

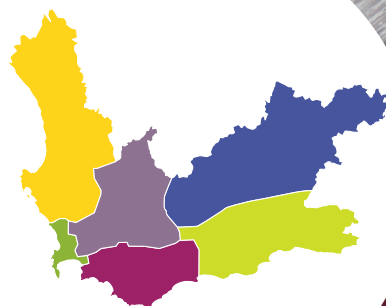


Western Cape
Government

Provincial Treasury

CAPACITY BUILDING

INFORMATION
KNOWLEDGE
MANAGEMENT
IMPROVEMENT
PROCESS



Annual Performance Plan
2021/22



Enquiries: Naadia Ismail

Reference: PT 21/10/3 2021/22

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

Dear Honourable Mnqasela

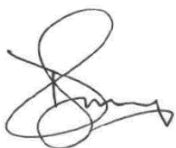
RE: Errata to the Annual Performance Plan 2021/22

The errata in relation to Vote 3 – Provincial Treasury 2021/22 Annual Performance Plan submitted on 31 March 2021 bears reference. Subsequent to the submission of the errata communication was received indicating that the format of the errata needed to be changed. In accordance with this communication the department has adjusted the errata template with reference to the table below.

Please note the Errata table below for the Annual Performance Plan 2021/22, tabled on 15 March 2021:

PAGE NO.	CURRENT	TO BE AMENDED TO
40	Output Indicator – 1.2.1.2 Number of strategy execution milestones reached The Estimated Performance for this Output Indicator, for the 2020/21 financial year, has been incorrectly captured as “4”.	The Estimated Performance, for the 2020/21 financial year, for this indicator has been amended / changed to “ New Output Indicator ”
123 & 124	Technical Indicator Description – Output Indicator 3.2.1.6 Number of Public Disclosure Reports Short Definition - Development of an e-enabled platform that stores best practice models and content that support continuous improvement of our clients	Short Definition to be amended to “Publication of quarterly reports that depicts procurement expenditure in a format for public consumption”

PAGE NO.	CURRENT	TO BE AMENDED TO
	<p>Purpose - To maintain a sustainable platform for institutional memory that supports continuous capacitation and development for our clients</p> <p>Source of data –</p> <ul style="list-style-type: none"> • Report that includes a website wireframe • Physical e-enabled IT platform • Business case • Project plan • Project report on project deliverables <p>Assumptions - The current departmental website can accommodate the needs of the unit to create the warehouse/data store</p> <p>Means of verification –</p> <p>13 x 4 quarterly departmental reports 6 x 4 public entity reports PT consolidated monthly reports to NT</p> <p>Strategic link -</p> <p>Focus Area(s): 4: Governance Transformation</p> <p>Output(s): Strengthening and maintaining governance and accountability in provincial and municipal government</p> <p>Intervention(s): e-Enabled platform that stores SCM best practice models, guidelines and information to support Continuous improvements in SCM</p>	<p>Purpose to be amended to "To ensure transparency in procurement expenditure"</p> <p>Source of data to be amended to "Legacy Systems (BAS, LOGIS, Medsas), Departmental inputs"</p> <p>Assumptions to be amended to "Credibility of information on Legacy systems and that information required is readily available and systems are configured to store the information required to be published"</p> <p>Means of verification to be amended to "4 Quarterly Reports"</p> <p>Strategic link to be amended as follows:</p> <p>Focus Area(s): "2: Innovation for impact"</p> <p>Output(s): "Number of departments using innovative methods related to government services, communication and processes."</p> <p>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."</p>



DAVID SAVAGE
ACCOUNTING OFFICER: PROVINCIAL TREASURY
DATE: 12 April 2021

**Western Cape Government
Provincial Treasury**

**Annual Performance Plan
2021/22**

Directorate: Strategic and Operational Management Support

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Executive Authority Statement

The Western Cape Government's Provincial Strategic Plan 2019 – 2024 still remains the strategic guide for planning and budgeting for the Provincial Treasury. However, the onset of the COVID-19 pandemic has resulted in new and severe challenges that have required an urgent refocus. As such a more focused set of strategic priorities has been identified in the Western Cape Recovery Plan, under the pillars of Jobs, Safety and Wellbeing.

The role of Provincial Treasury will support these three strategic priorities through the practical implementation of the budget strategy, the budget process and through oversight and monitoring of the various departments, municipalities and public entities.

The Provincial Treasury will have to land the three strategic priorities within a significantly unprecedented fiscal context and now, more than ever, must do more with less. The Department's strategy processes focused on a) what should be done to support the three focus areas, and b) what should be continued, discontinued or delayed to free up resources to deliver on the legal mandates and Government priorities.

The management of the COVID-19 crisis has taught us many lessons which have been institutionalised in the new way of working. And so, Provincial Treasury will be a critical enabler, adding value and giving hope to the public by doing the following three things:

1. Providing thought leadership and innovative ideas;
2. Demonstrating that scarce resources are efficiently allocated through a rigorous budget process and effective governance and asset management; and
3. Being transparent and accountable, demonstrating that every cent is wisely spent.

Achieving this will require a strong and independent Provincial Treasury, whose authority is derived from technical knowledge, data, superior analysis, stronger arguments and more compelling presentations. Innovation will continue to be prioritised and encouraged. The launch of the Procurement Disclosure Report in 2020 is a great example of this, as well as our commitment to transparency and good governance in the Western Cape.

The Provincial Treasury's planned response to the Provincial Strategic Plan and Recovery Plan identifies four key thematic areas. It will focus on efficient infrastructure investment, effective local government, strategic supply chain management and integrated provincial governance 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 2021/22 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 has repositioned itself for a new environment of unparalleled uncertainty from an operational, fiscal and strategic perspective. It is also one of unparalleled opportunity to accelerate fundamental shifts in the way we work to achieve outcomes that previously seemed beyond our grasp.

The Provincial Treasury has critical enabling, supportive and oversight roles to play in both the provincial and municipal spheres of Government and facilitates strategic relationships with national Government. The Department will focus on unlocking the value of the good governance platform that has been painstakingly established across the Western Cape Government, through shifting the focus beyond conformance with rules to performance in service delivery.

The institutional depth and resilience of the Provincial Treasury has enabled it to rapidly respond to changes in the operating environment while sustaining delivery of our core business activities. This has not required significant adjustments in our Annual Performance Plan. The Department has instead focused on adjusting delivery mechanisms such as a rapid transition to online oversight engagements and an increased frequency of practical support activities. The core departmental strategy has thus remained stable through the past year and will continue to provide the framework for departmental programmes and activities, while remaining responsive to ongoing changes in the environment.

As identified in the Strategic Plan, there are four critical transversal priorities that define the work of the Department, namely efficient infrastructure investment, effective local governance, strategic supply chain management, and integrated provincial governance. These priorities are transversal as they demand collaboration across branches and units within the Department to achieve successful outcomes.

A number of initiatives are already underway or planned in each of these areas, as outlined in this annual plan. The Department has also identified three critical levers that will support the execution of these priorities and strengthen the institutional capability of the Provincial Treasury in the longer term. These levers are: integrated talent management, applied knowledge management and digital transformation.

Initiatives are underway in each lever. These includes a change of gear in capacity building and training initiatives to introduce more online content and expand participation, while better targeting specific cohorts of future leaders in public financial management. To strengthen the use of evidence in policy making, the Department is developing its network for applied fiscal research on the implications of allocative choices facing the Province. This is based on the significant data already at its disposal, which is being leveraged through the continued rollout of the Provincial Treasury's e-Vision that is significantly expanding digitisation of operations and providing a platform for significant advances in the deployment of machine- based learning and artificial intelligence in the work of the Department. This strategy is developing a future-focused Provincial Treasury, with deep institutional knowledge and capacity, that adds value to public understanding of fiscal choices, trade-offs and governance systems; a collaborative, innovative and ideas-based Treasury; and one that is structurally efficient, responsive and accountable.

The management and staff of the Provincial Treasury have a shared leadership and stewardship role in public financial management in the Province. This demands that we move beyond defining our challenges to implementing solutions in public financial management that will enhance service delivery and contribute to faster economic growth and poverty reduction. At Provincial Treasury are working hard towards a brighter future in the Western Cape and South Africa.



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.
- Considers 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 2021/22; and is aligned with the Strategic Priorities and Principles of the Western Cape Government

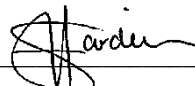
Ms N Ismail
Director: Strategic and Operational Management Support

Signature 

Ms A Smit
Chief Financial Officer

Signature 

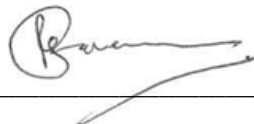
Mr A Hardien
Chief Director: Financial Governance and Accounting

Signature 

Isac Smith
Chief Director: Asset Management

Signature 

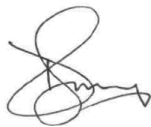
Roy Havemann
Deputy Director General: Fiscal and Economic Services

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Julinda Gantana
Deputy Director General: Governance and Asset Management

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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 consists primarily of the following 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 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 Direct Charges Act, 2000 (Act 6 of 2000) as amended
15	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 E 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 E of this document.

Departmental strategic priorities and levers

In 2020 the Provincial Treasury had to face unprecedented stresses. A global pandemic with severe social, economic and fiscal impacts resulted in a broad fiscal repositioning by the Western Cape Government to support immediate disaster response, alongside the development of the Western Cape Recovery Plan. The resultant direct operational and fiscal pressures that were placed on the Department drove the pursuit of innovative ways to deliver its services, while also sharply containing costs within the framework of the Strategic Plan.

Four strategic priorities have been identified for the Department. These are critical enablers for the Provincial Strategic Plan and the Western Cape Recovery Plan, as they are all areas where the contribution of the Provincial Treasury is essential for provincial recovery, growth and development. These are:

- Efficient infrastructure investment;
- Effective local governance;
- Strategic supply chain management; and
- Integrated provincial governance.

Integrated talent management, applied knowledge management and digital transformation are the three critical levers that will support the execution of these priorities and strengthen the institutional capability of the Provincial Treasury in the longer term. This is supported by other leadership and organisational interventions that are underway to enhance performance and support ongoing innovation.

3. Relevant court rulings

The following court rulings impact on the Department during the Strategic Plan 2020/21-2024/25 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)	Maxi Security 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 Security constituted an unconditional acceptance of Maxi Security'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 Security did not constitute an unconditional acceptance of the tender; but that it was intended by the post office and accepted by Maxi Security as a counteroffer. The agreement that Maxi Security 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)	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. 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.
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 valid 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.
10	Afribusiness NPC v Minister of Finance (1050/2019) [2020] ZASCA 140; [2021] 1 All SA 1 (SCA); 2021 (1) SA 325 (SCA) (2 November 2020)	The Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000) was enacted to give effect to section 217(3) of the Constitution of the Republic of South Africa, 1996 (the Constitution). The Supreme Court of Appeal found that the framework contained in the Preferential Procurement Policy Framework Act does not allow for the preliminary disqualification of tenderers without the consideration of a tender and that the Minister could not create a framework through the 2017 Regulations which contradicts the mandated framework of the Preferential Procurement Policy Framework Act. The discretionary pre-qualification criteria in regulation 4 of the 2017 Regulations were further considered to constitute a deviation from section 217(1) of the Constitution. The Supreme Court of Appeal found that the Minister's promulgation of regulation 3(b), 4 and 9 of the 2017 Regulations was unlawful and that the Minister acted outside his powers under section 5 of the Preferential Procurement Policy Framework Act. The Preferential Procurement Regulations, 2017 were declared inconsistent with the Preferential Procurement Policy Framework Act and invalid. The declaration of invalidity was suspended for a period of 12 months from the date of the order.



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

The strategic plan for 2020-2025 was developed by the Department through an iterative, interactive process that considered a range of external and internal opportunities, threats, strengths and weaknesses (SWOT Analysis). In keeping with emerging management doctrine, this exercise considered not just the substantive basis of these factors, but also the methodologies that the Department should take in addressing them. Key to this is the concept of Government as a whole, and the Department in particular, as an enabler of development rather than just a provider of services. A partnering framework was developed to identify all the stakeholders who the Department needs to influence, beyond the mandate, in order to achieve the vision of enabling positive change in the lives of citizens.

4.1 Socio-economic context

The year 2020 will be remembered as the year of the COVID-19 pandemic. The first cases of the coronavirus were reported in Wuhan, China in late 2019. The virus rapidly spread across the globe, forcing social distancing measures that severely disrupted economic activity. The pandemic resulted in several economic crises, including a demand-side crisis, an economy-wide firm-level liquidity crisis (and resulting solvency crisis), a decline in productivity and disruptions to global supply chains.¹

The first major sign of a global economic recession was two months after the first case of coronavirus was confirmed in Wuhan in February 2020. Later, in April 2020, the International Monetary Fund (IMF) reported that all the G7 nations had already entered or were in the process of entering into a "deep recession" and that there had already been a significant slowdown of growth in developing economies.

The COVID-19 pandemic and the associated lockdown measures have deepened existing socio-economic challenges in both South Africa and the Western Cape. The resulting hardship has accentuated the need for economic policies that will structurally raise economic growth, crowd in private sector fixed investment and create jobs.

The IMF projects global growth to rebound in 2021 to 5.5 per cent before levelling off to 4.2 per cent in 2022.

Over the past five years, the South African economy has stagnated. Average economic growth was 0.8 per cent between 2015 and 2019. The average population growth was 1.5 per cent over the same period. As a result, GDP per capita has declined consistently since 2014. The 2020 recession will therefore mark the sixth consecutive year of decline in GDP per capita.

South Africa's economy rebounded in the third quarter of 2020 largely as a result of easing the COVID-19 lockdown restrictions. Gross domestic product (GDP) grew by an estimated 13.5 per cent in the third quarter of 2020, resulting in an annualised growth rate of 66.1 per cent².

The rebound came off the very low base. In real terms, second quarter GDP was lower than GDP at the end of 2007.

The Western Cape economy is expected to contract by 4 per cent in 2020 (Quantec) as the COVID-19 economic crisis deepened the current structural challenges in the economy. The expected contraction is mainly due to the COVID-19 lockdown measures that disrupted the Provincial economy, most notably the Tourism sector. A rebound in growth to 4.6 per cent is expected in 2021, as the world recovers from COVID-19.

Travel bans and the prohibition on the distribution and sale of alcohol between 27 March and 17 August 2020 had a significant impact on the Western Cape tourism and wine industries. The wine industry reportedly lost R300 million per week during level 5 lockdown regulations, with 350 wine producers going out of business. Wines of South Africa estimates revenue lost due to export disruption at more than R1 billion

¹ Western Cape Department of Economic Development and Tourism, 2020

² Quarter-on-quarter, seasonally adjusted and annualised, in real (volume) terms.

while VinPro estimates that 18 000 jobs are at risk. The tourism industry was also severely affected, and these effects are expected to linger while international travel slowly reopens, and fear of contracting COVID-19 subsides. The impact of the pandemic on investment and human capital is expected to erode growth prospects in many developing economies and set back key developmental goals.

The COVID-19 crisis further threatens the food security and nutrition of millions of people, many of whom were already suffering prior to the pandemic. As high unemployment erodes household incomes, households and communities are exposed to heightened social distress as access to adequate nutrition and housing reduces. The Western Cape was in a better condition, with regards to food security, before the crisis. Yet, the province might suffer more from food insecurity in the current crisis, due to higher rates of employment loss.

The medium and long-term strategic policy environment

The WCG's medium-term plans are framed in the context of various broader strategic imperatives such as:

- The United Nations Agenda for Sustainable Development that focuses on People, Planet, Prosperity, Peace and Partnership. The Agenda recognises the challenge of eradicating poverty and acknowledges it as an indispensable requirement for sustainable development.
- The Africa Agenda 2063 is a long-term strategic framework for socio-economic transformation in Africa. The agenda outlines seven "Aspirations for the Africa we want" and sets out to harness the continent's strengths to develop Africa's human capital; build social assets, infrastructure and public goods; empower women and youth; promote lasting peace and security; build effective developmental states and participatory and accountable institutions and governance.
- The National Development Plan (NDP) 2030 provides a policy framework and sets clear goals for eradicating poverty and reducing inequality by the end of this decade. The NDP includes objectives spanning a variety of areas and includes three core priorities that are centred around growth, jobs, education and a developmental state.

The Western Cape Provincial Strategic Plan (PSP) 2019 – 2024 sets out the Western Cape Government's vision, strategic priorities and desired outcomes to guide service delivery over the 5-year period. To realise its vision of "A safe Western Cape where everyone prospers", the WCG has identified five Vision-Inspired Priorities of: Safe and Cohesive Communities; Growth and Jobs; Empowering People; Mobility and Spatial Transformation; and Innovation and Culture.

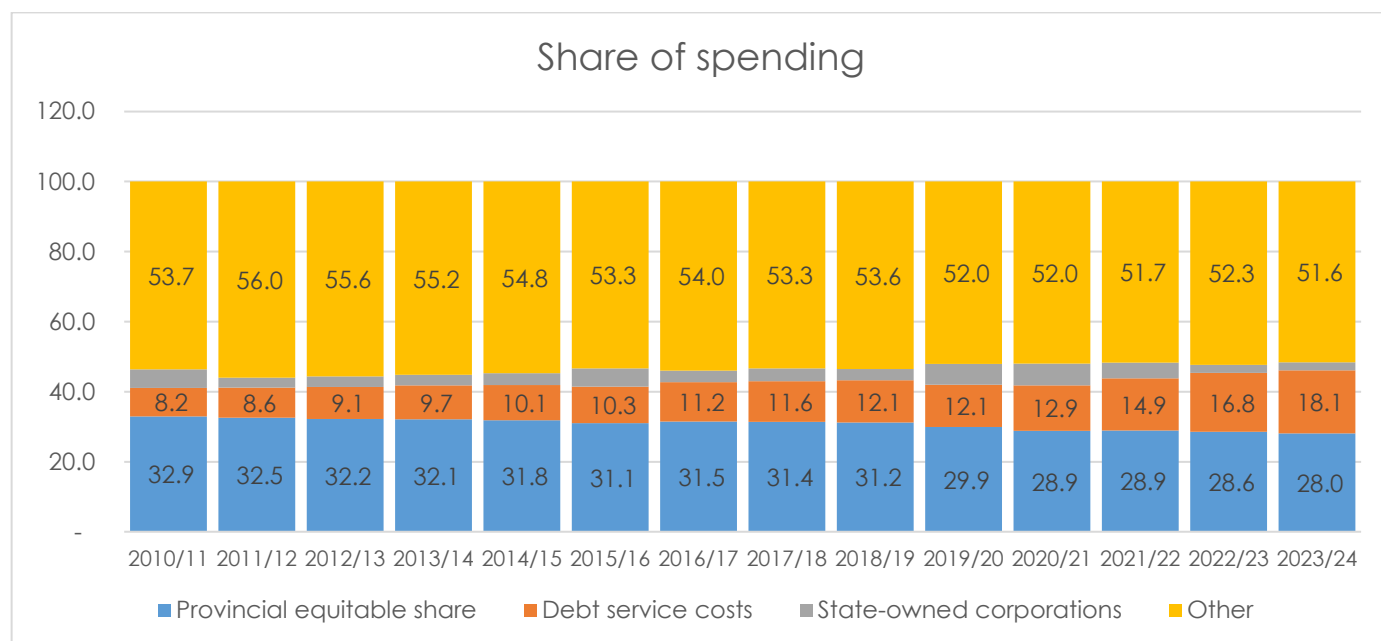
In response to the effects of the COVID-19 disaster, the South African Government developed the National Economic Reconstruction and Recovery Plan. The objectives of the plan are to create jobs, primarily through infrastructure investment and mass employment programmes; reindustrialise our economy, focusing on growing small businesses; accelerate economic reforms to unlock investment and growth, fight crime and corruption, and improve the capability of the state. The Western Cape Government has also developed a recovery plan that complements national efforts and the Provincial Strategic Plan.

However, alongside these plans, the weak South African economy has severely undermined Government's revenue raising capacity. The national fiscus finds itself in a deteriorating and unsustainable position that has been accelerated by the COVID-19 pandemic. High levels of public spending particularly on compensation of public sector employees and the recapitalisation of state-owned entities (SOEs) have squeezed out spending on infrastructure investment and service delivery. Tax revenues have been lower than expected, despite tax increases, and are expected to be 10.6 per cent lower than in the previous fiscal year and R213.2 billion lower than projected in the 2020 Budget. Gross budget revenue is expected to contract from 29.7 per cent in 2019/20 to 27.7 per cent of GDP in 2021/22. This situation has led to growing deficits and unsustainable levels of public debt, and in turn, to sharply rising costs of borrowing.

The breakdown of national spending into major components, as seen in the figure below, shows the significant rise in spending on debt service costs, which have risen from 8.2 per cent of spending in 2010/11 to 12.9 per cent of spending in 2020/21. A further increase to 18.9 per cent is expected over the MTEF.

Consequently, spending on other items, particularly the provincial equitable share has shrunk, from 32.9 per cent of spending in 2010/11 to 28.9 per cent of spending in 2020/21. It is projected to decline further, to 28 per cent of spending in 2022/23.

This shrinking share highlights how closely linked the national fiscal deterioration is to resources available at a provincial level.



National Government has introduced a programme of fiscal consolidation in response to these pressures. This requires reductions in public spending in order to reduce debt servicing costs over time. Government has applied downward adjustments to main budget spending plans over the next three years. Relative to the 2020 Budget, total main budget non-interest expenditure is projected to decrease by more than R300 billion over the next three years. The largest portion of the proposed national expenditure cuts are to the wage bill.

These adjustments to the national fiscal framework will have a significant and direct impact on the Western Cape Government's fiscal framework. Reductions in national transfers, which are the primary source of provincial revenues, will have to be offset by deep and enduring reductions in expenditures which will require policy trade-offs within the Department.

4.2 Governance context

The current governance context is volatile, uncertain, complex and ambiguous. As we enter the second year of our five-year Strategic Plan, we find ourselves amidst a global pandemic placing increased pressure on our health and social systems, inducing rising unemployment, increasing demands for social relief from citizens, and rising pressures to support economic stabilisation, all amidst sharply reduced revenues available to the Province. These pressures necessitated an immediate reprioritisation of resources across Government, including within the Department, with a resultant impact on its activities, outputs and outcomes.

The current PSP places focus on five vision-inspired priorities; VIP 5 in particular refers to innovation and culture. In changing organisational culture, the Provincial Treasury will focus on engaging with external roleplayers to inspire and drive innovation and citizen centricity. The focus will be on developing a culture of seeking feedback and collaboration with clients, the public and organised sectors of society. This objective will be driven through governance transformation, integrated service delivery as well as a comprehensive Service Delivery Improvement Plan (SDIP).

The 2020/21 APP of the Department emphasises integrated service delivery and governance transformation as a means to achieve inclusive growth. This highlights the need to unlock the inherent value of good governance systems across departments, public entities and municipalities. The PSP emphasises the importance of governance transformation, which is defined in accordance with the King IV Code as the exercise of ethical and effective leadership towards good performance, effective control and legitimacy. This will require changes in how we operate, and influence how the current regulatory framework is interpreted, to encourage innovation for the public good.

Demographic data

Three provinces are home to more than half of the South African population, with Gauteng accounting for 20.8 per cent and KwaZulu-Natal and the Western Cape accounting for 19.3 per cent and 11.8 per cent, respectively. South Africa, including the Western Cape, has a youthful population although the median age and life expectancy have increased over the years. The Western Cape has a larger proportion of people aged 65 years and older (6.8 per cent) compared to the national average (6.1 per cent), and a relatively smaller proportion of persons below the age of 15 years (24.4 per cent provincially compared to 29.6 per cent nationally). The increase in the proportion of working age population offers potential for increased productivity and growth. However, the increasing unemployment rate puts increased strain on the demand for public goods, social relief services and opportunities for development³.

The Western Cape's total fertility rate (TFR) is projected to decline from 2.14 children, recorded between 2011 and 2016, to 2.01 children between 2016 and 2021. This projection is lower than the average fertility rate of South Africa (2.33). The impact of COVID-19 on conception and subsequent fertility will only be reflected in the reported births of 2021. ⁴

Urbanisation, from both organic growth and in-migration, is fast becoming the primary driver of population growth in the Western Cape. Historically and globally, urbanisation offers significant prospects for faster and inclusive economic growth, as concentrations of workers and businesses, with access to appropriate infrastructure, leverage agglomeration economies. In the Western Cape, inward population migration contributes to the working age proportion of the Province's population and results in a decline in the dependency ratio. However, adequate infrastructure and public services are essential to achieve the full potential of agglomeration economies. This is necessary to offset the challenges of dense concentrations of activity, which can result in congestion, pressures on public services, challenges in housing provision, and safety and public health concerns. Due to the fiscal constrained environment, the WCG needs to adopt innovative solutions in order to service a larger population with relatively fewer resources. Technology and partnerships can play a key part in achieving higher efficiencies and leveraging resources. ⁵

Background information on the demand for services

The Department has fourteen (14) client departments and thirty (30) municipalities along with all public entities and external suppliers. The consequences of the COVID-19 pandemic has had a profound effect on the global, national and provincial economy. The pandemic resulted in an unprecedented societal and economic disruption with broad and deep socio-economic consequences. At a broad level, this translates

³ Provincial Economic Review and Outlook (2020)

⁴ ibid

⁵ ibid

into fiscal pressure through rising demand for public services. For the Provincial Treasury, this has placed added demands on processes for provincial budgeting and financial management, with specific demands for disaster-related response also placing pressure on supply chain and asset management systems, and elevating the importance of effective financial governance and oversight to ensure optimal resource use. Rising demand for services from the Department are also experienced from municipalities as they navigate a similarly complex environment and pressures. Similarly, businesses supplying the Provincial Government are also facing pressures and seeking to actively participate in provincial supply chains as their other business opportunities are reduced.

Use of spatial information to guide planning

The specific spatial context within which an economy operates has a strong influence on economic outcomes and labour market dynamics. In the first quarter of 2020, close to two-thirds (63.3 per cent) of the provincial population was located within the City of Cape Town, while 31.6 per cent were located in other urban areas within the Province and 4.8 per cent were located in rural areas. The Cape Metro is the largest regional economy in the Western Cape, contributing 71.8 per cent to the Province's nominal Gross Domestic Product Rate in 2018. In a fiscal constraining environment, the spatial approach should become more focused and narrower. Crime resources should not only become spatially narrower and focused, but also focused more on priority crimes such as gender-based violence.

The Western Cape Government has adopted a more coordinated, integrated and strategic approach to planning and budgeting for infrastructure which aims to respond in an integrated and comprehensive manner, to public infrastructure challenges facing the Province. Provincial infrastructure investment and development seek to leverage public investment efforts to amplify growth and development outcomes to the greater society. The optimisation of investment efforts may be achieved through better alignment of strategies of the different spheres of Government. Provincial Treasury in collaboration with the provincial departments, municipalities and national Government are putting mechanisms in place to achieve the above, as well as a sustainable infrastructure investment pipeline. The outcome of these efforts is published in the annual Overview of Provincial and Municipal Infrastructure Investment. The intention is also to build the required infrastructure capacity of Provincial Treasury as per the Department of Public Service and Administration Circular 45 of 2020 dated 8 December 2020 to enable Provincial Treasury to fulfil its infrastructure mandate.

WCG Response and Strategy

While the Provincial Strategic Plan 2019 – 2024 (PSP) of the WCG still remains the strategic guide for planning and budgeting for all departments and entities in the Western Cape, the onset of the COVID-19 pandemic has put some PSP interventions, programmes and projects at risk. Although the problem statements that are framing the five VIPs in the PSP have not changed, the challenges that are confronting the WCG have become more severe as a result of the impact of COVID-19.

The Western Cape Government has developed a recovery plan that complements national efforts and will focus and sequence some of the outcomes, indicators, targets and interventions in the PSP. The Western Cape Recovery Plan focuses on jobs, safety and well-being with the overarching objective of ensuring that the citizens of the Western Cape are enabled to live dignified lives. The three priority areas of the Western Cape Recovery Plan are:

- **Jobs:** Although the private sector is the primary generator of jobs, it is the role of the WCG to create the enabling conditions for the creation and sustaining of jobs and livelihoods. Initiatives creating an enabling environment for job creation, primarily through the private sector, will contribute to wellbeing and safety. This will be achieved by removing constraints to doing business, supporting businesses in vulnerable sectors, increasing infrastructure spending, and scaling up public employment programmes.

- **Safety:** The WCG is committed to making the Province a safer place for all residents and visitors and to address the causes and underlying risk factors that lead to violence and criminal behaviour. Safety requires a whole-of-society, life-course approach. It combines law enforcement with a public health approach to violence prevention. This priority includes a data-led approach to track the problem of crime and violence and monitor change brought about by our interventions, the promotion of evidence-based interventions to reduce crime and violence through better policing, social and spatial interventions and a hotspot approach to tailor responses to local safety challenges.
- **Well-being:** The promotion of wellbeing involves the protection of fundamental human rights, the progressive realisation of socio-economic rights, and the creation of a sense of belonging. The priority comprises four focus areas, including strengthening foundations specifically in the areas of the first 1000 days of a child's life and early childhood development, increasing wellbeing of our residents, meeting basic needs and protecting human rights; and developing social cohesion and service in communities.

COVID-19 has highlighted the urgent need for the WCG to review the way it delivers public services in order to reduce production and access costs, time and effort of residents and institutions. This "New Way of Work" will require reviewing the front and back-office service delivery value chain from the citizen's point of view to enhance service and promote a positive experience of Government. The pandemic has also highlighted the importance of delivering services via digital platforms.

The management of the COVID-19 crisis in the Western Cape has delivered many lessons which must be institutionalised in the new way of working. The provincial Hotspot Strategy was developed on the back of the Joint District and Metro Approach (JDMA) and should be a primary guide in planning processes. Collaboration and interface with Local Government has been prioritised into planning processes.

The WCG is also exploring how to capitalise and build on the relationships and collaboration that have been developed with citizens, civil society and businesses in respect of the provision of humanitarian relief in response to COVID-19. The humanitarian crisis is far from over and these partnerships will be critical in the coming months to provide ongoing relief to vulnerable citizens and communities. These relationships and partnerships also contain within themselves solutions to other societal problems in respect of crime and safety, water and sanitation, land and human settlements, poverty and job creation as well as strengthening the township economy and informal sector.

The Provincial Treasury has adopted a holistic, proactive and integrated approach as it strives to give effect to these priorities in governance in the PSP and Recovery Plan. This focus is on "governance for results" in order to attain maximum citizen impact, placing citizens at the centre of its operations. In this context, the role of the Provincial Treasury is to –

- lead and support the enhancement and institutionalisation of financial governance practices that enable 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.

In order to promote citizen-centric governance for results, the focus areas for the Service Delivery Improvement Plan (SDIP) of the Provincial Treasury include:

- Emphasising ethical and effective leadership in providing strategic financial policy direction and oversight;
- Strengthening knowledge management practices to integrate policy analysis, budgeting and reporting, and linking strategies to performance objectives to improve value i.e. citizen impact;
- Enabling innovation, based on an understanding of citizen and client needs and experiences, by developing a culture of seeking feedback and collaboration with clients, the public and non-governmental, business and labour organisations;
- Integrating capacity development initiatives to empower a corps of competent, committed and high-performance public-sector officials; and
- Strengthening digital systems to enable informed problem identification and resolution and generate further operational efficiencies

This requires an integrated management approach that supports 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. It requires a significant cultural shift away from risk aversion, silos in mandates, fragmentation policy development and service delivery. This approach acknowledges the complexity and interconnectedness of policy issues and therefore provides a holistic approach to planning, budgeting and implementation.

The Department pursues integrated management through applying the *Theory of Change* methodology, a systemic approach of linking a chosen set of interventions in a sequence towards targeted outcomes, using evidence-based causal analysis. The methodology assists by revealing implicit assumptions, implementation risks and likely obstacles, including regulatory challenges, while allowing for learning and adaptation. Key partners in the successful implementation of the above approach are departments and municipalities within the Western Cape, National Treasury (NT), the Auditor-General of South Africa (AGSA), the South African Local Government Association (SALGA), National Parliament and Provincial Parliament, assurance providers and other relevant stakeholders.

Provincial Treasury Response and Strategy

Departmental Priorities

The Provincial Treasury has reprioritised existing initiatives and identified new initiatives in the area of jobs, safety, and well-being in response to the Western Cape Recovery Plan. It focuses on interventions that can be delivered rapidly and without significant additional resources. Many of these initiatives, such as in supply chain management, are inherently transversal as they impact on all three focus areas of the Recovery Plan.

The following three core interventions remain central to the Provincial Treasury response to the disaster and recovery:

- An agile, responsive and multi-phase budget process. This approach, which was introduced in the 2020/21 financial year, enabled authorisation for emergency expenditures and multiple adjustments to appropriations. This ensured that resources were reprioritised to areas of immediate need when responding to the pandemic and its consequences, and that this was done in a transparent and efficient manner. This has included early support for the Recovery Plan.
- The establishment of a Central Procurement Advisory Committee to facilitate procurement management across the Province during the disaster. The Committee, chaired by a Provincial Treasury top manager specifically seconded to play a province-wide role in disaster management has been key to ensuring the integrity of provincial supply chain management and governance practices in a time of exceptional uncertainty.

- The publication of a monthly Procurement Disclosure Report to ensure full transparency and public oversight in disaster-related procurement. While this initially focused on the procurement of Personal Protective Equipment by provincial departments, this was eventually expanded to include all disaster-related procurement and was subsequently adopted nationally by National Treasury. The approach is being modified and incrementally expanded to all provincial procurement.

Specific Provincial Treasury responses to priority focus areas of the Recovery Plan include:

- Initiating the development of a long-term vision for the economic recovery that focuses on revenue mobilisation for priority areas, and new sources of funding (particularly private sector blended financing) for large scale catalytic infrastructure projects.
- Adequate and timely investment in infrastructure creates an essential platform for service delivery by the provincial government, investment by households and the productivity of businesses. Over the longer term, infrastructure investment creates a vital platform for economic growth, while in the short term it provides both opportunities for employment and signals confidence in the future of the province. Accelerating investment in infrastructure assets is thus a cross-cutting and essential component of the overall Recovery Plan and PSP.
- Infrastructure investment is complex and resource intensive. Decisions made on the scale, location and timing of investments have long term implications for the nature of services delivered and future operational costs. Global experience has shown that early stage investment in the identification and preparation of infrastructure programmes and projects has long term benefits for the quality and timeliness of delivery, and opens opportunities to introduce alternative sources of infrastructure financing.
- The Western Cape Government will establish a bespoke Project Preparation Facility to assist departments and entities with project preparation cost of certain categories of infrastructure projects. This facility will assist to create a clearer visible, well prepared pipeline of infrastructure projects for the Province, which is aligned to investments by other spheres of government. A first tranche of projects is provided with preparation support in the 2021 MTEF. The Provincial Treasury will issue guidelines for further applications to this facility during the early part of 2021/ 2022 financial year. This will outline the criteria, funding modalities, stages and governance arrangements for the facility.
- Alongside this, the Provincial Treasury is continuing to evaluate options for expanding private financing for infrastructure investment. As outlined in the MTBPS, various options and instruments are available for debt, equity and asset-based financing. The appropriate financing structure is a function of the nature of the investment portfolio and needs of individual projects. The Provincial Treasury will, subject to Cabinet approval, issue a discussion paper for consultation in 2021/22.
- Reviewing existing public employment programmes to identify those that are rapidly scalable with a low cost per full-time equivalent job opportunity, and have lasting impacts on infrastructure assets and skills.
- The following key focus areas have been identified to accelerate, modernise and reform supply chain management in terms of the SCM Strategy:
 - Strategic Procurement: Strengthening demand forecasting and demand management requirements for procuring entities in the supply chain, through conducting baseline commodity and regional analyses to determine capacity and capability within areas. Initiating strategic procurement initiatives for goods and services that are Small, Medium and Micro Enterprises focused. This may include long-term contracts, framework contracts as well as focusing on local economic empowerment. Additional focus would be on developing current contracts, for example, security contracts and its linkages to other priority projects in the Province.
 - SCM Technology: e-Procurement and Technology Enablement: The Western Cape Government's e-Procurement Solution (ePS), is in line with Government's overall strategy to achieve continuing improvement in value for money, enhance competitiveness of suppliers, and provide business

communities with a convenient and effective medium, through which companies and individuals alike, could identify and exploit business opportunities. This will be a key focus to drive procurement efficiencies together with a continued sustainable and embedded governance approach and to continually support and build procurement capacity and capability within our departments. This will further be supported by procurement planning toolkits to enable improved and more structured procurement planning that is responsive to delivery and socio-economic needs.

- **SCM Governance:** Reducing red tape and streamlining processes in supply chain management, whilst maintaining a level of compliance; quality and sound business practices; ethical standards and health and safety. This includes working with the Department of Trade Industry and Competition and National Treasury to reduce regulatory compliance burdens on local suppliers and SMMEs. Enhanced reporting to ensure transparency and accountability through the SCM Public Disclosure reporting and performance reporting to departments to ensure continuous improvement and accountability.
- **SCM Capacitation and Development:** Ongoing training and capacitation to drive the enhancement of financial governance maturity and performance across provincial departments and municipalities within the Western Cape, through structured support programmes for departments; municipalities and suppliers.
- Ongoing training and capacitation to drive the enhancement of financial governance maturity and performance across provincial departments and municipalities within the Western Cape. This approach has been consolidated into an integrated talent management strategy in order to improve public financial management across both the provincial and local government sphere. The strategy aligns to the current PSP and the National Youth Policy 2030, with an objective to enhance the capabilities of young people so that they become responsible and contributing members of their communities and society.

Core activity areas

The Department's core areas of activity are:

- **Research, analysis and planning:** The Department conducts research and analysis which informs the development of the Provincial and Local Government's budget policy priorities and fiscal frameworks, as informed by the Provincial Economic Review and Outlook (PERO) and the Municipal Economic Review and Outlook (MERO) as well as the Socio-economic Profiles for Local Government (SEP-LG). Furthermore, the Western Cape Medium Term Budget Policy Statement (MTBPS) provides the economic, fiscal and policy context within which the medium-term budget will be formulated.
- **Budgeting, monitoring and reporting:** The Department monitors and facilitates the coordination of departmental MTEC processes and the Joint District and Metro Approach (JDMA) to promote integration of policy, planning and budgeting among all spheres of Government. Furthermore, the Department exercises oversight during the municipal budget process through the Strategic and Technical Integrated Engagements (SIME and TIME). These efforts culminate in the Overview of the Provincial Revenue and Expenditure (OPRE) and the Estimates of Provincial Revenue and Estimates (EPRE) publications, associated adjustments estimates and associated documentation.
- **MFMA implementation:** The Department facilitates and coordinates the implementation of the MFMA in municipalities through the Intergovernmental Relations (IGR) coordination between municipalities, provincial and national departments and other related stakeholders. Furthermore, the Department provides financial assistance to municipalities to improve overall financial governance within municipalities.
- **Monitoring of infrastructure delivery and spending:** The Department institutionalises the Framework Infrastructure Delivery and Procurement Management (FIDPM) and Infrastructure Delivery Management System (IDMS) to enhance efficiency in the delivery of infrastructure and value realised

through the provincial asset base. Furthermore, the Department monitors the infrastructure spending of designated departments and supported the Western Cape and Infrastructure Delivery Management Committee (IDMC), to improve efficient and effective delivery. These efforts culminate in the Overview of Provincial and Municipal Infrastructure Investment (OPMII).

- **Supply Chain Management assistance and support:** The Department maintains and enhances the sustained governance model achieved over time for departments and municipalities. This requires extensive assistance and support by the Department to both departments and municipalities during the external audit process, through the strengthening of meaningful partnerships with our clients as well as with our national counterparts. Furthermore, the Department focuses on an integrated model to improve governance in departments and municipalities for SCM through the strengthening of SCM functions through engaging with internal control functions and other financial management disciplines.
- **Financial Management Systems:** The Department ensures and improves the integrity of data in the data legacy systems and continues to introduce business intelligence tools to enable and improve performance reporting of financial information required from various financial management systems, whilst awaiting the IFMS implementation by National Treasury. The Department manages and maintains user account security over all transversal financial systems, and provided training services to promote the correct and optimal utilisation of systems to all provincial departments. The Department has established a Data Centre, which is aimed to build a Provincial Treasury data store to enable the components within the Department to utilise analytical information in order to gather intelligence.
- **Governance:** The Department intensified delivery of services to achieve maximum impact, and continuously looked at the applicable financial legislation whilst also ensuring the completeness of record keeping of all transactions, as required by Generally Recognised Accounting Practices (GRAP) by engaging the Auditor-General of South Africa (AGSA) on sustainable audit outcomes and ensuring a balance between compliance and service delivery initiatives.

Policy priority areas

The Department's policy priority areas are mandated in terms of the PFMA and the MFMA. They are interrelated, with the success of a single priority depending on the success of other priorities. The priorities are elements of the integrated policy, planning and budget process. As such, the policy priority areas give effect to the Western Cape Recovery Plan, the Vision-Inspired Priorities, the Strategic Plan, the Annual Performance Plan and other policy documents.

The Department's has 19 projects related to the policy priority areas (see table below). Most projects are subject to recurrent implementation during the financial year.

Project name	Recovery Focus Area	VIP	Mandated	Legislation	2020/21 Performance Information Output Description
Strategic Management					
Annual Report	Well-being	Empowering People	Legislative	Section 65 of the PFMA	A report which provides the performance of the Department for a financial year.
Integrated Talent Management	Jobs and wellbeing	Empowering People	Legislative	Public Service Act Public Service Regulations	Strategy to integrate talent management across three focus areas: intra department, provincial and municipal.
Knowledge Management	Jobs	Empowering People	Legislative	Section 18 of the PFMA	Publish budget
Digital enablement	Jobs	Innovation and Culture	Legislative	Corporate Governance of Information and Communication Policy Framework (CGICPF) (DPSA)	Support of various projects on the Department's ICT Plan.
Effective Local Governance					
MERO	Jobs and wellbeing	Growth and Jobs	N/A	N/A	Publication of socio-economic research report that informs provincial and municipal integrated planning and budgeting.
Municipal Interventions	Well-being	Innovation and Culture	Legislative	MFMA Chapter 13 Resolutions of Financial Problems	To provide assistance to municipalities, under Chapter 13, municipal interventions with the implementation of Financial Recovery Plans.
Revenue Master Class and Annual Budgets and IYM municipal training	N/A	Empowering People	Legislative	Section 5 of the MFMA, Subsections 3 & 4; Section 64 of the MFMA; Section 65 of the MFMA	Transversal training and capacity building for municipal and Western Cape Government officials.

Project name	Recovery Focus Area	VIP	Mandated	Legislation	2020/21 Performance Information Output Description
Risk Performance Management and Municipal Asset Management Training	N/A	Empowering People	Legislative	Section 5 of the MFMA, Subsections 3 & 4; Section 64 of the MFMA; Section 65 of the MFMA	Capacitation and development programme for public sector officials and suppliers in respect of procurement.
Western Cape Financial Management Capacity Building Grant	Well-being	Empowering People	Legislative	Section 5 of the MFMA, Subsections 3 to 8; Public Service Regulations 2016; Human Resource Development Strategy; Public Service Act, 1994	To develop financial human capacity within the municipal area to enable a sustainable local financial skills pipeline that is responsive to municipalities' requirements to enable sound and sustainable financial management and good financial governance.
QAR Assessments	Wellbeing	Mobility and Spatial Transformation	Legislative	Sections 154(1) and 216(1) of the Constitution of South Africa, Section 5(3) of the MFMA	Appointment of a pool of suitably qualified professionals/experts to assist municipalities of the Western Cape in the implementation of the MFMA and its regulations under the WCPT municipal governance pool of expertise programme.
COSO, MFMA induction and Public Sector Governance Municipal Training	N/A	Empowering People	Legislative	Section 5 of the MFMA, Subsections 3 & 4; Section 64 of the MFMA Section 65 of the MFMA	Transversal Training and capacity building for municipal and Western Cape Government officials.
Efficient Infrastructure Investment					
Infrastructure Development	Well-being	Innovation and Culture	Legislative	Section 18 of the PFMA MFMA	To improve the spending performance of municipal infrastructure spending.

Project name	Recovery Focus Area	VIP	Mandated	Legislation	2020/21 Performance Information Output Description
Publication of the Overview of Provincial and Municipal Infrastructure Investment	N/A	Empowering People	Legislative	Section 31 (1) of the PFMA	Printing of the Overview of Provincial and Municipal Infrastructure Investment for Provincial departments and entities.
Strategic Supply Chain Management					
Procurement Planning Automation	N/A	Innovation and Culture	Legislative	National Treasury Instructions, Provincial Treasury Instructions and Circulars	ICT project to automate the procurement planning tool for the province to streamline procurement planning processes within departments and monitoring and evaluation from a PT perspective.
SCM Reform	N/A	Innovation and Culture	N/A		Consultants to assist the WCPT with business advisory support to enable its governance strategy and to facilitate the move from conformance to performance.
eProcurement Solution	N/A	Innovation and Culture	Legislative	NTR Chapter 16A, PTIs Chapter 16A	Support Programme implemented to automate provincial procurement processes and to facilitate ease of doing business with the Western Cape Government.
Client Walk-in (SEB)	Jobs	Empowering People	Legislative	NTR Chapter 16A, PTIs Chapter 16A	To provide a comprehensive client service centre to departments, potential and current suppliers, municipalities and the public at large in terms of supply chain and moveable asset management.
Integrated Provincial Governance					
Provincial Economic Review	Linked to all Recovery	Innovation and Culture	N/A	N/A	PERO provides the economic and socio-economic

Project name	Recovery Focus Area	VIP	Mandated	Legislation	2020/21 Performance Information Output Description
and Outlook (PERO)	Plan Focus Areas				intelligence that informs the planning and budgeting process in Western Cape Government
Publication of the Estimates of Provincial Revenue and Expenditure (EPRE) and Adjusted Estimates	Jobs	Empowering People	Legislative	Section 18(1) of the PFMA	Printing of the EPRE for provincial departments and entities.

Risks and mitigations

Some of the biggest provincial risks noted in the provincial planning and budgeting engagements lie 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, the increased need for child protection services and infrastructure backlogs, has serious implications for achieving the PSP outcomes. It will be further exacerbated by population growth and the associated service load pressures. The key risks relating to low economic growth, poverty and inequality, youth unemployment and social ills remain.

Fiscal risks over the 2021 MTEF period includes the uncertainty about the extent of economic recovery which will impact the expected tax revenue collected and additional spending pressures from state-owned entities. The weakening of the national fiscal framework due to a slow economy recovery will negatively impact national fiscal transfers (PES and Conditional Grants) to the Province. Should the national fiscal framework weaken any further due to unavoidable and unforeseen economic and fiscal shocks, the provincial fiscal framework will be reduced even further over the medium term impacting on service delivery in the Province. A related fiscal risk is the reduction in provincial own revenue. It is expected that gambling taxes will be significantly reduced in the 2020/21 financial year.

The following departmental key service delivery risks remains over the short to medium term: Uncertainty regarding the implementation of the Integrated Financial Management System (IFMS); inadequate structure to perform functions adequately to give effect to the responsibilities that are vested with the unit - Programme 3; lack of integration of systems and too much reliance on outside and manual systems; inadequate information security measures for information created within Provincial Treasury Programme 2; inability to support municipalities optimally due to staff turnover within LG Finance Group 1&2; the issuance of SCM policies and prescripts by National Treasury without due consideration of legality, practicality and an ability to implement; and the regression in SCM performance due to conflicting application and interpretation of National SCM prescripts. These risks are ongoing over the short to medium term.

The Department has identified savings in compensation of employees, entertainment allowances, strategic planning sessions, catering, travel and subsistence, printing and venues over the medium term. Furthermore, the Department made no provision for an inflation increase on Goods and Services over the medium term.

There is no mitigation strategy for the economic and fiscal risk (national fiscal transfers). However, the Department can already reduce the level of services currently provided and/or eliminate certain services

(thereby reducing recurring costs) that will have the least impact on service delivery for the Department's fourteen (14) client departments and thirty (30) municipalities.

Gambling Taxes are sensitive to the macro economic environment and show a positive correlation with personal disposable income and individuals propensity to gamble. Changes to these variables are difficult to mitigate against. Gambling tax revenue previously used to fund the Provincial Treasury has been substituted by a PES allocation. Should the Western Cape Nineteenth Gambling and Racing Amendment Bill be enacted, this will assist the provincial fiscal envelop in replacing the current transfer payment to the Western Cape Gambling and Racing Board with revenue generated through the imposition of fees on gambling operators as provided for in the amendment Bill.

4.3 External Environment Analysis

A number of factors in the external environment are likely to place pressure on the ability of the Department to execute its strategic plan.

Constrained economic and fiscal environment

The expected global recovery will be long, uneven and uncertain. This will particularly be the case in South Africa, due to pre-existing structural constraints to growth, such as power supply disruptions. The economic disruption caused by the pandemic has compounded the socio-economic challenges of unemployment, poverty and inequality in South Africa. The fiscal consolidation measures introduced by National Government will have a significant impact on the Western Cape Government's fiscal framework. Reductions in national transfers, which are the primary source of provincial revenues, will have to be offset by deep and enduring reductions in provincial expenditures. This challenge occurs at the same time that fiscal measures are urgently required to support the response to the COVID-19 pandemic, the vaccination rollout, and to relieve social distress and support the economic recovery within the Province and municipalities. This will require difficult budget policy priority trade-offs to be made in a deteriorated economic and fiscal environment with reduced fiscal resources.

Public debates and developments

Fiscal consolidation will impact on the range and scale of services that Government is able to provide. This is likely to result in significant public debate on the role and effectiveness of Government, and the extent to which services are provided equitably. The forthcoming Local Government elections create governance risks for municipalities. Many municipalities in the province are in a coalition government environment, which typically becomes unstable in the lead up to elections. These factors will generate pressure on the budget management and oversight roles of the Department.

Women, children, youth and people with disabilities

Equitable access to development opportunities for vulnerable groups in the Western Cape relies on data and research conducted in relation to women, children, youth and people with disabilities. The Provincial Treasury conducts regular research on these matters, which is published in the Provincial Economic Review and Outlook (PERO).

The 2020 PERO identifies significant challenges for women and youth in accessing the labour market, particularly for those with lower education and poor skills levels. These obstacles are likely to intensify in a constrained economic environment, which may deepen inequality of outcomes. Expanded unemployment may deepen social instability and violence, particularly in youth cohorts. 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 have exacerbated youth unemployment and work seeker discouragement.

High levels of unemployment limit the reach of formal social safety nets and increase reliance on family and informal networks. This places additional strains on families, may lead to youth vulnerability to recruitment into gangs, and negatively impacts on children. 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, HIV/AIDS is the leading cause of premature mortality (13.6 per cent).

However, the Province's Human Development Index has been improving consistently, most probably because of relatively effective delivery of basic education 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.

4.4 Internal Environmental Analysis

The Department's core functions, powers and responsibilities are captured in Section 18 of the Public Finance Management Act (PFMA) and section 5 of the Municipal Finance Management Act (MFMA). The key objective of the Department is prudent fiscal and financial governance, through embedding good financial governance and integrated service delivery practices across the Province.

This requires that the Department focuses on ensuring efficient and effective management of provincial and municipal financial resources; providing policy direction, facilitating and enforcing management of provincial financial systems; strengthening supply chain and moveable asset management within the provincial and municipal spheres; and promoting accountability and financial governance within departments, entities and municipalities.

To this end, the Department continues to improve integrated policy, planning and budgeting processes by means of economic and socio-economic research, integrated provincial and municipal budgeting, MFMA implementation, infrastructure delivery management, supply chain management, financial systems management and the promotion of good governance in departments, entities and municipalities.

The Department has fourteen (14) client departments and thirty (30) municipalities along with all public entities and external suppliers. Quarterly governance engagements and budget engagements with departments and the Strategic and Technical Integrated Municipal Engagements (SIME, TIME and LG MTEC engagements) with municipalities are used to institutionalise this agenda. Departments and municipalities are also supported through various initiatives geared towards improving the understanding and the application of budgeting, accounting, financial and non-financial reporting.

4.5 Departmental strategic priorities and levers

As identified in the Strategic Plan, four critical transversal priorities define the work of the Department. The following priorities are transversal as they demand collaboration across branches and units within the Department to achieve successful outcomes:

- Effective local governance. The Department will continue to innovate in terms of engagements with municipalities to strengthen integrated service delivery. The Department has a range of instruments, from the PERO and MERO to the budget process, to the EPRE and OPMII, that provide granular information at municipal level to provide better insight to municipalities. The oversight processes such as SIME and TIME are increasingly being coordinated through the Joint District and Metro Approach which focuses on citizen level impact. A key focus here is the management of vulnerabilities in municipalities by integrating information databases to convert information into intelligence with regard to the dynamics in municipalities;
- Efficient infrastructure investment, in particular improved portfolio management and project preparation as well as infrastructure financing;

- Strategic supply chain management, through the execution of the SCM modernisation and reform programme of the Department that is focused on SCM Governance, SCM Capacitation and training, strategic procurement and SCM technology; and
- Integrated provincial governance and oversight, where the Department is building on established capacity for good governance outcomes, and strengthening the focus on enhancing outcomes-based performance and taking steps to incorporate the use of technology.

The critical levers that the department will use to progress with these priority areas stem around:

- Integrated talent management, in the department, province and municipalities. The strategy enables the Department to proactively manage the talent pipeline of public financial managers in the Western Cape, and mitigate ongoing risks such as the ongoing turnover of specialised and skilled staff. It builds on existing initiatives such as bursary and internship programmes (e.g. Chartered Accountant Academy) and accredited training courses;
- Applied knowledge management, through enhancing the use of evidence in public financial management. Departmental teams are increasingly integrated across branches and units to generate applied analysis of fiscal and financial management trends and issues. Alongside this, the Department is developing its network for applied fiscal research on the implications of allocative choices facing the Province, based on the significant data already at its disposal; and
- Digital transformation. The Department is progressively developing new and improved data platforms on the foundation of older legacy data systems. Within the e-Procurement solution, as an example, volumes of data are contained in BAS and PERSAL that enable a range of monitoring responsibilities that the Department undertakes. The Department is now introducing artificial intelligence tools on top of core systems in order to integrate information across systems and provide real-time intelligence across departments on matters such as human resource management, financial or non-financial systems, to bring about improved effectiveness and efficiency.

Leadership and structure play a very important role in the execution of this strategy. The Department continues to place emphasis on developing ethical leadership across all staffing levels, and continues to sharpen team and individual leadership skills to positively influence performance outcomes, both in the Department and with our partners. The Department also intends to experiment with new ways of working from a strategic and structural perspective to positively affect the quality of its outputs. Prior to the advent of COVID-19, the Department had identified three areas where there may be opportunities to innovate and where teams could begin to experiment. This was somewhat disrupted by the pressures from the pandemic, which, in turn, provided valuable learning on team-based collaboration to respond rapidly and in an integrated way to the needs of our partners.

Alongside this, refinements to organisational design are ongoing. The department has progressed well with regard to the review of delegations in terms of the PFMA and MFMA. It is conducting a similar review of delegations in terms of the Public Service Act in order to assign responsibility and accountability to staff at the appropriate level. The department will also review staff job descriptions which are linked to performance agreements, to ensure that staff are united around a common programme, and that they are held mutually accountable for the outcomes.

Disciplined and effective project management practices will accelerate strategy implementation. The Department identified a need for a dedicated Strategy Execution Office (SEO) to provide project management services such as quality assurance, monitoring and communication in the course of strategy implementation. The SEO is a coordination instrument, drawn from existing staff, and will enable the Department to streamline decision making, leverage cooperation, forecast resource availability accurately and allow real-time prioritisation to respond to changes in the environment.

Progress with strategy execution

Despite the effects of COVID-19, the department has made important progress in the execution of its strategy:

- In the local governance environment, the regular SIME and TIME engagements were successfully migrated to an online environment. Regular monitoring of municipalities has been enhanced to track indicators of financial distress. The frequency of engagements with municipalities experiencing financial distress has also been increased.
- In the infrastructure environment, the Department has enhanced its monitoring of infrastructure expenditure, supported emergency investment programmes to respond to the pandemic and introduced enhanced monitoring of project preparation activities. It has also initiated the development of proposals to support the development of a robust investment pipeline for the Province, and to investigate alternative forms of infrastructure financing and associated means to pursue this.
- In the supply chain environment, the Department continues to be a leader in SCM modernisation in South Africa, most recently through the introduction of the Procurement Disclosure Report. The Department has built the systems in order to drive SCM reforms that will unlock value from WCG supply chains, focusing on transparency, accountability and redress, while ensuring integrity of our supply chains and conformance with Section 217 of the Constitution. It is now doing so based on lessons gleaned from, for example, the transversal security framework contract and the COVID-19 response. One of the successes of the Department has been the Supplier Evidence Bank Walk-in Centre and Helpdesk. The latest data show that the walk-in centre recorded seven interactions an hour, even during some of the lockdown periods. This is very significant as the small suppliers who wanted to become suppliers to Government, will increase competition and increase value for money. It will remain a key part of the strategy to get competition into the supply chains, allowing small suppliers to join seamlessly and compliantly. Further acceleration of these reforms will require investment in core transversal systems, skills and people.
- In the integrated governance, the department has not only managed to navigate an uncertain, constrained and rapidly changing fiscal context, but has strengthened the integrity of the budget process in doing so. Simultaneously, established partnerships with provincial departments and entities have ensured the maintenance of high governance standards, reflected in provincial audit outcomes. The Accounting Services Directorate is already a front runner in terms of understanding and driving revised accrual systems subject to National Treasury regulations. The Department intends to support and work closely with National Treasury to stay abreast of these issues and is constantly looking at ways to enhance transparency, and disclosure in our financial reporting processes. A clean audit on its own is not sufficient as an outcome, so the Department will continue to work in order to unlock value from good governance, moving beyond compliance or conformance into performance. The Department is moving from providing combined assurance to a continuous audit process by means of artificial intelligence, ensuring that the Department's oversight responsibilities are not just reactive but are increasingly proactive.

An integrated strategic approach is key to unlocking embedded value. The Department must therefore invest in systems, capabilities and processes to help the Province move from an environment of conformance to one of performance. Progress on the strategic priorities for the Department has therefore been underpinned by progress in the three levers for strategy execution.

This progress has been possible through inputs across each of the levers of the strategy:

- **Talent Management.** The Talent Management Strategy will serve as one of the three levers to enhance financial governance within the provincial and local government sectors, such as governance, data and systems enablement and integrated training and capacitation. Talent management and planning are closely aligned with the Department's strategic plan with a distinct focus on improving staff

capabilities and expertise. It 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.

The Talent Management Strategy also aligns itself to the National Youth Policy 2030, which has an objective to enhance the capabilities of young people so that they are responsible contributing members of their communities and society. The Provincial Treasury remains 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 awarded to deserving students, with a focus on previously disadvantaged students, where upon completion of their studies, students are required to complete an internship programme and gain hands-on experience within the Department. There has been and will be a focus on the Chartered Accountants Academy (CAA) as well as the capacity building grants which will form part of the broader integrated training and capacitation strategy. 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 into becoming 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. The integrated talent management approach will also prepare to move a greater range of training interventions to online platforms.

The three main objectives of the Talent Management Strategy are:

- The development of an integrated talent management strategy in order to improve public financial management.
- To drive synergies and consolidate the efforts of training and capacitation initiatives holistically across the Department.
- To achieve the long-term goal of becoming an employer of choice.

This will be achieved through the consolidation of all the training and capacitation initiatives holistically across the department to eliminate duplication and ensure the streamlining and integration of initiatives.

- In knowledge management, the Department has initiated expenditure reviews on compensation spending with the support of National Treasury, as is improving our performance information management; and developing intelligence dashboards, both at a vote level and municipal level that will provide integrated insights into issues facing these entities. One of the areas the Department will be focusing on first is a round of vulnerability management in municipalities and then link it to a dashboard of municipal information; and
- In digital enablement, the Department has pioneered platform development. As it reaches for more ambitious targets such as regular public disclosure on procurement, it has identified some processes that must be automated to relieve staff of the manual processes of data verification and aggregation in order to allow them to focus on the strategic issues in the management of supply chains. To manage thousands of transactions manually is not viable in terms of the ambition of the reform programme.

The Department is also increasingly leveraging the Joint District and Metro Approach with the SIME and TIME engagements for integrated insights into municipalities. From financial governance fiscal and budgeting and supply chain perspectives, the Department is trying to ensure the use of technology or capacity

development strategies to gain insights into local economies to get an integrated view of challenges facing a particular municipality, whether that be a district or a local municipality, and using engagements to drive strategy. Associating the strategy with this approach has significant potential to drive integrated service delivery outcomes.

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 for Financial Management and Strategic and Operational Management Support.

The current macro organisational structure was last reviewed in November 2019 with only minor technical amendments implemented since then, leading to an additional five (5) posts. The approved staff establishment is currently at 336 approved posts.

The Department is continuing to implement measures within the current organisational structure to enhance efficiencies and improve impact. These include strengthening departmental leadership and developing the departmental culture, reviewing delegations to allow managers to manage, and ensuring performance agreement and review processes are aligned with departmental strategy and priority. Structural changes to the organisation are likely to become necessary once the full potential of these initiatives has been realised.

Information and Communication Technology

Information and Communication Technology (ICT) is a strategic enabler for the Provincial Treasury to deliver on its mandate. The following strategic ICT initiatives, that comprise of various projects and activities, have been identified to support the achievement of the Provincial Treasury's strategic outcomes:

- **ICT Governance:** This initiative focuses on the implementation of the Corporate Governance of Information and Communication Technology Policy Framework (CGICTPF);
- **ICT Operations, Maintenance and Support:** This initiative focuses on ICT operations and on-going maintenance and support of existing systems, functionalities and computer hardware and peripherals;
- **Collaboration and Integrated Management:** This initiative is created to ensure better collaboration internally within the Department, between the Department and other provincial departments, municipalities, National Treasury and other external stakeholders;
- **Integrated Financial Management, Governance and Business Intelligence:** This initiative includes the requirements to implement an Integrated Financial Management system, Procurement System, Asset Management and Human Resource Management solution and to facilitate accountability and governance; and
- **Integrated Non-Financial Management, Governance and Business Intelligence:** This initiative includes the requirements to implement an integrated solution(s) to house non-financial information relating to the Department, other provincial departments and municipalities in order to facilitate accountability and governance.

Financial resources

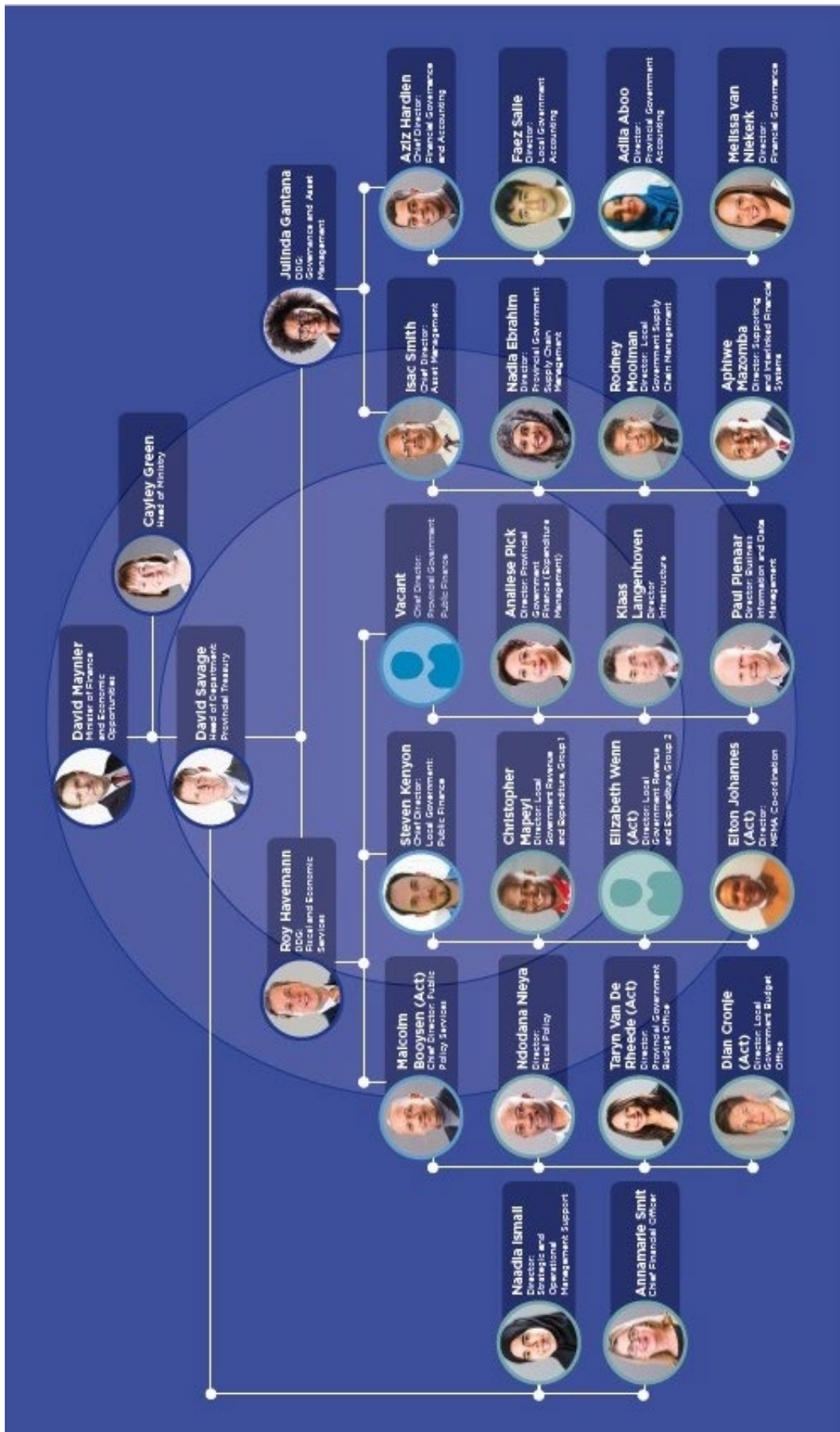
The impact of budget reductions over the 2021/22 – 2023/24 MTEF will put at risk the Department's ability to embed good financial governance and drive co-planning, co-budgeting and co-implementation across

departments, between departments and municipalities, across municipalities and with 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 approaches the challenges faced by provincial departments and municipalities holistically from a regional perspective.

Auditor General Findings

For the 2019/20 financial year the Department received an unqualified audit opinion with no findings. However, the Department incurred expenditure to the amount of R1.879 million in contravention of the requirements of the 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.



Provincial Treasury

As at 1 March 2021

The status of the institution regarding compliance with the Broad-Based Black Economic Empowerment (BBBEE) 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 section 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 National Treasury and Provincial Treasury as a good governance measure.

BBBEE Regulations were only published in June 2016 and have incorporated therein referencing to BBBEE compliance and reporting requirements assuming that these aspects were already placed, whilst 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 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 Section 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 determine 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 BBBEE 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 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 Department of Trade Industry and Competition recognised the need to review and amend the legislation and in their communication to the National Treasury requested that for the 2019/20 reporting

cycle, the Accountant General issue a directive that reporting on B-BBEE compliance of Organs of State and Public Entities be as per the provision of the primary legislation and not the Regulations

The outcome of that guidance agreed to between National Treasury and DTi was a collaborated disclosure in the Annual Report with accounting officers making an assertion that there is compliance with the BBEE Act. The Auditor-General was informed of these guidelines, which provided the AGSA with a basis for auditing the compliance with the annual report. National Treasury provided national departments and provincial departments an opportunity to comment on the imminent disclosure requirements and then finalised the guidance in March 2020. The guidance issued by National Treasury was definitive and stated that compliance with the disclosure requirements as per the annual report guide (audited by the AGSA) would result in compliance with the BBEE Act. Provincial Treasury and all other departments and entities in the Western Cape have complied with the provisions of the annual report guide and no issues of non-compliance was raised by the Auditor-General for the 2019/20 financial year.

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 developed and approved a five (5) year Employment Equity Plan 2019 - 2024, conducted a workforce profile analysis, as prescribed in section 19(1) of the Employment Equity Act to establish what the current demographic profile is in terms of race, gender and persons with 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 and 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 remains a priority even though the Department has shown some improvement in reaching the target to date. Women, however, currently constitute only 40 per cent of SMS.

With regards to the Persons with Disabilities (PwD), the Provincial Treasury has incorporated the set national target of 2 per cent of the workforce. This equates to 7 individuals of the staff establishment of 331. The Department has reached 1.6 per cent PwD (6 staff members).

The Provincial Treasury is committed to ensure that the working environment of all employees, 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.

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 to review 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 emerging technologies such as application program interfaces, robotics and artificial intelligence that are already finding application in today's operations. Each of these innovations streamline and automate 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 2020, the vacancy rate (calculated on the number of posts filled versus the number of posts on the approved establishment) was twenty per cent (20%) 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 2020.

Table 1: Employment and vacancies by programme, 31 December 2020

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	67	56	16%	10	1%
Sustainable Resource Management	135	103	24%	0	24%
Asset Management	81	62	23%	0	23%
Financial Governance	55	47	11%	0	11%
Total	336	268	20%	10	17%

Table 2: Employment and vacancies by salary bands, 31 December 2020

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	20	20%	10	-20%
SL 6 - 8	54	43	20%	0	20%
SL 9 - 12	229	181	21%	0	21%
SL 13 - 16	26	22	15%	0	15%
Total	336	268	20%	10	17%

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 proactive measures to reduce water usage and will continue its water-saving efforts and awareness campaigns to staff.

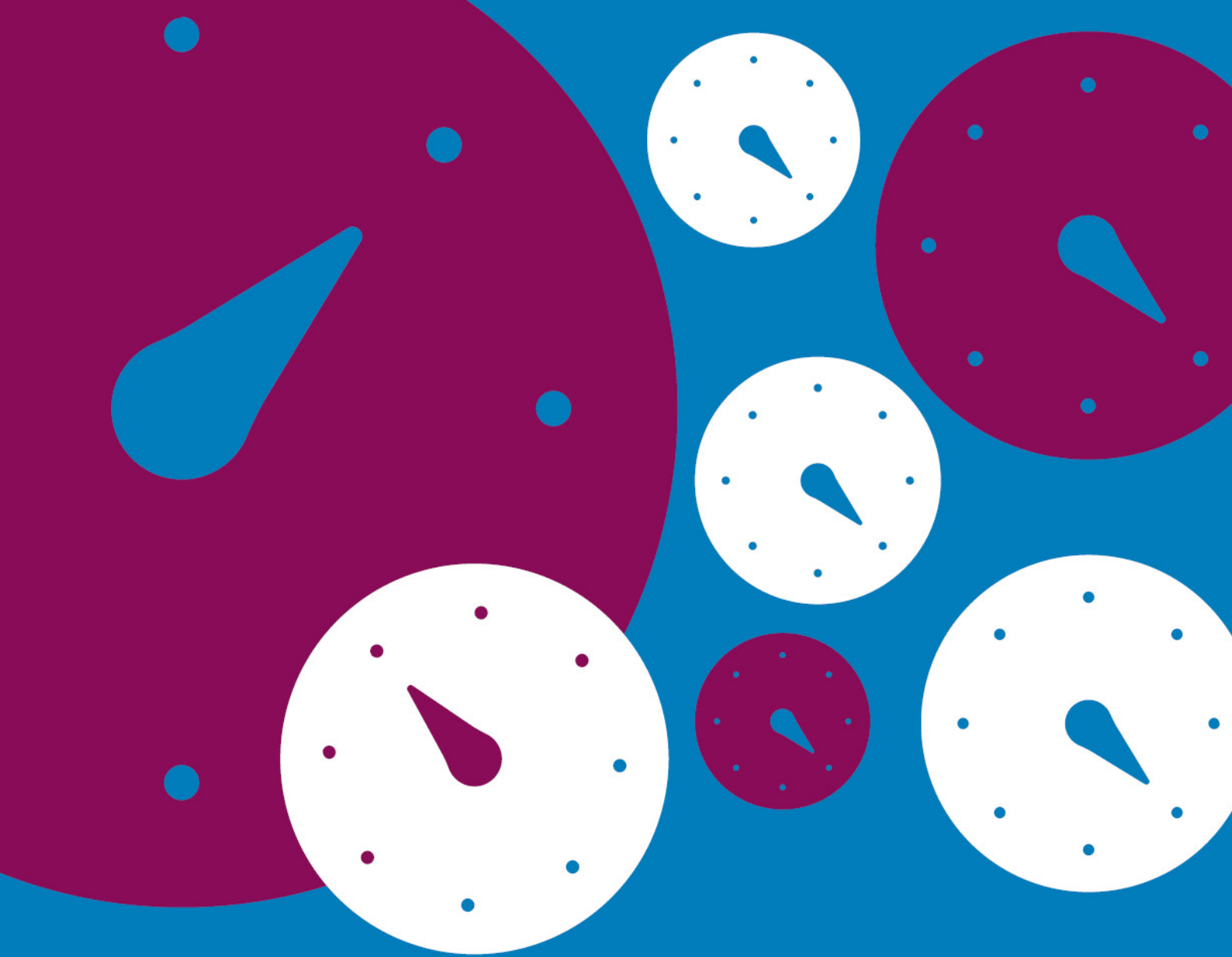
A full OD process has been undertaken to review the adequacy and capacity required for Provincial Government SCM to perform its core mandated function and, in terms of the unit's current responsiveness to the recommended capacity, the current capacity only meets ± 23 per cent of the recommended structure 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 meet the needs in respect of mandate and strategic priorities, thereby placing 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 technical requirements for SCM enforcement and enablement in the Province.

Departmental Evaluation System

The Provincial Treasury is in the process of developing a Departmental Evaluation System (DES) as a systematic approach to conducting and managing evaluations in the Department. The DES, comprised of the Departmental Evaluation Plan (DEP) and the Departmental Evaluation Committee (DEC), will oversee the development and implementation of the Departmental Evaluation Policy.

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 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 regard to a public policy, plan, programme or project.



MEASURING PERFORMANCE

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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 that focuses 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 strategic priorities and focus areas for Provincial Treasury will be efficient infrastructure investment, effective local governance, strategic supply chain management and integrated local governance. The three levers, talent management or capacity building, knowledge and ideas management and information management, will help the department to deliver on the strategic priorities and contribute to the achievement of the following outcomes:

- Improved Financial and Corporate governance;
- 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; and
- Improved governance transformation in departments, entities and municipalities.

The 2021/22 APP 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 current 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 - Administration 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							
				2017/18	2018/19	2019/20	2020/21	2021/22	Reporting period	Q1	Q2	Q3	Q4	2022/23	2023/24
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	Phase 1	Phase 2	Annually	-	-	-	Phase 2	Phase 3	Phase 4
1.2.1.2		Strategy Execution Report	Number of strategy execution milestones reached	New Output Indicator	New Output Indicator	New Output Indicator	4	4	Annually	-	-	-	4	4	4
1.2.1.3		Communication (plan) Implementation Report	Percentage of procured communication services implemented	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	80%	Annually	-	-	-	80%	90%	90%
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	12	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	12	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	2	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	4	4	Quarterly	1	1	1	1	4	4

Explanation of planned performance over the medium-term period

Strategy Execution

The Strategic Execution Office (SEO) will be located in Programme 1, under the Directorate: Strategic and Operational Management Support, and will be guided by a top manager reporting directly to the Head of Department. The SEO has a critical responsibility to facilitate the execution of the Department's transversal strategic priorities and levers. It is a coordination instrument, drawn from existing staff, and will enable the Department to streamline decision making, leverage inter-unit cooperation, forecast resource availability accurately and allow real-time prioritisation to respond to changes in the environment.

Effective leadership at all levels and a collaborative, results-driven organisational culture are central inputs to effective strategy execution. The SEO will thus also play a key role in the coordination of the Department's "Culture Journey", with a phased approach to create a value driven Department that links the leadership and culture with the Department's vision, strategy, outputs and activities.

Monitoring and Evaluation (M&E) System

The M&E system will 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 are essential in helping managers to make informed decisions about programme operations and help with identifying the most valuable and efficient use of resources and will thus contribute to the improvement of departmental corporate processes.

Communication

Communication plays an important role in the culture of a healthy organisation. 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 strives to inform stakeholders of the activities and services for a particular year. The information shared through the communication plan will ensure that more informed citizens will hold Government accountable.

The implementation of the Monitoring and Evaluation System together with culture change interventions and the communication plan are all 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 management

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 therefore provide the Executive Authority and leadership an indication of the status of financial governance within Provincial Treasury.

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

- Monthly In-Year Monitoring (IYM) reports that monitor the actual expenditure against the budget. These reports 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.
- Monthly reports on compliance with minimum financial management performance indicators. These reports ensure that the Department has complete and proper records of its financial affairs in accordance with prescribed norms and standards and provide management the assurance that financial norms and standards are complied with.
- Monthly reports on the compliance with Supply Chain Management norms and standards. These reports contain 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 the 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). The reports assist the Department to remain compliant with SCM norms and standards.
- Semi-annual stock take that ensures that the Department maintains an accurate asset register through identifying and rectifying all discrepancies and reporting on all losses and/or surpluses.
- Quarterly Status of Records Review reports that identify risks and key areas of concern regarding preparation of financial and non-financial reports and compliance with applicable legislation. The report assists the Accounting Officer to maintain the status 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 inform 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 Provincial Treasury.

Outcomes, outputs, output indicators, annual and quarterly targets

No.	Outcome	Outputs	Output indicators	Audited/Actual performance			Estimated performance	Medium-term Targets							
				2017/18	2018/19	2019/20	2020/21	2021/22	Reporting period	Q1	Q2	Q3	Q4	2022/23	2023/24
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	4	4	4	4	4	Quarterly	-	1	1	2	4	4
2.2.1.2		Revenue Reports	Number of Provincial Revenue Management Reports for Integrated Planning, Budgeting and Implementation	4	4	4	4	4	Quarterly	1	1	1	1	4	4
2.2.1.3		Local Government Cash Management Reports	Number of Local Government Cash Management Reports for Integrated Planning, Budgeting and Implementation	4	4	4	4	4	Quarterly	1	1	1	1	4	4
2.2.1.4		Provincial Government Cash Management Reports	Number of Provincial Government Cash Management Reports for Integrated Planning, Budgeting and Implementation	4	4	4	4	4	Quarterly	1	1	1	1	4	4
2.2.1.5		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

No.	Outcome	Outputs	Output indicators	Audited/Actual performance			Estimated performance	Medium-term Targets							
				2017/18	2018/19	2019/20	2020/21	2021/22	Reporting period	Q1	Q2	Q3	Q4	2022/23	2023/24
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	28	28	28	28	28	Bi-annually	-	-	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	3	3	Quarterly	-	1	1	1	3	3
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	29 September 2017	September 2018	September 2019	September 2020	September 2021	Annually	-	September 2021	-	-	September 2022	September 2023

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

- * 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)
- *** Method of calculation 2019/20
 Numerator: Number of quarterly performance reports assessed (118)
 Denominator: Number of quarterly performance reports received (118)

No.	Outcome	Outputs	Output indicators	Audited/Actual performance			Estimated performance	Medium-term Targets							
				2017/18	2018/19	2019/20	2020/21	2021/22	Reporting period	Q1	Q2	Q3	Q4	2022/23	2023/24
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	2	2	2	1	Annually	-	-	-	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	2	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	IYM assessment on the sustainable implementation of the municipal budget	Number of monthly IYM assessment reports on the implementation of the municipal budget	372	372	372	372	360	Quarterly	90	90	90	90	360	360
2.4.2.2			Number of monthly consolidated IYM assessment reports	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	12	Quarterly	3	3	3	3	12	12
2.4.2.3			Number of quarterly gazettes on the state of municipal budgets	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	4	Quarterly	1	1	1	1	4	4

No.	Outcome	Outputs	Output indicators	Audited/Actual performance			Estimated performance	Medium-term Targets							
				2017/18	2018/19	2019/20	2020/21	2021/22	Reporting period	Q1	Q2	Q3	Q4	2022/23	2023/24
2.4.2.4	Integrated planning, budgeting and implementation for sustainable management of provincial and municipal fiscal resources	Assessment of Municipal budgets and adjustment budgets for sustainability and credibility	Number of reports on budget sustainability and credibility inputted to municipal budget assessment reports	30	30	30	30	60	Quarterly	30	-	-	30	60	60
2.4.2.5		Reports on MFMA implementation	Number of reports on MFMA implementation	4	4	4	4	4	Quarterly	1	1	1	1	4	4
2.4.2.6		Forums to strengthen intergovernmental cooperation and information sharing	Number of quarterly CFO Forums	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	4	Quarterly	1	1	1	1	4	4

No.	Outcome	Outputs	Output indicators	Audited/Actual performance			Estimated performance	Medium-term Targets							
				2017/18	2018/19	2019/20	2020/21	2021/22	Reporting period	Q1	Q2	Q3	Q4	2022/23	2023/24
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	32	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	4	4	4	4	4	Quarterly	1	1	1	1	4	4
2.4.3.3		Provincial Budget publications	Number of provincial budget publications	New Output Indicator	New Output Indicator	New Output indicator	2	2	Quarterly	-	-	1	1	2	2
2.4.3.4		Assessment on municipal infrastructure delivery management system	Number of assessments on municipal infrastructure delivery management system(s)	1	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

Integrated service delivery relies on a capable, ethical and result-oriented state. The Western Cape Government, through VIP 5, aims to integrate planning while coordinating policy, legislation and budgets. The ultimate objective is to improve dignity and well-being, and reduce poverty and inequality.

As part of this, Provincial Treasury prepares the provincial budget, assists municipalities in the preparation of their budgets and monitors budget implementation. In the context of ongoing fiscal constraints, improvements in the sustainability and credibility of provincial and municipal budgets and the monitoring of their implementation are critical to enhancing the efficiency and effectiveness of provincial departments and municipalities in delivering services.

In order to accelerate implementation and improve service delivery, the Provincial Treasury is progressively improving strategy development, planning and budgeting. This is being achieved through budget process reforms and strengthening of coordination across spheres of government.

The focus for 2021/22 - 2023/24 MTEF will be to drive integrated planning and budgeting, through the province's Joint District and Metro Approach (JDMA) and VIP 5. VIP 5: Innovation and Culture, Focus Area: Integrated Service Delivery.

The Sustainable Resource Management Programme's key focus gives 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 control over the implementation of the provincial budget and development of fiscal policies in line with national economic policies;
- Preparing the provincial budget and providing assistance to municipalities in preparation of their budgets;
- Monitoring of the preparation of municipal budgets, outcomes of budgets, and the submission of required reports;
- Promoting and enforcing transparency and effective management in respect of revenue, expenditure, assets and liabilities; and
- Providing assistance and support particularly to vulnerable municipalities to give effect to the sustainable Local Government agenda and ensure appropriate steps are taken if a municipality breaches the MFMA.

The Provincial Government team will focus on strengthening the fiscal policy approach to give effect to the Western Cape Fiscal Strategy and Budget Policy. This includes fiscal consolidation, fiscal 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 team will focus on improving information sharing and alignment 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 thirty (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.

Public Policy Services

The Fiscal Policy Directorate is responsible for the overall fiscal framework in the Province and undertakes research, revenue analysis, 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 should 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 regard to existing and new own revenue sources. The unit is also responsible for the management of the Provincial Revenue Fund and for providing 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 Western Cape Recovery Plan, the 2019 – 2024 PSP and other applicable policies. The PERO provides the economic and socioeconomic intelligence that inform the planning and budgeting process in the 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 WCG. The directorate will continue to focus on the effectiveness of programmes and projects in order to assess allocative efficiency, responsiveness and the effectiveness of the budget in terms of the policy and delivery context. In addition, expenditure and policy reviews will be undertaken in partnership with relevant Provincial Treasury components, to provide insight into the budget allocation process and the evidence-based analysis to improve the cost effectiveness of public spending.

The Local Government Budget Office provides research, advice and analysis on the regional and local economy and provides economic intelligence that informs improved municipal planning and budgeting. The research and analysis culminate in the annual publication of the Municipal Economic Review and Outlook (MERO) and release of Socio-Economic Profiles. The unit assesses the annual budgets of municipalities and provide recommendations to improve the responsiveness of budgets to address socio-economic and policy objectives. The unit also supports the municipal budget process by coordinating the Strategic Integrated Municipal Engagements (SIME). In addition, the unit monitors the implementation of municipal budgets through the Service Delivery and Budget Implementation Plans of municipalities.

Provincial Government Public Finance

Provincial Government Public Finance assesses provincial budgets to improve the credibility and sustainability of the budget and monitors the implementation of budgets to enhance accountability, efficiency and data integrity. Fiscal consolidation is a central part of the Western Cape Fiscal Strategy and therefore the focus is on expenditure control within budget limits and stringent management of personnel budgets. People management is of critical importance in the achievement of the strategic goals of the WCG, and close oversight of compensation spending is thus critical. The aim is to ensure structural appropriateness to enable and unlock maximum organisational effectiveness, in order to build an enabling culture that leads to citizen responsiveness that translates into continuous service delivery improvement and public value. To this end, the unit works closely with the Department of the Premier. An expanded approach to expenditure reviews and zero-based budgeting is being developed in partnership with the Provincial

Government Budget Office. Other focus areas include improving on the efficiency of expenditure management in departments through an integrated approach with the Provincial Treasury SCM unit.

The WCG's capacity to select, plan, appraise, and monitor infrastructure delivery will continue to be strengthened over the 2021/21 - 2023/24 MTEF period with a specific focus on maintenance and exploring innovative and alternative funding options for infrastructure project preparation and 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. The focus will also be to align the infrastructure regulatory frame of the PGWC to the Framework for Infrastructure Delivery and Procurement Management (FIDPM). The intention is also to build the required infrastructure capacity of Provincial Treasury as per the DPSA Circular 45 of 2020 dated 8 December 2020 to enable Provincial Treasury to fulfil its infrastructure mandate, among other, to establish a credible infrastructure investment pipeline and to explore alternative funding/ financing options.

Business Information and Data Management (BIDM) renders a client interface, data collation, data and information management and records management service to the Provincial Treasury and the three spheres of Government. 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. The component is furthermore responsible for 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.

Local Government Public Finance

Local Government Public Finance facilitates and coordinates 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 Game Changers endorsed by the Budget Council 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 of municipalities. The focus areas in line with the Game Changers will facilitate integrated revenue management and funded budgets, including providing advice and support particularly to vulnerable municipalities to give effect to the sustainable Local Government agenda. Where municipalities are at risk of financial distress, additional guidance and support will be provided, and where necessary Provincial Government will assess whether further intervention would be necessary. The Provincial Treasury supports the development and monitors the implementation of financial recovery plans for municipalities under intervention.

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							
				2017/18	2018/19	2019/20	2020/21	2021/22	Reporting period	Q1	Q2	Q3	Q4	2022/23	2023/24
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	5	5	Quarterly	-	2	2	1	5	5
3.2.1.2		Municipal System Insight reports	Number of Districts assisted with Systems Insight Reports by providing procurement performance information	New Output Indicator	New Output Indicator	New Output Indicator	5	3	Quarterly	-	1	1	1	4	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	6	2	Annually	-	-	-	2	2	2

No.	Outcome	Outputs	Output indicators	Audited/Actual Performance			Estimated performance	Medium-term Targets							
				2017/18	2018/19	2019/20	2020/21	2021/22	Reporting period	Q1	Q2	Q3	Q4	2022/23	2023/24
3.2.1.4	Effective management and oversight of financial systems, supply chain and moveable asset management governance within the provincial and municipal spheres	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	1	1	Annually	-	-	-	1	1	1
3.2.1.5		Operational procurement client-support centre	Number of reports reflecting performance of the client support centre	New Output Indicator	New Output Indicator	New Output Indicator	3	3	Quarterly	-	1	1	1	4	4
3.2.1.6		Publication of Public Disclosure reports on Procurement Expenditure	Number of Public Disclosure Reports	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	4	Quarterly	1	1	1	1	4	4
3.2.1.7		Commodity procurement strategies	Number of commodity procurement strategies developed	New Output Indicator	New Output Indicator	New Output Indicator	4	4	Quarterly	1	1	1	1	4	4
3.2.1.8		Provincial SCM System insight reports	Number of SCM System insight reports produced, providing procurement performance information to departments	New Output Indicator	New Output Indicator	New Output Indicator	53	53	Quarterly	13	13	13	14	53	53
3.2.1.9		Municipal Procurement plans assessed	Number of procurement plans and supporting strategic procurement initiatives assessed for municipalities	New Output Indicator	New Output Indicator	New Output Indicator	10	10	Quarterly	-	3	4	3	10	10

No.	Outcome	Outputs	Output indicators	Audited/Actual performance			Estimated performance	Medium-term Targets							
				2017/18	2018/19	2019/20	2020/21	2021/22	Reporting period	Q1	Q2	Q3	Q4	2022/23	2023/24
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.	Provincial Financial Systems supported and maintained	Number of votes assisted with system support	Revised Output Indicator	Revised Output Indicator	Revised Output Indicator	13	13	Quarterly	13	13	13	13	13	13
3.3.1.2		Capacitated and trained system users	Number of votes assisted with end user training	New Output Indicator	New Output Indicator	New Output Indicator	13	13	Quarterly	13	13	13	13	13	13
3.3.1.3		Evergreen Legacy Systems implemented	Number of system modules implemented	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	5	Annually	-	-	-	5	3	3
3.3.1.4		Consolidated reporting provided from financial systems	Number of votes assisted with financial reporting	Revised Output Indicator	Revised Output Indicator	Revised Output Indicator	13	13	Quarterly	13	13	13	13	13	13

Explanation of planned performance over the medium-term period

Provincial and Local Government Supply Chain Management

Supply Chain Management (SCM) is the foundation that enables Government to implement policy. Emanating out of the SCM modernisation process in 2009, the Provincial Government of the Western Cape undertook to analyse current supply chain processes, identify weaknesses and identify remedial steps to improve transparency, accountability and value for money within the supply chain management system.

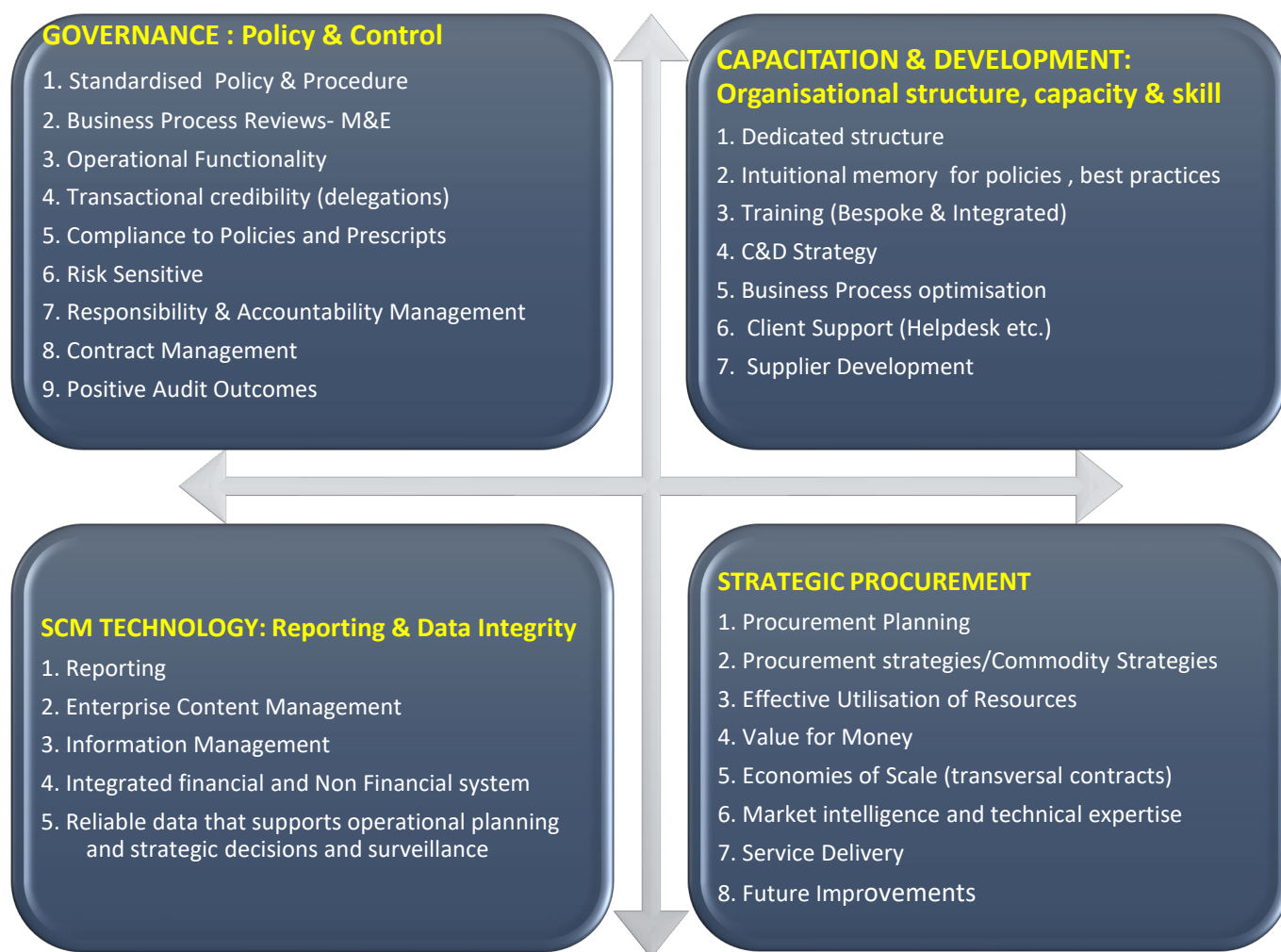
The key focus of the modernisation process to address the above was to identify a blueprint for the Province that would:

- Improve performance through the integration of policy and delivery;
- Enhance departmental capability to address strategic issues;

- Identify a more flexible deployment of resources to match priorities; and
- Identify improved ways of working and more effective procedures for identifying and addressing skills gaps and training needs.

Since Cabinet approval of the SCM Blueprint, there has been key developmental focus in the SCM environment, which required a refocus and further strategic alignment, which culminated in the Provincial SCM Strategy.

The SCM strategy is represented by a four-pronged approach that focuses on: SCM governance, SCM capacitation and training; strategic procurement and SCM technology:

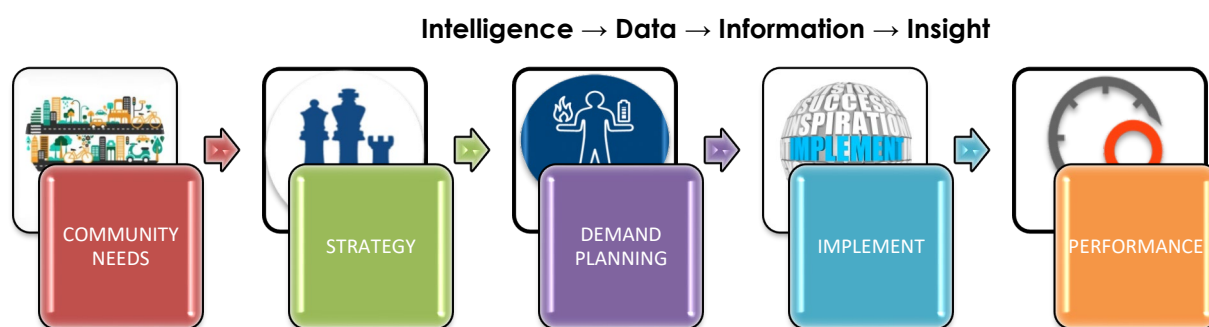


The Strategy is the result of a process that identified weaknesses and implemented improvements within the Province's SCM. It is a strategy supported by Provincial Treasury Instructions issued in terms of section 18 of the PFMA, the Blueprint Accounting Officer's System for SCM (AOS) and Provincial Treasury Instructions which guide officials on what to do - the AOS tells them how to do it and provides them with the tools to achieve it.

Forming part of the Western Cape Government's many supply chain management (SCM) interventions is a data visualisation initiative that has shown great promise in enabling and assisting the Province to develop, execute and measure the performance of SCM strategic and operational projects. The data visualisation initiative is driven by powerful self-service spend analysis software that depicts expenditure data in easy-to-comprehend on-the-fly dashboards. Managers view the dashboards and are provided with visual business intelligence to make rapid and informed business decisions.

Data are examined and geographically plotted to identify where, on what and with whom the Province is spending its money. While it is an exercise in traditional spend segmentation (for example, strategic or critical commodities), the level of analysis zooms into a particular commodity. In this pilot phase, the Province is demonstrating a level of analysis that can be performed and how the results can be applied at a commodity level and then linked with provincial SCM strategies.

Data visualisation provides visual business intelligence to managers, enabling them to make informed business decisions, resulting in improved costs and efficiencies, better service delivery to constituents and higher customer satisfaction.



e-Procurement

The Western Cape Government's e-Procurement Solution (ePS), is aligned with Government's overall strategy to achieve continuing improvement in value for money, enhance competitiveness of suppliers, and provide business communities with a convenient and effective medium, through which companies and individuals alike, could identify and exploit business opportunities. An e-Procurement solution for quotations has been implemented in WCG since 2002 together with a central supplier database.

The Provincial Treasury is responsible for the implementation and maintenance of the ePS, which provides further for a supplier evidence bank as a central repository of governance documentation. The ePS must be utilised by departments for invitation of price quotations (competitive and limited), the receipt thereof and the adjudication of bids submitted by suppliers.

The value and benefits of the ePS for business and departments, include the following:

- For business: providing procurement opportunities to a wider spectrum of suppliers; stimulating competition; automating manual processes (streamlining of procurement processes); ensuring ease of doing business with WCG; affording better transparency and accountability and providing assistance and support to suppliers.
- For departments: easier compliance with section 217 of the Constitution, automating manual procurement processes to improved productivity, reducing paperwork and telephone and fax costs, etc.); working with the latest and verified supplier information held centrally; ensuring a fair and transparent system that limits opportunities for irregularities, fraud and collusion between suppliers and departmental staff; and providing appropriate and accurate management information and audit trail of all transactions.

Access to the bid invitations is via a web-based application to suppliers who are registered on the ePS. Access to this application is free to the supplier and all that is required is a duly registered status on the ePS.

COVID-19 disaster response and recovery

This strategy played a critical role in the Province's procurement response to COVID-19 in that it provided for the necessary flexibility, agility and partnerships that were required to facilitate quick and decisive procurement decisions.

However, the impact that the pandemic has had on the economy and the fiscus requires that a post disaster recovery strategy is enabled to utilise procurement further as a lever for change that supports not only the creation of jobs but enables the priorities in respect of safety and dignity through purchasing.

The following key focus areas have been identified in respect of enabling specific focus areas with regard to the SCM strategy:

- **e-Procurement and Technology Enablement:** e-Procurement System continuity to replicate and enhance the current model to replace the current model, inclusive of bids that interfaces with WCSEB and in the long term align to and interface with a Procure to Pay Solution. Additional technology support will focus on an automated Procurement Planning Toolkit;
- **Strategic Sourcing and Transversal Contracting:** Use opportunity for alternative strategic sourcing initiative (commodity and project focused initiatives that leverage on economies of scale and value chain) and an SMME and job creation focus as opportunities;
- **Local Economic Development:** Empowerment focused initiatives; relooking at and reconsidering the economic procurement policy to focus on post disaster recovery initiatives to stimulate the market differently; and supplier development and linkages to Strategic Sourcing; and
- **SCM Public disclosure Reporting:** Refine PPE disclosure in next version then move progressively to include:
 - All COVID procurement;
 - All G&S;
 - Construction Procurement;
 - BBBEE and SMME retrospectively.

A similarly nuanced strategy for SCM in municipalities is also being deployed. Key lessons and learnings will be replicated and customised for municipal requirements considering capabilities, capacity and maturity of the municipal sphere. The following initiatives is envisaged.

CURRENT LINKAGES AND INITIATIVES

Current linkages and initiatives include: LED-SCM Indabas; SCM Fora and Supplier Development Summits; SCM and Internal control enablement; SCM Capacitation and Development Programmes with key stakeholders; governance models, uniformity and practices through various governance models; tools and initiatives and SCM helpdesk support.

PROPOSALS FOR FUTURE LOCAL GOVERNMENT INITIATIVES

Proposals for future Local Government initiatives include: e-Procurement and Supplier Evidence Bank enablement; procurement planning toolkits; strengthening procurement planning and undertaking research on strategic sourcing opportunities within municipalities; and focus on asset management capacitation and development programmes.

Implementation of Integrated Financial Systems for WCG Departments

The WCG currently operates several transversal systems administering its corporate services i.e. Supply Chain Management, Human Resource Management, Financial Management, Payroll and Business Intelligence. However, many of these systems are based on aging technologies. Furthermore, these systems are not fully integrated and there are duplicated functionalities across systems.

Given the challenges experienced above, National Cabinet approved the development of the Integrated Financial Management System (IFMS) on 14 September 2005.

The National Treasury has purchased software licenses for the IFMS programme from Oracle Corporation South Africa (Pty) Ltd. This acquisition brings Government closer to fully implementing a 2005 Cabinet decision to replace the legacy systems (i.e. LOGIS, BAS, PERSAL) used to manage supply chain, human resource and finance functions with a modern integrated system that will improve service delivery.

It has been asserted by National Treasury that the project may be implemented during the 2021 financial year to the lead sites, however, the timelines are constantly moved which creates a level of uncertainty.

The WCG has been chosen as a lead site for the eventual implementation of the IFMS. It is the intention of the WCG to participate in the implementation of the IFMS in order for it to capitalise on the latest technological advancements and improve its agility in providing efficient corporate services for its thirteen (13) government departments.

Supporting, Modernisation and Maintenance of the Provincial Financial Systems as part of the Evergreen Legacy Systems strategy

Recurring delays in implementing the IFMS have severely hampered the ability of the WCG Provincial Treasury to deliver effective, agile and nimble business systems to accommodate the corporate services for the thirteen (13) government departments that exist within the Western Cape.

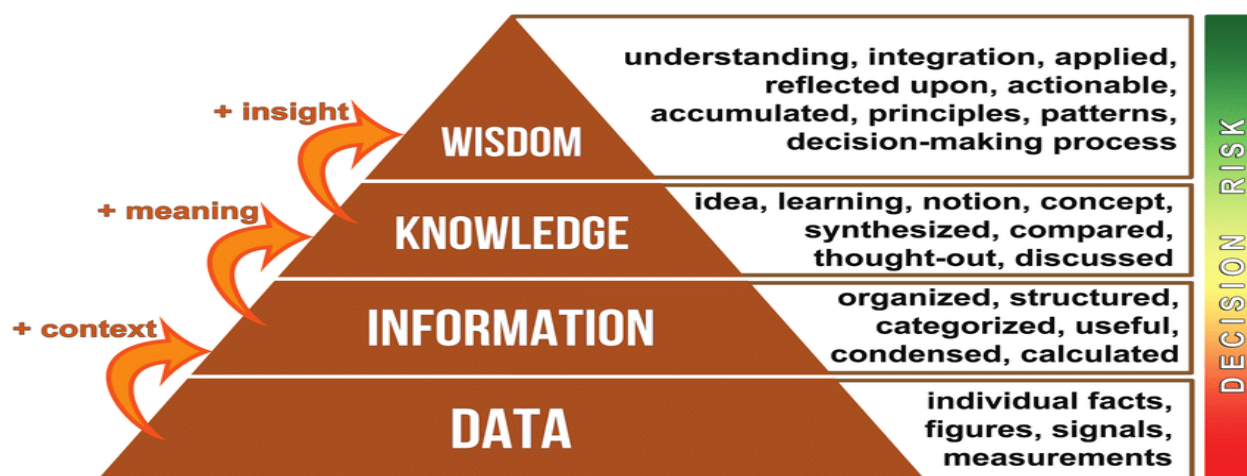
The WCG is faced with a unique challenge of inefficient Legacy systems, but is aware of the promise of the IFMS which is meant to resolve these challenges. The WCG was presented with the following options:

- Do nothing and wait for the IFMS until it eventually arrives;
- Procure a new system to deal with the challenges of the Legacy system;
- "Evergreen" the Legacy system by making incremental improvements.

The WCG Provincial Top Management deliberated at length in a meeting dated 12 September 2017 and endorsed that it should "Evergreen" the Legacy systems. This process entails making incremental improvements to the Legacy systems to complement it with modern data technologies to enhance the capability of the systems. It is the view of the WCG use the Oracle Corporation system modules to integrate with the Legacy system. The rationale for the Oracle system usage is to utilise the structure to address larger more significant Evergreen Legacy System changes thereby eliminating the need to make program changes to the legacy system applications. This approach has the added benefit of addressing aspects of People Change Management by exposing staff to the Oracle platforms look and feel gradually while waiting for the implementation of the complete National Treasury Integrated Financial Management System (IFMS).

The underlying philosophy for this deployment is for Western Cape Government to fulfil the lead site role and ultimately create an Integrated Financial Management Platform. As and when National Treasury effort comes to fruition, the systems would be merged to create a single National Integrated Financial Management System managed by National Treasury and most likely hosted by SITA. The proposed approach does however introduce a challenge in terms of staffing; existing support staff would have to be "split" to be trained to provide user support for the "new" Oracle structure while the existing Provincial Treasury Supporting and Interlinked Financial Systems (SIFS) function would have to be retained to keep the legacy systems (PERSAL, BAS & LOGIS) operational.

Improved data quality and forecasting capabilities and Information management through implementation of artificial intelligence to enable BI reporting and financial management dashboards



With the increasing demand to provide effective and efficient services to citizens, and the fiscal constraints it faces, the Western Cape Government is presented with significant challenges to meet its service delivery objectives with the current resources at hand. In order to address these demands the Provincial Treasury is required to adapt to the changing environment, which, in turn, requires management to make good strategic and evidence-based decisions.

WCG Treasury has developed its own PT e-Vision for data management. The PT e-Vision includes utilising technology as an enabler, reducing administrative burden, increases strategic productivity, information reuse across PT, cost effectiveness, and one data store (Operational Data Store or ODS). The objective of WCG PT team is to have an integrated data reporting capability to ease the burden of duplication/over reporting.

To ensure that curated, trusted and validated data are easily available for use by WCG management and staff, investing in data and analytical capabilities within departments, and developing a culture that routinely values data and insights, we will:

- Improve staff data literacy, engagement, and empowerment;
- Drive evidence-based, responsive and timely decisions and choices;
- Improve policy design and advice, programme and service delivery; and
- Enable Economic and Financial Forecasting ability.

Therefore, it is the intention of Provincial Treasury to consolidate the PERSAL, LOGIS and BAS data into one centralised Legacy Data Warehouse in order to allow all WCG departments to have ease of access to available data in the financial and corporate systems for decision-making purposes.

Capacitated and trained system users and organisational change management

In practice, it is expected of Provincial departments to ensure that all new system users are nominated for training on the LOGIS, BAS, and PERSAL systems within a period not exceeding six (6) months after access has been granted on these systems. This is in line with System Circular 1 of 2010.

Without formal training, users may lack the knowledge and skills required to effectively perform their functions and responsibilities on the system. This may further lead to incorrect or inaccurate information being processed, which could compromise the integrity of data.

Further, it is incumbent of the Provincial Treasury to ensure that the Financial Systems (i.e. BAS; LOGIS, PERSAL, etc.) are professionally managed, configured in a standard format, and that access control is properly executed, access and logon violations are timeously identified and reported on and that policies are in place to guide and direct access as well as to outline the demarcation of roles and responsibilities of the Departmental System Controller.

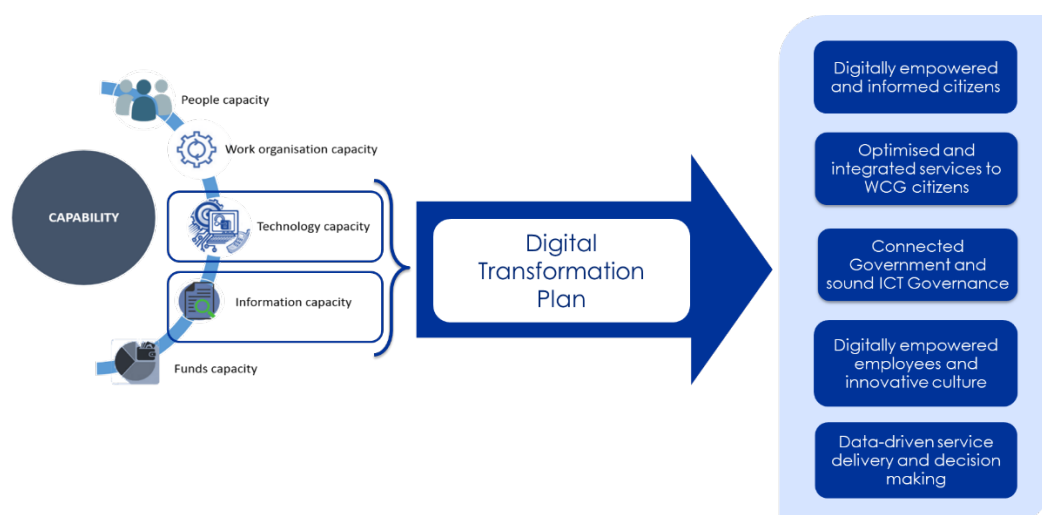
Provincial Treasury also plays a pivotal role in maintaining standard system structures throughout departments to facilitate the management of information and reporting requirements as well as effective user account management on the systems.

Effective DITCOM management to mature and entrench ICT in Provincial Treasury

The growth in demand for technology and the evolution of the much debated 4th Industrial Revolution (4IR) combat overtime and create opportunities to gain efficiencies and grow the agility of business/operations. The 4IR brings mobile supercomputing, intelligent robots and a range of disruptive technologies. The 4IR will move the Western Cape Government to think differently about the impact of these new technological advances on the daily operations and service delivery to the public at large.

The “New Norm” caused by COVID-19 demands more collaboration and secure digital platforms to transact on financial systems. Gartner (2020) predicts that remote work have increased by as much as forty-eight per cent (48%) of employees as a result of the pandemic. It has clearly shown that data driven or data-led decision making is critical and opportunities presented by the 4th Industrial Revolution digital revolution and technological innovation will feature high in the “New Norm”. COVID-19 has heightened budget constraints and economic pressures as highlighted in Budget Circular 1 which emphasises finding new and innovative ways of delivering to the Western Cape Government and its residents.

The broader WCG is already developing plans for digital transformation as highlighted in the picture below:



- Provincial Treasury therefore needs to ensure that it aligns itself with the ICT house of values and complies with the necessary ICT governance requirements by strengthening the IMC and DITCOM committees to entrench ICT in the broader Provincial Treasury and drive the implementation of the PT e-Vision 2020 in its related ICT plans. It is the role of these governance structures to also enable the development of the Enterprise Wide Architecture for business processes, applications/systems, innovation management within the Provincial Treasury with the aim to create a modern, lean and efficient Treasury that is able to lead and support the enhancement of financial governance practices that enable:
 - improved resource mobilisation;
 - allocative efficiency;
 - sound fiscal management;
 - the efficient and economical use of resources;
 - leading and supporting excellence in good governance practices and optimal performance culminating in improved service delivery and public value creation; and
 - Identifying good financial governance practices that can be shared across the public sector.

1.4 Programme 4 – Financial Governance and Accounting

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							
				2017/18	2018/19	2019/20	2020/21	2021/22	Reporting period	Q1	Q2	Q3	Q4	2022/23	2023/24
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	30	30	29	30	Annually	-	-	-	30	30	30
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	6	6	Quarterly	2	1	2	1	6	6
4.2.1.3		Reconciliation of AFS and data strings on National Treasury LG Database to ensure credibility of audited financial data	Percentage of submitted data strings reconciled to audited AFS	New Output Indicator	New Output Indicator	Revised Output Indicator	100%	100%	Annually	-	-	-	100%	100%	100%

No.	Outcome	Outputs	Output indicators	Audited/Actual performance			Estimated performance	Medium-term Targets							
				2017/18	2018/19	2019/20	2020/21	2021/22	Reporting period	Q1	Q2	Q3	Q4	2022/23	2023/24
SUB-PROGRAMME 4.2: Accounting Services – Provincial Government Accounting															
4.2.2.1	Governance transformation in departments, entities and municipalities improved	Interventions held/conducted to ensure oversight and monitoring of departmental financial governance	Number of reports based on governance performance engagements held with departments	Revised Output Indicator	Revised Output Indicator	Revised Output Indicator	2	2	Quarterly	-	1	1	-	2	2
4.2.2.2		Departments supported on internal control initiatives	Number of internal control interventions rolled out in departments	New Output Indicator	New Output Indicator	New Output Indicator	6	6	Quarterly	1	1	2	2	6	6
4.2.2.3		Votes supported in the application of accounting frameworks and norms and standards	Number of votes assessed against the applicable accounting frameworks and norms and standards requirements	14	14	14	14	14	Quarterly	14	14	14	14	14	14
4.2.2.4		Publication and tabling of the ACFS	Publication and tabling of the ACFS is done in the required timeframe	Audited ACFS tabled on 29 January 2018	1 month after receipt of audit report on the ACFS	Tabling occurred January 2020	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							
				2017/18	2018/19	2019/20	2020/21	2021/22	Reporting period	Q1	Q2	Q3	Q4	2022/23	2023/24
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 provided to municipalities	Number of municipal governance assessment reports	Revised Output Indicator	Revised Output Indicator	Revised Output Indicator	30	30	Annually	-	-	-	30	30	30
4.3.1.2		Municipalities supported through 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		Municipalities supported through initiatives 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	12	12	Quarterly	2	4	4	2	12	12
4.3.1.4		Municipalities and departments supported on financial legal frameworks and policies	Number of support initiatives to departments on financial legal frameworks and policies	Revised Output Indicator	Revised Output Indicator	4	4	1	Annually	-	1	-	-	1	1
4.3.1.5			Number of support initiatives to municipalities on financial legal frameworks and policies	Revised Output Indicator	Revised Output Indicator	Revised Output Indicator	4	3	Bi-annually	-	2	-	1	3	3
4.3.1.6		Accredited SAICA training programme	Number of individuals that have successfully completed the SAICA training programme	New Output Indicator	New Output Indicator	New Output Indicator	4	4	Annually	-	-	-	4	3	4

Explanation of planned performance over the medium-term period

The PSP builds on the Province's commitment to good financial governance and aims to continue to give effect to developing a capable state across all spheres of Government while simultaneously directing its benefits toward improving the lives of communities and citizens. It is critical to continue on the path of good governance as it enables a resilient, effective and responsive public sector in the midst of the current governance and economic challenges.

The key outcome relevant to the Directorate: Corporate Governance is to embed good governance through financial management improvement and capacity building initiatives for the departments, entities and municipalities. Aligned to this outcome is the directorate's purpose to strengthen corporate governance within the Province through the implementation of risk management, internal audit and compliance with financial norms and standards.

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 continuous improvement in governance and performance.

Developing 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 Talent Management Programme that is responsive to skills required by departments and municipalities to assist in developing their skills pipeline. 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 toward improved systems of internal control.

The above outputs and activities require the following aspects to be in place:

- Governance transformation will be achieved with the collective focus on continuous improvement in financial governance maturity levels and the provision of capacitation initiatives to departments and municipalities;
- The improvement of the financial governance maturity model links to the broader priorities of VIP 5 i.e. Well-being as it supports departments to work in the most optimal manner therefore achieving efficiency and effectiveness;
- The effective implementation of the Integrated Talent Management Strategy leverages off collaboration and partnership of stakeholders within the capacitation environment and contributes to improved efficiency and effectiveness of financial governance and performance within departments and municipalities;
- All departments, public entities and municipalities are committed to address and improve their governance maturity; and
- Provincial Treasury's support initiatives are responsive, enables governance maturity in the institutions that it supports and address both challenges and emerging risks.

Financial governance and accounting strategy

The mission of the programme is to drive accountability through the review of financial reporting of departments, entities and municipalities and embedding adherence to sound governance practices. This is further entrenched by considering compliance with financial norms and standards through the establishment of sound financial governance within the provincial and municipal spheres. Its measurement is continually evaluated to achieve, maintain and sustain the highest level of governance.

The work plan requires continuous improvement to ensure the quality and integrity of financial accounting and reporting to fully reflect all transactions, events, assets and liabilities owned or owed by the Western Cape Government. Furthermore, the desired outcome is to ensure the user is enabled to make the appropriate decisions by understanding the narrative behind the reporting instruments.

In terms of section 18 of the PFMA and section 5 of the MFMA, Provincial Treasury must set the norms and standards for financial management and may assist with the implementation thereof, thereby improving efficient and economic utilisation of resources.

The Programme's outcomes are all linked to priority 1; Building a Capable, Ethical and Developmental State and VIP 5: Innovation and Culture as articulated in the Provincial Strategic Plan 2020 - 2024.

The outcome indicator was chosen based on the rationale that financial governance and accountability serve as the foundation for building a capable state which is a necessary requirement to drive service delivery and transformation. The focus would be to ensure that our governance efforts result in improved service delivery to the citizens of the Western Cape. Consequently, a continual and annual revision of the state of governance in all Western Cape institutions is necessary to ensure that they remain effective, efficient and responsive to the needs of the citizens.

During the pandemic, Financial Governance and Accounting played a critical role in the Province's response to COVID-19. It provided for the necessary flexibility, agility and partnerships that were required to facilitate quick and decisive financial governance and management decisions. This is evidenced by the assistance to National Treasury to drive certain exemptions and give clearer direction from a reporting responsibility.

The impact created by the pandemic on the economy and the fiscus require a post disaster recovery strategy to further improve financial governance as a lever for change. It must both support the innovation and culture change required and must enable the priorities in respect of building a capable state across all spheres of Government whilst simultaneously directing its benefits toward improving the lives of communities and citizens.

Inclusion of Artificial Intelligence and Machine Learning

Fiscal pressures remain unabated resulting in us looking at what resources we have at our disposal and how best we can maximise value from that which we own. In the age of information, the 4th Industrial Revolution, we have at our disposal an explosion of data, which, if we are intelligent in the way we think about problems, we can use to great advantage. If we do not use data intelligently, to build knowledge and ultimately arrive at wisdom, we will suffer from massive blind spots for the institutions that we serve.

In the past year, Provincial Treasury piloted a new way of client relationship management, starting with incremental steps and evidenced-based practices. Our Local Government sphere is the first recipient of the artificial intelligence in the way we handle queries raised to the Province, for both advice and mediation. We are using technology to both mine the information at our disposal and to move closer to a space where institutions can experience self-service to historical issues on compliance and accounting matters. This is the start of a journey that can only be perfected over time, and with the service that we have acquired, alternative purposes of the technology are on the cards.

In the PFMA space, Provincial Treasury will be the first department to experience Artificial Intelligence and Machine Learning. The possibilities are growing exponentially when we look at transactions holistically and dynamically, with the ability to learn from the past and build better predictive capabilities. Looking at entire populations of data, Provincial Treasury will have a strong foothold in the information age. Our journey to look at volumes of transactions of all departments of both, historical information, with the capability of projecting into the future will result in appropriate scenario planning by looking through the historical lenses and venturing into improved predictive analysis.

Strategy Execution

Many institutions have a specialised division proffering technical advice. Part of the strategy of the accounting units is the establishment of a virtual team made up of specialists that research complex matters and provide a provincial position on these matters. This virtual unit, currently called TARC (Technical Accounting and Reporting Committee) was established in July 2020 and has already produced outputs noticed by National Treasury and the accounting standard setters. This places the virtual unit in pole position

to not only consider past practices, but also to be futuristic in terms of the direction that Government accounting and reporting need to take.

However, in running a well-oiled organisation where sharpening our saw is par for the course, client relationship management is critical in being a responsive and relevant Treasury, and as mentioned earlier, the alternative work arrangements forced upon us by the COVID-19 pandemic, has resulted in us scouring the environment for technological solutions to support our institutions better. We have found such technology in the Zoho application, and our municipalities have been the first recipients to benefit from this service. With continued and more widespread use of the service, this would be the start of a journey that can only ensure PT's growth in stature amongst the institutions under its purview.

CURRENT LINKAGES AND INITIATIVES

We have embarked on multiple initiatives that are critical to realising our strategy. Data enablement to deep dive into the narrative of financial data will be realised in 2021-22 when we bring a service on board that allows us to look at all transactions (100%), which would lay the foundation for continuous auditing and establishing a path for a clean administration to a smart administration.

Our work on reimagining the basis of provincial grants payments, supporting municipalities who consistently perform will come to fruition when we revisit our Provincial grant system.

Of course, all of the work can only bear fruit if we maintain and improve relationships, one of which is the relationship that we have with our external assurance providers, i.e. the Auditor-General of South Africa. In nurturing these relationships, we enable managing the number of disputes resulting from interpretation matters, which would maintain and even improved good governance, which are measured in the form of improved audit outcomes.

The year ahead will see the completion of a public entity review, the third in a span of 10 years, demonstrating our commitment to clean, transparent and accountable governance.

PROPOSALS FOR FUTURE INITIATIVES

Following in the path of working in the virtual world, we have set ourselves a path for all entities and departments to automate the production of financial statements; not an easy feat in the absence of a Government-wide integrated financial management system.

Constant effort is always expended in making information easy to understand, and in this regard, we continue the path of improving the way we present information. Of necessity, this means looking at enhanced dash boarding allowing data to become intelligence.

2. Programme resource considerations

2.1 Overview of 2020 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	Adjusted	Revised	% Change from Revised estimate			
	2017/18	2018/19	2019/20	2020/21	2020/21	2020/21	2021/22	2020/21	2022/23	2023/24
1. Administration	57 492	59 261	58 257	62 631	56 373	56 373	55 347	(1.82)	56 540	56 152
2. Sustainable Resource Management	132 195	121 334	137 338	150 847	119 010	119 010	139 227	16.99	144 943	147 597
3. Asset Management	51 023	56 068	65 393	74 911	62 645	62 645	73 935	18.02	64 514	70 985
4. Financial Governance	37 434	66 443	67 777	68 543	51 477	51 477	51 099	(0.73)	49 615	49 967
Total payments and estimates	278 144	303 106	328 765	356 932	289 505	289 505	319 608	10.40	315 612	324 701

Note: Programme 1: MEC total remuneration package: R1 977 795 with effect from 1 April 2019.

Table 2 Summary of payments and estimates by economic classification estimates

Economic classification R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2017/18	2018/19	2019/20	2020/21	2020/21	2020/21	2021/22	2020/21	2022/23	2023/24
Current payments	216 548	229 296	243 360	280 576	238 578	238 362	262 061	9.94	255 663	262 893
Compensation of employees	171 172	176 277	185 805	217 005	188 764	188 764	196 995	4.36	207 995	210 524
Goods and services	45 376	53 019	57 555	63 571	49 814	49 598	65 066	31.19	47 668	52 369
Transfers and subsidies to	56 375	69 287	79 876	73 228	46 822	47 036	54 016	14.84	55 775	57 794
Provinces and municipalities	33 130	38 191	37 576	42 455	16 488	16 488	20 559	24.69	21 190	21 939
Departmental agencies and accounts	19 711	26 869	37 669	27 750	27 750	27 751	30 378	9.47	31 908	33 378
Households	3 534	4 227	4 631	3 023	2 584	2 797	3 079	10.08	2 677	2 477
Payments for capital assets	5 137	4 214	5 467	3 128	4 066	4 066	3 531	(13.16)	4 174	4 014
Machinery and equipment	5 137	4 214	5 467	3 128	4 066	4 066	3 531	(13.16)	4 174	4 014
Software and other intangible assets										
Payments for financial assets	84	309	62		39	41		(100.00)		
Total economic classification	278 144	303 106	328 765	356 932	289 505	289 505	319 608	10.40	315 612	324 701

2.2 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	Adjusted	Revised	% Change from Revised estimate			
	2017/18	2018/19	2019/20	appropriation 2020/21	appropriation 2020/21	estimate 2020/21	2021/22	2020/21	2022/23	2023/24
1. Office of the Minister	6 078	6 091	5 704	7 288	6 570	6 570	6 847	4.22	6 907	6 961
2. Management Services	25 100	26 390	24 216	26 930	23 657	23 657	22 989	(2.82)	23 507	23 479
3. Financial Management	26 314	26 780	28 337	28 413	26 146	26 146	25 511	(2.43)	26 126	25 712
Total payments and estimates	57 492	59 261	58 257	62 631	56 373	56 373	55 347	(1.82)	56 540	56 152

Note: Sub-programme 1.1: MEC total remuneration package: R1 977 795 with effect from 1 April 2019.

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	Adjusted	Revised	% Change from Revised estimate			
	2017/18	2018/19	2019/20	appropriation 2020/21	appropriation 2020/21	estimate 2020/21	2021/22	2020/21	2022/23	2023/24
Current payments	49 257	51 311	49 876	56 800	50 603	50 575	49 133	(2.85)	49 683	49 655
Compensation of employees	38 490	39 244	37 518	43 885	37 299	37 299	37 151	(0.40)	40 148	40 694
Goods and services	10 767	12 067	12 358	12 915	13 304	13 276	11 982	(9.75)	9 535	8 961
Transfers and subsidies to	3 014	3 427	2 852	2 703	1 665	1 691	2 683	58.66	2 683	2 483
Departmental agencies and accounts	4	5	6	6	6	7	6	(14.29)	6	6
Households	3 010	3 422	2 846	2 697	1 659	1 684	2 677	58.97	2 677	2 477
Payments for capital assets	5 137	4 214	5 467	3 128	4 066	4 066	3 531	(13.16)	4 174	4 014
Machinery and equipment	5 137	4 214	5 467	3 128	4 066	4 066	3 531	(13.16)	4 174	4 014
Software and other intangible assets										
Payments for financial assets	84	309	62		39	41		(100.00)		
Total economic classification	57 492	59 261	58 257	62 631	56 373	56 373	55 347	(1.82)	56 540	56 152

Performance and expenditure trends

The Programme's budget decreased by R1.026 million from the 2020/21 revised estimate of R56.373 million to R55.347 million in 2021/22 which equates to a nominal reduction of 1.8 per cent. The allocation over the MTEF compared to the 2020/21 revised estimate reflects an annual average decline of 0.1 per cent over the three-year period. The reduction mainly relates to non-recurring consultancy services.

Programme 2

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

Sub-programme R'000	Outcome						Medium-term estimate			
	Audited 2017/18	Audited 2018/19	Audited 2019/20	Main appro- priation 2020/21	Adjusted appro- priation 2020/21	Revised estimate 2020/21	% Change from Revised estimate			
							2021/22	2020/21	2022/23	2023/24
1. Programme Support	6 343	6 172	5 790	8 448	7 049	7 049	8 433	19.63	9 388	9 425
Programme Support	6 343	6 172	5 790	8 448	7 049	7 049	8 433	19.63	9 388	9 425
2. Fiscal Policy	30 972	41 625	52 301	42 560	41 978	41 978	42 609	1.50	43 752	45 076
Fiscal Policy	11 265	14 761	14 638	14 816	14 234	14 234	12 237	(14.03)	11 850	11 704
Western Cape Gambling and Racing Board	19 707	26 864	37 663	27 744	27 744	27 744	30 372	9.47	31 902	33 372
3. Budget Management	17 338	20 667	23 509	23 377	17 539	17 539	23 161	32.05	24 072	24 107
Provincial Government Budget Office	8 037	8 886	9 470	11 575	7 287	7 287	11 835	62.41	12 600	12 713
Local Government Budget Office	9 301	11 781	14 039	11 802	10 252	10 252	11 326	10.48	11 472	11 394
4. Public Finance	77 542	52 870	55 738	76 462	52 444	52 444	65 024	23.99	67 731	68 989
Provincial Government Finance	10 035	10 690	11 426	12 124	11 617	11 617	11 422	(1.68)	11 793	11 882
Local Government Finance Group 1	9 463	13 052	10 457	11 150	8 382	8 382	7 233	(13.71)	7 863	7 921
Local Government Finance Group 2	40 297	11 473	15 113	29 329	12 697	12 697	23 107	81.99	23 951	24 789
Infrastructure	7 829	7 819	8 363	11 982	7 596	7 596	9 248	21.75	9 716	9 818
Business Information and Data Management	9 918	9 836	10 159	11 877	11 091	11 091	12 410	11.89	12 255	12 376
MFMA Coordination			220		1 061	1 061	1 604	51.18	2 153	2 203
Total payments and estimates	132 195	121 334	137 338	150 847	119 010	119 010	139 227	16.99	144 943	147 597

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 2.3.1: Provincial Government Budget Office is an earmarked allocation of R1.800 million respectively over the 2021 MTEF to conduct policy research and expenditure reviews that will inform sustainable and responsive budget allocations.

Included in Sub-programme 2.4.3: Local Government Finance (Group 2) is an earmarked allocation amounting to R10.880 million in 2021/22, R11.359 million in 2022/23 and R11.870 million in 2023/24 to strengthen good governance and support in municipalities. Also, R5.167 million, R5.409 million and R5.647 million for municipal interventions to assist in strengthening support interventions in 2021/22, 2022/23 and 2023/24 respectively – this funding will be used for contracted support, transfers to municipalities and to augment departmental capacity. However, the Department is also actively investigating the consolidation and redesign of all the above-mentioned support initiatives into a consolidated grant structure 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 R2.5 million in 2021/22, R2.735 million in 2022/23 and R2.965 million in 2023/24 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 2017/18	Audited 2018/19	Audited 2019/20	Main appro- priation 2020/21	Adjusted appro- priation 2020/21	Revised estimate 2020/21	% Change from Revised estimate 2021/22	2020/21	2022/23	2023/24
Current payments	79 269	82 778	86 133	102 555	86 008	85 897	95 742	11.46	99 351	99 786
Compensation of employees	68 839	69 565	72 364	85 435	74 001	74 001	79 492	7.42	83 811	84 813
Goods and services	10 430	13 213	13 769	17 120	12 007	11 896	16 250	36.60	15 540	14 973
Transfers and subsidies to	52 926	38 556	51 205	48 292	33 002	33 113	43 485	31.32	45 592	47 811
Provinces and municipalities	33 130	11 359	13 385	20 434	4 500	4 500	13 059	190.20	13 690	14 439
Departmental agencies and accounts	19 707	26 864	37 663	27 744	27 744	27 744	30 372	9.47	31 902	33 372
Households	89	333	157	114	758	869	54	(93.79)		
Total economic classification	132 195	121 334	137 338	150 847	119 010	119 010	139 227	16.99	144 943	147 597

Performance and expenditure trends

The Programme's budget increased by R20.217 million from the 2020/21 revised estimate of R119.010 million to R139.227 million in 2021/22 which equates to growth of 17 per cent. The growth from the 2020/21 revised estimate of R119.010 million to R147.597 million in 2023/24 reflects an annual average growth of 7.4 per cent over the three-year period. The growth relates mainly to the filling of critical vacant post and that the earmarked priority funding allocation for the Western Cape Financial Management Support Grant is unallocated under Programme 2: Sustainable Resource Management until the Integrated Municipal Engagement processes are finalised, thereafter it will be shifted, during the 2021 Adjusted Estimates, to the other programme(s).

Programme 3

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

Sub-programme R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2017/18	2018/19	2019/20	2020/21	2020/21	2020/21	2021/22	2020/21	2022/23	2023/24
1. Programme Support	3 727	2 676	3 022	4 890	4 311	4 311	4 898	13.62	4 968	5 011
2. Supply Chain Management	22 792	24 624	34 191	35 589	30 323	30 323	34 422	13.52	33 242	31 747
Supply Chain Management: Provincial Government	16 251	18 364	26 292	25 485	21 066	21 066	24 843	17.93	23 341	21 756
Supply Chain Management: Local Government	6 541	6 260	7 899	10 104	9 257	9 257	9 579	3.48	9 901	9 991
3. Supporting and Interlinked Financial Systems	24 504	28 768	28 180	34 432	28 011	28 011	34 615	23.58	26 304	34 227
Total payments and estimates	51 023	56 068	65 393	74 911	62 645	62 645	73 935	18.02	64 514	70 985

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.

Earmarked allocation:

Included in Sub-programme 3.2.1: Supply Chain Management Provincial Government is an earmarked allocation of R1.462 million, R200 000 and R418 000 in the 2021/22, 2022/23 and 2023/24 respectively for the electronic sourcing solution for the enablement of commodity sourcing strategies for the Province.

Included in sub-programme 3.2.2: Supply Chain Management Local Government is an earmarked allocation amounting to R2.5 million respectively over the 2021 MTEF for capacity Infrastructure support in delivering infrastructure.

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

Economic classification R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2017/18	2018/19	2019/20	2020/21	2020/21	2020/21	2021/22	2020/21	2022/23	2023/24
Current payments	50 599	55 633	64 989	74 699	62 478	62 443	73 935	18.40	64 514	70 985
Compensation of employees	35 058	34 935	40 671	48 322	41 275	41 275	42 830	3.77	45 797	46 369
Goods and services	15 541	20 698	24 318	26 377	21 203	21 168	31 105	46.94	18 717	24 616
Transfers and subsidies to Households	424	435	404	212	167	202	(100.00)			
	424	435	404	212	167	202	(100.00)			
Total economic classification	51 023	56 068	65 393	74 911	62 645	62 645	73 935	18.02	64 514	70 985

Performance and expenditure trends

The Programme's budget increased by R11.290 million from R62.645 million in 2020/21 (revised estimate) to R73.935 million in 2021/22 which equates to a growth of 18 per cent. The growth from 2020/21 (revised estimate) of R62.645 million to R70.985 million in 2023/24 reflects an annual average growth of 4.3 per cent over the three-year period. The growth relates mainly to the filling of critical vacant posts and procurement of consultancy services related to the ICT e-vision.

Programme 4

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

Sub-programme R'000	Outcome						Medium-term estimate			
	Audited 2017/18	Audited 2018/19	Audited 2019/20	Main appro- priation 2020/21	Adjusted appro- priation 2020/21	Revised estimate 2020/21	% Change from Revised estimate 2020/21	2021/22	2022/23	2023/24
1. Programme Support	5 741	9 388	8 822	8 635	6 899	6 899	7 835	13.57	7 757	7 753
Programme Support	1 604	4 233	4 439	2 915	2 086	2 086	2 711	29.96	2 749	2 743
CA Academy	4 137	5 155	4 383	5 720	4 813	4 813	5 124	6.46	5 008	5 010
2. Accounting Services	18 873	31 306	30 409	21 351	19 610	19 610	20 683	5.47	20 520	20 783
Provincial Government	9 786	11 539	11 471	11 334	9 985	9 985	11 123	11.40	10 643	10 750
Accounting and Compliance										
Local Government	9 087	19 767	18 938	10 017	9 625	9 625	9 560	(0.68)	9 877	10 033
Accounting										
3. Corporate Governance	12 820	25 749	28 546	38 557	24 968	24 968	22 581	(9.56)	21 338	21 431
Total payments and estimates	37 434	66 443	67 777	68 543	51 477	51 477	51 099	(0.73)	49 615	49 967

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 R7.500 million respectively over the 2021 MTEF for the Western Cape Financial Management Capacity Grant. However, the Department is also actively investigating the consolidation and redesign of all the above-mentioned support initiatives into a consolidated grant structure 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 2017/18	Audited 2018/19	Audited 2019/20	Main appro- priation 2020/21	Adjusted appro- priation 2020/21	Revised estimate 2020/21	% Change from Revised estimate 2020/21	2021/22	2022/23	2023/24	
Current payments	37 423	39 574	42 362	46 522	39 489	39 447		43 251	9.64	42 115	42 467
Compensation of employees	28 785	32 533	35 252	39 363	36 189	36 189		37 522	3.68	38 239	38 648
Goods and services	8 638	7 041	7 110	7 159	3 300	3 258		5 729	75.84	3 876	3 819
Transfers and subsidies to	11	26 869	25 415	22 021	11 988	12 030		7 848	(34.76)	7 500	7 500
Provinces and municipalities		26 832	24 191	22 021	11 988	11 988		7 500	(37.44)	7 500	7 500
Households	11	37	1 224			42		348	728.57		
Payments for capital assets											
Machinery and equipment											
Total economic classification	37 434	66 443	67 777	68 543	51 477	51 477		51 099	(0.73)	49 615	49 967

Performance and expenditure trends

The Programme's budget decreased by R378 000 from R51.477 million in 2020/21 (revised estimate) to R51.099 million in 2021/22, this equates to a nominal reduction of 0.7 per cent. The decrease from 2020/21 (revised estimate) of R51.477 million to R49.967 million in 2023/24 reflects an annual average decline of 1 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 2020 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
Strategy Execution Report	There is a risk that the SEO may be crowded with incremental continuous-improvement projects, though, while important don't create order-of-magnitude step changes, nor do they transform the business model.	Potential strategic initiatives will be ranked by determining their level of contribution to the strategic outcomes. By applying a weighted average-value assessment, a priority and associated tiering can be established. The Strategic execution Office will perform an accurate estimate of resource requirements to plan and execute initiatives that can prevent resource dilution.
Communication (plan) Implementation Report	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 priority.
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.
Monitoring of Expenditure against the Budget	There is a possibility that managers might not be able to spend the allocated budget and as a result the underspending on the Vote is more than two (2) per cent.	Emphasising the accountability for budget under control of programme/sub-programme and element managers by issuing appointment letters. Providing relevant and accurate information to the appointed programme/sub-programme and element managers on actual and projected expenditure.
Complete and proper records of financial affairs in accordance with prescribed norms and standards	There is a possibility that reconciliations do not balance and that amounts in disallowance/control or suspense accounts are not cleared timeously.	Segregation of duties. Regular follow-up of balances in disallowance/control and suspense accounts.
Compliance with Supply Chain Management norms and standards	Non-adherence to SCM norms and standards.	Adherence to SOPs. Checklists completed. Analysis and verification of information/data. All relevant officials trained.
Maintained an accurate asset register	Inconsistent application of asset management practices.	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	Possibility that incomplete evidence was 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 providers with expertise, capacity, knowledge to assist in overcoming capacity constraints and to correctly identify issues that would enable more effective negotiation around the fiscal transfer system.
Revenue Reports	Inputs into revenue reports not received timeously and information inaccuracies.	Continuous communication with departments and provide assistance where needed.
Local Government Cash Management Reports	Inputs into cash management reports not received timeously and information inaccuracies.	Continuous engagement with, monitoring of cash of municipalities and provision of support where needed.
Provincial Government Cash Management Reports	Inputs into cash management reports not received timeously and information inaccuracies. Banking and Accounting interface downtime.	Continuous engagements with departments 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.
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 that do not table 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 are not available timeously Delays in procurement processes to appoint service providers timeously.	Secure alternative sources of data Prioritise and fast-track procurement processes to enable timeous appointment of service provider.
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 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. Late and non-submission of quarterly reports.	Report is distributed to departments for comment before tabling. Provide assessment feedback to municipalities to implement in the ensuing quarters/ reporting period. Report is distributed to departments for comment before tabling.
Provincial Budget publications	Integrity of information presented in the Budget publications.	Votes to attest to the information presented in the publications.
IYM assessment on the sustainable implementation of the municipal budget	Incomplete, inaccurate or late information submitted.	Provide reminders to and build relationships with municipalities, including through IGR structures. Use data strings extracted directly from financial system to reduce inaccuracies.
Assessment of municipal budgets and adjustment budgets for sustainability and credibility	Late submission and non-conformance to regulations and circulars	Provide workshops to update municipalities on changes to budget regulations and requirements.
Support to vulnerable municipalities	Uncooperative municipalities.	Escalate as appropriate.
Reports on MFMA implementation	Late and/or incomplete submissions.	Reminders and follow-ups.
Forums to strengthen intergovernmental cooperation and information sharing	Poor attendance, non-participation, unhappiness among stakeholders.	Regular engagements and structuring forums to encourage active participation from all stakeholders.
Immovable 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.	Proactive communication to departments/ entities on the inputs required from them.
Provincial Budget publications	Timeous submission of budget inputs by departments and entities.	Proactive 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 of 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 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 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. Implementation of an Issues Management System (IMS) to automate query handling. Utilisation of training videos and webinars. Development of FAQs.
Publication of Public Disclosure reports on Procurement Expenditure	Timeous publication and veracity of information are dependent on manual inputs by departments into the legacy financial systems which requires labour intensive checking mechanisms and verification processes.	Use of power BI tools and data store for ease of access and transversal verification by departments.
Commodity procurement strategies	Lack of an adequate structure for strategic sourcing and transversal contracting. The ability to implement strategies that developed. Cooperation 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. Implementation of an automated procurement planning toolkit as well as business intelligence tools for data analytics capability.
Provincial Financial Systems supported and maintained Capacitated and trained system users Evergreen Legacy Systems implemented	The lack of WCG affordability. Lack of buy-in with key stakeholders. Delay by National Treasury in the IFMA implementation.	Implement incrementally as and when budget is available. Regular engagements with key stakeholders in the implementation of the financial systems. Implement strong governance arrangements to manage the system roll-out and maintenance and sustenance of the system.
Consolidated reporting provided from financial systems Utilisation	Lack of system and data availability. Ability and capability of ICT strategic partners to deliver BI tools.	Regular monitoring of system downtime and procedures. Implement strong governance arrangements to manage implementation of the BI tools

Programme 4 – Financial Governance

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

Outcome risks:

- Governance is fluid and dynamic as it is dependent on laws, regulations and frameworks that evolve with the environment.
- Accounting and legal frameworks are not static. It is continually amended to accommodate learnings from user requirements, changes to standards, past audits and outcomes of court cases.

Outputs	Key Risk	Risk Mitigations
Oversight and monitoring of municipal financial governance	Material misstatements in submitted financial statements by municipalities resulting in negative audit outcomes. Municipalities do not complete the Western Cape Monitoring and Evaluation System (WCMEs) questionnaires.	Monthly review of IYM which helps identify errors prior to finalisation of AFS. Escalation of non-compliance to Municipal Managers and PT Principal towards an adequate remedial action. Utilise other sources of data to complete the WCMEs questionnaires.
Municipalities supported through initiatives on municipal financial capacity building and training	Non-attendance of training and other capacity interventions. Non-submission of training and capacity requirements through the reporting framework.	Awareness and communication to municipalities in terms of training programme and expectation from attendees. Escalation of non-compliance to Municipal Managers and PT Principal towards an adequate remedial action.
Municipalities supported with 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 framework. 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 fora to address accounting matters. Provision of technical assistance in consultation with NT.
Reconciliation of AFS and data strings on National Treasury LG Database to ensure credibility of audited financial data	Municipalities do not submit their data strings to NT LG Database.	Constant communication with municipalities to submit data strings to NT LG Database.
Interventions conducted to ensure 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.	Continuous research and engagement with relevant stakeholders in terms of good governance practices to ensure that the capability criteria are complete in monitoring and guiding departments in terms of their governance maturity.
Departments supported on internal control initiatives	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.
Votes supported in the application of accounting frameworks and norms and standard	The complexity of the interpretation and implementation of the evolving accounting reforms in terms of the Standards of GRAP. Inadequate capacity within the unit impacting on the ability to provide full support to departments.	Workshop accounting frameworks with financial accountants on GRAP and MCS changes. Provision of technical assistance in consultation with NT. Filling of vacant positions.

4. Public Entity – Western Cape Gambling and Racing Board

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

The Western Cape Gambling and Racing Board is mandated to regulate gambling and betting in the Western Cape Province. The Board also has the mandate of collecting gambling taxes and levies for the Western Cape Provincial Fiscus. In so doing, gambling taxes and levies contribute towards funding a range of service delivery objectives inclusive of education, health and infrastructure among others.

Name of Public Entity	Mandate	Outputs	Current Annual Budget
Western Cape Gambling and Racing Board (WCGRB)	WCGR Act, 1996 (Act 4 of 1996)	Board meetings where resolutions are adopted and given effect to within specified time period.	R69 803 000
		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 and processed.	
		Licensed establishments carrying out gambling and betting activities that are in accordance with legislation.	
		Known illegal gambling operations 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 assessment of the WCGRB's financial and performance information and feedback to the entity;
- Technical Engagements with the WCGRB every two months; and
- Bi-annual engagements between Provincial Treasury senior management and WCGRB senior management.

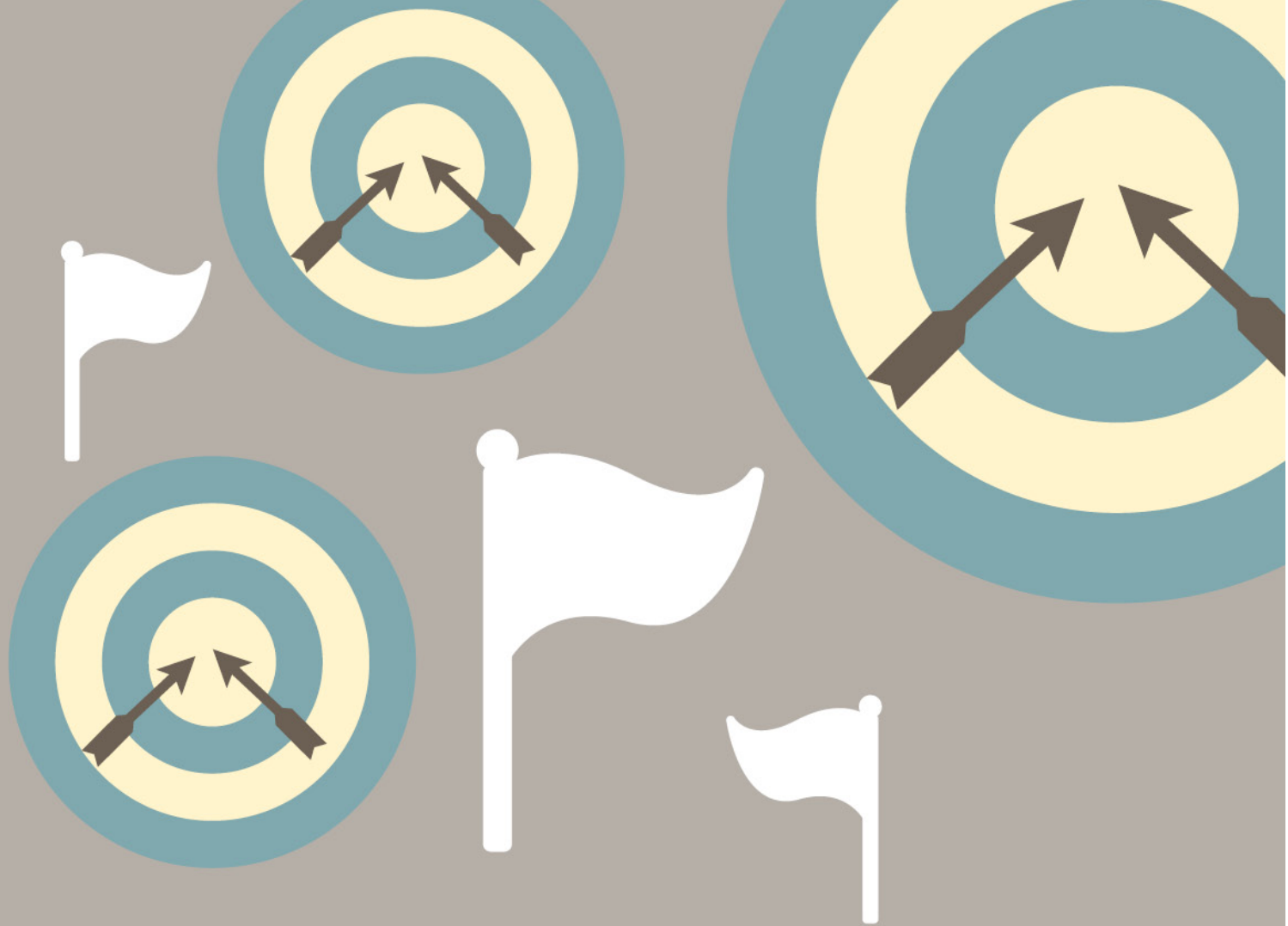
5. Infrastructure projects

The Department's internal responsibilities do not relate to major capital investment, 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.

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 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	An M&E system will help the Department to assess and manage performances so the right decisions and improvements can be made.			
Source of data	Monitoring and Evaluation System Implementation Reports			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end:	Cumulative Year-to-date:	
	Non-cumulative: X			
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:	On target: X	Lower than target:	
Indicator responsibility	Director: Strategic and Operational Management Support			
Spatial Transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A			
Spatial Context	Number of locations: N/A	Single location: N/A	Multiple locations: N/A	
(Relevant where products and services are delivered, specifically to the public)	Extent: N/A	Provincial: N/A	District: N/A	
	Local municipality: N/A	Ward: N/A	Address: N/A	
	Detail/address/coordinates: N/A			
Disaggregation of beneficiaries	Target for woman:		Not Applicable	
(Human Rights groups, where applicable)	Target for youth:		Not Applicable	
	Target for people with disabilities:		Not Applicable	
	Target for older persons:		Not Applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being and dignity:	No link: X
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.			
Data limitations	Not Applicable			
Type of Indicator	Is this a service delivery indicator?			
	No: X	Yes, direct service delivery:	Yes, indirect service delivery:	
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
Strategic link to the PSP	VIP #: 5	Focus Area(s): 4: Governance Transformation	Output(s): Not Applicable	Intervention(s): Not Applicable
COVID-19 linkage	Yes:		No: X	
	Hotspot Theme:		Hotspot Area:	
AOP Reference	https://mycontent.westerncape.gov.za/content/lisapi.dll/open/70612937			

Indicator Number	1.2.1.2			
Indicator title	Number of strategy execution milestones reached			
Short definition	This SEO will facilitate the execution of the strategic milestones reached of the following strategic priorities: <ul style="list-style-type: none">• Efficient infrastructure investment (1),• Effective local governance (1),• Strategic supply chain management (1) and• Integrated provincial governance (1).			
Purpose	The SEO will serve as the critical link between executive vision and the work of the Department by providing a standard departmental methodology for planning, executing, staffing, prioritising, and learning from all the projects that make up the department. A SEO goes beyond the traditional project management categories, with an expanded role that links strategic objectives to individual projects and portfolios.			
Source of data	Strategy Execution Reports			
Method of calculation	Simple count			
Calculation type	Cumulative:	Year-end:	Year-to-date:	
	Non-cumulative: X			
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Reporting cycle
Desired performance	Higher than target:	On target: X	Lower than target:	
Indicator responsibility	Director: Strategic and Operational Management Support			
Spatial Transformation	Spatial transformation priorities: N/A			
	Description of spatial impact: N/A			
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: N/A	Single location: N/A		Multiple locations: N/A
	Extent: N/A	Provincial: N/A		District: N/A
	Local municipality: N/A	Ward: N/A		Address: N/A
	Detail/address/coordinates: N/A			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:		Not Applicable	
	Target for youth:		Not Applicable	
	Target for people with disabilities:		Not Applicable	
	Target for older persons:		Not Applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being and dignity:	No link: X
Assumptions	Staff will buy into the culture journey			
Means of verification	Quarterly evaluation of the process			
Data limitations	Not Applicable			
Type of Indicator	Is this a service delivery indicator?			
	No: X	Yes, direct service delivery:		Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
Strategic link to the PSP	VIP #: 5	Focus Area(s): 4: Governance Transformation	Output(s): Not Applicable	Intervention(s): Not Applicable
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: N/A		Hotspot area: N/A	
AOP Reference	https://mycontent.westerncape.gov.za/content/lilisapi.dll/open/70612937			

Indicator Number	1.2.1.3			
Indicator title	Percentage of procured communication services implemented			
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.			
Source of data	Simple count			
Method of calculation	Numerator: Number of activities in the plan implemented			
	Denominator: Number of planned activities for the year			
Calculation type	Cumulative	Year-end:	Year-to-date:	
	Non-cumulative: X			
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target: X	On target:	Lower than target:	
Indicator responsibility	Head of Communication: Provincial Treasury			
Spatial Transformation	Spatial transformation priorities: N/A			
	Description of spatial impact: N/A			
Spatial Context	Number of locations: N/A	Single location: N/A	Multiple locations: N/A	
	Extent: N/A	Provincial: N/A	District: N/A	
(Relevant where products and services are delivered, specifically to the public)	Local municipality: N/A	Ward: N/A	Address: N/A	
	Detail/address/coordinates: N/A			
Disaggregation of beneficiaries	Target for woman:		Not Applicable	
	Target for youth:		Not Applicable	
(Human Rights groups, where applicable)	Target for people with disabilities:		Not Applicable	
	Target for older persons:		Not Applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X
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			
Data limitations	Changing communication priorities			
Type of Indicator	Is this a service delivery indicator?			
	No: X	Yes, direct service delivery:		Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
Strategic link to the PSP	VIP #: 5	Focus Area(s): 4: Governance Transformation	Output(s): Not Applicable	Intervention(s): Not Applicable
COVID-19 linkage	Yes:		No: X	
	Hotspot theme:		Hotspot area:	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

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 Provincial Treasury with an overview of financial activity for reporting to Cabinet.			
Source of data	BAS, PERSAL, LOGIS, Vulindlela, MTEC Database, EPRE, Management inputs			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end: X		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	CFO			
Spatial Transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A			
Spatial Context	Number of locations: N/A	Single location: N/A		Multiple locations: N/A
(Relevant where products and services are delivered, specifically to the public)	Extent: N/A	Provincial: N/A		District: N/A
	Local municipality: N/A	Ward: N/A		Address: N/A
	Detail/address/coordinates: N/A			
Disaggregation of beneficiaries	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
(Human Rights groups, where applicable)	Target for people with disabilities:		Not applicable	
	Target for older persons:		Not applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X
Assumptions	<ul style="list-style-type: none">Co-operation from componentsSynergy within Directorate			
Means of verification	Signed IYM Model for the Vote and per programme			
Data limitations	<ul style="list-style-type: none">Accuracy of projections			
Type of Indicator	Is this a service delivery indicator?			
	No: X	Yes, direct service delivery:		Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
Strategic link to the PSP	VIP #: 4: Innovation and Culture	Focus Area(s): 4: Governance Transformation	Output (s): Not applicable	Intervention(s): Not applicable
COVID-19 linkage	Yes:		No: X	
	Hotspot theme:		Hotspot area:	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

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 record of the financial affairs of the Department and enables it to prepare accurate financial statements to the Auditor-General and the relevant Treasury			
Source of data	BAS, PERSAL, LOGIS, Irregular expenditure database, Fruitless and wasteful expenditure database			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end: X	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	CFO			
Spatial Transformation	Spatial transformation priorities: N/A			
	Description of spatial impact: N/A			
Spatial Context	Number of locations:	Single location: N/A		Multiple locations: N/A
(Relevant where products and services are delivered, specifically to the public)	Extent: N/A	Provincial: N/A		District: N/A
	Local municipality: N/A	Ward: N/A		Address: N/A
	Detail/address/coordinates: N/A			
Disaggregation of beneficiaries	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
(Human Rights groups, where applicable)	Target for people with disabilities:		Not applicable	
	Target for older persons:		Not applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X
Assumptions	<ul style="list-style-type: none">No forced closure of BASMonthly reconciliations (BAS/LOGIS, BAS/PERSAL, BAS/PMG) are completedRegular clearance of outstanding balances in disallowance/control and suspense accountsIrregular, Fruitless and wasteful and unauthorised expenditure cases are reported, investigated and finalisedFinance lease expenditure was correctly classified			
Means of verification	Compliance with minimum financial management performance indicators report			
Data limitations	<ul style="list-style-type: none">Accuracy of the information providedSystem down time			
Type of Indicator	Is this a service delivery indicator?			
	No: X	Yes, direct service delivery:		Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
Strategic link to the PSP	VIP 4: Innovation and Culture	Focus Area(s): 4: Governance Transformation	Output(s): Not applicable	Intervention(s): Not applicable
COVID-19 linkage	Yes:		No: X	
	Hotspot theme:		Hotspot area:	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

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 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			
Source of data	LOGIS, EPS, SCM Registers			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end: X	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	CFO			
Spatial Transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A			
Spatial Context	Number of locations: N/A	Single location: N/A	Multiple locations: N/A	
(Relevant where products and services are delivered, specifically to the public)	Extent: N/A	Provincial: N/A	District: N/A	
	Local municipality:	Ward: N/A	Address: N/A	
	Detail/address/coordinates: N/A			
Disaggregation of beneficiaries	Target for woman:		Not applicable	
(Human Rights groups, where applicable)	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
	Target for older persons:		Not applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X
Assumptions	<ul style="list-style-type: none">Compliance with norms and standards prescribed for various types of procurementAll information is accurate and supporting documents are available			
Means of verification	Supply Chain Management reports			
Data limitations	<ul style="list-style-type: none">Accuracy of the information providedSystem down time			
Type of Indicator	Is this a service delivery indicator?			
	No: X	Yes, direct service delivery:		Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
Strategic link to the PSP	VIP 4: Innovation and Culture	Focus Area(s): 4: Governance Transformation	Output(s): Not applicable	Intervention(s): Not applicable
COVID-19 linkage	Yes:		No: X	
AOP Reference	Hotspot theme:		Hotspot area:	
	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

Indicator number	1.3.1.4				
Indicator title	Number of stock-take and asset verification reports				
Short definition	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.				
Purpose	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				
Source of data	LOGIS, BAS				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:	
Reporting cycle	Quarterly:	Bi-annually: X	Annually:	Biennially:	
Desired performance	Higher than target:		On target: X	Lower than target:	
Indicator responsibility	CFO				
Spatial Transformation	Spatial transformation priorities: N/A				
	Description of spatial impact: N/A				
Spatial Context	Number of locations: N/A		Single location: N/A		Multiple locations: N/A
(Relevant where products and services are delivered, specifically to the public)	Extent: N/A		Provincial: N/A		District: N/A
	Local municipality: N/A		Ward: N/A		Address: N/A
	Detail/address/coordinates: N/A				
Disaggregation of beneficiaries	Target for woman:			Not applicable	
	Target for youth:			Not applicable	
(Human Rights groups, where applicable)	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X	
Assumptions	<ul style="list-style-type: none">• The asset register is updated timeously as assets are acquired, moved, transferred and disposed of.• All information is accurate and supporting documents are available• No discrepancies between asset register and physical assets.				
Means of verification	Stocktake and asset verification report.				
Data limitations	<ul style="list-style-type: none">• Accuracy of the information provided• System down time• Availability and cooperation of officials				
Type of Indicator	Is this a service delivery indicator?				
	No: X	Yes, direct service delivery:		Yes, indirect service delivery:	
	Is this a demand driven indicator?				
	Yes, demand driven:		No, not demand driven: X		
Strategic link to the PSP	VIP 4: Innovation and Culture	Focus Area(s): 4: Governance Transformation		Output(s): Not applicable	Intervention(s): Not applicable
COVID-19 linkage	Yes:		No: X		
	Hotspot theme:		Hotspot area:		
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937				

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.			
Source of data	IFS, AFS, Debt Register, Reconciliations, Trial Balance, SCM performance report, Registers (lease, deviations), APP, QPR,			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end: X	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	CFO			
Spatial Transformation	Spatial transformation priorities: N/A			
	Description of spatial impact: N/A			
Spatial Context (Where the relevant products and services are delivered, specifically to the public)	Number of locations: N/A		Single location: N/A	
	Extent: N/A		Provincial: N/A	
	Local municipality: N/A		Ward: N/A	
	Detail/address/coordinates: N/A			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
	Target for older persons:		Not applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: N/A
Assumptions	<ul style="list-style-type: none">Co-operation from componentsTimeous submission of adequate evidence to perform the review			
Means of verification	Status of Records Review report			
Data limitations	<ul style="list-style-type: none">Accuracy of the information providedTimeous submission of information			
Type of Indicator	Is this service delivery indicator?			
	No: X		Yes, direct service delivery:	
	Is this s demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
Strategic link	VIP 4: Innovation and Culture	Focus Area(s): 4: Governance Transformation	Output(s): Not applicable	Intervention(s): Not applicable
COVID-19 linkage	Yes:		No: X	
	Hotspot theme:		Hotspot area:	
AOP Reference	https://mycontent.westerncape.gov.za/content/lilisapi.dll/open/70612937			

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			
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.			
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			
Calculation type	Cumulative	Year-end: X	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: Fiscal Policy			
Spatial Transformation	Spatial transformation priorities: Not applicable			
	Description of spatial impact: Not applicable			
Spatial Context	Number of locations: Not applicable	Single location: Not applicable		Multiple locations: Not applicable
(Relevant where products and services are delivered, specifically to the public)	Extent: Not applicable	Provincial: Not applicable		District: Not applicable
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable
	Detail/address/coordinates: Not applicable			
Disaggregation of beneficiaries	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
	Target for older persons:		Not applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: Not applicable
Assumptions	The directorate retains research capacity in-house			
Means of verification	Research Reports available on the Provincial Treasury Database			
Data limitations	Limitation to access certain information regarding fiscal variables.			
Type of Indicator	Is this a service delivery indicator?			
	No: X	Yes, direct service delivery:		Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
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
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: Not applicable		Hotspot area: Not applicable	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

Indicator number	2.2.1.2			
Indicator title	Number of Provincial Revenue Management Reports for Integrated Planning, Budgeting and Implementation			
Short definition	Number of Revenue 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.			
Purpose	To provide support to departments in order to reduce the risk of under collection through monthly monitoring.			
Source of data	Provincial Treasury Database			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end: X	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: Fiscal Policy			
Spatial Transformation	Spatial transformation priorities: Not applicable			
	Description of spatial impact: Not applicable			
Spatial Context	Number of locations: Not applicable	Single location: Not applicable		Multiple locations: Not applicable
(Relevant where products and services are delivered, specifically to the public)	Extent: Not applicable	Provincial: Not applicable		District: Not applicable
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable
	Detail/address/coordinates: Not applicable			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
	Target for older persons:		Not applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: Not applicable
Assumptions	Recommendations made in these reports are considered to be an early warning to the sustainability of provincial cash and revenue			
Means of verification	Provincial Revenue Management Reports are available on the Provincial Treasury Database			
Data limitations	Subject to quality and accuracy of department reporting.			
Type of Indicator	Is this a service delivery indicator?			
	No: X	Yes, direct service delivery:		Yes, indirect service delivery
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
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
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: Not applicable		Hotspot area: Not applicable	
AOP Reference	https://mycontent.westerncape.gov.za/content/lilisapi.dll/open/70612937			

Indicator number	2.2.1.3			
Indicator title	Number of Local Government Cash Management Reports for Integrated Planning, Budgeting and Implementation			
Short definition	Number of 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.			
Purpose	To provide support to municipalities in order to reduce the risk of under collection through monthly monitoring.			
Source of data	Provincial Treasury Database			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end: X	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: Fiscal Policy			
Spatial Transformation	Spatial transformation priorities: Not applicable			
	Description of spatial impact: Not applicable			
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: Not applicable		Single location: Not applicable	Multiple locations: Not applicable
	Extent: Not applicable		Provincial: Not applicable	District: Not applicable
	Local municipality: Not applicable		Ward: Not applicable	Address: Not applicable
	Detail/address/coordinates: Not applicable			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:			Not applicable
	Target for youth:			Not applicable
	Target for people with disabilities:			Not applicable
	Target for older persons:			Not applicable
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: Not applicable
Assumptions	Recommendations made in these reports are considered to be an early warning to the sustainability to municipal cash and revenue			
Means of verification	Municipal Cash Management Reports are made available on the Treasury Database			
Data limitations	Subject to quality and accuracy of municipal reporting.			
Type of Indicator	Is this a service delivery indicator?			
	No: X		Yes, direct service delivery:	Yes, indirect service delivery
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
Strategic link	VIP #: 5 Focus Area(s):	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.
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: Not applicable		Hotspot area: Not applicable	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

Indicator number	2.2.1.4				
Indicator title	Number of Provincial Government Cash Management Reports for Integrated Planning, Budgeting and Implementation				
Short definition	Number of Provincial 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.				
Purpose	To provide support to departments in order to reduce the risk of under collection through monthly monitoring.				
Source of data	Provincial Treasury Database				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end: X		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: Fiscal Policy				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
(Relevant where products and services are delivered, specifically to the public)	Number of locations: Not applicable		Single location: Not applicable		Multiple locations: Not applicable
	Extent: Not applicable		Provincial: Not applicable		District: Not applicable
	Local municipality: Not applicable		Ward: Not applicable		Address: Not applicable
	Detail/address/coordinates: Not applicable				
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
Recovery Plan Focus Areas	Jobs:	Safety:		Well-being & dignity:	No link: Not applicable
Assumptions	Recommendations made in these reports are considered to be an early warning to the sustainability of provincial cash and revenue				
Means of verification	Provincial Cash Management Reports are available on the Treasury database				
Data limitations	Subject to quality and accuracy of department reporting.				
Type of Indicator	Is this a service delivery indicator?				
	No: X		Yes, direct service delivery:		Yes, indirect service delivery
	Is this a demand driven indicator?				
	Yes, demand driven:			No, not demand driven: X	
Strategic link	VIP #: 5	Focus Areas (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
COVID-19 linkage	Yes:			No: X	
	Hotspot theme: Not applicable			Hotspot area: Not applicable	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937				

Indicator number	2.2.1.5			
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			
Source of data	Provincial Treasury Database, Western Cape Gambling and Racing Board Operations Reports, Electronic Quarterly Performance Reporting System,			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end: X	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: Fiscal Policy			
Spatial Transformation	spatial transformation priorities: Not applicable			
	Description of spatial impact: Not applicable			
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: Not applicable		Single location: Not applicable	Multiple locations: Not applicable
	Extent: Not applicable		Provincial: Not applicable	District: Not applicable
	Local municipality: Not applicable		Ward: Not applicable	Address: Not applicable
	Detail/address/coordinates: Not applicable			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:			Not applicable
	Target for youth:			Not applicable
	Target for people with disabilities:			Not applicable
	Target for older persons:			Not applicable
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X
Assumptions	WCGRB information requirements submitted timeously			
Means of verification	QPR assessments available on the database, report submitted to the WCGRB			
Data limitations	Not applicable			
Type of Indicator	Is this a service delivery indicator?			
	No: X		Yes, direct service delivery:	Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven		No, not demand driven: X	
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
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: Not applicable		Hotspot area: Not applicable	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

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.			
Source of data	The assessment reports are available on the Provincial Treasury database.			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly:	Bi-annually: X	Annually:	Biennially:
Desired performance	Higher than target:		On target: X	Lower than target:
Indicator responsibility	Senior Manager: Provincial Government Budget Office			
Spatial Transformation	spatial transformation priorities: Not applicable			
	Description of spatial impact: Not applicable			
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: Not applicable		Single location: Not applicable	
	Extent: Not applicable		Provincial: Not applicable	
	Local municipality: Not applicable		Ward: Not applicable	
	Detail/address/coordinates: Not applicable			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
	Target for older persons:		Not applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	Linked to all Recovery Plan Focus Areas as the Budget Process provides the enabling environment that drives the implementation of the Recovery Plan.
Assumptions	Departmental budget datasets submitted timeously for assessment			
Means of verification	Provincial budget policy assessment reports			
Data limitations	Not applicable			
Type of Indicator	Is this a service delivery indicator?			
	No: X		Yes, direct service delivery:	Yes, indirect service delivery:
	Is this a demand driven indicator? No			
	Yes, demand driven:		No, not demand driven: X	
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
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: Not applicable		Hotspot area: Not applicable	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

Indicator number	2.3.1.2			
Indicator title	Number of Provincial Budget and Economic Publications			
Short definition	Publication of the Provincial Economic Review and Outlook (PERO), Medium Term Budget Policy Statement (MTBPS) and the Overview of Provincial Revenue and Expenditure (OPRE), including the dissemination of these publications.			
Purpose	To provide the strategic direction and policy framework that informs the provincial budget.			
Source of data	All publications are available in hard copy and on the Provincial Treasury database.			
Method of calculation	Date of publication			
Calculation type	Cumulative	Year-end: X	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 Budget Office			
Spatial Transformation	Spatial transformation priorities: Not applicable			
	Description of spatial impact: Not applicable			
Spatial Context	Number of locations: Not applicable	Single location: Not applicable	Multiple locations: Not applicable	
(Relevant where products and services are delivered, specifically to the public)	Extent: Not applicable	Provincial: Not applicable	District: Not applicable	
	Local municipality: Not applicable	Ward: Not applicable	Address: Not applicable	
	Detail/address/coordinates: Not applicable			
	Disaggregation of beneficiaries	Target for woman:	Not applicable	
(Human Rights groups, where applicable)	Target for youth:	Not applicable		
	Target for people with disabilities:	Not applicable		
	Target for older persons:	Not applicable		
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	Linked to all Recovery Plan Focus Areas as the Budget Process provides the enabling environment that drives the implementation of the Recovery Plan.
Assumptions	Timeous availability and quality of economic and socio-economic data to inform budget policy and service delivery imperatives			
Means of verification	Provincial Economic Review and Outlook (PERO), Medium Term Budget Policy Statement (MTBPS) and the Overview of Provincial Revenue and Expenditure (OPRE)			
Data limitations	Not applicable			
Type of Indicator	Is this a service delivery indicator?			
	No: X	Yes, direct service delivery:	Yes, indirect service delivery:	
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
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
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: Not applicable		Hotspot area: Not applicable	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

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 Strategic Integrated Municipal Engagements (SIME).			
Purpose	To improve the allocative efficiency and responsiveness of municipal budgets and make recommendations for improvement.			
Source of data	30 draft municipal budgets and associated policies submitted			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:		On target: X	Lower than target:
Indicator responsibility	Senior Manager: Local Government Budget Office			
Spatial Transformation	Spatial transformation priorities: N/A			
	Description of spatial impact: N/A			
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: 30	Single location:		Multiple locations: X
	Extent: Provincial wide	Provincial:		District:5
	Local municipality: 25	Ward:		Address:
	Detail/address/coordinates: Provincial wide			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:			Not applicable
	Target for youth:			Not applicable
	Target for people with disabilities:			Not applicable
	Target for older persons:			Not applicable
Recovery Plan Focus Areas	Jobs: X	Safety: X	Well-being & dignity: X	No link:
Assumptions	30 draft municipal budgets and associated policies timeously			
Means of verification	SIME: Local Government Medium Term Expenditure Committee (LG MTEC) assessment-copy reports			
Data limitations	Not applicable			
Type of Indicator	Is this a service delivery indicator?			
	No: X		Yes, direct service delivery:	Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven? X	
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 data and evidence framework
COVID-19 linkage	Yes:		No: X	
	Hotspot theme:		Hotspot area:	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

Indicator number	2.3.2.2			
Indicator title	Percentage of Quarterly Performance Reports received, assessed			
Short definition	Evaluation of the QPR of municipalities on the implementation of the budget.			
Purpose	To perform periodic in-year assessments on the performance of municipal budgets.			
Source of data	30 municipal performance reports submitted			
Method of calculation	Numerator: Number of reports assessed.			
	Denominator: Number of reports received. X 100			
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X
Reporting cycle	Quarterly: X	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: X	Lower than target:
Indicator responsibility	Senior Manager: Local Government Budget Office			
Spatial Transformation	Spatial transformation priorities: N/A			
	Description of spatial impact: N/A			
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: 30	Single location:		Multiple locations: X
	Extent:	Provincial:		District: 5
	Local municipality: 25	Ward:		Address:
	Detail/address/coordinates: Provincial wide			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:			Not applicable
	Target for youth:			Not applicable
	Target for people with disabilities:			Not applicable
	Target for older persons:			Not applicable
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X
Assumptions	30 draft municipal quarterly reports submitted timeously			
Means of verification	QPR assessments			
Data limitations	Not applicable			
Type of Indicator	Is this a service delivery indicator?			
	No: X	Yes, direct service delivery:		Yews, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
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 data and evidence framework
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: Not applicable		Hotspot area: Not applicable	
AOP Reference	https://mycontent.westerncape.gov.za/content/lilisapi.dll/open/70612937			

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 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.				
Source of data	Quantec database and socio-economic data submitted by various provincial departments				
Method of calculation	Date of publication				
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:	
Desired performance	Higher than target:		On target: X	Lower than target:	
Indicator responsibility	Senior Manager: Local Government Budget Office				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Spatial Context	Number of locations: 30	Single location:		Multiple locations: X	
(Relevant where products and services are delivered, specifically to the public)	Extent: 30	Provincial:		District: 5	
	Local municipality:25	Ward:		Address:	
	Detail/address/coordinates: Provincial wide				
Disaggregation of beneficiaries	Target for woman:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
Recovery Plan Focus Areas	Jobs: X	Safety: X	Well-being & dignity: X	No link:	
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				
Data limitations	Not applicable				
Type of Indicator	Is this a service delivery indicator?				
	No: X	Yes, direct service delivery:		Yes, indirect service delivery:	
	Is this a demand driven indicator?				
	Yes, demand driven:		No, not demand driven: X		
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 data and evidence framework	
COVID-19 linkage	Yes:		No: X		
	Hotspot theme: Not applicable		Hotspot area: Not applicable		
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937				

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 fourteen (14) votes submits their first draft budget to Provincial Treasury by August or September. Provincial Treasury assesses 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 second draft budget is submitted whereby again an assessment is made and utilised for discussion during the PG MTEC 2 engagement.			
Purpose	Determining whether the budget is in line with the regulatory framework and allocation letters, based on previous expenditure trends, capacity to spend and that the input mix (economic classification) is realistic to achieve the stated outputs.			
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			
Calculation type	Cumulative	Year-end: X	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 Finance			
Spatial Transformation	Spatial transformation priorities: Not applicable			
	Description of spatial impact: Not applicable			
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	Single location: Not applicable		Multiple locations: Not applicable
	Extent:	Provincial: Not applicable		District: Not applicable
	Local municipality:	Ward: Not applicable		Address: Not applicable
	Detail/address/coordinates: Not applicable			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
	Target for older persons:		Not applicable	
Recovery Plan Focus Areas	Jobs: X	Safety: X	Well-being & dignity: X	No link:
Assumptions	Votes complete the budget database correctly			
Means of verification	Provincial Budget assessment reports.			
Data limitations	The assessment is dependent on the quality and completion of databases submitted by departments.			
Type of Indicator	Is this a service delivery indicator?			
	No: X	Yes, direct service delivery:		Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
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 data and evidence framework
COVID-19 linkage	Yes:		No: X	
	Hotspot theme:		Hotspot area:	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

Indicator number	2.4.1.2			
Indicator title	Number of expenditure reviews			
Short definition	Expenditure review working paper on select 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.			
Source of data	Expenditure databases and/or reports by various departments integrated projects or services.			
Method of calculation	Simple count.			
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:		On target: X	Lower than target:
Indicator responsibility	Senior Manager: Provincial Government Finance			
Spatial Transformation	Spatial transformation priorities: Not applicable			
	Description of spatial impact: Not applicable			
Spatial Context	Number of locations: Not applicable	Single location: Not applicable		Multiple locations: Not applicable
(Relevant where products and services are delivered, specifically to the public)	Extent: Not applicable	Provincial: Not applicable		District: Not applicable
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable
	Detail/address/coordinates:			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:			Not applicable
	Target for youth:			Not applicable
	Target for people with disabilities:			Not applicable
	Target for older persons:			Not applicable
Recovery Plan Focus Areas	Jobs: X	Safety: X	Well-being & dignity: X	No link:
Assumptions	Integrity of data to compile the review			
Means of verification	Expenditure Reviews			
Data limitations	Not applicable			
Type of Indicator	Is this a service delivery indicator?			
	No: X	Yes, direct service delivery:		Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
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
COVID-19 linkage	Yes:		No: X	
	Hotspot theme:		Hotspot area:	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

Indicator number	2.4.1.3			
Indicator title	Number of quarterly reports on the implementation of the budget			
Short definition	Reports submitted to Cabinet and Parliament on the performance of the implementation of the Provincial Budget.			
Purpose	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.			
Source of data	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.			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end: X	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 Finance			
Spatial Transformation	Spatial transformation priorities: Not applicable			
	Description of spatial impact: Not applicable			
Spatial Context	Number of locations: Not applicable	Single location: Not applicable		Multiple locations: Not applicable
(Relevant where products and services are delivered, specifically to the public)	Extent: Not applicable	Provincial: Not applicable		District: Not applicable
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable
	Detail/address/coordinates: Not applicable			
Disaggregation of beneficiaries	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
(Human Rights groups, where applicable)	Target for people with disabilities:		Not applicable	
	Target for older persons:		Not applicable	
Recovery Plan Focus Areas	Jobs: X	Safety: X	Well-being & dignity: X	No link:
Assumptions	Integrity of information presented in the quarterly reports			
Means of verification	Quarterly reports on the implementation of the budget			
Data limitations	Not applicable			
Type of Indicator	Is this a service delivery indicator?			
	No: X	Yes, direct service delivery:		Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
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 data and evidence framework
COVID-19 linkage	Yes:		No: X	
	Hotspot theme:		Hotspot area:	
AOP Reference	https://mycontent.westerncape.gov.za/content/lilisapi.dll/open/70612937			

Indicator number	2.4.1.4			
Indicator title	Number of Provincial budget publications			
Short definition	Coordinate 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.			
Source of data	Information for both publications is derived from the relevant votes.			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end: X	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 Finance			
Spatial Transformation	Spatial transformation priorities: Not applicable			
	Description of spatial impact: Not applicable			
Spatial Context	Number of locations: Not applicable		Single location: Not applicable	Multiple locations: Not applicable
(Relevant where products and services are delivered, specifically to the public)	Extent: Not applicable		Provincial: Not applicable	District: Not applicable
	Local municipality: Not applicable		Ward: Not applicable	Address: Not applicable
	Detail/address/coordinates:			
Disaggregation of beneficiaries	Target for woman:			Not applicable
	Target for youth:			Not applicable
	Target for people with disabilities:			Not applicable
	Target for older persons:			Not applicable
Recovery Plan Focus Areas	Jobs: X	Safety: X	Well-being & dignity: X	No link:
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)			
Data limitations	Not applicable			
Type of Indicator	Is this a service delivery indicator?			
	No: X		Yes, direct service delivery:	Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
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
COVID-19 linkage	Yes:		No: X	
	Hotspot theme:		Hotspot area:	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

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.			
Source of data	Municipalities, NT LG Database			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end: X	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: Local Government Finance (Group 1) and Senior Manager: Local Government Finance (Group 2)			
Spatial Transformation	Spatial transformation priorities: No direct impact			
	Description of spatial impact: Not applicable			
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations:		Single location: Not applicable	Multiple locations: Not applicable
	Extent:		Provincial: Not applicable	District: Not applicable
	Local municipality:		Ward: Not applicable	Address: Not applicable
	Detail/address/coordinates: Not applicable			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:			Not applicable
	Target for youth:			Not applicable
	Target for people with disabilities:			Not applicable
	Target for older persons			Not applicable
Recovery Plan Focus Areas	Jobs: Monitors financial sustainability of municipalities to continue delivering services that support economic activity and employment	Safety	Well-being & dignity: Monitors financial sustainability of municipalities to continue delivering services that support well-being	No link
Assumptions	Monthly submissions of IYM reports by 30 municipalities			
Means of verification	Monthly In-year monitoring assessment reports			
Data limitations	Data integrity of information received from municipalities			
Type of Indicator	Is this a service delivery indicator?			
	No:		Yes, direct service delivery:	Yes, indirect service delivery: X
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
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
COVID-19 linkage	Yes: Monitors impact of COVID-19 on municipal revenue and expenditure		No:	
	Hotspot theme:		Hotspot area: Whole province	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

Indicator number	2.4.2.2			
Indicator title	Number of monthly consolidated IYM assessment reports			
Short definition	Consolidated IYM reports on the municipal financial performance			
Purpose	To reflect on the state of the municipalities budget performance as per section 71 of the MFMA.			
Source of data	Municipalities, NT LG Database			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end: X	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: Local Government Finance (Group 1) and Senior Manager: Local Government Finance (Group 2)			
Spatial Transformation	Spatial transformation priorities: No direct impact			
	Description of spatial impact:			
Spatial Context	Number of locations:	Single location: Not applicable		Multiple locations: Not applicable
(Relevant where products and services are delivered, specifically to the public)	Extent:	Provincial: Not applicable		District: Not applicable
	Local municipality:	Ward: Not applicable		Address: Not applicable
	Detail/address/coordinates: Not applicable			
Disaggregation of beneficiaries	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
	Target for older persons		Not applicable	
(Human Rights groups, where applicable)				
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity: X	No link:
Assumptions	Monthly inputs of consolidated IYM reports by 30 municipalities			
Means of verification	Consolidated IYM assessment reports.			
Data limitations	Data Integrity of Information received from municipalities			
Type of Indicator	Is this a service delivery indicator?			
	No:	Yes, direct service delivery:		Yes, indirect service delivery: X
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
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
COVID-19 linkage	Yes: Monitors impact of COVID-19 on municipal revenue and expenditure		No:	
	Hotspot theme:		Hotspot area: whole province	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

Indicator number	2.4.2.3			
Indicator title	Number of quarterly gazettes on the state of municipal budgets			
Short definition	Number of quarterly gazettes on the state of municipal financial performance.			
Purpose	To reflect on the state of the municipalities budget performance as per section 71 of the MFMA.			
Source of data	Municipalities, NT LG Database			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end: X	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: Local Government Finance (Group 1) and Senior Manager: Local Government Finance (Group 2)			
Spatial Transformation	Spatial transformation priorities: No direct special transformation impact			
	Description of spatial impact: No direct special transformation impact			
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	Single location: Not applicable		Multiple locations: Not applicable
	Extent:	Provincial: Not applicable		District: Not applicable
	Local municipality:	Ward: Not applicable		Address: Not applicable
	Detail/address/coordinates: Not applicable			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:			Not applicable
	Target for youth:			Not applicable
	Target for people with disabilities:			Not applicable
	Target for older persons			Not applicable
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X
Assumptions	Monthly submissions of IYM reports by 30 municipalities			
Means of verification	Monthly In-year monitoring assessment reports			
Data limitations	Data Integrity of Information received from municipalities			
Type of Indicator	Is this a service delivery indicator?			
	No:	Yes, direct service delivery:		Yes, indirect service delivery: X
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
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
COVID-19 linkage	Yes: Monitors impact of COVID-19 on municipal revenue and expenditure		No: X	
	Hotspot theme:		Hotspot area: Whole province	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

Indicator number	2.4.2.4				
Indicator title	Number of reports on budget sustainability and credibility inputted to municipal budget assessment reports				
Short definition	Draft municipal budgets assessed to improve conformance, credibility, and sustainability.				
Purpose	Compliance with Chapter 4 of the MFMA.				
Source of data	From the Municipality : Municipal draft and final budgets and mid-year reviews				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end: X	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: Local Government Finance (Group 1) and Senior Manager: Local Government Finance (Group 2)				
Spatial Transformation	Spatial transformation priorities: No direct impact				
	Description of spatial impact:				
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations:		Single location: Not applicable		Multiple locations: Not applicable
	Extent:		Provincial: Not applicable		District: Not applicable
	Local municipality:		Ward: Not applicable		Address: Not applicable
	Detail/address/coordinates: Not applicable				

Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
	Target for older persons:		Not applicable	
Recovery Plan Focus Areas	Jobs: Assesses sustainability of budget, needed to support municipal services that support economic activity	Safety	Well-being & dignity: Assesses sustainability of budget, needed to support municipal services that support well-being	No link
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)			
Data limitations	Quality of budget documentations received from municipalities			
Type of Indicator	Is this a service delivery indicator?			
	No:	Yes, direct service delivery:		Yes, indirect service delivery: X
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
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
COVID-19 linkage	Yes: Assesses impacts of COVID-19 on planned revenue and expenditure		No:	
	Hotspot theme:		Hotspot area: Whole province	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

Indicator number	2.4.2.5				
Indicator title	Number of reports on MFMA implementation				
Short definition	Number of Quarterly reports on MFMA implementation.				
Purpose	To improve IGR and coordination within and across Provincial Treasury, other departments, and relevant stakeholders to improve conformance and performance in municipalities.				
Source of data	Status reports from various MFMA directorates and the Department of Local Government as inputs into the consolidated report submitted to National Treasury				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end: X		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: MFMA				
Spatial Transformation	Spatial transformation priorities: No direct impact				
	Description of spatial impact: No direct impact				
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations:		Single location: Not applicable		Multiple locations: Not applicable
	Extent:		Provincial: Not applicable		District: Not applicable
	Local municipality:		Ward: Not applicable		Address: Not applicable
	Detail/address/coordinates: Not applicable				

Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
	Target for older persons:		Not applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X
Assumptions	Cooperation from all directorates			
Means of verification	Western Cape MFMA Implementation Reports			
Data limitations	Quality of respective reports received from various MFMA directorates and the Department of Local Government			
Type of Indicator	Is this a service delivery indicator?			
	No:	Yes, direct service delivery:		Yes, indirect service delivery: X
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
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
COVID-19 linkage	Yes: X (includes report on COVID-19 spending by municipalities)		No:	
	Hotspot theme:		Hotspot area: Whole province	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

Indicator number	2.4.2.6			
Indicator title	Number of quarterly CFO Forums			
Short definition	Number of forums held with municipal CFOs to discuss financial management issues			
Purpose	Promote cooperative intergovernmental relations in line with Chapter 3 of the Constitution			
Source of data	PT's records of attendance and minutes of the meetings			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end: X	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: MFMA			
Spatial Transformation	Spatial transformation priorities: All			
	Description of spatial impact: Information shared on how municipal budgets can promote spatial transformation priorities			
Spatial Context	Number of locations: N/A	Single location: N/A		Multiple locations: N/A
(Relevant where products and services are delivered, specifically to the public)	Extent: N/A	Provincial: N/A		District: N/A
	Local municipality: N/A	Ward: N/A		Address: N/A
	Detail/address/coordinates: Not applicable			
	Disaggregation of beneficiaries	Target for woman:		Not applicable
Target for youth:		Not applicable		
Target for people with disabilities:		Not applicable		
Target for older persons:		Not applicable		
Recovery Plan Focus Areas	Jobs: X	Safety: X	Well-being & dignity: X	No link:
Assumptions	Co-operation from all directorates			

Means of verification	Western cape MFMA Implementation Reports			
Data limitations	Quality of respective reports received from various MFMA directorates and the Department of Local Government			
Type of Indicator	Is this a service delivery indicator?			
	No:		Yes, direct service delivery:	Yes, indirect service delivery: X
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
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
COVID-19 linkage	Yes: X		No:	
	Hotspot theme:		Hotspot area:	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

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, 19 of 2007.			
Purpose	To assess the quality of immovable asset management plans of the relevant institutions			
Source of data	Submission of asset management plans by departments and/or entities.			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly:	Bi-annually: X	Annually:	Biennially:
Desired performance	Higher than target:	On target: X	Lower than target:	
Indicator responsibility	Director: Infrastructure			
Spatial Transformation	Spatial transformation priorities: Not Applicable			
	Description of spatial impact: Not Applicable			
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: N/A	Single location: N/A		Multiple locations: N/A
	Extent: N/A	Provincial: N/A		District: N/A
	Local municipality: N/A	Ward: N/A		Address: N/A
	Detail/address/coordinates: N/A			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
	Target for older persons:		Not Applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X
Assumptions	Timeous submission of input documentation by departments/entities			
Means of verification	Assessment reports			
Data limitations	Depends on the accuracy of information and the timeous submission of asset management plans by departments and entities.			

Type of Indicator	Is this a service delivery indicator?			
	No: X		Yes, direct service delivery:	Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
Strategic link	VIP #: 2	Focus Area(s): 2: Building and maintaining infrastructure	Output(s): Percentage of provincial infrastructure spent	Intervention(s): Improved regulatory environment
COVID-19 linkage	Yes:		No: X	
	Hotspot theme:		Hotspot area:	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

Indicator number	2.4.3.2				
Indicator title	Number of quarterly reports on the implementation of infrastructure budgets to Cabinet				
Short definition	This indicator relates to the preparation of four (4) Cabinet submissions outlining the expenditure of infrastructure funding within a quarter versus what was projected.				
Purpose	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.				
Source of data	Monthly Infrastructure Reporting Model assessment reports and inputs obtained from departments.				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end: X		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	Director: Infrastructure				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Spatial Context	Number of locations: Not applicable		Single location: Not applicable		Multiple locations: Not applicable
(Relevant where products and services are delivered, specifically to the public)	Extent: Not applicable		Provincial: Not applicable		District: Not applicable
	Local municipality: Not applicable		Ward: Not applicable		Address: Not applicable
	Detail/address/coordinates: Not applicable				
Disaggregation of beneficiaries	Target for woman:			Not applicable	
	Target for youth:			Not applicable	
(Human Rights groups, where applicable)	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
Recovery Plan Focus Areas	Jobs:	Safety:		Well-being & dignity:	No link: X
Assumptions	Timeous submission of input documentation by departments				
Means of verification	Cabinet submissions				
Data limitations	Accuracy and availability of data from departments.				
Type of Indicator	Is this a service delivery indicator?				
	No: X		Yes, direct service delivery:		Yes, indirect service delivery:
	Is this a demand driven indicator?				
	Yes, demand driven:			No, not demand driven: X	
Strategic link	VIP #: 2	Focus Area(s): 2: Building and maintaining infrastructure		Output(s): Percentage of provincial infrastructure spent	Intervention(s): Maximise investment in infrastructure
COVID-19 linkage	Yes:			No: X	
	Hotspot theme:			Hotspot area:	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937				

Indicator number	2.4.3.3				
Indicator title	Number of provincial budget publications				
Short definition	The publication of the Overview of Provincial and Municipal Infrastructure Investment which is tabled in Provincial Parliament.				
Purpose	To provide an overview of the provincial and municipal infrastructure in the Province over the MTEF.				
Source of data	Information for both publications is derived from the relevant votes				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly: X		Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: X		Lower than target:
Indicator responsibility	Director: Infrastructure				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Spatial Context	Number of locations: N/A		Single location: N/A		Multiple locations: N/A
(Relevant where products and services are delivered, specifically to the public)	Extent: N/A		Provincial: N/A		District: N/A
	Local municipality: N/A		Ward: N/A		Address: N/A
	Detail/address/coordinates: N/A				
Disaggregation of beneficiaries	Target for woman:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:		No link: X
Assumptions	Good quality of information submitted by Votes				
Means of verification	Overview of Provincial and Municipal Infrastructure Investment Publication				
Data limitations	Not applicable				
Type of Indicator	Is this a service delivery indicator?				
	No: X		Yes, direct service delivery:		Yes, indirect service delivery:
	Is this a demand driven indicator?				
	Yes, demand driven:			No, not demand driven: X	
Strategic link	VIP #: 2	Focus Area(s): 2: Building and maintaining infrastructure	Output(s): Provincial and municipal infrastructure budget overview.		Intervention(s): Not applicable
COVID-19 linkage	Yes:			No: X	
	Hotspot theme:			Hotspot area:	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937				

Indicator number	2.4.3.4			
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 or to assess current processes of these municipalities			
Purpose	It aims 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.			
Source of data	Relevant planning and budget documentation obtained from municipalities.			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:	On target: X	Lower than target:	
Indicator responsibility	Senior Manager: Infrastructure			
Spatial Transformation	Spatial transformation priorities: Not applicable			
	Description of spatial impact: Not applicable			

Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: N/A		Single location: N/A		Multiple locations: N/A	
	Extent: N/A		Provincial: N/A		District: N/A	
	Local municipality: N/A		Ward: N/A		Address: N/A	
	Detail/address/coordinates: N/A					
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:				Not applicable	
	Target for youth:				Not applicable	
	Target for people with disabilities:				Not applicable	
	Target for older persons:				Not applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:		No link: X	
Assumptions	Willingness of municipalities to participate					
Means of verification	Assessment report					
Data limitations	Rate of implementation of key IDMS principles by municipalities					
Type of Indicator	Is this a service delivery indicator?					
	No: X		Yes, direct service delivery:		Yes, indirect service delivery:	
	Is this a demand driven indicator?					
	Yes, demand driven:			No, not demand driven: X		
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	
COVID-19 linkage	Yes:			No: X		
	Hotspot theme:			Hotspot area:		
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937					

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.			
Source of data	The four (4) 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 amalgamation 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			
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X
Reporting cycle	Quarterly: X	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: X	Lower than target:
Indicator responsibility	Senior Manager: Business Information and Data Management			
Spatial Transformation	Spatial transformation priorities: Not applicable			
	Description of spatial impact: Not applicable			
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: Not applicable		Single location: Not applicable	Multiple locations: Not applicable
	Extent: Not applicable		Provincial: Not applicable	District: Not applicable
	Local municipality: Not applicable		Ward: Not applicable	Address: Not applicable
	Detail/address/coordinates: Not applicable			
Disaggregation of beneficiaries	Target for woman:			Not applicable
	Target for youth:			Not applicable
	Target for people with disabilities:			Not applicable

(Human Rights groups, where applicable)	Target for older persons:			Not applicable
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X
Assumptions	Conformance and accuracy of data			
Means of verification	Data Sets			
Data limitations	Uptime of systems and format of data.			
Type of Indicator	Is this a service delivery indicator?			
	No: X	Yes, direct service delivery:		Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
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 data and evidence framework
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: Not applicable		Hotspot area: Not applicable	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

Indicator number	2.4.4.2			
Indicator title	Number of budget process plans managed			
Short definition	This indicator refers to the planning for the LG MTEC (SIME), PG MTEC 1 and PG MTEC 2 processes during the financial year under review (Provincial and Municipal).			
Purpose	Illustrates the timelines and internal deadlines of the various MTEC processes within Provincial Treasury. In turn it can provide for better planning and implementation of budget processes.			
Source of data	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 Provincial Treasury Circulars. Municipal budget process and Provincial Circulars: National Treasury Municipal Budget Circular for the Medium-Term Revenue and Expenditure Framework. Provincial Treasury MTREF circulars.			
Method of calculation	Simple count: Provincial – PG MTEC 1 and PG MTEC 2 and Municipal - LG MTEC (SIME)			
Calculation type	Cumulative	Year-end: X	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: Business Information and Data Management			
Spatial Transformation	Spatial transformation priorities: Not applicable			
	Description of spatial impact: Not applicable			
Spatial Context	Number of locations: Not applicable	Single location: Not applicable		Multiple locations: Not applicable
(Relevant where products and services are delivered, specifically to the public)	Extent: Not applicable	Provincial: Not applicable		District: Not applicable
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable
	Detail/address/coordinates: Not applicable			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
	Target for older persons:		Not applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X
Assumptions	No changes to budget processes			
Means of verification	Budget Process schedule			
Data limitations	Quality of data received from departments and municipalities.			

Type of Indicator	Is this a service delivery indicator?			
	No: X		Yes, direct service delivery:	Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
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 data and evidence framework
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: Not applicable		Hotspot area: Not applicable	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

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.			
Source of data	<ul style="list-style-type: none">• SCM Virtuous Cycle Assessment Reports per quarterly targets• Asset Management Baseline Assessment Reports• Asset Management Policies and SOPs• SCM Virtuous Cycle assessment action plans• VC SCM and AM Assessment Engagement Letters• VC SCM and AM Assessment Action Minutes• SCM Policy Assessments• AGSA audit reports and management letters• Gap analysis/Response plan to address SCM governance challenges• Diagnostic SCM Assessment Reports• WCMES - MGAP Tool• Time Engagement Reports			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end: X	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: Local Government Supply Chain Management			
Spatial Transformation	Spatial transformation priorities: N/A			
	Description of spatial impact: N/A			
Spatial Context	Number of locations: N/A	Single location: N/A		Multiple locations: N/A
(Relevant where products and services are delivered, specifically to the public)	Extent: N/A	Provincial: N/A		District: N/A
	Local municipality: N/A	Ward: N/A		Address: N/A
	Detail/address/coordinates: N/A			
Disaggregation of beneficiaries	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
(Human Rights groups, where applicable)	Target for people with disabilities:		Not applicable	
	Target for older persons:		Not applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X
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.			
Data limitations	<ul style="list-style-type: none">• Quality and integrity of data are dependent on external sources and stakeholders and are outside of the Department's control and financial systems and tools that are not integrated.• Non-availability of documents from municipalities when requested for review to execute the assessment.• Audit risk on SCM interpretation challenges.			

Type of Indicator	Is this a service delivery indicator?			
	No: X		Yes, direct service delivery:	Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
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): Developing institutional capacity of municipalities to strengthen and maintain governance and accountability
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: N/A		Hotspot area: N/A	
AOP Reference	https://mycontent.westerncape.gov.za/content/lisapi.dll/open/70612937			

Indicator number	3.2.1.2			
Indicator title	Number of Districts assisted with Systems Insight Reports by providing procurement performance information			
Short definition	Data Analytical Reports that measure 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.			
Source of data	<ul style="list-style-type: none"> • Bi-Tool Solution • MSCOA Data strings systems • CRA System and CSD Database • Municipal Procurement and Expenditure Spend analysis • COVID-19 Procurement Expenditure 			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end: X	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: Local Government Supply Chain Management			
Spatial Transformation	Spatial transformation priorities: N/A			
	Description of spatial impact: N/A			
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: N/A		Single location: N/A	Multiple locations: N/A
	Extent: N/A		Provincial: N/A	District: N/A
	Local municipality: N/A		Ward: N/A	Address: N/A
	Detail/address/coordinates: N/A			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
	Target for older persons:		Not applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X
Assumptions	Strive towards integrated reporting to assist the JDMA initiative			
Means of verification	3 x Municipal District Consolidated Reports that reflect on cross-functional processes and activities aimed at improving decision making within municipal districts inclusive of the respective municipalities within the districts			
Data limitations	<ul style="list-style-type: none"> • Completeness of data supplied by municipalities • Delays in the provision of data from municipalities • Quality of information from municipalities and on the CSD 			

Type of Indicator	Is this a service delivery indicator?			
	No: X		Yes, direct service delivery:	Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
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): Developing institutional capacity of municipalities to strengthen and maintain governance and accountability
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: N/A		Hotspot area: N/A	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

Indicator number	3.2.1.3			
Indicator title	Number of support Programmes implemented for departments and municipal districts			
Short definition	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 and municipal districts in respect of SCM and Asset Management			
Purpose	A strategy that addresses the gaps or needs of provincial departments and municipal districts to improve financial management performance for SCM and AM within the province			
Source of data	<ul style="list-style-type: none">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)1x consolidated Municipal 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)Data reports and extractions from Issue Management System (IMS)Helpdesk Performance ReportsHelpdesk Registers (query/complaints log)Perception surveys			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:		On target: X	Lower than target:
Indicator responsibility	Senior Manager: Provincial Government Supply Chain Management			
Spatial Transformation	Spatial transformation priorities: Not applicable			
	Description of spatial impact: Not applicable			
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: N/A		Single location: N/A	Multiple locations: N/A
	Extent: N/A		Provincial: N/A	District: N/A
	Local municipality: N/A		Ward: N/A	Address: N/A
	Detail/address/coordinates: Focused on the Western Cape region from a provincial and municipal context in terms of a Provincial Treasury mandate			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:			N/A
	Target for youth:			N/A
	Target for people with disabilities:			N/A
	Target for older persons:			N/A
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X
Assumptions	Departments will be available to enable the delivery of the support programme and a fully capacitated workforce			
Means of verification	A report that includes a gap assessment and response plan for departments and municipalities per programme implemented			

Data limitations	Not applicable			
Type of Indicator	Is this a service delivery indicator?			
	No:		Yes, direct service delivery:	Yes, indirect service delivery: X
	Is this a demand driven indicator?			
	Yes, demand driven: X		No, not demand driven:	
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): Developing institutional capacity of departments and municipalities to strengthen and maintain governance and accountability
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: N/A		Hotspot area: N/A	
AOP Reference	https://mycontent.westerncape.gov.za/content/lilisapi.dll/open/70612937			

Indicator number	3.2.1.4			
Indicator title	Number of support Programmes implemented to develop and enable suppliers			
Short definition	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			
Purpose	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.			
Source of data	<ul style="list-style-type: none">• 1 x Support Programme implemented (Programme Plan implemented)• Data reports and extractions from Issue Management System• Helpdesk Performance Reports• Helpdesk Registers (query/complaints log)• Perception surveys			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:		On target: X	Lower than target:
Indicator responsibility	Senior Manager: Provincial Government Supply Chain Management			
Spatial Transformation	Spatial transformation priorities: N/A			
	Description of spatial impact: N/A			
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: N/A		Single location: N/A	Multiple locations: N/A
	Extent: N/A		Provincial: N/A	District: N/A
	Local municipality: N/A		Ward: N/A	Address: N/A
	Detail/address/coordinates: Focused on the Western Cape region from a provincial and municipal context in terms of focused commodity strategies, supplier database for the Province and gap analysis undertaken			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:			N/A
	Target for youth:			N/A
	Target for people with disabilities:			N/A
	Target for older persons:			N/A
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X
Assumptions	Suppliers will respond and be available to enable delivery of the support programme			
Means of verification	Report that includes a gap assessment and response plan for suppliers.			
Data limitations	Quality and integrity of data are dependent on external sources and stakeholders and are outside of the Department's control			
Type of Indicator	Is this a service delivery indicator?			
	No:	Yes, direct service delivery:		Yes, indirect service delivery: X
	Is this a demand driven indicator?			
	Yes, demand driven: X		No, not demand driven:	

Strategic link	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
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: N/A		Hotspot area: N/A	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

Indicator number	3.2.1.5			
Indicator title	Number of reports reflecting performance of the client support centre			
Short definition	A public interfacing 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			
Source of data	<ul style="list-style-type: none">• Data reports and extractions from Issue Management System (IMS)• Helpdesk register (queries and complaints)• Logged Walk-ins• Training and/Intervention Reports• 4 x quarterly reports on performance of the client support centre			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end: X	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	Spatial transformation priorities: N/A			
	Description of spatial impact: N/A			
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: N/A		Single location: X	Multiple locations: N/A
	Extent: N/A		Provincial: X	District: N/A
	Local municipality: N/A		Ward: N/A	Address: N/A
	Detail/address/coordinates: Canal Walk, Century City - Walk in centre 04 Waterford Place Century City Cape Town			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:		N/A	
	Target for youth:		N/A	
	Target for people with disabilities:		N/A	
	Target for older persons:		N/A	
Recovery Plan Focus Areas	Jobs: X	Safety:	Well-being & dignity:	No link:
Assumptions	Suppliers will access the walk-in-centre for support, assistance and guidance			
Means of verification	Quarterly report that demonstrates the support, assistance and guidance provided via the client support centre			
Data limitations	Not applicable			
Type of Indicator	Is this a service delivery indicator?			
	No:	Yes, direct service delivery:		Yes, indirect service delivery: X
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	

Strategic link	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.
		3: Integrated Service Delivery	Number of support actions to improve citizen interface	WCG delivers on accessible, innovative and citizen-centric service to the people of the Western Cape
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: N/A		Hotspot area: N/A	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

Indicator number	3.2.1.6			
Indicator title	Number of Public Disclosure Reports			
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			
Source of data	<ul style="list-style-type: none"> Report that includes a website wireframe Physical e-enabled IT platform Business case Project plan Project report on project deliverables 			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end: X	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	Spatial transformation priorities: N/A			
	Description of spatial impact: N/A			
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: N/A		Single location: N/A	Multiple locations: N/A
	Extent: N/A		Provincial: X	District: N/A
	Local municipality: N/A		Ward: N/A	Address: N/A
	Detail/address/coordinates: N/A			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
	Target for older persons;		Not applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X
Assumptions	The current departmental website can accommodate the needs of the unit to create the warehouse/data store			
Means of verification	13 x 4 quarterly departmental reports 6 x 4 public entity reports PT consolidated monthly reports to NT			
Data limitations	Not applicable			

Type of Indicator	Is this a service delivery indicator?			
	No: X		Yes, direct service delivery:	Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
Strategic link	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
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: N/A		Hotspot area: N/A	
AOP Reference	https://mycontent.westerncape.gov.za/content/lilisapi.dll/open/70612937			

Indicator number	3.2.1.7			
Indicator title	Number of commodity procurement strategies developed			
Short definition	Commodity procurement strategies drive efficiencies and enables local economic development through transversal contracting, framework agreements and other contracting models			
Purpose	Leveraged procurement strategies in place that have socio-economic benefit and/or meet the needs of citizens and that results in value for money purchasing			
Source of data	<ul style="list-style-type: none"> Research and gap analysis reports Commodity strategies Terms of references and business cases Transversal contract implemented (TOR, bid documents, Bid Committee Minutes, Contract documents) Presentations and Cabinet Memoranda and Resolutions Transversal contracting SOP 			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end: X	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	Spatial transformation priorities: N/A			
	Description of spatial impact: N/A			
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: N/A		Single location: N/A	Multiple locations: X
	Extent: N/A		Provincial: X	District: X
	Local municipality: N/A		Ward: N/A	Address: N/A
	Detail/address/coordinates: N/A			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:			N/A
	Target for youth:			N/A
	Target for people with disabilities:			N/A
	Target for older persons:			N/A
Recovery Plan Focus Areas	Jobs: X	Safety:	Well-being & dignity:	No link:
Assumptions	The unit has the required data and evidence to understand the needs of the citizens and to develop strategies with socioeconomic benefit in order to meet and/or their needs.			
Means of verification	Evidence will be any of the following: <ul style="list-style-type: none"> Business cases; Commodity strategies; Implementation and/enabement plans; Specific sourcing type assessment reports; Tools, templates, frameworks, guides; and Contracting models (transversal contracts/framework agreements or other) 			
Data limitations	Quality and integrity of data are dependent on external sources and stakeholders and are outside of the unit's control and financial systems and tools that are not integrated.			

Type of Indicator	Is this a service delivery indicator?			
	No: X		Yes, direct service delivery:	Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
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): Commodity procurement strategies that drive efficiencies and enables local economic development for departments and municipalities
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: N/A		Hotspot area: N/A	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

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				
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				
Calculation type	Cumulative	Year-end: X	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	Spatial transformation priorities: N/A				
	Description of spatial impact: N/A				
Spatial Context	Number of locations: N/A	Single location: N/A		Multiple locations: N/A	
(Relevant where products and services are delivered, specifically to the public)	Extent: N/A	Provincial: N/A		District: N/A	
	Local municipality: N/A	Ward: N/A		Address: N/A	
	Detail/address/coordinates: N/A				
Disaggregation of beneficiaries	Target for woman:		Not applicable		
	Target for youth:		Not applicable		
	Target for people with disabilities:		Not applicable		
	Target for older persons:		Not applicable		
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X	
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				
Data limitations	Quality and integrity of data are dependent on external sources and stakeholders are outside of the Department's control and financial systems and tools that are not integrated.				
Type of Indicator	Is this a service delivery indicator?				
	No: X	Yes, direct service delivery:		Yes, indirect service delivery:	
	Is this a demand driven indicator?				
	Yes, demand driven:		No, not demand driven: X		

Strategic link	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.
COVID-19 linkage	Yes:		No: X	
	Hotspot theme:		Hotspot area:	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

Indicator number	3.2.1.9			
Indicator title	Number of procurement plans and supporting strategic procurement initiatives assessed for municipalities			
Short definition	Improve procurement planning that is linked to the budgeting process and IDP and final budget			
Purpose	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.			
Source of data	<ul style="list-style-type: none"> • Municipal procurement plans expenditure data received from municipalities • MSCOA Data Strings • CSD • Municipal Deviation Reports • CRA system 			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end: X	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: Local Government Supply Chain Management			
Spatial Transformation	Spatial transformation priorities: N/A			
	Description of spatial impact: N/A			
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: N/A		Single location: N/A	Multiple locations: N/A
	Extent: N/A		Provincial: N/A	District: N/A
	Local municipality: N/A		Ward: N/A	Address: N/A
	Detail/address/coordinates: N/A			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
	Target for older persons:		Not applicable	
Recovery Plan Focus Areas	Jobs: X	Safety:	Well-being & dignity:	No link:
Assumptions	Municipalities procurement plans are aligned to their budgets and planning is aligned to the SDBIP			
Means of verification	10 Reports concluded			
Data limitations	Lack of credible data to understand strategic sourcing processes in municipalities which could lead to skewed reports			

Type of Indicator	Is this a service delivery indicator?			
	No: X		Yes, direct service delivery:	Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven: X		No, not demand driven:	
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): Developing institutional capacity of municipalities to strengthen and maintain governance and accountability
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: N/A		Hotspot area: N/A	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

Sub-programme 3.3: Supporting and Interlinked Financial Systems

Output Indicators

Indicator number	3.3.1.1			
Indicator title	Number of votes assisted with system support			
Short definition	Optimising and improving security access, system change management and 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, and comprehensive user support service			
Purpose	The effective management of transversal systems and veracity of data.			
Source of data	Transversal financial systems (LOGIS, BAS, PERSAL)			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X
Reporting cycle	Quarterly: X	Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: X	Lower than target:
Indicator responsibility	Senior Manager: Supporting and Interlinked Financial Systems			
Spatial Transformation	Spatial transformation priorities: N/A			
	Description of spatial impact: N/A			
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: N/A		Single location: N/A	Multiple locations: N/A
	Extent: N/A		Provincial: N/A	District: N/A
	Local municipality: N/A		Ward: N/A	Address: N/A
	Detail/address/coordinates: N/A			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
	Target for older persons:		Not applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X
Assumptions	Full effective use of financial systems			
Means of verification	User Account Management audit reports; release reports			
Data limitations	The availability of the systems and system-generated reports.			

Type of Indicator	Is this a service delivery indicator?			
	No: X		Yes, direct service delivery:	Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven: X		No, not demand driven:	
Strategic link	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?)
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: N/A		Hotspot area: N/A	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

Indicator number	3.3.1.2				
Indicator title	Number of votes assisted with end user training				
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 the Transversal Financial System				
Source of data	Transversal Financial System Reports				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly: X		Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: X		Lower than target:
Indicator responsibility	Senior Manager: Supporting and Interlinked Financial Systems				
Spatial Transformation	Spatial transformation priorities: N/A				
	Description of spatial impact: N/A				
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: N/A		Single location: N/A		Multiple locations: N/A
	Extent: N/A		Provincial: N/A		District: N/A
	Local municipality: N/A		Ward: N/A		Address: N/A
	Detail/address/coordinates: N/A				
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
Recovery Plan Focus Areas	Jobs: X	Safety:	Well-being & dignity:	No link:	
Assumptions	Data quality for better reporting and decision making				
Means of verification	Training reports				
Data limitations	Training venues and skilled training resources (human and financial)				
Type of Indicator	Is this a service delivery indicator?				
	No: X		Yes, direct service delivery:		Yes, indirect service delivery:
	Is this a demand driven indicator?				
	Yes, demand driven: X			No, not demand driven:	
Strategic link	VIP #: 5	Focus Area(s): 4: Governance Transformation	Output(s): Strengthening and maintaining governance accountability in departments and municipalities	Intervention(s): Developing institutional capacity of departments to strengthen and maintain governance accountability	
COVID-19 linkage	Yes:			No: X	
	Hotspot theme: N/A			Hotspot area: N/A	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937				

Indicator number	3.3.1.3			
Indicator title	Number of system modules implemented			
Short definition	This process entails making incremental improvements to the Legacy systems (modules) to complement it with modern technologies to enhance the capability of the systems			
Purpose	To ensure optimal, efficient utilisation of the Transversal Financial System and promote innovation.			
Source of data	System reports/downloads			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:		On target: X	Lower than target:
Indicator responsibility	Senior Manager: Supporting and Interlinked Financial Systems			
Spatial Transformation	Spatial transformation priorities: N/A			
	Description of spatial impact: N/A			
Spatial Context	Number of locations: N/A	Single location: N/A	Multiple locations: N/A	
	Extent: N/A	Provincial: N/A	District: N/A	
	Local municipality: N/A	Ward: N/A	Address: N/A	
	Detail/address/coordinates: N/A			
Disaggregation of beneficiaries	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
(Human Rights groups, where applicable)	Target for people with disabilities:		Not applicable	
	Target for older persons:		Not applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X
Assumptions	Technical resources are available such as developers and tools			
Means of verification	User Acceptance Certificates			
Data limitations	Lack of resources (human and financial)			
Type of Indicator	Is this a service delivery indicator?			
	No: X	Yes, direct service delivery:	Yes, indirect service delivery:	
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
Strategic link	VIP #: 5	Focus Area(s): 4: Governance Transformation	Output(s): Strengthening and maintaining governance accountability in departments and municipalities	Intervention(s): Developing institutional capacity of departments to strengthen and maintain governance accountability
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: N/A		Hotspot area: N/A	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

Indicator number	3.3.1.4				
Indicator title	Number of votes assisted with financial reporting				
Short definition	Provision of financial system data to all Western Cape Government departments.				
Purpose	To improve financial system reporting and help with decision making in Western Cape Government departments.				
Source of data	Transversal financial systems				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly: X		Bi-annually:	Annually:	Biennially:
Desired performance	Higher than target:		On target: X		Lower than target:
Indicator responsibility	Senior Manager: Supporting and Interlinked Financial Systems				
Spatial Transformation	Spatial transformation priorities: N/A				
	Description of spatial impact: N/A				
Spatial Context	Number of locations: N/A		Single location: N/A		Multiple locations: N/A
(Relevant where products and services are delivered, specifically to the public)	Extent: N/A		Provincial: N/A		District: N/A
	Local municipality: N/A		Ward: N/A		Address: N/A
	Detail/address/coordinates:				
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X	
Assumptions	All financial systems are available.				
Means of verification	Reports from Kitso, PERSALShare and LOGIS				
Data limitations	The availability of the systems and system-generated reports				
Type of Indicator	Is this a service delivery indicator?				
	No: X		Yes, direct service delivery:		Yes, indirect service delivery:
	Is this a demand driven indicator?				
	Yes, demand driven:			No, not demand driven: X	
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	
COVID-19 linkage	Yes:			No: X	
	Hotspot theme: N/A			Hotspot area: N/A	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937				

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	Contribution to reports compiled for governance engagements			
Purpose	Improve financial maturity of municipalities			
Source of data	(WCMES) Western Cape Monitoring and Evaluation System tool			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:	On target: X	Lower than target:	
Indicator responsibility	Senior Manager Local Government Accounting			
Spatial Transformation	Spatial transformation priorities: N/A			
	Description of spatial impact: N/A			
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: N/A	Single location: N/A		Multiple locations: N/A
	Extent: N/A	Provincial: N/A		District: N/A
	Local municipality: N/A	Ward: N/A		Address: N/A
	Detail/address/coordinates: N/A			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
	Target for older persons:		Not applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X
Assumptions	No changes to planned process by the organisation			
Means of verification	Inputs into the integrated governance assessment reports and the City of Cape Town mid-year budget and performance summary report			
Data limitations	Inaccuracy of municipal data; late submission of municipal data			
Type of Indicator	Is this a service delivery indicator?			
	No: X		Yes, direct service delivery:	Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
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. Developing institutional capacity to strengthen and maintain governance and accountability at municipal level. Mid-year engagements with municipalities on their governance performance. Data and knowledge management that inform municipal decision making.
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: N/A		Hotspot area: N/A	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

Indicator number	4.2.1.2			
Indicator title	Number of interventions to improve the understanding and application of accounting standards			
Short definition	Support provided to municipalities to improve GRAP compliance			
Purpose	Assist municipalities to improve compliance with relevant GRAP and MFMA reporting requirements			
Source of data	Q1 – MAF Q2 - Review of AFS and consistency workshop Q3 – MAF & Provincial MFMA Audit Steering meetings Q4 – GRAP training			
Method of calculation	Simple count			
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: Local Government Accounting			
Spatial Transformation	Spatial transformation priorities: N/A			
	Description of spatial impact: N/A			
Spatial Context	Number of locations: N/A		Single location: N/A	Multiple locations: N/A
(Relevant where products and services are delivered, specifically to the public)	Extent: N/A		Provincial: N/A	District: N/A
	Local municipality: N/A		Ward: N/A	Address: N/A
	Detail/address/coordinates: N/A			
Disaggregation of beneficiaries	Target for woman:			Not applicable
	Target for youth:			Not applicable
(Human Rights groups, where applicable)	Target for people with disabilities:			Not applicable
	Target for older persons:			Not applicable
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X
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; Project plans delivered and implemented for the consistency workshops Q3 – Action list of audit check-in meetings; MAF attendance register and presentations Q4 - GRAP training attendance register			
Data limitations	Access to ICT infrastructure			
Type of Indicator	Is this a service delivery indicator?			
	No: X	Yes, direct service delivery:		Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
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. Developing institutional capacity to strengthen and maintain governance and accountability at municipal level. Mid-year engagements with municipalities on their governance performance. Data and knowledge management that inform municipal decision making.
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: N/A		Hotspot area: N/A	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

Indicator number	4.2.1.3				
Indicator title	Percentage of submitted data strings reconciled to audited AFS				
Short definition	Alignment between Audited Annual Financial Statements (AFS) and MSCOA data strings				
Purpose	Ensure integrity of data submitted by municipalities to National Treasury				
Source of data	AFS reconciliations and National Treasury (NT) closed off in Reconciliation of audited AFS and data strings submitted to NT LG database by municipalities.				
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				
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X	
	Quarterly:	Bi-annually:	Annually: X	Biennially:	
Desired performance	Higher than target:		On target: X	Lower than target:	
Indicator responsibility	Senior manager Local Government Accounting				
Spatial Transformation	Spatial transformation priorities: N/A				
	Description of spatial impact: N/A				
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: N/A		Single location: N/A		Multiple locations: N/A
	Extent: N/A		Provincial: N/A		District: N/A
	Local municipality: N/A		Ward: N/A		Address: N/A
	Detail/address/coordinates: N/A				
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X	
Assumptions	Availability of NT LG database				
Means of verification	Closed off reports				
Data limitations	Accuracy of data; timeous submission of data by municipalities				
Type of Indicator	Is this a service delivery indicator?				
	No: X		Yes, direct service delivery:		Yes, indirect service delivery:
	Is this a demand driven indicator?				
	Yes, demand driven:		No, not demand driven: X		
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. Developing institutional capacity to strengthen and maintain governance and accountability at municipal level.	
COVID-19 linkage	Yes:		No: X		
	Hotspot theme: N/A		Hotspot area: N/A		
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937				

Element: Provincial Government Accounting and Compliance

Output indicators

Indicator number	4.2.2.1			
Indicator title	Number of reports based on governance performance engagements held with departments			
Short definition	Integrated approach to address transversal governance issues through engagements with departments			
Purpose	To achieve higher levels of governance by improving the financial management capability of departments.			
Source of data	Minutes of engagements			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end: X	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 Accounting and Compliance			
Spatial Transformation	Spatial transformation priorities: N/A			
	Description of spatial impact: N/A			
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: N/A		Single location: N/A	
	Extent: N/A		Provincial: N/A	
	Local municipality: N/A		Ward: N/A	
	Detail/address/coordinates: N/A			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
	Target for older persons:		Not applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X
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, support plans and Engagement Reports			
Data limitations	Accuracy of data; timeous submission of data by departments			
Type of Indicator	Is this a service delivery indicator?			
	No: X	Yes, direct service delivery:		Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
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. Developing institutional capacity to strengthen and maintain governance and accountability at 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.
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: N/A		Hotspot area: N/A	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

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.			
Source of data	User acceptance reports/Minutes/policy documentation/compliance reports			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end: X	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 Accounting and Compliance			
Spatial Transformation	Spatial transformation priorities: N/A			
	Description of spatial impact: N/A			
Spatial Context	Number of locations: N/A	Single location: N/A		Multiple locations: N/A
(Relevant where products and services are delivered, specifically to the public)	Extent: N/A	Provincial: N/A		District: N/A
	Local municipality: N/A	Ward: N/A		Address: N/A
	Detail/address/coordinates: N/A			
Disaggregation of beneficiaries	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
(Human Rights groups, where applicable)	Target for people with disabilities:		Not applicable	
	Target for older persons:		Not applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X
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 / compliance reports			
Data limitations	Accuracy of data; timeous submission of data by departments			
Type of Indicator	Is this a service delivery indicator?			
	No: X	Yes, direct service delivery:		Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
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. Developing institutional capacity to strengthen and maintain governance and accountability at 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.
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: N/A		Hotspot area: N/A	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

Indicator number	4.2.2.3			
Indicator title	Number of votes assessed against the applicable accounting frameworks and norms and standards requirements			
Short definition	Effective roll-out of accounting reporting frameworks that enable effective financial reporting.			
Purpose	To achieve higher levels of governance by improving the financial management capability of departments.			
Source of data	Submitted departmental AFS/IFS for reporting purposes.			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X
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 Accounting and Compliance			
Spatial Transformation	Spatial transformation priorities: N/A			
	Description of spatial impact: N/A			
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: N/A		Single location: N/A	
	Extent: N/A		Provincial: N/A	
	Local municipality: N/A		Ward: N/A	
	Detail/address/coordinates: N/A			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:			Not applicable
	Target for youth:			Not applicable
	Target for people with disabilities:			Not applicable
	Target for older persons:			Not applicable
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X
Assumptions	Sound financial reporting in terms of applicable accounting frameworks and the PFMA to bring about transparency and accountability of public resources.			
Means of verification	Assessment reports on the AFS/IFS (reporting frameworks and standards).			
Data limitations	Accuracy of data; timeous submission of data by departments			
Type of Indicator	Is this a service delivery indicator?			
	No: X		Yes, direct service delivery:	Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
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. Developing institutional capacity to strengthen and maintain governance and accountability at departmental level. Departmental risks identified enabling citizen-centric focus. Mid-year engagements with departments on their governance performance.
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: N/A		Hotspot area: N/A	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

Indicator number	4.2.2.4				
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 Provincial Government and other users of the position and performance of the Province.				
Source of data	Consolidated Departments AFS, entities AFS, PRF				
Method of calculation	1 month after receipt of Audit report				
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:	
Desired performance	Higher than target:		On target: X	Lower than target:	
Indicator responsibility	Senior Manager: Provincial Government Accounting and Compliance				
Spatial Transformation	Spatial transformation priorities: N/A				
	Description of spatial impact: N/A				
Spatial Context	Number of locations: N/A	Single location: N/A		Multiple locations: N/A	
(Relevant where products and services are delivered, specifically to the public)	Extent: N/A	Provincial: N/A		District: N/A	
	Local municipality: N/A	Ward: N/A		Address: N/A	
	Detail/address/coordinates: N/A				
Disaggregation of beneficiaries	Target for woman:			Not applicable	
	Target for youth:			Not applicable	
(Human Rights groups, where applicable)	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X	
Assumptions	Sound financial reporting in terms of the applicable accounting frameworks and the PFMA to bring about transparency and accountability of public resources.				
Means of verification	Tabling letter/ACFS publication.				
Data limitations	Dependent on the audit outcomes of the financial statements of the departments, the PRF and entities.				
Type of Indicator	Is this a service delivery indicator?				
	No: X		Yes, direct service delivery:	Yes, indirect service delivery:	
	Is this a demand driven indicator?				
	Yes, demand driven:			No, not demand driven: X	
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. Developing institutional capacity to strengthen and maintain governance and accountability at municipal level.	
COVID-19 linkage	Yes:			No: X	
	Hotspot theme: N/A			Hotspot area: N/A	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937				

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 maturity level of municipalities through the annual integrated governance assessment and feedback process.			
Source of data	WCMES Tool Municipal Annual Report Quarterly and/or bi-annual return forms Audit Reports and management reports where provided			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:		On target: X	Lower than target:
Indicator responsibility	Senior Manager: Financial Governance			
Spatial Transformation	Spatial transformation priorities: N/A			
	Description of spatial impact: N/A			
Spatial Context	Number of locations: N/A		Single location: N/A	Multiple locations: N/A
(Relevant where products and services are delivered, specifically to the public)	Extent: N/A		Provincial: N/A	District: N/A
	Local municipality: N/A		Ward: N/A	Address: N/A
	Detail/address/coordinates: N/A			
Disaggregation of beneficiaries	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
(Human Rights groups, where applicable)	Target for people with disabilities:		Not applicable	
	Target for older persons:		Not applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X
Assumptions	<ul style="list-style-type: none">All role players support integration and this process is refined for annual efficienciesThis process will improve municipal governance progressively over time			
Means of verification	Integrated governance assessment reports The City of Cape Town mid-year budget and performance summary report			
Data limitations	The accuracy of the assessment is dependent in the reliability of the information as supplied by municipalities and governance departments.			
Type of Indicator	Is this a service delivery indicator?			
	No: X		Yes, direct service delivery:	Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
Strategic link	VIP #: 5	Focus Area(s): 4: Governance Transformation	Output(s): Strengthening and maintaining governance and accountability	Intervention(s): Developing 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.
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: N/A		Hotspot area: N/A	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

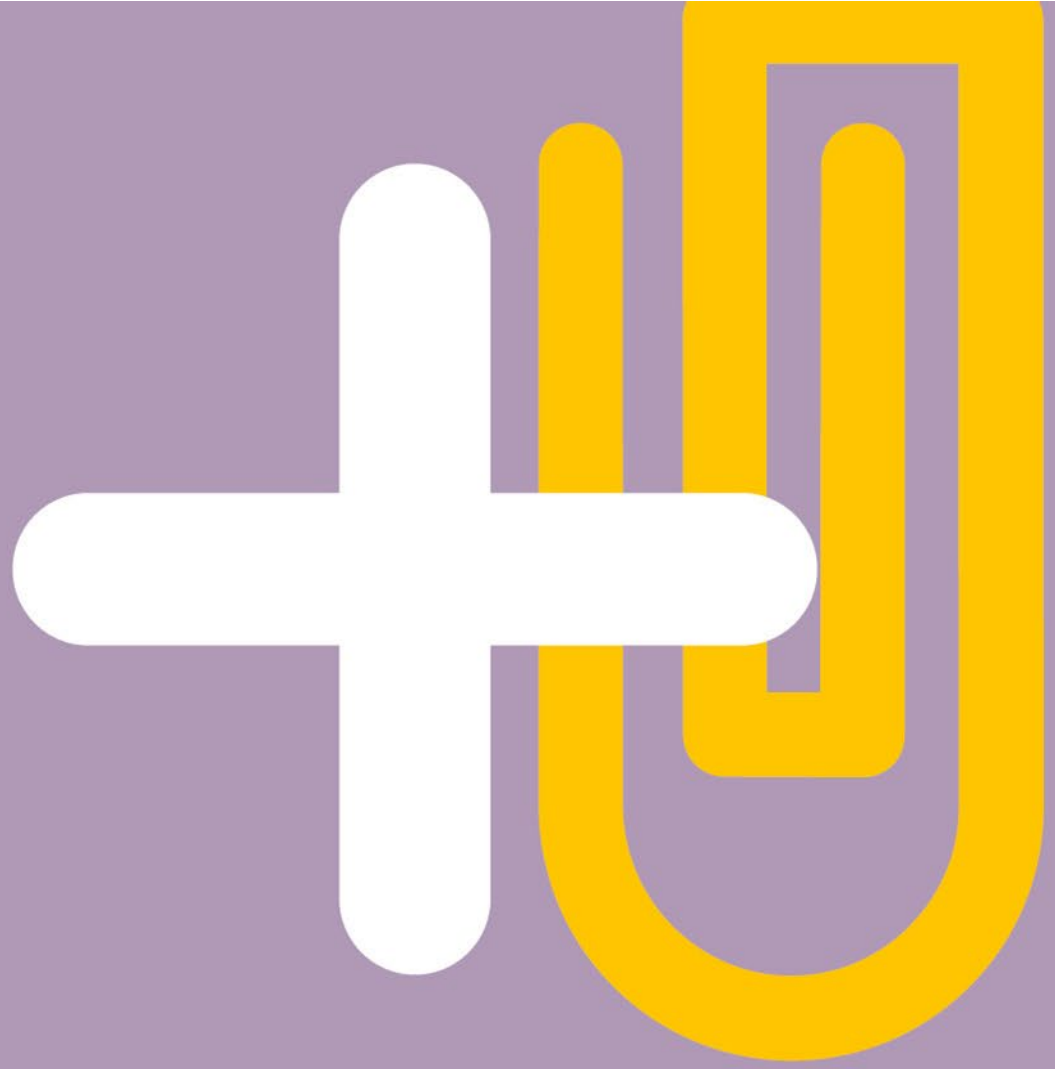
Indicator number	4.3.1.2			
Indicator title	Number of municipal support initiatives on municipal finance capacity building and training			
Short definition	To coordinate and support municipalities with skills development and capacitation through the agreed integrated capacitation approach. An intervention may be bespoke to a municipality or may be general and purveyed to all 30 municipalities. The detail of the different types of initiatives is listed 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 and training provision that will lead to the improvement of financial governance.			
Source of data	Governance Assessment, IYM Meetings, various forums led by PT Quarterly and/or bi-annual return forms Audit Reports and Management Reports			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end: X	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: Financial Governance			
Spatial Transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A			
Spatial Context	Number of locations: N/A		Single location: N/A	Multiple locations: N/A
(Relevant where products and services are delivered, specifically to the public)	Extent: N/A		Provincial: N/A	District: N/A
	Local municipality: N/A		Ward: N/A	Address: N/A
	Detail/address/coordinates:			
Disaggregation of beneficiaries	Target for woman:			Not applicable
(Human Rights groups, where applicable)	Target for youth:			Not applicable
	Target for people with disabilities:			Not applicable
	Target for older persons:			Not applicable
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity: X	No link:
Assumptions	<ul style="list-style-type: none">Funding available for support initiativesTraining initiatives responsive to skills gaps and pipelineMunicipalities would apply the training			
Means of verification	Governance assessments reports, attendance registers, presentations, guidance documents, circulars, minutes of meetings			
Data limitations	Not applicable			
Type of Indicator	Is this a service delivery indicator?			
	No: X		Yes, direct service delivery:	Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
Strategic link	VIP #: 5	Focus Area(s): 4: Governance Transformation	Output(s): Strengthening and maintaining governance and accountability	Intervention(s): Developing 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.
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: N/A		Hotspot area: N/A	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

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 engagement. 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 National Treasury Internal Audit Framework, IIA standards and other NT guidelines. 12 Interventions to improve corporate governance within municipalities			
Source of data	WCMES tool Forums Training			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end: X	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: Financial Governance			
Spatial Transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A			
Spatial Context	Number of locations: N/A		Single location: N/A	Multiple locations: N/A
(Relevant where products and services are delivered, specifically to the public)	Extent: N/A		Provincial: N/A	District: N/A
	Local municipality: N/A		Ward: N/A	Address: N/A
	Detail/address/coordinates: N/A			
Disaggregation of beneficiaries	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
(Human Rights groups, where applicable)	Target for people with disabilities:		Not applicable	
	Target for older persons:		Not applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X
Assumptions	<ul style="list-style-type: none">No changes to planned process by the organisationInternal audit and Risk Management structures are in place at municipalities			
Means of verification	Integrated Governance assessment report, fora, attendance registers, presentations, guidance documents, circulars, Minutes of meetings			
Data limitations	The accuracy of the assessment is dependent on the reliability of the information as supplied by municipalities.			
Type of Indicator	Is this a service delivery indicator?			
	No: X		Yes, direct service delivery:	Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
Strategic link	VIP #: 5	Focus Area(s): 4: Governance Transformation	Output(s): Strengthening and maintaining governance and accountability	Intervention(s): Developing 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.
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: N/A		Hotspot area: N/A	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

Indicator number	4.3.1.4			
Indicator title	Number of support initiatives to departments on financial legal frameworks and policies			
Short definition	To support and assist departments through support initiatives toward relevant financial and legal frameworks.			
Purpose	To ensure that the departmental financial legislative framework addresses any possible lacuna thereby strengthening good governance through compliance thereto and to improve levels of governance in departments.			
Source of data	Various sources of legislative updates, including Sabinet, Lexis Nexis, case law and requests from the centralised office in the Province dealing with provincial requests.			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:	On target: X	Lower than target:	
Indicator responsibility	Senior Manager: Financial Governance			
Spatial Transformation	Spatial transformation priorities: N/A			
	Description of spatial impact: N/A			
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: N/A	Single location: N/A		Multiple locations: N/A
	Extent: N/A	Provincial: N/A		District: N/A
	Local municipality: N/A	Ward: N/A		Address: N/A
	Detail/address/coordinates: N/A			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:			Not applicable
	Target for youth:			Not applicable
	Target for people with disabilities:			Not applicable
	Target for older persons:			Not applicable
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X
Assumptions	No changes to planned process by the organisation Consistent interpretation between NT and Provincial Treasury on prescripts			
Means of verification	Reports, attendance registers, presentations, circular, framework and guidelines			
Data limitations	The accuracy of the information available on the identified websites (Sabinet, LexisNexis)			
Type of Indicator	Is this a service delivery indicator?			
	No: X	Yes, direct service delivery:		Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
Strategic link	VIP #: 5	Focus Area(s): 4: Governance Transformation4	Output(s): Strengthening and maintaining governance and accountability	Intervention(s): Rationalising provincial and municipal legislation and process through innovation and capacitation.
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: N/A		Hotspot area: N/A	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

Indicator number	4.3.1.5			
Indicator title	Number of support initiatives to municipalities on financial legal frameworks and policies			
Short definition	To support municipalities with initiatives that work toward relevant financial legal frameworks			
Purpose	To ensure that the municipal financial legislative framework addresses any possible lacuna thereby strengthening good governance through compliance thereto and to improve levels of governance in municipalities.			
Source of data	WCMES Tool Municipal Engagements Sabinet, LexisNexis, case law			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly:	Bi-annually: X	Annually:	Biennially:
Desired performance	Higher than target:		On target: X	Lower than target:
Indicator responsibility	Senior Manager: Financial Governance			
Spatial Transformation	Spatial transformation priorities: N/A			
	Description of spatial impact: N/A			
Spatial Context	Number of locations: N/A	Single location: N/A		Multiple locations: N/A
(Relevant where products and services are delivered, specifically to the public)	Extent: N/A	Provincial: N/A		District: N/A
	Local municipality: N/A	Ward: N/A		Address: N/A
	Detail/address/coordinates: N/A			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
	Target for older persons:		Not applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity:	No link: X
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, reports.			
Data limitations	Accuracy of the assessment is dependent on the reliability of the information as supplied by municipalities, information available on the identified websites (Sabinet, Lexis Nexis)			
Type of Indicator	Is this a service delivery indicator?			
	No: X	Yes, direct service delivery:		Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
Strategic link	VIP #: 5	Focus Area(s): t4: Governance Transformation	Output(s): Strengthening and maintaining governance and accountability	Intervention(s): Developing 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.
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: N/A		Hotspot area: N/A	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			

Indicator number	4.3.1.6			
Indicator title	Number of individuals that have successfully completed the SAICA training programme			
Short definition	To create a skills pipeline that aims to address financial management competencies in the public sector 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 public sector through the effective execution of the SAICA accredited training programme			
Source of data	Training assessments Minutes of meetings Presentations			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:		On target: X	Lower than target:
Indicator responsibility	Senior Manager: Financial Governance			
Spatial Transformation	Spatial transformation priorities: N/A			
	Description of spatial impact: N/A			
Spatial Context	Number of locations: N/A	Single location: N/A		Multiple locations: N/A
(Relevant where products and services are delivered, specifically to the public)	Extent: N/A	Provincial: N/A		District: N/A
	Local municipality: N/A	Ward: N/A		Address: N/A
	Detail/address/coordinates: N/A			
Disaggregation of beneficiaries	Target for woman:		Not applicable	
	Target for youth:		Not applicable	
(Human Rights groups, where applicable)	Target for people with disabilities:		Not applicable	
	Target for older persons:		Not applicable	
Recovery Plan Focus Areas	Jobs:	Safety:	Well-being & dignity: X	No link:
Assumptions	• Training programme addresses financial management skills gap and pipeline			
Means of verification	SAICA discharge forms			
Data limitations	Not applicable			
Type of Indicator	Is this a service delivery indicator?			
	No: X	Yes, direct service delivery:		Yes, indirect service delivery:
	Is this a demand driven indicator?			
	Yes, demand driven:		No, not demand driven: X	
Strategic link	VIP #: 5	Focus Area(s): 4: Governance Transformation	Output(s): Strengthening and maintaining governance and accountability	Intervention(s): Developing 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
COVID-19 linkage	Yes:		No: X	
	Hotspot theme: N/A		Hotspot area: N/A	
AOP Reference	https://mycontent.westerncape.gov.za/content/llisapi.dll/open/70612937			



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 cooperative 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 (NDP) 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 for 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 good financial governance across provincial and local government spheres that enables:

- Effective resource mobilisation and sound fiscal management;
- Effective and efficient use of resources;
- Effective financial oversight (leadership on all levels, including a focus on culture); and
- Building capabilities of local governance to support 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 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;
- Application of economic intelligence to enable resilience and the realisation of opportunities;
- Defining procurement strategies to drive efficiencies 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
Capacity Building	Implementation and rollout of District Integrated Capacitation Plan	Not available	All	All	Melissa Van Niekerk	NT, DLG, DotP, municipalities, tertiary Institutions, EDP
Development and implementation of the Corporate Governance Framework	Technical Integrated Municipal District Engagements	Not available	All	All	Melissa Van Niekerk	NT, DLG, DotP, DEA&DP, municipalities, tertiary institutions, EDP
Define procurement strategies to drive efficiencies	Strengthening Procurement Planning and undertaking research on strategic sourcing opportunities within municipalities	Not available	All	All	Rodney Moolman	NT, DLG, DotP, DEA&DP, municipalities, tertiary institutions, EDP and SMART procurement
Strengthening data, its use and analytical capability in municipalities	Successful rollout of mSCOA	Not available	All	All	Faez Salie	NT, DLG, DotP, DEA&DP, municipalities, tertiary institutions, EDP
Fiscal Consolidation and efficiency gains for resource efficiencies and savings	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
The application of economic intelligence to enable resilience and the realisation of opportunities	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	Malcolm Booysen	NT, DLG, DotP, DEA&DP, municipalities, tertiary institutions, EDP

Annexure E: Relevant legislative and policy mandates

Legislative mandates

Public Finance Management Act, 1999 (Act 1 of 1999) (PFMA)	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 includes 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 developing 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.
Municipal Finance Management Act, 2003 (Act 56 of 2003)	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.
Annual Division of Revenue Act	To regulate the financial management of Parliament and provincial legislatures in a manner consistent with its status in terms of the Constitution.
Financial Management of Parliament and Provincial Legislatures Act, 2009 (Act 10 of 2009)	To regulate the financial management of Parliament and provincial legislatures in a manner consistent with its status in terms of the Constitution.
Government Immoveable Asset Management Act, 2007 (Act 19 of 2007)	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 optimal coordination of the use of such immoveable assets within the context of the departmental service delivery objectives.
Intergovernmental Fiscal Relations Act, 1997 (Act 97 of 1997)	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.
Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005)	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.
Public Audit Act, 2004 (Act 25 of 2004) as amended	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.

Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000)	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.
Provincial Tax Regulation Process Act, 2001 (Act 53 of 2001)	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 tax bases of any tax, levy or duty imposed by national legislation; and to provide for matters connected therewith.
Public Service Act, 1994 (Act 103 of 1994) as amended	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.
Spatial Planning and Land Use Management (SPLUMA) Act, 2013 (Act 16 of 2013)	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, 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.
Annual Western Cape Appropriation Act	To provide for the appropriation of money from the Provincial Revenue Fund for the requirements of the Western Cape Province and to provide for matter incidental thereto.
Western Cape Direct Charges Act, 2000 (Act 6 of 2000) as amended	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.
Western Cape Gambling and Racing Act, 1996 (Act 4 of 1996) as amended	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.
Western Cape Law on the Powers and Privileges of the Provincial Legislature Amendment Act, 1998 (Law 3 of 1998), as amended	To provide the Treasury with regulatory prescripts in assisting Provincial Parliament when necessary in meeting their financial responsibilities as set out in legislation.

Policy mandates

2030 Agenda for Sustainable Development (Sustainable Development Goals)	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.
Africa Agenda 2063 Goals	<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>
Budget Prioritisation Framework	<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>
National Evaluation Policy Framework (2011)	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.
Policy Framework for the Government-Wide Monitoring and Evaluation System (2005)	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.
Framework for Managing Programme Performance Information (FMPPi) (2007)	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.
Human Resource Development Strategy of South Africa 2010-2030	The Strategy recognises both the demand- and supply-side of 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 considers 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
BBBEE	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
M&E	Monitoring and Evaluation
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 Service
SCM	Supply Chain Management
SCOA	Standard Chart of Accounts
SDIP	Service Delivery Improvement Plan
SDM	Service Delivery Model
SEB	Supplier Evidence Bank
SOE	Strategic Executive Officer
SIFS	Support and Interlinked Financial Systems
SIPDM	Standard for Infrastructure Procurement and Delivery Management
SMME	Small, Medium and Micro Enterprise
SO	Strategic Objective
SOC	State-owned Corporation
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 Priority
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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