



provincial treasury

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

ANNUAL PERFORMANCE PLAN

2020 - 2021 (REVISED)



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EXECUTIVE AUTHORITY STATEMENT

The Hon. President of the Republic of South Africa, Mr. Cyril Ramaphosa in his address when he announced measures taken by the country to combat the Covid-19 epidemic said the following words, among others, “The world is facing a medical emergency far graver than what we have experienced in over a century. The World Health Organization has declared the coronavirus outbreak as a global pandemic. Given the scale and the speed at which the virus is spreading, it is now clear that no country is immune from the disease or will be spared its severe impact. Never before in the history of our democracy has our country been confronted with such a severe situation.

From the start of the outbreak in China earlier this year, the South African government has put in place measures to screen visitors entering the country, to contain its spread and to treat those infected. Initially, it was people who had travelled out of the country, especially from Italy, who had positively tested for the virus. It is concerning that we are now dealing with internal transmission of the virus. This situation calls for an extraordinary response; there can be no half measures. We have decided to take urgent and drastic measures to manage the disease, protect the people of our country and reduce the impact of the virus on our society and on our economy”.

It is during difficult times like these that we are reminded of the wise and encouraging words by Tata Nelson Rolihlahla Mandela when he asked: “When the history of our times is written, will we be remembered as the generation that turned our backs in a moment of global crisis or will it be recorded that we did the right thing?”

It is against this background that the province and the Department have to position themselves to combat this pandemic and re-arrange the way we serve the people of North-West so as to ensure that we don’t lose focus that our key role is that of serving our people irrespective of challenges we are faced with. This Annual Performance Plan of the department seeks to contribute to MTSF Priority 1: A Capable, Ethical and Developmental State. However, the department is also expected 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

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

Consistent with the objective of repositioning the Province, the department directly contributes to the attainment of the Medium-Term Strategic Framework (MTSF) Priority 1: A Capable, Ethical and Developmental State. Through the implementation of the strategic plan, a culture of discipline, accountability, responsiveness, transparency and ethical behaviour will be entrenched.

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

- Deficiencies in institutional arrangements;
- Delegation of powers and functions;
- Governance and leadership challenges;
- poor implementation of budget and financial management by the Budget and Treasury Offices (BTOs);
- Lack of consequence Management;
- Non-payment to the municipality for services provided and non-payment by the municipality for services received/rendered

I, therefore, endorse this Annual Performance Plan and commit to its implementation.



Ms Motlalepula Rosho
MEC for Finance

ACCOUNTING OFFICER STATEMENT

Department of Public Service and Administration (DPSA) and the Department of Employment and Labour issued guidelines that provide direction on the public service response to the Corona Virus - 19 pandemic. This was informed by the Department of Employment and Labour document titled “Workplace preparedness for COVID-19”.

It is against this background that the Department developed a Covid-19 Plan, appointed the Compliance Officer, and devolved the functions of the Covid-19 Steering Committee which was established prior the initial lockdown into the Departmental temporary Occupational Health and Safety (OHS) Committee. The Department reviewed / updated the initial Risk Assessment on Response to Covid-19 that was done prior lockdown as well, amended the Occupational Health and Safety (Safety Health Risk and Quality Management- SHERQ) Policy. The Department then submitted the Covid-19 Plan, amended OHS Policy and updated Risk Assessment on Covid Response to the Provincial Chief Inspector of Labour as required in terms of DPSA and Department of Employment and Labour Directives.

In spite of the fact that we are experiencing Covid – 19 challenges, Departmental responsibilities still have to be discharged, which include, *inter alia*: -

The Municipal Support Programme (MSP) in order to provide technical support to municipalities with a specific focus on Cash Flow Management; budgeting; Annual Financial Statements (AFS) Preparation and Review; Supply Chain Management; and Infrastructure Support. The objectives of these initiatives are to ensure improved cash flow management processes, improved supply chain management, effective risk management, improved infrastructure project management and capacitated municipal staff in the preparation of sec 71 reports (Budget) and financial statements, thus ensuring sustainability and minimizing use of external consultants.

The same support will also be provided to Departments and Public Entities. Although the greatest challenge is with municipalities whose affairs and operations continue to worsen in spite of our tireless efforts to improve municipal environment.



Mr N.I Kunene
Accounting Officer
Department of Provincial Treasury

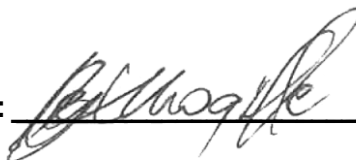
OFFICIAL SIGN-OFF

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 2020/21.

Mr Gordon Letlhogile
Director: Strategic Management

Signature: _____



Ms Matshidiso Jansen - Mwase
Chief Director: Corporate Services

Signature: _____



Mr Riad Soofie
Chief Financial Officer

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

4.1 External Environment Analysis

The World Health Organization has declared the coronavirus outbreak as a global pandemic. Given the scale and the speed at which the virus is spreading, it is now clear that no country is immune from the disease or will be spared its severe impact. Never before in the history of our democracy has our country been confronted with such a severe situation. These are the words expressed by Hon. President of the Republic of South Africa, Mr. Cyril Ramaphosa in his address when he announced measures taken by the country to combat the Covid-19 epidemic.

The province is predominantly rural, however, dominated by agriculture and mining industries. The province's agriculture industry has comparative advantage in the production of maize, sunflower, groundnuts, and cattle. There are 300 mines in the province mostly producing platinum, gold, diamonds, and limestone amongst others. Despite this, manufacturing contributes 5 per cent to the provincial economy because the primary sector products are exported for further processing outside the province.

The fiscal framework of the province is largely reliant on funding from National, with provincial own sources contributing 3 per cent of the provincial revenue. There are limited economic growth enhancing activities taking place particularly in the rural districts of Dr. Ruth Segomotse Mompot and Ngaka Modiri Molema. As a result, unemployment and poverty remain high across all districts and the overall annual unemployment rate for the province just over 30 per cent against with a population growth rate of 1.6 per cent which is faster than the provincial economic growth rate.

The main source of funding comes from national transfer in the form of equitable share which accounts for 97 per cent of the provincial budget while provincial own revenue contributes the balance. Equitable share and other national government through the equitable share, contributes about 97 per cent to the provincial budgetary requirements with provincial own revenue contributing the remaining 3 per cent. The outbreak of COVID 19 and the forced provincial government interventions to contain the spread of the virus are already creating risks of failure to meet the provincial own revenue targets for 2020.

The financial performance of the province is deteriorating with provincial departments, public entities and municipalities struggling to have unqualified audit opinion. The situation is aggravated by non-compliance to the legislations which has a negative impact on the quality of services delivered to the community of North West Province. Despite the current economic situation and the service delivery backlog in the province, the net provincial under spending over a period past five years is recorded at R2.428 billion, with a loss of about R824.848 million on conditional grants funding. The sluggish performance of departments is impacting negatively on the provincial economic growth, infrastructure development including maintenance of government assets. Source - Provincial Treasury

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
Lack of cooperation of Public Works in relation to improvements of health and safety matters	Elevation of the challenge to the Office of the Premier (OTP) (as the responsible oversight office on health and safety matters)
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"> • Presentation of in-depth report on monthly performance of core items • Strengthened relationship among oversight stakeholders (MEC (Member of Executive Council), AO (Accounting Officer) , EXCO (Executive Council), Legislature) to decisively enforce compliance of PFMA • Capacitate officials on skills relevant to execute unit's responsibilities in line with its purpose • Intensify visits to departments in respect of programmes and projects implemented
Late submission and non-responsiveness of departments and Public Entities	<ul style="list-style-type: none"> • Intensify training provided to departments. • Capacity building within the Chief Directorate. • Intensifying communication of non-compliance to departments and Public entities
Spending of budget on non-prioritised services.	<ul style="list-style-type: none"> • Consequence management – withholding of funds.
No clear alignment of Socio-Economic and Macroeconomic Variables and Budget.	<ul style="list-style-type: none"> • Provide socio-economic data and reports to departments and review draft APP's to ensure alignment.
Late submission of projections and requisitions results in cash flow management challenges.	<ul style="list-style-type: none"> • Capacitating of officials in all departments that are responsible for managing cash flow.
Weak governance and oversight structures	<ul style="list-style-type: none"> • Operationalize the MoU (Memorandum of Understanding) with COGTA (Cooperative Governance and Traditional Affairs) • Joint approach to implement municipal intervention.
Constant requests for deviations from competitive bidding process.	<ul style="list-style-type: none"> • Quarterly report on deviations and variations, will be reported to EXCO
Poor contract management practices	<ul style="list-style-type: none"> • Roll out recently launched Provincial Contract Management Framework Policy
Unstable Governance structures in Public Entities	<ul style="list-style-type: none"> • Escalated the matter Via HoD (Head of Department) and Executive Authority to take collective action in the Province
Inadequate capacity in CFO (Chief Financial Officer) sections of Public Entities	<ul style="list-style-type: none"> • Utilisation of contract workers to create employment for unemployed graduates
Unstable ICT (Information and Communication Technology) environment and old legacy infrastructure	<ul style="list-style-type: none"> • Escalated the matter via HoD to take up with Office of the Premier

Demographic information

The 2018 mid-year population is estimate for South Africa is at 57, 7 million. The North West Province has a population has increased from 3.5 million to about 4 million and just over 1.1 households which translates into an increase of 14 per cent between 2011 and 2018.

Human development index (HDI) indicates the level of human development that is represented by numerical values ranging from 0 which indicates no human development and 1 which is high level of human development. In 1996 HDI was at 0.50 indicating a moderate level of development. Between the period of 1999 and 2004 it recorded a constant decrease percent at 0.48 percent. In 2009 it was at 0.52 after it recovered from a decrease of 0.02 that took place between 1996 and 1999. Initially it started to increase in 2007 until 2017 of which 2017 recorded the highest HDI in the province at 0.62 percent and that shows improved human development.

Gini Coefficient indicates income inequality that is represented graphically by numeral values that is between 0 and 1, therefore If the GNI is equal or closer to zero it means that incomes are distributed fairly, if then it is closer to one it indicates uneven distribution of income for North West. Gini Coefficient recorded fluctuating income inequality throughout the years for the period from 1996 – 2017. It started with a low GNI of 0.56 percent which indicates better inequality in the province between 2000 and 2004 GNI was high at 0.62 percent, it then started to decrease from 2005 to 2016. Source - Stats SA

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

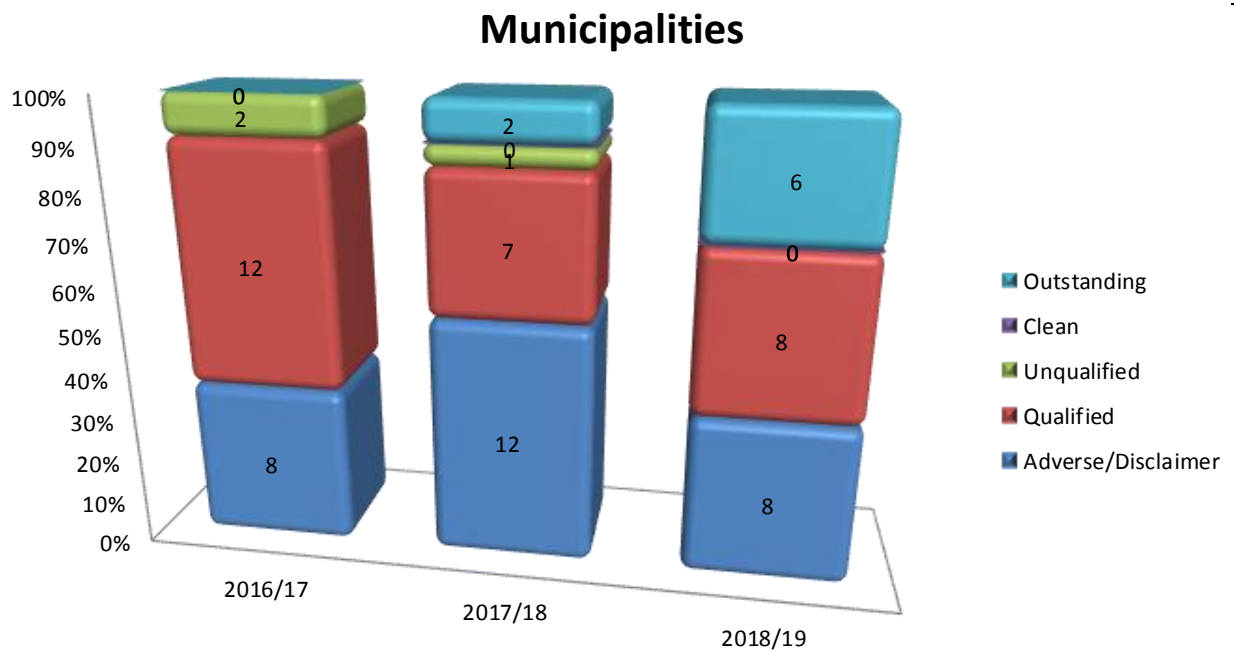
The present demand for services and challenges that need to be addressed are that most municipalities and public entities in the Province are still experiencing unfavourable or negative audit opinions. Provincial Treasury will continue to provide support to these municipalities and public entities with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

Provincial Treasury has different support programmes which are aiming at turning the state of affairs in NWPG (North West Provincial Government) Institutions into a positive one.

Below is a summary of the audit outcomes for municipalities, provincial departments and public entities for 2016/17, 2017/2018 & 2018/19 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:

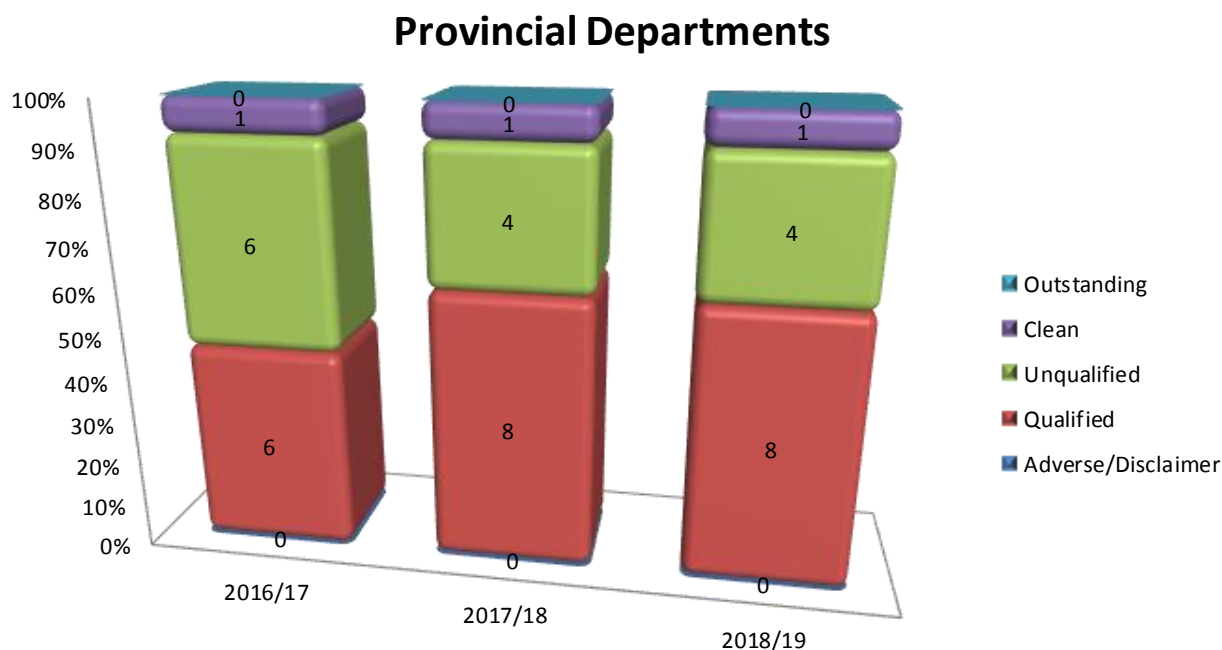
- Governance and leadership challenges
- poor implementation of budget and financial management by the BTO (Budget and Treasury Office)
- Lack of consequence Management – municipal official getting away with gross financial misconduct
- Blatant disregard of the law – non compliance with MFMA
- Culture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

Provincial Departments

The material reasons for qualification in the provincial departments area 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



		Historical Analysis					
Summary of Provincial		Main Appropriation	Adjusted Budget	Final Budget	Audited AFS Expenditure	% Spent of Budget	Audited AFS (over)/under expenditure
	2014/15	31,769,791	32,413,772	32,413,773	31,839,978	98.23%	573,795
	2015/16	34,224,420	34,882,645	34,982,645	34,161,582	97.93%	821,063
	2016/17	36,228,772	36,589,200	36,589,200	35,972,557	98.31%	616,643
	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
Total		182,376,399	185,382,654	185,482,655	181,497,624	97.90%	3,985,031

The aggregate provincial allocation for the past five years amounted to R185.482 billion with cumulated underspending of R3.985 billion for the same period. The main contributor to the underspending is the Social cluster departments, contributing R1.655 billion or 41.53 per cent of the total provincial underspending over the 5 years. Notably, when rollovers of R1.317 billion on Conditional Grants and R239.747 million on Equitable Share are discounted, the net under spending recorded is R2.428 billion over a period of five years.

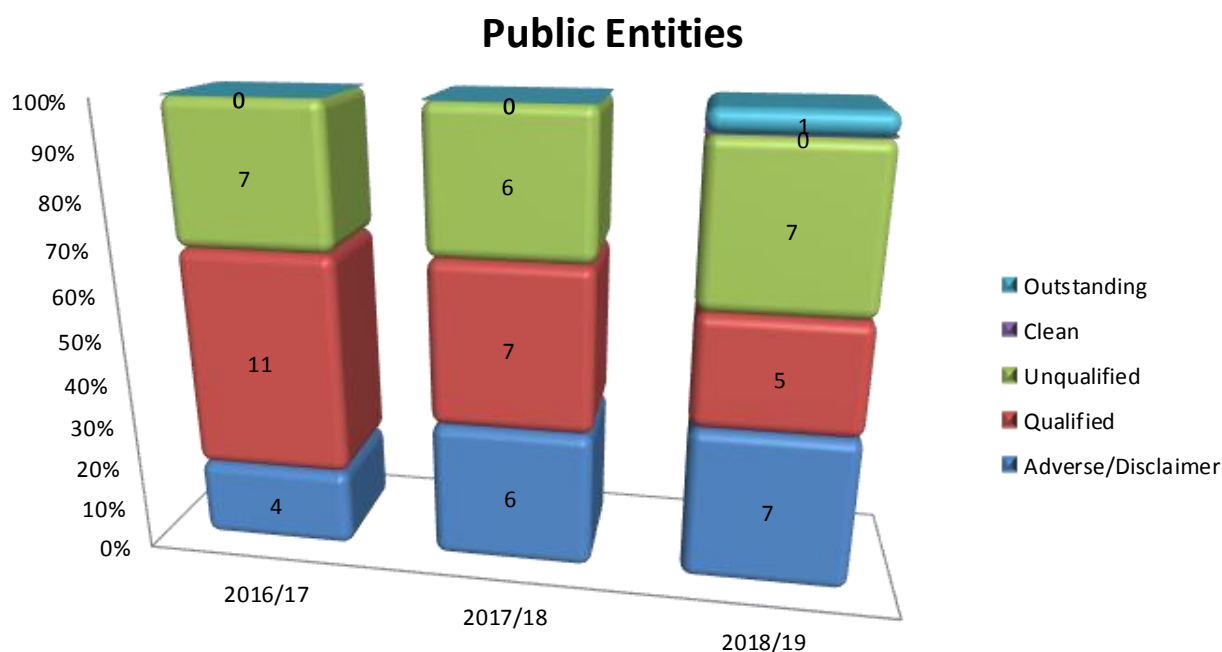
The impact of perpetual underspending on service delivery cannot be overemphasized. Poor spending performance denies the community the right to receive the planned government services. Furthermore, the underspending of the allocated budget delays eradication of backlogs while compounding the cost of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



In 2016/17 financial year, the overall provincial actual revenue collected by the public entities was at 90 per cent of the adjusted budget of R409.899 million, which was 10 per cent below the 100 per cent straight-line benchmark for the period under review. For the same year, the total actual expenditure for public entities amounted to R592.742 billion or 69 per cent from the adjusted budget of R858.215 billion.

For 2017/18 financial year, the actual revenue collected by all provincial entities amounted to R1.332 billion or 95 per cent from the adjusted appropriation of R1.383 billion. As at 31 March 2018, the total actual expenditure for public entities amounted to R1.6 billion or 85 percent from the adjusted budget of R1.9 billion, under spend by R3 million or 15 per cent.

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.

SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • Professional skilled staff • Good corporate image and culture • Experienced staff and well established work processes • Approved departmental organizational structure to strengthen the capacity • Staff compliment with requisite skills and experience in the field of work • Working relations with external and internal clients • Aggressive awareness, circulars, presentations, and standard operating procedures to educate staff about COVID-19 pandemic, response plans and mitigate the spread of the virus • 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 	<p>Weaknesses</p> <ul style="list-style-type: none"> • IT systems instability resulting in ISS, Walker and internet downtime • Limited office space resulting in overcrowding • Unconducive working environment • Non-implementation of MOU between PT and COGTA to enhance oversight over municipalities • Negative effect on productivity and staff morale should employees contract the COVID-19 virus • No risk management information system in place.
<p>Opportunities</p> <ul style="list-style-type: none"> • Support from National Treasury • Strategic partnerships (ie. StatsSA, Reserve Bank, FFC (Financial and Fiscal Commission) etc). • The implementation of the District Model for MFMA may focus assistance more specifically and to the benefit of municipalities • MOU between PT and COGTA to enhance oversight over municipalities • Implementation of Budget reforms • Reliance on Information Technology to provide more effective and safer working platforms in light of COVID-19 pandemic • Cascade the financial disclosure framework to other officials in the Department 	<p>Threats</p> <ul style="list-style-type: none"> • Underperforming economy exacerbated by the curtailment of operations caused by the COVID-19 pandemic. • Unwillingness of departments, municipalities, entities to take part in interventions and ensure the success thereof • Governance instabilities within municipalities and Public Entities • Lack of consequence management in the municipalities and Public Entities • Inadequate capacity (minimum competency requirements) in municipalities and Public Entities • Late approval of allocations impacting on quality and timeous consolidation of budget • Sub-standard submissions from departments • Unreliable servers/network • Continued inefficiencies, waste, corruption and mismanagement

	<p>directly weaken service delivery</p> <ul style="list-style-type: none"> • Loss of key personnel due to the pandemic • Delayed service delivery due to some official not having mobile tools of trade, e.g. laptops and cellphones; • Office inaccessibility should the presence of COVID-19 be detected • Loss of key personnel through poaching and normal attrition.
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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 1st 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

Prior to the departmental strategic planning session which was held on the 16th to 18th October 2019, the department held engagements with departments, public entities and municipalities as way to get inputs in terms of how it could improve service rendered to its stakeholders, the inputs were taken into consideration in the development of the 2020/21 Annual Performance Plan and 2020/21 – 2024/25 Strategic Plan.

The following Stakeholders were invited and attended the departmental strategic planning session which was held on the 16th to 18th October 2019:-

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)

In addition to the above mentioned stakeholders, the department has partnership with other stakeholders which includes the National Treasury, Banking Institutions, Financial and Fiscal Commission, Human Sciences Research Council (HSRC), North West University (NWU), South African Revenue Services (SARS), Department of Planning, Monitoring and Evaluation (DPME), Office of the Premier, Provincial Legislature, etc.

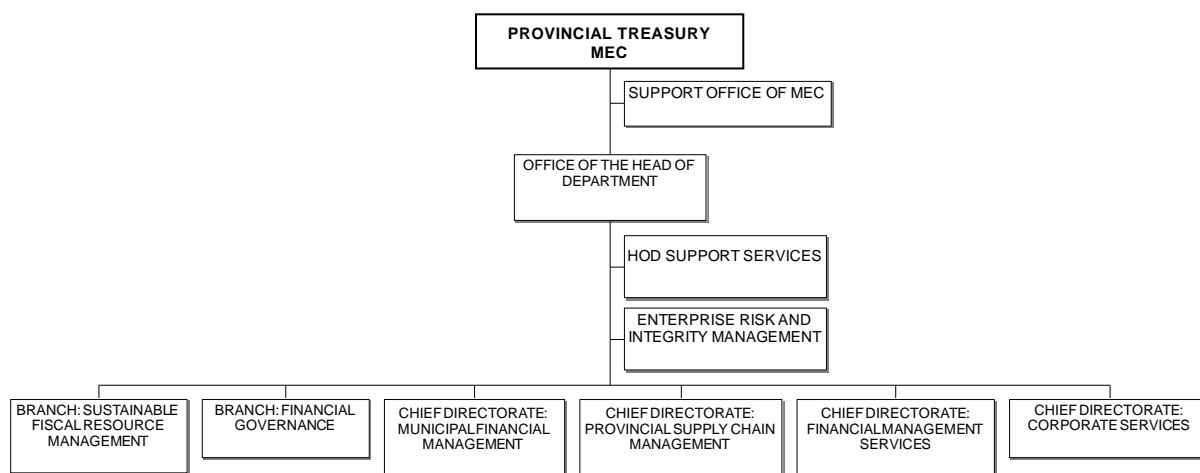
Linkage to 2020 State of the Province Address (SOPA)

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

No	2020 SOPA Pronouncements	Departmental Baseline data	Departmental Future Target (2020/21)
1	Pg 07: As per the Lekgotla resolution, we have agreed that all government departments should report quarterly on job creation, apprenticeships, learnerships, internships, EPWP (Expanded Public Works Programme), and Community Based Programmes.;	Interns Graduates 35 TVET (Technical and Vocational Education and Training) 35 Learnership 11	Interns Graduates 38 TVET 35 Learnership 11
2.	Pg 07: Lekgotla also concurred that the District Development Model (DDM) should be implemented this year and further recommended that one issue per district should be prioritized	No baseline	The following departmental programmes will be implemented in support of DDM:- <ul style="list-style-type: none"> • Municipal Standard Chart of Accounting (MSCOA) • Funded Budgets • Contract Management • Improved Audit Outcome • Training/ Workshops
			Over and above DDM contribution, Provincial Treasury will be rolling out the following intervention in contributing to clean audit:- <ul style="list-style-type: none"> • Capacity Building Interventions for Departments and Public Entities. • Interventions to support governance structures in Public Entities. • Focused interventions on clean audits for identified Departments and Public Entities. • Provide asset management capacity building interventions to Departments and Public Entities.

4.2 Internal Environment Analysis

(a) Macro organogram



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

Regulation 12(2) of the B-BBEE Regulations requires that the sphere of government, public entity or organ of state must file the approved audited annual financial statements and annual report, compiled in terms of section 13G (1) of the B-BBEE Act, with the B-BBEE Commission, in the prescribed FORM B-BBEE 1 within thirty (30) days of the approval of such audited annual financial statements and annual report.

The Department underwent a process of certification and submitted the prescribed FORM B-BBEE 1 within thirty (30) days of the approval of the 2018/2019 audited annual financial statements and annual report.

The following four elements were assessed to determine the B-BBEE status level of the Department:

- Management Control
- Social Economic Development
- Skills Development & Training
- Preferential Procurement and Enterprise Supplier Development

Good scores were achieved on the areas of skills development and training and a reasonable score for management control. However, the Department obtained an overall B-BBEE status level of “Non-Compliant” due to achieving low scores in the areas of preferential procurement, social economic development and enterprise supplier development.

The low score for preferential procurement was due to the sample selected by the B-BBEE validators which focused on high value payments from suppliers. Majority of the selected suppliers had low B-BBEE ratings.

The elements relating to social economic development and enterprise supplier development do not form part of the Department’s core mandate and as such,

- No monetary or non-monetary contributions were made with the objective of contributing to the development, sustainability and financial and operational independence of exempted micro-enterprises or qualifying small enterprises which are at least 51% Black owned or at least 51% Black women owned.
- No monetary or non-monetary contributions were made for the benefit of:
 - projects focusing on environmental conservation, awareness, education and waste management;
 - projects targeting infrastructural development or reconstruction in underdeveloped areas; rural communities or geographic areas identified in the government's integrated sustainable rural development or urban renewal programmes;
 - projects promoting beneficiation.

The Department duly submitted the prescribed FORM B-BBEE 1 with the approved audited annual financial statements and annual report within thirty (30) days of the approval of the 2018/2019 audited annual financial statements and annual report.

(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.

The Department senior management (SMS) have 37% women and 63% men i.e. 13 women and 22 males, youth employment is 28% i.e. 155 in the staff compliment of 552 and employment of people with disabilities is 2.7% i.e. 15 persons with disabilities in the staff complement of 552. Reasonable accommodation is provided and accessible salary advice is provided to people with disabilities in the North West Government. Preferential Procurement Policy Framework Act 2017 implemented effective from 1 April 2017 across Departments, SoE's (State owned Entities) and municipalities.

(d) Internal challenges and remedial actions

Identified challenges	Remedial Actions
Increased security breaches	<ul style="list-style-type: none"> • Intensified security measures: Biometric and physical security • Cleaning of offices in presence of office occupants
Capacity within MFM (Specialized Skills)	<ul style="list-style-type: none"> • Implementation of the new approved structure
Inadequate/Congested office Space	<ul style="list-style-type: none"> • Implement work-from-home arrangements • Implement flexi-working hours • Staff rotation • DPWR to find alternative office • accommodation as a matter of urgency
Non-compliance with asset management policies and procedures	<ul style="list-style-type: none"> • Asset management circulars and presentations • Internal workshops with limited capacity and

	<ul style="list-style-type: none"> • strict social distancing measures
Inadequate office Space leading to inadequate social distancing	<ul style="list-style-type: none"> • Development of Standard Operating Procedures on: <ul style="list-style-type: none"> i) Remote working (including replacement of desktops with laptops) ii) Staggered workplace presence and flexi hours • Draft urgent submission to Office of The Premier (GITO) on the Department's Microsoft 365 needs. • Explore use of electronic system for routine submissions (S&T, Leave, Routine reports etc.) • Engage Office of the Premier and Public Works to reduce the number of registration stations. • Explore paperless registration at the workplace. • Placement of social distancing markers at registration stations and places where officials will ordinarily queue. • Procurement of PPE (e.g. face shields) for officials with high exposure to Covid-19.
Inadequate network infrastructure	<ul style="list-style-type: none"> • Improvement of the network infrastructure

Departmental Expenditure Estimates

Adjusted Estimates of Provincial Revenue and Expenditure 2020:

Provincial Treasury

Table 2.1 : Summary of payments and estimates by programme: Provincial Treasury

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
1. Administration	129 702	141 735	149 773	153 470	154 130	154 130	133 101	167 516	178 555
2. Sustainable Resource Management	136 441	117 749	104 447	140 880	133 238	133 238	120 391	173 433	176 760
3. Asset And Liabilities Management	42 651	43 090	48 193	59 383	50 081	50 081	54 555	72 324	73 796
4. Financial Governance	143 207	161 211	176 605	174 989	161 273	161 273	153 940	194 536	211 230
Total payments and estimates	452 001	463 785	479 018	528 722	498 722	498 722	461 987	607 809	640 341

Table 2.2 : Summary of provincial payments and estimates by economic classification: Provincial Treasury

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
Current payments	439 166	459 757	473 671	521 766	491 286	491 234	454 811	599 892	632 042
Compensation of employees	236 449	268 116	296 079	380 925	314 545	314 493	336 378	407 249	426 411
Goods and services	202 716	191 641	177 591	140 841	176 741	176 741	118 433	192 643	205 631
Interest and rent on land	1	-	1	-	-	-	-	-	-
Transfers and subsidies to:	2 329	695	1 700	658	1 317	1 369	764	733	769
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private entities	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	169	120	-	100	100	-	-	-
Households	2 329	526	1 580	658	1 217	1 269	764	733	769
Payments for capital assets	10 506	3 333	3 429	6 298	6 119	6 119	6 412	7 184	7 530
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	10 506	3 333	3 429	6 298	6 119	6 119	6 412	7 184	7 530
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	218	-	-	-	-	-	-
Total economic classification	452 001	463 785	479 018	528 722	498 722	498 722	461 987	607 809	640 341

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, Performance Indicators and Targets: Risk Management

			Annual Targets						
Outcome	Outputs	Output Indicators	Audited/Actual performance			Estimated performance 2019/20	MTEF Period		
			2016/17	2017/18	2018/19		2020/21	2021/22	2022/23
Skilled, capable and ethical workforce	Monitoring of Financial Disclosure	% of compliance to Financial Disclosure on designated groups	New	New	New	New	100%	100%	100%

Indicators, Annual and Quarterly Targets: Risk Management

Output Indicators	Annual Target 2020/21	Q1	Q2	Q3	Q4
% of compliance to Financial Disclosure on designated groups	100%	N/A	100%	N/A	N/A

6.1 Explanation of planned performance over the medium-term period

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

Sub-Programme: Corporate Services

Outcome, Outputs, Performance Indicators and Targets: Corporate Services

			Annual Targets						
Outcome	Outputs	Output Indicators	Audited/Actual performance			Estimated performance 2019/20	MTEF Period		
			2016/17	2017/18	2018/19		2020/21	2021/22	2022/23
Skilled, capable and ethical workforce	Implementation of departmental Work Skills Plan	Number of officials trained in line with Work Skills Plan	New	New	New	New	30	70	80

Indicators, Annual and Quarterly Targets: Corporate Services

Output Indicators	Annual Target 2020/21	Q1	Q2	Q3	Q4
Number of officials trained in line with Work Skills Plan	30	N/A	N/A	20	10

Explanation of planned performance over the medium-term period

The above mentioned output indicators contribute to National 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 intends to capacitate and upskill 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, Performance Indicators and Targets: Financial Management (CFO)

			Annual Targets						
Outcome	Outputs	Output Indicators	Audited/Actual performance			Estimated performance 2019/20	MTEF Period		
			2016/17	2017/18	2018/19		2020/21	2021/22	2022/23
Skilled, capable and ethical workforce	Clean audit	Annual report without material findings	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	12 reports	12 reports	100%	100%	100%

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

Output Indicators	Annual Target 2020/21	Q1	Q2	Q3	Q4
Annual report without material findings	1	N/A	N/A	1	N/A
% of valid invoices paid within 30 days	100%	N/A	100%	100%	100%

Explanation of planned performance over the medium-term period

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. The department has enough enablers to achieve the set five-year targets.

7. Programme Resource Consideration

Adjusted Estimates of Provincial Revenue and Expenditure 2020:

Programme 1 - Administration

Table 3.1 : Summary of payments and estimates by sub-programme: Programme 1: Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
1. Office Of The Mec	7 815	8 894	9 831	9 487	9 782	9 782	7 471	11 307	11 850
2. Management Services	9 441	9 956	6 917	9 211	7 951	7 951	7 426	9 865	10 337
3. Corporate Services	65 253	76 352	82 607	82 416	80 402	80 402	74 723	89 324	93 611
4. Financial Management (Office Of Th	47 193	46 533	50 418	52 356	55 995	55 995	43 481	57 020	62 757
Total payments and estimates	129 702	141 735	149 773	153 470	154 130	154 130	133 101	167 516	178 555

Table 3.2 : Summary of payments and estimates by economic classification: Programme 1: Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
Current payments	122 817	140 338	147 518	151 119	151 321	151 269	130 619	164 949	175 868
Compensation of employees	82 407	90 507	99 114	110 884	107 163	107 111	101 629	121 521	127 233
Goods and services	40 410	49 831	48 403	40 235	44 158	44 158	28 990	43 428	48 635
Interest and rent on land	-	-	1	-	-	-	-	-	-
Transfers and subsidies to:	1 662	295	451	184	642	694	244	205	215
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and account	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and internatio	-	-	-	-	-	-	-	-	-
Public corporations and private ent	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	169	120	-	100	100	-	-	-
Households	1 662	126	331	184	542	594	244	205	215
Payments for capital assets	5 223	1 102	1 609	2 167	2 167	2 167	2 238	2 362	2 472
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	5 223	1 102	1 609	2 167	2 167	2 167	2 238	2 362	2 472
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible asset	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	195	-	-	-	-	-	-
Total economic classification	129 702	141 735	149 773	153 470	154 130	154 130	133 101	167 516	178 555

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"> 1. Identification of conflict of interest through Financial Disclosures for designated groups 2. Verification and management of disclosures submitted 3. Consequence management on incorrect or incomplete disclosures 4. Declaration of interest across various decision-making structures (e.g. bid committees, recruitment panels etc.)
	Unethical procurement practises.	<ol style="list-style-type: none"> 1. Implementation of policy of conducting business with an organ of state. 2. Annual fraud risk assessment on the procurement system 3. Independent review of SCM system by external and internal assurance providers and implementation of post audit action plans. 4. Periodic communication of audit findings by the AGSA on employees conducting business with an organ of state (6, 9, 12 months intervals).
	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"> • Prohibition of all non-essential contact with the public. • Virtual meetings priority for necessary engagements.
	Limited capacity to achieve planned targets and activities.	<ul style="list-style-type: none"> • Cancellation and suspension of some planned activities (recruitment, training etc.)

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, Performance Indicators and Targets: Budget Management, Public Finance Management and Infrastructure Coordination

			Annual Targets						
Outcome	Outputs	Output Indicators	Audited/Actual performance			Estimated performance 2019/20	MTEF Period		
			2016/17	2017/18	2018/19		2020/21	2021/22	2022/23
Improved integrated planning, budgeting, and implementation and monitoring.	Credible provincial budget	Tabled Appropriation Bill	1	1	1	1	1	1	1
	Monitoring of Financial performance for provincial departments and public entities	Quarterly Financial assessments on provincial spending	4	4	4	4	4	4	4
		Number of assessments done on departments and public entities on Covid-19 expenditure	New	New	New	New	3	4	4

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

Output Indicators	Annual Target 2020/21	Q1	Q2	Q3	Q4
Tabled Appropriation Bill	1	N/A	N/A	N/A	1
Quarterly Financial assessments on provincial spending	3	N/A	1	1	1
Number of assessments done on departments and public entities on Covid-19 expenditure	3	N/A	1	1	1

6.2 Explanation of planned performance over the medium-term period

The rationale for the choice of the output indicators is about improved budget planning and monitoring. 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, Performance Indicators and Targets: Economic Analysis and Fiscal Policy

			Annual Targets						
Outcome	Outputs	Output Indicators	Audited/Actual performance			Estimated performance 2019/20	MTEF Period		
			2016/17	2017/18	2018/19		2020/21	2021/22	2022/23
Improved integrated planning, budgeting, implementation and monitoring.	Provincial own revenue target met	Total Provincial own revenue collected	4	4	4	4	R1.2 billion	R1.3 billion	R1.4 billion

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

Output Indicators	Annual Target 2020/21	Q1	Q2	Q3	Q4
Total Provincial own revenue collected	1.2 billion	N/A	N/A	N/A	R1.2 billion

Explanation of planned performance over the medium-term period

The rationale for the choice of the output indicators 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, Performance Indicators and Targets: Municipal Financial Management

			Annual Targets						
Outcome	Outputs	Output Indicators	Audited/Actual performance			Estimated performance 2019/20	MTEF Period		
			2016/17	2017/18	2018/19		2020/21	2021/22	2022/23
Improved financial management in Departments, Public Entities and Municipalities	Municipal funded budget	Number of assessments done on the adopted municipal budgets	New	New	New	New	20	20	20
		Number of mid-term budget performance engagements sessions held with delegated municipalities	New	New	New	New	20	20	20
	Budget and Treasury officials capacitated on MFMA Reforms	Number of municipal capacity building interventions conducted	New	New	New	New	3	4	4
	Reduction of municipalities with financial crisis	MFMA Sec. 140 assessment on municipalities conducted	New	New	New	New	22	22	22
		Number of assessments done on municipal Covid-19 relief fund expenditure	New	New	New	New	3	4	4

Indicators, Annual and Quarterly Targets: Municipal Financial Management

Output Indicators	Annual Target 2020/21	Q1	Q2	Q3	Q4
Number of assessments done on the adopted municipal budgets	20	N/A	20	N/A	N/A
Number of mid-term budget performance engagements sessions held with delegated	20	N/A	N/A	N/A	20

Output Indicators	Annual Target 2020/21	Q1	Q2	Q3	Q4
municipalities					
Number of municipal capacity building interventions conducted	3	N/A	1	1	1
MFMA Sec. 140 assessment on municipalities conducted	22	N/A	N/A	N/A	22
Number of assessments done on municipal Covid-19 relief fund	3	N/A	1	1	1

Explanation of planned performance over the medium-term period

The above mentioned output indicators contribute to National 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.

7.2 Programme Resource Consideration

Adjusted Estimates of Provincial Revenue and Expenditure 2020:

Programme 2 – Sustainable Resource Management

Table 4.1 : Summary of payments and estimates by sub-programme: Programme 2: Sustainable Resource Management

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
1. Programme Support	50	–	–	2 902	–	–	1 201	3 260	3 417
2. Economic Analysis	4 456	4 351	5 979	6 703	6 876	6 876	6 123	7 409	7 766
3. Fiscal Policy	3 857	4 841	7 281	9 249	8 246	8 246	9 469	10 156	10 644
4. Budget Management	17 338	17 059	23 630	25 800	23 283	23 283	22 213	27 346	28 658
5. Public Finance	13 849	16 897	17 248	28 126	16 732	16 732	20 999	29 411	30 822
6. Municipal Finance	96 891	74 601	50 309	68 100	78 101	78 101	60 386	95 851	95 453
Total payments and estimates	136 441	117 749	104 447	140 880	133 238	133 238	120 391	173 433	176 760

Table 4.2 : Summary of payments and estimates by economic classification: Programme 2: Sustainable Resource Management

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
Current payments	135 361	116 499	103 533	139 566	131 936	131 936	118 982	171 969	175 224
Compensation of employees	53 114	61 629	66 681	104 911	68 204	68 204	87 288	111 062	116 304
Goods and services	82 247	54 870	36 852	34 655	63 732	63 732	31 694	60 907	58 920
Interest and rent on land	–	–	–	–	–	–	–	–	–
Transfers and subsidies to:	58	378	415	–	167	167	20	–	–
Provinces and municipalities	–	–	–	–	–	–	–	–	–
Departmental agencies and account	–	–	–	–	–	–	–	–	–
Higher education institutions	–	–	–	–	–	–	–	–	–
Foreign governments and internatio	–	–	–	–	–	–	–	–	–
Public corporations and private ent	–	–	–	–	–	–	–	–	–
Non-profit institutions	–	–	–	–	–	–	–	–	–
Households	58	378	415	–	167	167	20	–	–
Payments for capital assets	1 022	872	499	1 314	1 135	1 135	1 389	1 464	1 536
Buildings and other fixed structures	–	–	–	–	–	–	–	–	–
Machinery and equipment	1 022	872	499	1 314	1 135	1 135	1 389	1 464	1 536
Heritage Assets	–	–	–	–	–	–	–	–	–
Specialised military assets	–	–	–	–	–	–	–	–	–
Biological assets	–	–	–	–	–	–	–	–	–
Land and sub-soil assets	–	–	–	–	–	–	–	–	–
Software and other intangible asset	–	–	–	–	–	–	–	–	–
Payments for financial assets	–	–	–	–	–	–	–	–	–
Total economic classification	136 441	117 749	104 447	140 880	133 238	133 238	120 391	173 433	176 760

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"> Monitoring and evaluation of departmental budget performance towards achieving the desired outcomes Intensifying communication of non-compliance to departments and Public entities Consequence management – withholding of funds
	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 affects municipal operations	-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>due to office closures.</p> <ul style="list-style-type: none"> - The negative effects caused by Covid-19 to municipalities has the same effects to the support that provincial treasury provides to municipalities. 	

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, Performance Indicators and Targets: Asset Management and Provincial Supply Chain Management

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Fair, equitable, transparent, competitive and cost effective supply chain management system.	Improved SCM system in Departments and Public Entities	Number of supply chain management (SCM) capacity building interventions provided to Departments and Public Entities	New	New	New	New	2	4	4
		Number of Departments and Public Entities supported to improve audit outcomes on SCM	New	New	New	New	5	6	7
	Improved asset management in departments and public entities	Number of asset management capacity building interventions provided to departments and Public Entities	New	New	New	4	2	4	4
		Number of Departments and Public Entities supported to improve audit outcomes on asset management	New	New	New	New	5	6	7
		Number of assessments done on non-compliance by Departments and Public Entities on SCM regulation	New	New	New	New	3	4	4

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

Output indicators	Annual Target	Q1	Q2	Q3	Q4
Number of supply chain management (SCM) capacity building interventions provided to Departments and Public Entities	2	N/A	N/A	1	1
Number of Departments and Public Entities supported to improve audit outcomes on SCM	5	N/A	N/A	3	2
Number of asset management capacity building interventions provided to departments and Public Entities	2	N/A	N/A	N/A	2
Number of Departments and Public Entities supported to improve audit outcomes on asset management	5	N/A	N/A	3	2
Number of assessments done on non-compliance by Departments and Public Entities on SCM regulation	3	N/A	1	1	1

6.3 Explanation of planned performance over the medium term period

The above mentioned output indicators contribute to National 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

Adjusted Estimates of Provincial Revenue and Expenditure 2020:

Programme 3 – Asset and Liabilities Management

Table 5.1 : Summary of payments and estimates by sub-programme: Programme 3: Asset And Liabilities Management

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
1. Programme Support	2 458	2 133	17 881	17 344	15 524	15 524	15 739	23 840	22 987
2. Asset Management	8 967	10 826	10 576	11 106	10 962	10 962	9 928	12 498	13 100
3. Support And Interlinked Financial S	31 226	30 131	19 736	30 933	23 595	23 595	28 888	35 986	37 709
Total payments and estimates	42 651	43 090	48 193	59 383	50 081	50 081	54 555	72 324	73 796

Table 5.2 : Summary of payments and estimates by economic classification: Programme 3: Asset And Liabilities Management

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
Current payments	41 508	42 692	47 744	58 257	48 955	48 955	53 273	70 761	72 156
Compensation of employees	24 107	26 868	30 073	41 513	34 711	34 711	38 458	46 183	48 353
Goods and services	17 401	15 824	17 671	16 744	14 244	14 244	14 815	24 578	23 803
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	97	-	214	181	181	181	191	202	212
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and account	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and internatio	-	-	-	-	-	-	-	-	-
Public corporations and private ent	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	97	-	214	181	181	181	191	202	212
Payments for capital assets	1 046	398	212	945	945	945	1 091	1 361	1 428
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	1 046	398	212	945	945	945	1 091	1 361	1 428
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible asset	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	23	-	-	-	-	-	-
Total economic classification	42 651	43 090	48 193	59 383	50 081	50 081	54 555	72 324	73 796

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	Reporting all the non-compliance to EXCO
	Poor implementation of Contract Management by Stakeholder	Excessive deviation, variation, will be reporting to EXCO
	Material misstatements in the asset notes in the financial statements	<ul style="list-style-type: none"> Review of submitted monthly reconciliations (AR, GL, TB) Review of submitted asset notes for interim and annual financial statements Conduct training on the preparation of asset notes in the financial statements
	Inadequate social distancing measures.	<ul style="list-style-type: none"> Prohibition of all non-essential contact with the public. Virtual meetings priority for necessary engagements.
	Limited capacity to achieve planned targets and activities.	<ul style="list-style-type: none"> Cancellation and suspension of some planned activities (recruitment, training etc.)

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, Performance 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 2019/20	MTEF Period		
			2016/17	2017/18	2018/19		2020/21	2021/22	2022/23
Improved financial management in Departments, Public Entities and Municipalities	Targeted intervention programmes to Departments and Entities	Number of capacity Building Interventions for Departments and Public Entities	4	4	4	4	9	11	12
		Number of Identified departments and public entities for focused interventions on clean audits	1 clean 6 qualified 6 unqualified	1 Clean 4 unqualified 8 Qualified	1 Clean 4 unqualified 8 Qualified	1 Clean 4 unqualified 8 Qualified	5	6	6
		Interventions to support governance structures in Public Entities	New	New	New	New	1	2	2
		Number of Identified public entities for focused interventions on risk management	New	New	New	New	1	2	2

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

Output Indicators	Annual Target 2020/21	Q1	Q2	Q3	Q4
Number of capacity Building Interventions for Departments and Public Entities	9	N/A	4	3	2
Number of Identified departments and public entities for focused interventions on clean audits	5	N/A	N/A	5	N/A
Interventions to support governance structures in Public Entities	1	N/A	N/A	1	N/A
Number of Identified public entities for focused interventions on risk management	1	N/A	N/A	N/A	1

6.4 Explanation of planned performance over the medium-term period

The rationale for the choice of the output indicators 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, Performance Indicators and Targets: Provincial Internal Audit

			Annual Targets						
Outcome	Outputs	Output Indicators	Audited/Actual performance			Estimated performance 2019/20	MTEF Period		
			2016/ 17	2017 /18	2018/19		2020/ 21	2021/22	2022/23
Improved financial management in Departments, Public Entities and Municipalities	Post audit action plans implementation monitored	Number of departmental post audit action plans assessed.	11	11	11	11	11	11	11
	Risk management strategies implementation monitored	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 2020/21	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 above mentioned output indicators contribute to National 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.

7.4 Programme resource considerations

Adjusted Estimates of Provincial Revenue and Expenditure 2020:

Programme 4 – Financial Governance

Table 6.1 : Summary of payments and estimates by sub-programme: Programme 4: Financial Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
1. Programme Support	8 551	8 442	22 286	7 673	7 295	7 601	6 947	8 562	8 980
2. Accounting Services	72 140	84 469	83 028	77 699	75 104	73 835	65 953	86 232	97 719
3. Norms And Standards	1 551	2 334	1 406	4 633	2 546	2 546	4 600	5 144	5 393
4. Risk Management	3 438	3 810	4 127	5 056	4 985	4 985	4 777	5 669	5 941
5. Provincial Internal Audit	57 527	62 156	65 758	79 928	71 343	72 306	71 663	88 929	93 197
Total payments and estimates	143 207	161 211	176 605	174 989	161 273	161 273	153 940	194 536	211 230

Table 6.2 : Summary of payments and estimates by economic classification: Programme 4: Financial Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
Current payments	139 480	160 228	174 876	172 824	159 074	159 074	151 937	192 213	208 794
Compensation of employees	76 821	89 112	100 211	123 617	104 467	104 467	109 003	128 483	134 521
Goods and services	62 658	71 116	74 665	49 207	54 607	54 607	42 934	63 730	74 273
Interest and rent on land	1	-	-	-	-	-	-	-	-
Transfers and subsidies to:	512	22	620	293	327	327	309	326	342
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and account	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and internatio	-	-	-	-	-	-	-	-	-
Public corporations and private ent	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	512	22	620	293	327	327	309	326	342
Payments for capital assets	3 215	961	1 109	1 872	1 872	1 872	1 694	1 997	2 094
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	3 215	961	1 109	1 872	1 872	1 872	1 694	1 997	2 094
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible asset	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total economic classification	143 207	161 211	176 605	174 989	161 273	161 273	153 940	194 536	211 230

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 technical capacity in Office of the Accountant General to implement improved audit outcomes in the Departments and Entities	Employ a limited number of Consultants with critical skills to assist the departments and entities.
	Lack of co-operation by departments leading to continued incurrence of Irregular expenditure	<ul style="list-style-type: none"> • Serious commitment to Implementing consequence management • Withhold budget for those Departments identified
Improved financial management in Departments, Public Entities and Municipalities	Inadequate implementation of Internal Audit & post audit action plans.	<ol style="list-style-type: none"> 1. Assess departmental action plan systems in order to determine whether the system is adequate. 2. Review the adequacy of action plans and provide advice on whether planned actions will address internal control deficiencies and prevent re-occurrence. 3. Perform follow-up audits on the status of implementation of both internal audit and external audit action plans. 4. Advocate the importance and impact of action plans.
	Inadequate risk management processes to provide the required basis for risk based internal audit.	<ol style="list-style-type: none"> 1. Perform self-assessment of risk for audit planning purposes. 2. Interaction with Provincial Risk Management 2. Advice Departments through risk management audits. 3. Agreed-upon operational audit plans.
	Impact of COVID-19 on the effective functioning of Provincial Internal Audit.	<ol style="list-style-type: none"> 1. Revise annual planning and audit methodologies and identify and implement alternative planning and work methods strategy.
	Inadequate governance measures to combat workplace spread of Covid-19	<ol style="list-style-type: none"> 1. Departmental Contingency Team replaced by temporary OHS Committee. 2. Compliance Officer appointed. 3. Covid-19 Response Plan and Checklist developed and implemented. 4. Level 04 workplace readiness report

Outcome	Key Risk	Risk Mitigation
		<p>presented to DMC, RMC and organised labour.</p> <p>5. Regular updating and reporting to the Head of Department on progress registered and challenges encountered.</p> <p>6. Review of the workplace Covid-19 risk assessment initiated.</p> <p>7. Regular communication with staff through bulk SMS service, WhatsApp and dedicated emails.</p> <p>8. OHS Policy revised in light of the Covid-19 Pandemic.</p>
	Inadequate hygienic practices in the workplace (Provincial Treasury)	<p>1. Special meeting held with cleaners to alert them on the impact of Covid-19 on their work.</p> <p>2. Implementation of deep cleaning and disinfection of offices prior to Level 04 lockdown.</p> <p>3. Procurement of hand sanitizers, gloves, masks, tissues and distribution of same to each official in the workplace.</p> <p>4. Repairs and maintenance of faulty air-conditioners on as-and-when basis.</p> <p>5. Disabling of biometric access controls systems and door hooks on all main doors of the Department.</p> <p>6. 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 spaces 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. Rotational workplace system (Only SMS and certain officials activated and issued permits under Level 04 lockdown.)</p>

Outcome	Key Risk	Risk Mitigation
		<p>2. 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>3. Suspension of face-to-face interactions such as meetings, training, conferences, physical IT support, home & hospital visits, counselling sessions, non-essential recruitment, procurement and travelling.</p> <p>4. Prohibition of all non-essential contact with the public through: i) Prohibition of walk-in for CSD services ii) Suspending all recruitment processes iii) Suspending all non-essential current and planned procurement iv) Advocating for extensive use of technology and electronic services for essential services.</p> <p>5. Virtual meetings priority for necessary engagements.</p> <p>6. Stringent social measures (social distancing stickers) placed in boardrooms for physical meetings.</p> <p>7. Provision of data for remote working initiated.</p> <p>8. Maximum number of officials in the workplace determined and monitored strictly.</p> <p>9. 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> <p>5. Testing and isolation of officials from other provinces.</p> <p>6. Departmental gym identified to be converted to an isolation room (sick-bay)</p>

Outcome	Key Risk	Risk Mitigation
		for officials suspected to have Covid-19.
	Limited capacity to achieve planned targets and activities.	<p>1. Critical and essential services by the Department activates and offered through lockdown.</p> <p>2. Cancellation and suspension of some planned activities (recruitment, 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 & Wellness Programme fully activated and operational under level 04 lockdown.</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	% of compliance to Financial Disclosure on designated groups
Definition	Reports produced per designated group on possible conflict of interest identified during the disclosure of financial interest.
Source of data	Financial disclosure verification reports per designated group generated by the ethics officer.
Method of calculation/ Assessment	Simple count
Means of verification	Financial disclosure verification reports per designated group will be submitted to the Accounting Officer through the Ethics Champion.
Assumptions	1. eDisclosure system shall be available to submit and verify disclosures of financial interest at required intervals. 2. Departmental ICT environment shall be adequate to accommodate the eDisclosure system. 3. Verification of disclosure of financial interest of SMS will be carried out by DPSA for the duration of the strategic plan.
Disaggregation of Beneficiaries (where applicable)	NA
Spatial Transformation (where applicable)	NA
Calculation type	Cumulative
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 training and development of staff.
Source of data	Work Skills Plan WSP database
Method of calculation /assessment	Simple count
Means of verification	Attendance registers
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
Reporting cycle	Quarterly
Desired performance	To close the performance gaps and develop staff
Indicator responsibility	Chief Director: Corporate Services

Financial Management (CFO)

1. Indicator title	Annual report without material findings
Definition	A clean audit is an unqualified audit opinion with no material findings. This relates to three aspects <ul style="list-style-type: none"> (i) the financial statements are free from material misstatements. (ii) there are no material findings on the annual performance report; and (iii) there are no material findings on non-compliance with legislation.
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
2. Indicator title	% of valid invoices paid within 30 days
Definition	The report gives a picture on 30 days supplier payment requirement in line with Treasury Regulation 8.2.3
Source of data	30-day payment report
Method of calculation /assessment	Simple count
Means of verification	30-day 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

SUSTAINABLE RESOURCE MANAGEMENT

Budget Management, Public Finance Management and Infrastructure Coordination

1. Indicator title	Tabled Appropriation Bill
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	Three months statement of revenue and expenditure with regards to the revenue funds which treasury is responsible for publication in the national government gazette within 30 days of the end of each prescribed period
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
Reporting cycle	Quarterly
Desired performance	Timeous submission of quarterly reports on the financial performance of provincial departments to National Treasury
Indicator responsibility	Chief Director: Budget and Public Finance
3. Indicator title	Number of assessments done on departments and public entities Covid-19 expenditure
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	In-year 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
Reporting cycle	Quarterly
Desired performance	Spending on Covid-19 budget in order to mitigate the impact
Indicator responsibility	Chief Director: Budget and Public Finance

Economic Analysis and Fiscal Policy

1. Indicator title	Total Provincial own revenue collected
Definition	Is all revenue generated that are due to the province collected by provincial departments
Source of data	Vulindlela system
Method of calculation /assessment	Simple count
Means of verification	Vulindela system
Assumptions	Departments will meet their revenue targets
Disaggregation of Beneficiaries (where applicable)	N/A

applicable)	
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting cycle	Annual
Desired performance	Revenue target will be met
Indicator responsibility	Chief Director Economic Analysis and Fiscal Policy

Municipal Financial Management

1. Indicator title	Number of adopted budgets assessed on delegated municipalities
Definition	An assessment which aims to assist Municipalities to have adopted budget
Source of data	Service Delivery and Budget Implementation Plan (SDBIP)
Method of calculation /assessment	Simple count
Means of verification	Service Delivery and Budget Implementation Plan (SDBIP)
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
2. Indicator title	Number of mid-term budget performance engagements sessions held with delegated municipalities
Definition	Assessment of the budget to monitor in year spending
Source of data	Financial report
Method of calculation /assessment	Simple count
Means of verification	Financial 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	Budget to be spent as planned
Indicator responsibility	Chief Director
3. Indicator title	Number of municipal capacity building interventions (e.g. MSCOA, GRAP, SCM, Budget and Revenue, etc) conducted
Definition	Capacitating officials at municipal Budget and Treasury offices
Source of data	Attendance register
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
Reporting cycle	Quarterly
Desired performance	Competent municipal workforce
Indicator responsibility	Chief Director
4. Indicator title	MFMA Sec. 140 assessment on municipalities conducted
Definition	Determination on serious or persistent material breach of financial commitments by Municipalities
Source of data	AGSA audit reports
Method of calculation	Simple count
Means of verification	AGSA audit reports
Assumptions	Municipalities to be compliant with legislative requirements
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting cycle	Annual
Desired performance	Improved audit outcomes
Indicator responsibility	Chief Director
5. Indicator title	Number of assessments done on municipal Covid-19 expenditure

Definition	Assessment of departments and Public entities performance on Covid-19 expenditure
Source of data	BAS Reports
Method of calculation	Simple Count
Means of verification	In-year 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
Reporting cycle	Quarterly
Desired performance	Spending on Covid-19 budget in order to mitigate the impact
Indicator responsibility	Chief Director: Budget and Public Finance

ASSET AND LIABILITIES

Asset Management and Provincial Supply Chain Management

1. Indicator Title	Number of supply chain management (SCM) capacity building interventions provided to Departments and Public Entities
Definition	On-line 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
Assumption	Trainings will improve compliance to SCM processes
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting cycle	Quarterly
Desired performance	Improve adherence to SCM prescripts
Indicator responsibility	Chief Director PSCM
2. Indicator Title	Number of Departments and Public Entities supported to improve audit outcomes on SCM
Definition	On-line support on compliance by departments and Public Entities with the PFMA and other supply chain management prescripts

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
Reporting cycle	Quarterly
Desired performance	Financial statements free of materials misstatements in respect of assets
Indicator responsibility	Chief Director PSCM
3. Indicator Title	Number of asset management capacity building interventions provided to departments and Public Entities
Definition	On-line 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
Assumption	Trainings will improve compliance to asset management prescripts
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting cycle	Annually
Desired performance	Improve audit outcomes on asset management
Indicator responsibility	Chief Director PSCM
4. Indicator Title	Number of Departments and Public Entities supported to improve audit outcomes on asset management
Definition	On-line support on compliance by Departments and Public Entities with the PFMA and other asset management prescripts
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	N/A

Beneficiaries (where applicable)	
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting cycle	Quarterly
Desired performance	Improved asset management
Indicator responsibility	Chief Director PSCM
5. Indicator Title	Number of assessments done on non-compliance by Departments and Public Entities on SCM regulations
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
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

1. Indicator title	Number of capacity building Interventions for Departments and Public Entities
Definition	This on-line capacity building interventions are 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	Quarterly
Desired performance	Achieve less findings in AFS, Performance Information and compliance with the Laws and regulations
Indicator responsibility	Director for Provincial Accounting
2. Indicator title	Number of identified departments and public entities for focused interventions on clean audits
Definition	This on-line targeted programme 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
3. Indicator title	Interventions to support governance structures in Public Entities
Definition	This on-line targeted programme 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 governance structures
Assumptions	Intervention will improve the way things are run in Public Entities
Disaggregation of Beneficiaries (where applicable)	N/A

applicable)	
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
4. Indicator title	Number of Identified departments focused interventions on risk management
Definition	The on-line focused interventions (policies, strategies and implementation plan) seek to ensure effective implementation of risk management in departments
Source of data	Signed-off Quarterly Risk Management Reports from departments
Method of calculation /assessment	Simple count.
Means of verification	Approved risk management policies, strategies and implementation plan
Assumptions	Risk management will improve on identified Departments
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 Departments
Indicator responsibility	Director – Provincial Risk Management

Provincial Internal Audit

1. Indicator title	Number of departmental post audit action plan assessed
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"> • Target for Women: NA • Target for Youth: NA • Target for People with Disabilities: NA
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: NA • Reflect on the spatial impact area: NA

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.
2. Indicator title	Number of departmental risk management systems assessed
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"> • Target for Women: NA • Target for Youth: NA • Target for People with Disabilities: NA
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: NA • Reflect on the spatial impact area: NA
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 Dr Ruth Segomotsi Mompati			
	Contract Management	R 5 million	Ngaka Modiri Molema			
	Improved Audit Outcome	R 8 million				
	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 Managent, 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 Ntshehi 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 2/5/2021	OHS Unit
8	Disable all biometric systems or make them covid 19 proof	COMPLETED	Door hooks installed	MISS
9	Provide hand sanitisers, 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 (ablution facilities, lifts, corridors)	DD: Records Management, Kgalapa
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 EHWP 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, Kesalopa Gill
18	Hand sanitisers 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 arears.	COMPLETED	Circulated and placed where applicable	D: HRM, Desiree Mafulako, DD: EHWP, Thabo Ntshehi,
20	Protocols in terms of above to be displayed in prominent areas	COMPLETED	Circulated and placed where applicable	D: Information Management, Ksalopa Gill
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 OOP 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, CD: ICT, Akbar Ganey DD: ICT, Donald Mohale
22	If paper based system is continued, protocols must be implemented on how documents are handled/ stored	WIP	Draft in place	CD: CS, Matshidiso Jansen-Mwase
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, CD: ICT, Akbar Ganey DD: ICT, Donald Mohale, CD:PSCM, Harry Masaho
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.	CD: Corporate Services, Matshidiso Jansen, DD: EHWP, Thabo Ntshehi D: Information Management, Ksalopa Gill
25	Advocate a "clean desk" policy to reduce the risk of surface transmission and enable thorough cleaning	COMPLETED	Shared with staff. Ongoing advocacy	CD: CS, Matshidiso Jansen-Mwase, All Managers
26	Develop protocol on standards of hygiene including review of cleaning schedule and checklist	COMPLETED	Awareness ongoing	D: HRM, Desiree Mafulako, D: Information Management, Ksalopa Gill DD: EHWP, Thabo Ntshehi
27	Develop protocol on standards of adequate space and distancing measures	COMPLETED	Awareness ongoing	DD: EHWP, Thabo Ntshehi D: Infratructure, 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: Infratructure, Mthetho Daantjie, CFO, Riad Soofie
29	Ensure that the ventilation systems are cleaned and maintained	ONGOING	Aiconditioners will be cleaned and serviced regularly	D: Infratructure, Mthetho Daantjie, CFO, Riad Soofie

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 Ntshehi
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, Atlegang 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 Ntshehi
34	Employer must arrange for the washing,drying and ironing of cloth masks	COMPLETED	Circular informing employees that they are respinsible for washing and ironing of their cloth maks for health reasosns 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, Ndelela Kunene, All Managers
41	Staggering of meal intervals	ONGOING	Employees report and knock off at different times and have different lunch times	HOD, Ndelela 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, Mosimanegape Bogosi, DD: data ManagementBonolo Monye, 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 Mokgothu

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 off 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 Ntsehi, 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 52 must be investigated and addressed	ONGOING	Complaints investigated and attended as and when received	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, Ndelela Kunene, CD:CS, Matshidiso Jansen-Mwase
57	Gatherings prohibited	COMPLETED	A number of activities (meetings, conferences, training,s, face to face contact sessions) suspended	HOD, Ndelela Kunene
58	Meetings must be conducted through electronic means	ONGOING	Meetings conducted electronically	HOD, Ndelela Kunene, All Managers
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, Ndelela 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	HOD, Ndelela Kunene
61	EHWP available to assist employees in need of support	ONGOING	All EHWP staff are at work and available at all times	DD: EHWP, Thabo Ntsehi

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 DD: EHWP, Thabo Ntshehi, DD: 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 oprions (electronic registration)	CD: CS, Matshidiso Jansen-Mwase, DD: EHWP, Thabo Ntshehi, DD: 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	CD: CS, Matshidiso Jansen-Mwase
65	Ensure sickbay is well vetilated	COMPLETED	The sickbay has windows and it will be possible to use natural ventilation. Aircons will be serviced reularly	D: Infrastructure, Mthetho Daantjie, DD: EHWP, Thabo Ntshehi
66	Identify equipment needed for sickbay	COMPLETED	Equipments identified	DD: EHWP, Thabo Ntshehi, D: SCM, Varughees Mammen
67	Distribution of supplements to employees at work	COMPLETED	Supplements procured, and distributed monthly	DD: EHWP, Thabo Ntshehi, Professional Nurse, Sister Mokgothu



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