Budget Office															
2.3.1.1	Integrated planning, budgeting and implementation for sustainable management of provincial and municipal fiscal resources	Provincial budget policy assessment reports	Number of provincial budget policy assessment reports	26	28	28	28	28	Quarterly	-	-	14	14	28	28
2.3.1.2		Provincial Budget and Economic Publications	Number of Provincial Budget and Economic Publications	New output indicator	New output indicator	New output indicator	New output indicator	3	Quarterly	-	1	1	1	3	3

No.	Outcome	Outputs	Output indicators	Audited/Actual performance			Estimated performance	Medium-term Targets							
				2016/17	2017/18	2018/19	2019/20	2020/21	Reporting period	Q1	Q2	Q3	Q4	2021/22	2022/23
SUB-PROGRAMME 2.3.2 Budget Management: Local Government Budget Office															
2.3.2.1	Integrated planning, budgeting and implementation for sustainable management of provincial and municipal fiscal resources	Integrated Municipal budget policy assessment reports	Number of integrated municipal budget policy assessment reports	30	30	30	30	30	Annually	30	-	-	-	30	30
2.3.2.2		Quarterly Performance Reports received, assessed	Percentage of Quarterly Performance Reports received, assessed	100% *	100% **	100% ***	100%	100%	Quarterly	100%	100%	100%	100%	100%	100%
2.3.2.3		Publication of the Municipal Economic Review and Outlook	Timeous publication of the Municipal Economic Review and Outlook	September 2016 29 September 2017 September 2018 September 2019 September 2020 Annually September 2020 September 2021 September 2022											

#### Output indicator 2.3.2.2: Percentage of Quarterly Performance Reports received, assessed

\* Method of calculation 2016/17:

Numerator: Number of Quarterly Performance Reports assessed (120)

Denominator: Number of Quarterly Performance Reports received (120)

\*\* Method of calculation 2017/18:

Numerator: Number of Quarterly Performance Reports assessed (120)

Denominator: Number of Quarterly Performance Reports received (120)

\*\*\*Method of calculation 2018/19:

Numerator: Number of Quarterly Performance Reports assessed (120)

Denominator: Number of Quarterly Performance Reports received (120)



No.	Outcome	Outputs	Output indicators	Audited/Actual performance			Estimated performance	Medium-term Targets							
				2016/17	2017/18	2018/19	2019/20	2020/21	Reporting period	Q1	Q2	Q3	Q4	2021/22	2022/23
SUB-PROGRAMME 2.4.1 Public Finance: Provincial Government Finance															
2.4.1.1	Integrated planning, budgeting and implementation for sustainable management of provincial and municipal fiscal resources	Provincial Budget assessment reports	Number of provincial budget assessment reports	28	28	28	28	28	Quarterly	-	-	14	14	28	28
2.4.1.2		Expenditure reviews	Number of expenditure reviews	1	1	2	2	2	Bi-annually	-	1	-	1	2	2
2.4.1.3		Quarterly reports on the implementation of the budget	Number of quarterly reports on the implementation of the budget	4	4	4	4	4	Quarterly	1	1	1	1	4	4
2.4.1.4		Provincial Budget publications	Number of Provincial Budget publications	New Output Indicator New Output Indicator New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	2	Quarterly	-	-	1	1	2	2
SUB-PROGRAMME 2.4.2 Public Finance: Local Government Finance (Groups 1 and 2)															
2.4.2.1	Integrated planning, budgeting and implementation for sustainable management of provincial and municipal fiscal resources	Monthly IYM assessment reports on the implementation of the municipal budget	Number of monthly IYM assessment reports on the implementation of the municipal budget	372	372	372	372	372	Quarterly	93	93	93	93	372	372
2.4.2.2		Municipal budget assessment reports	Number of Municipal budget assessment reports	30	30	30	30	30	Quarterly	30	30	-	30	30	30
2.4.2.3		Reports on MFMA implementation	Number of reports on MFMA implementation	4	4	4	4	4	Quarterly	1	1	1	1	4	4

No.	Outcome	Outputs	Output indicators	Audited/Actual performance			Estimated performance	Medium-term Targets							
				2016/17	2017/18	2018/19	2019/20	2020/21	Reporting period	Q1	Q2	Q3	Q4	2021/22	2022/23
SUB-PROGRAMME 2.4.3 Public Finance: Infrastructure															
2.4.3.1	Integrated planning, budgeting and implementation for sustainable management of provincial and municipal fiscal resources	Immovable asset management plans assessed	Number of Immovable asset management plans assessed	Revised Output Indicator	Revised Output Indicator	Revised Output Indicator	Revised Output Indicator	32	Bi-annually	-	16	-	16	32	32
2.4.3.2		Quarterly reports on the implementation of infrastructure budgets to Cabinet	Number of quarterly reports on the implementation of infrastructure budgets to Cabinet	New Output Indicator	4	4	4	4	Quarterly	1	1	1	1	4	4
2.4.3.3		Capacity interventions in support of infrastructure delivery at municipalities	Number of capacity interventions in support of infrastructure delivery at municipalities	New Output Indicator	New Output Indicator	New Output Indicator	New Output indicator	4	Quarterly	-	1	1	2	4	4
2.4.3.4		Provincial Budget publications	Number of provincial budget publications	New Output Indicator	New Output Indicator	New Output Indicator	New Output indicator	1	Annually	-	-	-	1	1	1
2.4.3.5		Assessment on municipal infrastructure delivery management system	Number of assessments on municipal infrastructure delivery management system(s)	Revised Output Indicator	1	1	1	1	Annually	-	-	-	1	1	1
SUB-PROGRAMME 2.4.4 Public Finance: Business Information and Data Management															
2.4.4.1	Integrated planning, budgeting and implementation for sustainable management of provincial and municipal fiscal resources	Datasets managed	Number of datasets managed	4	4	4	4	4	Quarterly	4	4	4	4	4	4
2.4.4.2		Budget process plans managed	Number of budget process plans managed	3	3	3	3	3	Quarterly	1	-	1	1	3	3

### Explanation of planned performance over the medium-term period

A capable, ethical and developmental state is a critical enabler for the effective implementation of the priorities of government and the achievement of the NDP 2030 goals. The Western Cape Government through VIP 5 aims to achieve strong leadership that direct development planning, enabling policies, legislation and budgets to trigger developmental change that reduce inequalities and improve the quality of life. It also has an effective governance and accountability capability that intervenes to deal with the structural causes of economic and social underdevelopment responding to the expectations and needs of citizens.

The Provincial Treasury is required to prepare the provincial budget, assist municipalities in the preparation of their budgets and monitor the efficient and effective implementation thereof. The limited fiscal envelope requires provincial and local government to ensure the efficient, effective and sustainable management of fiscal resources. Improvements in the sustainability and credibility of provincial and municipal budgets and the monitoring of implementation enhance efficiency and effectiveness and maximises the capacity of provincial departments and municipalities to deliver services.

In an effort to accelerate implementation and improve service delivery, the Provincial Treasury commits to eliminating a fragmented approach to development and strengthening coordination across spheres of government through integrated planning, budgeting and implementation in order to ensure Government needs to function efficiently and effectively and maximises the capacity of provincial departments and municipalities to deliver services.

Provincial Treasury will achieve integrated planning, budgeting and implementation for the sustainable management of provincial and municipal fiscal resources through the annual tabling of the provincial budget; assistance to municipalities in preparation of municipal budgets through the annual municipal and provincial budget assessments; and monitoring and quarterly reporting on the budget implementation.

The focus for 2020/21 - 2022/23 MTEF will be to cement the process of integrated planning and budgeting and implementation delivery, specifically within the municipal space through Integrated Management under the auspices of VIP 5. VIP 5: Innovation and Culture, Focus Area: Integrated Service Delivery.

The Sustainable Resource Management Programme's key focus is giving effect to section 18 of the Public Finance Management Act (PFMA) and section 5 of the Municipal Finance Management Act (MFMA) through providing Fiscal and Economic services in the following key areas:

- Exercise of control over the implementation of the provincial budget and development of fiscal policies in line with national economic policies;
- Preparation of the provincial budget and assistance to municipalities in the preparation of their budgets;
- Monitoring of preparation of municipal budgets; outcomes of budgets, and the submission of required reports; and
- Promotion and enforcement of transparency and effective management in respect of revenue, expenditure, assets and liabilities.

The constrained economic and fiscal outlook requires provincial and local government to ensure the efficient, effective and sustainable management of fiscal resources. On the Provincial Government side, the Programme will focus on strengthening the fiscal policy approach to give effect to the Western Cape Fiscal Strategy and Budget Policy to ensure fiscal consolidation, discipline and sustainability, in response to the need for resilient growth and taking a citizen-centric approach through integrated policy, planning, budgeting and implementation. The Local Government side will focus on vertical integration (across spheres of government) to enable positive change in the lives of citizens. Key initiatives that will give effect to this objective includes continued municipal support to promote sustainable Local Government, with a focus on moving from compliance to performance, economic impact, integrated public financial management, and service delivery improvement plans that create financial sustainability. Strengthening partnerships with

key stakeholders is embedded in the strategic and operational approach of Programme 2 – Sustainable Resource Management which includes, among other, provincial departments, all 30 municipalities, National Treasury, South African Local Government Association, the Financial and Fiscal Commission, universities and research institutes and international partners in the Public Finance arena.

The Fiscal Policy Directorate is responsible for the overall fiscal framework in the Province and undertakes research, revenue analysis, and manages the provincial cash, banking and investment function, and reviews and provides support on local government cash management. The unit conducts research and analysis on provincial and local government fiscal policy matters that impact on the fiscal framework of the Province. Fiscal Policy research to inform the development of a sustainable provincial and local government Fiscal Framework and the Provincial Fiscal Strategy focuses on the national transfer system (Equitable Share and Conditional Grants), the Local Government fiscal system and domestic resource mobilisation initiatives with regards to existing and new own revenue sources. The unit is also responsible for the management of the Provincial Revenue Fund and providing for the cash flow requirements of the Province. The unit provides support initiatives, advice and guidance to departments and municipalities on revenue related and cash management matters, through the analysis and reporting on in-year cash flow and revenue performance. This unit is also responsible for departmental oversight of the Western Cape Gambling and Racing Board (WCGRB). Lastly the directorate is responsible for the management of crafting the legislative amendments affecting the gambling sector.

The Provincial Government Budget Office engages on economic, policy and budget related research, which informs the formulation of the provincial budget policy to ultimately recommend budget allocations in line with the strategic priorities outlined in the 2019 – 2024 PSP and other applicable policies. The PERO provides the economic and socio-economic intelligence that informs the planning and budgeting process in WCG. The Western Cape Medium-Term Budget Policy Statement (WC MTBPS), which is tabled together with the Adjusted Estimates of Provincial Expenditure in the provincial legislature, provides the economic, fiscal and policy context within which the provincial budget is formulated. In addition, the WC MTBPS communicates the budget policy framework and budget priorities that support the delivery of the policies, programmes and projects of the Western Cape Government. The directorate will continue to focus on programme and project effectiveness to assess allocative efficiency, responsiveness and the effectiveness of the budget in terms of the policy and delivery context.

The Local Government Budget Office provides research, advice and analysis on the regional and local economy and the provision of economic intelligence for use in municipal planning and budgeting. The research and analysis culminates in the annual publication of the Municipal Economic Review and Outlook (MERO) and release of Socio-Economic Profiles. The unit assess the annual budgets of municipalities and provide recommendations to improve the responsiveness of the budgets to address socio-economic and policy objectives. The unit also supports the municipal budget process by coordinating of the Local Government Medium Term Expenditure Committee engagements. The unit also monitors the implementation of municipal budgets through the Service Delivery and Budget Implementation Plans of municipalities.

Provincial Government Finance assesses provincial budgets to improve the credibility and sustainability of the budget and for monitoring the implementation of budgets to enhance accountability, efficiency and data integrity. Fiscal consolidation is part of the Fiscal Strategy and therefore the focus is on expenditure control within budget limits and stringent management of personnel budgets. The critical importance of people management in the achievement of the strategic goals of the WCG has been articulated and accepted in the WCG People Management Strategy. The aim is to ensure structural appropriateness to enable and unlock maximum organisational effectiveness, engender an enabling culture and lead to overall people responsiveness that will translate into continuous service delivery improvement and public value. To this end the unit will work closely with the Department of the Premier. Other focus areas include improving on the efficiency of expenditure management in departments through an integrated approach with the Provincial Treasury SCM unit.

Local Government Finance facilitates and co-ordinates the implementation of the MFMA in Provincial Treasury and municipalities. This is done to ensure that the objectives of the Local Government reform agenda with specific reference to implementation of the Technical Committee on Finance (TCF) Game Changers is achieved. Implementation of the MFMA will be driven through Intergovernmental Relations (IGR) coordination between municipalities, provincial and national departments as well as other related stakeholders. Key responsibilities include monitoring, support and intervention in respect of MFMA implementation, budget implementation and revenue and expenditure management.

In support of strengthening municipalities' financial management and budgeting practices the unit will analyse and report on the in-year revenue and expenditure management for municipalities. The focus areas in line with the TCF Game Changers will facilitate integrated revenue management and funded budgets including being responsive to support particularly the vulnerable municipalities and to give effect to our main aim of driving the sustainable local government agenda.

The WCG's capacity to select, plan, appraise, and monitor infrastructure delivery will continue to be strengthened over the 2020/21 - 2022/23 MTEF period with a specific focus on maintenance and exploring innovative and alternative funding options for infrastructure delivery. The strengthening and institutionalisation of the infrastructure governance delivery management system will enable integration and promote seamless delivery through a holistic approach of facilitating infrastructure delivery in the management of all aspects of the life cycle of immovable assets.

The Western Cape Provincial Government introduced the IDMS to enhance efficiency in the delivery of infrastructure. Embedded in the IDMS is an integrated approach to planning and budgeting.

Business Information and Data Management (BIDM) renders a client interface, data collating, data and information management and records management service to the Provincial Treasury. The unit will continue to focus on the management of the centralised repository, thus providing a means for Provincial Treasury employees to enable proper decision-making, safeguard information and facilitate the retention of information. Spatial integration of data sets will be enhanced to promote the integration of information between spheres of government in line with VIP 5, which in turn will require the facilitation and coordination of departmental and municipal MTEC processes and the related document flow as well as the technical refinement of treasury publications and working papers.

### 1.3 Programme 3 – Asset Management

#### Programme description

**Purpose:** To provide policy direction and to facilitate and enforce the management of provincial financial systems, supply chain and movable asset management within the provincial and municipal spheres.

The asset management programme is organised to carry out its work according to the following sub-programmes:

Sub-Programme No.	Sub-Programme	Sub-Programme Purpose
3.1	Programme Support	To provide management and administrative support to the programme.
3.2	Supply Chain Management	To provide policy direction and facilitating the management of supply chain and asset management practices.
3.3	Supporting and Interlinked Financial Systems	To provide for the implementation, management and oversight of provincially operated financial systems and transition to the IFMS.

## Outcomes, outputs, output indicators, annual and quarterly targets

No.	Outcome	Outputs	Output indicators	Audited/Actual Performance			Estimated performance	Medium-term Targets							
				2016/17	2017/18	2018/19	2019/20	2020/21	Reporting period	Q1	Q2	Q3	Q4	2021/22	2022/23
SUB-PROGRAMME 3.2: Supply Chain Management- Provincial and Local Government															
3.2.1.1	Effective management and oversight of financial systems, supply chain and moveable asset management governance within the provincial and municipal spheres	Municipal Districts assisted with standardised SCM and Asset Management Business practices to continuously improve SCM maturity	Number of municipal districts assisted	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	5	Quarterly	-	2	2	1	5	5
3.2.1.2		SCM Systems Insight Reports that measures cross functional activities and processes to assist District Municipalities in improving planning and decision making within the districts	Number of Districts assisted with systems Insight Reports	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	5	Quarterly	1	2	1	1	5	5
3.2.1.3		Annually defined support Programmes for departments and municipal districts	Number of support Programmes implemented for departments and municipal districts	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	6	Annually	-	-	-	6	6	6
3.2.1.4		Annually defined support programme for suppliers	Number of support Programmes implemented to develop and enable suppliers	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	1	Annually	-	-	-	1	1	1
3.2.1.5		Operational procurement client-support centre that demonstrates the support, assistance and guidance provided to clients	Number of reports reflecting performance of the client support centre	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	3	Quarterly	-	1	1	1	4	4

No.	Outcome	Outputs	Output indicators	Audited/Actual Performance			Estimated performance	Medium-term Targets							
				2016/17	2017/18	2018/19	2019/20	2020/21	Reporting period	Q1	Q2	Q3	Q4	2021/22	2022/23
3.2.1.6	Effective management and oversight of financial systems, supply chain and moveable asset management governance within the provincial and municipal spheres	Develop an e-enabled platform that stores best practice models and content that support continuous improvements and developments for provincial departments	Number of e-enabled data store	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	1	Annually	-	-	-	1	1	1
3.2.1.7		Commodity procurement strategies that drives efficiencies and enables local economic development within departments	Number of commodity procurement strategies developed	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	4	Quarterly	1	1	1	1	4	4
3.2.1.8		SCM System insight reports using BI tools to provide performance information to support governance requirements & management decision-making for provincial departments	Number of SCM System insight reports produced, providing procurement performance information to departments	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	53	Quarterly	13	13	13	14	53	53
3.2.1.9		Assessment of Municipal Procurement plans and supporting strategic procurement initiatives	Number of procurement plans and supporting strategic procurement initiatives assessed for municipalities	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	10	Quarterly	2	3	3	2	10	10



No.	Outcome	Outputs	Output indicators	Audited/Actual performance			Estimated performance	Medium-term Targets							
				2016/17	2017/18	2018/19	2019/20	2020/21	Reporting period	Q1	Q2	Q3	Q4	2021/22	2022/23
SUB-PROGRAMME 3.3 Supporting Interlinked Financial Services															
3.3.1.1	Effective management and oversight of financial systems, supply chain and moveable asset management governance within the provincial and municipal spheres.	Optimising and improving security access & capability on the Corporate Suite of existing Transversal Financial Systems to ensure that effective user account management	Number of votes assisted with user account management	Revised Output Indicator	Revised Output Indicator	Revised Output Indicator	Revised Output Indicator	13	Quarterly	13	13	13	13	13	13
3.3.1.2		Provide end user training and change management interventions to promote the correct and optimal utilisation of financial systems	Number of votes assisted with end user training and change management interventions	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	13	Quarterly	13	13	13	13	13	13
3.3.1.3		Preparation to enable smart and integrated HR management, Supply Chain management and Financial management business processes through Information Communication & Technology (ICT)	Number of votes assisted with preparation initiatives for implementation of smart and integrated Financial Management System	Revised Output Indicator	Revised Output Indicator	Revised Output Indicator	Revised Output Indicator	13	Quarterly	13	13	13	13	13	13
3.3.1.4		Utilisation of business intelligence tools	Number of votes assisted with quality data from the Corporate Suite of existing Transversal Financial System	Revised Output Indicator	Revised Output Indicator	Revised Output Indicator	Revised Output Indicator	13	Quarterly	13	13	13	13	13	13



### Explanation of planned performance over the medium-term period

The programme consists of the directorates Support and Interlinked Financial Systems (SIFS), PG SCM and LG SCM. SIFS provides services to 13 departments in respect of financial systems. PG SCM delivers services to 13 departments as well to the business community who conducts business with the WCG through their supplier development and support programmes. LG SCM delivers services to 30 municipalities and is also part of the supplier development and support programmes. Both PG and LG SCM partner with the Department of Economic Development and Tourism on supplier development initiatives in respect of the broader business community within the Western Cape geographical region.

All the functions of the respective units are underpinned by the Governance engagements and PG MTEC processes for departments and the Technical Integrated Municipal Engagement (TIME) and LG MTEC processes for municipalities. The functions performed by the units are further focused on ensuring that financial management within departments and municipalities are fully developed and supported from a financial system, perspective and from a SCM and asset management perspective, to ensure that the resources of government are effectively and efficiently utilised.

For SIFS the main focus is to manage the transversal financial systems of the WCG, ensuring the financial system data is of the highest quality and to provide credible financial information to all client departments. Both the SCM directorates focus on governance, capacity building and training, technology and strategic procurement, moveable asset management and delivery of goods and services through government procurement requirements to ensure that both departments and municipalities procure efficiently and effectively and drive service delivery objectives within the necessary governance requirements.

As a result of the magnitude of activities performed and to ensure that there is a common understanding of the purpose of the programme, the target for the outcome indicator is further unpacked in the output indicator wherein we illustrate the number of clients we perform targeted activities with, which is further expanded in Part D – Technical Indicator Description.

This sub-programme includes the head and the support staff of the Branch: Governance and Asset Management (responsible for both Programmes 3 and 4) and the Chief Director: Asset Management. It also provides resources for the structured training and development of the staff of the programme.

PG SCM Directorate is responsible for driving a centre-led approach for SCM and moveable asset management governance and performance requirements in the Province.

In the current financial year, the unit aims to steer its focus and efforts in terms of directing provincial procurement spend towards improving the lives of its citizens. Underpinning this focus the elements of innovation, culture change, and integrated planning, budgeting and implementation based on the principles of transformative governance will be linked.

To this end the unit's key initiatives will continue to sustain and enhance its dynamic governance model and the SCM strategy for the Province through monitoring and evaluation functions already being performed but critically focused toward a performance and citizen focused agenda.

The unit will continue with its goal in using technology as an enabler to improve SCM performance and the continuous building of the business intelligence competence to support procurement decision-making and better supply chain information management.

Procurement efficiencies and prudent procurement spending will continue to be supported by strategic sourcing methodologies in the procurement planning process to leverage efficiency gains and economies of scale through focused commodity strategies and support to provincial departments and entities. The linking of the budget to procurement planning has been a key project for the unit and the model will continue to be enhanced to address gaps, improvements and focus on innovation and efficiency gains as well as developing an enterprise wide procurement planning toolkit that provides for opportunity and risk assessments as well as for assessing the viability of socioeconomic opportunities through an integrated socio-economic impact assessment functionality.

Integral to improving SCM performance in the Province is that the function of SCM is supported by a resilient and responsive provincial workforce. Hence capacity development for SCM practitioners and budget holders responsible to deliver through the procurement medium is critical. Correspondingly, this must be supported by a competent and responsive supplier base. SCM skills and knowledge development of practitioners in institutions will be facilitated through bespoke training interventions, help desk support, assistance and guidance, road shows and the SCM Forum. Various platforms will also be used to engage with suppliers and to ensure that they are capacitated and better equipped in understanding the provincial SCM environment and procurement requirements when doing business with the WCG. The delivery of the client- support-centre has been levered to by a catalyst for the envisaged transformational change.

The LG SCM Directorate is responsible for providing assistance and guidance in respect of good governance and performance in both SCM and asset management to all 30 Western Cape municipalities.

In the current financial year, the unit aims to steer its focus and efforts in terms of looking at elements of innovation, culture change, and integrated planning, budgeting and implementation based on the principles of transformative governance within the municipal sphere.

To this end the unit's key initiatives will continue to sustain and enhance its dynamic governance model and the SCM strategy through monitoring and evaluation functions already being performed but critically focused toward a strengthened governance with a move towards performance. The unit will continue with its goal in using technology as an enabler to improve SCM performance and the continuous building of the business intelligence competence to support procurement decision-making and better supply chain information management.

Procurement efficiencies and prudent procurement spending will continue to be supported in the procurement planning process to leverage efficiency gains to support municipalities to link their budgets to procurement planning and alignment to IDP objectives.

Integral to improving SCM performance within municipalities is that the function of SCM is supported by a resilient and responsive municipal workforce. Hence capacity development for SCM practitioners and budget holders responsible to deliver through the procurement medium is critical which will be supported through the SCM help desk support, assistance and guidance, road shows and the SCM Forum.

Supporting and Interlinked Financial Systems aims to further improve financial system management in the Province by:

- a) Maintenance of effective user account management to improve security of the systems;
- b) Ensuring further development of integrated training interventions to promote the correct and optimal use of financial systems in accordance with system user profiles;
- c) Putting measures in place to improve the validity and veracity of system data; and
- d) Rendering credible and detailed system data and performing system data analysis for all WCG departments.

In preparation for the migration to the IFMS the focus will be on implementation readiness and system data cleanliness in the current provincially operated legacy financial systems. It is also the intention of the Directorate to modernise the financial systems and eventually implement the IFMS.

These indicators in the main contribute to the achievement the Provincial Treasury's Strategic plan indicators and to VIP 5 focus areas governance transformation and innovation for culture, thus is in alignment to PSP. The rationale in choice of indicators for this is further aligned to the MTSF priority area 1: "Building a capable, ethical and developmental state" and to Outcome: Improved leadership, governance and accountability and to interventions: Enhance productivity and functionality of public sector institutions in supporting people centred service delivery and; Improve financial management capability in the public sector.

## 1.4 Programme 4 – Financial Governance

### Programme Description

**Purpose:** To promote accountability and financial governance in departments, entities and municipalities.

Financial Governance is organised to carry out its work according to the following sub-programmes:

Sub-Programme No.	Sub-Programme	Sub-Programme Purpose
4.1	Programme Support	To provide management and administrative support to the programme.
4.2.1	Accounting Services: Local Government	To improve the application of accounting standards and financial reporting within municipalities.
4.2.2	Accounting Services: Provincial Government	To drive financial governance reforms, the implementation of accounting practices and prepare consolidated financial statements.
4.3	Corporate Governance	To strengthen corporate governance within the Province through the implementation of risk management, internal audit and compliance with financial norms and standards.

### Outcomes, outputs, output indicators, annual and quarterly target

No.	Outcome	Outputs	Output indicators	Audited/Actual performance			Estimated performance	Medium-term Targets							
				2016/17	2017/18	2018/19	2019/20	2020/21	Reporting period	Q1	Q2	Q3	Q4	2021/22	2022/23
SUB-PROGRAMME 4.2 Accounting Services- Local Government Accounting															
4.2.1.1	Governance transformation in departments, entities and municipalities improved	Oversight and monitoring of municipal financial governance	Number of municipal accounting assessment reports	Revised Output Indicator	Revised Output Indicator	30	30	29	Annually	-	-	-	29	29	29
4.2.1.2		Support initiatives to strengthen the understanding and application of accounting standards	Number of interventions to improve the understanding and application of accounting standards	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	6	Quarterly	2	1	2	1	6	6
4.2.1.3		Reconciliation of AFS and data strings on National Treasury LG Database	Percentage of data strings submitted to the LG Database reconciled to audited AFS	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	100%	Annually	,	,	,	100%	100%	100%

No.	Outcome	Outputs	Output indicators	Audited/Actual performance			Estimated performance	Medium-term Targets							
				2016/17	2017/18	2018/19		2019/20	2020/21	Reporting period	Q1	Q2	Q3	Q4	2021/22
SUB-PROGRAMME 4.2: Accounting Services – Provincial Government Accounting															
4.2.2.1	Governance transformation in departments, entities and municipalities improved	Oversight and monitoring of departmental financial governance	Number of governance performance engagements held with departments	Revised Output Indicator	Revised Output Indicator	Revised Output Indicator	Revised Output Indicator	2	Quarterly	1	1	-	-	2	2
4.2.2.2		Support initiatives to departments on internal control	Number of internal control interventions rolled out in departments	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	6	Quarterly	1	1	2	2	6	6
4.2.2.3		Supporting departments in the application of accounting statements and norms and standards frameworks	Number of votes assessed against the applicable accounting and norms and standards requirements	14	14	14	14	14	Quarterly	14	14	14	14	14	14
4.2.2.4		Timeous publication and tabling of the ACFS	Publication and tabling of the ACFS is done in the required timeframe	1 month after receipt of audit report on the ACFS	Audited ACFS tabled on 29 January 2018	1 month after receipt of audit report on the ACFS	1 month after receipt of audit report on the ACFS	1 month after receipt of audit report on the ACFS	Annually	-	-	1 Month after receipt of audit report on the ACFS	-	1 month after receipt of audit report on the ACFS	1 month after receipt of audit report on the ACFS

No.	Outcome	Outputs	Output indicators	Audited/Actual performance			Estimated performance	Medium-term Targets								
				2016/17	2017/18	2018/19	2019/20	2020/21	Reporting period	Q1	Q2	Q3	Q4	2021/22	2022/23	
SUB-PROGRAMME 4.3: Corporate Governance																
4.3.1.1	Governance transformation in departments, entities and municipalities improved	Oversight and monitoring of municipal financial governance	Number of municipal governance assessment reports	Revised Output Indicator	Revised Output Indicator	Revised Output Indicator	Revised Output Indicator	30	Annually	-	-	-	30	30	30	
4.3.1.2		Support initiatives on municipal financial capacity building and training	Number of municipal support initiatives on municipal finance capacity building and training	10	10	10	10	10	Quarterly	2	3	3	2	10	10	
4.3.1.3		Support initiatives to municipalities on internal audit and risk management	Number of support initiatives on internal audit and risk management.	Revised Output Indicator	Revised Output Indicator	Revised Output Indicator	Revised Output Indicator	12	Quarterly	2	4	4	2	12	12	
4.3.1.4		Supporting municipalities and departments on financial legal frameworks and policies	Number of support initiatives to municipalities and departments on financial legal frameworks and policies	Revised Output Indicator	Revised Output Indicator	Revised Output Indicator	Revised Output Indicator	4	4	Bi-annual	-	2	2	-	4	4
4.3.1.5		Legislative scanning reports	Number of legislative scanning reports	Revised Output Indicator	Revised Output Indicator	Revised Output Indicator	Revised Output Indicator	4	4	Quarterly	4	4	4	4	4	4
4.3.1.6		Effective execution of SAICA accredited training programme	Number of trainees that successfully completed the SAICA training programme	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	4	Annually	-	-	-	4	3	4

### Explanation of planned performance over the medium-term period

In congruence with VIP 5, which focuses on embedding good governance and integrated service delivery through partnerships and spatial alignment, the programme continues to focus on the continuous improvement of good financial governance in the two spheres of government. The programme will continue to focus on the implementation of the financial governance norms and standards in both municipalities and departments in an integrated manner.

The various directorates will drive financial accounting and financial governance norms and standards through the Integrated Municipal Engagements and the corporate governance strategy, and by utilising electronic platforms as enabling tools to steer the Province, from a financial governance perspective, through the information revolution.

A proportionate share of emphasis will be placed on ensuring that committees supporting the administration and executive authorities are performing their functions as intended, to add to the overall level of assurance.

This sub-programme includes the Chief Director: Financial Governance and Accounting, serving as the Western Cape Provincial Accountant General, and related support staff. It provides resources for structured training and development.

The key objective of this sub-unit is to assist local government institutions to achieve accurate and complete recording of transactions as required by the relevant reporting framework, namely, the standards of Generally Recognised Accounting Practices (GRAP), and conformance with applicable financial laws, regulations and the municipal standard chart of accounts. This would contribute to accurate financial reporting and will enable the deeper analysis of financial statements that could drive key policy decisions. Apart from monitoring and supporting the completeness and accuracy of the annual financial statements, the unit is also responsible for coordinating all mSCOA related matters.

The key objective of this unit is to ensure the complete and accurate recording and reporting of transactions as required by the prescribed accounting frameworks. This contributes toward preventing irregularities and material financial misstatements in both the modified cash basis of accounting applied by departments and accrual basis of accounting applied by entities.

By coordinating and incrementally driving financial norms and standards, the unit also monitors and reports progress to Cabinet on issues raised at the departmental governance engagement and CGRO (E-Gap) governance action plans to enable the improvement of financial management.

To continuously improve both governance and the application of the accounting framework through structured training programmes and the further enhancement of the E-Gap tool.

The unit is responsible for coordinating and driving the good financial governance agenda in the local sphere of government, thereby enhancing good governance practices across various disciplines to achieve maturity in governance.

Building the capabilities of provincial and municipal officials has been identified as a key enabler to sustainably improve financial governance practices and concomitantly financial performance. The focus is on delivering an Integrated Capacitation Development programme towards creating an enabling environment, enhancing organisational capacity, developing a corps of high-performance employees and promoting mutually beneficial stakeholder relationships. Support initiatives such as the Financial Management Capacity Building Grant and the Chartered Accountant Academy are provided to build the skills pipeline i.t.o. public finance management professionals. Identification of training needs and support initiatives are coordinated and implemented to build the capabilities of financial officials in the areas of risk management, internal audit and financial management.

Established forums such as the Chief Risk Officer and Chief Audit Executive (CAE) fora are used to drive norms and standards relating to risk management and internal audit practices towards improved systems of internal control.

## 2. Programme resource considerations

### Overview of 2019 Budget and MTEF (Medium Term Expenditure Framework) estimates

**Table 1 Summary of payments and estimates**

Programme R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main appro- prietion	Adjusted appro- prietion	Revised estimate	% Change from Revised estimate			
	2016/17	2017/18	2018/19	2019/20	2019/20	2019/20	2020/21	2019/20	2021/22	2022/23
1. Administration	49 537	57 492	59 261	58 863	59 266	59 000	62 631	6.15	66 520	69 535
2. Sustainable Resource Management	111 431	132 195	121 334	166 330	141 628	139 986	150 847	7.76	165 648	173 927
3. Asset Management	54 106	51 023	56 068	65 738	67 214	67 056	74 911	11.71	79 283	82 115
4. Financial Governance	32 927	37 434	66 443	66 422	69 901	70 014	68 543	(2.10)	67 753	69 957
<b>Total payments and estimates</b>	<b>248 001</b>	<b>278 144</b>	<b>303 106</b>	<b>357 353</b>	<b>338 009</b>	<b>336 056</b>	<b>356 932</b>	<b>6.21</b>	<b>379 204</b>	<b>395 534</b>

Note: Programme 1: MEC total remuneration package: R1 977 795 with effect from 1 April 2018.

**Table 2 Summary of payments and estimates by economic classification**

Economic classification R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main appro- prietion	Adjusted appro- prietion	Revised estimate	% Change from Revised estimate			
	2016/17	2017/18	2018/19	2019/20	2019/20	2019/20	2020/21	2019/20	2021/22	2022/23
<b>Current payments</b>	208 985	216 548	229 296	271 441	251 269	249 311	280 576	12.54	301 074	314 093
Compensation of employees	157 405	171 172	176 277	196 682	189 308	187 355	217 005	15.83	238 616	252 614
Goods and services	51 580	45 376	53 019	74 759	61 961	61 956	63 571	2.61	62 458	61 479
<b>Transfers and subsidies to</b>	35 814	56 375	69 287	82 628	81 533	81 532	73 228	(10.18)	73 976	77 287
Provinces and municipalities	21 554	33 130	38 191	42 280	39 101	39 101	42 455	8.58	38 967	40 802
Departmental agencies and accounts	9 912	19 711	26 869	37 098	37 669	37 669	27 750	(26.33)	31 878	33 408
Households	4 348	3 534	4 227	3 250	4 763	4 762	3 023	(36.52)	3 131	3 077
<b>Payments for capital assets</b>	3 077	5 137	4 214	3 284	5 158	5 158	3 128	(39.36)	4 154	4 154
Machinery and equipment	3 039	5 137	4 214	3 284	5 158	5 158	3 128	(39.36)	4 154	4 154
Software and other intangible assets	38									
<b>Payments for financial assets</b>	125	84	309		49	55		(100.00)		
<b>Total economic classification</b>	<b>248 001</b>	<b>278 144</b>	<b>303 106</b>	<b>357 353</b>	<b>338 009</b>	<b>336 056</b>	<b>356 932</b>	<b>6.21</b>	<b>379 204</b>	<b>395 534</b>



## Reconciling performance targets with the Budget and MTEF Expenditure estimates

### Programme 1

**Table 3 Summary of payments and estimates – Programme 1: Administration**

Sub-programme R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main appro- piation	Adjusted appro- piation	Revised estimate	% Change from Revised estimate			
	2016/17	2017/18	2018/19	2019/20	2019/20	2019/20	2020/21	2019/20	2021/22	2022/23
1. Office of the Minister	5 660	6 078	6 091	6 332	5 991	5 920	7 288	23.11	7 666	8 063
2. Management Services	20 115	25 100	26 390	26 383	24 985	24 927	26 930	8.04	27 587	29 008
3. Financial Management	23 762	26 314	26 780	26 148	28 290	28 153	28 413	0.92	31 267	32 464
<b>Total payments and estimates</b>	<b>49 537</b>	<b>57 492</b>	<b>59 261</b>	<b>58 863</b>	<b>59 266</b>	<b>59 000</b>	<b>62 631</b>	<b>6.15</b>	<b>66 520</b>	<b>69 535</b>

Note: Sub-programme 1.1: MEC total remuneration package: R1 977 795 with effect from 1 April 2018.

Sub-programme 1.3: Corporate Services and Sub-programme 1.5: Internal Audit as per the National Treasury uniform budget and programme structure, is not utilised as it is centralised with the Department of the Premier (Corporate Services Centre/CSC).

**Table 4 Summary of payments and estimates by economic classification– Programme 1: Administration**

Economic classification R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main appro- piation	Adjusted appro- piation	Revised estimate	% Change from Revised estimate			
	2016/17	2017/18	2018/19	2019/20	2019/20	2019/20	2020/21	2019/20	2021/22	2022/23
<b>Current payments</b>	43 743	49 257	51 311	52 673	51 044	50 773	56 800	11.87	59 283	62 298
Compensation of employees	33 339	38 490	39 244	40 482	38 070	37 805	43 885	16.08	46 237	49 069
Goods and services	10 404	10 767	12 067	12 191	12 974	12 968	12 915	(0.41)	13 046	13 229
<b>Transfers and subsidies to</b>	2 676	3 014	3 427	2 906	3 015	3 014	2 703	(10.32)	3 083	3 083
Departmental agencies and accounts	4	4	5	6	6	6	6		6	6
Households	2 672	3 010	3 422	2 900	3 009	3 008	2 697	(10.34)	3 077	3 077
<b>Payments for capital assets</b>	2 993	5 137	4 214	3 284	5 158	5 158	3 128	(39.36)	4 154	4 154
Machinery and equipment	2 955	5 137	4 214	3 284	5 158	5 158	3 128	(39.36)	4 154	4 154
Software and other intangible assets	38									
<b>Payments for financial assets</b>	125	84	309		49	55		(100.00)		
<b>Total economic classification</b>	<b>49 537</b>	<b>57 492</b>	<b>59 261</b>	<b>58 863</b>	<b>59 266</b>	<b>59 000</b>	<b>62 631</b>	<b>6.15</b>	<b>66 520</b>	<b>69 535</b>

### Performance and expenditure trends

The programme increased by R3.631 million from R59.000 million in 2019/20 (revised estimate) to R62.631 million in 2020/21, this equates to a nominal growth of 6.2 per cent. The growth from the 2019/20 (revised estimate) of R59.000 million to R69.535 million in 2022/23 reflects an annual average growth of 5.6 per cent over the three-year period. The growth relates mainly to the consumer price index inflation and salary adjustment increases.



## Programme 2

**Table 5 Summary of payments and estimates – Programme 2: Sustainable Resource Management**

Sub-programme R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2016/17	2017/18	2018/19	2019/20	2019/20	2019/20	2020/21	2019/20	2021/22	2022/23
1. Programme Support	6 152	6 343	6 172	7 082	6 673	6 697	8 448	26.15	9 756	10 258
Programme Support	6 152	6 343	6 172	7 082	6 673	6 697	8 448	26.15	9 756	10 258
2. Fiscal Policy	21 432	30 972	41 625	53 567	53 368	52 909	42 560	(19.56)	48 424	50 813
Fiscal Policy	11 524	11 265	14 761	16 475	15 705	15 246	14 816	(2.82)	16 552	17 411
Western Cape Gambling and Racing Board	9 908	19 707	26 864	37 092	37 663	37 663	27 744	(26.34)	31 872	33 402
3. Budget Management	17 038	17 338	20 667	21 833	24 600	24 292	23 377	(3.77)	25 973	27 313
Provincial Government Budget Office	8 010	8 037	8 886	10 329	10 329	10 079	11 575	14.84	13 428	14 065
Local Government Budget Office	9 028	9 301	11 781	11 504	14 271	14 213	11 802	(16.96)	12 545	13 248
4. Public Finance	66 809	77 542	52 870	83 848	56 987	56 088	76 462	36.33	81 495	85 543
Provincial Government Finance	9 182	10 035	10 690	11 375	11 636	11 574	12 124	4.75	13 175	13 900
Local Government Finance Group 1	9 388	9 463	13 052	9 861	10 844	10 622	11 150	4.97	11 776	12 641
Local Government Finance Group 2	27 510	40 297	11 473	35 752	15 326	15 182	29 329	93.18	30 459	32 005
Infrastructure	7 207	7 829	7 819	14 479	8 836	8 747	11 982	36.98	12 334	13 011
Business Information and Data Management	13 522	9 918	9 836	11 854	10 345	9 963	11 877	19.21	13 751	13 986
MFMA Coordination				527						
<b>Total payments and estimates</b>	<b>111 431</b>	<b>132 195</b>	<b>121 334</b>	<b>166 330</b>	<b>141 628</b>	<b>139 986</b>	<b>150 847</b>	<b>7.76</b>	<b>165 648</b>	<b>173 927</b>

Note: Sub-programme 2.2: Economic Analysis as per the National Treasury uniform budget and programme structure, is subsumed as part of the Budget Office function.

### Earmarked allocation:

Included in Sub-programme 2.4.3: Local Government Finance (Group 2) is an earmarked allocation amounting to R15.489 million in 2020/21, R15.880 million in 2021/22 and R16.626 million in 2022/23 to strengthen good governance and support in municipalities. Also, R4.945 million, R5.167 million and R5.409 million for municipal interventions to assist in strengthening support interventions in 2020/21, 2021/22 and 2022/23 respectively. However, the Department is actively investigating the consolidation and redesign of the above-mentioned support initiatives into one combined grant that will continue to provide support to municipalities and attain the set objectives

Included in sub-programme 2.4.4: Infrastructure is an earmarked allocation amounting to R5 million in 2020/21, R5 million in 2021/22 and R5.235 million in 2022/23 for capacity Infrastructure support in delivering infrastructure.

**Table 6 Summary of payments and estimates by economic classification – Programme 2: Sustainable Resource Management**

Economic classification R'000	Outcome						Medium-term estimate			
	Audited 2016/17	Audited 2017/18	Audited 2018/19	Main appro- priation 2019/20	Adjusted appro- priation 2019/20	Revised estimate 2019/20	% Change from Revised estimate			
							2020/21	2019/20	2021/22	2022/23
<b>Current payments</b>	79 951	79 269	82 778	106 352	90 440	88 798	<b>102 555</b>	15.49	112 675	118 490
Compensation of employees	62 301	68 839	69 565	80 758	74 406	72 763	<b>85 435</b>	17.42	97 230	102 630
Goods and services	17 650	10 430	13 213	25 594	16 034	16 035	<b>17 120</b>	6.77	15 445	15 860
<b>Transfers and subsidies to</b>	31 480	52 926	38 556	59 978	51 188	51 188	<b>48 292</b>	( 5.66)	52 973	55 437
Provinces and municipalities	21 554	33 130	11 359	22 886	13 385	13 385	<b>20 434</b>	52.66	21 047	22 035
Departmental agencies and accounts	9 908	19 707	26 864	37 092	37 663	37 663	<b>27 744</b>	( 26.34)	31 872	33 402
Households	18	89	333		140	140	<b>114</b>	( 18.57)	54	
<b>Total economic classification</b>	111 431	132 195	121 334	166 330	141 628	139 986	<b>150 847</b>	7.76	165 648	173 927

**Performance and expenditure trends**

The programme increased by R10.861 million from R139.986 million in 2019/20 (revised estimate) to R150.847 million in 2020/21, this equates to a growth of 7.8 per cent. The growth from 2019/20 (revised estimate) of R139.986 million to R173.927 million in 2022/23 reflects an annual average growth of 7.5 per cent over the three-year period. The growth relates mainly to the consumer price index inflation and salary adjustment increases as earmarked and priority allocations remain the same.

**Programme 3****Table 7 Summary of payments and estimates – Programme 3: Asset Management**

Sub-programme R'000	Outcome						Medium-term estimate			
	Audited 2016/17	Audited 2017/18	Audited 2018/19	Main appro- priation 2019/20	Adjusted appro- priation 2019/20	Revised estimate 2019/20	% Change from Revised estimate			
							2020/21	2019/20	2021/22	2022/23
1. Programme Support	4 217	3 727	2 676	3 184	3 533	3 281	<b>4 890</b>	49.04	5 580	5 891
2. Supply Chain Management	18 191	22 792	24 624	31 276	33 875	34 159	<b>35 589</b>	4.19	35 412	36 308
Supply Chain Management: Provincial Government	11 681	16 251	18 364	23 824	26 058	26 342	<b>25 485</b>	(3.25)	25 894	26 119
Supply Chain Management: Local Government	6 510	6 541	6 260	7 452	7 817	7 817	<b>10 104</b>	29.26	9 518	10 189
3. Supporting and Interlinked Financial Systems	31 698	24 504	28 768	31 278	29 806	29 616	<b>34 432</b>	16.26	38 291	39 916
<b>Total payments and estimates</b>	54 106	51 023	56 068	65 738	67 214	67 056	<b>74 911</b>	11.71	79 283	82 115

Note: Sub-programme 3.2: Asset Management and Sub-programme 3.3: Liabilities Management as per the National Treasury uniform budget and programme structure, have been subsumed within the Sub-programme Supply Chain Management.

**Table 8 Summary of payments and estimates by economic classification – Programme 3: Asset Management**

Economic classification R'000	Outcome						Medium-term estimate			
	Audited 2016/17	Audited 2017/18	Audited 2018/19	Main appro- priation 2019/20	Adjusted appro- priation 2019/20	Revised estimate 2019/20	% Change from Revised estimate			
							2020/21	2019/20	2021/22	2022/23
<b>Current payments</b>	52 448	50 599	55 633	65 738	66 828	66 670	<b>74 699</b>	12.04	79 283	82 115
Compensation of employees	34 153	35 058	34 935	39 762	41 237	41 079	<b>48 322</b>	17.63	51 449	54 770
Goods and services	18 295	15 541	20 698	25 976	25 591	25 591	<b>26 377</b>	3.07	27 834	27 345
<b>Transfers and subsidies to</b>	1 658	424	435		386	386	<b>212</b>	(45.08)		
Households	1 658	424	435		386	386	<b>212</b>	(45.08)		
<b>Total economic classification</b>	54 106	51 023	56 068	65 738	67 214	67 056	<b>74 911</b>	11.71	79 283	82 115

**Performance and expenditure trends**

The programme increased by R7.855 million from R67.056 million in 2019/20 (revised estimate) to R74.911 million in 2020/21 which equates to a growth of 11.7 per cent. The growth from 2019/20 (revised estimate) of R67.056 million to R82.115 million in 2022/23 reflects an annual average growth of 7 per cent over the three-year period. The growth relates mainly to salary adjustments and improvement of conditions of service, the SEB/Client Walk-in Centre and procurement of consultancy services.

## Programme 4

**Table 9 Summary of payments and estimates – Programme 4: Financial Governance**

Sub-programme R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2016/17	2017/18	2018/19	2019/20	2019/20	2019/20	2020/21	2019/20	2021/22	2022/23
1. Programme Support	4 493	5 741	9 388	9 640	8 875	8 856	8 635	(2.50)	9 738	10 129
Programme Support	1 616	1 604	4 233	4 874	4 438	4 436	2 915	(34.29)	3 147	3 307
CA Academy	2 877	4 137	5 155	4 766	4 437	4 420	5 720	29.41	6 591	6 822
2. Accounting Services	17 084	18 873	31 306	19 958	32 207	32 321	21 351	(33.94)	23 526	24 930
Provincial Government	9 669	9 786	11 539	10 800	11 703	11 858	11 334	(4.42)	12 183	12 884
Accounting and Compliance										
Local Government	7 415	9 087	19 767	9 158	20 504	20 463	10 017	(51.05)	11 343	12 046
Accounting										
3. Corporate Governance	11 350	12 820	25 749	36 824	28 819	28 837	38 557	33.71	34 489	34 898
<b>Total payments and estimates</b>	<b>32 927</b>	<b>37 434</b>	<b>66 443</b>	<b>66 422</b>	<b>69 901</b>	<b>70 014</b>	<b>68 543</b>	<b>(2.10)</b>	<b>67 753</b>	<b>69 957</b>

Note: Sub-programme 4.3: Norms and Standards and Sub-programme 4.4: Risk Management as per the National Treasury uniform budget and programme structure, have been subsumed within the Sub-programme Corporate Governance.

Sub-programme 4.5: Provincial Internal Audit as per the National Treasury uniform budget and programme structure, was shifted to the Department of the Premier during the 2010/11 financial year.

### Earmarked allocation:

Included in Sub-programme 4.3: Corporate Governance is an earmarked allocation amounting to R12.021 million, R12.670 million and R13.265 million in 2020/21, 2021/22 and 2022/23 respectively for the Western Cape Financial Management Capacity Grant. Also, an earmarked amount of R10.000 million, R5.250 million and R5.502 million in 2020/21, 2021/22 and 2022/23 respectively to reward/incentivise municipalities for meeting or exceeding good governance performance criteria. However, the Department is actively investigating the consolidation and redesign of the above-mentioned support initiatives into one combined grant that will continue to provide support to municipalities and attain the set objectives

**Table 10 Summary of payments and estimates by economic classification – Programme 4: Financial Governance**

Economic classification R'000	Outcome						Medium-term estimate			
	Audited 2016/17	Audited 2017/18	Audited 2018/19	Main appro- priation 2019/20	Adjusted appro- priation 2019/20	Revised estimate 2019/20	% Change from Revised estimate			
							2020/21	2019/20	2021/22	2022/23
<b>Current payments</b>	32 843	37 423	39 574	46 678	42 957	43 070	<b>46 522</b>	8.01	49 833	51 190
Compensation of employees	27 612	28 785	32 533	35 680	35 595	35 708	<b>39 363</b>	10.24	43 700	46 145
Goods and services	5 231	8 638	7 041	10 998	7 362	7 362	<b>7 159</b>	(2.76)	6 133	5 045
<b>Transfers and subsidies to</b>		11	26 869	19 744	26 944	26 944	<b>22 021</b>	(18.27)	17 920	18 767
Provinces and municipalities			26 832	19 394	25 716	25 716	<b>22 021</b>	(14.37)	17 920	18 767
Households		11	37	350	1 228	1 228		(100.00)		
<b>Payments for capital assets</b>	84									
Machinery and equipment	84									
<b>Total economic classification</b>	32 927	37 434	66 443	66 422	69 901	70 014	<b>68 543</b>	(2.10)	67 753	69 957

**Performance and expenditure trends**

The programme budget decreased by R1.471 million from R70.014 million in 2019/20 (revised estimate) to R68.543 million in 2020/21, this equates to a nominal reduction of 2.1 per cent. The growth from 2019/20 (revised estimate) of R70.014 million to R69.957 million in 2022/23 reflects an annual average decline of 0.03 per cent over the three-year period. The reduction relates to the earmarked priority funding allocations for the Western Cape Financial Management Support Grant that was shifted during the 2019 Adjusted Estimates to this Programme, however remains unallocated at this stage under Programme 2: Sustainable Resource Management until the Integrated Municipal Engagement processes are finalised.

### 3. Updated key risks and mitigations from the SP

#### Programme 1 – Administration

##### Outcome 1: Financial and Corporate Governance Improved

**Outcome risk:** There is the likelihood that a lack of accountability through non-co-operation by stakeholders and clients can result in late submission of strategic documents, with the consequence that the department might be non-compliant with submission dates.

Outputs	Key Risk	Risk Mitigations
Monitoring and evaluation system	There is a possibility that SOMS might not obtain adequate cooperation from Programmes within the Department, resulting in late/non-submission of information and data, with the consequence that the evaluation resources are not used optimally and that project time delays could be experienced during the 2020/21 financial year.	SOMS will continue to work to institutionalise a culture of cooperation in order to obtain the commitment of programme managers and line functionaries.
Organisational Culture Journey Report	There is a possibility that some staff may be resistant to change and may sow negativity amongst other staff with the consequence that it may be damaging to the cultural initiatives implemented.	SOMS will help to ensure a collaboration with staff by holding one-on-one and group meetings to openly discuss concerns and address barriers.
Approved communication plan implemented	There is a possibility that the priorities identified in the Communications Plan may change with the consequence that the campaign may be cancelled.	SOMS will amend the campaign to accommodate the shift in the priority.
Monitoring of Expenditure against the Budget	Lack of accountability by managers Provincial Treasury underspends by more than 2 per cent variance Inadequate alignment of the cash flow projections and the monthly expenditure for the vote.	Emphasising the accountability for budget under control of programme/sub-programme and element managers by issuing appointment letters. Providing monthly IYM databases to managers. Quarterly meetings Programme/Sub-programme and element managers. Presentation to Top Management at management meeting. Programme managers sign off IYM database per programme. Accounting Officer sign off IYM database for the Vote. Narrative report submitted to the Executive Authority.
Complete and proper records of financial affairs in accordance with prescribed norms and standards	Reconciliations not balancing Balances in disallowance/control or suspense accounts older than 90 days	Segregation of duties Regular follow-up of balances in disallowance/control and suspense accounts.
Compliance with Supply Chain Management norms and standards	Human error. Non-adherence to SCM norms and standards.	SOPs Checklists Analysis and verification of information/data. All relevant officials trained.

Outputs	Key Risk	Risk Mitigations
Maintained an accurate asset register	Human error. Users not adhering to the assets management guidelines. Incomplete supporting documentation. Information not updated timeously.	Provide training/awareness to users Update information on the system regularly. Perform ad-hoc spot checks of assets.
Identification of risks and key areas of concern regarding preparation of financial and non-financial reports and compliance with applicable legislation	Incomplete evidence submitted Incorrect evidence submitted. No response from responsible components.	Continuous Follow-up with components to submit the evidence.

## Programme 2 – Sustainable Resource Management

**Outcome 2:** Integrated planning, budgeting and implementation for sustainable management of provincial and municipal fiscal resources

**Outcome risk:** Compromised service delivery and responsiveness to socioeconomic needs of communities, current revenue streams are threatened.

Outputs	Key Risk	Risk Mitigations
Research reports on the Provincial and Local Government Fiscal System	Lack of credible, relevant economic information, internal capacity constraints in terms of specialised competencies and competing interest across provinces and municipalities.	Procurement of service provides with expertise, capacity, knowledge to assist in overcoming capacity constraints and to correctly identify issues that would enable a more effective negotiation around the fiscal transfer system.
Revenue and Cash Management Reports	Inputs into revenue and cash management reports not received timeously and information inaccuracies. Banking and Accounting interface downtime.	Continuous communication with departments and municipalities and provide assistance where needed. Continuous communication and use of manual systems as backup.
Reports on the performance of the WCGRB	Timeous submission of supporting documentation.	Regular communication with the WCGRB.
Provincial budget policy assessment reports	Mismatch between budget allocations and actual budget implementation due to departments making trade-offs in the allocation and reallocation of resources, which could potentially undermine budget responsiveness to adequately respond to socio-economic imperatives.	Development and implementation of a budget policy framework that is responsive to the economic and fiscal climate and service delivery environment. Focus on monitoring and evaluation of departmental budget performance towards the achievement of outcomes.
Provincial Budget and Economic publications	Timeous availability and quality of economic and socio-economic data to inform budget policy and service delivery imperatives.	Continued implementation and provision of economic intelligence to inform integrated planning, budgeting and implementation
Provincial budget assessment reports	Budget database completed incorrectly.	Provide information sessions to complete the budget database.
Expenditure reviews	Integrity of data to compile the review.	Audited published sources are used.

Outputs	Key Risk	Risk Mitigations
Quarterly reports on the implementation of the budget	Integrity of information presented in the quarterly reports.	Report is distributed to Departments for comment before tabling.
Provincial budget assessment reports	Budget database completed incorrectly.	Provide information sessions to complete the budget database.
Integrated Municipal Budget Policy Assessments reports	Municipalities do not table draft budgets by 31 March as per the MFMA.	Regular communication to all municipalities with support offered to municipalities of not tabling draft budgets timeously.
Quarterly Performance Reports received, assessed	Municipalities do not table and submit quarterly performance reports within the required timeframe as per the MFMA. Quality of reports submitted are poor.	Regular communication to all municipalities to encourage timeous tabling. Support offered through the PDO capacity training to enable municipalities to submit quality quarterly reports.
Publication of the Municipal Economic Review and Outlook	Economic data is not available timeously Delays in procurement processes to appoint service provider timeously.	Secure alternative sources of data Prioritise and fast track procurement processes to enable timeous appointment of service provider.
Monthly IYM assessment reports on the implementation of the municipal budget	Integrity of financial reporting and non-compliance to MFMA.	Hands-on support to improve full implementation of budget in line with legislative requirements.
Municipal budget assessment reports	Financial sustainability of municipalities, absence of innovative early detection mechanism to detect sustainability challenges at municipalities.	Bespoke support to municipalities to improve integrity of financial reporting and matters of compliance.
Reports on MFMA implementation	Integrity of financial reporting and non-compliance to MFMA.	Use IGR Structures to address transversal challenges.
Asset management plans assessed	Timeous submission of the asset management plans by departments and entities.	Issuing of a Provincial Treasury Infrastructure Calendar, which will inform departments/entities on when they must submit their asset management plans.
Quarterly reports on the implementation of infrastructure budgets to Cabinet	Late submission of inputs by the respective departments.	Pro-active communication to departments/entities on the inputs required from them.
Capacity interventions in support of infrastructure delivery at municipalities	Insufficient capacity to support municipalities.	Review of the unit's capacity and the insourcing of capacity.
Provincial Budget publications	Timeous submission of budget inputs by departments and entities.	Pro-active communication to departments/entities on the inputs required from them.
Assessment on municipal infrastructure delivery management system	Insufficient capacity to support municipalities.	Review of the unit's capacity and the insourcing of capacity.
Datasets managed	Integrity of data.	Source information directly from input systems.
Budget process plans managed	Changes to budget processes.	Proactively detect changes in budget processes.



### Programme 3 – Asset Management

**Outcome 3:** Effective management and oversight of financial systems, supply chain and movable asset management governance within the provincial and municipal spheres

**Outcome risk:** Lack of alignment SCM prescripts to legislative requirements and administrative functions which risk is augmented through NT instructions, Circulars and guidelines which are inconsistent.

Outputs	Key Risk	Risk Mitigations
Municipal Districts assisted with standardised SCM and Asset Management Business practices to continuously improve SCM maturity	The ability of the unit to respond effectively given its capacity constraints and the high demand to support Municipalities.	Using a District Operating Models to maximise delivery efficiencies.
Annually defined support Programmes for departments and municipal districts Annually defined support programme for suppliers	The ability of the unit to respond effectively given its capacity constraints and the high demand to support Departments and Municipalities.	Using a District Operating Models to maximise delivery efficiencies. Using technology tools to augment resource capacity. Tapping into internship programmes and Departmental capacity to support the limited capacity in the Directorate and sub-Directorate. Partnering with the Department of Economic Development and Tourism.
Commodity procurement strategies that drives efficiencies and enables local economic development within departments	Lack of an adequate structure for strategic sourcing and transversal contracting. The ability to implement the strategies that are put together/developed. Co-operation of the departments and buy-in.	To secure funding expertise for the approved structure as a priority. Conduct impact assessments and communication strategy in consultation with various industry role-players.
Preparation to enable smart and integrated HR management, Supply Chain management and Financial management business processes through Information Communication & Technology (ICT)	The lack of WCG affordability. Lack of buy-in with key stakeholders.	Implement incrementally as and when budget is available. Regular engagements with key stakeholders.
Utilisation of business intelligence tools to produce integrated financial performance reports that enables and improves the validity and veracity of system data for informed management decision-making	Lack of system availability.	Regular monitoring of system downtime and procedures.

## Programme 4 – Financial Governance

**Outcome 4:** Governance transformation in departments, entities and municipalities improved.

**Outcome risk:**

- Governance is fluid and dynamic as it depends on laws, regulations and frameworks that evolves with the environment.
- Accounting and legal frameworks are not static. They are continually amended to accommodate learnings from past audits and outcomes of court cases.

Outputs	Key Risk	Risk Mitigations
Oversight and monitoring of departmental financial governance	The adequacy of the assessment criteria may not be comprehensive enough to assess the Financial Management Maturity Capability of Departments.	Complete buy-in from Provincial Treasury management to finalise governance framework up to level 6.
Support initiatives to strengthen the understanding and application of accounting standards	Inadequate support to municipalities with respect to the accounting reporting framework (GRAP). Inconsistent interpretation and application of the accounting frameworks. Nominated officials not identified in accordance to their skills gap.	GRAP training interventions to improve the understanding and application of accounting standards. Training interventions and presentations at forums to address accounting matters. Provision of technical assistance in consultation with NT.
Reconciliation of AFS and data strings on National Treasury LG Database	Municipalities do not submit their data strings to NT LG Database.	Follow up with municipalities to submit data strings to NT LG Database.
Oversight and monitoring of municipal financial governance	Material misstatements in submitted financial statements by Municipalities resulting in negative audit outcomes. Municipalities do not complete MGAP questionnaires.	Monthly review of IYM which help identify errors prior to finalisation of AFS. Utilise other sources of data to complete MGAP questionnaires.
Support initiatives to departments on internal control	The complexity of the interpretation and implementation of the evolving accounting reforms in terms of the Standards of GRAP.	Workshop accounting frameworks with financial accountants. Provision of technical assistance in consultation with NT.
Supporting departments in the application of accounting statements and norms and standards frameworks	The complexity of the interpretation and implementation of the evolving accounting reforms in terms of the Standards of GRAP. Inadequate capacity within the Unit to provide full support to departments.	Workshop accounting frameworks with financial accountants. Provision of technical assistance in consultation with NT. Filling of vacant position. Prioritising initiatives to be rolled out to departments.

#### 4. Public Entity – Western Cape Gambling and Racing Board

The following entity reports to the Minister of Finance and Economic Opportunities (Provincial Treasury oversight):

Name of Public Entity	Mandate	Outputs	Current Annual Budget
Western Cape Gambling and Racing Board (WCGBR)	WCGR Act, 1996 (Act 4 of 1996)	Board meetings where resolutions are adopted and given effect to within specified time period.	R69 971 000
		Licence holders CSI Commitments complied with.	
		Public awareness of the Board's role and functions.	
		Legal opinions drafted to guide Board and Office on legal implications of decisions taken.	
		Compliance to Human Resources regulatory reporting requirements	
		A skilled, motivated and committed workforce.	
		Effective and efficient financial administration	
		New applications processed	
		Renewal applications received processed	
		Licensed establishments carrying out gambling and betting activities that are in accordance with legislation.	
		Known illegal gambling operation are shut down.	
		Continuous ICT systems management for the organisation	
		Continuous knowledge and skills enhancement	
		Continuous availability of ICT systems	

Ongoing evaluation of the WCGRB is conducted via a number of mechanisms, e.g.:

- Quarterly meetings between the Minister of Finance; Provincial Treasury the Western Cape Gambling and Racing Board; and
- Quarterly assessment of the WCGRB's financial and performance information and feedback to the entity.

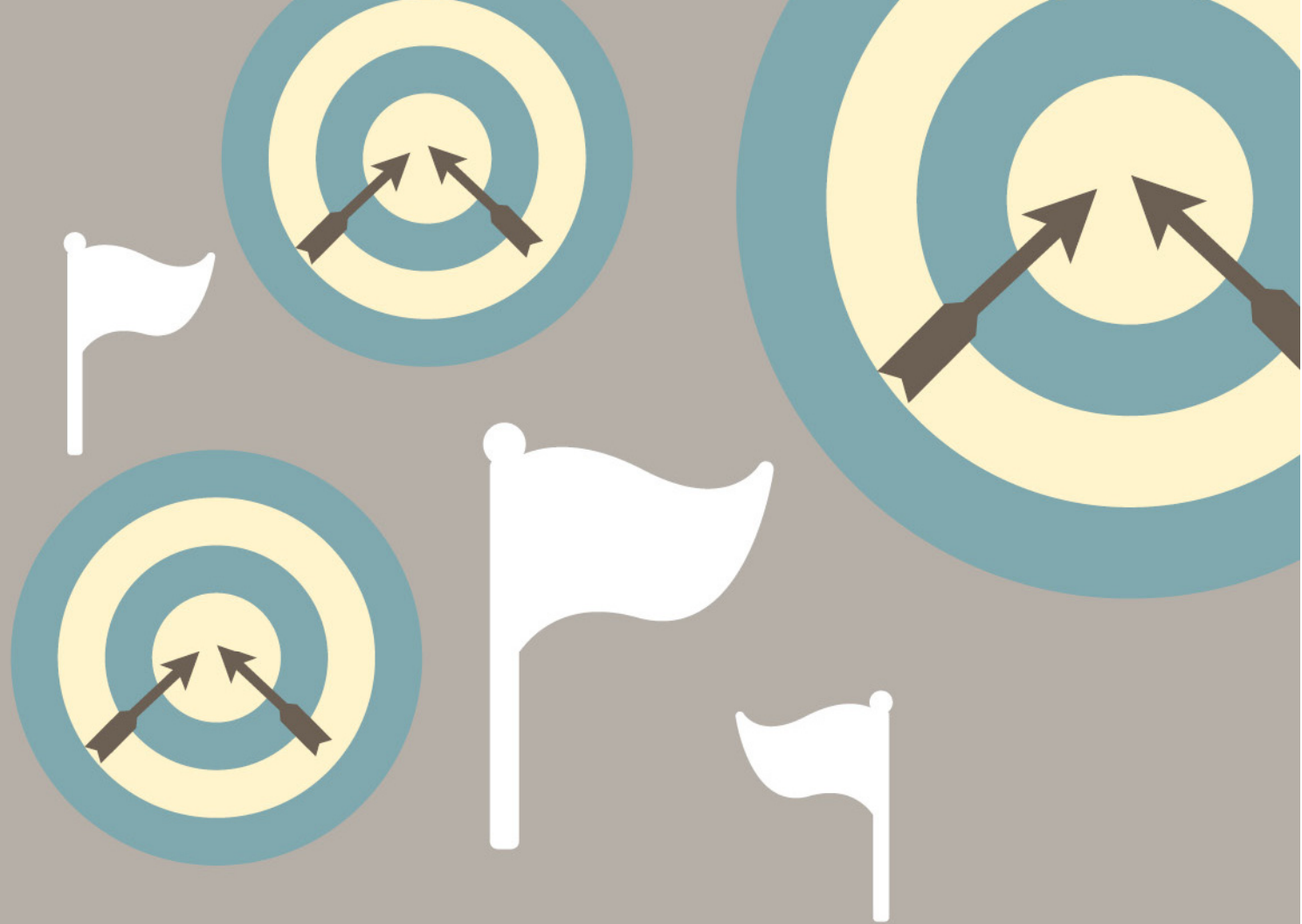
#### 5. Infrastructure projects

Except as provided for under Sub-programme 1.3: Financial Management, which covers planned equipment expenditure within the Department, and Sub-programme 2.4: Public Finance (Element: Immovable Assets) which details the Provincial Treasury's oversight responsibilities relating to infrastructure planning and spending, the Department's internal responsibilities do not relate to major capital investment.

#### 6. Public private partnerships (PPPs)

The Provincial Treasury does not have any departmental PPP projects.

The Provincial Treasury's oversight responsibilities for PPPs within the Province are housed under Sub-programme: Public Finance (Element: Infrastructure).



# TECHNICAL INDICATOR DESCRIPTIONS

# D



## PART D: TECHNICAL INDICATOR DESCRIPTIONS

### Programme 1 – Administration

#### Sub-programme 1.2: Management Services

##### Output indicators

Indicator Number	1.2.1.1			
Indicator title	Number of phases of a monitoring and evaluation system implemented			
Short definition	The implementation, through various phases, of a monitoring and evaluation system that spells out a systematic process for monitoring programme performance according to plan and desired result (evaluation) over time. Phase 1: 2020/2021: M&E Structures Phase 2: 2021/2022: Partnerships for managing the M&E system Phase 3: 2022/2023: Communication, advocacy and culture for M&E Phase 4: 2023/2024: Conducting evaluations Phase 5: 2024/2025: Full implementation, planning for improvement and change management process			
Purpose	A M&E system will help the Department to assess and manage performances so the right decisions and improvements can be made.			
Strategic link	VIP #: 5	Focus Area(s): 4: Governance Transformation	Output(s): Not Applicable	Intervention(s): Not Applicable
Source of data	Monitoring and Evaluation System Implementation Reports			
Method of calculation	Simple count			
Data limitations	Not Applicable			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end:		Cumulative Year-to-date:	Non-cumulative: <b>X</b>
Reporting cycle	Quarterly:	Bi-annually:	Annually: <b>X</b>	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Director: Strategic and Operational Management Support			
Spatial Transformation (where applicable)	Not Applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not Applicable	
	Target for youth:		Not Applicable	
	Target for people with disabilities:		Not Applicable	
Assumptions	There will be buy-in from Top Management for the implementation of the DES			
Means of verification	Rapid Evaluation (Review) of the DES to include an analysis of achievements, successes, challenges and learnings.			

<b>Indicator Number</b>	<b>1.2.1.2</b>			
<b>Indicator title</b>	<b>Number of types of organisational culture change interventions implemented</b>			
<b>Short definition</b>	<p>Culture change interventions implemented as part of the Culture Journey to improve the culture of the Department.</p> <p>Intervention 1: Strategic leadership alignment</p> <p>Intervention 2: Psychometric assessments and feedback</p> <p>Intervention 3: Leadership coaching</p> <p>Intervention 4: Emotional intelligence and soft skill training</p> <p>Intervention 5: Facilitated workshops with informal leaders</p>			
<b>Purpose</b>	Culture change interventions implemented to stimulate people to search together for the underlying values that guide their behaviour to improvement.			
<b>Strategic link</b>	VIP #: 5	Focus Area(s): 4: Governance Transformation	Output(s): Not Applicable	Intervention(s): Not Applicable

Source of data	Culture Journey Implementation Reports			
Method of calculation	Simple count			
Data limitations	Not Applicable			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end:		Cumulative Year-to-date:	Non-cumulative: <b>X</b>
Reporting cycle	Quarterly:	Bi-annually:	Annually: <b>X</b>	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Director: Strategic and Operational Management Support			
Spatial Transformation (where applicable)	Not Applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not Applicable	
	Target for youth:		Not Applicable	
	Target for people with disabilities:		Not Applicable	
Assumptions	Staff will buy-in to the culture journey			
Means of verification	Quarterly evaluation of the process			

Indicator Number	1.2.1.3			
Indicator title	Percentage of communication activities achieved as outlined in communication plan			
Short definition	Communication plan to effectively communicate the work of the Department and engage with stakeholders.			
Purpose	To ensure and enhance effective communication, raise awareness and information sharing on key matters relevant to both internal and external stakeholders.			
Strategic link	VIP #: 5	Focus Area(s): 4: Governance Transformation	Output(s): Not Applicable	Intervention(s): Not Applicable
Source of data	Simple count			
Method of calculation	Numerator: Number of activities in the plan implemented			
	Denominator: Number of planned activities for the year			
Data limitations	Changing communication priorities			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end:		Cumulative Year-to-date:	Non-cumulative: <b>X</b>
Reporting cycle	Quarterly:	Bi-annually:	Annually: <b>X</b>	Biennially:
Desired performance	Higher than target: <b>X</b>		On target:	Lower than target:
Indicator responsibility	Head of Communication: Provincial Treasury			
Spatial Transformation (where applicable)	Not Applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not Applicable	
	Target for youth:		Not Applicable	
	Target for people with disabilities:		Not Applicable	
Assumptions	Communication plan will be approved by stakeholders			
Means of verification	Proof of submission of the Communication Plan to Department of the Premier Corporate Communication Communication Implementation Report			

## Sub-programme 1.3: Financial Management

## Output Indicators

Indicator number	1.3.1.1			
Indicator title	Number of In-Year Monitoring (IYM) Reports			
Short definition	Monthly report on the actual expenditure for the preceding months and a projection of expected expenditure for the remainder of the current financial year			
Purpose	For internal management purposes – to enable the Department to manage its activities effectively, ensure that it is being operated in accordance with its budget and that it is following prescribed rules and regulations.  For external monitoring and reporting – to enable external monitoring to ensure that the Department remains within budget, and to provide the Provincial Treasury with an overview of financial activity for reporting to Cabinet.			
Strategic link	VIP #: Not applicable	Focus Area(s): Not applicable	Output (s): Not applicable	Intervention(s): Not applicable
Source of data	BAS, PERSAL, LOGIS, Vulindlela, MTEC Database, EPRE, Management Inputs			
Method of calculation	Simple count			
Data limitations	Not applicable			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	CFO			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	<ul style="list-style-type: none"><li>Co-operation from components</li><li>Synergy within Directorate</li></ul>			
Means of verification	Signed IYM Model for the Vote and per programme			

Indicator number	1.3.1.2			
Indicator title	Number of reports on compliance with minimum financial management performance indicators			
Short definition	Monthly report on the following: financial transactions, closure dates, exceptions/adjustments/interfaces and reconciliations, payables and receivables, disallowance/control and suspense accounts, expenditure management and management of leases,			
Purpose	To ensure that the Department keeps full and proper records of the financial affairs of the department and enable it to prepare accurate financial statements to the Auditor-General and the relevant Treasury			
Strategic link	VIP #: Not applicable	Focus Area(s): Not applicable	Output(s): Not applicable	Intervention(s): Not applicable
Source of data	BAS, PERSAL, LOGIS, Irregular expenditure database, Fruitless and wasteful expenditure database			
Method of calculation	Simple count			
Data limitations	Not Applicable			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:



Desired performance	Higher than target:	On target: <b>X</b>	Lower than target:
Indicator responsibility	CFO		
Spatial Transformation (where applicable)	Not applicable		
Disaggregation of beneficiaries (where applicable)	Target for woman:	Not applicable	
	Target for youth:	Not applicable	
	Target for people with disabilities:	Not applicable	
Assumptions	<ul style="list-style-type: none"><li>• No forced closure of BAS</li><li>• Monthly reconciliations (BAS/LOGIS, BAS/PERSAL, BAS/PMG) are completed</li><li>• Regular clearance of outstanding balances in disallowance/control and suspense accounts</li><li>• Irregular, Fruitless and wasteful and unauthorised expenditure cases are reported, investigated and finalised</li><li>• Finance lease expenditure was correctly classified</li></ul>		
Means of verification	Compliance with minimum financial management performance indicators report		

Indicator number	1.3.1.3			
Indicator title	Number of Supply Chain Management reports on compliance with norms and standards			
Short definition	Report on the procurement transactions for each form of procurement, compliance with the norms and standards prescribed for the various forms of procurement, any patterns observed that could be construed as irregular in the responses received from the issuance, management, or handling of requests for quotations and bids via EPT, any problems experienced with the invitations of quotations through EPS, information on payments outstanding after the prescribed 30-day period and any problems experienced with the implementation of the AOS			
Purpose	To inform the Accounting Officer and the Provincial Treasury on compliance with Supply Chain Management norms and standards and other important issues			
Strategic link	VIP #: Not applicable	Focus Area(s): Not applicable	Output(s): Not applicable	Intervention(s): Not applicable
Source of data	LOGIS, EPS, SCM Registers			
Method of calculation	Simple count			
Data limitations	Not applicable			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly: X	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	CFO			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	<ul style="list-style-type: none"><li>Compliance with norms and standards prescribed for the various types of procurement</li><li>All information is accurate and supporting documents are available</li></ul>			
Means of verification	Supply Chain Management reports			

<b>Indicator number</b>	<b>1.3.1.4</b>			
<b>Indicator title</b>	<b>Number of stock-take and asset verification reports</b>			
<b>Short definition</b>	Bi-annual report indicating that the physical existence of assets was verified with the asset register via an asset count and verification process, all discrepancies were rectified, and all losses and/or surpluses were reported to the relevant official for a response.			
<b>Purpose</b>	To ensure that the Department has and maintains a credible asset register and is able to report accurately on assets in the Annual Financial Statements			
<b>Strategic link</b>	VIP #: Not applicable	Focus Area(s): Not applicable	Output(s): Not applicable	Intervention(s): Not applicable

Source of data	LOGIS, BAS			
Method of calculation	Simple count			
Data limitations	Not Applicable			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end: X		Cumulative Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly:	Bi-annually: <b>X</b>	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	CFO			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	<ul style="list-style-type: none"><li>• The asset register is updated timeously as assets are acquire, moved, transferred and disposed of.</li><li>• All information is accurate and supporting documents are available</li><li>• No discrepancies between asset register and physical assets.</li></ul>			
Means of verification	Stock-take and asset verification report.			

Indicator number	1.3.1.5			
Indicator title	Number of Status of Records Review reports			
Short definition	Quarterly report on the status of financial and non-financial performance and compliance with applicable legislation.			
Purpose	To assist the Accounting Officer in maintaining the status quo by communicating the risks and key areas of concern that may affect the preparation of its financial and performance reports and compliance with applicable legislation.			
Strategic link	VIP #: Not applicable	Focus Area(s): Not applicable	Output(s): Not applicable	Intervention(s): Not applicable
Source of data	IFS, AFS, Debt Register, Reconciliations, Trial Balance, SCM performance report, Registers (lease, deviations), APP, QPR,			
Method of calculation	Simple count			
Data limitations	Not applicable			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	CFO			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	<ul style="list-style-type: none"><li>Co-operation from components</li><li>Required evidence will be submitted to perform the review</li><li>Correct evidence will be submitted</li></ul>			
Means of verification	Status of Records Review report			

## Programme 2 – Sustainable Resource Management

### Sub-programme 2.2: Fiscal Policy

#### Output Indicators

Indicator number	2.2.1.1			
Indicator title	Number of research reports on the Provincial and Local Government Fiscal System for Integrated Planning, Budgeting and Implementation			
Short definition	Research report written on the Fiscal System for Integrated Planning, Budgeting and Implementation.			
Purpose	To present a research base allowing for intergovernmental discussion for Integrated Planning, Budgeting and Implementation.			
Strategic link	VIP #: 5	Focus Area(s): 3: Integrated Service Delivery	Output(s): Framework in support of Integrated Implementation	Intervention(s): A more responsive and integrated fiscal transfer system
Source of data	Available data and economic variables and national, provincial and municipal budget data sets as well as Treasury Database			
Method of calculation	Simple count			
Data limitations	Limitation to access certain information regarding fiscal variables.			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Fiscal Policy			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	The directorate retains research capacity in-house			
Means of verification	Reports available on the Provincial Treasury Database			

<b>Indicator number</b>	<b>2.2.1.2</b>			
<b>Indicator title</b>	<b>Number of Revenue and Cash Management Reports for Integrated Planning, Budgeting and Implementation</b>			
<b>Short definition</b>	Number of Revenue, Provincial and Municipal Cash Management reports monitoring revenue and cash flows in order to encourage efficient and effective collection of own revenue and cash flows for Integrated planning, budgeting and implementation.			
<b>Purpose</b>	To provide support to departments and municipalities in order to reduce the risk of under collection through monthly monitoring.			
<b>Strategic link</b>	VIP #: 5	Focus Area(s): 3: Integrated service delivery	Output(s): The primary purpose of integrated service delivery is to improve outcomes for citizens.	Intervention(s): Improving engagement and communication between spheres of government to jointly plan and deliver services as well as jointly monitor progress and changes to be more responsive to citizen needs
<b>Source of data</b>	Provincial Treasury Database			
<b>Method of calculation</b>	Simple count			

Data limitations	Subject to quality and accuracy of department reporting.			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
No, not demand driven: <b>X</b>				
Calculation type	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Fiscal Policy			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	Recommendations made in these reports are considered to be an early warning to the sustainability to provincial and municipal cash and revenue			
Means of verification	Consolidated Provincial and Municipal Cash and Revenue Management Reports			

Indicator number	2.2.1.3			
Indicator title	Number of reports on the performance of the WCGRB for Integrated Planning, Budgeting and Implementation			
Short definition	Quarterly report on the financial and non-financial performance of the WCGRB in order to promote good governance of the WCGRB.			
Purpose	To monitor the performance of the WCGRB in order to promote Integrated planning, budgeting and implementation			
Strategic link	VIP #: 5	Focus Area(s): 3: Integrated Service Delivery	Output(s): Focus on monitoring and evaluation for results, learning and action supported by a data and evidence framework Implemented	Intervention(s): Review of policy and legislation to improve integrated service delivery
Source of data	Provincial Treasury Database, Western Cape Gambling and Racing Board Operations Reports, Electronic Quarterly Performance Reporting System,			
Method of calculation	Simple count			
Data limitations	Not applicable			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Fiscal Policy			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	WCGRB information requirements submitted timeously			
Means of verification	QPR assessments available on the database, report submitted to the WCGRB			

## Sub-programme 2.3: Budget Management

### Element: Provincial Government Budget Office

#### Output indicators

Indicator number	2.3.1.1			
Indicator title	Number of provincial budget policy assessment reports			
Short definition	Budget submissions assessed as part of the Provincial Government Medium Term Expenditure Committee (MTEC) process.			
Purpose	To improve allocative efficiency, responsiveness of the budget to socio-economic needs, budget policy objectives and national and provincial priorities.			
Strategic link	VIP #: 5	Focus Area(s): 3: Integrated Service Delivery	Output(s) Annual integrated implementation plan developed per district:	Intervention(s): Improved integrated planning, budgeting and implementation
Source of data	The assessment reports are available on the Provincial Treasury database.			
Method of calculation	Simple count			
Data limitations	Not applicable			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly:	Bi-annually: <b>X</b>	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Provincial Government Budget Office			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	Departmental budget datasets submitted timeously for assessment			
Means of verification	Provincial budget policy assessment reports			

<b>Indicator number</b>	<b>2.3.1.2</b>			
<b>Indicator title</b>	<b>Number of Provincial Budget and Economic Publications</b>			
<b>Short definition</b>	Publication of the Provincial Economic Review and Outlook (PERO), Medium Term Budget Policy Statement (MTBPS) and the Overview of Provincial Revenue and Expenditure (OPRE)			
<b>Purpose</b>	To provide the strategic direction and policy framework that informs the provincial budget.			
<b>Strategic link</b>	VIP #: 5	Focus Area(s): 3: Integrated Service Delivery	Output(s): Annual integrated implementation plan developed per district	Intervention(s): Improved integrated planning, budgeting & implementation
<b>Source of data</b>	All publications are available in hard copy and on the Provincial Treasury database.			
<b>Method of calculation</b>	Date of publication			
<b>Data limitations</b>	Not applicable			
<b>Type of indicator</b>	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven: <b>X</b>	
			No, not demand driven:	
<b>Calculation type</b>	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:
<b>Reporting cycle</b>	Quarterly:	Bi-annually:	Annually: <b>X</b>	Biennially:
<b>Desired performance</b>	Higher than target:		On target: <b>X</b>	Lower than target:

<b>Indicator responsibility</b>	Senior Manager: Provincial Government Budget Office	
<b>Spatial Transformation (where applicable)</b>	Not applicable	
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for woman:	Not applicable
	Target for youth:	Not applicable
	Target for people with disabilities:	Not applicable
<b>Assumptions</b>	Timeous availability and quality of economic and socio-economic data to inform budget policy and service delivery imperatives	
<b>Means of verification</b>	Provincial Economic Review and Outlook (PERO), Medium Term Budget Policy Statement (MTBPS) and the Overview of Provincial Revenue and Expenditure (OPRE)	

## Element: Local Government Budgets

### Output Indicators

Indicator number	2.3.2.1			
Indicator title	Number of integrated municipal budget policy assessment reports.			
Short definition	Annual integrated municipal budget assessments for the Strategic Integrated Municipal Engagements (SIME).			
Purpose	To improve the allocative efficiency and responsiveness of municipal budgets and make recommendations for improvement.			
Strategic link	VIP #: 5	Focus Area(s): 3: Integrated Service Delivery	Output(s): Implemented Integrated Service Delivery and Accountability Framework	Intervention(s): Focus on monitoring and evaluation for results, learning, and action supported by a data and evidence framework
Source of data	30 draft municipal budgets and associated policies submitted			
Method of calculation	Simple count			
Data limitations	Not applicable			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end:		Cumulative Year-to-date:	Non-cumulative: <b>X</b>
Reporting cycle	Quarterly:	Bi-annually:	Annually: <b>X</b>	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Local Government Budget Office			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	30 draft municipal budgets and associated policies timeously			
Means of verification	SIME: Local Government Medium Term Expenditure Committee (LG MTEC) assessment-copy reports			

<b>Indicator number</b>	<b>2.3.2.2</b>			
<b>Indicator title</b>	<b>Percentage of Quarterly Performance Reports received, assessed</b>			
<b>Short definition</b>	Evaluation of the QPR of municipalities on the implementation of the budget.			
<b>Purpose</b>	To perform periodic in-year assessments on the performance of municipal budgets.			
<b>Strategic link</b>	VIP #: 5	Focus Area(s): 3: Integrated Service Delivery	Output(s): Implemented Integrated Service Delivery and Accountability Framework	Intervention(s): Focus on monitoring and evaluation for results, learning, and action supported by a data and evidence framework
<b>Source of data</b>	30 municipal performance reports submitted			

Method of calculation	Numerator: Number of reports assessed.			
	Denominator: Number of reports received.			
Data limitations	Not applicable			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end:		Cumulative Year-to-date:	Non-cumulative: <b>X</b>
Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Local Government Budget Office			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	30 draft municipal quarterly reports submitted timeously			
Means of verification	QPR assessments			

Indicator number	2.3.2.3			
Indicator title	Timeous publication of the Municipal Economic Review and Outlook			
Short definition	The publication of research on the Municipal Economic Review and Outlook (MERO) which is tabled in the Provincial Parliament.			
Purpose	The annual MERO provides credible and relevant social and economic development information to inform municipal planning and budgeting processes within the Province.			
Strategic link	VIP #: Not applicable	Focus Area(s): Not applicable	Output(s): Not applicable	Intervention(s): Not applicable
Source of data	Quantec database and socio-economic data submitted by various provincial departments			
Method of calculation	Date of publication			
Data limitations	Not applicable			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end:		Cumulative Year-to-date:	Non-cumulative: <b>X</b>
Reporting cycle	Quarterly:	Bi-annually:	Annually: <b>X</b>	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Local Government Budget Office			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	All economic and socio-economic data will be available and accessible in the required timeframe.			
Means of verification	Municipal Economic Review and Outlook (MERO) and Government Gazette			

## Sub-programme 2.4: Public Finance

### Element: Provincial Government Finance

#### Output Indicators

Indicator number	2.4.1.1			
Indicator title	Number of provincial budget assessment reports			
Short definition	The number of assessments of provincial budgets to determine the credibility, sustainability and integration of services in order to influence the quality of the Estimates of Provincial Revenue and Expenditure. On an annual basis each of the 14 votes submits their 1 <sup>st</sup> draft budget to Provincial Treasury by August or September. Provincial Treasury makes an assessment of the draft budget which is utilised for discussion with the department during the PG MTEC 1 engagement. By end of November or early December the 2 <sup>nd</sup> draft budget is submitted whereby again an assessment is made and utilised for discussion during the PG MTEC 2 engagement. A benchmark analysis report is prepared based on the 2 <sup>nd</sup> draft budget for each department, which is used at the discussion with the National Treasury in mid-January.			
Purpose	Determining whether the budget is in line with the regulatory framework, based on previous expenditure trends, capacity to spend and that the input mix (economic classification) is realistic to achieve the stated outputs.			
Strategic link	VIP #: 5	Focus Area(s): 3: Integrated Service Delivery	Output(s): Implemented Integrated Service Delivery plan and Accountability Framework.	Intervention(s): Focus on monitoring and evaluation for results, learning, and action supported by a data and evidence framework
Source of data	National and Provincial databases specific for departments and entities. An expenditure model based on past trends and department specific anomalies.			
Method of calculation	Simple count			
Data limitations	The assessment is dependent on the quality and completion of databases submitted by departments.			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Provincial Government Finance			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	Votes complete the budget database correctly			
Means of verification	Provincial budget assessment reports.			



Indicator number	2.4.1.2			
Indicator title	Number of expenditure reviews.			
Short definition	Expenditure review working paper on selected expenditure items or particular integrated services rendered.			
Purpose	To understand and identify expenditure trends or any potential efficiency gains on selected expenditure items or delivery of particular integrated services.			
Strategic link	VIP #: 5	Focus Area(s): 3: Integrated Service Delivery	Output(s): Implemented Integrated Service Delivery plan and Accountability Framework.	Intervention(s): Focus on monitoring and evaluation for results, learning, and action supported by a data and evidence framework
Source of data	Expenditure databases and/or reports by various departments integrated projects or services.			
Method of calculation	Simple count.			
Data limitations	Not applicable			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly:	Bi-annually: <b>X</b>	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Provincial Government Finance			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	Integrity of data to compile the review			
Means of verification	Expenditure Reviews			

<b>Indicator number</b>	<b>2.4.1.3</b>			
<b>Indicator title</b>	<b>Number of quarterly reports on the implementation of the budget</b>			
<b>Short definition</b>	Reports submitted to Cabinet and Parliament on the performance of the implementation of the provincial budget.			
<b>Purpose</b>	To provide oversight information (financial and non-financial information) on the implementation of the provincial budget (Estimates of Provincial Revenue and Expenditure) and the Annual Performance Plans.			
<b>Strategic link</b>	VIP #: 5	Focus Area(s): 3: Integrated Service Delivery	Output(s): Implemented Integrated Service Delivery plan and Accountability Framework.	Intervention(s): Focus on monitoring and evaluation for results, learning, and action supported by a data and evidence framework
<b>Source of data</b>	Information for the financial information section is derived from the In-year monitoring (IYM) reports submitted by Departments. Non-financial information inputs for the quarterly report are received from the Department of the Premier.			
<b>Method of calculation</b>	Simple count			
<b>Data limitations</b>	Not applicable			
<b>Type of indicator</b>	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
<b>Calculation type</b>	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:

Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:	On target: <b>X</b>	Lower than target:	
Indicator responsibility	Senior Manager: Provincial Government Finance			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:	Not applicable		
	Target for youth:	Not applicable		
	Target for people with disabilities:	Not applicable		
Assumptions	Integrity of information presented in the quarterly reports			
Means of verification	Quarterly reports on the implementation of the budget			

Indicator number	2.4.1.4			
Indicator title	Number of Provincial budget publications			
Short definition	Co-ordinate the compilation of the Estimates of Provincial Revenue and Expenditure and compile the Adjusted Estimates of Provincial Revenue and Expenditure.			
Purpose	To publish the provincial budget as well as the adjusted budget during the financial year.			
Strategic link	VIP #: 5	Focus Area(s): 3: Integrated Service Delivery	Output(s): Implemented Integrated Service Delivery plan and Accountability Framework.	Intervention(s): Focus on monitoring and evaluation for results, learning, and action supported by a data and evidence framework
Source of data	Information for both the publications is derived from the relevant votes.			
Method of calculation	Simple count			
Data limitations	Not applicable			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Provincial Government Finance			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	Good quality of information submitted by Votes			
Means of verification	(1) Estimates of Provincial Revenue and Expenditure (Q4) (2) Adjusted Estimates of Provincial Revenue and Expenditure (Q3)			

## Sub-programme 2.4: Public Finance

### Element: Local Government Finance Group 1 and 2

#### Output indicators

Indicator number	2.4.2.1			
Indicator title	Number of monthly IYM assessment reports on the implementation of the municipal budget			
Short definition	Number of monthly IYM reports on the monthly financial performance of municipalities.			
Purpose	Legislative requirement to monitor the implementation of the budget in terms of conformance, accountability, data integrity, sustainability and efficiencies, as per section 71 of the MFMA.			
Strategic link	VIP #: 5	Focus Area(s): 3: Integrated service delivery	Output(s): The primary purpose of integrated service delivery is to improve outcomes for citizens.	Intervention(s): Improving engagement and communication between spheres of government to jointly plan and deliver services as well as jointly monitor progress and changes to be more responsive to citizen needs
Source of data	Municipalities, NT LG Database			
Method of calculation	Simple count			
Data limitations	Data Integrity of Information received from municipalities			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Local Government Finance (Group 1) and Senior Manager: Local Government Finance (Group 2)			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	Monthly submissions of IYM reports by 30 municipalities			
Means of verification	Monthly In year monitoring assessment reports			

<b>Indicator number</b>	<b>2.4.2.2</b>			
<b>Indicator title</b>	<b>Number of Municipal budget assessment reports</b>			
<b>Short definition</b>	Draft municipal budgets assessed to improve conformance, credibility, and sustainability.			
<b>Purpose</b>	Compliance with Chapter 4 of the MFMA.			
<b>Strategic link</b>	VIP #: 5	Focus Area(s): 3: Integrated service delivery	Output(s): The primary purpose of integrated service delivery is to improve outcomes for citizens.	Intervention(s): Improving engagement and communication between spheres of government to jointly plan and deliver services as well as jointly monitor progress and changes to be more responsive to citizen needs

Source of data	From the Municipality: Municipal draft and final budgets and mid-year reviews			
Method of calculation	Simple count			
Data limitations	Quality of Budget documentations received from municipalities			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end:		Cumulative Year-to-date:	Non-cumulative: <b>X</b>
Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Local Government Finance (Group 1) and Senior Manager: Local Government Finance (Group 2)			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	30 draft and final municipal budgets and related policies submitted and mid-year reviews.			
Means of verification	LGMTEC Assessment reports, Final Budget Assessment letters and mid-year assessment reports (TIME)			

<b>Indicator number</b>	<b>2.4.2.3</b>			
<b>Indicator title</b>	<b>Number of reports on MFMA implementation</b>			
<b>Short definition</b>	Number of Quarterly reports on MFMA implementation.			
<b>Purpose</b>	To improve IGR and coordination within and across Provincial Treasury, other departments, and relevant stakeholders to improve conformance and performance in municipalities.			
<b>Strategic link</b>	VIP #: 5	Focus Area(s): 3: Integrated service delivery	Output(s): The primary purpose of integrated service delivery is to improve outcomes for citizens.	Intervention(s): Improving engagement and communication between spheres of government to jointly plan and deliver services as well as jointly monitor progress and changes to be more responsive to citizen needs
<b>Source of data</b>	Status reports from the various MFMA directorates and the Department of Local Government as inputs into the consolidated report submitted to the National Treasury			
<b>Method of calculation</b>	Simple count			
<b>Data limitations</b>	Quality of respective reports received from various MFMA directorates and the Department of Local Government			
<b>Type of indicator</b>	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
<b>Calculation type</b>	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:
<b>Reporting cycle</b>	Quarterly: <b>X</b>		Bi-annually:	Annually: Biennially:
<b>Desired performance</b>	Higher than target:		On target: <b>X</b>	Lower than target:
<b>Indicator responsibility</b>	Senior Manager: Local Government Finance (Group 1) and Senior Manager: Local Government Finance (Group 2)			
<b>Spatial Transformation (where applicable)</b>	Not applicable			
	Target for woman:		Not applicable	
	Target for youth:		Not applicable	

<b>Disaggregation of beneficiaries (where applicable)</b>	Target for people with disabilities:	Not applicable
<b>Assumptions</b>	Co-operation from all directorates	
<b>Means of verification</b>	Western cape MFMA Implementation Reports	

## Element: Infrastructure

### Output indicators

Indicator number	2.4.3.1			
Indicator title	Number of Immovable asset management plans assessed			
Short definition	The number of U-AMPs/C-AMPs assessed. The plans contain the infrastructure requirements of departments/entities in terms of the Government Immovable Asset Management Act No. 19 of 2007.			
Purpose	To assess the quality of immovable asset management plans of the relevant institutions			
Strategic link	VIP #: 2	Focus Area(s): 2: Building and maintaining infrastructure	Output(s): Percentage of provincial infrastructure spent	Intervention(s): Improved regulatory environment
Source of data	Submission of asset management plans by departments and entities.			
Method of calculation	Simple count			
Data limitations	Depends on the accuracy of the information and the timeous submission of the asset management plans by departments and entities.			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end:		Cumulative Year-to-date:	Non-cumulative: <b>X</b>
Reporting cycle	Quarterly:	Bi-annually: <b>X</b>	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Director: Infrastructure			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	Timeous submission of input documentation by departments/entities			
Means of verification	Assessment reports			

<b>Indicator number</b>	<b>2.4.3.2</b>			
<b>Indicator title</b>	<b>Number of quarterly reports on the implementation of infrastructure budgets to Cabinet.</b>			
<b>Short definition</b>	This indicator relates to the preparation of 4 Cabinet Submissions outlining the expenditure of infrastructure funding within a quarter versus what was projected.			
<b>Purpose</b>	The report will serve before Cabinet with an overarching view of infrastructure expenditure in the province, to highlight certain risks of the appropriate level, and to assess whether mitigation mechanisms are adequate and/or being implemented as proposed.			
<b>Strategic link</b>	VIP #: 2	Focus Area(s): 2: Building and maintaining infrastructure	Output(s): Percentage of provincial infrastructure spent	Intervention(s): Maximise investment in infrastructure
<b>Source of data</b>	Monthly Infrastructure Reporting Model assessment reports.			
<b>Method of calculation</b>	Simple count			
<b>Data limitations</b>	Accuracy and availability of data from departments.			

Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Director: Infrastructure			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	Timeous submission of input documentation by departments			
Means of verification	Cabinet submissions			

Indicator number	2.4.3.3			
Indicator title	Number of capacity interventions in support of infrastructure delivery at municipalities			
Short definition	To assist municipalities with their infrastructure delivery by means of skills development and capacitation through the agreed integrated capacitation approach.			
Purpose	To improve the spending performance of municipal infrastructure spending.			
Strategic link	VIP #: 2	Focus Area(s): 2: Building and maintaining infrastructure	Output(s): Percentage of provincial infrastructure spent	Intervention(s): Infrastructure spending support to municipalities
Source of data	4 Training/support interventions and attendance registers.			
Method of calculation	Simple count			
Data limitations	Depends on the accuracy of the information and the timeous submission of the source documentation listed above.			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven: <b>X</b>	
			No, not demand driven:	
Calculation type	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Director: Infrastructure			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	<ul style="list-style-type: none"><li>• Municipalities requests support interventions.</li><li>• Improved governance within municipalities because of the interventions.</li></ul>			
Means of verification	Attendance Registers, Agenda and Training material.			

Indicator number	<b>2.4.3.4</b>			
Indicator title	<b>Number of provincial budget publications</b>			
Short definition	The publication of the Overview of Provincial and Municipal Infrastructure Investment which is tables in the Provincial Parliament.			
Purpose	To provide an overview of the provincial and municipal infrastructure in the Province over the MTEF.			
Strategic link	VIP #: 2	Focus Area(s):	Output(s):	Intervention(s):

		2: Building and maintaining infrastructure	Provincial and municipal infrastructure budget overview.	Not applicable
Source of data	Publication stored electronically on the Provincial Treasury database and hard copy publication.			
Method of calculation	Simple count			
Data limitations	Not applicable			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end:		Cumulative Year-to-date:	Non-cumulative: <b>X</b>
Reporting cycle	Quarterly:	Bi-annually:	Annually: <b>X</b>	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Director: Infrastructure			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	Good quality of information submitted by Votes			
Means of verification	Overview of Provincial and Municipal Infrastructure Investment Publication			

Indicator number	2.4.3.5			
Indicator title	Number of assessments on municipal infrastructure delivery management system(s)			
Short definition	To identify municipalities where the institutionalisation of the IDMS could be piloted, to assess those municipalities' current processes, to customise the IDMS for a municipality and to implement the customised version at a municipality.			
Purpose	It is aimed to facilitate integration and promote seamless delivery through a holistic approach of facilitating infrastructure delivery, in the management of all aspects of the life cycle of immovable assets.			
Strategic link	VIP #: 2	Focus Area(s): 2: Building and maintaining infrastructure	Output(s): Percentage of municipal infrastructure budget spent	Intervention(s): Infrastructure spending support to municipalities
Source of data	Relevant planning and budget documentation			
Method of calculation	Simple count			
Data limitations	Rate of implementation of key IDMS principles by municipalities			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end:		Cumulative Year-to-date:	Non-cumulative: <b>X</b>
Reporting cycle	Quarterly:	Bi-annually:	Annually: <b>X</b>	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Infrastructure			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	Willingness of municipalities			
Means of verification	Assessment report			

## Element: Business Information and Data Management

## Output indicators

Indicator number	2.4.4.1			
Indicator title	Number of datasets managed			
Short definition	Datasets managed for use of Provincial Treasury officials, departments and public entities and conformance to applicable legislation.			
Purpose	Processing data from periodic reporting formats as well as from raw data sourced from various systems into information datasets to inform evidence based Provincial Treasury decision-making.			
Strategic link	VIP #: 5	Focus Area(s): 3: Integrated Service Delivery	Output(s): Implemented Integrated Service Delivery plan and Accountability Framework.	Intervention(s): Focus on monitoring and evaluation for results, learning, and action supported by a data and evidence framework
Source of data	The four datasets are compiled using different data sources. The IYM Dataset uses the IYM database as its data source. The Master Provincial Dataset is compiled from an amalgam of the NT MTEC Database and the IYM Database. The Spatial Spending Dataset is formulated from data available in the Vulindlela Database. The IRM Database serves as the data source for the IRM Dataset.			
Method of calculation	Simple count			
Data limitations	Uptime of systems and format of data.			
Type of indicator	Input: X	Activities:	Output:	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Business Information and Data Management			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	Conformance and accuracy of data			
Means of verification	Data Sets			

<b>Indicator number</b>	<b>2.4.4.2</b>			
<b>Indicator title</b>	<b>Number of budget process plans managed</b>			
<b>Short definition</b>	This indicator refers to the planning for the LG MTEC, PG MTEC 1 and PG MTEC 2 processes during the financial year under review (Provincial and Municipal).			
<b>Purpose</b>	Illustrates the timelines and internal deadlines of the various MTEC processes within Provincial Treasury. This in turn can provide for better planning and implementation of budget processes.			
<b>Strategic link</b>	VIP #: 5	Focus Area(s): 3: Integrated Service Delivery	Output(s): Implemented Integrated Service Delivery plan and Accountability Framework.	Intervention(s): Focus on monitoring and evaluation for results, learning, and action supported by a data and evidence framework
<b>Source of data</b>	Provincial budget process: National Treasury MTEF Guidelines and Budget Process Schedule, the Western Cape Cabinet calendar programme, the Western Cape Parliament parliamentary programme, Budget Circulars and Treasury Circulars.  Municipal budget process and Provincial Circulars: National Treasury Municipal Budget Circular for the Medium-Term Revenue and Expenditure Framework.			
<b>Method of calculation</b>	Simple count: Provincial – PG MTEC 1 and PG MTEC 2 and Municipal - LG MTEC			
<b>Data limitations</b>	Quality of data received from departments and municipalities.			



Type of indicator	Input: <b>X</b>	Activities:	Output:	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Business Information and Data Management			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	No changes to budget processes			
Means of verification	Budget Process schedule			

## Programme 3 – Asset Management

### Sub-programme 3.2: Supply Chain Management

#### Element: Supply Chain Management: Provincial and Local Government

##### Output Indicators

Indicator number	3.2.1.1			
Indicator title	Number of municipal districts assisted			
Short definition	Number of municipalities assisted in conducting SCM and Asset Management governance assessments and review of policies at municipalities, and issuance recommended action plans on identified SCM and Asset Management deficient areas.			
Purpose	To assess, promote and enforce effective and prudent financial management through SCM and Asset Management, and ensuring that the entire SCM cycle is applied and that the practices of municipalities are sound and promote governance, transparency and accountability.			
Strategic link	VIP #: VIP 5	Focus Area(s): 4: Governance Transformation	Output(s): Strengthening and maintaining governance and accountability in provincial and municipal government	Intervention(s): Building institutional capacity of municipalities to strengthen and maintain governance and accountability
Source of data	<ul style="list-style-type: none"><li>• SCM Virtuous Cycle Assessment Reports per quarterly targets;</li><li>• Asset Management Baseline Assessment Reports;</li><li>• SCM Virtuous Cycle assessment action plans;</li><li>• VC SCM and AM Assessment Engagement Letters;</li><li>• VC SCM and AM Assessment Action Minutes;</li><li>• SCM Policy Assessments;</li><li>• AGSA audit management letters and audit action plans; and</li><li>• Gap analysis/Response plan to address SCM Governance challenges.</li></ul>			
Method of calculation	Simple count			
Data limitations	<ul style="list-style-type: none"><li>• Quality and integrity of data is dependent on external sources and stakeholders and is outside of the Department's control and financial systems and tools that are not integrated.</li><li>• Non-availability of documents from municipalities when requested for review to execute the assessment.</li><li>• Audit risk on SCM interpretation challenges.</li></ul>			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Local Government Supply Chain Management			
Spatial Transformation (where applicable)	All 6 Districts in the Western Cape			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	Municipalities maintaining good governance practices within the SCM and Asset Management environment			
Means of verification	5 x Consolidated District Assessment Reports reflecting on municipal districts' capability maturity.			

Indicator number	3.2.1.2			
Indicator title	Number of Districts assisted with systems Insight Reports			
Short definition	Data Analytical reports that measures cross-functional processes and activities that is intended to assist district municipalities to improve planning and decision-making within the districts.			
Purpose	To use technology as an enabler to improve and address inefficiencies in municipal purchasing and asset management.			
Strategic link	VIP #: VIP 5	Focus Area(s): 4: Governance Transformation	Output(s): Strengthening and maintaining governance and accountability in provincial and municipal government	Intervention(s): Building institutional capacity of municipalities to strengthen and maintain governance and accountability
Source of data	<ul style="list-style-type: none"><li>Asset Management Baseline Assessment Reports;</li><li>SCM Virtuous Cycle assessment reports;</li><li>Bi-Tool Solution</li><li>MSCOA systems</li><li>CRA System &amp; CSD Database</li><li>Municipal Procurement and Expenditure Spend analysis</li></ul>			
Method of calculation	Simple count			
Data limitations	<ul style="list-style-type: none"><li>Completeness of data supplied by municipalities</li><li>Delays in the provision of data from municipalities</li><li>Quality of information from municipalities and on the CSD</li></ul>			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Local Government Supply Chain Management			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	Strive towards integrated reporting to assist the JDMA initiative			
Means of verification	5 x consolidated Reports that reflects on cross functional processes and activities aimed at improving decision-making within municipal districts			

<b>Indicator number</b>	<b>3.2.1.3</b>			
<b>Indicator title</b>	<b>Number of support programmes implemented for departments and municipal districts</b>			
<b>Short definition</b>	An annually defined support programme for provincial departments that will define the support, assistance and guidance required to address the gaps or needs of provincial departments in respect of SCM and Asset Management			
<b>Purpose</b>	A strategy in place that addresses the gaps or needs of provincial departments to improve financial management performance for SCM and AM within the province			
<b>Strategic link</b>	VIP #: VIP 5	Focus Area(s): 4: Governance Transformation	Output(s): Strengthening and maintaining governance and accountability in provincial and municipal government	Intervention(s): Building institutional capacity of departments and municipalities to strengthen and maintain governance and accountability

Source of data	<ul style="list-style-type: none"><li>1 x Support Programme Developed and implemented for Provincial Departments (Programme to include training initiatives, workshops, policy reviews and assessments, gap analysis and recommendations, development of tools and templates, etc. (Programme Plan implemented)</li><li>5 x District Support Programmes Developed and implemented for municipal districts in the Western Cape (Programme to include training initiatives, workshops, policy reviews and assessments, gap analysis and recommendations, development of tools and templates, etc. (Programme Plan implemented)</li><li>Data reports and extractions from Issue Management System</li><li>Helpdesk Performance Reports</li><li>Helpdesk Registers (query/complaints log)</li><li>perception surveys</li></ul>			
Method of calculation	Simple count			
Data limitations	Not applicable			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven: <b>X</b>	
			No, not demand driven:	
Calculation type	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly:	Bi-annually:	Annually: <b>X</b>	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Provincial Government Supply Chain Management			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	Departments will be available to enable the delivery of the support programme			
Means of verification	A report that includes a gap assessment and response plan for departments and municipal districts per Programme implemented			

<b>Indicator number</b>	<b>3.2.1.4</b>			
<b>Indicator title</b>	<b>Number of support programmes implemented to develop and enable suppliers</b>			
<b>Short definition</b>	An annually defined support programme for suppliers to implement supplier development initiatives in view of building a responsive supplier base that meets the WCG's procurement and asset management needs			
<b>Purpose</b>	Developing an enabling environment that facilitates supplier development initiatives that contributes toward creating a supplier base that is responsive to WCG procurement and asset management needs.			
<b>Strategic link</b>	VIP #: VIP 5	Focus Area(s): 2: Innovation for impact	Output(s) Number of departments using innovative methods related to government services, communication and processes	Intervention(s): Build an "innovation for impact" initiative to drive service delivery through innovative tools and develop an innovative financing and procurement framework to assist with reducing barriers to deliver on the PSP outcomes
<b>Source of data</b>	<ul style="list-style-type: none"> <li>1 x Support Programme implemented (Programme Plan implemented)</li> <li>Data reports and extractions from Issue Management System</li> <li>Helpdesk Performance Reports</li> <li>Helpdesk Registers (query/complaints log)</li> <li>perception surveys</li> </ul>			
<b>Method of calculation</b>	Simple count			
<b>Data limitations</b>	Quality and integrity of data is dependent on external sources and stakeholders and is outside of the Department's control			
<b>Type of indicator</b>	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery: <b>X</b>	
			Indirect Service Delivery:	

	Demand Driven Indicator:	Yes, demand driven: <b>X</b>
		No, not demand driven:
<b>Calculation type</b>	Cumulative Year-end: <b>X</b>	Cumulative Year-to-date:
<b>Reporting cycle</b>	Quarterly:	Bi-annually:
<b>Desired performance</b>	Higher than target:	On target: <b>X</b>
<b>Indicator responsibility</b>	Senior Manager: Provincial Government Supply Chain Management	
<b>Spatial Transformation (where applicable)</b>	Not applicable	
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for woman:	Not applicable
	Target for youth:	Not applicable
	Target for people with disabilities:	Not applicable
<b>Assumptions</b>	Suppliers will respond and be available to enable the delivery of the support programme	
<b>Means of verification</b>	Report that includes a gap assessment and response plan for suppliers.	

Indicator number	3.2.1.5			
Indicator title	Number of reports reflecting performance of the client support centre			
Short definition	A public facing mechanism that is accessible to all our clients and provides the necessary redress for SCM			
Purpose	Creating an enabling environment to provide the necessary support, assistance and guidance to our clients in order to create a responsive supplier base that meets the WCG's procurement and asset management needs			
Strategic link	VIP #: VIP 5	Focus Area(s): 2: Innovation for impact  3: Integrated Service Delivery	Output(s) Number of departments using innovative methods related to government services, communication and processes.  No of support actions to improve citizen interface	Intervention(s): Build an "innovation for impact" initiative to drive service delivery through innovative tools and develop an innovative financing and procurement framework to assist with reducing barriers to deliver on the PSP outcomes.  WCG delivers on accessible, innovative and citizen centric service to the people of the Western Cape
Source of data	<ul style="list-style-type: none"><li>• Data reports and extractions from Issue Management System (IMS)</li><li>• Helpdesk register (queries and complaints)</li><li>• Logged Walk-ins</li><li>• Training and/Intervention Reports</li><li>• 4 x quarterly reports on performance of the client support centre</li></ul>			
Method of calculation	Simple count			
Data limitations	Not applicable			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery: <b>X</b>	
			Indirect Service Delivery:	
	Demand Driven Indicator:		Yes, demand driven: <b>X</b>	
			No, not demand driven:	
Calculation type	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Provincial Government Supply Chain Management			
Spatial Transformation (where applicable)	Not applicable			

<b>Disaggregation of beneficiaries (where applicable)</b>	Target for woman:	Not applicable
	Target for youth:	Not applicable
	Target for people with disabilities:	Not applicable
<b>Assumptions</b>	Suppliers will access the walk-in-centre for support, assistance and guidance	
<b>Means of verification</b>	Quarterly report that demonstrates the support, assistance and guidance provided via the client support centre	

Indicator number	3.2.1.6			
Indicator title	Number of e-enabled data store			
Short definition	Development of an e-enabled platform that stores best practice models and content that support continuous improvement of our clients			
Purpose	To maintain a sustainable platform for institutional memory that supports continuous capacitation and development for our clients			
Strategic link	VIP #: VIP 5	Focus Area(s): 4: Governance Transformation	Output(s): Strengthening and maintaining governance and accountability in provincial and municipal government	Interventions: e-Enabled platform that stores SCM best practice models, guidelines and information to support continuous improvements in SCM
Source of data	<ul style="list-style-type: none"><li>Report that includes a website wireframe</li><li>Physical e-enabled IT platform</li><li>Business Case</li><li>Project plan</li><li>Project Report on Project deliverables</li></ul>			
Method of calculation	Simple count			
Data limitations	Not applicable			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end:		Cumulative Year-to-date:	Non-cumulative: <b>X</b>
Reporting cycle	Quarterly:	Bi-annually:	Annually: <b>X</b>	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Provincial Government Supply Chain Management			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	The current departmental website can accommodate the needs of the unit to create the warehouse/data store			
Means of verification	e-Enabled Data warehouse/data store on WCG domain Reports, business case, project plan and project deliverables and milestones report			

Indicator number	3.2.1.7			
Indicator title	Number of commodity procurement strategies developed			
Short definition	Commodity procurement strategies that drives efficiencies and enables local economic development through transversal contracting, framework agreements and other contracting models			
Purpose	Leveraged procurement strategies in place that has a socio-economic benefit and/or meets the needs of citizens and that results in value for money purchasing			
Strategic link	VIP #: 5 Innovation and Culture	Focus Area(s): 4: Governance Transformation	Output(s): Strengthening and maintaining governance and accountability in provincial and municipal government	Intervention(s): Commodity procurement strategies that drive efficiencies and enables local economic development for departments and municipalities
Source of data	<ul style="list-style-type: none"><li>• Research and gap analyse reports</li><li>• Commodity strategies</li><li>• Terms of references and Business Cases</li><li>• Transversal contract implemented (TOR, bid documents, Bid Committee Minutes, Contract documents)</li><li>• Presentations and Cabinet Memoranda and Resolutions</li><li>• Transversal contracting SOP</li></ul>			
Method of calculation	Simple count			
Data limitations	Quality and integrity of data is dependent on external sources and stakeholders and is outside of the unit's control and financial systems and tools that are not integrated.			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery: <b>X</b>	
			Indirect Service Delivery:	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Provincial Government Supply Chain Management			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	The unit has the required data and evidence to understand the needs of the citizen and to develop strategies that has a socio-economic benefit and/meets the needs of citizens			
Means of verification	Evidence will be any of the following: <ul style="list-style-type: none"><li>• Business cases;</li><li>• Commodity strategies;</li><li>• Implementation and/enablement plans;</li><li>• Specific sourcing type assessment reports;</li><li>• Tools, templates, frameworks, guides; and</li><li>• Contracting models (transversal contracts/framework agreements or other)</li></ul>			

Indicator number	3.2.1.8			
Indicator title	Number of SCM System insight reports produced, providing procurement performance information to departments			
Short definition	An analysis of data extracted from systems and using business intelligence tools to provide performance information to provincial departments to support governance requirements and management decision making			
Purpose	Using technology as an enabler to improve SCM and Asset Management and to enable better management decision making within provincial departments that results in value for money purchasing that meets governance objectives and the needs of citizens			
Strategic link	VIP #: VIP 5	Focus Area(s): 2: Innovation for impact	Output(s) Number of departments using innovative methods related to government services, communication and processes.	Intervention(s): Build an "innovation for impact" initiative to drive service delivery through innovative tools and develop an innovative financing and procurement framework to assist with reducing barriers to deliver on the PSP outcomes.
Source of data	• 53 system insight reports (13 per quarter plus a consolidated report for the WCG in the fourth quarter)			
Method of calculation	Simple count			
Data limitations	Quality and integrity of data is dependent on external sources and stakeholders and is outside of the Department's control and financial systems and tools that are not integrated.			
Type of indicator	Input:	Activities:	Output: X	Outcome:
Calculation type	Cumulative Year-end: X		Cumulative Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly: X	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: X	Lower than target:
Indicator responsibility	Senior Manager: Provincial Government Supply Chain Management			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	The unit has the required data and evidence to produce system insight reports			
Means of verification	13 x 4 quarterly SCM Insight Reports 1x annual SCM Insight Report			

<b>Indicator number</b>	<b>3.2.1.9</b>			
<b>Indicator title</b>	<b>Number of procurement plans and supporting strategic procurement initiatives assessed for municipalities</b>			
<b>Short definition</b>	Improve procurement planning that is linked to the budgeting process and IDP and budget			
<b>Purpose</b>	To identify opportunities for efficiencies in purchasing and leveraging buying within Municipalities and or Districts to identify strategic sourcing opportunities which will contribute to value for money purchasing.			
<b>Strategic link</b>	VIP #: VIP 5	Focus Area(s): 4: Governance Transformation	Output(s): Strengthening and maintaining governance and accountability in provincial and municipal government	Intervention(s): Building institutional capacity of municipalities to strengthen and maintain governance and accountability
<b>Source of data</b>	<ul style="list-style-type: none"> <li>Procurement plan assessment reports</li> <li>Strategic initiatives assessment reports</li> </ul>			
<b>Method of calculation</b>	Simple count			
<b>Data limitations</b>	Lack of credible data to understand the strategic sourcing processes in municipalities which could lead to skewed reports			



Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Local Government Supply Chain Management			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	Municipalities procurement plans is aligned to their budgets and planning is aligned to the SDBIP			
Means of verification	10 Reports concluded			

### Sub-programme 3.3: Supporting and Interlinked Financial Systems

#### Output Indicators

Indicator number	3.3.1.1			
Indicator title	Number of votes assisted with user account management			
Short definition	Optimising and improving security access & capability on the Corporate Suite of existing Transversal Financial Systems to ensure that effective user account management is executed and maintained, generic policies exist for the management of transversal systems, comprehensive user support service			
Purpose	The effective management of transversal systems and veracity of data.			
Strategic link	VIP #: VIP 5	Focus Area(s): 2: Innovation for Impact	Output(s): Number of potential solutions identified, supported and/or implemented to improve service delivery	Intervention(s): Automated financial management Systems (Finance Innovation Hub?)
Source of data	Transversal financial systems (LOGIS, BAS, PERSAL)			
Method of calculation	Simple count			
Data limitations	The availability of the systems and system-generated reports.			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery; <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end:		Cumulative Year-to-date:	Non-cumulative: <b>X</b>
Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Director SIFS			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	A fully effective use of the financial systems			
Means of verification	User Account Management audit reports			

Indicator number	3.3.1.2			
Indicator title	Number of votes assisted with end user training and change management interventions			
Short definition	Enabling training interventions to promote the correct and optimal use of financial systems in accordance with system user profiles.			
Purpose	To ensure optimal, efficient utilisation of Transversal Financial System			
Strategic link	VIP #: VIP 5	Focus Area(s): 4: Governance Transformation	Output(s): Strengthening and maintaining governance accountability in departments and municipalities	Intervention(s): Building institutional capacity of departments to strengthen and maintain governance accountability
Source of data	System reports/downloads			
Method of calculation	Simple count			
Data limitations	Training venues and skilled training resources (human and financial)			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven: <b>X</b>	
			No, not demand driven:	
Calculation type	Cumulative Year-end:		Cumulative Year-to-date:	Non-cumulative: <b>X</b>
Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Director SIFS			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	Data quality for better reporting and decision making			
Means of verification	Training reports			

<b>Indicator number</b>	<b>3.3.1.3</b>			
<b>Indicator title</b>	<b>Number of votes assisted with preparation initiatives for implementation of smart and integrated Financial Management System</b>			
<b>Short definition</b>	Preparation and support for improvement and modernisation of current financial systems			
<b>Purpose</b>	To improve capability of financial systems that supports performance and service delivery			
<b>Strategic link</b>	VIP #: VIP 5	Focus Area(s): 4: Governance Transformation	Output(s): Strengthening and maintaining governance and accountability in provincial and municipal government	Intervention(s): Data and knowledge management that informs provincial and municipal decision making
<b>Source of data</b>	Transversal financial systems			
<b>Method of calculation</b>	Simple count			
<b>Data limitations</b>	The availability of the systems and system-generated reports.			
<b>Type of indicator</b>	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven: <b>X</b>	
			No, not demand driven:	
<b>Calculation type</b>	Cumulative Year-end:		Cumulative Year-to-date:	Non-cumulative: <b>X</b>
<b>Reporting cycle</b>	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
<b>Desired performance</b>	Higher than target:		On target: <b>X</b>	Lower than target:

<b>Indicator responsibility</b>	Director SIFS	
<b>Spatial Transformation (where applicable)</b>	Not applicable	
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for woman:	Not applicable
	Target for youth:	Not applicable
	Target for people with disabilities:	Not applicable
<b>Assumptions</b>	A fully effective Integrated Financial Management System	
<b>Means of verification</b>	Programme Implementation reports	

Indicator number	3.3.1.4			
Indicator title	Number of votes assisted with quality data from the Corporate Suite of existing Transversal Financial System			
Short definition	Enablement of business intelligence tools to produce integrated financial performance reports to improve the validity and veracity of system data for informed decision making that focuses on service delivery and public value.			
Purpose	To ensure high quality data standard for daily consumption and reporting on Transversal financial systems			
Strategic link	VIP #: 5	Focus Area(s): 4: Governance Transformation	Output(s): Strengthening and maintaining governance and accountability in provincial and municipal government	Intervention(s): Data and knowledge management that informs provincial and municipal decision making
Source of data	System reports/downloads			
Method of calculation	Simple count			
Data limitations	Resource availability and readiness of the Departments/Institutions for implementation.			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven: <b>X</b>	
			No, not demand driven:	
Calculation type	Cumulative Year-end:		Cumulative Year-to-date:	Non-cumulative: <b>X</b>
Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Director SIFS			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	Data quality management to reporting and decision making			
Means of verification	Business Intelligence reports			

## Programme 4 – Financial Governance

### Sub-programme 4.2: Accounting Services

#### Element: Local Government Accounting

##### Output Indicators

Indicator number	4.2.1.1			
Indicator title	Number of municipal accounting assessment reports			
Short definition	Reports compiled for governance engagements			
Purpose	Improve financial maturity of municipalities			
Strategic link	VIP 5	Focus Area(s): 4: Governance Transformation	Output(s): 1. Strengthening and maintaining governance and accountability 2. Strengthening and maintaining oversight.	Intervention(s): 4. Building institutional capacity to strengthen and maintain governance and accountability at a municipal level.  Mid-year engagements with municipalities on their governance performance. Data and knowledge management that informs municipal decision making.
Source of data	mGAP tool			
Method of calculation	Simple count			
Data limitations	Not applicable			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Service Delivery Indicator:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Demand Driven Indicator:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end:		Cumulative Year-to-date:	Non-cumulative: <b>X</b>
Reporting cycle	Quarterly:	Bi-annually:	Annually: <b>X</b>	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager Local Government Accounting			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	No changes to planned process by the organisation			
Means of verification	Review of reports submitted to governance unit			

<b>Indicator number</b>	<b>4.2.1.2</b>			
<b>Indicator title</b>	<b>Number of interventions to improve the understanding and application of accounting standards</b>			
<b>Short definition</b>	Support provided to municipalities to improve GRAP compliance			
<b>Purpose</b>	Assist municipalities to improve compliance with relevant GRAP and MFMA reporting requirements			

Strategic link	VIP #: 5	Focus Area(s): 4: Governance Transformation	Output(s): 1.Strengthening and maintaining governance and accountability 2. Strengthening and maintaining oversight.	Intervention(s): 4. Building institutional capacity to strengthen and maintain governance and accountability at a municipal level.  Mid-year engagements with municipalities on their governance performance. Data and knowledge management that informs municipal decision making.
Source of data	Q1 – MAF Q2 - Review of AFS Q3 – MAF & Audit check-in meetings Q4 – GRAP training			
Method of calculation	Simple count			
Data limitations	Not applicable			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Service Delivery Indicator:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Demand Driven Indicator:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end:		Cumulative Year-to-date:	Non-cumulative: <b>X</b>
Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior manager: Local Government Accounting			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	Improve compliance with relevant GRAP and MFMA reporting requirements			
Means of verification	Q1 – MAF attendance register and presentations Q2 – Close out report of AFS reviewed and submitted to municipalities for submissions made to the unit prior to municipalities submitting their AFS to AG; Close out report for audit readiness assessment visits; Q3 – Minutes of audit check-in meetings; MAF attendance register and presentations Q4 - GRAP training attendance register			

<b>Indicator number</b>	<b>4.2.1.3</b>			
<b>Indicator title</b>	<b>Percentage of data strings submitted to the LG Database reconciled to audited AFS</b>			
<b>Short definition</b>	Alignment between Audited Annual Financial Statements (AFS) and MSCOA data-strings			
<b>Purpose</b>	Ensure integrity of data submitted by municipalities to National Treasury			
<b>Strategic link</b>	VIP #: 5	Focus Area(s): 4: Governance Transformation	Output(s): 1. Strengthening and maintaining governance and accountability 2. Strengthening and maintaining oversight.	Intervention(s): 4. Building institutional capacity to strengthen and maintain governance and accountability at a municipal level.

Source of data	LGA unit - AFS reconciliations and National Treasury (NT) closed off Reconciliation of audited AFS and data strings submitted to NT LG database			
Method of calculation	Numerator: Number of reconciled returns closed off on NT LG Database			
	Denominator: Number of returns submitted by municipalities to NT LG Database			
Data limitations	Not applicable			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end:		Cumulative Year-to-date:	Non-cumulative: <b>X</b>
Reporting cycle	Quarterly:	Bi-annually:	Annually: <b>X</b>	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior manager Local Government Accounting			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	Availability of NT LG database			
Means of verification	Closed off reports			

## Element: Provincial Government Accounting and Compliance

### Output indicators

<b>Indicator number</b>	<b>4.2.2.1</b>			
<b>Indicator title</b>	<b>Number of governance performance engagements held with departments</b>			
<b>Short definition</b>	Integrated approach to address audit and governance issues through quarterly engagements with departments.			
<b>Purpose</b>	To achieve higher levels of governance by improving the financial management capability of departments.			
<b>Strategic link</b>	VIP #: 5	Focus Area(s): 4: Governance Transformation	Output(s): 1. Strengthening and maintaining governance and accountability 2. Strengthening and maintaining oversight.	Intervention(s): 4. Building institutional capacity to strengthen and maintain governance and accountability at a municipal level. Mid-year engagements with Departments on their governance performance. Departmental risks identified enabling citizen-centric focus. Data and knowledge management that informs provincial decision making.
<b>Source of data</b>	Minutes of engagements			
<b>Method of calculation</b>	Simple count			
<b>Data limitations</b>	Not applicable			
<b>Type of indicator</b>	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Service Delivery Indicator:	

				Indirect Service Delivery: <b>X</b>					
	Demand Driven Indicator:			Demand Driven Indicator:					
				No, not demand driven: <b>X</b>					
Calculation type	Cumulative Year-end:			Cumulative Year-to-date:		Non-cumulative: <b>X</b>			
Reporting cycle	Quarterly: <b>X</b>			Bi-annually:		Annually:		Biennially:	
Desired performance	Higher than target:			On target: <b>X</b>			Lower than target:		
Indicator responsibility	Senior Manager: Provincial Government Accounting and Compliance								
Spatial Transformation (where applicable)	Not applicable								
Disaggregation of beneficiaries (where applicable)	Target for woman:				Not applicable				
	Target for youth:				Not applicable				
	Target for people with disabilities:				Not applicable				
Assumptions	Sound financial reporting in terms of the PFMA to bring about transparency and accountability of public resources. Enhanced and maintained good governance practices across departments and entities to improve governance maturity.								
Means of verification	Action minutes of the engagements and support plans								

Indicator number	4.2.2.2			
Indicator title	Number of internal control interventions rolled out in departments			
Short definition	Improved internal control within departments			
Purpose	To improve the system of internal control within departments.			
Strategic link	VIP #: 5	Focus Area(s): 4: Governance Transformation	Output(s): 1. Strengthening and maintaining governance and accountability 2. Strengthening and maintaining oversight.	Intervention(s): 4. Building institutional capacity to strengthen and maintain governance and accountability at a municipal level. Strengthening of the Provincial internal control forum. Mid-year engagements with departments on their governance performance. Departmental risks identified enabling citizen-centric focus.
Source of data	User acceptance reports/Minutes/Policy documentation/Compliance reports			
Method of calculation	Simple count			
Data limitations	Not applicable			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Service Delivery Indicator:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Demand Driven Indicator:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end:		Cumulative Year-to-date:	Non-cumulative: <b>X</b>
Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Provincial Government Accounting and Compliance			

<b>Spatial Transformation (where applicable)</b>	Not applicable	
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for woman:	Not applicable
	Target for youth:	Not applicable
	Target for people with disabilities:	Not applicable
<b>Assumptions</b>	Sound financial reporting in terms of the PFMA to bring about transparency and accountability of public resources. Enhanced and maintained good governance practices across departments and entities to improve governance maturity.	
<b>Means of verification</b>	Action minutes/compliance reports	

Indicator number	4.2.2.3			
Indicator title	Number of votes assessed against the applicable accounting and norms and standards requirements			
Short definition	Integrated approach to address audit and governance issues through Governance Action Plans (GAPs).			
Purpose	To achieve higher levels of governance by improving the financial management capability of departments.			
Strategic link	VIP #: 5	Focus Area(s): 4: Governance Transformation	Output(s): 1. Strengthening and maintaining governance and accountability 2. Strengthening and maintaining oversight.	Intervention(s): 4. Building institutional capacity to strengthen and maintain governance and accountability at a departmental level. Departmental risks identified enabling citizen-centric focus. Mid-year engagements with the departments on their governance performance.
Source of data	Input provided by departments and Provincial Treasury on: Progress from Mid-Year engagements – Support Plan Progress on the AG recommendations			
Method of calculation	Simple count			
Data limitations	Institutionalisation of the CGRO process.			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Service Delivery Indicator:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Demand Driven Indicator:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end:		Cumulative Year-to-date:	Non-cumulative: <b>X</b>
Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Provincial Government Accounting and Compliance			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	Sound financial reporting in terms of the PFMA to bring about transparency and accountability of public resources. Enhanced and maintained good governance practices across departments and entities to improve governance maturity.			
Means of verification	Cabinet Submissions and Governance Action Plans (GAPs)			

<b>Indicator number</b>	<b>4.2.2.4</b>
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Indicator title	Publication and tabling of the ACFS is done in the required timeframe			
Short definition	Compilation and publication of the ACFS for the Province			
Purpose	It's a PFMA imperative to inform the Provincial Government and other users of the position and performance of the Province.			
Strategic link	VIP #: 5	Focus Area(s): 4: Governance Transformation	Output(s): 1. Strengthening and maintaining governance and accountability 2. Strengthening and maintaining oversight.	Intervention(s): 4. Building institutional capacity to strengthen and maintain governance and accountability at a municipal level.
Source of data	Consolidated Departments AFS, entities AFS, PRF			
Method of calculation	1 month after receipt of Audit report			
Data limitations	Dependent on the audit outcomes of the financial statements of the departments, the PRF and entities.			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Service Delivery Indicator:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Demand Driven Indicator:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end:		Cumulative Year-to-date:	Non-cumulative: <b>X</b>
Reporting cycle	Quarterly:	Bi-annually:	Annually: <b>X</b>	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Provincial Government Accounting and Compliance			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	Sound financial reporting in terms of the PFMA to bring about transparency and accountability of public resources. Enhanced and maintained good governance practices across departments and entities to improve governance maturity.			
Means of verification	Tabling letter/ACFS publication.			

## Sub-programme 4.3: Corporate Governance

### Output Indicators

Indicator number	4.3.1.1			
Indicator title	Number of municipal governance assessment reports			
Short definition	To coordinate the annual integrated governance assessment reports per municipality.			
Purpose	To improve the financial governance level of municipalities through the annual integrated governance assessment and feedback process.			
Strategic link	VIP #: 5	Focus Area(s): 4: Governance Transformation	Output(s): Strengthening and maintaining governance and accountability	Intervention(s): Building individual and institutional capacity to strengthen and maintain governance and accountability at provincial and municipal level Training interventions in department and municipalities. Rationalising provincial and municipal legislation and process through innovation and capacitation.
Source of data	WCMES Tool Annual Report Quarterly, bi-annual return forms Audit Reports and Management Reports			
Method of calculation	Simple count			
Data limitations	The accuracy of the assessment is dependent in the reliability of the information as supplied by municipalities and departments.			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly:	Bi-annually:	Annually: <b>X</b>	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Financial Governance			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	<ul style="list-style-type: none"><li>All role players integrate effectively</li><li>This process will improve municipal governance progressively over time</li></ul>			
Means of verification	Integrated governance assessment reports			

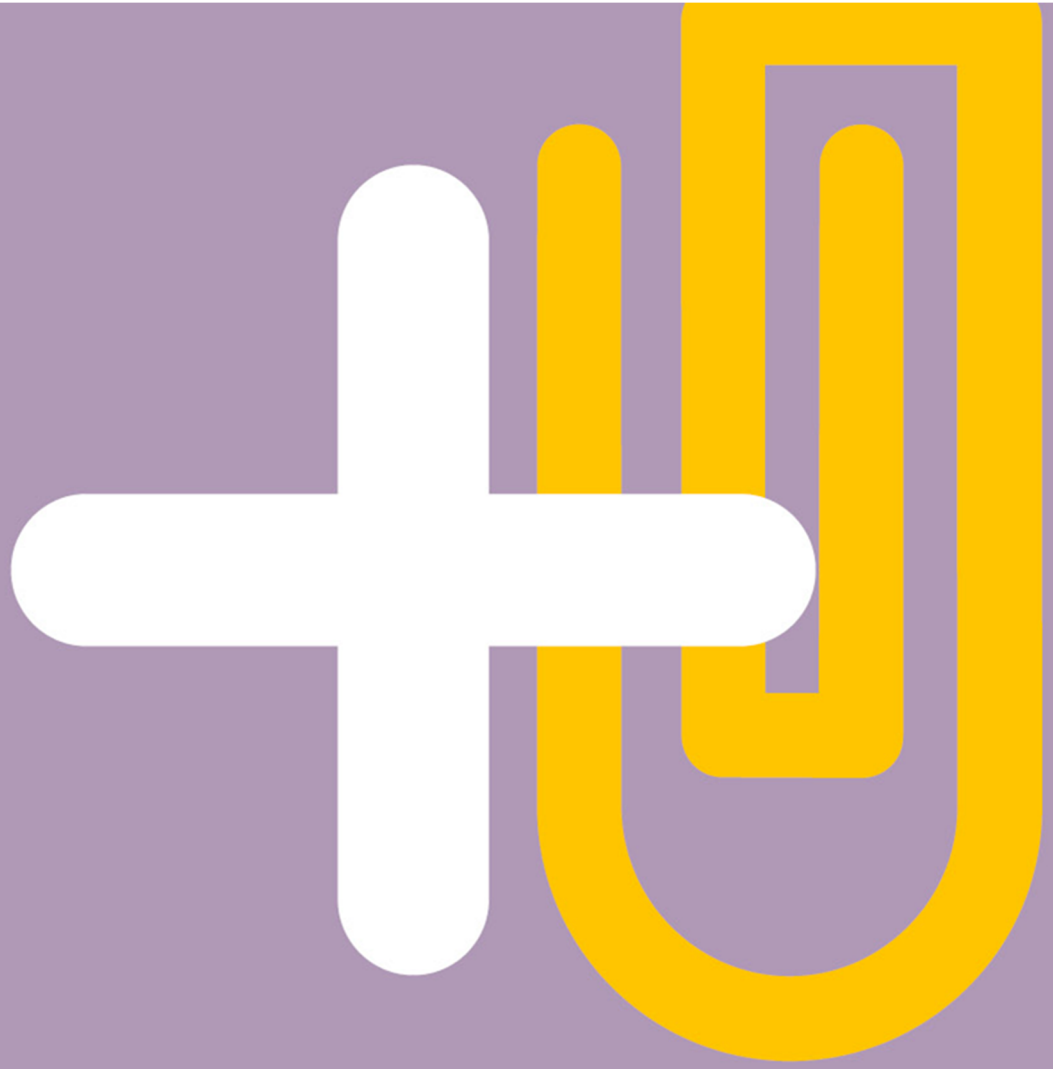
Indicator number	4.3.1.2			
Indicator title	Number of municipal support initiatives on municipal finance capacity building and training			
Short definition	To coordinate and support municipalities with skills development and capacitation through the agreed integrated capacitation approach. One intervention may cover all 30 municipalities. The detail of these different types of initiatives is enumerated in the operational plan.			
Purpose	To improve the FMC level of municipalities through 10 support initiatives in the areas of internship, bursary support, compliance to capacity reforms, training provision that will lead to the improvement of corporate governance.			
Strategic link	VIP #: 5	Focus Area(s): 4: Governance Transformation	Output(s): Strengthening and maintaining governance and accountability	Intervention(s): Building individual and institutional capacity to strengthen and maintain governance and accountability at provincial and municipal level  Training interventions in department and municipalities.  Rationalising provincial and municipal legislation and process through innovation and capacitation.
Source of data	Governance Assessment, IYM Meetings, forums Quarterly, bi-annual return forms Audit Reports and Management Reports			
Method of calculation	Simple count			
Data limitations	Not applicable			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Financial Governance			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	<ul style="list-style-type: none"><li>Funding available for support initiatives</li><li>Training initiatives responsive to skills gaps and pipeline</li><li>Municipalities would apply the training</li></ul>			
Means of verification	Governance assessments reports, attendance registers, presentations, guidance documents, circulars, minutes of meetings			

Indicator number	4.3.1.3			
Indicator title	Number of support initiatives on internal audit and risk management.			
Short definition	To implement support interventions on ERM, IA and audit committees. One intervention may cover all 30 municipalities as in a forum meeting. Different types of interventions are enumerated in the operational plan			
Purpose	To ensure the implementation of enterprise risk management as per the NT risk frameworks and internal audit as per the IIA standards and other guidelines. 12 Interventions to improve corporate governance within all 30 municipalities, these include attending audit committee and risk committee meetings. .			
Strategic link	VIP #: 5	Focus Area(s): 4: Governance Transformation	Output(s): Strengthening and maintaining governance and accountability	Intervention(s): Building individual and institutional capacity to strengthen and maintain governance and accountability at provincial and municipal level  Training interventions in department and municipalities.  Rationalising provincial and municipal legislation and process through innovation and capacitation.
Source of data	WCMEs tool Forums Training			
Method of calculation	Simple count			
Data limitations	The accuracy of the assessment is dependent on the reliability of the information as supplied by municipalities.			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Financial Governance			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	<ul style="list-style-type: none"><li>No changes to planned process by the organisation</li><li>Internal audit and Risk Management Structures are in place at municipalities</li></ul>			
Means of verification	Integrated Governance assessment report, fora, attendance registers, presentations, guidance documents, circulars, minutes of meetings			

Indicator number	4.3.1.4			
Indicator title	Number of support initiatives to municipalities and departments on financial legal frameworks and policies			
Short definition	To support and assist municipalities and department through support initiatives towards a dynamic and relevant financial legal framework that enables sound financial management and service delivery.			
Purpose	To ensure that the municipal and departmental financial legislative framework addresses any possible lacuna and thereby strengthening good governance through compliance thereto and to improve the levels governance in municipalities and departments.			
Strategic link	VIP #: 5	Focus Area(s): 4: Governance Transformation4	Output(s): Strengthening and maintaining governance and accountability	Intervention(s): Building individual and institutional capacity to strengthen and maintain governance and accountability at provincial and municipal level  Training interventions in department and municipalities.  Rationalising provincial and municipal legislation and process through innovation and capacitation.
Source of data	WCMES Tool Departmental and municipal Engagements Forums			
Method of calculation	Simple count			
Data limitations	The accuracy of the assessment is dependent in the reliability of the information as supplied by municipalities and departments.			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven: <b>X</b>	
			No, not demand driven:	
Calculation type	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly:	Bi-annually: <b>X</b>	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Financial Governance			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	No changes to planned process by the organisation Consistent interpretation between NT and Provincial Treasury on prescripts			
Means of verification	Integrated Governance assessment reports, attendance registers, presentations, circular, framework and guidelines			

Indicator number	4.3.1.5			
Indicator title	Number of legislative scanning reports			
Short definition	To support and assist departments through initiatives toward a dynamic and relevant financial legal framework that enables sound financial management and service delivery.			
Purpose	To ensure that the financial legislative framework addresses any possible gaps and thereby strengthening good governance through compliance therewith and to improve the levels of governance in			
Strategic link	VIP #: 5	Focus Area(s): 4: Governance Transformation	Output(s): Strengthening and maintaining governance and accountability	Intervention(s): Building individual and institutional capacity to strengthen and maintain governance and accountability at provincial and municipal level  Training interventions in department and municipalities.  Rationalising provincial and municipal legislation and process through innovation and capacitation.
Source of data	National Treasury issuing draft bills, regulations, guidelines, NTI's, frameworks for comments as well as DotP co-ordinating comment for WCG in terms of draft bills, regulations, guidelines.			
Method of calculation	Simple Count			
Data limitations	Not applicable			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end:		Cumulative Year-to-date:	Non-cumulative: <b>X</b>
Reporting cycle	Quarterly: <b>X</b>	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Financial Governance			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	<ul style="list-style-type: none"><li>A response by relevant role player to matters raised in legislative scanning report</li><li>No changes to planned process by the organisation</li></ul>			
Means of verification	Commentary on legislative amendments bills or regulations, legislative scanning reports			

Indicator number	4.3.1.6			
Indicator title	Number of trainees that successfully completed the SAICA training programme			
Short definition	To create a skills pipeline that addresses the financial management competencies within departments thereby improving on capacitation through the effective execution of the South African Institute of Chartered Accountant (SAICA) accredited training programme			
Purpose	To improve the capacitation of departments through the effective execution of the SAICA accredited training programme			
Strategic link	VIP #: 5	Focus Area(s): 4: Governance Transformation	Output(s): Strengthening and maintaining governance and accountability	Intervention(s): Building individual and institutional capacity to strengthen and maintain governance and accountability at provincial and municipal level  Training interventions in department and municipalities.  Rationalising provincial and municipal legislation and process through innovation and capacitation
Source of data	Training assessments Minutes of meetings Presentations			
Method of calculation	Simple count			
Data limitations	Not applicable			
Type of indicator	Input:	Activities:	Output: <b>X</b>	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: <b>X</b>	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: <b>X</b>	
Calculation type	Cumulative Year-end: <b>X</b>		Cumulative Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly:	Bi-annually:	Annually: <b>X</b>	Biennially:
Desired performance	Higher than target:		On target: <b>X</b>	Lower than target:
Indicator responsibility	Senior Manager: Financial Governance			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumptions	• Training programme addresses financial management skills gap and pipeline			
Means of verification	SAICA discharge forms			



**ANNEXURES**

**E**





## PART E: ANNEXURES

### **Annexure A: Amendments to the Strategic Plan**

The Department has no revisions to the approved Strategic Plan as this is the first year of implementation.

### **Annexure B: Conditional grants**

The Department does not receive any conditional grants.

### **Annexure C: Consolidated Indicators**

The Department does not have any consolidated indicators.

## Annexure D: District Development Model

The Western Cape Government is applying the Joint District and Metro Approach as its response to the District Development Model. The Integrated Management approach adopted by the WCG is rooted within the co-operative government imperatives of Chapter 3 of the Constitution as well as the responsibilities in terms of Section 154 and Section 155(6) of the Constitution to monitor, support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions.

Chapter 13 of the National Development Plan emphasises the need for improved intergovernmental coordination to build a capable state, with one of the key initiatives of improving both "strategic coordination" and "routine coordination".

The WCG, in partnership with the national organs of state and Western Cape Municipalities, aim to give effect to the imperatives of coordination, coherence, alignment, integration and complementarity by implementing integrated management.

This is reaffirmed in the PSP 2020 - 2024 which focuses on integrated service delivery and strengthening the interface and coordination between national, provincial and local government.

In support of the above the JDMA was implemented as the main delivery mechanism of integrated service delivery. The JDMA is a geographical and team-based, citizen focused approach to provide integrated government services through a strengthened WCG and local government interface. It is characterised by a geographical footprint with a single implementation/support plan per municipality/district and appropriate levels of coordination by provincial district interface teams. The approach makes provision for a series of integrated engagements to improve co-planning, co-budgeting and co-implementation.

The mandate of the Provincial Treasury is to drive the good financial governance across the provincial and local government spheres that enables:

- Effective resource mobilisation and sound fiscal management;
- The effective and efficient use of resources;
- Effective financial oversight (Leadership on all levels including the focus on culture); and
- Building capabilities of local governance to enable resilience, agility and innovation.

Key drivers in the governance context for the Provincial Treasury will include improved client satisfaction, Increased innovation collaboration with external actors and Improved Governance and Intergovernmental engagements with citizens which include a range of the projects listed below. These projects will be implemented utilising the JDMA as articulated in the PSP.

- The Corporate Governance Framework;
- Fiscal Consolidation and efficiency gains for resource efficiencies and savings;
- The application of economic intelligence to enable resilience and the realisation of opportunities;
- Define procurement strategies to drive efficiencies and enabling local economic development
- Strengthening data, its use and analytical capability across all WCG departments; and
- Strengthening the capacity within departments and municipalities that can be shared across the public Sector for innovation.

## District Development Model

Areas of intervention	Medium Term (3 years- MTEF)					
	Project description	Budget allocation	District Municipality	Location: GPS coordinates	Project leader	Social partners
<b>Capacity Building</b>	Implementation and roll out of District Integrated Capacitation Plan	Not available	ALL	All	Melissa Van Niekerk	NT, DLG, DoTP, Municipalities, Tertiary Institutions, EDP
<b>Development and implementation of the Corporate Governance Framework</b>	Technical Integrated Municipal District Engagements	Not available	ALL	All	Melissa Van Niekerk	NT, DLG, DoTP, DEA&DP, Municipalities, Tertiary Institutions, EDP
<b>Define procurement strategies to drive efficiencies</b>	Strengthening Procurement Planning and facilitating district transversal contracts	Not available	All	All	Rodney Moolman	NT, DLG, DoTP, DEA&DP, Municipalities, Tertiary Institutions, EDP and SMART procurement
<b>Strengthening data, its use and analytical capability in municipalities</b>	Successful roll out of mSCOA	Not available	All	All	Aziz Hardien	NT, DLG, DoTP, DEA&DP, Municipalities, Tertiary Institutions, EDP
<b>Fiscal Consolidation and efficiency gains for resource efficiencies and savings;</b>	Budget assessment reports, expenditure reviews, quarterly reports on SDBIP, monthly IYM reports	Not available	All	All	Christopher Mapeyi	NT, DLG, DoTP, DEA&DP, Municipalities, Tertiary Institutions, EDP
<b>The application of economic intelligence to enable resilience and the realisation of opportunities;</b>	Publishing of the Municipal Economic Review and Outlook inclusive of District Socio Economic Profiles. Improvement of Infrastructure development through spatial planning. Targeting local procurement to enable job creation	Not available	All	All	Anthony Phillips	NT, DLG, DoTP, DEA&DP, Municipalities, Tertiary Institutions, EDP

## Annexure E: Relevant legislative and policy mandates

### Legislative mandates

<b>Public Finance Management Act, 1999 (Act 1 of 1999) (PFMA)</b>	The Provincial Treasury is established in terms of section 17 of the PFMA (Act 1 of 1999). Section 18 of the PFMA assigns the functions and powers of the Provincial Treasury and it inter alia include the following: preparing and exercising control over the implementation of the provincial budget; promote and enforce transparency and effective management in respect of revenue, expenditure, assets and liabilities of provincial departments and provincial public entities; ensuring that its fiscal policies do not materially and unreasonably prejudice national economic policies; issuing of provincial treasury instructions not inconsistent with the PFMA; enforcing the PFMA and any prescribed national and provincial norms and standards; complying with the annual Division of Revenue Act (DoRA); monitoring and assessing the implementation of provincial entities of national and provincial norms and standards; assisting provincial departments and provincial public entities in building their capacity for efficient, effective and transparent financial management; investigating any system of financial management and internal control applied by a provincial department or a provincial public entity; intervening by taking appropriate steps to address serious or persistent material breach of the PFMA by a provincial department or provincial public entity; promptly provide any information required by NT in terms of the PFMA and do anything further that is necessary to fulfil its responsibilities effectively.
<b>Municipal Finance Management Act, 2003 (Act 56 of 2003)</b>	In terms of section 5(4) of the MFMA, 2003 (Act 56 of 2003) the Provincial Treasury must inter alia monitor compliance with the MFMA by municipalities and municipal entities in the Province, monitor the preparation of municipal budgets, the monthly outcomes of these budgets and the submission of reports by municipalities as required in terms of the MFMA; it may assist municipalities in the preparation of their budgets; further exercise any powers, perform any duties delegated to it by the National Treasury in terms of the MFMA and may take appropriate steps if a municipality or municipal entity in the Province commits a breach of the MFMA.
<b>Annual Division of Revenue Act</b>	To regulate the financial management of Parliament and provincial legislatures in a manner consistent with its status in terms of the Constitution.
<b>Financial Management of Parliament and Provincial Legislatures Act, 2009 (Act No. 10 of 2009)</b>	To regulate the financial management of Parliament and provincial legislatures in a manner consistent with its status in terms of the Constitution.
<b>Government Immoveable Asset Management Act, 2007 (Act 19 of 2007)</b>	To provide a uniform framework for the management of immoveable assets that are held or used by provincial (in this case) departments and to ensure the optimal coordination of the use of such immoveable assets within the context of the departmental service delivery objectives.
<b>Intergovernmental Fiscal Relations Act, 1997 (Act 97 of 1997)</b>	To define, amongst others, the role of the Provincial Minister of Finance, and that of the Treasury as representative of the Provincial Government; promoting co-operation between spheres of government on fiscal, budgetary and financial matters; to provide insight into the prescribed processes for the determination of the equitable share and allocation of revenue raised nationally and for matters connected therewith.
<b>Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005)</b>	To establish a framework for the national government, provincial governments and local governments to promote and facilitate intergovernmental relations; to provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes; and to provide for matters connected therewith.
<b>Public Audit Act, 2004 (Act 25 of 2004) as amended</b>	To provide assistance to the Auditor-General's Office in the recovering of outstanding audit fees, to appropriately respond or intervene (as the case may be) on matters arising from audit reports and to provide for matters connected therewith.

<b>Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000)</b>	To provide the Treasury with a regulatory framework enabling and assisting departments and potential historically disadvantaged individuals (HDIs) in the sustainable development and implementation of a preferential procurement system.
<b>Provincial Tax Regulation Process Act, 2001 (Act 53 of 2001)</b>	To regulate the intergovernmental process that must be followed by provinces in exercising their power in terms of section 228 of the Constitution to impose taxes, levies and duties, and flat-rate surcharges on the tax bases of any tax, levy or duty imposed by national legislation; and to provide for matters connected therewith.
<b>Public Service Act, 1994 (Act 103 of 1994) as amended</b>	To provide for the organisation and administration of the Treasury and for human resource management which includes the regulation of conditions of employment, terms of office, discipline, retirement and discharge of staff members of the Treasury and matters connected therewith.
<b>Spatial Planning and Land Use Management (SPLUMA) Act of 2013</b>	The Spatial Planning and Land Use Management Act (2013) was adopted shortly after the introduction of the NDP. SPLUMA is an important component of the drive to set the broad spatial agenda of the country, promoting the development principles of spatial justice, spatial sustainability, efficiency, spatial resilience and good administration. The statute establishes mechanisms for the negotiation of spatial conflicts, issuance of guidelines and monitoring of compliance. Although SPLUMA does not deal with fragmentation of the spatial planning function directly, it introduces a new approach to spatial planning that can be refined and linked with overall long-term planning. Embedding spatial planning within the overall system of planning is critical.
<b>Annual Western Cape Appropriation Act</b>	To provide for the appropriation of money from the Provincial Revenue Fund for the requirements of the Western Cape Province in the 2018/19 financial year and to provide for matter incidental thereto.
<b>Western Cape Additional Adjustments Appropriation Act, (2015/16 Financial Year) (Act 2 of 2016)</b>	To appropriate additional adjusted amounts of money from the Provincial Revenue Fund in respect of funds that have become available for the requirements of the Province of the Western Cape in respect of the 2015/16 financial year; and to provide for matters incidental thereto.
<b>Western Cape Adjustments Appropriation Act, 2015 (Act 4 of 2015)</b>	To appropriate adjusted amounts of money from the Provincial Revenue Fund for the requirements of the Western Cape Province in respect of the 2018/19 financial year; and to provide for matters incidental thereto.
<b>Western Cape Direct Charges Act, 2000 (Act 6 of 2000) as amended</b>	To provide for the withdrawal of State moneys from the Western Cape Provincial Revenue Fund, as a direct charge, in accordance with the Constitution of the Republic of South Africa, 1996, the Constitution of the Western Cape, 1998 (Act 1 of 1998) and the Public Finance Management Act, 1999 (Act 1 of 1999), and for matters incidental thereto.
<b>Western Cape Gambling and Racing Act, 1996 (Act 4 of 1996) as amended</b>	To provide regulatory prescripts to support the Member of the Executive Council responsible for the Act to ensure sound financial administration by the Western Cape Gambling and Racing Board, in regulating the gambling activities in the Province and to provide for matters connected therewith.
<b>Western Cape Law on the Powers and Privileges of the Provincial Legislature Amendment Act, 1998 (Law 3 of 1998), as amended</b>	To provide the Treasury with regulatory prescripts in assisting the Provincial Parliament when necessary in meeting their financial responsibilities as set out in legislation.

## Policy mandates

<b>Spatial Planning and Land Use Management (SPLUMA) Act of 2013</b>	The Spatial Planning and Land Use Management Act (2013) was adopted shortly after the introduction of the NDP. SPLUMA is an important component of the drive to set the broad spatial agenda of the country, promoting the development principles of spatial justice, spatial sustainability, efficiency, spatial resilience and good administration. The statute establishes mechanisms for the negotiation of spatial conflicts, issuance of guidelines and monitoring of compliance. Although SPLUMA does not deal with fragmentation of the spatial planning function directly, it introduces a new approach to spatial planning that can be refined and linked with overall long-term planning. Embedding spatial planning within the overall system of planning is critical.
<b>2030 Agenda for Sustainable Development (Sustainable Development Goals)</b>	The SDGs seek to end poverty and hunger in the world; to combat inequalities within and among countries; to build peaceful, just and inclusive societies; to protect human rights and promote gender equality and the empowerment of women and girls; and to ensure the lasting protection of the planet and its natural resources. Countries committed to the SDGs aim to create conditions for sustainable, inclusive and sustained economic growth, shared prosperity and decent work for all, taking into account different levels of national development and capacities. The SDGs are integrated and indivisible and balance the three dimensions of sustainable development, namely, the economic, social and environmental. There are 17 Sustainable Development Goals and 169 targets which demonstrate the scale and ambition of the new universal Agenda.
<b>Africa Agenda 2063 Goals</b>	<p>The Agenda 2063 is a strategic framework for the socio-economic transformation of the continent over the next 50 years. It builds on, and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development.</p> <p>Agenda 2063 has the following aspirations: an integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa's Renaissance; an Africa of good governance, democracy, respect for human rights, justice and the rule of law; a peaceful and secure Africa; an Africa with a strong cultural identity, common heritage, shared values and ethics; an Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children; and Africa as a strong, united and influential global player and partner. These aspirations have priority areas which are aligned to the Sustainable Development Goals.</p>
<b>Budget Prioritisation Framework</b>	<p>The Budget Prioritisation Framework aims to guide allocation of budget towards the achievement of government priorities.</p> <p>The Budget Prioritisation Framework's objective is to establish the strategic framework for decision-making on budget priorities that are required to advance the goals of the NDP. It seeks to establish a systematic basis for making strategic choices among competing priorities and limited resources, in order to better optimise the budget as a key lever for driving the NDP.</p>
<b>National Evaluation Policy Framework (2011)</b>	The National Evaluation Policy Framework provides the basis for a minimum system of evaluation across government. Its main purpose is to promote quality evaluations which can be used for learning to improve the effectiveness and impact of government, by reflecting on what is working and what is not working and revising interventions accordingly. It seeks to ensure that credible and objective evidence from evaluation is used in planning, budgeting, organisational improvement, policy review, as well as ongoing programme and project management, to improve performance. It provides a common language for evaluation in the public service.

<b>Policy Framework for the Government-Wide Monitoring and Evaluation System (2005)</b>	The Framework for Government-Wide Monitoring and Evaluation System (GWME) identifies programme performance information as one of the data terrains underpinning GWME, focusing on information that is collected by government institutions in the course of fulfilling their mandates and implementing the policies of government.
<b>Framework for Managing Programme Performance Information (FMPPi) (2007)</b>	The FMPPi outlines key concepts in the design and implementation of management systems to define, collect, report and use performance information in the public sector. The FMPPi emphasises that performance information is essential to focus the attention of the public and oversight bodies on whether public institutions are delivering value for money, by comparing their performance against their budgets and service delivery plans, and to alert managers to areas where corrective measures are required.
<b>Human Resource Development Strategy of South Africa 2010-2030</b>	The Strategy recognises both the demand- and supply-side HRD issues. It acknowledges that HRD spans several domains, from the foundations of early childhood development right through to labour market entry. It recognises systemic challenges as impediments to successful HRD policy implementation. It locates HRD in the broader development context and takes into account the challenges posed by developmental issues such as poverty, inequality, high unemployment levels, lack of social cohesion, etc.



## Acronyms

ACFS	Annual Consolidated Financial Statements
AFS	Annual Financial Statements
AG	Auditor-General
AGSA	Auditor-General of South Africa
AM	Asset Management
AO	Accounting Officer
AOS	Accounting Officer System
APP	Annual Performance Plan
AR	Annual Report
ATO	Accredited Training Office
B2B	Back to Basics
BAS	Basic Accounting System
B-BBEE	Broad Based Black Economic Empowerment
BI	Business Intelligence
BIDM	Business and Information Data Management
CA's	Chartered Accountants
CAA	Chartered Accounting Academy
CAE	Chief Audit Executive
C-AMP	Custodian Asset Management Plan
CFO	Chief Financial Officer
CGICTPF	Corporate Governance of Information Communication Technology Policy Framework
CGRO	Corporate Governance Review and Outlook
CIDB	Construction Industry Development Board
CSC	Corporate Services Centre
DEC	Departmental Evaluation Committee
DEP	Departmental Evaluation Plan
DES	Departmental Evaluation System
DoRA	Division of Revenue Act
ERM	Enterprise Risk Management
EPRE	Estimates of Provincial Revenue and Expenditure
EPS	Electronic Procurement System
FMC	Financial Management Capability
GDP	Gross Domestic Product
GRAP	Generally Recognised Accounting Practice
HDI	Historically Disadvantaged Individuals
IA	Internal Audit
IIA	Institute for Internal Audits
ICT	Information and Communication Technology
IDMS	Infrastructure Delivery Management System
IDP	Integrated Development Plan

IC	Internal Control
IFMS	Integrated Financial Management System
IFS	Interim Financial Statements
IGR	Intergovernmental Relations
IMF	International Monetary Fund
IYM	In-Year Monitoring
JDMA	Joint District and Metro Approach
LED	Local Economic Development
LG	Local Government
LG MTEC	Local Government Medium Term Expenditure Committee
LG SCM	Local Government Supply Chain Management
LOGIS	Logistical Information System
MAM	Moveable Asset Management
MEC	Member of the Executive Council
MERO	Municipal Economic Review and Outlook
MFMA	Municipal Finance Management Act
mGAP	Municipal Governance Action Plan
MGRO	Municipal Governance Review and Outlook
mSCOA	Municipal Standard Chart of Accounts
MFMA	Municipal Finance Management Act (Act 56 of 2003)
MTBPS	Medium Term Budget Policy Statement
MTEC	Medium Term Expenditure Committee
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NEPF	National Evaluation Policy Framework
NES	National Evaluation System
NT	National Treasury
NT FMCMM	National Treasury Financial Management Capability Maturity Model
NTR	National Treasury Regulations
OD	Organisational Development
OHAS	Occupational Health and Safety
OPRE	Overview of Provincial Revenue and Expenditure
PERO	Provincial Economic Review and Outlook
PERSAL	Personal and Salary Administration System
PFMA	Public Finance Management Act
PG MTEC	Provincial Government Medium Term Expenditure Committee
PG SCM	Provincial Government Supply Chain Management
PPPF	Preferential Procurement Policy Framework
PRF	Provincial Revenue Fund
PSG	Provincial Strategic Goal

PSP	Provincial Strategic Plan
PTI	Provincial Treasury Instruction
PwD	Person with Disabilities
QPR	Quarterly Performance Report
SA	South Africa
SALGA	South African Local Government Association
SARS	South African Revenue services
SCM	Supply Chain Management
SCOA	Standard Chart of Accounts
SDIP	Service Delivery Improvement Plan
SDM	Service Delivery Model
SIFS	Support and Interlinked Financial Systems
SIPDM	Standard for Infrastructure Procumbent and Delivery Management
SMME	Small, Medium and Micro Enterprise
SO	Strategic Objective
SOC	State Owned Corporations
SOEs	State Owned Enterprises
SOMS	Strategic and Operational Management Support
TA	Trainee Accountants
TCF	Technical Committee on Finance
TID	Technical Indicator Description
TFR	Total fertility rate
U-AMP	User Asset Management Plan
VIP	Vision Inspired Priorities
WC	Western Cape
WCG	Western Cape Government
WCGRB	Western Cape Gambling and Racing Board
WCIDMS	Western Cape Infrastructure Delivery Management System
WOSA	Whole-of Society Approach

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