



**provincial treasury**

**Department:**  
Provincial Treasury  
North West Provincial Government  
Republic of South Africa



# ANNUAL PERFORMANCE PLAN

2022/2023

Let's grow North West Together.

# TABLE OF CONTENTS

ITEM	PAGE
Executive Authority Statement	1-2
Accounting Officer Statement	3-4
Official Sign-Off	5
<b>PART A: OUR MANDATE</b>	<b>6</b>
1. Updates to the relevant legislative and policy mandates	6
2. Updates to Institutional Policies and Strategies	6-8
3. Updates to the Relevant Court Rulings	8
<b>PART B: OUR STRATEGIC FOCUS</b>	<b>9</b>
4. Updated Situation Analysis	9
4.1 External Environment Analysis	9-20
Linkage to 2020 State of the Province Address (SOPA)	21-22
Continuous support programmes to be implemented in the 2022/23 financial year	23
4.2 Internal Environment Analysis	24-27
<b>PART C: MEASURING OUR PERFORMANCE</b>	<b>30</b>
5. Institutional Programme Performance Information	30-61
6. Explanation of Planned Performance over the medium term period	
7. Programme Resource Considerations	
8. Updated Key Risks	
9. Public Entities	62
10. Infrastructure Projects	62
11. Public Private Partnerships	62
<b>PART D: Technical Indicator Description (TID)</b>	<b>63-78</b>
Annexures to the Annual Performance Plan	79
Departmental COVID-19 Response Plan	80-86

# EXECUTIVE AUTHORITY STATEMENT

The Provincial Treasury will continue with its mandate of sound financial management in the Province in order to positively contribute to the realisation of both national and provincial priorities. In the pursuit of clean governance, the department has embarked on the "Clean Audit" initiative to improve audit outcomes in the Provincial Administration. As was alluded by Premier when delivering his acceptance speech shortly after being sworn into office, the province has adopted an Accelerated Service Delivery Programme to respond to past and present challenges. The programme is centered on a collaborative effort by all stakeholders to deliver basic services to change the face of governance of municipalities in the province. During the same address, the Premier emphasised his promise to hit the ground running in relation to the implementation of the two priorities of service delivery and job creation. The Provincial Treasury will prioritise the implementation of these Premier's commitments during year 2022/23.

Maladministration, corruption, and poor governance continue to frustrate the good efforts initiated and implemented by our government. As one of the measures to fight corruption, the Premier during his 2022 State of the Province Address, following the publication of the Special Investigation Unit investigations report on the Personal Protective Equipment contracts, pronounced that all MECs and Accounting Officers would be expected to act on all recommendations related to disciplinary cases cited in this report before the end of March 2022.

This year marks the mid-term for the 6th administration in terms of the 2019-2024 Medium Term Strategic Framework (MTEF). This Annual Performance Plan of the department is expected to contribute to the MTSF priority of building a capable, ethical and developmental state. Over and above this, the department is required in terms of its legislative mandate to support the following National MTSF Priorities:

- Priority 1: A Capable, Ethical and Developmental State
- Priority 2: Economic Transformation and Job Creation
- Priority 3: Education, Skills and Health
- Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services
- Priority 5: Spatial Integration, Human Settlements and Local Government
- Priority 6: Social Cohesion and Safe Communities
- Priority 7: A better Africa and a Better World

As a Province we are also required to deliver on the following Provincial Priorities:

- Priority 1: Unemployment
- Priority 2: Water and Sanitation
- Priority 3: Rural roads
- Priority 4: Housing
- Priority 5: Health
- Priority 6: Crime and Corruption
- Priority 7: Education
- Priority 8: Land

The key focus of this Annual Performance Plan of the Department revolves around dealing with the following challenges, *inter alia*: -

- Deficiencies and poor governance in public entities;
- Governance and leadership challenges;
- Poor implementation of budget and financial management by the Budget and Treasury Offices (BTO's);
- Lack of consequence management;
- Non-payment to the municipality for services provided and non-payment by the municipality for services received/rendered

The implementation of this plan of the department is seen as critical in addressing the challenges highlighted above. It is also key in ensuring that the department fulfils its mandate whilst simultaneously responding to the provincial priorities as outlined. This Annual Performance Plan is therefore endorsed and as a department, we commit to its implementation.

/   
**Ms Motlalepula Rosho**  
**MEC for Finance**

# ACCOUNTING OFFICER STATEMENT

The department has an overarching responsibility to provide leadership in the management of public resources for efficient, effective and economic service delivery through well-coordinated support to provincial departments, public entities and municipalities. This Annual Performance Plan (APP) is seen as one of the most important guiding tools that would give direction to Provincial Treasury to ensure that all efforts are geared towards a common goal in order for the department to be able to fully discharge its responsibility.

Similar to other organisations and departments, Provincial Treasury has had to adapt to the new-normal way of operating that was ushered in by the outbreak of the COVID-19 pandemic. The department has had to operate under changing conditions brought on by the implementation of the government wide COVID-19 Risk Adjusted Strategy which resulted in different lockdown levels being applied as a response to the outbreak of the pandemic and its resultant waves of infection.

The department managed to mitigate the impact of the virus by adhering to the following measures:-

- Rotation of staff to limit exposure risk to contracting COVID-19;
- No visitation by external clients at offices except for critical circumstances;
- Continuation by employees to sanitize, wear masks that cover the nose and mouth and observation of social distancing;
- Contact meetings being avoided and being replaced with virtual interactions.

In line with commitments to improve governance within the Provincial Administration that the department makes as part of the implementation of this APP, Provincial Treasury will, amongst others, implement the following programmes to support municipalities in line with the implementation of the District Development Model (DDM) during 2022/23 financial year:

- Municipal Standard Chart of Accounting;
- Funded Budgets;
- Contract Management; and
- Improved Audit Outcome Training/Workshops.

The department will intensify its efforts related to the Clean Audit Initiative as part of the implementation of this APP. The clean audit strategy has already identified four departments (Arts, Culture, Sport and Recreation Economic Development, Environment, Conservation and Tourism and Social Development) which we believe have the most potential to achieve clean audits for the 2022/23.

In spite of the fact that we are experiencing COVID-19 challenges, the department will continue with the intensified implementation of the following key programmes to support the departments and public entities:

- Provision of Technical financial management support to departments and public entities to ensure compliance to the PFMA and related prescripts;
- Provision of capacity building through training, hosting of CFO's forums and workshops for departments and public entities to ensure improved audit outcomes;
- Development of Norms and Standards and cascading information from National Treasury to departments and public entities in the province;
- Offering of effective risk management services and strategies to provincial departments and public entities; and

- Provision of Transversal Internal Audit Services to all departments in the province with exception of Department of Education and Provincial Legislature.

It is now an open secret that our sphere of local government in the province has not been performing to the expected standards. This appalling state of affairs has been lamented upon by various authorities including the office of the Auditor General and we concur that serious measures need to be put in place to remedy the situation. In the effort to implement a turnaround within the local government sphere, Provincial Treasury will offer the following support programmes for municipalities:

- To provide dedicated support to all North West Province municipalities to improve financial management;
- Conduct municipal capacity building interventions (i.e contract management, mSCOA and GRAP) aimed at improving financial accounting and reporting competency of municipal BTO's officials who prepare AFS's as well as those that review them;
- Monitoring, assessing and guiding municipalities to comply with legislative requirements relating to municipal revenue financial management and sustainability; and
- Review municipalities quarterly Financial Statements with the aim of improving quality of submission of financial statement at the end of the financial year.

It is our submission that if all our intended programmes and intervention measures are implemented successfully, we might begin to see the expected change in relation to good governance in our province. As a department, we are fully committed and we will go above and beyond the call of duty to ensure that through the implementation of the current APP, we make a meaningful impact on the lives of the people across all four corners of our province.



**Mr N.I Kunene**  
Accounting Officer  
Department of Provincial Treasury



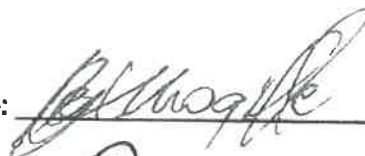
# OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Provincial Treasury under the guidance of the Honourable MEC Motlalepula Rosho
- Takes into account all the relevant policies, legislation and other mandate for which the Provincial Treasury is responsible;
- Accurately reflects the outcomes and outputs which the Provincial Treasury will endeavour to achieve over the period of 2022/23.

**Mr Gordon Letlhogile**  
**Director: Strategic Management**

Signature: \_\_\_\_\_



**Ms Matshidiso Jansen - Mwase**  
**Chief Director: Corporate Services**

Signature: \_\_\_\_\_



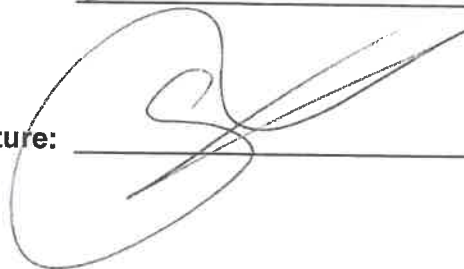
**Mr Riad Soofie**  
**Chief Financial Officer (Acting)**

Signature: \_\_\_\_\_



**Mr Ndlela Kunene**  
**Accounting Officer**

Signature: \_\_\_\_\_



**Approved by:**

**Honourable Motlalepula Rosho**  
**MEC for Finance**

Signature \_\_\_\_\_



## **PART A: MANDATE**

### **1. Updates to the relevant legislative and policy mandates**

#### **Legislative mandate**

**The department is governed by the following pieces of legislation and policy directives:**

- Public Finance Management Act, 1999 (Act No. 29 as amended)
- Municipal Financial Management Act 56 of 2003
- Treasury Regulations
- Division of Revenue Act
- Supply Chain Management Regulations (Post -Tender Board environment)
- The Constitution of South Africa, 1996
- The Public Service Act of 1994
- The Public Service Regulations of 2001
- The White Paper on the Transformation of the Public Service Delivery, (Batho Pele) 1997
- The E-Government: A Public Service IT Policy Framework
- The Promotion of Access to Information Act 2 of 2000
- The National Minimum Information Security Standard Policy of 1996
- The Skills Development Act of 1999
- The Basic Condition Of Employment of 1997
- The Labour Relations Act of 1995; and
- The Health and Safety Act of 1993

### **2. Updates to Institutional Policies and Strategies**

#### **List of current policies**

- Recruitment and Selection Policy: date of approval July 2015
- Performance Management and Development System (PMDS) Policy: date of approval March 2015
- Sexual Harassment Policy: date of approval February 2006
- Sports and Recreation Policy: date of approval April 2014
- Occupational Health and Safety Policy: date of approval December 2015
- Wellness Management Policy: date of approval October 2019
- HIV/ AIDS Workplace Policy: date of approval October 2019
- Injury on duty Policy: date of approval July 2013
- Training and development Policy: date of approval October 2019



- Learnerships Policy: date of approval October 2019
- Internships Policy: date of approval October 2019
- Internal Grievance Policy: date of approval April 2014
- Overtime Policy: date of approval March 2007
- Resettlement Policy: date of approval March 2007
- Special Leave Policy: date of approval May 2017
- Telephone Policy: date of approval July 2015
- Information, Communication and Technology Security Policy: date of approval March 2019
- Corporate Governance of Information, Communication Technology Policy: date of approval September 2017
- Risk Management Policy: date of approval April 2019
- Whistle Blowing Policy: date of approval April 2019
- Fraud Prevention Policy: date of approval April 2019
- Financial Disclosure Policy: date of approval September 2018
- Termination of Employment Policy: date of approval October 2018
- Debt Management Policy: date of approval April 2018
- Petty Cash Policy: date of approval August 2017
- Travel Card Policy : date of approval November 2015
- Tangible Asset Management Policy: date of approval March 2015
- Asset Disposal Policy: date of approval March 2015
- Loss Control Policy: date of approval September 2016
- Departmental Policy on Subsistence and Travel: August 2019
- Departmental Policy on Transport: date of approval September 2019
- Policy on Conducting Business with an organ state and remunerative work outside public service: date of approval April 2019
- Provincial Preferential Procurement Policy Framework: date of approval March 2018
- Fraud Prevention Strategy: date of approval April 2019
- Risk Management Strategy: date of approval April 2019
- Ethics Management Strategy: date of approval August 2019
- North West Provincial Revenue Enhancement Strategy: date of approval November 2018
- Procurement and Commodity Sourcing Strategy: date of approval June 2018
- Asset Management Strategy: date of approval September 2018
- Guide on Compilation of Programme/Sub-programme Quarterly Performance Reports: date of approval July 2015

- Guideline on Referral to Rehabilitation/Treatment Centre for Alcohol/Substance Abuse: date of approval February 2007
- Asset Management Procedural Manual: date of approval July 2015
- Procedure Manual: Transfers: date of approval June 2013
- Provincial Government Blueprint SCM System: date of approval November 2016
- Promotion of Access to Information Act Manual: date of approval August 2016
- Corporate Governance of Information Communication and Technology Policy Framework: date of approval March 2014
- Corporate Governance of Information Communication and Technology Service Charter: date of approval March 2014

### **3. Updates to Relevant Court Rulings**

Department of Provincial Treasury does not have any court ruling.

## **PART B: OUR STRATEGIC FOCUS**

### **4. Updated Situation Analysis**

The North West economy has for several years prior to the COVID-19 pandemic, been under-performing. The North West economic performance was sluggish in 2020. In 2020, the North West Province recorded an average annual growth of -7.9 per cent as a result of COVID-19 impact. The province is projected to rebound to 5.1 per cent in 2021 due to economic activity speed based on various sectors being reopened after lockdown-related closures. Projections further indicate that over-time, the province will stabilize at 2.2 per cent growth rate by 2025. Forecasted data shows low recovery in the economic performance during 2021 and 2022. Agriculture shows to be the projected worst declining sector over 2021 to 2022. Tourism has been on a decline since 2016 and the situation has been perpetuated by the COVID-19 pandemic. 2021 data is expected to further reflect this decline, however government stimulus packages and relaxation on travel restrictions are expected to improve the sector performance.

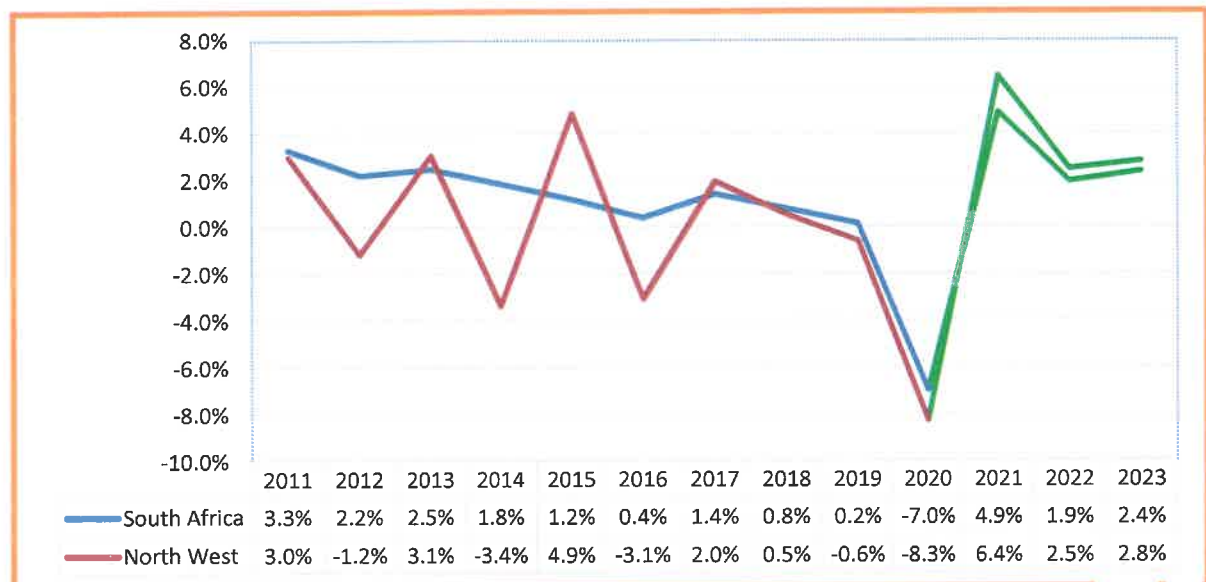
Unemployment persists to be on an increase from 27,2 per cent in 2016 to 35,7 per cent in the third quarter of 2021 and is expected to increase significantly. The largest population of unemployed in the North West Province is the youth cohort which has been increasing from 56,5% to 63,9% in 2016 and 2021, respectively. The North West total population reached 4.1 million in 2021 with population growth rate slightly decreasing from 1,6% in 2016 to 1,5%. Human Development in the province slightly increased from 0.60 to 0.63 which is insignificant from a developmental perspective. Income Inequality continued to widen from 0,61 in 2016 to 0,63 in 2020 thus demonstrating the effects of increasing unemployment in the society. The North West Province shows an increase in the number of people living in poverty (2,2 Million to 2,55 Million) for the period under review (2016-2020). It is worth noting that an increase in population coupled with contracting economy and increasing unemployment will gradually put added strain on the fiscus and will require government to increase budget allocations on social security thus compromising investment which is supposed to act as stimulus to the general economy.

#### **4.1 External Environment Analysis**

The recent report on 2021 unrest in Gauteng and KZN provinces points out to the eminent risk of political unrest and weakening social cohesion in South Africa. A continuation of such trend could pose a serious risk to the North-West province due to its economic inter-dependence amongst provinces, especially Gauteng. The COVID-19 pandemic has exacerbated the weak pre-pandemic economic conditions in the North West Province which saw the province hitting negative economic growth in 2020. The impact of the pandemic which originated from China was felt globally and forced drastic changing of human behavior around the world. To flatten the COVID-19 curve during the fast-rising infections of COVID-19 during the first half of 2020, the government placed the country under alert level 5 of the COVID-19 Risk Adjusted Strategy of Government. During that period, only operations from industries providing essential services were allowed to function, as a result tourism felt the negative impact because of restrictions on international travel and from province to province.

The deterioration of business confidence, labour disputes and increased production costs in relation to administered prices are likely to discourage investment in the province. It is however important to indicate these factors are beyond the control of the provincial administration. Despite all these, there are indications of recovery by all sectors of the provincial economy especially since the third quarter of 2020. Projections indicate that the provincial economy will

recover from the COVID-19 induced decline but will still be faced with the pre-COVID-19 challenges in the coming years as reflected by the following graph. The realization of such projection will however not happen naturally, a concerted effort from government social and economic leadership and fiscal discipline are pre-requisites to this.



**Source:** IHS Global Insight, (2020)

## Key challenges to be addressed and interventions.

Identified challenges	Remedial Actions
Lack of capacity on Impact/Outcome assessment in the province	Technical intervention in a form of formal training (qualification) be introduced
Unstable & unreliable networks infrastructure and lack of backup facilities	Constant engagements with OTP Executive Management including written submissions
Non-adherence to the IT (Information Technology) – SLA (Service Level Agreement) by OTP	Strengthened SLA Reviews between OTP and PT
Increasing (perpetual) provincial underspending, March Spikes and stopping of conditional grants allocations which impact on service delivery.	<ul style="list-style-type: none"> <li>• Presentation of in-depth report on monthly performance of core items</li> <li>• Strengthened relationship among oversight stakeholders (MEC (Member of Executive Council), AO (Accounting Officer) , EXCO (Executive Council), Legislature) to decisively enforce compliance of PFMA</li> <li>• Capacitate officials on skills relevant to execute unit's responsibilities in line with its purpose</li> <li>• Intensify visits to departments in respect of programmes and projects implemented</li> </ul>
Late submission and non-responsiveness of departments and Public Entities on compliance reports	<ul style="list-style-type: none"> <li>• The department has adopted no plan no budget approach</li> <li>• Intensifying communication of non-compliance to departments and Public entities</li> </ul>
Spending of budget on non-prioritised services	<ul style="list-style-type: none"> <li>• Consequence management – withholding of funds.</li> </ul>
Weak governance and oversight structures	<ul style="list-style-type: none"> <li>• Operationalize the MoU (Memorandum of Understanding) with COGTA (Cooperative Governance and Traditional Affairs)</li> <li>• Joint approach to implement municipal intervention.</li> </ul>
Constant requests for deviations from competitive bidding process.	<ul style="list-style-type: none"> <li>• Provincial Treasury assesses requests for deviations and disapproves when circumstances are not justifiable i.e changing of prices by suppliers after awarding of bids.</li> </ul>
Poor contract management practices	<ul style="list-style-type: none"> <li>• Roll out recently launched Provincial Contract Management Framework Policy</li> </ul>
Inadequate capacity in CFO (Chief Financial Officer) sections of Public Entities	<ul style="list-style-type: none"> <li>• Utilisation of contract workers to create employment for unemployed graduates</li> </ul>

## Demographic information

The 2020 mid-year population estimate indicates that South Africa has 59, 6 million people out of which 4.11 million are living in the North West Province. In the second quarter, about 2 million people lost jobs as the economy shrank by 51 per cent. Despite this, unemployment rate has declined from 31 per cent to 23.3 per cent between the first and second quarters of the year. The main contributor to the decline of unemployment was the effect of the enforcement of the Covid 19 regulations which resulted in the restriction of the movement of job seekers which excluded them from the unemployment statistics. As a result, the North West provincial unemployment rate was 21.6 per cent as at the end of the second quarter.

Human development index (HDI) has improved from 0.52 to 0.62 between 2007 and 2017 while the Gini Coefficient, which is used as a measure for income disparities within South Africa, has increased from 0.56 to 0.62 between 2005 and 2017 (Stats SA: 2017).

## The state of the North West Provincial Government (NWP) Institutions' performance relating to financial and non-financial management

The present demand for services and challenges that need to be addressed are that most municipalities and public entities in the Province are still experiencing unfavourable or negative audit opinions. Provincial Treasury will continue to provide support to these municipalities and public entities with reducing audit queries and ultimately achieving improved audit outcomes in these municipalities and public entities.

Below is a summary of the audit outcomes for municipalities, provincial departments and public entities for 2017/2018, 2018/2019 & 2019/2020 financial years. Source – AGSA Report

### Municipalities (without entities)

Graph 1



Municipal failures that contribute to bad audit outcomes and financial crisis are rooted in several factors, the most prevalent are:

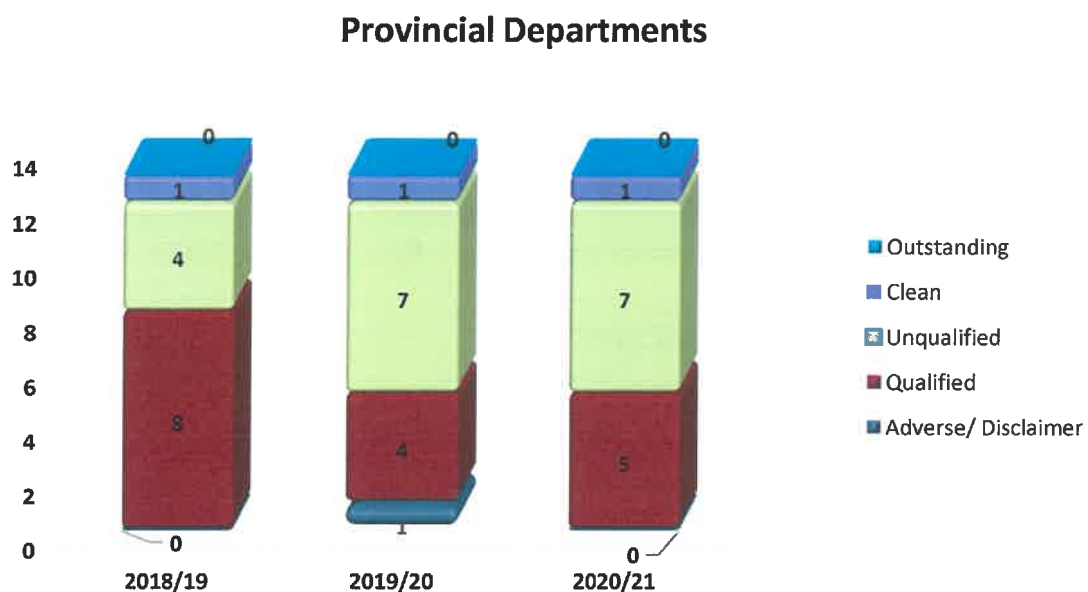
- Governance and leadership challenges
- poor implementation of budget and financial management by the BTO (Budget and Treasury Office)
- Lack of consequence Management – municipal official getting away with gross financial misconduct
- Blatant disregard of the law – non compliance with MFMA
- Culture of Non-payment for services
- Deficiencies in institutional arrangements

### Provincial Departments

The material reasons for qualification in the provincial departments are as follows:

- Irregular expenditure, Material misstatements, Non-compliance with laws and regulation
- The other areas were Prepayments and Immovable properties
- Poor contract management

Graph 2





Summary of Provincial Expenditure	Historical Analysis					
	Main Appropriation	Adjusted Budget	Budget as per Audited AFS	Expenditure as per Audited AFS	% Spent of Budget	Audited AFS (over)/under expenditure
	R'000	R'000	R'000	R'000		R'000
2014/15	31 769 791	32 413 772	32 413 772	31 839 978	98,23%	573 794
2015/16	34 224 420	34 882 645	34 882 645	34 161 582	97,93%	721 063
2016/17	36 228 772	36 589 200	36 589 200	35 972 427	98,31%	616 773
2017/18	39 081 302	39 594 294	39 594 294	38 654 375	97,63%	939 919
2018/19	41 072 114	41 902 743	41 902 743	40 869 132	97,53%	1 033 611
2019/20	44 028 547	44 470 636	44 470 636	42 864 261	96,39%	1 606 375
2020/21	46 513 494	45 117 774	45 117 774	43 951 334	97,41%	1 166 440
<b>Total</b>	<b>272 918 440</b>	<b>274 971 064</b>	<b>274 971 064</b>	<b>268 313 089</b>	<b>97,58%</b>	<b>6 657 975</b>

The total provincial main appropriations for the past seven years amounted to R272.918 billion with cumulated underspending of R6.657 billion for the same period. A relative increase in underspending is noted in the last three financial years (2018/19, 2019/20 and 2020/21).

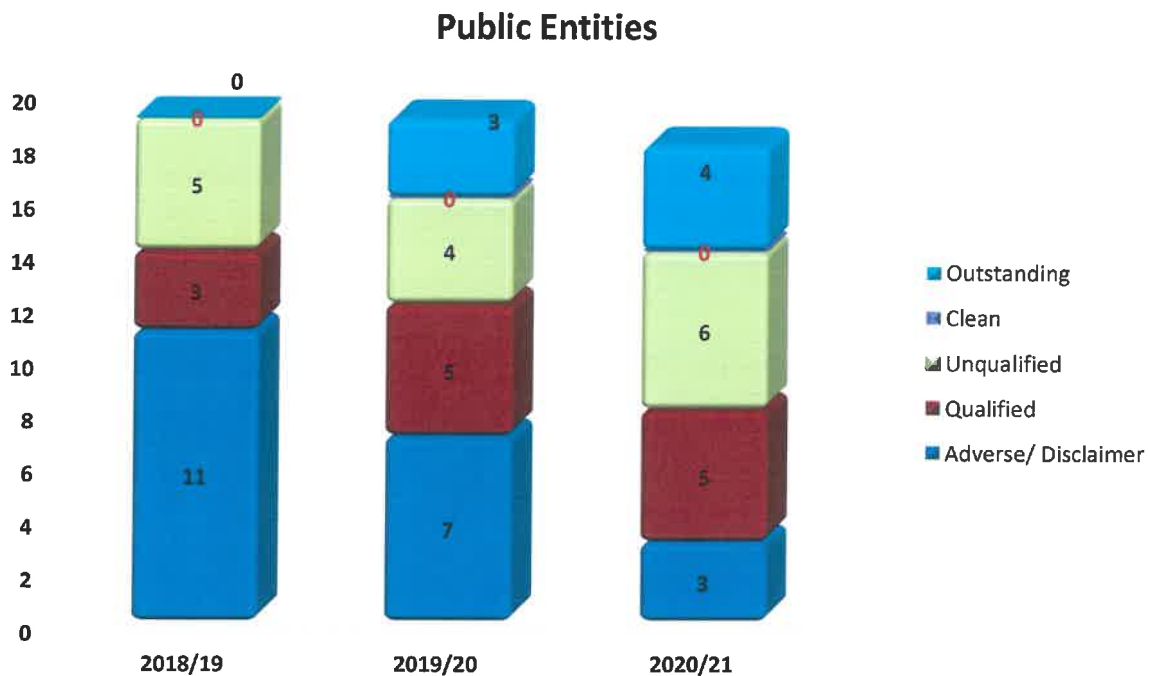
The impact of perpetual underspending on service delivery cannot be overemphasized. Poor spending performance denies the communities the right to receive the planned government services. Furthermore, the underspending of the allocated budget delays eradication of backlogs whilst compounding the cost of service delivery.

#### Public entities

The critical areas that caused negative audit outcome in the Public Entities are the following:

- Capacity challenges to improve the internal control
- Lack of governance structure such as – Risk, Internal audit, Appointed Board management
- Lack of proper accounting systems
- Irregular expenditure
- Non-compliance with laws and regulation,
- Poor contract management

Graph 3



For 2018/19 financial year, the actual revenue collected by all provincial entities amounted to R1.878 billion or 98 per cent from the adjusted appropriation of R1.915 billion. As at 31 March 2019, the total actual expenditure for public entities amounted to R1.7 billion or 89 percent from the adjusted budget of R1.932 billion, under spent by R212 million.

During the 2019/20 financial year, the actual revenue collected by all provincial entities amounted to R1.757 billion or 84 per cent from the adjusted appropriation of R2.098 billion. As at 31 March 2020, the total actual expenditure for public entities amounted to R1.7 billion or 81 percent from the adjusted budget of R2.127 billion, under spent by R212 million.

In 2020/21 financial year, the actual revenue collected by all provincial entities amounted to R1.404 billion or 72 per cent from the adjusted appropriation of R1.942 billion, inclusive of R537 million transferred to Public entities from provincial government. As at 31 March 2021, the total actual expenditure for public entities amounted to R1.433 billion or 77 percent from the adjusted budget of R1.854 billion, resulting in an underspending of R447 million.

#### Support programmes for departments and public entities

- Conduct quarterly accounting updates on Modified Cash Standard (MCS) for Departments and GRAP updates for Public Entities;
- Improve asset management by intensifying training on Asset management for Departments and Public Entities implementing the immovable asset guide in both Departments and Public Entities;
- All CFO's to submit completed audit action plans to Office of the Provincial Accountant General and Provincial Internal Audit for review of the adequacy thereof;
- Regular meetings with Chief Financial Officers to check progress per Department and

Public Entity with respect to the Audit Action Plan;

- Provincial Internal Audit to design and provide concept compliance checklists and compliance framework model to all participants in the workshop for implementation in order to improve audit outcomes and to assist departments to monitor compliance with laws and regulations on a timely and continuous basis;
- Offer support to Departments and Public Entities to improve the quality of reporting on Performance Information with emphasis on accuracy, reliability and usefulness of the information reported in the Portfolio of Evidence.

### Support programmes for municipalities

PROJECT	ROLL OUT PLAN	TARGETED MUNICIPALITIES
Contract Management	<p>Services providers were appointed through the tender process. The project commenced in April 2019 and will be implemented in phases as follows:</p> <p>Phase I: Identification of potential contracts</p> <p>Phase II: Creating and populating contract registers</p> <p>Phase III: Contract management training and Support</p>	<ul style="list-style-type: none"> <li>• Moretele LM</li> <li>• JB Marks LM</li> <li>• Mahikeng LM</li> <li>• Maquassi LM</li> <li>• Lekwa-Teemane LM</li> <li>• Tswaing LM</li> <li>• Bojanala LM</li> <li>• Rustenburg LM</li> <li>• Ditsobotla LM</li> <li>• Ramotshere Moiloa LM</li> <li>• Kagisano Molopo LM</li> <li>• Naledi LM</li> <li>• Moses Kotane LM</li> <li>• City of Matlosana LM</li> <li>• Kgetleng LM</li> <li>• Greater Taung LM</li> <li>• Mamusa LM</li> <li>• Madibeng LM</li> <li>• Dr KK DM</li> <li>• Dr RSM DM</li> <li>• Ngaka Modiri DM</li> <li>• Ratlou LM</li> </ul>

PROJECT	ROLL OUT PLAN	MUNICIPALITIES SUPPORTED
mSCOA GRAP Aligned Financial Management and Reporting	<p>A panel of service providers was appointed for three years to provide support to municipalities in financial accounting and reporting on GRAP on an "as and when needed basis" for three years.</p> <p>The current panel appointments will end on 23<sup>rd</sup> April 2022.</p>	<ul style="list-style-type: none"> <li>• Naledi LM</li> <li>• Ditsobotla LM</li> <li>• Ramotshere LM</li> <li>• Maquassi Hills LM</li> <li>• Kgetleng Rivier LM</li> <li>• Lekwa Teemane LM</li> <li>• Bojanala DM</li> <li>• Mamusa LM</li> <li>• Greater Taung LM</li> <li>•</li> </ul>
	Two service providers have been appointed to provide technical assistance to municipalities	<ul style="list-style-type: none"> <li>• Tswaing LM</li> <li>• Naledi LM</li> </ul>

PROJECT	ROLL OUT PLAN	MUNICIPALITIES SUPPORTED
Resolution of Financial Problems at Municipalities (MFRS)	<p>on resolution of financial problems in line with chapter 13 of the MFMA for a period of three (3) years.</p> <p>Approval is currently being sought from the Accounting Officer to supplement the two appointed service providers through re-advertisement of the bid on the basis that the two appointed bidders will be insufficient to meet the needs/objectives of the MFMA unit.</p>	<ul style="list-style-type: none"> <li>Ramotshere LM</li> <li>Lekwa Teemane LM</li> <li>Madibeng LM</li> <li>Dr RSM DM</li> <li>Maquassi Hills LM</li> <li>Naledi LM</li> <li>Ramotshere Moiloa LM</li> <li>Kgetleng Rivier LM</li> <li>Ditsobotla LM</li> <li>City of Matlosana</li> </ul>
BTO Capacity - Support	This support is being provided internally by MFM officials	<ul style="list-style-type: none"> <li>Mamusa LM</li> <li>Ramotshere Moiloa LM <ul style="list-style-type: none"> <li>Dr Ruth Segomotsi DM</li> </ul> </li> </ul>
Capacity Building initiatives	The training was provided by a service provider appointed on the panel of service providers for financial accounting and reporting on GRAP	<ul style="list-style-type: none"> <li>Moretele LM</li> <li>JB Marks LM</li> <li>Mahikeng LM</li> <li>Maquassi LM</li> <li>Ratlou LM</li> <li>Tswaing LM</li> <li>Bojanala LM</li> <li>Rustenburg LM</li> <li>Ditsobotla LM</li> <li>Ramotshere Moiloa LM</li> <li>Kagisano Molopo LM</li> <li>Naledi LM</li> <li>Moses Kotane LM</li> <li>City of Matlosana LM</li> <li>Kgetleng LM</li> <li>Greater Taung LM</li> <li>Mamusa LM</li> <li>Madibeng LM</li> <li>Dr KK DM</li> <li>Dr RSM DM</li> <li>Ngaka Modiri DM</li> </ul>

### Opportunities and Threat Analysis

Opportunities	Threats
<ul style="list-style-type: none"> <li>Support from National Treasury</li> <li>Strategic partnerships (ie. StatsSA, Reserve Bank, FFC (Financial and Fiscal Commission) etc).</li> <li>The implementation of the District Model for MFMA may focus assistance more specifically and to the benefit of municipalities</li> <li>MOU between PT and COGTA to enhance oversight over municipalities</li> <li>Implementation of Budget reforms</li> </ul>	<ul style="list-style-type: none"> <li>Underperforming economy exacerbated by the curtailment of operations caused by the COVID-19 pandemic.</li> <li>Unwillingness of departments, municipalities, entities to take part in interventions and ensure the success thereof</li> <li>Governance instabilities within municipalities and Public Entities</li> <li>Lack of consequence management in the municipalities and Public Entities</li> </ul>

<ul style="list-style-type: none"> <li>• Reliance on Information Technology to provide more effective and safer working platforms in light of COVID-19 pandemic</li> <li>• Cascade the financial disclosure framework to other officials in the Department</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate capacity (minimum competency requirements) in municipalities and Public Entities</li> <li>• Late approval of allocations impacting on quality and timeous consolidation of budget</li> <li>• Sub-standard submissions from departments</li> <li>• Unreliable servers/network</li> <li>• Continued inefficiencies, waste, corruption and mismanagement directly weaken service delivery</li> <li>• Loss of key personnel due to the pandemic</li> <li>• Delayed service delivery due to some official not having mobile tools of trade, e.g. laptops and cellphones;</li> <li>• Office inaccessibility should the presence of COVID-19 be detected</li> <li>• Loss of key personnel through poaching and normal attrition.</li> </ul>
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## Organizational Environment

The Provincial Treasury operates under 4 programmes as stated in the National Treasury Budget and Programme Structure as follows: -

- Programme 1: Administration
- Programme 2: Sustainable Resource Management
- Programme 3: Assets and Liabilities
- Programme 4: Financial Governance

The implementation of the organisational structure which was approved in June 2018 commenced with effect from the 1<sup>st</sup> August 2018. Subsequent to that, the Inter-Ministerial Task Team (IMTT) through implementation of Section 100 of the constitution in the North West Province, recommended the strengthening of capacity within Municipalities and Provincial Supply Chain Management.

The above triggered the review of the structure for both Chief Directorate: Municipal Financial Management and Chief Directorate: Provincial Supply Chain Management (PSCM). The organisational structure approved in June 2018, made provision for only two districts whereby one district comprised of two districts (i.e. Ngaka Modiri Molema & Dr Ruth Segomotsi Mompati and Bojanala & Dr Kenneth Kaunda) at the Chief Directorate: MFM and IMTT recommended the creation of four stand-alone districts to enhance service delivery at the municipalities.

The Chief Directorate: PSCM Structure did not cater for Supply Chain Management Information Communication Technology (ICT) systems, the functions were performed on ad-hoc basis therefore the newly created sub-directorate: Information and Communication Technology will ensure compliance with new reforms developed by National Treasury.

The aforementioned confirms that the changes affected only these two chief Directorates and not the whole organisational structure. The organisational structure which incorporates the changes as recommended by IMTT was approved on the 23 November 2019 by the MEC and the Department is currently in the implementation process. The new structure makes provision for 651 Posts.

While the Department was in a process of fast-tracking filling of posts to the approved organizational structure, we were shocked to learn that coronavirus is a reality and is in our shores. Currently the infection rate is skyrocketing as South Africa is on the top 10 of the hard-hit economies. The negative impact of covid-19 will be felt for years to come.

As a response to COVID-19 pandemic, the department has put the following measures in place:

- Thorough cleaning of work premises including the regional office in Rustenburg and deep cleaning of the ablution facilities.
- The staff is being provided with sanitizers, masks and gloves.
- There is adequate supply of cleaning material and cleaning takes place every day before work commences.
- There are physical distance markers in the form of cones to maintain social distancing as a preventative measure of transmission of COVID-19 and social distancing stickers placed at all boardrooms.
- Protocols have been developed for shared office equipment and amenities such as boardrooms, kitchens and photocopiers and notices placed accordingly next to such equipments.
- A register containing the details of all employees, visitors and service providers entering the workplace is administered daily and kept as part of the health screening of staff and contact tracing in case of any positive cases of COVID-19. Staff doing the Covid -19 health screening is provided with the necessary Personal Protective Equipment (PPE) including face shield visors and are led by a Professional Nurse.
- Currently meetings/ gatherings are held virtually.

### **Stakeholder Engagement**

Relevant stakeholders were previously engaged, due to eruption of Corona virus and its impacts as a department we are compelled to adhere to health protocols to avoid the spread of the infections. Hence the engagements have been suspended. As soon as the country experiences disappearance of corona virus or major decline of the virus the engagements will unfold.

The following are Provincial Treasury's common or usual Stakeholders whenever the departmental formulates annual performance plan and strategic plan:-

Department of Cooperative Governance, Human Settlement and Traditional Affairs (COGTA)  
South African Local Government Association (SALGA)  
North West University (NWU)  
National Treasury (NT)  
Office of the Premier (OTP)  
Department of Public Works and Roads (DPWR)  
Department of Arts, Culture, Sports and Recreation (DACSR)  
Department of Economic Development, Environment and Tourism (DEDET)  
Banking Institutions,  
Financial and Fiscal Commission,



Human Sciences Research Council (HSRC),  
South African Revenue Services (SARS),  
Department of Planning, Monitoring and Evaluation (DPME),  
Provincial Legislature, *inter alia*.



## Linkage to 2022 State of the Nation and Province Address (SONA & SOPA)

The following table shows the linkage between SONNA, SOPA and Provincial Treasury's action plans:

No	2022 SONA Pronouncements	2022 SOPA Pronouncements	Departmental Action Plans
1.	The red tape will identify priority reforms for the year ahead, including mechanisms to ensure government departments pay suppliers within the required 30 days. (pg. 7)	-	The pronouncement is linked to the departmental output indicator on “% of valid invoices paid within 30 days” under Financial Management.
2.	The Department of Higher Education and Training will place 10,000 unemployed TVET graduates in workplaces from April 2022. (pg. 11)	-	Provision of work experience/opportunities for unemployed graduates and learners.
3.	The fight against corruption will take on a new intensity thanks to the outcomes of the State Capture Commission, the strengthening of law enforcement agencies and implementation of new anti-corruption practices in the public services. (pg. 14)	Part 1 of these reports contain serious allegations of corruption and wrong doing related to the SA Express contract issued by the North West Provincial Government. I wish to state upfront that we take the findings contained in Part 1 of the report very seriously, and have directed both the affected Department and the Provincial Treasury to prepare a plan to be adopted by the Executive Council, on how to implement the commission's findings and recommendations. (pg 14).	A plan to be prepared on the implementation of the state capturer report recommendations.
4.	We will soon be finalising a framework for the professionalisation of the public service. This will include tighter measures for recruitment of public servants, continuous professional development through the National School of Government and partnerships between state bodies professional associations and universities. (pg. 16)	-	The pronouncement is linked to the departmental output indicator on “Number of officials trained in line with Work Skills Plan” under Corporate Services which aims to promote professionalism and ethics in the workplace.
5.	Lifestyle audits are already being implemented across the public service. (pg. 16)	Following the publication of the SIU investigations report on the PPE contracts, all MECs and Accounting Officers are expected to act on all recommendations on disciplinary	Department to act on PPE contracts irregularities as and when identified  Conduct lifestyle audits.

No	2022 SONA Pronouncements	2022 SOPA Pronouncements	Departmental Action Plans
		cases cited in this report before the end of March 2022. (pg. 23)	
	This year, we will continue with the implementation of the District Development Model. (pg. 16)	The department of COGTA will coordinate all municipalities to incorporate all targeted projects and programmes into "One District Plan" approach in order to give practical meaning to the DDM. (pg. 19)	<p>The following departmental programmes will be implemented in support of DDM:-</p> <ul style="list-style-type: none"> <li>• Municipal Standard Chart of Accounting (MSCOA)</li> <li>• Funded Budgets</li> <li>• Contract Management</li> <li>• Improved Audit Outcome Training/ Workshops</li> </ul>
6.	-	We will accelerate the development and implementation of revenue enhancement strategies in all municipalities. (pg 22).	The pronouncement is linked to the departmental output indication on "Total own revenue collected" under Macro-Economics.
7.	-	<p>In supporting our efforts for clean government, we have launched the "Clean Audit" initiative coordinated by Provincial Treasury to improve audit outcomes. (pg. 23)</p> <p>The clean audit strategy has already identified four departments (Arts, Culture, Sports and Recreation; Economic Development, Environment, Conservation and Tourism; Social Development and North West Provincial Legislature) which we believe have the most potential to achieve clean audits in the next auditing cycle (pg. 24)</p> <p>A comprehensive municipal governance support framework will be communicated before the end of April 2022 in line with Section 154 of the Constitution and other enabling legislation. (pg 19).</p>	Provincial Treasury to identify additional Departments and Public Entities to be supported in order to improve their audit status in line with Clean Audit Initiatives.
8.	-		The department to provide the type of intervention and support on the framework.

## **CONTINUOUS SUPPORT PROGRAMMES TO BE IMPLEMENTED IN THE 2022/23 FINANCIAL YEAR**

### **SUPPORT TO MUNICIPALITIES**

- (SONA 2022)The department of COGTA will coordinate all municipalities to incorporate all targeted projects and programmes into “One District Plan” approach in order to give practical meaning to the DDM. (pg. 19)We will accelerate the development and implementation of revenue enhancement strategies in all municipalities. (SOPA 2022).

### **THE CLEAN AUDIT INITIATIVE**

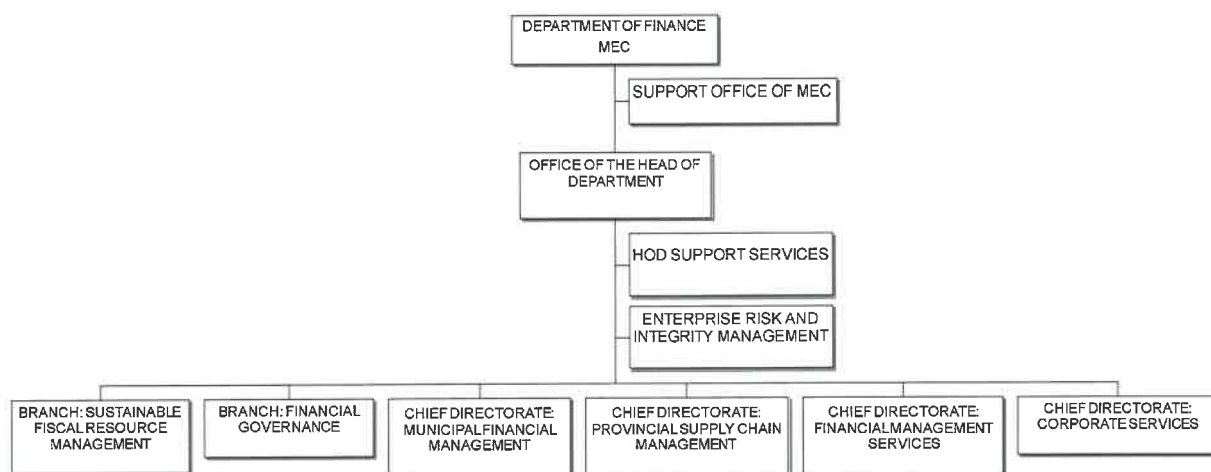
- In supporting our efforts for clean government, we have launched the “Clean Audit” initiative coordinated by Provincial Treasury to improve audit outcomes. (SOPA 2022).
- The clean audit strategy has already identified four departments (Arts, Culture, Sports and Recreation; Economic Development, Environment, Conservation and Tourism; Social Development and North West Provincial Legislature) which we believe have the most potential to achieve clean audits in the next auditing cycle (SOPA 2022).
- A comprehensive municipal governance support framework will be communicated before the end of April 2022 in line with Section 154 of the Constitution and other enabling legislation. (SOPA 2022).

### **LIFESTYLE AUDITS**

- The process of lifestyle audit is being embarked upon by the department (SOPA 2022).

## 4.2 Internal Environment Analysis

### (a) Macro organogram



### (b) The status of the institution regarding compliance with the BBBEE Act

The following table has been completed in accordance with the compliance to the BBBEE requirements of the BBBEE Act of 2013 and as determined by the Department of Trade and Industry.

Has the Department / Public Entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:		
Criteria	Response Yes / No	Discussion (include a discussion on your response and indicate what measures have been taken to comply)
Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law?	N/A	This criteria does not apply to Provincial Treasury as our mandate is to provide leadership in the management of public resources for efficient, effective and economic service delivery through well-coordinated support to Provincial Departments, Public Entities and Municipalities.
Developing and implementing a preferential procurement policy?	Yes	The Department has an approved commodity sourcing strategy and also utilizes the Preferential Procurement Regulations 2017.
Determining qualification criteria for the sale of state-owned enterprises?	N/A	This criteria does not apply to Provincial Treasury as our mandate is to provide leadership in the management of public resources for efficient, effective and economic service delivery through well-coordinated

Has the Department / Public Entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:		
Criteria	Response Yes / No	Discussion <i>(include a discussion on your response and indicate what measures have been taken to comply)</i>
		support to Provincial Departments, Public Entities and Municipalities.
Developing criteria for entering into partnerships with the private sector?	N/A	The Department does not have any current partnerships with the private sector.
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment?	N/A	This criteria does not apply to Provincial Treasury as our mandate is to provide leadership in the management of public resources for efficient, effective and economic service delivery through well-coordinated support to Provincial Departments, Public Entities and Municipalities.

**(c) The status of the institution regarding women, youth and people with disabilities**

Department equity and the mainstreaming of gender, youth and disability consideration across all sector policies, programmes services and human resource practices is being integrated into performance agreements of Head of Department. The Departmental commitment towards social and transformation issues is attended to by the specialized unit dedicating efforts to gender, youth and people with disabilities by ensuring compliance with legislative prescripts through policy development, training, awareness raising and monitoring and evaluation.

As at January 2022, Senior management (SMS) remain at 48% females and 52% males. Middle management (level 10 – 12) women represent 51.3%.

Employment of youth is at 27% i.e. 143 in the staff compliment of 528 excluding those on internship and learnership and people with disabilities dropped to 2.6% i.e. 14 persons with disabilities in the staff complement of 528 as at end January 2022.

•Appointment of female SMS and youth remains a priority and will be targeted in the next round of recruitment of SMS posts.

**(d) Internal challenges and remedial actions**

Identified challenges	Remedial Actions
Increased security breaches	<ul style="list-style-type: none"> <li>Intensified security measures: Biometric and physical security</li> <li>Cleaning of offices in presence of office occupants</li> </ul>

Identified challenges	Remedial Actions
Capacity within MFM ( Specialized Skills)	<ul style="list-style-type: none"> <li>• Implementation of the new approved structure</li> </ul>
Inadequate/Congested office Space	<ul style="list-style-type: none"> <li>• Implement work-from-home arrangements</li> <li>• Implement flexi-working hours</li> <li>• Staff rotation</li> <li>• DPWR to find alternative office</li> <li>• accommodation as a matter of urgency</li> </ul>
Non-compliance with asset management policies and procedures	<ul style="list-style-type: none"> <li>• Asset management circulars and presentations</li> <li>• Internal workshops with limited capacity and</li> <li>• strict social distancing measures</li> </ul>
Inadequate office Space leading to inadequate social distancing	<ul style="list-style-type: none"> <li>• Development of Standard Operating Procedures on: <ul style="list-style-type: none"> <li>i) Remote working (including replacement of desktops with laptops)</li> <li>ii) Staggered workplace presence and flexi hours</li> </ul> </li> <li>• Draft urgent submission to Office of The Premier (GITO) on the Department's Microsoft 365 needs.</li> <li>• Explore use of electronic system for routine submissions (S&amp;T, Leave, Routine reports etc.)</li> <li>• Engage Office of the Premier and Public Works to reduce the number of registration stations.</li> <li>• Explore paperless registration at the workplace.</li> <li>• Placement of social distancing markers at registration stations and places where officials will ordinarily queue.</li> <li>• Procurement of PPE (e.g. face shields) for officials with high exposure to COVID-19.</li> </ul>
Inadequate network infrastructure	<ul style="list-style-type: none"> <li>• Improvement of the network infrastructure</li> </ul>

### (e) Capacity in terms of audit and financial management

The North West provincial Government has adopted Provincial Internal Audit as a shared service/model which is allocated a different departments/ cluster with exception of North West Provincial Legislature and Department of Education.

Provincial Treasury has got requisite skills within its workforce to support departments, public entities and municipalities.



## Strengths and Weaknesses analysis

Strengths	Weaknesses
<ul style="list-style-type: none"><li>• Professional skilled staff</li><li>• Good corporate image and culture</li><li>• Experienced staff and well established work processes</li><li>• Approved departmental organizational structure to strengthen the capacity</li><li>• Staff compliment with requisite skills and experience in the field of work</li><li>• Working relations with external and internal clients</li><li>• Aggressive awareness, circulars, presentations, and standard operating procedures to educate staff about COVID-19 pandemic, response plans and mitigate the spread of the virus</li><li>• Re-prioritisation of funds towards implementation of necessary Personal Protective Equipment (PPE) and health and safety measures, rules and regulations dealing with the COVID-19 pandemic</li></ul>	<ul style="list-style-type: none"><li>• IT systems instability resulting in ISS, Walker and internet downtime</li><li>• Limited office space resulting in overcrowding</li><li>• Unconducive working environment</li><li>• Non-implementation of MOU between PT and COGTA to enhance oversight over municipalities</li><li>• Negative effect on productivity and staff morale should employees contract the COVID-19 virus</li><li>• No risk management information system in place.</li></ul>



## Departmental Expenditure Estimates

### Summary of payments and estimates: Provincial Treasury

Table 7.3 : Summary of payments and estimates by programme: Provincial Treasury

R thousand	Outcome			Main appropriation	Adjusted appropriation 2021/22	Revised estimate	Medium-term estimates		
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25
1. Administration	149 773	149 341	128 886	163 285	153 815	153 815	148 975	152 539	159 386
2. Sustainable Resource Management	104 447	141 044	108 342	127 052	154 717	154 717	133 247	139 220	141 699
3. Asset And Liabilities Management	48 193	47 139	40 778	56 468	50 468	50 468	57 913	58 724	61 362
4. Financial Governance	176 605	155 643	131 521	162 514	158 514	158 514	191 619	197 046	204 432
<b>Total payments and estimates</b>	<b>479 018</b>	<b>493 167</b>	<b>409 527</b>	<b>509 299</b>	<b>517 514</b>	<b>517 514</b>	<b>531 754</b>	<b>547 529</b>	<b>566 879</b>

Table 7.4 : Summary of provincial payments and estimates by economic classification: Provincial Treasury

R thousand	Outcome			Main appropriation	Adjusted appropriation 2021/22	Revised estimate	Medium-term estimates		
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25
<b>Current payments</b>	<b>473 671</b>	<b>488 458</b>	<b>402 629</b>	<b>501 082</b>	<b>508 332</b>	<b>508 260</b>	<b>523 655</b>	<b>539 062</b>	<b>558 028</b>
Compensation of employees	296 079	311 711	304 531	320 000	323 805	323 733	340 274	343 517	358 941
Goods and services	177 591	176 747	97 967	181 082	184 527	184 527	183 381	195 545	199 087
Interest and rent on land	1	-	131	-	-	-	-	-	-
<b>Transfers and subsidies to:</b>	<b>1 700</b>	<b>1 420</b>	<b>1 918</b>	<b>733</b>	<b>2 698</b>	<b>2 770</b>	<b>769</b>	<b>802</b>	<b>838</b>
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	130	170	10	-	-	-	-	-	-
Households	1 570	1 250	1 908	733	2 698	2 770	769	802	838
<b>Payments for capital assets</b>	<b>3 429</b>	<b>3 277</b>	<b>4 980</b>	<b>7 484</b>	<b>6 484</b>	<b>6 484</b>	<b>7 330</b>	<b>7 665</b>	<b>8 013</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	3 429	3 277	4 980	7 484	6 484	6 484	7 330	7 665	8 013
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>218</b>	<b>12</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total economic classification</b>	<b>479 018</b>	<b>493 167</b>	<b>409 527</b>	<b>509 299</b>	<b>517 514</b>	<b>517 514</b>	<b>531 754</b>	<b>547 529</b>	<b>566 879</b>

The departmental spending over the past financial years was R479 million in 2018/19, R493.2 million in 2019/20 and R409.5 million in 2020/21. The Departmental baseline was increased by R108 million in 2021/22 and increased by R14.2 million in 2022/23 and R15.8 million in 2023/24 and R19.4 million in the final year.

Inclusive in the baseline is the departmental bursary to officials, learnership programme, legal fees, fleet services, external audit fees, property payments and training and development. Also included is earmarked funds for MFMA Municipal Financial Management Support Programme

and Municipal Intervention, Forensic audit Unit /Life Style audit and PFMA Interventions, advertising, traveling and subsistence for outreach to speed up registration process of suppliers on the CSD system, training and development for the provincial officials, Asset Management Software, Provincial Telephone Account, building lease for Internal Audit Unit, audit committee fees, and audit fees for external.

## Part C: Measuring Our Performance

### 5. Institutional Programme Performance Information

#### Programme: Administration

**Purpose:** This programme provides human resource support, strategic management, communication and departmental financial management services.

This programme consists of the following sub-programmes:

- Office of the MEC
- Management Services (HOD)
- Enterprise Risk and Integrity Management
- Corporate Services
- Financial Management (Office of the CFO)

#### Sub-Programme: Risk Management

#### Outcome, Outputs, Output Indicators and Targets: Risk Management

			Annual Targets						
Outcome	Outputs	Output Indicators	Audited/Actual performance			Estimated performance 2021/22	MTEF Period		
			2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
Skilled, capable and ethical workforce	Financial Disclosure compliance reports produced	% submission of disclosures of financial interest for SMS	New	New	100%	100%	100%	100%	100%

#### Indicators, Annual and Quarterly Targets: Risk Management

Output Indicators	Annual Target 2022/23	Q1	Q2	Q3	Q4
% submission of disclosures of financial interest for SMS	100%	100%	N/A	N/A	N/A

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

The above mentioned output and output indicator contribute to MTSF Priority 1: A Capable, Ethical and Developmental State. The department has enough enablers to achieve the set five-year targets. Financial Disclosure – the importance of this output/indicator is to monitor compliance and to ensure that employees are not involved in an unethical conduct.

## Sub-Programme: Corporate Services

### Outcome, Outputs, Output Indicators and Targets: Corporate Services

			Annual Targets						
Outcome	Outputs	Output Indicators	Audited/Actual performance			Estimated performance 2021/22	MTEF Period		
			2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
Skilled, capable and ethical workforce	Training to departmental officials conducted	Number of officials trained in line with Work Skills Plan	New	New	75	70	70	80	80

### Indicators, Annual and Quarterly Targets: Corporate Services

Output Indicators	Annual Target 2022/23	Q1	Q2	Q3	Q4
Number of officials trained in line with Work Skills Plan	70	20	20	20	10

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

The above mentioned output and output indicator contribute to MTSF Priority 1: A Capable, Ethical and Developmental State. The department has enough enablers to achieve the set five-year targets. The agreed upon outcomes will contribute to the achievement of the departmental set impact. Work Skills Plan: the importance of the output and output indicator contributes to the departmental outcome by way of capacitating and upskilling employees in order to carry out their duties in a diligent manner.

As a response to COVID-19 pandemic, the department has put the following measures in place:

- Thorough cleaning of work premises including the regional office in Rustenburg and deep cleaning of the ablution facilities.
- The staff is being provided with sanitizers, masks and gloves.
- There is adequate supply of cleaning material and cleaning takes place every day before work commences.
- There are physical distance markers in the form of cones to maintain social distancing as a preventative measure of transmission of COVID-19 and social distancing stickers placed at all boardrooms.

- Protocols have been developed for shared office equipment and amenities such as boardrooms, kitchens and photocopiers and notices placed accordingly next to such equipments.
- A register containing the details of all employees, visitors and service providers entering the workplace is administered daily and kept as part of the health screening of staff and contact tracing in case of any positive cases of COVID-19. Staff doing the Covid -19 health screening is provided with the necessary Personal Protective Equipment (PPE) including face shield visors and are led by a Professional Nurse.
- Currently meetings/ gatherings are held virtually.

## Sub-Programme: Financial Management (CFO)

### Outcome, Outputs, Output Indicators and Targets: Financial Management (CFO)

			Annual Targets						
Outcome	Outputs	Output Indicators	Audited/Actual performance			Estimated performance 2021/22	MTEF Period		
			2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
Skilled, capable and ethical workforce	Annual financial statements produced	Number of Annual financial statements without material misstatements	1	1	1	1	1	1	1
	Suppliers paid within 30 days after receipt of valid invoices	% of valid invoices paid within 30 days	12 reports	12 reports	100%	100%	100%	100%	100%
	Procurement spend on women, youth and persons with disabilities	Number of reports on procurement spend to Women-owned businesses produced	New	New	New	New	4	4	4
		Number of reports on procurement spend to youth owned businesses produced	New	New	New	New	4	4	4
		Number of reports on procurement spend to persons	New	New	New	New	4	4	4

			Annual Targets						
Outcome	Outputs	Output Indicators	Audited/Actual performance			Estimated performance 2021/22	MTEF Period		
			2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
		with disabilities owned businesses produced							

### Indicators, Annual and Quarterly Targets: Financial Management (CFO)

Output Indicators	Annual Target 2022/23	Q1	Q2	Q3	Q4
Number of Annual financial statements without material misstatements	1	N/A	1	N/A	N/A
% of valid invoices paid within 30 days	100%	100%	100%	100%	100%
Number of reports on procurement spend to youth owned businesses produced	4	1	1	1	1
Number of reports on procurement spend to persons with disabilities owned businesses produced	4	1	1	1	1
Number of reports on procurement spend to youth owned businesses produced	4	1	1	1	1



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

The contribution of departmental outputs to achieving the intended outcome (***Skilled, capable and ethical workforce***) and impact statement (***Sound financial management in Provincial Administration for quality service delivery***) in the Strategic Plan and the institution's mandate. The outcome contributes towards clean administration and to the Department's plans to enhance the audit outcomes of the Province. The key enablers are competent human resources and continuous training and development on the financial statement standards and compliance with laws and regulations. Training of employees will contribute to achieving skilled, capable and ethical workforce. The department has enough enablers to achieve the set five-year targets. Annual financial statements without material misstatements contributes towards unqualified audit opinion.

## 7. Programme Resource Consideration

### Summary of payments and estimates

#### Programme 1 - Administration

Table 7.5 : Summary of payments and estimates by sub-programme: Programme 1: Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation 2021/22	Revised estimate	Medium-term estimates		
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25
1. Office Of The Mec	9 831	9 025	7 945	8 650	11 550	11 550	10 880	11 051	11 547
2. Management Services	6 917	8 303	8 056	30 005	9 655	9 655	9 119	10 149	10 603
3. Corporate Services	82 607	80 081	68 084	74 584	81 084	81 084	74 213	75 589	78 983
4. Financial Management (Office Of The Cio)	50 418	51 932	44 801	50 026	51 526	51 526	54 763	55 750	58 253
<b>Total payments and estimates</b>	<b>149 773</b>	<b>149 341</b>	<b>128 886</b>	<b>163 265</b>	<b>153 815</b>	<b>153 815</b>	<b>148 975</b>	<b>152 539</b>	<b>159 386</b>

Table 7.6 : Summary of payments and estimates by economic classification: Programme 1: Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation 2021/22	Revised estimate	Medium-term estimates		
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25
<b>Current payments</b>	<b>147 518</b>	<b>147 636</b>	<b>124 748</b>	<b>160 398</b>	<b>151 499</b>	<b>151 450</b>	<b>146 788</b>	<b>150 232</b>	<b>156 973</b>
Compensation of employees	99 114	105 222	102 097	101 153	110 674	110 625	102 036	102 672	107 282
Goods and services	48 403	42 414	22 520	59 245	40 825	40 825	44 752	47 560	49 691
Interest and rent on land	1	-	131	-	-	-	-	-	-
<b>Transfers and subsidies to:</b>	<b>451</b>	<b>697</b>	<b>1 185</b>	<b>205</b>	<b>419</b>	<b>468</b>	<b>215</b>	<b>224</b>	<b>234</b>
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	130	120	10	-	-	-	-	-	-
Households	321	577	1 175	205	419	468	215	224	234
<b>Payments for capital assets</b>	<b>1 609</b>	<b>1 008</b>	<b>2 953</b>	<b>2 662</b>	<b>1 897</b>	<b>1 897</b>	<b>1 972</b>	<b>2 083</b>	<b>2 179</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	1 609	1 008	2 953	2 662	1 897	1 897	1 972	2 083	2 179
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>195</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total economic classification</b>	<b>149 773</b>	<b>149 341</b>	<b>128 886</b>	<b>163 265</b>	<b>153 815</b>	<b>153 815</b>	<b>148 975</b>	<b>152 539</b>	<b>159 386</b>

The budget for programme increases from R128.9 million in 2020/21 to R153.8 million in 2021/2022 due to the new Forensic and Investigation Unit and Lifestyle Audit and it declines by R4.8 million in 2022/23 as the Forensic Unit function has been moved to Financial Governance. The increase of R10.4 million in the two outer years includes the departmental bursary to officials, learnership programme, legal fees, fleet services, Risk Management Awareness Workshops and forums, recruitment, budget speech, external audit fees, property payments and training and development.

## 8.1 Updated Key Risks

Outcome	Key Risk	Risk Mitigation
Skilled, capable and ethical workforce	Poorly managed conflict of interests.	<ol style="list-style-type: none"> <li>1. Identification of conflict of interest through Financial Disclosures for designated groups</li> <li>2. Verification and management of disclosures submitted</li> <li>3. Consequence management on incorrect or incomplete disclosures</li> <li>4. Declaration of interest across various decision-making structures (e.g. bid committees, recruitment panels etc.)</li> </ol>
	Unethical procurement practises.	<ol style="list-style-type: none"> <li>1. Implementation of policy of conducting business with an organ of state.</li> <li>2. Annual fraud risk assessment on the procurement system</li> <li>3. Independent review of SCM system by external and internal assurance providers and implementation of post audit action plans.</li> <li>4. Periodic communication of audit findings by the AGSA on employees conducting business with an organ of state (6, 9, 12 months intervals).</li> </ol>
	Non-dedication of employees on training interventions	Non-attendance will result into funds recovered from liable employees
	Non - compliance to stipulated timeframes for dealing with misconduct/disciplinary cases	Training of managers and other officials on the management of grievances and disciplinary cases
	Delayed decision making regarding implementation of outcomes of recommendations for disciplinary actions and or implementation of the outcomes of the disciplinary process	
	Failure by management/supervisors to acknowledge labour relations activities as their responsibilities	
	Leakage of information	Consequence management
	Inadequate social distancing measures.	<ul style="list-style-type: none"> <li>• Prohibition of all non-essential contact with the public.</li> <li>• Virtual meetings priority for necessary engagements.</li> </ul>
	Limited capacity to achieve planned targets and activities.	<ul style="list-style-type: none"> <li>• Cancellation and suspension of some planned activities (recruitment, training etc.)</li> </ul>

## Programme: Sustainable Resource Management

**Purpose:** The programme's aim is to provide professional advice and support on provincial economic analysis, fiscal policy and the management of annual budget process, implementation of the provincial budgets as well as monitoring and control the North West provincial expenditures.

The Programme consists of the following sub-programmes:

- Programme support
- Economic Analysis
- Fiscal Policy
- Budget Management
- Public Finance
- Infrastructure Coordination
- Municipal Finance Management (MFM)

## Sub-Programme: Budget Management, Public Finance Management and Infrastructure Coordination

### Outcome, Outputs, Output Indicators and Targets: Budget Management, Public Finance Management and Infrastructure Coordination

			Annual Targets						
Outcome	Outputs	Output Indicators	Audited/Actual performance			Estimated performance 2021/22	MTEF Period		
			2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
Improved integrated planning, budgeting and monitoring.	Appropriation Bill Tabled	Estimates of Provincial Revenue and Expenditure (EPRE)	1	1	1	1	1	1	1
	Financial performance of provincial departments and public entities monitored	Quarterly Financial assessments on provincial spending	4	4	3	4	4	4	4

## Indicators, Annual and Quarterly Targets: Budget Management, Public Finance Management and Infrastructure Coordination

Output Indicators	Annual Target 2022/23	Q1	Q2	Q3	Q4
Estimates of Provincial Revenue and Expenditure (EPRE)	1	N/A	N/A	N/A	1
Quarterly Financial assessments on provincial spending	4	1	1	1	1

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

The contribution of departmental outputs to achieving the intended outcome (***Improved integrated planning, budgeting and monitoring***) and impact statement (***Sound financial management in Provincial Administration for quality service delivery***) in the Strategic Plan and the institution's mandate. The rationale for the choice of the output is about improved budget planning and monitoring in the province. The department has enough enablers to achieve the set five-year targets. Provincial Department and Public Entities are expected to spend budget allocated to them efficiently.

## Sub-Programme: Economic Analysis and Fiscal Policy

### Outcome, Outputs, Output Indicators and Targets: Economic Analysis and Fiscal Policy

			Annual Targets						
Outcome	Outputs	Output Indicators	Audited/Actual performance			Estimated performance 2021/22	MTEF Period		
			2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
Improved integrated planning, budgeting and monitoring.	Provincial own revenue target met	Provincial own revenue collected	4	4	1.1 billion	R1.1 billion	R1.1 billion	R1.2 billion	R1.3 billion

### Indicators, Annual and Quarterly Targets: Economic Analysis and Fiscal Policy

Output Indicators	Annual Target 2022/23	Q1	Q2	Q3	Q4
Provincial own revenue collected	R1.1 billion	N/A	N/A	N/A	R1.1 billion

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

The contribution of departmental outputs to achieving the intended outcome (***Improved integrated planning, budgeting and monitoring***) and impact statement (***Sound financial management in Provincial Administration for quality service delivery***) in the Strategic Plan and the institution's mandate. The rationale for the choice of the output is about improved budget planning and monitoring. The department has enough enablers to achieve the set five-year targets. In an endeavor to augment the national equitable share to the province, department and public entities must collect enough own revenue in line with estimated target.

## Sub-Programme: Municipal Financial Management

### Outcome, Outputs, Output Indicators and Targets: Municipal Financial Management

			Annual Targets						
Outcome	Outputs	Output Indicators	Audited/Actual performance			Estimated performance 2021/22	MTEF Period		
			2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
Improved financial management in Departments, Public Entities and Municipalities	Municipal budget assessed	Number of budget assessments conducted on adopted municipal budgets	New	New	20	20	20	20	20
	Budget and Treasury officials capacitated on MFMA Reforms	Number of municipal capacity building interventions conducted	New	New	3	4	4	4	4
	Municipal financial management environment assessed	Number of assessment conducted on status of municipal internal control environment	New	New	New	New	7	7	7
	Support provided on financial management at municipalities	Number of reports on technical support provided to municipalities in-line with Section 154 of the Constitution	New	New	New	New	4	4	4
		Number of assessments done on municipalities in financial crisis	New	New	New	New	8	4	N/A



### Indicators, Annual and Quarterly Targets: Municipal Financial Management

Output Indicators	Annual Target 2022/23	Q1	Q2	Q3	Q4
Number of budget assessments conducted on adopted municipal budgets	20	N/A	20	N/A	N/A
Number of municipal capacity building interventions conducted	4	1	1	1	1
Number of assessment conducted on status of municipal internal control environment	7	3	4	N/A	N/A
Number of reports on technical support provided to municipalities in-line with Section 154 of the Constitution	4	1	1	1	1
Number of assessments done on municipalities in financial crisis	8	1	2	2	3

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

The contribution of departmental outputs to achieving the intended outcome (***Improved financial management in Departments, Public Entities and Municipalities***) and impact statement (***Sound financial management in Provincial Administration for quality service delivery***) in the Strategic Plan and the institution's mandate. The above mentioned outputs contribute to MTSF Priority 1: A Capable, Ethical and Developmental State. The department has enough enablers to achieve the set five-year targets. The situation in municipalities is dire, therefore, integrated and intensified interventions are needed in order to improve financial management and service delivery.

The following will be rolled out:

- Contract Management
- mSCOA GRAP Aligned Financial Management and Reporting
- Resolution of Financial Problems at Municipalities (MFRS)
- BTO Capacity - Support
- Capacity Building initiatives

## 7.2 Programme Resource Consideration

### Summary of payments and estimates

#### Programme 2 - Sustainable Resource Management

Table 7.8 : Summary of payments and estimates by sub-programme: Programme 2: Sustainable Resource Management

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25
1. Programme Support	-	325	1 179	2 937	44	44	2 988	3 037	3 175
2. Economic Analysis	5 979	6 373	5 738	6 807	8 200	8 200	8 426	8 540	8 924
3. Fiscal Policy	7 281	8 285	7 930	8 700	8 500	8 500	8 766	8 830	9 226
4. Budget Management	23 630	22 133	19 686	25 187	24 887	24 887	25 464	25 735	26 891
5. Public Finance	17 248	18 173	17 917	19 079	34 079	34 079	23 239	23 395	24 444
6. Municipal Finance	50 309	85 755	55 892	64 342	79 007	79 007	64 364	69 683	69 039
<b>Total payments and estimates</b>	<b>104 447</b>	<b>141 044</b>	<b>108 342</b>	<b>127 052</b>	<b>154 717</b>	<b>154 717</b>	<b>133 247</b>	<b>139 220</b>	<b>141 699</b>

Table 7.9 : Summary of payments and estimates by economic classification: Programme 2: Sustainable Resource Management

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25
<b>Current payments</b>	<b>103 533</b>	<b>139 839</b>	<b>107 261</b>	<b>125 588</b>	<b>153 198</b>	<b>153 198</b>	<b>131 711</b>	<b>137 613</b>	<b>140 020</b>
Compensation of employees	66 681	68 949	68 325	82 350	77 595	77 595	88 206	89 145	93 147
Goods and services	36 852	70 890	38 936	43 238	75 603	75 603	43 505	48 468	46 873
Interest and rent on land	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies to:</b>	<b>415</b>	<b>289</b>	<b>48</b>	<b>-</b>	<b>254</b>	<b>254</b>	<b>-</b>	<b>-</b>	<b>-</b>
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	50	-	-	-	-	-	-	-
Households	415	239	48	-	254	254	-	-	-
<b>Payments for capital assets</b>	<b>499</b>	<b>916</b>	<b>1 033</b>	<b>1 464</b>	<b>1 265</b>	<b>1 265</b>	<b>1 536</b>	<b>1 607</b>	<b>1 679</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	499	916	1 033	1 464	1 265	1 265	1 536	1 607	1 679
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total economic classification</b>	<b>104 447</b>	<b>141 044</b>	<b>108 342</b>	<b>127 052</b>	<b>154 717</b>	<b>154 717</b>	<b>133 247</b>	<b>139 220</b>	<b>141 699</b>

The projections for the programme shows an increase of R36.6 million in 2019/20 then a budget decreases of R32.7 million is realized in 2020/21 and then increases of R46.3 million in 2021/22, a decrease of R21.4 million in 2022/23 and then records a significant growth of R 8.5 million in the two outer years for Infrastructure Capacitation and MFMA Interventions.

## 8.2 Updated Key Risks

Outcome	Key Risk	Risk Mitigation
Improved integrated planning, budgeting, implementation and monitoring	Spending not in accordance with approved budget allocation.	<ul style="list-style-type: none"> <li>Monitoring and evaluation of departmental budget performance towards achieving the desired outcomes</li> <li>Intensifying communication of non-compliance to departments and Public entities</li> <li>Consequence management – withholding of funds</li> </ul>
	Non-Compliance to Legislation and policy	Enforce compliance and implement consequence management
	Possible lack of effective support by departments and municipalities	Development and implementation of effective communication strategy
Improved financial management in Departments, Public Entities and Municipalities	Ineffective systems of budget, financial management and reporting at municipalities	Implementation financial recovery plan in line with sec 139 on the MFMA
	Weak governance and institutional arrangements at municipalities.	Join implementation of municipal intervention programmes by Provincial Treasury and CoGTA
	Limited capacity to achieve planned targets and activities.	-Cancellation and suspension of some planned activities (recruitment, training etc.) -Virtual meetings priority for necessary engagements.
	-COVID-19 has got a bearing on municipal expenditure e.g water and electricity  -Municipal services demand from citizen has risen – level of dependency on municipal services has risen due to loss of income.  -Local economic activities have been negatively affected  -Pressure on provision of water and electricity  - Default on municipal tariffs payment/  - Decline in revenue  - Increase in indigent residence  -The provincial treasury's role to municipalities have been negatively affected by corona virus. As infection rate rise this	-Encourage citizens who can afford to pay for rates and taxes to do so as their income is not affected.

Outcome	Key Risk	Risk Mitigation
	<p>affects municipal operations due to office closures.</p> <p>- The negative effects caused by COVID-19 to municipalities has the same effects to the support that provincial treasury provides to municipalities.</p>	

## **Programme: Asset and Liabilities**

**Purpose:** This programme's aim is to provide policy direction on the following:

- Effective asset management in the province;
- Implementation and monitoring of Supply Chain Management (SCM) in the Province;
- Implementation and management of the Electronic Tendering System (ETS) in the Province.

Assets and Liabilities Management Programme consists of the following sub-programmes:

- Programme Support
- Asset management
- Provincial Supply Chain Management

## Outcome, Outputs, Output Indicators and Targets: Asset Management and Provincial Supply Chain Management

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance 2021/22	MTEF Period		
			2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
Fair, equitable, transparent, competitive and cost effective supply chain management system.	SCM capacity building interventions provided	Number of supply chain management (SCM) capacity building interventions provided to Departments and Public Entities	New	New	2	4	4	4	4
	SCM interventions on audit outcomes provided	Number of Departments and Public Entities supported to improve audit outcomes on SCM	New	New	6	6	6	7	7
	COVID-19 budget expenditure report prepared	Number of assessments done on departments and public entities on COVID-19 expenditure	New	New	3	4	4	4	4
	Asset management capacity building interventions provided	Number of asset management capacity building interventions provided to departments	New	5	4	4	4	4	4

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance 2021/22	MTEF Period		
			2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
		nts and Public Entities							
	Asset management interventions on audit outcomes provided	Number of Departments and Public Entities supported to improve audit outcomes on asset management	New	New	5	6	6	7	7
	Assessment of SCM compliance practices conducted on Departments and Public Entities	Number of assessments done on non-compliance by Departments and Public Entities on SCM regulation	New	New	3	4	4	4	4



## Indicators, Annual and Quarterly Targets: Asset Management and Provincial Supply Chain Management

Output indicators	Annual Target 2022/23	Q1	Q2	Q3	Q4
Number of supply chain management (SCM) capacity building interventions provided to Departments and Public Entities	4	1	1	1	1
Number of Departments and Public Entities supported to improve audit outcomes on SCM	6	N/A	N/A	3	3
Number of assessments done on departments and public entities on COVID-19 expenditure	4	1	1	1	1
Number of asset management capacity building interventions provided to departments and Public Entities	4	N/A	N/A	2	2
Number of Departments and Public Entities supported to improve audit outcomes on asset management	6	N/A	N/A	3	3
Number of assessments done on non-compliance by Departments and Public Entities on SCM regulation	4	1	1	1	1

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

The contribution of departmental outputs to achieving the intended outcome (***Fair, equitable, transparent, competitive and cost effective supply chain management system***) and impact statement (***Sound financial management in Provincial Administration for quality service delivery***) in the Strategic Plan and the institution's mandate. The above mentioned outputs contribute to MTSF Priority 1: A Capable, Ethical and Developmental State. The department has enough enablers to achieve the set five-year targets. The state of assets including asset register in departments and public entities are not in good order due to lack of capacity which will result in qualification on assets.

## 7.3 Programme resource considerations

### Summary of payments and estimates

#### Programme 3 – Asset and Liabilities Management

Table 7.11 : Summary of payments and estimates by sub-programme: Programme 3: Asset And Liabilities Management

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2018/19	2019/20	2020/21	2021/22			2022/23	2023/24	2024/25
1. Programme Support	17 881	13 570	7 193	18 377	13 377	13 377	19 524	20 083	20 985
2. Asset Management	10 576	10 243	9 054	11 569	10 569	10 569	11 734	11 893	12 427
3. Support And Interlinked Financial System	19 736	23 326	24 531	26 522	26 522	26 522	26 655	26 748	27 950
<b>Total payments and estimates</b>	<b>48 193</b>	<b>47 139</b>	<b>40 778</b>	<b>56 468</b>	<b>50 468</b>	<b>50 468</b>	<b>57 913</b>	<b>58 724</b>	<b>61 362</b>

Table 7.12 : Summary of payments and estimates by economic classification: Programme 3: Asset And Liabilities Management

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2018/19	2019/20	2020/21	2021/22			2022/23	2023/24	2024/25
<b>Current payments</b>	<b>47 744</b>	<b>46 495</b>	<b>39 977</b>	<b>54 905</b>	<b>46 898</b>	<b>46 898</b>	<b>56 273</b>	<b>57 011</b>	<b>58 572</b>
Compensation of employees	30 073	34 102	34 831	35 790	36 283	36 283	35 933	36 076	37 697
Goods and services	17 671	12 393	5 146	19 115	12 615	12 615	20 340	20 935	21 875
Interest and rent on land	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies to:</b>	<b>214</b>	<b>84</b>	<b>60</b>	<b>202</b>	<b>245</b>	<b>245</b>	<b>212</b>	<b>221</b>	<b>231</b>
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	214	84	60	202	245	245	212	221	231
<b>Payments for capital assets</b>	<b>212</b>	<b>548</b>	<b>741</b>	<b>1 361</b>	<b>1 325</b>	<b>1 325</b>	<b>1 428</b>	<b>1 492</b>	<b>1 559</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	212	548	741	1 361	1 325	1 325	1 428	1 492	1 559
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>23</b>	<b>12</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total economic classification</b>	<b>48 193</b>	<b>47 139</b>	<b>40 778</b>	<b>56 468</b>	<b>50 468</b>	<b>50 468</b>	<b>57 913</b>	<b>58 724</b>	<b>61 362</b>

The programme has realized a decline in 2019/20 outcome and a further decrease to R40.8 million in 2020/21. An increase of R10 million in 2021/22 is for outreach programmes conducted in communities with a view to capacitating the supplier(s) with the government procurement processes and training and development for the Provincial departments. There

is an increase of R11 million cumulative over the MTEF period to address payments relating to the R2.6 million for Lease of Building, R2.5 million for CIPS SCM Capacity Building Programme and R1.3 million for Asset Management Software Licenses and forum.

Embedded within the departmental procurement strategies, the Unit earmarked on outreach programmes to be conducted in communities with a view to capacitating the supplier(s) with the government procurement processes and the budget of R2.2 million set aside for advertising and R3.1 million is for traveling and subsistence for outreach to speed up registration process of suppliers on CSD system and R5 million for training and development for the provincial officials.

### 8.3 Updated Key Risks

Outcome	Key Risk	Risk Mitigation
Fair, equitable, transparent, competitive and cost effective Supply Chain Management System.	Non-compliance by stakeholders on implementation of sourcing strategy	Implementation of consequence management measures
	Poor implementation of Contract Management by Stakeholder	Implementation of consequence management measures
	Material misstatements in the asset notes in the financial statements	<ul style="list-style-type: none"> <li>Review of submitted monthly reconciliations (AR, GL, TB)</li> <li>Review of submitted asset notes for interim and annual financial statements</li> <li>Conduct training on the preparation of asset notes in the financial statements</li> </ul>
	Inadequate social distancing measures.	<ul style="list-style-type: none"> <li>Prohibition of all non-essential contact with the public.</li> <li>Virtual meetings priority for necessary engagements.</li> </ul>
	Limited capacity to achieve planned targets and activities.	<ul style="list-style-type: none"> <li>Cancellation and suspension of some planned activities (recruitment, training etc.)</li> </ul>

## Programme: Financial Governance

**Purpose:** The aim of this programme is to facilitate the implementation of financial management in Provincial Departments and Public Entities to ensure improved audit outcomes and manage the transition from modified cash to GRAP accounting in line with PFMA. It operates under 5 sub-programmes.

The Programme consists of the following sub-programmes:

- Programme support - Accountant General
- Accounting Services
- Financial Systems
- Provincial Risk Management
- Provincial Internal Audit

### Sub-Programme: Programme Support – Accountant General, Provincial Accounting Services, Financial Systems and Provincial Risk Management

#### Outcome, Outputs, Output Indicators and Targets: Support – Accountant General, Provincial Accounting Services, Financial Systems and Provincial Risk Management

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated performance 2021/22	MTEF Period		
			2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
Improved financial management in Departments, Public Entities and Municipalities	Support programmes provided to Departments and Entities	Number of capacity Building Interventions for Departments and Public Entities	4	4	9	9	9	10	11
		Number of monitoring reports on implementation of AGSA findings on the preceding financial year on departments and public entities	New	New	New	2	2	3	3
		Number of Identified departments and public entities for focused interventions on clean audits	1 Clean 4 unqualified 8 Qualified	1 Clean 4 unqualified 8 Qualified	5	6	6	6	6

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated performance 2021/22	MTEF Period		
			2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
		Number of interventions provided to governance structures in Public Entities	New	New	1	2	2	2	2
		Number of Identified public entities for focused interventions on risk management	New	New	1	2	2	2	2

**Indicators, Annual and Quarterly Targets: Programme Support – Accountant General, Provincial Accounting Services, Financial Systems and Provincial Risk Management**

Output Indicators	Annual Target 2022/23	Q1	Q2	Q3	Q4
Number of capacity Building Interventions for Departments and Public Entities	9	2	3	2	2
Number of monitoring reports on implementation of AGSA findings on the preceding financial year on departments and public entities	2	N/A	N/A	1	1
Number of Identified departments and public entities for focused interventions on clean audits	6	N/A	N/A	6	N/A
Number of interventions provided to governance structures in Public Entities	2	N/A	N/A	2	N/A
Number of Identified public entities for focused interventions on risk management	2	N/A	N/A	N/A	2

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

The contribution of departmental outputs to achieving the intended outcome (***Improved financial management in Departments, Public Entities and Municipalities***) and impact statement (***Sound financial management in Provincial Administration for quality service delivery***) in the Strategic Plan and the institution's mandate. The rationale for the choice of the output is about improving financial management accounting in the province. The department has enough enablers to achieve the set five-year targets. Audit outcomes for departments and public entities are not at an ideal stage and therefore stringent measures must be implemented to bring improvement.



## Sub-Programme: Provincial Internal Audit

**Purpose:** To manage the co-ordination of internal audit activities

### Outcome, Outputs, Output Indicators and Targets: Provincial Internal Audit

			Annual Targets						
Outcome	Outputs	Output Indicators	Audited/Actual performance			Estimated performance 2021/22	MTEF Period		
			2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
Improved financial management in Departments, Public Entities and Municipalities	Post audit action plans audited	Number of departmental post audit action plans assessed	11	11	11	11	11	11	11
	Risk management strategies audited	Number of departmental risk management systems assessed	11	11	11	11	11	11	11

### Indicators, Annual and Quarterly Targets: Provincial Internal Audit

Output Indicators	Annual Target 2022/23	Q1	Q2	Q3	Q4
Number of departmental post audit action plans assessed.	11	N/A	N/A	N/A	11
Number of departmental risk management systems assessed	11	N/A	N/A	11	N/A

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

The contribution of departmental outputs to achieving the intended outcome (**Improved financial management in Departments, Public Entities and Municipalities**) and impact statement (**Sound financial management in Provincial Administration for quality service delivery**) in the Strategic Plan and the institution's mandate. The above mentioned output contribute to MTSF Priority 1: A Capable, Ethical and Developmental State. The department has enough enablers to achieve the set five-year targets. There's reluctance from Departments to implement AGSA (Auditor General South Africa) and Provincial Internal Audit recommendations as a result audit outcomes do not improve, it is on this basis that post audit action plans need to be enforced.

**In order to improve audit outcomes the following actions that will be rolled out in the financial year:**

- Conduct quarterly accounting updates on Modified Cash Standard (MCS) for Departments and GRAP updates for Public Entities;
- Facilitate the roll out of the new National Treasury Instruction Note on irregular expenditure in Departments and Public Entities;
- Offer support to Departments and Public Entities to improve the quality of reporting on Performance Information with emphasis on accuracy, reliability and usefulness of the information reported in the Portfolio of Evidence; (POE's)
- Regular meetings with Chief Financial Officers to check progress per Department and Public Entity with respect to the Audit Action Plan;
- All CFO's to submit completed audit action plans to Office of the Provincial Accountant General and Provincial Internal Audit for review of the adequacy thereof.

## 7.4 Programme resource considerations (Will be updated once allocation from national treasury are finalized)

### Summary of payments and estimates

#### Programme 4 – Financial Governance

Table 7.14 : Summary of payments and estimates by sub-programme: Programme 4: Financial Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation 2021/22	Revised estimate	Medium-term estimates		
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25
1. Programme Support	22 286	6 374	3 326	8 343	6 343	6 343	8 653	8 945	9 346
2. Accounting Services	83 028	72 551	53 723	67 347	64 347	64 347	71 892	74 769	76 440
3. Norms And Standards	1 406	2 306	4 144	9 681	9 481	9 481	9 735	9 917	10 363
4. Risk Management	4 127	4 608	4 296	5 203	5 203	5 203	5 273	5 341	5 579
5. Provincial Internal Audit	65 758	69 804	66 032	71 940	73 140	73 140	96 066	98 074	102 704
<b>Total payments and estimates</b>	<b>176 605</b>	<b>155 643</b>	<b>131 521</b>	<b>162 514</b>	<b>158 514</b>	<b>158 514</b>	<b>191 619</b>	<b>197 046</b>	<b>204 432</b>

Table 7.15 : Summary of payments and estimates by economic classification: Programme 4: Financial Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation 2021/22	Revised estimate	Medium-term estimates		
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25
<b>Current payments</b>	<b>174 876</b>	<b>154 488</b>	<b>130 643</b>	<b>160 191</b>	<b>154 737</b>	<b>154 714</b>	<b>188 883</b>	<b>194 206</b>	<b>201 463</b>
Compensation of employees	100 211	103 438	99 278	100 707	99 253	99 230	114 099	115 624	120 815
Goods and services	74 665	51 050	31 365	58 484	55 484	55 484	74 784	78 582	80 648
Interest and rent on land	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies to:</b>	<b>620</b>	<b>350</b>	<b>625</b>	<b>326</b>	<b>1 780</b>	<b>1 803</b>	<b>342</b>	<b>357</b>	<b>373</b>
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	620	350	625	326	1 780	1 803	342	357	373
<b>Payments for capital assets</b>	<b>1 109</b>	<b>805</b>	<b>253</b>	<b>1 997</b>	<b>1 997</b>	<b>1 997</b>	<b>2 394</b>	<b>2 483</b>	<b>2 596</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	1 109	805	253	1 997	1 997	1 997	2 394	2 483	2 596
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total economic classification</b>	<b>176 605</b>	<b>155 643</b>	<b>131 521</b>	<b>162 514</b>	<b>158 514</b>	<b>158 514</b>	<b>191 619</b>	<b>197 046</b>	<b>204 432</b>

The 2020/21 budget allocation has been decreased from R155.6 million to R131.5 million. The 2021/22 budget allocation has been increased from with R158.5 million to R191.6 and further increase of R401.5 million cumulative for the two outer years. The increase in the programme is to cater for the Provincial Telephone Account, and building lease for Internal Audit Unit, audit committee fees, Audit fees for AGSA and the other increase is due to earmarked funds of R10 million for a new Unit within the programme for Forensic audit /Life Style audit and R5 million for PFMA Interventions..

## 8. Updated Key Risks

Outcome	Key Risk	Risk Mitigation
Improved financial management in Departments, Public Entities and Municipalities	Inadequate capacity in CFO sections of Public Entities	Augment with contract workers
	Unsupported ICT infrastructure leading to instability of the ICT Environment	Escalated the matter to the Office of the Premier to resolve as systems are hosted there
	Lack of co-operation by departments leading to continued incurrence of Irregular expenditure	<ul style="list-style-type: none"> <li>• Serious commitment to Implementing consequence management</li> <li>• Withhold budget for those Departments identified</li> </ul>
Improved financial management in Departments, Public Entities and Municipalities	Inadequate implementation of Internal Audit & post audit action plans.	<ol style="list-style-type: none"> <li>1. Assess departmental action plan systems in order to determine whether the system is adequate.</li> <li>2. Review the adequacy of action plans and provide advice on whether planned actions will address internal control deficiencies and prevent re-occurrence.</li> <li>3. Perform follow-up audits on the status of implementation of both internal audit and external audit action plans.</li> <li>4. Advocate the importance and impact of action plans.</li> </ol>
	Inadequate risk management processes to provide the required basis for risk based internal audit.	<ol style="list-style-type: none"> <li>1. Perform self-assessment of risk for audit planning purposes.</li> <li>2. Interaction with Provincial Risk Management</li> <li>2. Advice Departments through risk management audits.</li> <li>3. Agreed-upon operational audit plans.</li> </ol>
	Impact of COVID-19 on the effective functioning of Provincial Internal Audit.	<ol style="list-style-type: none"> <li>1. Revise annual planning and audit methodologies and identify and implement alternative planning and work methods strategy.</li> </ol>
	Inadequate governance measures to combat workplace spread of COVID-19	<ol style="list-style-type: none"> <li>1. Departmental Contingency Team replaced by temporary OHS Committee.</li> <li>2. Compliance Officer appointed.</li> <li>3. COVID-19 Response Plan and Checklist developed and implemented.</li> <li>4. Regular updating and reporting to the Head of Department on progress registered and challenges encountered.</li> </ol>

Outcome	Key Risk	Risk Mitigation
		<p>5. Review of the workplace COVID-19 risk assessment initiated.</p> <p>6. Regular communication with staff through bulk SMS service, WhatsApp and dedicated emails.</p> <p>7. OHS Policy revised in light of the COVID-19 Pandemic.</p>
	Inadequate hygienic practices in the workplace (Provincial Treasury)	<p>1. Implementation of deep cleaning and disinfection of offices</p> <p>2. Procurement of hand sanitizers, gloves, masks, tissues and distribution of same to each official in the workplace.</p> <p>3. Repairs and maintenance of faulty air-conditioners on as-and-when basis.</p> <p>4. Disabling of biometric access controls systems and door hooks on all main doors of the Department.</p> <p>5. Standard Operating Procedures on cleaning and housekeeping in place and implemented.</p>
	Inadequate hygienic practices in the workplace (Public Works)	<p>1. Capacity of Public Works to clean shared spaced supplemented by Provincial Treasury staff.</p> <p>2. Minor repairs and maintenance carried directly by Provincial Treasury.</p> <p>3. Memos and reminder memos written to Public Works on challenges facing the Department.</p>
	Inadequate social distancing measures.	<p>1. Officials with co-morbidities and those over the age of 60 years not permitted to the workplace unless provided special approval is granted.</p> <p>2. Suspension of face-to-face interactions such as meetings, training, conferences, physical IT support, home &amp; hospital visits, counselling sessions, non-essential recruitment, procurement and travelling.</p> <p>3. Prohibition of all non-essential contact with the public through:</p> <p>i) Prohibition of walk-in for CSD services</p> <p>ii) Suspending all non-essential current and planned procurement</p>

Outcome	Key Risk	Risk Mitigation
		<p>iii) Advocating for extensive use of technology and electronic services for essential services.</p> <p>4. Virtual meetings priority for necessary engagements.</p> <p>5. Stringent social measures (social distancing stickers) placed in boardrooms for physical meetings.</p> <p>6. Maximum number of officials in the workplace determined and monitored strictly.</p> <p>7. Limited number of officials sharing cubicles to ensure a distance of at least 1.5m.</p>
	Closure of workplace	<p>1. Screening of all official on entry to the workplace.</p> <p>2. Strong workplace hygiene controls.</p> <p>3. Implementation of social distancing measures.</p> <p>4. Strong access controls for officials and visitors.</p>
	Limited capacity to achieve planned targets and activities.	<p>1. Critical and essential services by the Department activities and offered through lockdown.</p> <p>2. Online activities (training etc.)</p>
	Unfounded panic, anxiety and fear in the workplace	<p>1. A dedicated Covid 19 email account in place for the Department.</p> <p>2. Globalised measures that are already in place as well as those to be implemented in response to Covid 19.</p> <p>3. Awareness via posters, emails, social media and daily bulk SMS.</p> <p>4. Meeting with cleaners on their contributions toward combating Covid 19.</p> <p>5. Employee Health &amp; Wellness Programme fully activated and operational</p>

**9 Public Entities**

None.

**10 Infrastructure Projects**

None.

**11 Public Private Partnerships**

None.



## Part D: Technical Indicator Description (TID)

### ADMINISTRATION

#### Risk Management

1. Indicator title	% submission of disclosures of financial interest for SMS
Definition	100% of financial disclosure forms submitted across designated groups as required by applicable prescripts.  Designated Groups (SMS, MMS 12, MMS 11, Assistant Directors, All Finance Section Officials All Supply Chain Management Officials, Ethics Officers)
Source of data	DPSA eDisclosure system generated status reports per designated group
Method of calculation/ Assessment	Simple count
Means of verification	DPSA eDisclosure system generated reports.
Assumptions	1. eDisclosure system shall be available to submit disclosures of financial interest at required intervals. 2. Departmental ICT environment shall be adequate to accommodate the eDisclosure system. 3.
Disaggregation of Beneficiaries (where applicable)	NA
Spatial Transformation (where applicable)	NA
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	Identification and management of possible conflict of interest.
Indicator responsibility	Deputy Director: Risk & Integrity Management.

#### Corporate Services

1. Indicator title	Number of officials trained in line with Work Skills Plan
Definition	On-line/physical training and development of staff.
Source of data	Work Skills Plan WSP database
Method of calculation /assessment	Simple count
Means of verification	Attendance registers or recorded data from Virtual Meeting / online registration
Assumptions	Employees are expected to attend trainings as per the plans in the WSP database

Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	To close the performance gaps and develop staff
Indicator responsibility	Chief Director: Corporate Services

## Financial Management (CFO)

<b>1. Indicator title</b>	<b>Number of Annual financial statements without material misstatements</b>
Definition	The financial statements that are free from material misstatements.
Source of data	AGSA management report on audit
Method of calculation /assessment	Simple count
Means of verification	AGSA management report on audit
Assumptions	Department has skilled, capable and ethical workforce that can achieve clean audit
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Non-cumulative
Reporting cycle	Annual
Desired performance	Fair presentation of AFS without material statements
Indicator responsibility	Chief Financial Officer
<b>2. Indicator title</b>	<b>% of valid invoices paid within 30 days</b>
Definition	The indicator provides an account of number of invoices paid within 30 days after receipt of valid invoices from suppliers.
Source of data	30-day invoice payment report
Method of calculation /assessment	Simple count
Means of verification	30-day invoice payment report

Assumptions	All invoices to be paid within days provided Service providers give correct documents such as banking details and other required documents.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Cumulative
Reporting cycle	Quarterly
Desired performance	No late payments to suppliers i.e. all payments are effected within 30 days and all 30 day compliance reports are submitted to Provincial treasury.
Indicator responsibility	Director: Supply Chain Management
<b>3. Indicator Title</b>	<b>Number of reports on procurement spend to women owned businesses produced</b>
Definition	<p>The percentage of preferential procurement spend targeted for Women-owned enterprises, to alleviate unemployment, poverty and inequality.</p> <p>Women-owned means full ownership (100%) or majority ownership (&gt;51%) in line with legislative definitions</p>
Source of data	North West Provincial Treasury data on payments made to suppliers on a monthly basis
Method of calculation/ Assessment	<p>Quantitative - Calculation:</p> <ul style="list-style-type: none"> <li>• Numerator: Total amount paid to Women-owned enterprises</li> <li>• Denominator: Total preferential procurement spend (total amount paid to suppliers, excluding property and utilities payments, payments through sole/single sourced suppliers, procurement through transversal contracts, contracts secured by other organs of the State, and commodities/services not available from township-based suppliers)</li> <li>• Expressed as a percentage (x100)</li> </ul>
Means of verification	Approved quarterly reports on preferential procurement targets
Assumptions	Classification and ownership details of enterprises are registered and captured correctly on Central Supplier Database and BAS systems
Disaggregation of Beneficiaries (where applicable)	Women-owned enterprises
Spatial Transformation (where applicable)	All the Districts of the Province
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired Performance	Meeting the target of preferential procurement spend on enterprises that are: Women-owned
Indicator Responsibility	CFO

<b>4. Indicator Title</b>	<b>Number of reports on procurement spend to youth owned businesses produced</b>
Definition	<p>The percentage of preferential procurement spend targeted for Youth-owned enterprises, to alleviate unemployment, poverty and inequality.</p> <p>Youth-owned means full ownership (100%) or majority ownership (&gt;51%) by persons from the ages 14-35 years, in line with legislative definitions</p>
Source of data	North West Provincial Treasury data on payments made to suppliers on a monthly basis
Method of calculation/ Assessment	<p>Quantitative - Calculation:</p> <ul style="list-style-type: none"> <li>• Numerator: Total amount paid to Youth-owned enterprises</li> <li>• Denominator: Total preferential procurement spend (Total amount paid to suppliers, excluding property and utilities payments, payments through sole/single sourced suppliers, procurement through transversal contracts, contracts secured by other organs of the State, and commodities/services not available from township-based suppliers)</li> <li>• Expressed as a percentage (x100)</li> </ul>
Means of verification	Approved quarterly reports on preferential procurement targets
Assumptions	Classification and ownership details of enterprises are registered and captured correctly on Central Supplier Database and BAS systems
Disaggregation of Beneficiaries (where applicable)	Youth-owned enterprises
Spatial Transformation (where applicable)	All the five corridors (North, Central, South, East and West)
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired Performance	Meeting the target of preferential procurement spend on enterprises that are: Youth-owned
Indicator Responsibility	CFO
<b>5. Indicator Title</b>	<b>Number of reports on procurement spend to persons with disabilities owned businesses produced</b>
Definition	<p>The percentage of preferential procurement spend targeted for Persons with disability enterprises, to alleviate unemployment, poverty and inequality.</p> <p>Disability means a long-term or recurring physical, including sensory, or mental impairment which substantially limits prospects of entry into or advancement in employment</p> <p>PWD-owned means full ownership (100%) or majority ownership (&gt;51%) in line with legislative definitions</p>
Source of data	North West Provincial Treasury data on payments made to suppliers on a monthly basis
Method of calculation/ Assessment	<p>Quantitative - Calculation:</p> <ul style="list-style-type: none"> <li>• Numerator: Total amount paid to PWD-owned enterprises,</li> </ul>

	<ul style="list-style-type: none"> <li>Denominator: Total preferential procurement spend (total amount paid to suppliers, excluding property and utilities payments, payments through sole/single sourced suppliers, procurement through transversal contracts, contracts secured by other organs of the State, and commodities/services not available from township-based suppliers)</li> <li>Expressed as a percentage (x100)</li> </ul>
Means of verification	Approved quarterly reports on preferential procurement targets
Assumptions	Classification and ownership details of enterprises are registered and captured correctly on Central Supplier Database and BAS systems
Disaggregation of Beneficiaries (where applicable)	PWD-owned enterprises
Spatial Transformation (where applicable)	All the Districts of the Province)
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired Performance	Meeting the target of preferential procurement spend on enterprises that are: PWD-owned
Indicator Responsibility	CFO



## SUSTAINABLE RESOURCE MANAGEMENT

### Budget Management, Public Finance Management and Infrastructure Coordination

1. Indicator title	Estimates of Provincial Revenue and Expenditure (EPRE)
Definition	Allocation of funds to provincial departments, Provincial Legislature and Public Entities in line with the priorities of the government of the day and the needs of the people.
Source of data	Provincial Budget Book
Method of calculation /assessment	Simple Count
Means of verification	Provincial Budget Book
Assumptions	Approved Appropriation Bill within the legislated period.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	North West Province
Calculation Type	Non-cumulative
Reporting cycle	Annual
Desired performance	Compliant EPRE/AEPRE to requirements of PFMA
Indicator responsibility	Chief Director: Budget and Public Finance
2. Indicator title	Quarterly Financial assessments on provincial spending
Definition	Assessment done on provincial spending inclusive of conditional grants. The assessment will include possible interventions in order to improve provincial spending.
Source of data	Monthly In-Year Monitoring reports received from departments.
Method of calculation /assessment	Simple Count
Means of verification	Consolidated Monthly In-Year Monitoring reports received from departments.
Assumptions	Credible data published
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	North West Province
Calculation Type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	Improvement in provincial spending.
Indicator responsibility	Chief Director: Budget and Public Finance

## Economic Analysis and Fiscal Policy

1. Indicator title	Provincial own revenue collected
Definition	Revenue generated which is collected by provincial departments
Source of data	Vulindlela system
Method of calculation /assessment	Simple count
Means of verification	Revenue collection report
Assumptions	Departments will meet their revenue targets
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting cycle	Annual
Desired performance	Maximisation of own revenue sources
Indicator responsibility	Chief Director Economic Analysis and Fiscal Policy

## Municipal Financial Management

1. Indicator title	Number of budget assessments conducted on adopted municipal budgets
Definition	The objective of the assessment is to determine if the MTREF budget tabled in Council is funded and sustainable. Section 23 of the MFMA requires the Municipal Council to consider any views of the Provincial Treasury to ensure that municipalities approve funded budget.
Source of data	Municipal budget documents e.g Municipal Budget and Reporting Regulation (MBRR), Integrated Development Plan (IDP), Tariff Schedule, Budget Related policies
Method of calculation /assessment	Simple count
Means of verification	Assessment report
Assumptions	Spending to be in line with approved budget
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting cycle	Annual
Desired performance	Funded budgets to be appropriately spent



Indicator responsibility	Chief Director
<b>2. Indicator title</b>	<b>Number of municipal capacity building interventions conducted</b>
Definition	Capacitating officials at municipal Budget and Treasury offices e.g. mSCOA, GRAP, SCM, Budget and Revenue, etc
Source of data	Attendance register or recorded data from virtual meeting
Method of calculation /assessment	Simple count
Assumptions	Competent officials at BTO
Means of verification	Attendance register
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	Competent municipal workforce
Indicator responsibility	Chief Director
<b>3. Indicator title</b>	<b>Number of assessment conducted on status of municipal internal control environment</b>
Definition	Assessment aims to address internal control deficiencies at municipalities on Financial Management
Source of data	Municipalities' Standard Operating Procedures (SOP's)/ municipal audit reports
Method of calculation	Simple Count
Means of verification	Assessment reports
Assumptions	Effective internal control at municipal level
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	North West Province
Calculation Type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	Effective municipal internal control
Indicator responsibility	Chief Director
<b>4. Indicator title</b>	<b>Number of reports on technical support provided to municipalities in-line with Section 154 of the Constitution</b>
Definition	Section 154 of the (1) of the Constitution requires National and Provincial governments, by legislative and other measures, to support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions. The support provided includes: Budget and

	Reporting, mSCOA Support, Revenue Management, Supply Chain Management, Asset Management and Audit Support.
Source of data	Municipal Reports e.g UIF&W Strategy, Audit Reports, Municipal budget & reports, etc.
Method of calculation	Simple Count
Means of verification	Reports
Assumptions	The support provided to municipalities will make a difference on financial management and related matters
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	North West Province
Calculation Type	Cumulative (year end)
Reporting cycle	Quarterly
Desired performance	Improved Financial Management at Municipalities
Indicator responsibility	Chief Director
<b>5. Indicator title</b>	<b>Number of assessments done on municipalities in financial crisis</b>
Definition	The assessments is done to establish the causal factors in relation to the financial crisis experienced by municipalities
Source of data	Municipal financial and non-financial performance reports e.g AFS, Annual Report, etc.
Method of calculation	Simple Count
Means of verification	Assessment reports
Assumptions	Improved financial management
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	North West Province
Calculation Type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	Improved service delivery
Indicator responsibility	Chief Director

## ASSET AND LIABILITIES

### Asset Management and Provincial Supply Chain Management

<b>1. Indicator Title</b>	<b>Number of supply chain management (SCM) capacity building interventions provided to Departments and Public Entities</b>
Definition	Training provided to departments and Public Entities on supply chain management processes

Source of data	Attendance Register
Method of calculation/ Assessment	Simple count
Means of verification	Attendance Register/ recorded data from virtual meetings
Assumption	Trainings will improve compliance to SCM processes
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	Improve adherence to SCM prescripts
Indicator responsibility	Chief Director PSCM
<b>2. Indicator Title</b>	<b>Number of Departments and Public Entities supported to improve audit outcomes on SCM</b>
Definition	<p>Departments and Public Entities are supported through:</p> <ul style="list-style-type: none"> <li>• Implementation of legislation governing Supply Chain Management (SCM) simplifying SCM legislation</li> <li>• by providing standard operating procedures for SCM processes</li> <li>• SCM forums</li> <li>• SCM Training</li> </ul>
Source of data	Audit Report
Method of calculation/ Assessment	Simple count
Means of verification	Audit Report
Assumption	Trainings will improve compliance to supply chain management processes
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	Financial statements free of materials misstatements in respect of assets
Indicator responsibility	Chief Director PSCM
<b>3. Indicator title</b>	<b>Number of assessments done on departments and public entities COVID-19 expenditure</b>
Definition	Assessment of departments and Public entities performance on COVID-19 expenditure
Source of data	BAS Reports

Method of calculation /assessment	Simple Count
Means of verification	Monitoring reports
Assumptions	Spending to be in line with COVID-19 budget
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	North West Province
Calculation Type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	Spending on COVID-19 budget in order to mitigate its impact
Indicator responsibility	Chief Director PSCM
<b>4. Indicator Title</b>	<b>Number of asset management capacity building interventions provided to departments and Public Entities</b>
Definition	Training provided to Departments and Public Entities on the asset management prescripts and processes
Source of data	Attendance Register
Method of calculation/ Assessment	Simple count
Means of verification	Attendance register/ data recorded from virtual meetings
Assumption	Trainings will improve compliance to asset management prescripts
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	Improve audit outcomes on asset management
Indicator responsibility	Chief Director PSCM
<b>5. Indicator Title</b>	<b>Number of Departments and Public Entities supported to improve audit outcomes on asset management</b>
Definition	<p>Compliance by departments and Public Entities with the PFMA and other asset management prescripts</p> <p>Departments and Public Entities are supported through:</p> <ul style="list-style-type: none"> <li>The clean audit initiative accounting officers guide for capital assets has been developed and finalised. The aim is to equip Accounting officers with a working tools that will guide them in achieving unqualified audit opinion's on capital assets</li> <li>Perform a review of the audited financial statements (Movable capital asset notes) against the WALKER asset registers</li> </ul>

	<ul style="list-style-type: none"> <li>• Provide training on the accounting and reporting guide.</li> </ul>
Source of data	Audit Report
Method of calculation/ Assessment	Simple count
Means of verification	Audit Report
Assumption	Trainings will improve compliance to asset management prescripts and processes
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting cycle	Cumulative (year-end)
Desired performance	Improved asset management
Indicator responsibility	Chief Director PSCM
<b>6. Indicator Title</b>	<b>Number of assessments done on non-compliance by Departments and Public Entities on SCM regulation</b>
Definition	Assessments done on non-compliance by Departments and Public Entities on SCM regulations
Source of data	Assessment Reports
Method of calculation/ Assessment	Simple count
Means of verification	Assessment Reports
Assumption	Improvement on compliance SCM regulations
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	Improved compliance on SCM processes
Indicator responsibility	Chief Director PSCM



## FINANCIAL GOVERNANCE

### Programme Support – Accountant General, Provincial Accounting Services, Financial Systems and Provincial Risk Management

<b>1. Indicator title</b>	<b>Number of capacity building Interventions for Departments and Public Entities</b>
Definition	Capacity building is meant to develop the officials by providing different types of training such as AFS preparation, MCS/AMD training, GRAP training and any other skills development that is required
Source of data	Skills assessment results and training needs identified by departments and entities or any other means.
Method of calculation /assessment	Simple Count
Means of verification	Attendance registers or recorded data from Virtual Meeting
Assumptions	Departments and Public Entities identify the officials and send to be trained considering the weak areas. Training may be by using Microsoft or Zoom
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Quantitative
Reporting cycle	Cumulative (year-end)
Desired performance	Achieve less findings in AFS, Performance Information and compliance with the Laws and regulations
Indicator responsibility	Director for Provincial Accounting
<b>2. Indicator title</b>	<b>Number of monitoring reports on implementation of AGSA findings on the preceding financial year on departments and public entities</b>
Definition	Monitoring implementation of audit action plans on audit outcomes by departments and Public Entities to ensure that the Departments and Pubic Entities comply with PFMA, GAAP and GRAP financial requirements and achieve a clean audit reports.
Source of data	Audited Departmental AFS and audit reviews. Action plans from Departments.
Method of calculation /assessment	Simple Count
Means of verification	Monitoring reports on implementation of audit action plans by departments
Assumptions	Improved implementation of PAAP
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	Compliance with PFMA, GRAP, National Treasury instructions, improved financial performance by provincial departments and Public Entities.

Indicator responsibility	Chief Director: Accounting Services
<b>3. Indicator title</b>	<b>Number of identified departments and public entities for focused interventions on clean audits</b>
Definition	Its targeted programme that is aimed at improving audit outcomes of selected departments and public entities from unqualified to clean audit.
Source of data	Annual Financial statements and audit report from AGSA
Method of calculation /assessment	Simple count
Means of verification	Signed Memorandum of Understanding (MOUs) between Provincial Treasury and Departments and Public Entities
Assumptions	Departments/ PE signs the MOUs and comply with required implementation of clean audit strategy developed by Office of the Accountant General
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	No material findings in – Disclosures, Laws and Regulations and Performance Information
Indicator responsibility	Programme manager
<b>4. Indicator title</b>	<b>Number of interventions provided to governance structures in Public Entities</b>
Definition	Its targeted programme that is aimed at improving audit outcomes of selected public entities from unqualified to clean audit.
Source of data	Audit report from AGSA
Method of calculation /assessment	Simple count
Means of verification	Letters of Communication or Activities that support establishment of <b>governance structures</b>
Assumptions	Intervention will improve the way things are run in Public Entities
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Improved governance and financial management in Public Entities
Indicator responsibility	Programme manager



<b>5. Indicator title</b>	<b>Number of Identified public entities for focused interventions on risk management</b>
Definition	The focused interventions (policies, strategies and implementation plan) seek to ensure effective implementation of risk management in public entities
Source of data	Signed-off Quarterly Risk Management Reports from public entities
Method of calculation /assessment	Simple count.
Means of verification	Approved risk management policies, strategies and implementation plan
Assumptions	Risk management will improve on identified public entities
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Improved performance in public entities
Indicator responsibility	Director – Provincial Risk Management

## Provincial Internal Audit

<b>1. Indicator title</b>	<b>Number of departmental post audit action plan assessed</b>
Definition	These are the reports aimed at evaluating the extent which the departments are implementing their post audit action plan strategies and processes.
Source of data	Audit reports issued.
Method of calculation /assessment	Simple count
Means of verification	The portfolio of evidence will consist of audit reports issued by Internal audit teams
Assumptions	Departments will accept and implement recommendations made through issued audit reports.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	To ensure departments have adequate and effective audit action plan system in place.
Indicator responsibility	Programme manager.

<b>2. Indicator title</b>	<b>Number of departmental risk management systems assessed</b>
Definition	These are audits which are aimed at determining the extent to which departments are implementing risk management.
Source of data	Audit reports issued on risk management.
Method of calculation /assessment	Simple count
Means of verification	The portfolio of evidence will consist of audit reports issued by Internal audit teams
Assumptions	Departments will accept and implement recommendations made through issued audit reports.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
Calculation type	Non-cumulative.
Reporting cycle	Annual
Desired performance	Provision of assurance on the adequacy of internal controls and its effectiveness on implemented risk management strategies and processes.
Indicator responsibility	Programme manager.

## Annexures to the Annual Performance Plan

### Annexure A: Amendments to the Strategic Plan

- None

### Annexure B: Conditional Grants

- None

### Annexure C: Consolidated indicators

- None

### Annexure D: District Development Model

The President in the 2019 Presidency Budget Speech identified the “pattern of operating in silos” as a challenge which led to “to lack of coherence in planning and implementation and has made monitoring an oversight of government’s programme difficult”. The President further called out for the rolling out of “a new integrated district based approach to addressing our service delivery challenges and localized procurement and job creation, that promotes and supports local businesses, and that involves communities”.

Areas of intervention	Five-year planning period					
	Project description	Budget allocation	District Municipality	Location: GPS coordinates	Project leader	Social partners
Municipal support programme	Municipal Standard Chart of Accounting (MSCOA)	R2 million	Bojanala	All 22 municipalities	Chief Director Municipal Finance Management	South African Local Government Association (SALGA),  Cooperative Governance and Traditional Affairs (COGTA)  National Treasury (NT)
	Funded Budgets		Dr Kenneth Kaunda			
	Contract Management	R 5 million	Dr Ruth Segomotsi Mompati			
	Improved Audit Outcome	R 8 million	Ngaka Modiri Molema			
	Training/ Workshops	R 7 million				

## Addendum 1 : Departmental COVID -19 Response Plan

PROVINCIAL TREASURY COVID-19 RESPONSE PLAN AND CHECKLIST ON DEPARTMENTS READINESS FOR RETURN OF STAFF				
ACTION		COMPLETED	REMARKS	RESPONSIBILITY
GOVERNANCE MATTERS				
1	Dept. Steering Committee/ OHS Committee to prepare and monitor the return to work process	COMPLETED	Departmental Steering Committee (SC) was in place during level 5. Interim OHS Committee established and responsibilities of the Steering Committee have been assigned to such Committee	CD: Corporate Services, Matshidiso Jansen-Mwase, HOD, Ndlela Kunene
2	Update Risk Assessment	COMPLETED	Done	DD: Risk Management, Vicky Rampou
3	Amend the OHS Policy to include measures for the protection of staff against Covid-19	COMPLETED	OHS Policy amended and approved	D: HRM, Desiree Mafulako
4	HOD to appoint in writing an employee as the Compliance Officer	COMPLETED	Chief Director: Corporate Services, Mrs. M.J. Jansen-Mwase appointed	CD: Corporate Services, Matshidiso Jansen-Mwase
5	Develop/ review the Covid-19 plan	COMPLETED	Covid-19 response plan in place	DD: EHWP, Thabo Ntsheli lead by D:HRM, Desiree
6	Submit updated Risk Assessment, Covid-19 plan and OHS Policy to the Provincial Chief Inspector of the Dept of Labour	COMPLETED	All required documents finalised - Submission date to DOL: 27 May 2020	CD: Corporate Services, Matshidiso Jansen-Mwase, HOD, Ndlela Kunene

PREPARATION OF THE WORKPLACE IN RESPONSE TO THE EASING OF THE LOCKDOWN				
7	Thorough cleaning of the workplace	COMPLETED	Deep cleaning and decontamination done during 28/4 to 2/5/2023	OHS Unit
8	Disable all biometric systems or make them covid 19 proof	COMPLETED	Door hooks installed	MISS
9	Provide hand sanitizers, masks and gloves	COMPLETED	Provided as and when employees report to work, as well as at boardrooms	OHS Unit
10	Provide sanitizers, soaps and paper towels in bathrooms for employees	COMPLETED	Hygiene products procured. Sanitizers and paper towels provided to employees. Working in collaboration with Department of Public Works and Roads on common areas (ablation facilities, lifts, corridors)	DD: Records Management, Kgalepa
11	Arrange workspace to adhere to one and a half meter physical distancing	COMPLETED	Employees work on a rotational basis to ensure that there is no sharing of offices/ cubicles. Social distancing stickers placed	All Managers, D: Infrastructure, Mthetho Daantjie
12	Physical barriers, such as shields/ panels are installed to form a solid barrier between employees if above is not possible		This is not necessary at this stage as employees work on alternate days to ensure that offices and cubicles are not shared. This will be considered during level 3 and 2	D: Infrastructure, Mthetho Daantjie
13	Provide employees with face shields or visors	COMPLETED	Provided to EHPW Officials, MISS officials, frontline staff like Secretaries, Personal Assistants, Drivers, Records Management officials as frontline staff and officials in cubicles	CD: Corporate Services, Matshidiso Jansen-Mwase
14	HOD to determine the number of employees that may be inside the premises at any given time	COMPLETED	During level 4 and 3, weekly schedules are developed and employees report to work on a rotational basis to ensure that the capacity is less than 40%	HOD, Ndlela Kunene All Managers
15	Entrance and reception areas configured to contain the transmission of Covid-19	COMPLETED	Only one entrance gate to the building was utilised during level 4 and the second entrance gate was opened during level 3	HOD, Ndlela Kunene
16	Employees working in entrance and reception areas to be provided with the requisite PPE	COMPLETED	Face masks, shields and gloves are provided to employees. Considering disposable overalls, head and shoe covers for identified officials	CD: Corporate Service, Matshidiso Jansen-Mwase
17	Physical distance markers should be installed in entrance and reception areas, as well as areas where queuing is envisaged.	COMPLETED	Social distancing stickers placed at the entrance gates and boardrooms.	D: Information Management, Kgalepa Gill
18	Hand sanitizers should be strategically placed (lifts, boardrooms, shared office equipment)	COMPLETED	25 liters Sanitizers units placed at strategic areas (all main entrances to the offices, boardrooms) DPWR providing for bathrooms and lifts)	CD: Corporate Services, Matshidiso Jansen-Mwase



19	Develop Protocols to the use of shared office equipment and common areas.		COMPLETED	Circulated and placed where applicable	D: HRM, Desiree Mafuako, DD: EHWP, Thabo Ntsheli, D: Information Management, Kesalopa Gill
20	Protocols in terms of above to be displayed in prominent areas		COMPLETED	Circulated and placed where applicable	
21	Consider alternative approaches to reduce the dependency on paper		WIP	Documents shared electronically, pilot of electronic signature in progress and operation. Urgent submission sent to OGP indicating the Department's Microsoft Enterprise requirements and also pledging to contribute to the annual payment of licenses for a period of three years (2020-2023).	HOD, Ndlela Kunene, DD: ICT, Akbar Ganey DD: ICT, Donald Mohale DD: CS, Mashidiso Jansen-Mwase
22	If paper based system is continued, protocols must be implemented on how documents are handled/ stored		WIP	Draft in place	
23	Where possible, develop and provide services through online platforms		COMPLETED	Meetings held on line. Established a system of online communication. CSD services provided on line	HOD, Ndlela Kunene, DD: ICT, Akbar Ganey DD: ICT, Donald Mohale, DD: PSCM, Harry Masabo DD: Corporate Services, Mashidiso Jansen,
24	Cleaning of stairs, passages and lifts		COMPLETED	Service rendered on a daily basis by DPWR and PT monitoring through cleaning checklist for common areas. PT is also on stand by utilising internal cleaning service where there are challenges.	DD: EHWP, Thabo Ntsheli D: Information Management, Kesalopa Gill
25	Advocate a "clean desk" policy to reduce the risk of surface transmission and enable thorough cleaning		COMPLETED	Shared with staff. Ongoing advocacy	DD: CS, Mashidiso Jansen-Mwase, All Managers
26	Develop protocol on standards of hygiene including review of cleaning schedule and checklist		COMPLETED	Awareness ongoing	D: HRM, Desiree Mafuako, D: Information Management, Kesalopa Gill
27	Develop protocol on standards of adequate space and distancing measures		COMPLETED	Awareness ongoing	DD: EHWP, Thabo Ntsheli D: Infrastructure, Mthetho Daantjie
28	Ensure the offices are well ventilated (natural or mechanical)		COMPLETED	Employees work on a rotational basis to avoid congestion at offices. All offices have windows and employees encouraged to use natural ventilation. Face to face contacts suspended. No visitors allowed.	D: Infrastructure, Mthetho Daantjie, CFO, Rade Soolie
29	Ensure that the ventilation systems are cleaned and maintained		ONGOING	A conditioners will be cleaned and serviced regularly	D: Infrastructure, Mthetho Daantjie, CFO, Rade Soolie

SYMPTOM SCREENING, MASKS AND PPE				
30	Screen all employees and visitors entering the workplace	ONGOING	Done on a daily basis	EHWP Unit lead by DD: EHWP, Thabo Ntshel
31	Screening of all EHWP staff in the morning and afternoon	ONGOING	Done on a daily basis	Professional Nurse, Elizabeth Mokgothu
32	Circular to staff regarding process of declaration of underlying conditions and inform sister of any symptoms	COMPLETED	Circular distributed via covid-19 dedicated e-mail and sms bundle service. The Professional nurse also advice on a daily basis during screening process	CD: Corporate Services, Matshidiso Jansen-Mwase, D: Legal Services, Ategang Morare
33	Provide employees with 2 cloth face masks	COMPLETED	Each employee provided with 2 cloth masks	CD: Corporate Services, Matshidiso Jansen-Mwase, DD: EHWP, Thabo Ntshel
34	Employer must arrange for the washing, drying and ironing of cloth masks	COMPLETED	Circular informing employees that they are responsible for washing and ironing of their cloth masks for health reasons in line with the latest directives, issued	CD: CS, Matshidiso Jansen-Mwase, CFO, Riad Soofie
35	Communicate wearing of face masks is mandatory	ONGOING	Done on available platforms (e-mail and sms)	D: Information Management, Kesalopa Gill
36	PPE provided where operational requirements dictate such	ONGOING	As part of PPE, masks, shields and gloves are provided to employees. Although not critical, in the process of procuring other PPE (disposable overalls, head and shoe covers)	CD: CS, Matshidiso Jansen-Mwase
37	Put measures for employees to report additional symptoms while at work	COMPLETED	Circular distributed via covid-19 dedicated e-mail and sms bundle service. SOP's for screening and reporting additional symptoms developed. The Professional nurse also advice on a daily basis during screening process	CD: CS, Matshidiso Jansen-Mwase, Professional Nurse, Sister Mokgothu



STAGGERED RETURN TO WORKPLACE				
38	Develop schedule for a staggered return	COMPLETED	Work schedules developed on weekly basis	All Managers
39	HOD to issue necessary permits to staff required to be at the office	COMPLETED	Done during level 5 and 4	Office of the HOD
40	Amend working time to minimise risk associated with the simultaneous arrival and departure of employees	ONGOING	Employees work on a rotational basis in line with the weekly schedules	HOD, Ndlela Kunene, All Managers
41	Staggering of meal intervals	ONGOING	Employees report and knock off at different times and have different lunch times	HOD, Ndlela Kunene, All Managers
REMOTE WORK ARRANGEMENTS				
42	Identify staff to work remotely	COMPLETED	Staff performing critical services have been identified and others working remotely, reporting to work as and when required	All Managers
43	Develop a model of remote working and physically coming to the office where necessary	COMPLETED	Done in line with the weekly schedule	CD: B&PFM, Mosimanagape Bogosi, DD: data Management Bonolo Monya, All Managers
44	Inform Staff working remotely that they may be required to report to office as and when required to do so	COMPLETED	Communicated through a circular and sms	CD: CS: Matshidiso Jansen, All Managers
45	Encourage and strengthen remote working capabilities	ONGOING	As per requests for additional resources from managers	All Managers
46	Identify staff over 60 and those that present with co-morbidities to work remotely	COMPLETED	Staff identified and informed through a circular.	CD: CS: Matshidiso Jansen-Mwase
47	Vulnerable employees must submit relevant documentation to HR	ONGOING	Processes in line with the regulations outlined and communicated with employees and documentation will be recorded and filed accordingly as and when received	CD: CS: Matshidiso Jansen-Mwase, Professional Nurse, Sister Mokogothu

EDUCATION AND COMMUNICATION				
48	Communicate do's and don'ts on social distancing, work safety and Covid-19 protocols	ONGOING	Done through available communication platforms. Communications to developed posters and short messages as extra awareness	D: IM, Kesalopa Gill, DD: ICT, Donald Mohaule
49	Communicate social distancing rules, correct use of facemask, hand washing, sanitising	ONGOING	Posters developed and placed at identified work areas. Messages sent to employees via sms bundle service. To create short messages on letterheads as extra awareness	D: IM, Kesalopa Gill, DD: ICT, Donald Mohaule
50	Inform staff of steps taken to ensure that the work environment is safe	COMPLETED	Unions informed, information communicated through circulars	CD: CS, Matshidiso Jansen-Mwase
51	Implement mechanism to encourage staff to interact with the department on the impact of its measures to contain the spread of Covid-19	COMPLETED	Done and communicated through circulars, e-mails and sms bundle service	CD: CS, Matshidiso Jansen-Mwase, D: IM, Kesalopa Gill, DD: ICT, Donald Mohaule
52	Frequent communication to address issues around stigma which may lead to potential bias, discrimination and harassment	ONGOING	Presentation made to DMC, circulated through e-mails. Posters developed and placed at identified areas and communicated through available platforms	DD: EHWP, Thabo Ntshhehi, D: IM, Kesalopa Gill, DD: ICT, Donald Mohaule
53	Communicate wearing of face masks is mandatory	ONGOING	Done through available communication platforms.	D:IM, Kesalopa Gill, DD: ICT, Donald Mohaule
54	Develop the training and education plan to respond to covid-19 related matters	COMPLETED	Training done on various available platforms	D: HRM, Desiree Mafulako
55	Complaints in terms of no S2 must be investigated and addressed	ONGOING	Complaints investigated and attended as and when received	D: HRM, Desiree Mafulako CD: CS, Matshidiso Jansen-Mwase

EMPLOYEES RETURN TO WORK				
56	Discipline employees who do not comply with relevant protocols and prescripts		To be implemented when required	HOD, Ndlela Kunene, CD:CS, Matshidiso Jansen-Mwase
57	Gatherings prohibited	COMPLETED	A number of activities (meetings, conferences, trainings, face to face contact sessions) suspended	
58	Meetings must be conducted through electronic means	ONGOING	Meetings conducted electronically	HOD, Ndlela Kunene
59	If face to face meetings are unavoidable, they must be subject to strict hygiene, social distancing protocols	ONGOING	Where necessary to have face to face meetings, all hygiene protocols are observed and social distancing stickers have been placed at boardrooms	HOD, Ndlela Kunene, All Managers
60	Visits to workplace by non-employees must be by prior arrangement and approval	COMPLETED	Decision taken that no visitors will be allowed unless critical and by prior approval	
61	EHWP available to assist employees in need of support	ONGOING	All EHWP staff are at work and available at all times	HOD, Ndlela Kunene DD: EHWP, Thabo Ntshhehi

CONTACT TRACING				
62	Keep register of all employees and visitors that enter workplace on particular day	ONGOING	Done on a daily basis. Register is reconciled with screening register on a daily basis. Weekly basis reports submitted to the Office of the Premier	EHWP Unit lead by DO: EHWP, Thabo Ntsheli, DO: Data Management Bonolo Monye
63	The register should include residential address, id number and time of entry and departure	COMPLETED	Register template has all the details. In the process of looking at alternative registration options (electronic registration)	DO: CS, Matshidiso Jansen-Mwase, DO: EHWP, Thabo Ntsheli, DO: Data Management, Bonolo Monye
SICKBAY FOR ISOLATION				
64	Identify area to be used as sickbay	COMPLETED	Gym identified. Central sick bay for all Departments in Garona Building in process	DO: CS, Matshidiso Jansen-Mwase
65	Ensure sickbay is well ventilated	COMPLETED	The sickbay has windows and it will be possible to use natural ventilation. Aircons will be serviced regularly	DO: Infrastructure, Mthetho Daantjie, DO: EHWP, Thabo Ntsheli
66	Identify equipment needed for sickbay	COMPLETED	Equipments identified	DO: EHWP, Thabo Ntsheli, DO: SCM, Varughese Mammien
67	Distribution of supplements to employees at work	COMPLETED	Supplements procured, and distributed monthly	DO: EHWP, Thabo Ntsheli, Professional Nurse, Sister Mokgothu







## **provincial treasury**

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