



provincial treasury

Department:
Provincial Treasury
North West Provincial Government
REPUBLIC OF SOUTH AFRICA

SERVICE DELIVERY MODEL



Let's Grow North West Together.

SERVICE DELIVERY MODEL

GENERAL MANDATE	B. SPECIFIC MANDATE	C. STRATEGIC OBJECTIVE	D. SERVICES	E. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS	H. AGREED SDM
(Document mandate)	(List specific mandate) (Specify section/part on the regulation/act)	(List the functions you perform, emanating from the specific mandate listed in B.)	(List the services you provide, emanating from the functions listed in C) activities	(List the recipients of your services – are they internal or external?)	(Specify how the service is currently rendered: centralized through Head Office, Decentralized through regional offices; outsourced, etc.)	(List the advantages, disadvantages, risks/assumptions of the current mode of delivery, and specify the degree to which ICT is currently used and how it can be improved)	(After consultation with internal and external stakeholders)

PROGRAMME 1

SUB-PROGRAMME: ENTERPRISE RISK AND INTERGRITY MANAGEMENT

Constitution – 1996 • Public Sector Integrity Management Framework • PFMA • Public Service Anti-Corruption Strategy, of 2002 • Prevention and Combating of Corrupt Activities Act, • Treasury Regulations	• Constitution, Section 195(1) Upholding of high standard of professional ethics must be promoted and maintained • Public Finance Management Act. Section 38(a)(1) maintenance of effective, efficient, and transparent	Provision of risk, anti-corruption, and integrity management services	• Facilitate disclosure of financial interest in line with prescripts • Facilitate the Identification of operational risk in the organization	<u>Internal</u> All employees <u>External</u> None	<u>Centralised:</u> At head office through: • Engagement, workshops, and awareness campaigns financial disclosure • Assist on E-disclosure <u>Decentralised</u> N/A	<u>Advantages</u> • Fraud prevention measures <u>Disadvantages</u> • Network interruption • System over Load <u>Risks</u> and <u>Assumptions:</u> • Poorly managed conflict of interests • Unethical procurement practices	<u>Status Quo</u> Declaration of interest across various decision – making structure's bid committee, recruitment panel e.c.t
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	system of financial risk management						
SUB-PROGRAMME: CORPORATE SERVICES							
<ul style="list-style-type: none"> The Constitution of the Republic of South Africa 1996 Public Service Act Public Service Regulations 2016 	<ul style="list-style-type: none"> Public Service Act Chapter 1V application on the appointment, transfer, promotion and termination service Public Service Regulations 2016 Chapter 4 (part 2) (Part 4) (Part 5) (Part 6) (Part 7) Regulation 47-49, 52, 56 – 70, 78 and 80 	Provide efficient and effective support to allow department to deliver on strategic goals	<ul style="list-style-type: none"> Provision Human Resource Administration and employment practices 	<p>Internal</p> <p>All employees</p> <p>External</p> <p>General public</p>	<p>Centralised:</p> <p>At Head Office through:</p> <ul style="list-style-type: none"> Recruitment and selection Implementation of service benefits Management of establishment Administer employee records Development and review policies <p>Decentralisation</p> <p>N/A</p>	<p>Advantages</p> <ul style="list-style-type: none"> Right staff with right skill sourced Improve performance Maintained Persal <p>Disadvantages</p> <ul style="list-style-type: none"> Delay in capturing due to unstable network Delay in filing vacant post <p>Risk and Assumption</p> <ul style="list-style-type: none"> Disclosure of personnel information Delay in submission of leave application <p>ICT</p> <ul style="list-style-type: none"> Persal system 	<p>Status quo</p> <p>Implementation of succession planning</p>

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						<ul style="list-style-type: none"> Submission of application of employment 	
	Public Service Regulations 2016 Chapter 4 (Part 5) 71(2), 72, 73 Performance Management		Implementation of performance management system	<p><u>Internal</u> All employees</p> <p><u>External</u> General public</p>	<p><u>Centralised:</u> At Head Office through:</p> <ul style="list-style-type: none"> Coordination of Performance agreement Manage and coordinate Annual and Bi-annual assessment Coordinate submission of quarterly assessments and confirmation of probation <p><u>Decentralisation</u> N/A</p>	<p><u>Advantage</u> All performance agreement captured on the system</p> <p><u>Disadvantage</u> Non submission of performance agreements/assessments</p> <p><u>Risk and assumption</u> Unstable Network</p>	
	Public Service Regulations 2016 Chapter 4 ((Part 6) 74(2), 76, 77 Institutional arrangements regarding		Promotion of optimal development of Human resources in the Department	<p><u>Internal</u> All employees</p> <p><u>External</u> Non</p>	<p><u>Centralised:</u> At Head Office through:</p> <ul style="list-style-type: none"> Solicit training needs 	<p><u>Advantages</u></p> <ul style="list-style-type: none"> Trained competent personnel Improved performance 	<p><u>Status quo</u> Training to be informed by Performance assessment and personal</p>

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Labour Relations Act No.66 of 1995	education, training, and development		Provision of Technical support in labour relations matters	<p><u>Internal</u> All employees</p> <p><u>External</u> N/A</p>	<ul style="list-style-type: none"> • Coordination of training • Implementation of bursaries • Implementation of Learnership and internship training • Implementation of induction programme <p>Decentralisation N/A</p>	<p><u>Disadvantages</u></p> <ul style="list-style-type: none"> • Nonattendance/ dedication of training interventions • Non return on investment <p><u>Risk and assumption</u></p> <ul style="list-style-type: none"> • Under utilisation of budget • Official will be trained in line with WSP 	development plan
Labour Relations Act, Chapter II freedom of association and general protection. chapter VII dispute resolution Chapter VIII unfair dismissal and unfair labour practice			Provision of Technical support in labour relations matters	<p><u>Internal</u> All employees</p> <p><u>External</u> N/A</p>	<p><u>Centralised</u> At Head Office- through:</p> <ul style="list-style-type: none"> • Implementation and applications of employee relations policies and collective agreement • Advice on grievance and processes • Disciplinary hearing 	<p><u>Advantages</u></p> <ul style="list-style-type: none"> • Reduction of grievance and misconduct cases <p><u>Disadvantages</u></p> <ul style="list-style-type: none"> • Failure by management/ supervisors to acknowledge labour relations activities as their responsibility 	<p><u>Status quo</u> Training of managers and other officials on the management of grievance and disciplinary cases</p>

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<ul style="list-style-type: none"> Occupational Health and Safety Act as amended. (OHSA) 	Public Service Regulations 2016 Chapter 4 (Part 3) (Regulation 53,54,55, working environment)		Provision of Employee Health & Wellness services	<u>Internal</u> All employees <u>External</u> N/A	<ul style="list-style-type: none"> Training advocacy and information dissemination to managers officials <p>Decentralisation</p> <p>N/A</p>	<p><u>Risks</u> _____ and</p> <p><u>Assumptions:</u></p> <ul style="list-style-type: none"> Noncompliance to stipulated time frame for dealing misconduct /disciplinary process Delay in taking Decision Cases will be resolved within stipulated time frame <p><u>Advantages</u></p> <ul style="list-style-type: none"> Improved productivity Staff morale enhanced <p><u>Disadvantages</u></p> <ul style="list-style-type: none"> Unconducive working environment <p><u>Risks</u> _____ and</p> <p><u>Assumptions:</u></p> <ul style="list-style-type: none"> Noncompliance to health and safety issue 	<p><u>Status quo</u></p> <p>Improve working environment</p>

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<ul style="list-style-type: none"> • Constitution • State Attorney Act 56 of 1957 • The Promotion of Administrative Justice Act (PAJA) • Protection of Personal Information Act (POPIA) No. 4 of 2013 - • The Promotion of Access to Information Act 2 of 2000, (PAIA) 	<p>The Promotion of Administrative Justice Act (PAJA), Reasonable and procedurally fair administrative action, as well as the right to written reasons.</p> <p>The Protection of Personal Information Act (POPIA) No. 4 of 2013, gives effect to the constitutional right to privacy, by safeguarding personal information when processed by a responsible party</p> <p>Provides that everyone has the right to access</p>		<ul style="list-style-type: none"> • Provision of legal advisory services • Manage litigation 	<p><u>Internal</u> All employees</p> <p><u>External</u> N/A</p>	<p><u>Centralised</u> At Head Office through:</p> <ul style="list-style-type: none"> • Drafting of contracts • Representation of department on court orders • Consultation sessions <p>Decentralisation N/A</p>	<p><u>Advantages</u> Sounds contracts</p> <p><u>Disadvantages</u></p> <ul style="list-style-type: none"> • Noncompliance to legal prescripts / advice <p><u>Risks</u> and <u>Assumptions:</u> Court orders</p>	<p><u>Status quo</u> Awareness on legal aspects</p>

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Communication Handbook (GCIS) Information and System	information held by the State <ul style="list-style-type: none"> Communication Handbook (GCIS) Chapter 3, Development of communication strategy 		Provision of communication and marketing services	<p><u>Internal</u> All employees</p> <p><u>External</u> N/A</p>	<p><u>Centralised</u> At Head Office through:</p> <ul style="list-style-type: none"> Branding and marketing, content Publication and design Development/r eview of communication strategy <p><u>Decentralisation</u> N/A</p>	<p><u>Advantages</u></p> <ul style="list-style-type: none"> Media coverage Consistent messages <p><u>Disadvantages:</u> Possibility of misinterpretation</p> <p><u>Risks</u> <u>and</u> <u>Assumptions:</u></p> <ul style="list-style-type: none"> Information reaches all target audience Realisation of corporate branding 	<p><u>Status quo</u> Information shared on social media and intranet</p>
Minimum Information Security Standards (MISS)	<ul style="list-style-type: none"> Minimum Information Security Standards (MISS) Chapter ((4)(5)(8) Application on Document security, Personnel Security 		Provision of departmental physical security services	<p><u>Internal</u> All employees</p> <p><u>External</u> N/A</p>	<p><u>Centralised</u> At Head Office through:</p> <ul style="list-style-type: none"> Implementation of access card and key Inspect and attend to all non-functioning 	<p><u>Advantages</u> Security measures in place</p> <p><u>Disadvantages</u> Inadequate compliance to legislation/ prescripts</p>	<p><u>Status quo</u></p> <ul style="list-style-type: none"> Improve functionality of security system Appointment of substantive officials

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	(guidelines with respect to security vetting) and Physical Security measures				<p>security measures of personnel and service provider</p> <ul style="list-style-type: none"> • Vetting of personnel • Personnel suitability checks <p>Decentralisation</p> <p>N/A</p>	<p>Risks Assumptions</p> <ul style="list-style-type: none"> • Security Breach • Loss of asset and Information • Controlled access 	
<ul style="list-style-type: none"> • National Archives & Records Service of South Africa Act 	<p>National Archives & Records Service of South Africa Act provide for the Provincial or National Archivist to determine which records keeping system should be used by governmental bodies</p>		<p>Provision of Records Management services</p>	<p>Internal All employees</p> <p>External N/A</p>	<p>Centralised: At Head Office- through:</p> <ul style="list-style-type: none"> • Policy development/re view • Development and implementation of file plan • Filing documents/correspondence • Disposal and Archive <p>Decentralisation</p> <p>N/A</p>	<p>Advantages</p> <ul style="list-style-type: none"> • Proper records management • Easy retrieval <p>Disadvantages</p> <ul style="list-style-type: none"> • Inadequate utilization of records systems <p>Risks Assumptions</p> <ul style="list-style-type: none"> • Loss of records • Leaking of information 	<p>Status Quo</p> <p>Enforce records management systems (i.e., file plan, policy, and manuals)</p>

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Public Service Regulations 2016 Corporate Governance of information Technology Framework Information and Communication and Technology Act	Public Service Regulations 2016, Chapter 3-part (1) E(i) specifies information systems		Provisioning of ICT service desk	<u>Internal</u> All employees <u>External</u> N/A	<u>Centralised:</u> At Head Office-through: <ul style="list-style-type: none">• User connectivity /access• Back-up• Logging calls• Monitor service level agreement and implementation• Prepare quarterly report Decentralisation N/A	<u>Advantages</u> <ul style="list-style-type: none">• Enhance efficiency• Access to government online services <u>Disadvantage</u> <ul style="list-style-type: none">• Turnaround time on user call/request• Inadequate back-up <u>Risks</u> and <u>Assumptions:</u> Unstable and unreliable networks infrastructure and lack of back facilities	<u>Status quo</u> Implementation of User self-service Improve partnership with all role players
• Public Service regulations 2016 • DPME revised Framework on Strategic Plans and APP • Guidelines for Reporting on 2020 - 2025 Strategic Plans	• Public Service Regulations 2016 Chapter 3 (part 1) Regulation 25 (1) a)(b)(c)(d)(e) Preparation of the strategic plan		Coordination, and the implementation of strategic management	<u>Internal</u> All employees <u>External</u> N/A	<u>Centralised:</u> At Head Office-through: <ul style="list-style-type: none">• Strategic Planning session / Review• Institutional operational Plan• Review of POE	<u>Advantages</u> <ul style="list-style-type: none">• Ensures that the department is accountable for its own performance <u>Disadvantage</u> <ul style="list-style-type: none">• Delay of submission of information	<u>Status quo</u> Monthly progress Turnaround strategy on reporting

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<ul style="list-style-type: none"> Public Service regulations, 2016 Batho Pele Handbook and Principles 	<ul style="list-style-type: none"> Public Service Regulations 2016 Chapter 3 (part1) section 25 (2) determination of the department's organizational structure Chapter 3 (part3) regulation 36, - 38) Establishment and maintain operations management framework i.e. SDM, Service Charter, SDIP Chapter 3 (part 1) Regulation 26 Preparation and 		Provision of Organisational structure	<p><u>Internal</u> All employees</p> <p><u>External</u> N/A</p>	<ul style="list-style-type: none"> Preparation Annual performance Plan <p>Decentralisation</p> <p>N/A</p>	<p><u>Risks</u> <u>Assumptions:</u></p> <p>Non-compliance with prescripts</p>	
					<p><u>Centralised:</u></p> <p>At Head Office through:</p> <ul style="list-style-type: none"> Development /review of Service Delivery Model Contracting and Design Human resource planning Delegations Service delivery improvement plan <p>Decentralisation</p> <p>N/A</p>	<p><u>Advantages</u></p> <ul style="list-style-type: none"> Improve service delivery Enhance efficiency and effectiveness Management and Governance <p><u>Disadvantage</u></p> <p>Slow implementation of the Organisational structure</p> <p><u>Risks</u> <u>Assumptions:</u></p> <ul style="list-style-type: none"> Inadequate productivity and performance Skilled workforce 	<p><u>Status quo</u></p> <p>Implementation on and filling of posts on approved organizational structure</p>

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<ul style="list-style-type: none"> Public Service regulations, 2016 Employment Equity Act as amended Gender Strategy Integrated National Disability Strategy of Government 	<p>implementation of Human Resource Plan</p> <ul style="list-style-type: none"> Public Service Regulations 2016 Chapter 3 (part 1) Regulation 27 Development and implementation of Employment Equity Plan 		<p>Coordinate the implementation of special programmes</p>	<p><u>Internal</u> All employees</p> <p><u>External</u> N/A</p>	<p><u>Centralised:</u> At Head Office- Development/revision of Employment Equity Plan</p> <p>Workshop Training on diversity</p> <p><u>Decentralisation</u> N/A</p>	<p><u>Advantages</u></p> <ul style="list-style-type: none"> Rectification of the imbalances <p><u>Disadvantage</u> Inadequate implementation of employment equity targets.</p> <p><u>Risks</u> and <u>Assumptions:</u> Noncompliance with prescripts relating to Employment Equity.</p>	<p><u>Status quo</u> Improve appointment of women in SMS</p>
<p>National Development Policy Framework</p>	<p>National Development Policy Framework: Use of evidence-based information in developing implementable policies</p>		<p>Facilitate research and policy coordination</p>	<p><u>Internal</u> All employees</p> <p><u>External</u> N/A</p>	<p><u>Centralised:</u> At Head Office- through:</p> <ul style="list-style-type: none"> Development Policy guidelines Conduct research agenda Awareness 	<p><u>Advantages</u></p> <ul style="list-style-type: none"> Encourage continuous knowledge sharing Preserve implicit and explicit knowledge. <p><u>Disadvantage</u></p> <ul style="list-style-type: none"> Non preserve of institutional memory 	<p><u>Status quo</u> Capacitate the unit</p>

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					<ul style="list-style-type: none"> Implementation of knowledge management Resource center <p>Decentralisation</p> <p>N/A</p>	<p>Risks</p> <p>Assumptions:</p> <p>Resource center will be utilised</p>	
SUB-PROGRAMME: FINANCIAL MANAGEMENT SERVICES							
<ul style="list-style-type: none"> The Constitution of the Republic of South Africa 1996 The Public Finance Management Act No. 1 of 1999 Treasury Regulations 	<p>Chapter 13 of the Constitution</p> <p>Chapter 5 of the PFMA, part 2 of Section 38 39</p> <p>Treasury regulation</p> <p>PFMA Section 39 (2C), Application to prevent overspending of the vote or main division within the vote Section 43 and Section 40</p>	<p>Sound financial management support services to the department</p>	<p>Improve budget planning</p>	<p>Internal:</p> <p>All programmes</p> <p>External:</p> <p>Service Providers</p>	<p>Centralised:</p> <ul style="list-style-type: none"> At head office through: <ul style="list-style-type: none"> Coordination and management of budget and MTEF budget process Roll-over adjustment estimates and virements process Monitoring of revenue and expenditure <p>Decentralisation</p> <p>N/A</p>	<p>Advantages:</p> <ul style="list-style-type: none"> Proper management of financial resources Monitoring of budget deviations <p>Disadvantages:</p> <ul style="list-style-type: none"> Audit finding Misinterpretation of the law <p>Risks</p> <p>Assumptions:</p> <ul style="list-style-type: none"> Non-compliance with PFMA guidelines and Treasury Regulations Spend within the allocated Spending not in accordance with 	<p>Status Quo</p> <p>Spending in line with procurement plan</p>

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<p>PFMA Section 40(1)(a),(b),(c)(d)</p> <p>Maintenance on</p> <ul style="list-style-type: none"> • Proper records of the financial affairs of the department • Preparation and submission of financial statements for each financial year 			Provision of financial accounting services	<p><u>Internal:</u> All programmes</p> <p><u>External:</u> N/A</p>	<p><u>Centralised:</u> At Head Office- through:</p> <ul style="list-style-type: none"> • Preparation of interim and Annual Financial statement • Management of debtor and creditor accounts • Monitor departmental banking • Payment of salaries and other benefits <p>Decentralisation</p> <p>N/A</p>	<p>budget allocations/regulation</p> <p><u>Advantages</u></p> <ul style="list-style-type: none"> • Timeous payments of salaries and related matters • Credible financial statements <p><u>Disadvantages</u></p> <p>Debts recovery</p> <p><u>Risks</u> and <u>Assumptions:</u></p> <ul style="list-style-type: none"> • Non-compliance with PFMA guidelines and Treasury Regulations • Audit findings 	<p><u>Status Quo</u></p> <p>Strengthen compliance</p>
<ul style="list-style-type: none"> • Broad Based Black Economic Empowerment Act 53 of 2003 • Construction Industry 	<p>Section 217 of the Constitution</p> <p>Application on procurement of contracts for goods or services</p> <p>Broad Based Black Economic</p>		Provision of logistics	<p><u>Internal:</u> All programmes</p> <p><u>External:</u> Service Providers/ Citizens</p>	<p><u>Centralised:</u> At head office through:</p> <ul style="list-style-type: none"> • Generation of purchase order • Receipt and distribution 	<p><u>Advantages</u></p> <ul style="list-style-type: none"> • Fair bidding process • Equal business opportunities to service providers • Job creation 	<p><u>Status Quo</u></p> <p>Strengthen compliance</p>

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<ul style="list-style-type: none"> • Development Act No. 38 of 2000 • Competition Act No. 89 of 1998 	Empowerment Act 53 of 2003 Promotion of black economic empowerment				<ul style="list-style-type: none"> • Transport • Creditors payments Decentralisation N/A	<p><u>Disadvantages:</u></p> <ul style="list-style-type: none"> • Strict regulations • Highly regulated specifications make it difficult for the SMME to enter the markets <p><u>Risks and Assumptions:</u></p> <ul style="list-style-type: none"> • Non-compliance with legislative framework • Fraud and corruption 	
Government Immovable Asset Management	Government Immovable Asset Management Act No. 19 of		Provision of demand and Acquisitions	<p><u>Internal:</u> All programmes</p> <p><u>External:</u> Service Providers/ Citizens</p>	<p><u>Centralised:</u> At head office through: Acquisition office equipment's</p> <p><u>Decentralisation</u> N/A</p>	<p><u>Advantage</u> Improve service delivery</p> <p><u>Disadvantage</u> Delay in procurement process/delivery</p> <p><u>Risks and Assumptions:</u> Poor specification</p>	<p><u>Status Quo</u> Improve procurement process lead time</p>
Government Immovable Asset Management	Government Immovable Asset Management Act No. 19 of		Provision of asset management	<p><u>Internal:</u> All programmes</p>	<p><u>Centralised:</u> At head office through:</p>	<p><u>Advantage</u> Accountability Recorded assets</p>	<p><u>Status Quo</u> Improve monitoring measures</p>

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<p>Act No. 19 of 2007</p> <ul style="list-style-type: none"> • 	<p>2007 provide for a uniform framework for the management of immovable asset that is held or used by a national provincial department</p>			<p><u>External:</u> Service Providers/ Citizens</p>	<ul style="list-style-type: none"> • Preparation of asset register • Barcoding, disposing, removal and absolute assets <p>Decentralisation N/A</p>	<p><u>Disadvantage</u> Theft and loss of asset</p> <p><u>Risks</u> <u>and</u> <u>Assumptions:</u> Noncompliance to prescripts Misalignment of inventory list</p>	<p>and ensure accurate recording of asset inventory list</p>
			<p>Monitor SCM performance</p>	<p><u>Internal:</u> All programmes</p> <p><u>External:</u> Service Providers/ Citizens</p>	<p><u>Centralised:</u> At head office through:</p> <ul style="list-style-type: none"> • Monitor supplier performance • Documenting any deviation or non-performance by the supplier <p>Decentralisation N/A</p>	<p><u>Advantage</u> Increase performance Reduce lead time</p> <p><u>Disadvantage</u> <u>Risks</u> <u>and</u> <u>Assumptions:</u> Noncompliance to prescripts</p>	<p><u>Status Quo</u> Enforce Compliance to SCM process</p>

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PROGRAMME 2							
SUSTAINABLE RESOURCE MANAGEMENT							
SUB-PROGRAMME: MACRO-ECONOMIC ANALYSIS AND FISCAL POLICY OVERSIGHT							
<ul style="list-style-type: none"> The Constitution of the Republic of South Africa 1996 PFMA 1999 Treasury Regulations 	<ul style="list-style-type: none"> Chapter 13 of the Constitution Chapter 4 of the PFMA Chapter 6 of the PFMA Section 215- Provincial Budget Section 216- Treasury Control Section 217- Procurement Section 218 Government Guarantees 	Provision of high and sustainable economic growth	Improve provincial revenue estimates	Internal: Provincial Departments Public Entities External: N/A	Centralised: At head office through: <ul style="list-style-type: none"> Training Monitor the revenue collected by department Decentralisation N/A	Advantages: <ul style="list-style-type: none"> Enhance Provincial equitable share Credible own revenue budget Disadvantages: Inadequate collection of revenue Risks/assumptions: Meet revenue targets	Status quo: Maximization of own revenue sources
			Provision Provincial Socio and macro analysis	Internal: Provincial Departments Public Entities External: N/A	Centralised: At head office through: <ul style="list-style-type: none"> Analysis and interpretation of provincial, district and municipal socio- 	Advantages: Inform budget Allocation Disadvantages Spending of budget on non-prioritised services	Status quo Conduct engagement at Districts with municipalities

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					<p>socio-economic indicators</p> <ul style="list-style-type: none"> Advice on global provincial Macro - economic position of the province Conduct Research <p>Decentralisation</p> <p>N/A</p>	<p><u>Risks/assumptions:</u></p> <p>Positive impact on IDP of municipalities</p>	
SUB-PROGRAMME: BUDGET AND PUBLIC FINANCE MANAGEMENT							
<ul style="list-style-type: none"> The Constitution of the Republic of South Africa 1996 PFMA 1999 Municipal Financial Management ACT Division Of revenue ACT (DORA) Treasury Regulations 	<p>The Constitution of the Republic of South Africa 1996 Section (216) - (218)- Preparation Provincial Budget, application of Treasury Control, procurement, and Government Guarantees</p>	<p>Provision of effective budget Management and resource management</p>	<p>Tabling of Appropriation Bill</p>	<p><u>Internal:</u></p> <p>Provincial Treasury</p> <p><u>External:</u></p> <p>Provincial Departments Public Entities Provincial Legislature</p>	<p><u>Centralised:</u></p> <p>At head office through:</p> <p>Engagement Budget Preparation Consolidation of provincial budget inputs</p> <p>Decentralisation</p> <p>N/A</p>	<p><u>Advantages:</u></p> <ul style="list-style-type: none"> Credible budget Budget spent in line with APP's departmental Procurement Plans <p><u>Disadvantages:</u></p> <ul style="list-style-type: none"> Spending not in accordance with approved budget allocation 	<p><u>Status Quo</u></p> <p>Improve oversight monitoring on spending trends</p>

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<ul style="list-style-type: none"> The Constitution of the Republic of South Africa 1996 PFMA 1999 Treasury Regulations 	Chapter 3 of the PFMA, Part 1, Section 18 Preparation of the provincial budget					<p>Risks/assumptions:</p> <ul style="list-style-type: none"> Department will spend allocated budget accordingly Withholding of funds 	
<ul style="list-style-type: none"> The Constitution of the Republic of South Africa 1996 PFMA 1999 Municipal Financial Management ACT Division Of revenue ACT (DORA) Treasury Regulations 	The Constitution of the Republic of South Africa 1996 Section (215)(216)(217)(218)- Preparation Provincial Budget, application of Treasury Control, procurement and Government Guarantees		Improved integrated planning, budgeting, and monitoring	<p>Internal:</p> <p>Provincial Treasury</p> <p>External:</p> <p>Provincial Departments Public Entities Provincial Provincial Legislature</p>	<p>Centralised:</p> <p>At head office through:</p> <ul style="list-style-type: none"> Review and analyse department's spending trends Compilation of audited provincial expenditure reports 	<p>Advantage</p> <ul style="list-style-type: none"> Proper financial management <p>Disadvantages:</p> <p>Withholding of funds</p> <p>Risks/assumptions:</p> <p>Spending not in accordance with approved budget</p> <p>Risks/assumptions:</p> <p>Noncompliance to prescripts</p>	<p>Status Quo</p> <p>Strengthen compliance and monitoring</p>
	Chapter 3 of the PFMA, Part 1, Section 18 Preparation of the provincial budget				<p>Decentralisation</p> <p>N/A</p>		

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				Enhancement of infrastructure performance	<p>Centralised: At head office through Capacity building Site visit</p> <p>Decentralisation N/A</p>	<p>Advantage Responsive and implementable infrastructure projects</p> <p>Disadvantages Late implementation or incomplete projects</p> <p>Risks/assumptions: Realisation of integrated and spatially aligned infrastructure plans</p>	<ul style="list-style-type: none"> Strengthen oversight monitoring infrastructure delivery value chain Conduct Infrastructure re inspections
SUB-PROGRAMME MUNICIPAL FINANCIAL MANAGEMENT							
<ul style="list-style-type: none"> Constitution of the Republic of South Africa 1996 MFMA PFMA 	<p>MFMA 56 of 2003 Municipal budget and reporting regulation Municipal Supply Chain Management Regulation MCCR-regulation 5</p> <ul style="list-style-type: none"> MFMA Section 18, determination of budget 	Provide strategic financial management support to municipalities	Provision of support to improve financial management in municipalities	<p>Internal: None</p> <p>External: All 22 Municipalities</p>	<p>Centralised: At head office through:</p> <ul style="list-style-type: none"> Provision of technical support to municipalities on preparation of MTREF budget Conduct assessment on tabled MTREF budget 	<p>Advantages: Credible Financial statements Improved audit outcomes</p> <p>Disadvantages: Ineffective systems of budget, financial management and reporting at municipalities</p> <ul style="list-style-type: none"> Non-cooperation by municipalities 	<p>Status Quo Joint approach to implement municipal intervention</p>

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					<ul style="list-style-type: none"> ▪ Analyse and prepare consolidated in year monitoring report ▪ Consolidate municipalities quarterly performance ▪ Conduct capacity intervention <p>Decentralisation</p> <p>N/A</p>	<ul style="list-style-type: none"> • Unstable leadership in municipalities <p>Risks/assumptions:</p> <ul style="list-style-type: none"> • Weak governance and institutional arrangements at municipalities • Poor service delivery 	
PROGRAMME 3 ASSET AND LIABILITIES MANAGEMENT							
SUB-PROGRAMME: PROVINCIAL SUPPLY CHAIN MANAGEMENT							
<ul style="list-style-type: none"> • The Constitution of the Republic of South Africa 1996 • The Public Finance Management Act No.1 of 1999 • Treasury Regulations 	<ul style="list-style-type: none"> • Preferential procurement policy framework • PFMA Section 18 • Treasury Regulations Section 217 the Constitution on Application of procurement contracts for 	Promotion and enforcement of transparency and effective supply chain and asset management in the province	Provision of fair, equitable, transparent, competitive, and cost-effective Supply Chain Management System	<p>Internal:</p> <p>N/A</p> <p>External:</p> <p>Provincial Departments, Public Entities, and Citizens</p>	<p>Centralisation:</p> <p>At head office through:</p> <ul style="list-style-type: none"> • CSD registration, workshop • Coordinate Transversal Contracts • Monitor bids committee 	<p>Advantages:</p> <ul style="list-style-type: none"> • Fair bidding process • Equal business opportunities to service providers <p>Disadvantages</p> <ul style="list-style-type: none"> • Poor Implementation of contract management by stakeholder 	<p>Status quo</p> <p>Roll out provincial Contract Management Framework policy</p>

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Preferential procurement policy framework	goods or services				Decentralisation N/A	<ul style="list-style-type: none"> Officials in the employ of an organ of state allowed registering on CSD <p>Risks/assumptions: Awards to suppliers whose directors are in the employ of an organ of state</p> <p>Advantages Improved performance</p> <p>Disadvantages Inadequate implementation of legislation governing supply Chain Management simplifying SCM legislation</p> <p>Risks/assumptions Improve compliance to SCM process</p>	
			Provision of Supply chain Management capacity building intervention to Departments and Public Entities	<p>Internal: N/A</p> <p>External: Provincial Departments, Public Entities and Citizens</p>	<p>Centralised At head office through:</p> <ul style="list-style-type: none"> Monitoring and assessment of procurement plans Monitoring of policies and compliance SCM Forums Training on SCM policies <p>Decentralisation N/A</p> <p>At head office through:</p> <ul style="list-style-type: none"> Review Provincial 	<p>Status Quo Strengthen capacity building and compliance to SCM prescripts</p>	
<ul style="list-style-type: none"> Public Finance Management Act Municipal Financial 	Government Immovable Asset Management Act No.19 of		Provision of asset management capacity building	<p>Internal: N/A</p>	At head office through:	<p>Advantages Improved audit outcomes on the physical assets in</p>	<p>Status Quo Conduct training on the</p>

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<p>Management Act</p> <ul style="list-style-type: none"> Government immovable Asset Management Act 2007 	<p>2007 provide for a uniform framework for the management of an immovable asset that is held or used by a national or provincial department</p>			<p><u>External:</u></p> <p>Provincial Departments, Public Entities and citizens</p>	<p>Departments and Public entities asset register</p> <ul style="list-style-type: none"> Monitor asset disposal <p>Decentralisation</p> <p>N/A</p>	<p>departments and entities</p> <ul style="list-style-type: none"> Improved asset management capacity <p>Disadvantages</p> <ul style="list-style-type: none"> Noncompliance with prescripts Incomplete and inaccurate asset register Increase in theft and losses <p>Risks/assumptions</p> <ul style="list-style-type: none"> Assets not barcoded and could not be traced on the register Unfavorably audit outcomes 	<p>preparation of asset notes in financial statements</p>
PROGRAMME 4 FINANCIAL GOVERNANCE							
SUB-PROGRAMME: PROVINCIAL ACCOUNTING SERVICES							
<ul style="list-style-type: none"> Public Finance Management Act Municipal Financial Management Act 	<ul style="list-style-type: none"> Public Finance Management Act, section 18 preparation of the Provincial consolidation annual financial statements 	<p>Provision of accounting services in the provincial administration and public entities</p>	<p>Provision of advisory services, monitoring and enforcing compliance with the PFMA</p>	<p><u>Internal:</u></p> <p>N/A</p> <p>External:</p> <p>Provincial departments Public entities</p>	<p>Centralisation:</p> <p>At head office through:</p> <ul style="list-style-type: none"> Preparation of the interim Financial Statements 	<p>Advantages:</p> <ul style="list-style-type: none"> Reduction of wasteful and fruitless expenditures and irregular 	<p>Status Quo</p> <p>Intensify capacity building</p>

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<ul style="list-style-type: none"> ▪ Modified Cash Standards Accounting Manual or Departments Treasury Regulations Generally recognized accounting principles (GRAP) 					<p>(IFS) and the Annual Financial Statements</p> <ul style="list-style-type: none"> • Compile Consolidated Financial statement for all Provincial Departments • Monitor Provincial revenue fund • Review and report on the interim and financial statement <p>Decentralisation</p> <p>N/A</p>	<p><u>Disadvantages:</u></p> <ul style="list-style-type: none"> • Inadequate implementation of internal Audit & post audit action plans <p><u>Risks/assumptions</u></p> <p>Improved implementation of PAAP</p>	
<ul style="list-style-type: none"> • Constitution PFMA Treasury Regulations • The Constitution of the Republic of South Africa 1996 • PFMA 1999 ACT • Division of revenue ACT 	<ul style="list-style-type: none"> • PFMA 1999 • Treasury Regulations 		<p>Provision of support to improve financial management in Departments, Public Entities</p>	<p><u>Internal:</u></p> <p>N/A</p> <p><u>External:</u></p> <p>Provincial Departments and Public Entities</p>	<p><u>Centralisation:</u></p> <p>At head office through:</p> <ul style="list-style-type: none"> • Coordinate process of unauthorised, Irregular, Fruitless and Wasteful expenditure 	<p><u>Advantages:</u></p> <p>Reduced unauthorized, irregular, fruitless and wasteful expenditure</p> <p><u>Disadvantages:</u></p> <ul style="list-style-type: none"> • Noncompliance to prescripts • Financial statements with material findings 	<p><u>Status Quo</u></p> <p>Strengthen compliance</p>

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<p>(DORA)</p> <ul style="list-style-type: none"> • Treasury Regulations • The Constitution of the Republic of South Africa 1996 	<ul style="list-style-type: none"> • PFMA 1999 • Treasury Regulations 		Provision of Financial systems training and support in the provincial Administration	<p><u>Internal:</u></p> <p>N/A</p> <p><u>External:</u></p> <p>Provincial Departments, Public Entities and Service Providers</p>	<ul style="list-style-type: none"> • Coordinate and report progress of the post audit action plan • Capacity building interventions <p>Decentralisation</p> <p>N/A</p>	<p><u>Risks/assumptions</u></p> <p>Unqualified audit opinion</p>	
					<p><u>Centralisation:</u></p> <p>At head office through:</p> <ul style="list-style-type: none"> • Training on financial systems (BAS/PERSA L/WALKER /SCOA • Administration of user's access to the system, • Clearing individual system error • Auditing, monitoring and analysis of PERSAL 	<p><u>Advantages:</u></p> <ul style="list-style-type: none"> • Improve performance • Service providers paid on time • Department are able to monitor payment • Measures in place to cap fraudulent payment <p><u>Disadvantages</u></p> <ul style="list-style-type: none"> • Unstable network • Old IT infrastructure <p><u>Risks/assumptions</u></p> <p>Improve compliance to legislative and prescripts Delay in payment</p>	<p><u>Status Quo</u></p> <p>Improve partnership with all role players</p>

SERVICE DELIVERY MODEL

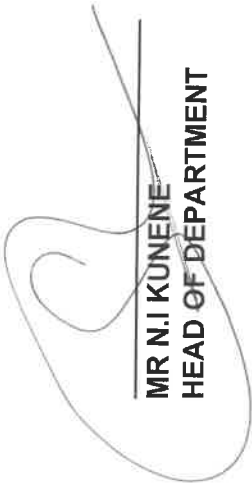
GENERAL MANDATE	B. SPECIFIC MANDATE	C. STRATEGIC OBJECTIVE	D. SERVICES	E. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS	H. AGREED SDM
					payment and report irregularities Decentralisation N/A		
SUB-PROGRAMME: PROVINCIAL RISK							
<ul style="list-style-type: none"> The Constitution of the Republic of South Africa 1996 PFMA 1999 ACT 	Public Finance Management Act, Implementation of specific prescripts pertaining to risk management <ul style="list-style-type: none"> Treasury Regulations 	Coordination and monitoring of provincial risk management	Monitor and assess the implementation of risk management processes	<u>Internal:</u> N/A <u>External:</u> Provincial departments Public entities	<u>Centralisation:</u> At Head Office thorough: <ul style="list-style-type: none"> Capacity building Quarterly report assessment One- one engagement Decentralisation N/A	<u>Advantages</u> <ul style="list-style-type: none"> Effective and efficient implementation of risk management in the province Risk measures in place <u>Disadvantages</u> <ul style="list-style-type: none"> Noncompliance to prescript <u>Risks and Assumptions:</u> <ul style="list-style-type: none"> Risk management will improve on identified public entities 	<u>Statuo quo</u> Intensify capacity building

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SUB-PROGRAMME: PROVINCIAL INTERNAL AUDIT							
<ul style="list-style-type: none"> The Constitution of the Republic of South Africa 1996 PFMA 1999 ACT 	<ul style="list-style-type: none"> PFMA 1999 ACT Treasury Regulations 2005 International Standards for the Professional Practice of Internal Auditing 	Coordination of all internal Audit activities	Improve Financial Management in Departments, Public Entities and Municipalities	<p>Internal: All programmes</p> <p>External: Provincial departments</p>	<p>Centralisation: At head Office through: <ul style="list-style-type: none"> Auditing of post audit action plan Assessing departmental risk management system Assessing in operational audit per Department. Engagements with Departments on their quarterly performance report </p> <p>Decentralisation At districts office through provision of internal Audit services to social cluster</p>	<p>Advantages</p> <ul style="list-style-type: none"> Improved governance, management internal processes Improved risk and control audit outcomes <p>Disadvantages</p> <ul style="list-style-type: none"> Lack of accountability by departments <p>Risks and Assumptions:</p> <ul style="list-style-type: none"> Non implementation of agreed upon action plans Non-compliance to Prescripts 	<p>Status Quo</p> <p>Conduct follow-up audits on the status of implementation of both internal and external audit action plans</p>

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RECOMMENDED BY:



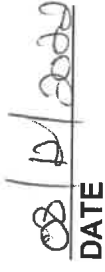
MR N.I KUNENE
HEAD OF DEPARTMENT


DATE

APPROVED BY:



Ms. M.Z ROSHO
MEC FOR FINANCE


DATE