



**Western Cape  
Government**

Provincial Treasury



# Annual Performance Plan 2016

Provincial Treasury



Provincial Treasury

Directorate: Strategic Operational and Management Support  
Private Bag X9165  
7 Wale Street  
Cape Town

tel: +27 21 483 5080 fax: +27 21 483 3855

[www.westerncape.gov.za](http://www.westerncape.gov.za)

Afrikaans and isiXhosa e-versions of this publication are available on request.  
**E-mail: [Ruzelle.Julie@westerncape.gov.za](mailto:Ruzelle.Julie@westerncape.gov.za)**



**Western Cape  
Government**  
Provincial Treasury

PR387/2015  
ISBN: 978-0-621-44176-5

**Western Cape Government  
Provincial Treasury**

**Annual Performance Plan  
2016**

Provincial Treasury  
Directorate Strategic and Operational Management Support  
Private Bag X9165  
7 Wale Street  
CAPE TOWN  
tel: +27 21 483 5080 fax: +27 21 483 3855  
[www.westerncape.gov.za](http://www.westerncape.gov.za)

Afrikaans and isiXhosa e-versions of this publication are available on request.  
Email: [Ruzelle.Julie@westerncape.gov.za](mailto:Ruzelle.Julie@westerncape.gov.za)

**PR 387/2015**  
**ISBN 978-0-621-44176-5**

## Foreword

South Africa's economic performance has further deteriorated in line with the global economy since the announcement of the Western Cape Government's (WCG) 2015 Medium Term Budget Policy Statement (MTBPS) in November 2015. The domestic challenges with electricity supply, the country's weakening fiscal position, infrastructure constraints and drought make the short- to medium-term outlook highly uncertain. Drought conditions are continuing to intensify and pose significant risks on a number of fronts, e.g. agricultural production, infrastructure, related disasters, and increased food prices. Interest rates are also expected to continue to increase.

It is against this background that the Provincial Treasury's 2016/17 Annual Performance Plan (APP) will continue to entrench good governance and embed integrated service delivery. A key element includes institutionalising the practice of Integrated Management. This involves greater alignment of provincial and local government policy, planning, budgeting, governance and implementation. The aim is to strengthen coordination and alignment between processes and structures of Government and other key role-players, while improving service delivery, creating maximum socio-economic impact and building public value.

Engagements and collaboration with provincial departments and municipalities will be further supported through structured engagements such as the Integrated Development Plan (IDP) Indabas, the Joint Planning Initiative, the Municipal Governance Review and Outlook (MGRO) and the Local Government Medium Term Expenditure Committee (LG MTEC).

The Annual Performance Plan conveys the Department's acceptance of its responsibility to improve allocative efficiency, ensure value for money and maintain fiscal sustainability.

I wish all the officials in the Provincial Treasury the very best as they work towards implementing the 2016/17 APP and strengthening our good financial governance programme both in the provincial government and municipalities in the Western Cape (WC).



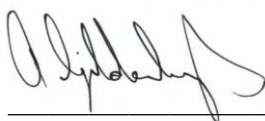
**DR IH MEYER**  
**MINISTER OF FINANCE**

# Official Sign-Off

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Western Cape Provincial Treasury under the guidance of Minister Ivan Meyer.
- Was prepared in line with the Strategic Plan of the Western Cape Provincial Treasury.
- Accurately reflects the performance targets which the Western Cape Provincial Treasury will endeavour to achieve given the resources made available in the budget for 2016/17.

**Mr A Gildenhuys**  
**Chief Financial Officer**

Signature 

**Ms A Smit**  
**Director: Strategic and**  
**Operational Management Support**

Signature 

**Mr Z Hoosain**  
**Accounting Officer**

Signature 

**Approved by**

**Dr IH Meyer**  
**Executive Authority**

Signature 

# Contents

## **PART A: STRATEGIC OVERVIEW**

1. Vision	1
2. Mission	1
3. Values	1
4. Legislative and other mandates	2
5. Situational analysis	4
6. Strategic outcome oriented goals of the department	12
7. Overview of 2016 budget and MTEF (Medium Term Expenditure Framework) estimates	14

## **PART B: STRATEGIC OBJECTIVES**

Programme 1 – Administration	15
Programme 2 – Sustainable Resource Management	22
Programme 3 – Asset Management	39
Programme 4 – Financial Governance	50

## **PART C: LINKS TO OTHER PLANS**

1. Links to the long-term infrastructure and other capital plans	61
2. Conditional grants	61
3. Public entities	61
4. Public private partnerships	62

<b>ANNEXURE A</b>	63
-------------------	----

<b>ANNEXURE B</b>	107
-------------------	-----

<b>ACRONYMS</b>	109
-----------------	-----





# PART A: STRATEGIC OVERVIEW

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

## 1. Vision

Good financial governance.

## 2. Mission

To improve governance through:

Enhancing accountability and oversight;

Creating public value;

Enabling delivery of quality services through partnerships; and

Capacity building in public sector finance.

## 3. Values

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

	<b>Caring</b>	To care for those we serve and work with
	<b>Competence</b>	The ability and capacity to do the job we are appointed to do
	<b>Accountability</b>	We take responsibility
	<b>Integrity</b>	To be honest and do the right thing
	<b>Innovation</b>	To be open to new ideas and develop creative solutions to problems in a resourceful way
	<b>Responsiveness</b>	To serve the needs of our citizens and employees

In addition to the core values a leadership behaviour charter was developed by the management team through various sessions, formally adopted and will be implemented from 1 April 2016.

To further augment these values, an integrity charter will be developed during the 2016/17 financial year.

## **4. Legislative and other mandates**

### **4.1 Constitutional mandates**

The constitutional mandate of the Provincial Treasury is derived from Chapter 13 of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) and Chapter 7 of the Western Cape Provincial Constitution. In the main, this encompasses determining measures to ensure transparency, accountability and expenditure control within the Province. This includes the introduction of proper accounting practices, expenditure classifications and treasury norms and standards.

### **4.2 Legislative mandates**

The following primary legislation drives the mandate of the Provincial Treasury:

#### **a. The Public Finance Management Act (PFMA), 1999 (Act 1 of 1999)**

The Provincial Treasury is established in terms of section 17 of the **PFMA (Act 1 of 1999)**. Section 18 of the PFMA assigns the functions and powers of the Provincial Treasury including, inter alia, the following: preparing and exercising control over the implementation of the provincial budget; promoting and enforcing transparency and effective management in respect of revenue, expenditure, assets and liabilities of provincial departments and provincial public entities; ensuring that the WCG's fiscal policies do not materially and unreasonably prejudice national economic policies; issuing of Provincial Treasury Instructions not inconsistent with the PFMA; enforcing the PFMA and any prescribed national and provincial norms and standards; complying with the annual Division of Revenue Act (DoRA); monitoring and assessing the implementation by provincial entities of national and provincial norms and standards; assisting provincial departments and provincial public entities in building their capacity for efficient, effective and transparent financial management; investigating any system of financial management and internal control applied by a provincial department or a provincial public entity; intervening by taking appropriate steps to address serious or persistent material breach of the PFMA by a provincial department or provincial public entity; promptly providing any information required by National Treasury (NT) in terms of the PFMA and doing anything further that is necessary to fulfil its responsibilities effectively.

#### **b. The Municipal Finance Management Act (MFMA), 2003 (Act 56 of 2003)**

In terms of section 5(4) of the **MFMA, 2003 (Act 56 of 2003)** the Provincial Treasury must, *inter alia*: monitor compliance with the MFMA by municipalities and municipal entities in the Province; and monitor the preparation of municipal budgets, the monthly outcomes of these

budgets and the submission of reports by municipalities as required in terms of the MFMA. Furthermore, it may assist municipalities in the preparation of their budgets; further exercise any powers and perform any duties delegated to it by the National Treasury in terms of the MFMA; and take appropriate steps if a municipality or municipal entity in the Province commits a breach of the MFMA.

### **4.3 Policy mandates**

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

#### **a. National Development Plan – 2030 (NDP)**

The Provincial Treasury must assist and support provincial departments and municipalities to build a capable state which is able to enhance socio-economic opportunities; support the development of expertise, better systems and processes to reduce inefficiencies and enhance a high adherence to ethics; and build a government that is accountable to its people.

#### **b. Medium-Term Strategic Framework 2014 - 2019 (MTSF)**

National Outcome 9: A responsive, accountable, effective and efficient local government system and National Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship – The Provincial Treasury must assist and support provincial departments and municipalities to improve their management practices, financial practices and operations systems.

#### **c. Western Cape Government Strategic Plan 2014 - 2019 (PSP) and related Game Changes**

The Provincial Strategic Plan (PSP) 2014 - 2019 and the related Game Changes are the main policy considerations of the Western Cape Government and provide a roadmap to deliver on the vision of the Western Cape Government and key objectives of the National Development Plan (NDP). The five strategic goals are as follows:

- Strategic Goal 1 – Create opportunities for growth and jobs;
- Strategic Goal 2 – Improve education outcomes and opportunities for youth development;
- Strategic Goal 3 – Increase wellness, safety and tackle social ills;
- Strategic Goal 4 - Enable a resilient, sustainable, quality and inclusive living environment; and
- Strategic Goal 5 – Embed good governance and integrated service delivery through partnerships and spatial alignment.

The Provincial Treasury, the Department of the Premier, Department of Local Government and the Department of Environmental Affairs and Development Planning will collectively contribute to Provincial Strategic Goal 5 (PSG 5) – Embed good governance and integrated service delivery through partnerships and spatial alignment.

#### **d. National Treasury Regulations (NTRs)**

The planned implementation date of the new set of NTR's was originally set for 1 April 2014, but to date it has not been implemented; the National Treasury has not yet promulgated the implementation date. The Provincial Treasury, however, has included many of the draft regulations in the draft Provincial Treasury Instructions (PTIs) during previous financial years which were held in abeyance until the revised NTRs are promulgated. The Provincial Treasury is awaiting further announcements on the way forward regarding this matter.

#### **4.4 Planned policy initiatives**

To give effect to the PSG 5 outcome of Integrated Management in the Province one of the key policy initiatives is a more integrated planning and budgeting approach. The objectives of the integrated planning and budgeting approach are as follows:

- Ensuring strategic policy alignment, province-wide monitoring and evaluation as well as intergovernmental reporting.
- Ensuring integrated financial governance, planning and budgeting.
- Facilitating integrated joint planning between provincial and municipal spheres of government.
- Driving spatial governance, alignment and performance management.
- Facilitating partnerships and partnering for development.

### **5. Situational analysis**

#### **5.1 Performance delivery environment**

##### **Socio-Economic context**

Developments within the global and national economic environment, associated risks and economic prospects, as well as socio-economic challenges facing South Africa, and in turn the Western Cape will have implications for the effective and efficient management of government resources.

The International Monetary Fund (IMF) revised global growth downwardly for 2015 due to the slowdown and rebalancing of the Chinese economy, lower commodity prices, and strains in some large emerging market economies which will continue to weigh on growth prospects in 2016 and 2017.

Key domestic economic developments in 2015 included significant contractions in agricultural production due to severe drought conditions, while electricity constraints and weak global and domestic demand weighed on manufacturing production. Although mining production expanded relative to 2014, growth was muted due to depressed commodity prices.

Increasing food prices and the weakening of the exchange rate saw the tightening of monetary policy as the South African Reserve Bank increased interest rates. In addition, fiscal policy tightened as National Treasury reigned in the budget deficit to stabilize debt levels due to the deteriorating economy and falling tax revenues.

The Western Cape economic outlook is expected to be weaker, in line with the deteriorated global and national economic outlook. The previously expected recovery in consumer spending could be weaker than anticipated as prospects for private sector job losses remain, amid limited scope for job creation in the public sector. Also higher than anticipated exchange rate pass through effects could see inflation accelerate by more than what was expected which could erode disposable income dampening consumer spending. This would be particularly important for the Western Cape as its economy is more sensitive to fluctuations in income than the national economy due to the services orientated structure of the regional economy.

While a positive trend is observed in respect of most socio-economic development measures, the Province, like the rest of South Africa, continues to grapple with the challenges of high levels of unemployment, poverty, and inequality. The Western Cape Government is committed to "inclusive growth" – growing the economy and creating jobs.

The Provincial Treasury is mandated to prepare the provincial budget and to exercise control over the implementation of the provincial budget. The challenge therefore is to allocate the limited available resources as best as possible to effective programmes within votes that reflect the priorities of government (allocative efficiency); promoting the economy, effectiveness and efficiency in the provision of public services (value for money) and at a provincial level maintaining stability in government programmes and managing risks in the constrained economic and fiscal environment (fiscal sustainability).

The available fiscal resources depend directly on revenues generated by the economy. The country is experiencing a period of persistent low growth that has reduced government revenues to meet the country's socio-development needs. The weak global and national economic environment has led to downward revisions to national revenue collection while debt service costs are expected to increase compared to the tabling of the 2015 National Medium Term Budget Policy Statement. Against the backdrop of weaker economic growth, reductions in fiscal expenditure is necessary over the MTEF.

Partnering is a key response to budget constraints. It is recognised that government cannot deliver all services effectively and drive change on its own. Much more can be achieved if the energy, resources and mandates of other spheres of government and related agencies and entities, as well as non-governmental role players, are leveraged to assist the Western Cape Government to fulfil its constitutional and legal mandates. This necessitates an increase in partnering behaviour and the formulation of partnerships, between departments, with other levels of government, across jurisdictional boundaries, and with non-governmental sectors, i.e. private sector, philanthropy, corporate social investment, civil society and knowledge institutions, in order to achieve the desired socio-economic development goals and objectives.

Another opportunity created by the current fiscally constrained environment is the integrated approach toward planning and budgeting. This approach focusses on formulating a responsive budget which gives effect to policy priorities, responds to the spatial and local context and improves service delivery while creating maximum socio-economic impact. The provincial planning and budgeting process focusses on resource allocations which drives delivery and creates public value with regard to the achievement of social outcomes and the satisfaction of citizens.

### Governance context

Good governance contributes to improving government performance and ultimately improved service delivery and a better life for our people. Although significant strides were made over the past two decades to strengthen financial governance and accountability in the provincial and municipal spheres, continuous improvement is required.

Underpinning all of Treasury's efforts are the transversal financial systems, which in their current state are still both an asset and hindrance at the same time.

Currently, the outdated transversal systems, i.e. Basic Accounting System (BAS), Personnel and Salary Administration System (PERSAL) and Logistical Information System (LOGIS) are still being utilised by the Western Cape Provincial Departments.

As indicated in the Strategic Plan 2015/16 – 2019/20 the National Treasury has reprioritised the implementation of a single Integrated Financial Management System (IFMS) which will cover the following core financial functions.

Financial function	Scope
Financial Management	Revenue, expenditure, assets, liabilities, bank management, general ledger, budget execution, cash management, financial reporting
Supply Chain Management	Demand, logistics, disposal
Procurement Management	Quotes, bids, supplier management, order management, contract management, purchase requisitions, invoice receipting
Human Resource Management	Recruitment, assumption of duty, performance management, exit management, skills development, employee wellness
Payroll	Salaries, benefits, allowances, deductions
Business Intelligence (BI)	Data consolidation, trend analysis and reporting

The Western Cape Government agreed to pilot the IFMS and the expected implementation date was during 2016/17 for 11 of the 13 provincial departments and during 2017/18 for the Departments of Education and Health. Since the publication of the Strategic Plan it emerged that the set timeframes are not feasible due to the National Treasury having to re-issue a Request for Proposal (RFP) for the provision of an Enterprise Resource Planning (ERP) system in November 2014. Once the acquisition of the ERP system has been concluded, the Provincial Treasury will be in a position to re-evaluate the implementation timelines.

Provincial Treasury will continue to focus on improving the integrity of data in the current legacy systems to ensure smooth migration to the IFMS when implemented. As part of the preparation process for the conversion to the IFMS, Provincial Treasury will assist departments currently utilising other systems to register and maintain their assets to convert to LOGIS.

The 2015 *Public Sector Supply Chain Management Review* issued by the National Treasury identified a number of issues that prevent public sector Supply Chain Management (SCM) from performing as well as it should, including the following:

- The strategic importance of SCM is not well understood;
- The organisational structures and systems within which SCM takes place are in too many cases not ideal, with inexperienced or under-skilled leadership, high staff turnover and lack of motivation;
- Policies and regulations are often confusing and cumbersome; and
- The public sector frequently underestimates how important supplier management is, and there is limited understanding about how public sector decisions and actions affect the overall business environment.

The National Treasury is taking a range of steps to reform the SCM system. These include:

- Improving processes, rules and infrastructure to make it easier for the public sector and its private sector suppliers to transact;
- Applying the concept of "*strategic sourcing*", which gives a basis for deciding, for example, whether to purchase a local commodity which helps to create jobs or one which is wholly or partially imported;
- Building relationships with the private sector;
- Identifying and implementing innovative ways to improve employees' skills and knowledge; and
- Using technology to streamline transactions and improve oversight.

The 2015 *Public Sector Supply Chain Management Review* issued by the National Treasury confirmed the Provincial Treasury's assessment of SCM within the provincial and municipal context. The Provincial Treasury has already developed and implemented a SCM strategy, focusing on the following four areas, i.e. SCM Governance (Policy and control), SCM capacity and training (Organisational structure, capacity and skill), SCM Technology (Reporting and data integrity) and Strategic Procurement, to continuously improve SCM within provincial departments and municipalities.

The Provincial Treasury will continue to implement its policies, strategies and plans, taking the National Treasury's procurement reforms into account, to improve SCM within the Province.

According to the Auditor-General of South Africa (AGSA) there is a positive trend towards clean administration in the Western Cape, which started to gain momentum in 2012 and continued through to 2015 with twenty one (87%) of twenty four auditees; 2013 - 2014:

eighteen of twenty three [78%] in the province achieving clean audit outcomes. Two departments and one entity improved to clean audit outcomes; twelve departments and seven entities maintained a clean audit outcome, and the one newly formed entity attained a clean audit outcome. Two auditees (9%) received a financially unqualified opinion with findings, while one auditee (4%) regressed from a financially unqualified opinion with findings to a qualified opinion. The AGSA also indicated that the continued improvement in audit outcomes is as a result of the continuing commitment by the executives to the corporate governance review and outlook (CGRO) process as well as the pro-active approach followed by accounting officers, accounting authorities and senior management in driving action plans to instill a culture of good financial management and governance.

Within the local government sphere there was also a positive trend towards clean administration, which started gaining momentum in 2012, continued in 2013 through to 2014 with eighteen auditees (55%) of the 33 auditees in the province achieved clean audit outcomes. Fifteen auditees (45%) received a financially unqualified opinion with findings, while one auditee (3%) progressed from qualified to financially unqualified with findings.

Provincial Treasury will continue to support both the Provincial Departments and the Municipalities to improve overall good financial governance through its institutionalised practices. In addition, two new initiatives will be introduced by the Department that will focus on capacity building of financial skills in the financial fields of provincial and local governments. The two projects that will be phased in from the 2016/17 financial year are the introduction of a MFMA bursary and internship programme and the Chartered Accountant (CA) Academy, where chartered accountants will be trained with specific focus on government finance.

## 5.2 Organisational environment

The Provincial Treasury currently has a competent and committed staff complement, but due to the increase in demand for services, a more coordinated and integrated approach in government planning, budgeting and delivery and increased interaction with clients the Provincial Treasury identified a number of challenges in respect of the capacity, competency and culture which will be addressed through the implementation of a Human Resource Plan for the period 1 April 2016 – 31 March 2019.

The tables below depict the employment and vacancies per programme and salary bands as at 31 December 2015.

**Table 1 Employment and vacancies by programme, 31 December 2015**

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy rate	Number of employees additional to the establishment	Vacancy rate including additional employees
Administration	68	57	16%	2	13%
Sustainable Resource Management	132	108	18%	-	18%
Asset Management	76	66	13%	-	13%
Financial Governance	52	45	13%	2	10%
<b>Total</b>	<b>328</b>	<b>276</b>	<b>16%</b>	<b>4</b>	<b>15%</b>



**Table 2 Employment and vacancies by salary bands, 31 December 2015**

Salary bands	Number of posts on approved establishment	Number of posts filled	Vacancy rate	Number of employees additional to the establishment	Vacancy rate including additional employees
SL 1 - 2 <sup>1</sup>	2	2	-	-	-
SL 3 - 5	22	18	18%	-	18%
SL 6 - 8	50	40	20%	2	16%
SL 9 - 12	230	198	14%	2	13%
SL 13 - 16	24	18	25%	0	25%
<b>Total</b>	<b>328</b>	<b>276</b>	<b>16%</b>	<b>4</b>	<b>15%</b>

As depicted in the tables above the vacancy rate as at 31 December 2015 is 15 per cent. The impact of the current fiscal framework and the subsequent setting of an upper limit for compensation of employees' allocations will probably further increase the vacancy rate (based on the approved establishment) as a result of attrition and non-filling of posts due to the lack of funding. These measures will result in further pressures on existing staff and could affect staff morale.

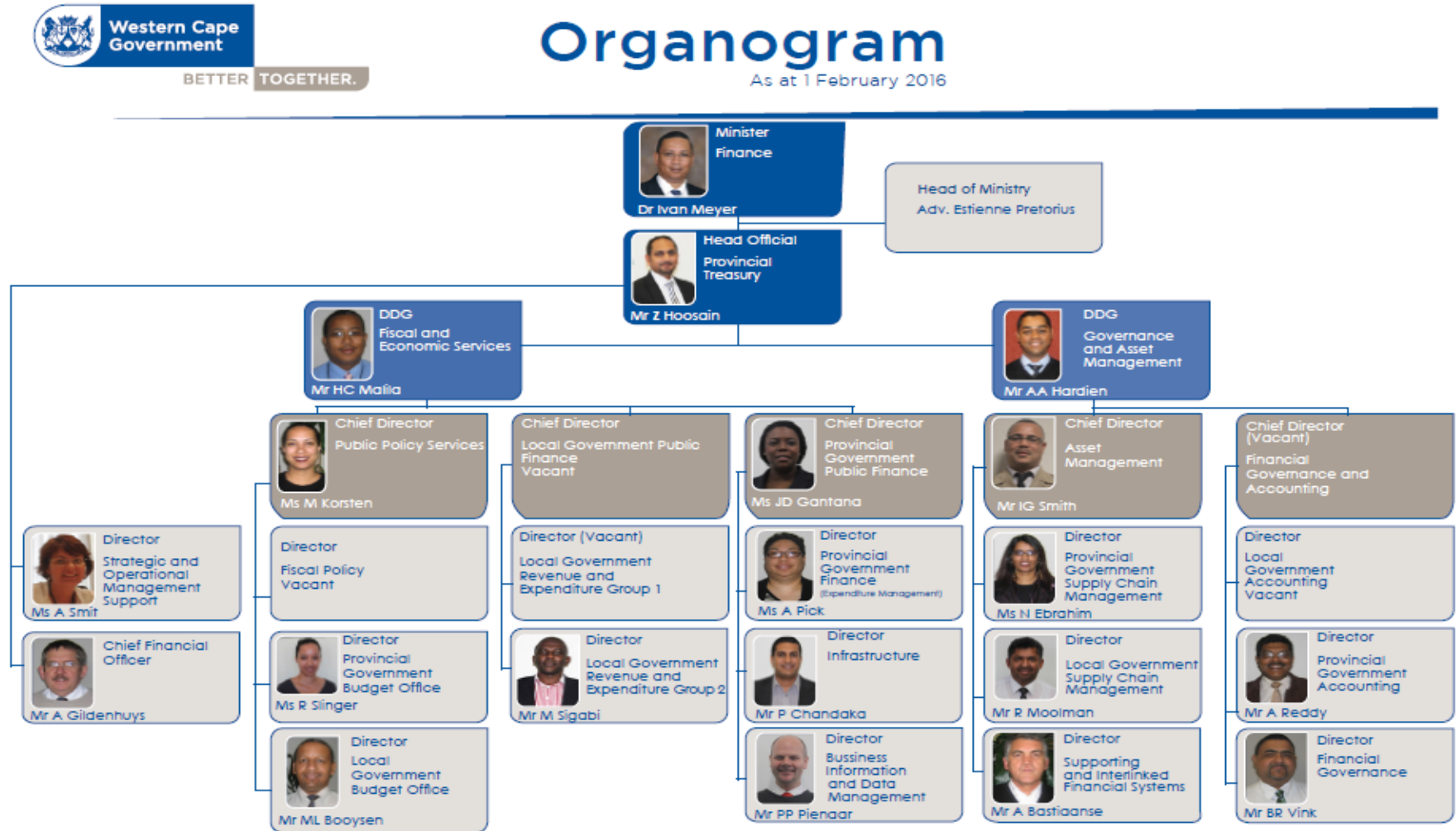
In 2015, the Budget Council tabled the generic structures for Provincial Treasuries. While the Western Cape Provincial Treasury is largely compliant, we recognise that there is a need for further organisational design review to structures to ensure that it is adequate to deal with developments in areas such as infrastructure and supply chain.

Information and Communication Technology (ICT) was identified as an enabler in delivering on its mandate. The following strategic ICT initiatives have been identified to support the achievement of its strategic objectives:

- Integrated Provincial Performance Management;
- Integrated Financial Management Solution (IFMS);
- Enterprise Content Management;
- Corporate Governance Review and Outlook (CGRO)/Municipal Governance Review and Outlook (MGRO) tracking;
- Strategic Sourcing/Procurement Strategies;
- Business Intelligence; and
- ICT Governance.

<sup>1</sup> SL - Salary Level

10 The organogram below depicts the management structure.



### **5.3 Description of the strategic planning process**

A Strategic Plan for the period 2015/16 – 2019/20 with the associated Annual Performance Plan 2015 were tabled in the Provincial Legislature in March 2015. On 11 August 2015, after only 4 months from the time of the implementation of the Strategic Plan and Annual Performance Plan the management team of Provincial Treasury held a strategic planning session.

The purpose of the session was to confirm if the current strategic objectives, strategic objective performance indicators and programme indicators were aligned to the strategic objectives and priorities as set out in the Western Cape Government Strategic Plan 2014 - 2019 with specific reference to PSG 5 – Embed good governance and integrated service delivery through partnerships and spatial alignment.

The session started with the Head Official: Provincial Treasury reflecting on the successes and challenges and indicating that Provincial Treasury must in the future focus more on the impact we aim to achieve to ensure that public value is added.

The executive authority also reflected on his experience of Provincial Treasury and reiterated that Provincial Treasury should in going forward implement instruments to assess whether the citizens benefit from public funding.

Thereafter each Chief Director/Director presented his/her Chief Director/Director's information followed by an open discussion on each on the presentations. At the end of the session it was agreed that although the way we as Treasury work will change the current strategic objectives, strategic objective performance and programme performance indicators, with minor refinement were still deemed to be perfectly appropriate and correctly linked to Treasury's legislative mandate to achieve the objectives as per the National Development Plan, Medium Term Strategic Framework and Western Cape Government Strategic Plan.

Thereafter the first iteration of the Annual Performance Plan 2016 was finalised and submitted as required.

A follow up session was held on 10 November 2015. The main focus of this session was to establish the extent of the changes to the performance delivery environment and the influence it may have on the key medium and long term policies, plans and strategic direction of the Provincial Treasury and the subsequent changes to the Annual Performance Plan. Each Deputy Director General/Chief Director/Director presented the information at the session. After the session amendments were made and the 2<sup>nd</sup> draft Annual Performance Plan finalised.

## 6. Strategic outcome oriented goals of the department

The strategic outcome oriented goals of the Department are as follow:

### Programme 1 – Administration

<b>Strategic outcome oriented goal 1</b>	Efficient and effective departmental governance support services.
<b>Goal statement</b>	Efficient and effective departmental governance support services to enable the Department to achieve all its goals and objectives and a clean audit outcome.
<b>Justification</b>	To support the political and strategic Executive Mandate and deliverables.
<b>Links</b>	Chapter 13 – Building a capable and developmental state of the National Development Plan; National Outcome 12 – An efficient, effective and development-orientated public services of the Medium term Strategic Framework 2014 - 2019; and PSG 5 – Embed good governance and integrated service delivery through partnerships and spatial alignment.

### Programme 2 – Sustainable Resource Management

<b>Strategic outcome oriented goal 2</b>	Effective, efficient and sustainable management of provincial and municipal fiscal resources.
<b>Goal statement</b>	Effective, efficient and sustainable management of provincial and municipal fiscal resources to enable service delivery and public value through: <ul style="list-style-type: none"> <li>• The annual tabling of the provincial budget;</li> <li>• Assistance to municipalities in preparation of municipal budgets through the annual municipal budget assessments; and</li> <li>• Monitoring and quarterly reporting on the budget implementation.</li> </ul>
<b>Justification</b>	Provincial Treasury is required to prepare the provincial budget, assist municipalities in the preparation of their budgets and monitor the efficient and effective implementation thereof. The limited fiscal envelope requires provincial and local government to ensure the efficient, effective and sustainable management of fiscal resources. Improvements in the sustainability and credibility of provincial and municipal budgets and the monitoring of implementation enhance efficiency and effectiveness and maximise the capacity of provincial departments and municipalities to deliver services and public value. Efficiency: How productively inputs are translated into outputs. Effectiveness: The extent to which the outputs of an institution achieve the desired outcomes.
<b>Links</b>	Chapter 13 – Building a capable and developmental state of the National Development Plan; National Outcome 12 – An efficient, effective and development-orientated public services of the Medium term Strategic Framework 2014 - 2019; and PSG 5 – Embed good governance and integrated service delivery through partnerships and spatial alignment.

### Programme 3 – Asset Management

<b>Strategic outcome oriented goal 3</b>	Financial system, supply chain and movable asset governance within the provincial and municipal spheres.
<b>Goal statement</b>	Financial system, supply chain and movable asset governance within the provincial and municipal spheres by assisting 13 departments and 30 municipalities to build capacity and instilling good governance practices to improve the financial management maturity that equates to a managed level.
<b>Justification</b>	Gives effect to a programme to ensure improved transparency, accountability and capacity for supply chain management and moveable assets within Departments and municipalities. Enforce the management of information system controls to ensure integrity of data as well as appropriate and timeous management information.
<b>Links</b>	Chapter 13 – Building a capable and developmental state of the National Development Plan; National Outcome 12 – An efficient, effective and development-orientated public services of the Medium term Strategic Framework 2014 - 2019; and PSG 5 – Embed good governance and integrated service delivery through partnerships and spatial alignment.

### Programme 4 – Financial Governance

<b>Strategic outcome oriented goal 4</b>	Accountability through the review of financial reporting of departments, entities and municipalities and compliance with financial norms and standards.
<b>Goal statement</b>	Achieving accountability through promoting the reporting frameworks and compliance with financial norms and standards through the establishment of sound financial governance within the provincial and municipal spheres. This will be continually measured to achieve the highest level of governance in 2020.
<b>Justification</b>	Improve the quality and integrity of financial accounting and reporting to fully reflect all transactions and the values and extent of all assets owned by government. In terms of S18 of the PFMA and S5 MFMA, PT must set the norms and standards for financial management, and may assist with the implementation thereof and thereby improve efficient and economic utilisation of resources.
<b>Links</b>	Chapter 13 – Building a capable and developmental state of the National Development Plan; National Outcome 12 – An efficient, effective and development-orientated public services of the Medium term Strategic Framework 2014 - 2019; and PSG 5 – Embed good governance and integrated service delivery through partnerships and spatial alignment.

## 7. Overview of 2016 budget and MTEF (Medium Term Expenditure Framework) estimates

**Table 3 Summary of payments and estimates**

Programme R'000	Outcome			Main appro- priation 2015/16	Adjusted appro- priation 2015/16	Revised estimate 2015/16	Medium-term estimate				
	Audited	Audited	Audited				% Change from Revised estimate		2016/17	2017/18	2018/19
	2012/13	2013/14	2014/15				2015/16	2015/16			
1. Administration	35 462	40 780	44 218	52 058	49 880	49 880	44 063	(11.66)	51 400	54 732	
2. Sustainable Resource Management	70 898	86 182	101 491	116 418	106 383	106 383	121 990	14.67	152 671	162 883	
3. Asset Management	33 934	47 520	55 732	60 078	59 212	59 212	57 930	(2.17)	62 876	63 294	
4. Financial Governance	21 989	25 485	30 707	33 475	34 902	34 902	36 756	5.31	38 278	40 559	
<b>Total payments and estimates</b>	162 283	199 967	232 148	262 029	250 377	250 377	260 739	4.14	305 225	321 468	

Note: Programme 1: MEC total remuneration package as at 23 February 2016: R1 821 577 with effect from 1 April 2014. As at 23 February 2016, a Proclamation to determine the upper limits of the salaries of political office-bearers has not as yet been issued.

### Earmarked allocation:

Aggregate compensation of employees' upper limit: R165 228 000 (2016/17), R180 333 000 (2017/18) and R191 345 000 (2018/19).

Economic classification R'000	Outcome			Main appro- priation 2015/16	Adjusted appro- priation 2015/16	Revised estimate 2015/16	Medium-term estimate				
	Audited	Audited	Audited				% Change from Revised estimate		2016/17	2017/18	2018/19
	2012/13	2013/14	2014/15				2015/16	2015/16			
<b>Current payments</b>	147 052	172 782	193 043	219 315	214 291	214 291	221 459	3.34	245 730	256 138	
Compensation of employees	107 182	125 299	137 911	152 678	152 152	152 152	165 228	8.59	180 333	191 345	
Goods and services	39 870	47 483	55 132	66 637	62 139	62 139	56 231	(9.51)	65 397	64 793	
<b>Transfers and subsidies to</b>	11 795	22 389	35 241	37 925	31 320	31 320	35 800	14.30	54 866	60 433	
Provinces and municipalities	8 250	15 369	21 800	24 831	23 245	23 245	21 514	(7.45)	40 601	45 341	
Departmental agencies and accounts	2 411	5 525	10 409	10 491	5 247	5 247	9 911	88.89	11 489	12 155	
Non-profit institutions			100								
Households	1 134	1 495	2 932	2 603	2 828	2 828	4 375	54.70	2 776	2 937	
<b>Payments for capital assets</b>	3 404	4 359	3 778	4 789	4 716	4 716	3 480	(26.21)	4 629	4 897	
Machinery and equipment	3 404	4 324	3 753	4 764	4 075	4 075	3 455	(15.21)	4 603	4 869	
Software and other intangible assets		35	25	25	641	641	25	(96.10)	26	28	
<b>Payments for financial assets</b>	32	437	86		50	50		(100.00)			
<b>Total economic classification</b>	162 283	199 967	232 148	262 029	250 377	250 377	260 739	4.14	305 225	321 468	

## PART B: STRATEGIC OBJECTIVES

### Programme 1 – Administration

#### Programme description

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

#### Strategic outcome oriented goal

<b>Strategic outcome oriented goal 1</b>	Efficient and effective departmental governance support services.
<b>Goal statement</b>	Efficient and effective departmental governance support services to enable the Department to achieve all its goals and objectives and a clean audit outcome.

#### Sub-programme 1.1: Office of the Minister

**Purpose:** To assist the member of the Provincial Cabinet with those functions as assigned by legislation and/or the Premier.

The Minister's office renders strategic advice as well as secretarial and administrative services to assist the Minister with the performance of his/her legislative responsibilities as Member of the Executive Council (MEC). This includes fostering relationships with the media and all other relevant parties within government and the broader public.

The office of the Minister is also responsible for assisting with the assigned functions of Provincial Treasury and International Relations.

#### Strategic objective

<b>Strategic objective 1</b>		To provide ministerial support services.						
<b>Objective statement</b>		To provide ministerial support services to enable the MEC to execute his/her duties.						
<b>Baseline</b>		New strategic objective indicator.						
<b>Strategic objective performance indicator</b>		<b>Audited/Actual performance</b>			<b>Estimated performance 2015/16</b>	<b>Medium-term targets</b>		
		<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>		<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
<b>1.</b>	Number of reports to monitor compliance with statutory and executive requirements	New strategic objective indicator	New strategic objective indicator	New strategic objective indicator	New strategic objective indicator	4	4	4

## Risk management

**Risk:** Quality and timing of submissions to Minister.

**Mitigation:** Early notification and pre-final drafts to be submitted to Ministry to allow for quality assurance and ministerial input.

### Programme performance indicators and annual targets for 2016/17

Programme performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1.1	Number of formal engagements with the Department and the Western Cape Gambling and Racing Board on meeting statutory and executive requirements	New PI	New PI	New PI	10	8	8	8
1.2	Number of meetings/ engagements with the Consul Generals, members of the Diplomatic Corp and incoming foreign delegations	New PI	New PI	New PI	8	7	7	7

### Quarterly targets for 2016/17

Performance indicator		PSG linkage	Reporting period	Annual target 2016/17	Quarterly targets			
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.1	Number of formal engagements with the Department and the Western Cape Gambling and Racing Board on meeting statutory and executive requirements	PSG 5	Quarterly	8	2	2	2	2
1.2	Number of meetings/ engagements with the Consul Generals, members of the Diplomatic Corp and incoming foreign delegations	PSG 5	Quarterly	7	2	2	2	1



## Sub-programme 1.2: Management Services

**Purpose:** To provide strategic and operational management support services.

This sub-programme includes the Head Official of Treasury and the Directorate Strategic and Operational Management Support (SOMS). It is responsible for guiding and coordinating the delivery of the activities of the Provincial Treasury and for providing strategic and operational support services.

The unit is responsible for the facilitation of the Departmental strategic planning process and for the monitoring, reporting on and evaluating the overall performance of the Provincial Treasury. The focus of the unit will be to build on and improve the current performance planning, monitoring, reporting and evaluation processes.

This unit also coordinates and drives the rendering of human capital support services to the Provincial Treasury in terms of the provisions of the current Service Level Agreement with the Corporate Service Centre. The focus of the unit will be to compile and implement a Human Resource Plan that will ensure that the Provincial Treasury has the right people at the right time all the time.

It also renders departmental communications, events management and language services. The focus of the unit will be to improve the administrative processes to support the achievement of the Provincial Treasury's goals and objectives.

### Strategic objective

<b>Strategic objective 2</b>	To improve corporate management processes.
<b>Objective statement</b>	To improve strategic management and human resource management through building on and improving the current performance planning, monitoring, reporting and evaluation processes and the implementation of a Human Resource Management Plan over the 5 year period to ensure that there are no material audit findings on human resource management and pre-determined objectives every year.
<b>Baseline</b>	No material audit findings on human resource management and pre-determined objectives.

### Strategic objective annual targets for 2016/17

Strategic objective performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
2.	Number of material Human Resource Management and Performance Management audit findings	New strategic objective indicator	New strategic objective indicator	0	0	0	0	0

## Risk management

**Risk:** Non-compliance by managers with prescripts.

**Mitigation:** Provision of clear guidelines and support and facilitation of appropriate training.

### Programme performance indicators and annual targets for 2016/17

Programme performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
2.1	Number of prescribed performance plans and reports submitted	New PI	6	7	6	7	7	7
2.2	Number of reports on the implementation of the HR Plan	New PI	New PI	New PI	4	4	4	4

### Quarterly targets for 2016/17

Performance indicator		PSG linkage	Reporting period	Annual target 2016/17	Quarterly targets			
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
2.1	Number of prescribed performance plans and reports submitted	PSG 5	Quarterly	7	1	2	1	3
2.2	Number of reports on the implementation of the HR Plan	PSG 5	Quarterly	4	1	1	1	1

### Sub-programme 1.3: Financial Management

**Purpose:** To assist the Accounting Officer to drive financial management in the Department.

This sub-programme is the responsibility of the CFO who is appointed in terms of Chapter 2 of the NTRs and reports directly to the AO. The main duties of this sub-programme are spread across four sections:

- The Management Accounting Section is responsible for the compilation of the annual and adjusted budgets, monitoring and control of expenditure via the IYM process and compilation of the departmental annual report. Furthermore the section will pro-actively manage IYM expenditure and cash flow of the department inclusive of Contract management. The impact of the new IFMS and how it will be rolled out will also be implemented with the assistance of the Provincial Treasury in this Section.

- The Financial Accounting Section is responsible for maintaining a payments system, compiling the Annual Financial Statement (AFS) and maintaining the ledger accounts of the Department. The impact of the new IFMS and how it will be rolled out will also be implemented with the assistance of the Provincial Treasury in this Section.
- The SCM section is responsible for further developing the SCM database, with active engagement and analytical administrative support in respect of the acquisition of goods and services and specified auxiliary services.
- The Internal Control section which must ensure that internal control measures are in place throughout the Department, particularly in high-risk areas, to prevent any negative internal and external audit findings. Furthermore the Unit must ensure analytical and proactive measures are also in place to ensure due diligence exists while it also acts as secretariat to the Enterprise Risk Management Committee (ERMCO) and with the compilation of the quarterly CGRO assessment.

### Strategic objective

<b>Strategic objective 3</b>	To provide financial administrative services to the Department.
<b>Objective statement</b>	To provide financial administrative services in respect of financial and management accounting, supply chain management services and internal control to achieve a clean financial audit outcome every year.
<b>Baseline</b>	Clean audit outcome for 2014/15.

### Strategic objective annual targets for 2016/17

Strategic objective performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
3.	Number of material financial management audit findings	New strategic objective indicator	Clean audit outcome	0	0	0	0	0

## Risk management

**Risk:** SCM operational and implementation risks, Financial Accounting misstatements, institutionalisation of internal control.

**Mitigation:** Non-compliance of new Accounting Officer System prescripts will jointly be driven by all senior managers in a dedicated manner in liaison with Financial Management.

Financial accounting misstatements will be minimised by means of supplementary reports generated by financial management.

The new Internal Control unit will only be able to fill all its posts in 2016/17 together with introducing higher levels of compliance testing.

### Programme performance indicators and annual targets for 2016/17

Programme performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
3.1	Number of IYM reports	New PI	12	12	12	12	12	12
3.2	Number of Budget submissions	New PI	4	4	4	4	4	4
3.3	Number of Corporate reports	New PI	4	4	4	4	4	4

### Quarterly targets for 2016/17

Performance indicator		PSG linkage	Reporting period	Annual target 2016/17	Quarterly targets			
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
3.1	Number of IYM reports	PSG 5	Monthly	12	3	3	3	3
3.2	Number of Budget submissions	PSG 5	Quarterly	4	-	1	2	1
3.3	Number of Corporate reports	PSG 5	Quarterly	4	1	-	2	1

## Reconciling performance targets with the Budget and MTEF

### Expenditure estimates

**Table 4 Administration**

Sub-programme R'000	Outcome			Main appro- piation 2015/16	Adjusted appro- piation 2015/16	Revised estimate 2015/16	Medium-term estimate			
	Audited	Audited	Audited				% Change from Revised estimate			
	2012/13	2013/14	2014/15				2016/17	2015/16	2017/18	2018/19
1. Office of the Minister	5 284	6 242	5 698	6 172	6 849	6 849	6 530	(4.66)	7 025	7 501
2. Management Services	9 918	11 832	13 993	17 226	17 987	17 987	13 519	(24.84)	14 566	15 577
3. Financial Management	20 260	22 706	24 527	28 660	25 044	25 044	24 014	(4.11)	29 809	31 654
<b>Total payments and estimates</b>	<b>35 462</b>	<b>40 780</b>	<b>44 218</b>	<b>52 058</b>	<b>49 880</b>	<b>49 880</b>	<b>44 063</b>	<b>(11.66)</b>	<b>51 400</b>	<b>54 732</b>

Note: Sub-programme 1.1: MEC total remuneration package as at 23 February 2016: R1 821 577 with effect from 1 April 2014. As at 23 February 2016, a Proclamation to determine the upper limits of the salaries of political office-bearers has not as yet been issued.

Two sub-programmes, Corporate Services and Internal Audit Services are located within the Department of the Premier (Corporate Services Centre/CSC).

Economic classification R'000	Outcome			Main appro- piation 2015/16	Adjusted appro- piation 2015/16	Revised estimate 2015/16	Medium-term estimate			
	Audited	Audited	Audited				% Change from Revised estimate			
	2012/13	2013/14	2014/15				2016/17	2015/16	2017/18	2018/19
<b>Current payments</b>	30 910	34 594	37 483	44 786	43 229	43 229	40 820	(5.57)	46 968	50 044
Compensation of employees	19 576	23 170	25 124	29 717	30 667	30 667	29 496	(3.82)	31 953	34 263
Goods and services	11 334	11 424	12 359	15 069	12 562	12 562	11 324	(9.86)	15 015	15 781
<b>Transfers and subsidies to</b>	1 116	1 390	2 871	2 483	2 501	2 501	3	(99.88)	3	3
Departmental agencies and accounts		2	3	3	3	3	3		3	3
Non-profit institutions			100							
Households	1 116	1 388	2 768	2 480	2 498	2 498		(100.00)		
<b>Payments for capital assets</b>	3 404	4 359	3 778	4 789	4 100	4 100	3 240	(20.98)	4 429	4 685
Machinery and equipment	3 404	4 324	3 753	4 764	4 075	4 075	3 215	(21.10)	4 403	4 657
Software and other intangible assets		35	25	25	25	25	25		26	28
<b>Payments for financial assets</b>	32	437	86		50	50		(100.00)		
<b>Total economic classification</b>	<b>35 462</b>	<b>40 780</b>	<b>44 218</b>	<b>52 058</b>	<b>49 880</b>	<b>49 880</b>	<b>44 063</b>	<b>(11.66)</b>	<b>51 400</b>	<b>54 732</b>

### Performance and expenditure trends

The programme increased by R14.418 million from R35.462 million in 2012/13 to R49.880 million in the 2015/16 (revised estimate), this equates to an average nominal increase of 12 per cent per annum. The growth from the 2015/16 (revised estimate) of R49.880 million to R54.732 million in 2018/19 reflects an annual average growth of 3.1 per cent over the three year period. Limited provision has been made for strengthening core corporate requirements towards meeting increasing demands bestowed on the Department. The transfers within the programme for external bursars will be shifted to Programme 2: Sustainable Resource Management in 2016/17 as part of the reprioritisation of the capacity building initiative.

## Programme 2 – Sustainable Resource Management

### Programme description

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

### Strategic outcome oriented goal

<b>Strategic outcome oriented goal 2</b>	Effective, efficient and sustainable management of provincial and municipal fiscal resources.
<b>Goal statement</b>	<p>Effective, efficient and sustainable management of provincial and municipal fiscal resources to enable service delivery and public value through:</p> <ul style="list-style-type: none"> <li>• The annual tabling of the provincial budget;</li> <li>• Assistance to municipalities in preparation of municipal budgets through the annual municipal budget assessments; and</li> <li>• Monitoring and quarterly reporting on the budget implementation.</li> </ul>

### Programme structure

#### Sub-programme 2.1: Programme support

**Purpose:** To provide management and administrative support to the programme.

This sub-programme includes the head and support staff of the Branch: Fiscal and Economic Services and the relevant chief directors responsible for the Chief Directorates – Public Policy Services, Public Finance: Provincial Government and Public Finance: Local Government. It also provides resources for the structured training and development of the staff attached to the programme.

### Strategic objective

<b>Strategic objective 4</b>	To provide management and administrative support to Programme 2 - Sustainable Resource Management.
<b>Objective statement</b>	To provide management and administrative support to Programme 2 - Sustainable Resource Management to ensure that all strategic objectives and targets are achieved annually.
<b>Baseline</b>	100% targets achieved (2014/15 Annual Report).

**Strategic objective annual targets for 2016/17**

Strategic objective performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
4.	Percentage of Programme 2 – Sustainable Resource Management's programme performance indicator targets achieved	New PI	New PI	100%	100%	100%	100%	100%

**Risk management**

**Risk:** Lack of capacity.

**Mitigation:** Skilled and competent staff to be recruited in vacant positions and a bespoke training and development plan for each staff member.

**Programme performance indicators and annual targets for 2016/17**

Programme performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
4.1	Number of quarterly performance reports for Programme 2 – Sustainable Resource Management submitted	New PI	New PI	100%	4	4	4	4

**Quarterly targets for 2016/17**

Performance indicator		PSG linkage	Reporting period	Annual target 2016/17	Quarterly targets			
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
4.1	Number of quarterly performance reports for Programme 2 – Sustainable Resource Management submitted	PSG 5	Quarterly	4	1	1	1	1

## Sub-programme 2.2: Fiscal Policy

**Purpose:** To research, analyse and advise on the management of provincial and municipal fiscal resources.

The unit conducts research and analysis on provincial and local government fiscal policy matters that impact on the fiscal framework and fiscal sustainability of provincial and local government. Fiscal policy research and analysis informs the development of the provincial and local government fiscal frameworks and budget policy and includes sustainability of provincial and municipal revenue budgets, the provincial funding model, the national transfer system (Equitable Share and Conditional Grants) and research into new and existing revenue sources. The unit provides support initiatives, advice and guidance to departments and municipalities on revenue related and cash management matters. This unit also analyses and reports on the in-year cash flow and revenue performance for both provincial and local government. This unit is also responsible for departmental oversight of the Western Cape Gambling and Racing Board (WCGRB).

### Strategic objective

<b>Strategic objective 5</b>	To conduct research and advise on the management of the provincial and municipal fiscal resources.
<b>Objective statement</b>	To research and advise on the most appropriate fiscal policy approach for the Western Cape departments and municipalities, monitor revenue trends and advise on the sustainability and management of provincial and municipal funding sources.
<b>Baseline</b>	20 Fiscal policy reports (4 reports on the Provincial and Local Government Fiscal System; 4 Provincial Revenue Reports; 8 Cash Management reports; 4 WCGRB Performance Reports).

### Strategic objective annual targets for 2016/17

Strategic objective performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
5.	Number of fiscal policy reports	New PI	New PI	New PI	20	20	20	20

### Risk management

**Risk:** Tighter fiscal environment due to the weak economic environment with possible impacts on the national transfers (equitable share and conditional grants), as well as provincial and municipal own revenue. These variables have the potential to impact national transfers to provinces and local government and hamper collection of own revenue sources.



**Mitigation:** Developing and implementing a fiscal framework that manages risks to the revenue envelope, including research, revenue and tariff assessments of departments and identified municipalities. Support initiatives, advice and guidance to departments, municipalities and the WCGRB.

### Programme performance indicators and annual targets for 2016/17

Programme performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
5.1	Number of research reports on the Provincial and Local Government Fiscal System	Research, review of provincial funding model and input into the fiscal transfer system for provinces and local government	2	2	4	4	4	4
5.2	Number of Provincial Revenue reports	Revised PI	Revised PI	Revised PI	4	4	4	4
5.3	Number of Cash Management Reports	Revised PI	Revised PI	Revised PI	8	8	8	8
5.4	Number of reports on the performance of the WCGRB	Quarterly Performance reports of the WCGRB assessed.	4	4	4	4	4	4

### Quarterly targets for 2016/17

Performance indicator		PSG Linkage	Reporting period	Annual target 2016/17	Quarterly targets			
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
5.1	Number of research reports on the Provincial and Local Government Fiscal System	PSG 5	Quarterly	4	-	1	1	2
5.2	Number of Provincial Revenue reports	PSG 5	Quarterly	4	1	1	1	1
5.3	Number of Cash Management Reports	PSG 5	Quarterly	8	2	2	2	2
5.4	Number of reports on the performance of the WCGRB	PSG 5	Quarterly	4	1	1	1	1

## Sub-programme 2.3: Budget Management

### Element: Provincial Government Budget Office

**Purpose:** To promote effective financial resource allocation and provide research, analysis and advice that informs the preparation of the provincial budget and monitor budget implementation.

The Provincial Government Budget Office focuses on the alignment of policy-making, planning and budgeting systems and processes. It provides research, analysis and advice on the economic developments and its implications for policy, planning and budgeting, and issues and trends relevant to budget and fiscal policy matters. The focus is to inform the formulation of budget policy and recommend allocations in line with government strategic priorities outlined in the Provincial Strategic Plan.

### Strategic objective

<b>Strategic objective 6</b>	To promote effective resource allocation within the provincial budget through research, analysis and advice.
<b>Objective statement</b>	To promote effective resource allocation within the provincial budget and its effective implementation through research, analysis and advice that informs budget policy and enables recommendations on budget allocations which reflect the priorities of government and are based on programme effectiveness.
<b>Baseline</b>	Overview of Provincial Revenue and Expenditure (Budget Overview) 2016 tabled by March.

### Strategic objective annual targets for 2016/17

Strategic objective performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
6.	Timeous publication of the Overview of Provincial Revenue and Expenditure	New PI	March 2014	March 2015	March 2016	March 2017	March 2018	March 2019

### Risk management

**Risk:** Inadequate integrated planning and budgeting with resultant duplication and gaps and a lack of budget focus with sub-optimal impact.

**Mitigation:** Risks will be addressed through a more integrated planning and budgeting process. Strengthened collaboration with relevant components within Provincial Treasury (such as those responsible for expenditure monitoring, supply chain management and local government budget processes). Also, functional collaboration between Provincial Treasury and the Department of the Premier regarding planning and reporting and more broadly through the relevant PSG 5 workgroup 4 to support integration within the provincial government, between spheres and strategic partners.

**Risk:** The weak economic environment and the resultant impact on the fiscal framework and future revenue flows which have a direct impact on the budget process and policy.

**Mitigation:** A budget policy framework that is responsive to the economic and fiscal outlook will be developed and implemented as part of the budget process.

### Programme performance indicators and annual targets 2016/17

Programme performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
6.1	Number of provincial budget policy assessment reports	14 APPs and budget submissions assessed and with recommendations to the provincial MTEC	28	28	28	26	26	26
6.2	Timeous publication of the Provincial Economic Review and Outlook	PERO 2012 published September 2012	October 2013	October 2014	October 2015	September 2016	September 2017	September 2018
6.3	Timeous publication of the Medium Term Budget Policy Statement	New PI	November 2013	November 2014	November 2015	November 2016	November 2017	November 2018

### Quarterly targets for 2016/17

Performance indicator		PSG Linkage	Reporting period	Annual target 2016/17	Quarterly targets			
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
6.1	Number of provincial budget policy assessment reports	PSG 5	Bi-annually	26	-	-	13	13
6.2	Timeous publication of the Provincial Economic Review and Outlook	PSG 5	Annually	September 2016	-	September 2016	-	-
6.3	Timeous publication of the Medium Term Budget Policy Statement	PSG 5	Annually	November 2016	-	-	November 2016	-

## Element: Local Government Budget Office

**Purpose:** To promote effective financial resource allocation and provide research, analysis and advice that inform the preparation of municipal budgets and monitor budget implementation.

The Local Government Budget Office provides research, advice and analysis on the regional and local economy, issues and trends relevant to local government budget and fiscal policy matters. The focus is to inform the municipal planning and budgetary processes to promote planning led budgeting with an integrated and spatial focus and budget allocations in line with government strategic outcomes. The unit also supports the municipal budget process through recommendations to improve the responsiveness of the budgets to target socio-economic and policy objectives and coordination of the Local Government Expenditure Committee engagements.

### Strategic objective

<b>Strategic objective 7</b>	To promote effective resource allocation within municipal budgets through research, analysis and advice.
<b>Objective statement</b>	To promote effective resource allocation within municipal budgets and its effective implementation through research, analysis and advice that informs the preparation of municipal budgets to promote allocations which reflect the priorities of government and based on programme effectiveness.
<b>Baseline</b>	30 municipal budget policy assessments

### Strategic objective annual targets for 2016/17

Strategic objective performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
7.	Number of municipal budgets with effective resource allocations	30 municipal budgets assessed for responsiveness	74 quarterly SDBIP Performance reports submitted & 28 Annual Reports assessed	30	30	30	30	

### Risk management

**Risk:** Lack of integrated performance planning and budgeting with resultant duplication and gaps, lack of budget focus with sub-optimal impact.

**Mitigation:** Risks will be addressed through the development of a more integrated planning and budgeting process.

**Risk:** Late tabling and adoption of municipal budgets and non- or late submission of budgetary related documents including Annual Reports, Service Delivery and Budget Implementation Plans (SDBIPs), and In-year Service Delivery reports.

**Mitigation:** Non-compliance is mitigated through issuing clear guidelines for the tabling, adoption, submission and reporting guidelines for development of municipal budgets, SDBIPs, In-year reports and Annual Reports, training and advice to municipalities and processes to be followed in the event of non-compliance.

**Risk:** Inadequate use of relevant and social and economic information at a municipal level to inform planning and budgeting.

**Mitigation:** Socio-economic information, including relevant economic updates is undertaken by specialist service providers with the required standard of expertise, capacity, knowledge and experience and is translated by Budget Office staff to feed into the budgetary processes and publications.

### Programme performance indicators and annual targets 2016/17

Programme performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
7.1	Number of municipal budget policy assessment reports	New PI	New PI	30	30	30	30	30
7.2	Percentage of Quarterly Performance Reports assessed	New PI	New PI	100%	100%	100%	100%	100%
7.3	Timeous publication of the Municipal Economic Review and Outlook	New PI	Publication of 2013 Municipal Economic Review and Outlook	Revised PI	October 2015	September 2016	September 2017	September 2018

### Quarterly targets for 2016/17

Performance indicator		PSG Linkage	Reporting period	Annual target 2016/17	Quarterly targets			
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
7.1	Number of municipal budget policy assessment reports	PSG 5	Annually	30	30	-	-	-
7.2	Percentage of Quarterly Performance Reports assessed	PSG 5	Quarterly	100%	100%	100%	100%	100%
7.3	Timeous publication of the Municipal Economic Review and Outlook	PSG 5	Annually	September 2016	-	September 2016	-	-

## Sub-programme 2.4: Public Finance

### Element: Provincial Government Finance

**Purpose:** To compile a credible and sustainable main and adjustments budget, and to guide and monitor the efficient implementation thereof.

Provincial Government Finance assesses provincial budgets to improve the credibility and sustainability of the budget and for monitoring the implementation of budgets to enhance accountability, efficiency and data integrity.

A key focus area is to improve on the efficiency of expenditure management in departments through analysis on selected expenditure items. Furthermore, in line with improving financial management, the unit will facilitate the professionalisation of public sector Management Accountants.

#### Strategic objective

<b>Strategic objective 8</b>	To improve the conformance, credibility, sustainability and guide and monitor the efficient implementation of the provincial budget.
<b>Objective statement</b>	To improve the conformance, credibility and sustainability of the provincial budget by assessing expenditure composition and trends within departments and table an approved Estimates of Provincial Revenue and Expenditure. To monitor the implementation of the budget by assessing conformance, accountability, data integrity, and efficiency.
<b>Baseline</b>	Estimates of Provincial Revenue and Expenditure tabled by March 2016.

#### Strategic objective annual targets for 2016/17

Strategic objective Performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
<b>8.</b>	Timeous tabling of the Estimates of Provincial Revenue and Expenditure	All votes and entities budget submissions assessed against a framework for conformance, credibility and sustainability	March 2014	March 2015	March 2016	March 2017	March 2018	March 2019

## Risk management

**Risk:** Lack of an integrated financial management system integrating financial and non-financial information which is critical to inform decision making around budget composition of spending and budget spending analysis.

Service pressure, i.e. spending risks not able to be accommodated within the overall fiscal framework and mismatch between budgets and actual spending.

**Mitigation:** Provincial Government Finance, together with the Provincial Treasury's Supply Chain Management Unit will focus on developing a spending analysis tool which will facilitate integrated cost driving models on selected expenditure items.

### Programme performance indicators and annual targets for 2016/17

Programme performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
8.1	Number of provincial budget assessment reports	Developed a framework on conformance, credibility and sustainability of the budget and 14 provincial budgets assessed and remedial steps actioned	28	28	28	28	28	28
8.2	Number of expenditure reviews	New PI	New PI	New PI	1	1	1	1
8.3	Number of quarterly reports on the implementation of the budget	4	4	4	4	4	4	4

### Quarterly targets for 2016/17

Performance indicator		PSG Linkage	Reporting period	Annual target 2016/17	Quarterly targets			
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
8.1	Number of provincial budget assessment reports	PSG 5	Bi-annually	28	-	-	14	14
8.2	Number of expenditure reviews	PSG 5	Annually	1	-	-	-	1
8.3	Number of quarterly reports on the implementation of the budget	PSG 5	Quarterly	4	1	1	1	1

## Element: Local Government Finance (Groups 1 and 2)

**Purpose:** To drive the implementation of the MFMA and assist and guide municipalities to prepare budgets and monitor the implementation thereof.

To drive the implementation of the MFMA through IGR coordination between municipalities, provincial national departments and other related stakeholders.

To improve municipal budget implementation against the set standards and by knowledge sharing and training.

To analyse and report on the in-year revenue, expenditure and cash flow performance for municipalities.

### Strategic objective

<b>Strategic objective 9</b>	To guide and monitor the implementation of municipal budgets.
<b>Objective statement</b>	To improve municipal budgets through monitoring and support municipalities and municipal entities and to report on it monthly and quarterly.
<b>Baseline</b>	Quarterly reports on the implementation of municipal budgets.

### Strategic objective annual targets for 2016/17

Strategic objective performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
9.	Number of quarterly reports on the implementation of municipal budgets	New PI	4	4	4	4	4	4

### Risk management

**Risk:** Municipal Standard Chart of Accounts (mSCOA) Implementation

**Mitigation:** Coordinated approach in adoption and implementation of mSCOA Governance Framework.

**Risk:** Financial reporting and non-compliance to MFMA

**Mitigation:** Bespoke support to municipalities to improve integrity of financial reporting and on matters of compliance.

**Risk:** Financial sustainability of municipalities, absence of innovative early detection mechanism to detect sustainability challenges at municipalities.

**Mitigation:** In year monitoring assessments and reviews of municipalities.



### Programme performance Indicators and annual targets for 2016/17

Programme performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
9.1	Number of monthly IYM assessment reports on the implementation of the municipal budget	30 monthly and 4 quarterly reports aligned to framework on financial reporting	372	372	372	372	372	372
9.2	Number of Municipal budget assessment reports	30 Municipal draft budgets assessed against the refined conformance, credibility and recommendations made	30	30	30	30	30	30
9.3	Number of reports on MFMA implementation	Assessment on MFMA implementation against framework and recommendations made to municipalities	4	4	4	4	4	4
9.4	Number of efficiency assessments on selected municipal budget expenditure items	New PI	New PI	New PI	1	1	1	1

### Quarterly targets for 2016/17

Performance indicator		PSG Linkage	Reporting Period	Annual Target 2016/17	Quarterly Targets			
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
9.1	Number of monthly IYM assessment reports on the implementation of the municipal budget	PSG 5	Quarterly	372	93	93	93	93
9.2	Number of Municipal budget assessment reports	PSG 5	Annually	30	-	-	-	30
9.3	Number of reports on MFMA implementation	PSG 5	Quarterly	4	1	1	1	1
9.4	Number of efficiency assessments on selected municipal budget expenditure items	PSG 5	Annually	1	-	-	-	1

## Element: Infrastructure

**Purpose:** To promote the delivery and maintenance of physical infrastructure.

The unit is responsible for oversight in relation to enhancing and monitoring the infrastructure spending of designated departments and advocating the infrastructure delivery improvement process.

The unit will also assess the User Asset Management Plans (U-AMPs), Custodian Asset Management Plans (C-AMPs), as well as Concept Reports and Project Proposals of Departments (in terms of the Guidelines for Performance Based Incentive Process).

A key focus of the unit remains the institutionalisation of the Western Cape Infrastructure Delivery Management System (WCIDMS) in Provincial Departments.

A further aim of the unit is to institutionalise the IDMS within the municipal sphere of government.

### Strategic objective

<b>Strategic objective 10</b>	To institutionalise and standardise good practice methodologies, tools and systems for physical infrastructure delivery and maintenance.
<b>Objective statement</b>	To instil WCIDMS-principles in departments to improve delivery on planning, construction, and maintenance of projects.
<b>Baseline</b>	4 assessments to be conducted on the institutionalisation of WCIDMS at the Departments of Education; Health (Client departments), Transport and Public Works (Branch: Public Works and Branch: Roads) and the impact on improving infrastructure delivery.

### Strategic objective annual targets for 2016/17

Strategic objective performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
10.	Number of assessments on the institutionalisation of the WCIDMS	Rolling out the approved WCIDMS (HR, business processes and procurement framework)	3	4	5	5	5	5

## Risk management

**Risk:** Failure to institutionalise the IDMS could compromise efficient infrastructure delivery and spending in the relevant department(s) and at municipal level.

**Mitigation:** Ongoing capacity building and implementation of good practice, systems, tools and techniques.

### Programme performance indicators and annual targets for 2016/17

Programme performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
10.1	Number of asset management plans assessed	Quality Infrastructure Plans (U-AMPs and C-AMPs) aligned with national, provincial, local government and private sector investments initiatives, and department Strategic Plans and APPs	3	28	28	28	28	28
10.2	Number of infrastructure expenditure reports assessed	16 infrastructure Expenditure Reports of Education, Public Works, Roads and Health aligned to infrastructure reporting framework	20	72	72	72	72	72
10.3	Number of infrastructure project delivery assessments	3 project assessments in respect of impact (economic, social, job creation, etc.)	6	10	10	10	10	15
10.4	Number of quarterly reports on the implementation of infrastructure budgets to Cabinet	New PI	New PI	New PI	New PI	4	4	4
10.5	Develop and test a municipal infrastructure delivery management system in selected municipalities	New PI	New PI	New PI	New PI	1	1	1

**Quarterly targets for 2016/17**

Performance indicator		PSG Linkage	Reporting period	Annual target 2016/17	Quarterly targets			
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
10.1	Number of asset management plans assessed	PSG 5	Bi-annually	28	-	14	-	14
10.2	Number of Infrastructure expenditure reports assessed	PSG 5	Quarterly	72	18	18	18	18
10.3	Number of infrastructure project delivery assessments	PSG 5	Bi-annually	10	-	5	5	-
10.4	Number of quarterly reports on the implementation of infrastructure budgets to Cabinet	PSG 5	Quarterly	4	1	1	1	1
10.5	Develop and test a municipal infrastructure delivery management system in selected municipalities	PSG5	Annually	1	-	-	-	1

**Element: Business Information and Data Management**

**Purpose:** To render a client interface, data collating, data and information management and records management service to the Provincial Treasury.

This element consists of four main sections:

- Records Management is responsible for managing the centralised filing system aiming for conformance to the Western Cape Archives and Records Service prescripts. The centralised repository is a system, providing a means for Provincial Treasury employees to enable proper decision-making, safeguard information and facilitate the retention of information. The Records Management section is also responsible for the security aspects of the Provincial Treasury.
- Data and Information Management is responsible for the management of data sets in support of Provincial Treasury's strategic goals. The spatial integration of the data sets will be enhanced to promote the integration of information between spheres of government. Data and Information Management is also responsible for mainstreaming Information Communication Technology (ICT) within the Department through the implementation of the Department of Public Service and Administration (DPSA) Corporate Governance Information Communication Technology Policy Framework and the monitoring of the Strategic ICT Plan Initiatives.
- The Client Interface section facilitates the coordination of departmental and municipal MTEC processes and document flow (hard and electronic information).

- The Data Collating section manages and maintains the Provincial Treasury's database and the technical refinement of treasury publications and working papers.

The four sections will form an integral part in driving the development of the knowledge information management system for the Provincial Treasury. This will include steps to improve accuracy and completeness of financial information and economic data to facilitate proper decision making, monitoring and credible reporting.

### Strategic objective

<b>Strategic objective 11</b>	To render an effective data and information management service.
<b>Objective statement</b>	To render an effective data and information management service by providing financial and performance information on a central repository to enable proper decision making and credible publications.
<b>Baseline</b>	One central repository

### Strategic objective annual targets for 2016/17

Strategic objective performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
11.	An available central repository	New strategic objective	Revised Strategic objective	1	1	1	1	1

### Risk Management

**Risk:** Inadequate safeguarding and dissemination of information within the Provincial Treasury.

**Mitigation:** Proper use of the centralised repository (hard copy and electronic copy) and monitoring the adherence to guidelines and applicable legislative prescripts.

### Programme performance indicators and annual targets 2016/17

Programme performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
11.1	Number of datasets managed	Revised PI	4	4	4	4	4	4
11.2	Number of budget process plans managed	Revised PI	3	3	3	3	3	3

### Quarterly targets for 2016/17

Performance indicator		PSG Linkage	Reporting period	Annual target 2016/17	Quarterly targets			
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
11.1	Number of datasets managed	PSG 5	Quarterly	4	4	4	4	4
11.2	Number of budget process plans managed	PSG 5	Quarterly	3	1	-	1	1

## Reconciling performance targets with the Budget and MTEF

### Expenditure estimates

**Table 5 Sustainable Resource Management**

Sub-programme R'000	Outcome			Main appro- piation 2015/16	Adjusted appro- piation 2015/16	Revised estimate 2015/16	Medium-term estimate			
	Audited	Audited	Audited				% Change from Revised estimate			
	2012/13	2013/14	2014/15				2016/17	2015/16	2017/18	2018/19
1. Programme Support	5 897	5 080	5 402	6 339	6 428	6 428	<b>15 968</b>	148.41	18 726	17 982
Programme Support	5 897	5 080	5 402	6 339	6 428	6 428	<b>6 703</b>	4.28	7 216	7 677
Capacity Building							<b>9 265</b>	26.65	11 510	10 305
2. Fiscal Policy	11 117	13 832	20 245	22 141	15 371	15 371	<b>20 799</b>	35.31	22 590	24 045
Fiscal Policy	8 706	8 309	9 839	11 653	10 127	10 127	<b>10 891</b>	7.54	11 104	11 893
Western Cape Gambling and Racing Board	2 411	5 523	10 406	10 488	5 244	5 244	<b>9 908</b>	88.94	11 486	12 152
3. Budget Management	14 304	13 614	15 327	19 578	18 513	18 513	<b>17 723</b>	(4.27)	19 465	20 861
Provincial Government Budget Office	7 766	6 627	7 660	9 592	9 045	9 045	<b>7 923</b>	(12.40)	9 131	9 753
Local Government Budget Office	6 538	6 987	7 667	9 986	9 468	9 468	<b>9 800</b>	3.51	10 334	11 108
4. Public Finance	39 580	53 656	60 517	68 360	66 071	66 071	<b>67 500</b>	2.16	91 890	99 995
Provincial Government Finance	6 778	7 241	8 558	8 794	8 946	8 946	<b>9 140</b>	2.17	9 892	10 588
Local Government Finance Group 1	8 839	11 962	7 643	10 049	9 566	9 566	<b>9 715</b>	1.56	10 453	11 166
Local Government Finance Group 2	13 701	21 696	28 671	31 918	29 529	29 529	<b>28 388</b>	(3.86)	48 013	53 264
Infrastructure	5 161	6 137	6 333	7 715	7 718	7 718	<b>7 700</b>	(0.23)	8 154	8 726
Business Information and Data Management	5 101	6 620	9 312	9 884	10 312	10 312	<b>12 557</b>	21.77	15 378	16 251
<b>Total payments and estimates</b>	<b>70 898</b>	<b>86 182</b>	<b>101 491</b>	<b>116 418</b>	<b>106 383</b>	<b>106 383</b>	<b>121 990</b>	14.67	152 671	162 883

Note: The function of economic analysis is integrated as part of the Budget Office function.

#### Earmarked allocation:

Support initiatives to municipalities to improve financial governance introduced during 2011/12 will continue over the MTEF, especially to the most vulnerable municipalities. A new support grant aimed at building financial management capacity in municipalities has been introduced to be rolled out over the 2016 MTEF. Over the MTEF, R21.514 million in 2016/17, R22.712 million in 2017/18 and R24.029 million in 2018/19 have been reserved for support to municipalities. Some amounts are unallocated at this stage and will be shifted in the respective Adjusted Estimates that will be based on the outcomes and recommendations of both the MGRO, IDP and LG MTEC 3 processes.

Economic classification R'000	Outcome			Main appro- priation 2015/16	Adjusted appro- priation 2015/16	Revised estimate 2015/16	Medium-term estimate			
	Audited	Audited	Audited				% Change from Revised estimate			
	2012/13	2013/14	2014/15				2016/17	2015/16	2017/18	2018/19
<b>Current payments</b>	60 228	65 222	69 193	81 099	77 710	77 710	<b>87 792</b>	12.97	97 808	102 453
Compensation of employees	45 953	51 322	57 808	63 433	61 906	61 906	<b>70 913</b>	14.55	78 243	81 850
Goods and services	14 275	13 900	11 385	17 666	15 804	15 804	<b>16 879</b>	6.80	19 565	20 603
<b>Transfers and subsidies to</b>	10 670	20 960	32 298	35 319	28 673	28 673	<b>34 198</b>	19.27	54 863	60 430
Provinces and municipalities	8 250	15 369	21 800	24 831	23 245	23 245	<b>21 514</b>	(7.45)	40 601	45 341
Departmental agencies and accounts	2 411	5 523	10 406	10 488	5 244	5 244	<b>9 908</b>	88.94	11 486	12 152
Households	9	68	92		184	184	<b>2 776</b>	1 408.70	2 776	2 937
<b>Total economic classification</b>	70 898	86 182	101 491	116 418	106 383	106 383	<b>121 990</b>	14.67	152 671	162 883

## Performance and expenditure trends

The programme increased by R35.485 million from R70.898 million in 2012/13 to R106.383 million in the 2015/16 (revised estimate), this equates to an average nominal growth of 14.5 per cent per annum. The growth relates to the increasing implementation requirements of the Municipal Financial Management Act (MFMA) and associated provisioning of resources to enhance fiscal prudence. Over the 2016 MTEF period the programme will further increase from R106.383 million in 2015/16 (revised estimate) to R121.990 million in 2016/17 mainly as a result of the reprioritisation of the capacity building initiative which forms part of the external bursary programme. The growth from 2015/16 (revised estimate) of R106.383 million to R162.883 million in 2018/19 reflects an annual average growth of 15.3 per cent over the three year period. This growth mainly relates to the priority funding allocations that are ring-fenced under the element 2.4.3: Local Government Finance for municipal financial management improvement and capacity building support grants.

## Programme 3 – Asset Management

### Programme description

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

### Strategic outcome oriented goal

<b>Strategic outcome oriented goal 3</b>	Financial system, supply chain and moveable asset governance within the provincial and municipal spheres.
<b>Goal statement</b>	Financial system, supply chain and movable asset governance within the provincial and municipal spheres by assisting 13 departments and 30 municipalities to build capacity and instilling good governance practices to improve the financial management maturity that equates to a managed level.

## Programme structure

### Sub-programme 3.1: Programme Support

**Purpose:** To provide management and administrative support to the programme.

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

#### Strategic objective

<b>Strategic objective 12</b>	To provide management and administrative support to Programme 3 – Asset Management.
<b>Objective statement</b>	To provide management and administrative support to Programme 3 - Asset Management to ensure that all strategic objectives and targets are achieved annually.
<b>Baseline</b>	93% targets achieved (2014/15 Annual Report)

#### Strategic objective annual targets for 2016/17

Strategic objective performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
12.	Percentage of Programme 3 – Asset Management's programme performance indicator targets achieved	New PI	New PI	100%	100%	100%	100%	100%

#### Risk management

**Risk:** Lack of capacity.

**Mitigation:** Skilled and competent staff to be recruited and a bespoke training and development plan for each staff member.

#### Programme performance indicators and annual targets for 2016/17

Programme performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
12.1	Number of quarterly performance reports for Programme 3 – Asset Management submitted	New PI	New PI	New PI	4	4	4	4



**Quarterly targets for 2016/17**

Performance indicator		PSG linkage	Reporting period	Annual target 2016/17	Quarterly targets			
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
12.1	Number of quarterly performance reports for Programme 3 – Asset Management submitted	PSG 5	Quarterly	4	1	1	1	1

**Sub-programme 3.2: Supply Chain Management****Element: Supply Chain Management: Provincial Government**

**Purpose:** To provide policy direction and facilitating the management of supply chain and asset management practices.

This unit is responsible for driving centre-led SCM and moveable asset management governance and performance in the Province. This, amongst others, includes enforcing good governance practices and compliance to SCM and moveable asset management policies and prescripts; ensuring data integrity and reporting through SCM systems and capacity building and training initiatives.

The WCG on average spends 30 per cent of its budget on procurement of goods, services and infrastructure. The unit is also responsible for promoting better procurement planning and the development of suitable procurement strategies to optimise procurement spending and to improve service delivery. In the current financial year the unit will place more focus on using technology as an enabler to improve SCM performance and support procurement decision making through business intelligence and better supply chain information management. This initiative will be supported by strategic sourcing methodologies in the procurement planning process to leverage efficiency gains and economies of scale through bulk buying and transversal contracts.

Capacity development of both SCM practitioners and suppliers will be addressed. SCM skills and knowledge development of practitioners in institutions will be facilitated through bespoke training interventions, via helpdesk support, assistance and guidance, through road shows and the SCM Focus Group. Various platforms will also be used to engage with suppliers and to ensure that they are capacitated and better equipped in understanding the provincial SCM environment and procurement requirements when doing business with the Western Cape Government.

Improvement within SCM will be driven through business process optimisation (BPO), structured support programmes to departments through the Corporate Governance Review and Outlook (CGRO), targeted strategic sourcing projects and using automated SCM systems and business intelligence.

### Strategic objective

<b>Strategic objective 13</b>	To provide policy direction and facilitating the management of supply chain and asset management practices in departments.
<b>Objective statement</b>	To provide policy direction and facilitating the management of supply chain and asset management practices through better procurement planning, capacity building, and business process enhancement, for efficiency gains and enhancing relationships with suppliers.
<b>Baseline</b>	13 departments assisted to manage supply chain and moveable asset management.

### Strategic objective annual targets for 2016/17

Strategic objective Performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
13.	Number of departments assisted to continuously improve management of supply chain and moveable assets	10 departments achieved the majority of Level 3	14	13	13	13	13	13

### Risk management

**Risk:** Lack of adequate resources and structure that gives effect to the Chief Procurement Officer function in the Province.

**Mitigation:** A review of the unit's structure via reconfiguration processes to align to National requirements; however, the current fiscal constraints may counter mitigation steps.

**Risk:** Fragmented and cumbersome regulatory regime for SCM.

**Mitigation:** Play an active supporting role to National Treasury in influencing the process of policy and regulatory reform to improve SCM.

**Risk:** Lack of coordination and role definition of key stakeholders within the SCM environment (SARS, National Treasury, the dti, SITA, DPSA, CIDB)

**Mitigation:** Play an active role in national processes; however the mitigation is not totally in the provincial space, and within the Province one is dependant largely on national political will and competencies within the SCM environment.

**Risk:** Lack of integrated financial systems and business intelligence or data management tools.

**Mitigation:** Implementation of data analytics and business intelligence tools to assist in supporting strategic sourcing initiatives that will afford process efficiencies and improved performance in respect of procurement processes and initiatives in the Province.

### Programme performance indicators and annual targets for 2016/17

Programme performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
13.1	Number of departments assisted with the continuous improvements of their supply chain and asset management systems	General AO System could not be implemented as a review of the NTR instructions not finalised	14	13	13	13	13	13
13.2	Number of SCM assessment reports	New PI	New PI	13	13	13	13	13
13.3	Number of interventions for strategic sourcing implementation	New PI	Revised PI	Revised PI	3	4	4	4
13.4	Number of supplier engagement sessions held to develop and educate suppliers	1 supplier open day and 5 supplier database registration initiative concluded	11	11	4	12	12	12

### Quarterly targets for 2016/17

Performance indicator		PSG Linkage	Reporting period	Annual target 2016/17	Quarterly targets			
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
13.1	Number of departments assisted with the continuous improvements of their supply chain and asset management systems	PSG 5	Quarterly	13	2	4	4	3
13.2	Number of SCM assessment reports	PSG 5	Quarterly	13	2	4	4	3
13.3	Number of interventions for strategic sourcing implementation	PSG 5	Bi-annually	4	-	2	-	2
13.4	Number of supplier engagement sessions held to develop and educate suppliers	PSG 5	Quarterly	12	3	4	4	1

**Element: Supply Chain Management: Local Government**

**Purpose:** To provide policy guidance and facilitating the management of supply chain and asset management practices.

This unit is responsible for driving a centre-led SCM governance and performance in municipalities, in terms of the MFMA. This, amongst others, includes encouraging good governance practices and compliance to SCM policy and prescripts; investigation of any system of control or financial management impacting on SCM and asset management; improving data integrity and transparency on SCM reporting; and providing guidance to municipalities in improving their SCM processes.

SCM skills and capacity development will be improved in municipalities to a level where municipalities are able to analyse, translate and apply complex legislative and policy requirements throughout the SCM and Asset Management processes. Structured support programmes will be rolled out to municipalities through the skill, capacity and benchmarking LG SCM programmes.

Improvement within SCM will be driven through the new district approach with structured support programmes to the various municipal districts. Linkages will be made to the differentiated support approach, underpinned by the SCM Roadmap. This includes SCM Governance, SCM Capacity and Training, SCM Technology and Strategic Procurement. The district approach will also target sourcing projects and utilising automated SCM systems and business intelligence to advance local economic development initiatives. The district approach will also be driven through the Municipal Governance Review and Outlook (MGRO).

Improved procurement planning will be promoted to influence the budget planning processes to increase efficiency in spending and value for money.

Integration of Supply Chain Management and Asset Management systems will be promoted to ensure availability of accurate and timely information for both report and decision making purposes.

**Strategic objective**

<b>Strategic objective 14</b>	To provide policy guidance and facilitating the management of supply chain and asset management practices in municipalities.
<b>Objective statement</b>	To provide policy guidance and facilitating the management of supply chain and asset management practices through better procurement planning, capacity building, business process enhancement, for efficiency gains and enhancing relationships with suppliers.
<b>Baseline</b>	30 municipalities assisted to manage supply chain and asset management.

## Strategic objective annual targets for 2016/17

Strategic objective Performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
14.	Number of municipalities assisted to improve management of supply chain and assets	15 municipalities attaining a Level 2+ (2.3) financial capability	30	30	30	30	30	30

## Risk management

**Risk:** Inadequate capacity to respond to the ever expanding supply chain and asset management requirements to improve SCM governance and performance in municipalities.

**Mitigation:** Review of the unit's capacity and alignment to the National Treasury Office of the Chief Procurement Officer Structure.

**Risk:** Lack of an integrated Enterprise Resource Planning (ERP) system that can facilitate SCM governance and management of data which is needed to enhance procurement planning and decision-making.

**Mitigation:** Promoting a uniform supplier database system for municipalities and provide support to the municipalities to implement new financial systems.

## Programme performance indicators and annual targets for 2016/17

Programme performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
14.1	Number of municipal SCM and MAM Virtuous Cycle assessment reports	SCM Virtuous Cycle Assessments or impact assessments at designated municipalities and action plans monitored	17	20	22	10	10	10
14.2	Number of municipalities assisted with the implementation of the model policy for infrastructure procurement	New PI	Revised PI	4	5	5	5	5
14.3	Number of structured municipal training interventions	SCM and MAM Virtuous Cycle training interventions devised against developed standards and competencies	8	14	10	10	10	10

Programme performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
14.4	Number of municipalities assisted with supplier database implementation and maintenance	New PI	New PI	New PI	13	15	5	5
14.5	Number of Municipal Districts assisted with localisation of procurement.	New PI	New PI	New PI	New PI	5	5	5

### Quarterly targets for 2016/17

Performance indicator		PSG Linkage	Reporting period	Annual target 2016/17	Quarterly targets			
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
14.1	Number of municipal SCM and MAM Virtuous Cycle assessment reports	PSG 5	Quarterly	10	4	2	2	2
14.2	Number of municipalities assisted with the implementation of the model policy for infrastructure procurement	PSG 5	Quarterly	5	-	2	2	1
14.3	Number of structured municipal training interventions	PSG 5	Quarterly	10	3	2	3	2
14.4	Number of municipalities assisted with supplier database implementation and maintenance	PSG 5	Quarterly	15	5	3	2	5
14.5	Number of Municipal Districts assisted with localisation of procurement.	PSG 5	Quarterly	5	-	2	2	1

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

**Purpose:** Provide for the implementation, management and oversight of provincially operated financial systems and transition to the IFMS.

This sub-programme aims to further improve financial system management in the Province by training of system users in accordance with their system profiles; maintenance of effective user account management; the further development of integrated training interventions to promote the correct and optimal use of financial systems; and steps to enhance the validity and veracity of data.

In preparation for the migration to the IFMS the focus will be on readiness and data preparation in the current provincially operated financial systems.

#### Strategic objective

<b>Strategic objective 15</b>	To provide for the implementation, management and oversight of provincially operated financial systems and the migration to the IFMS.
<b>Objective statement</b>	To provide for the implementation, management and oversight of provincially operated financial systems through training of users in accordance with their system profiles, effective user account management, optimal utilisation of systems and migration to the IFMS.
<b>Baseline</b>	14 votes assisted to effectively utilise the suite of provincially operated financial systems.

#### Strategic objective annual targets for 2016/17

Strategic objective Performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
15.	Number of votes assisted to effectively utilise the suite of financial systems	7 votes achieving a Level 3+ financial capability rating	14	14	14	14	13	13

#### Risk management

**Risk:** Not all system users are formally trained in at least their system profiles, which negatively impacts on integrity of data and optimal utilisation of the provincially operated financial systems.

**Mitigation:** Training gaps of system users are provided to departments on a quarterly basis to assist them in nominating system users in accordance with the bi-annual integrated training programme. On receipt of nominations, system users with training gaps are accommodated as priority.

**Risk:** Integrity of data for the programmatic migration to the IFMS.

**Mitigation:** Assist departments in accordance with a mutually agreed project plan with the clean-up and updating of data for the programmatic migration of data to the Integrated Financial Management System (IFMS).

### Programme performance indicators and annual targets for 2016/17

Programme performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
15.1	Number of institutions provided with an effective user account management service i.r.o provincially operated financial systems	119	119	118	125	152	147	147
15.2	Number of votes assisted with clean-up and updating of data i.r.o all provincially operated financial systems for migration to the IFMS	New PI	New PI	New PI	New PI	11	2	-
15.3	Number of votes where the bids functionality of the Integrated Procurement Solution (IPS) is implemented	New PI	New PI	New PI	New PI	13	-	-

### Quarterly targets for 2016/17

Performance indicator		PSG Linkage	Reporting period	Annual target 2016/17	Quarterly targets			
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
15.1	Number of institutions provided with an effective user account management service i.r.o provincially operated financial systems	PSG 5	Quarterly	152	152	152	152	152
15.2	Number of votes assisted with clean-up and updating of data i.r.o all provincially operated financial systems for migration to the IFMS	PSG 5	Quarterly	11	-	2	3	6
15.3	Number of votes where the bids functionality of the Integrated Procurement Solution (IPS) is implemented	PSG 5	Bi-annually	13	-	6	7	-



## Reconciling performance targets with the Budget and MTEF

### Expenditure estimates

**Table 6 Asset Management**

Sub-programme R'000	Outcome			Main appro- piation 2015/16	Adjusted appro- piation 2015/16	Revised estimate 2015/16	Medium-term estimate			
	Audited 2012/13	Audited 2013/14	Audited 2014/15				% Change from Revised estimate		2016/17	2017/18
1. Programme Support	1 861	3 408	3 577	4 174	3 900	3 900	4 481	14.90	4 821	5 147
2. Supply Chain Management	10 033	14 815	20 799	22 677	21 812	21 812	19 483	(10.68)	22 103	23 847
Supply Chain Management: Provincial Government	6 781	10 020	14 327	16 129	14 858	14 858	12 421	(16.40)	14 515	15 741
Supply Chain Management: Local Government	3 252	4 795	6 472	6 548	6 954	6 954	7 062	1.55	7 588	8 106
3. Supporting and Interlinked Financial Systems	22 040	29 297	31 356	33 227	33 500	33 500	33 966	1.39	35 952	34 300
<b>Total payments and estimates</b>	<b>33 934</b>	<b>47 520</b>	<b>55 732</b>	<b>60 078</b>	<b>59 212</b>	<b>59 212</b>	<b>57 930</b>	<b>(2.17)</b>	<b>62 876</b>	<b>63 294</b>

Note: National Treasury sub-programmes namely Asset Management and Liabilities Management have been subsumed within the Sub-programme Supply Chain Management.

Economic classification R'000	Outcome			Main appro- piation 2015/16	Adjusted appro- piation 2015/16	Revised estimate 2015/16	Medium-term estimate			
	Audited 2012/13	Audited 2013/14	Audited 2014/15				% Change from Revised estimate		2016/17	2017/18
<b>Current payments</b>	<b>33 930</b>	<b>47 496</b>	<b>55 686</b>	<b>59 955</b>	<b>59 074</b>	<b>59 074</b>	<b>56 331</b>	<b>( 4.64)</b>	<b>62 876</b>	<b>63 294</b>
Compensation of employees	22 456	28 058	29 810	32 725	33 261	33 261	35 238	5.94	38 126	40 893
Goods and services	11 474	19 438	25 876	27 230	25 813	25 813	21 093	( 18.29)	24 750	22 401
<b>Transfers and subsidies to Households</b>	<b>4</b>	<b>24</b>	<b>46</b>	<b>123</b>	<b>138</b>	<b>138</b>	<b>1 599</b>	<b>1 058.70</b>		
<b>Total economic classification</b>	<b>33 934</b>	<b>47 520</b>	<b>55 732</b>	<b>60 078</b>	<b>59 212</b>	<b>59 212</b>	<b>57 930</b>	<b>( 2.17)</b>	<b>62 876</b>	<b>63 294</b>

### Performance and expenditure trends

The programme increased by R25.278 million from R33.934 million in 2012/13 to R59.212 million in the 2015/16 (revised estimate), this equates to an average nominal growth of 20.4 per cent per annum. The growth relates to increased involvement and guidance over supply chain management in both provincial and municipal sphere which includes developing Strategic Sourcing methodologies for certain commodities to enhance supply chain management efficiencies. Furthermore, the roll out and maintenance of financial systems as well as the clean-up and updating of data in the current systems are being done in preparation for the migration of the Integrated Financial Management System (IFMS). The growth from 2015/16 (revised estimate) of R59.212 million to R63.294 million in 2018/19 reflects an average nominal growth of 2.2 per cent over the three year period. This mainly relates to the reduction in consultancy services.

## Programme 4 – Financial Governance

### Programme Description

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

### Strategic outcome oriented goal

<b>Strategic outcome oriented goal 4</b>	Accountability through the review of financial reporting of departments, entities and municipalities and compliance with financial norms and standards.
<b>Goal statement</b>	Achieving accountability through promoting the reporting frameworks and compliance with financial norms and standards through the establishment of sound financial governance within the provincial and municipal spheres. This will be continually measured to achieve the highest level of governance in 2020.

### Programme structure

#### Sub-programme 4.1: Programme Support

**Purpose:** To provide management and administrative support to the programme.

This sub-programme includes the Chief Director: Financial Governance and Accounting and supporting staff. It also provides resources for structured training and development of staff within the programme.

#### Strategic objective

<b>Strategic objective 16</b>	To provide management and administrative support to Programme 4 – Financial Governance.
<b>Objective statement</b>	To provide management and administrative support to Programme 4 – Financial Governance to ensure that all strategic objectives and targets are achieved annually.
<b>Baseline</b>	100% targets achieved (2014/15 Annual Report)

#### Strategic objective annual targets for 2016/17

Strategic objective performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
16.	Percentage of Programme 4 – Financial Governance's programme performance indicator targets achieved	New PI	New PI	New PI	100%	100%	100%	100%

## Risk management

**Risk:** Due to a constrained budget and varying operational requirements of the different subdirectors, the timing of the training linked with the development requirements may prove challenging.

**Mitigation:** A fully motivated Workplace Skills Plan, linked to the developmental areas identified in the performance assessments of all staff. Additionally, an establishment of an approved professional training office to increase and build professionals in the public sector.

### Programme performance indicators and annual targets for 2016/17

Programme performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
16.1	Number of quarterly performance reports for Programme 4 Financial Governance submitted	New PI	New Pi	New PI	4	4	4	4

### Quarterly targets for 2016/17

Performance indicator		PSG linkage	Reporting period	Annual target 2016/17	Quarterly targets			
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
16.1	Number of quarterly performance reports for Programme 4 Financial Governance submitted	PSG 5	Quarterly	4	1	1	1	1

## Sub-programme 4.2: Accounting Services

### Element: Local Government Accounting

**Purpose:** To improve the application of accounting standards and financial reporting within municipalities.

The key objective of this sub-unit is to ensure accurate and complete recording of transactions as required by Generally Recognised Accounting Practice (GRAP), and conformance with applicable financial laws and regulations, and the standard chart of accounts. This should contribute toward preventing material misstatements and irregularities in the preparation of financial statements of municipalities.

**Strategic objective**

<b>Strategic objective 17</b>	To improve the understanding and application of accounting standards and financial reporting within municipalities.
<b>Objective statement</b>	To improve the application of accounting standards and financial reporting within municipalities by providing support and training to municipalities.
<b>Baseline</b>	30 municipalities assisted to comply with full GRAP implementation.

**Strategic objective annual targets for 2016/17**

Strategic objective	Performance indicator	Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
17.	Number of municipalities supported to comply with the GRAP standards	FMC Level 3 at 26 municipalities	30	30	30	30	30	30

**Risk management**

**Risk:** Interpretation and the implementation of the evolving accounting reforms in terms of the Standards of GRAP and the Standard Chart of Accounts applicable to municipalities.

**Mitigation:** Provide on-going support and training to municipalities on the new and revised accounting standards, including systems to support GRAP compliant financial statements.

**Programme performance indicators and annual targets for 2016/17**

Programme	Performance indicator	Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
17.1	Number of Municipalities supported against the accounting reporting framework	26 of the 30 municipalities fully implemented the 2011/12 accounting reporting frameworks	30	30	30	30	30	30
17.2	Number of municipalities supported with mSCOA reform	New PI	New PI	New PI	6	30	30	30
17.3	Number of capacity building interventions	Structured training programme developed and refined. GRAP training rolled out	2	3	2	2	2	2
17.4	Percentage of municipal financial assessments on submitted AFS	New PI	New PI	100%	100%	100%	100%	100%

### Quarterly targets for 2016/17

Performance indicator		PSG linkage	Reporting period	Annual target 2016/17	Quarterly targets			
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
17.1	Number of Municipalities supported against the accounting reporting framework	PSG 5	Annually	30	-	30	-	-
17.2	Number of municipalities supported with mSCOA reform	PSG 5	Annually	30	-	12	18	-
17.3	Number of capacity building interventions	PSG 5	Bi-annually	2	-	-	-1	1
17.4	Percentage of municipal financial assessments on submitted AFS	PSG 5	Bi-annually	100%	100%	-	-	100%

#### Element: Provincial Government Accounting and Compliance

**Purpose:** To drive financial governance reforms, the implementation of accounting practices and prepare consolidated financial statements.

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

By coordinating and incrementally driving financial norms and standards, the unit also monitors and reports quarterly on the departmental CGRO governance action plans to enable the improvement of financial management.

To enable the improvement of both governance and the application of the accounting framework, a structured training programme and e-GAP will be rolled out to departments.

#### Strategic objective

<b>Strategic objective 18</b>	To improve the application of accounting practices in line with the reporting framework, prepare provincial consolidated financial statements and gradually drive financial governance reform.
<b>Objective statement</b>	To improve the application of accounting practices in line with the reporting framework, prepare provincial consolidated financial statements and prepare for financial governance reform by training and building capacity within departments.
<b>Baseline</b>	14 votes assisted to comply with the applicable accounting and financial norms framework.

**Strategic objective annual targets for 2016/17**

Strategic objective performance indicators		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
18.	Number of votes assisted to comply with financial accounting and governance norms and standards	New PI	14	14	14	14	14	14

**Risk management**

**Risk:** Interpretation and implementation of the evolving accounting reforms in terms of the Standards of GRAP applicable to entities and the Modified Cash Standard (MCS) applicable to departments.

**Mitigation:** Provide ongoing support and training to departments and entities on the new and revised accounting standards, including systems to support GRAP compliant financial statements.

**Risk:** Inaccuracies and incomplete disclosure information which could lead to material misstatements.

**Mitigation:** Ongoing support and training interventions to build accounting capacity on the analysis and reporting of financial information.

**Risk:** Inadequate structure to monitor and enforce compliance with the PFMA by departments.

**Mitigation:** To strengthen the existing structure in order to provide oversight over the compliance of the PFMA by departments

**Programme performance indicators and annual targets 2015/16**

Programme performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
18.1	Number of votes assessed against the applicable accounting and norms and standards requirements	All votes in full conformance with the 2012/13 accounting reporting framework	14	14	14	14	14	14
18.2	Number of accounting training interventions	Structured training presented to financial accountants on GRAP Standards and Accounting Frameworks	8	6	5	5	5	5

Programme performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
18.3	Timeous Publication and tabling of the ACFS	Compiled provincial ACFS, inclusive of a management report	Published 1 month after receipt of audited AFS	1 month after receipt of audited AFS	1 month after receipt of audit report on the ACFS	1 month after receipt of audit report on the ACFS	1 month after receipt of audit report on the ACFS	1 month after receipt of audit report on the ACFS
18.4	Number of CGRO assessment reports coordinated per vote	Monitor and drive the GAPs for departments and make recommendations toward achieving good governance	4	4	4	4	4	4
18.5	Number of interventions to institutionalise internal control within departments	Develop a provincial functional structure for Internal control units in departments	13	13	13	13	13	13

#### Quarterly targets for 2016/17

Performance indicator		PSG linkage	Reporting period	Annual target 2016/17	Quarterly targets			
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
18.1	Number of votes assessed against the applicable accounting and norms and standards requirements	PSG 5	Quarterly	14	14	14	14	14
18.2	Number of accounting training interventions	PSG 5	Quarterly	5	1	1	1	2
18.3	Timeous Publication and tabling of the ACFS	PSG 5	Annually	1 month after receipt of audit report on the ACFS	-	-	1 month after receipt of audit report on the ACFS	-
18.4	Number of CGRO assessment reports coordinated per vote	PSG 5	Quarterly	4	1	1	1	1
18.5	Number of interventions to institutionalise internal control within departments	PSG 5	Quarterly	13	3	3	3	4

### Sub-programme 4.3: Corporate Governance

**Purpose:** To strengthen corporate governance within the Province through the implementation of risk management, internal audit and compliance with financial norms and standards.

The unit is responsible for coordinating the MGRO and progressively driving the maturity criteria across various disciplines to achieve higher levels of governance.

To drive norms and standards, the established forums such as the Chief Risk Officer and Chief Audit Executive (CAE) fora is used to direct relevant training.

The unit is responsible for reviewing, assessing and proposing relevant financial legislation affecting all spheres of government and consequently, ensuring that stakeholders are informed, and to some extent, trained.

#### Strategic objective

<b>Strategic objective 19</b>	To develop, monitor and advise on norms and standards of corporate governance within municipalities.
<b>Objective statement</b>	To develop, monitor and advise on norms and standards of corporate governance by supporting the development, implementation and enforcement of a generic set of corporate governance standards.
<b>Baseline</b>	30 municipalities assisted.

#### Strategic objective annual targets for 2016/17

Strategic objective performance indicators		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
19.	Number of municipalities assisted to improve corporate governance	30	30	30	30	30	30	30

#### Risk management

**Risk:** Risk management, internal audit units and audit committees are not functioning optimally as a consequence of incoherent guidelines.

**Mitigation:** Obtain practical understanding of the system of internal control, recommend and monitor the municipalities' design of the assurance processes.

**Risk:** Lack of capacity of municipal officials to effectively conform to financial governance norms and standards.

**Mitigation:** PT and municipal capacitation programmes responsive to current municipal skills gaps and future skills demands.



### Programme performance indicators and annual targets 2016/17

Programme performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
19.1	Number of municipal support initiatives on BTO capacitation and development	Develop BTO structures guideline	15	11	15	10	10	10
19.2	Number of MGRO assessment reports coordinated per municipality	MGRO 2012 issued and MGAP <sup>2</sup> updated	2	2	2	1	1	1
19.3	Number of municipal support initiatives on Governance, Risk and Control	Institutionalise ERM at all municipalities and drive capacity building initiatives at selected municipalities	30	41	20	12	12	12
19.4	Number of municipal support initiatives on the municipal financial legal framework	New PI	New PI	6	5	5	5	5
19.5	Number of departmental support initiatives on the departmental financial legal framework	Develop and implement a framework and parameters that determines best practise approach for prescripts and regulatory processes with the aim to strengthen the regulatory arena in the internal control environment, that draws on the system capability for optimal utilisation of available systems	100% of bills, circulars and guidelines received and responded to	4	4	4	4	4

<sup>2</sup> Gap between the current and desired state of governance within a municipality.

**Quarterly targets for 2016/17**

Performance indicator		PSG linkage	Reporting period	Annual target 2016/17	Quarterly targets			
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
19.1	Number of municipal support initiatives on BTO capacitation and development	PSG 5	Quarterly	10	3	3	2	2
19.2	Number of MGRO assessment reports coordinated per municipality	PSG 5	Annually	1	-	1	-	-
19.3	Number of municipal support initiatives on Governance, Risk and Control	PSG 5	Quarterly	12	2	4	4	2
19.4	Number of municipal support initiatives on the municipal financial legal framework	PSG 5	Bi-annual	5	3	-	2	-
19.5	Number of departmental support initiatives on the departmental financial legal framework	PSG 5	Bi-annual	4	-	2	-	2

## Reconciling performance targets with the Budget and MTEF

### Expenditure estimates

Table 7 Financial Governance

Sub-programme R'000	Outcome			Main appro- piation 2015/16	Adjusted appro- piation 2015/16	Revised estimate 2015/16	Medium-term estimate			
	Audited 2012/13	Audited 2013/14	Audited 2014/15				% Change from Revised estimate 2016/17	2015/16	2017/18	2018/19
1. Programme Support	1 821	1 982	3 307	3 467	2 381	2 381	5 296	122.43	5 628	6 011
Programme Support	1 821	1 982	3 307	3 467	2 381	2 381	1 790	(24.82)	1 927	2 061
CA Academy							3 506		3 701	3 950
2. Accounting Services	10 558	13 419	16 101	18 044	19 032	19 032	18 119	(4.80)	19 735	20 740
Provincial Government Accounting and Compliance	5 418	6 505	8 623	9 699	11 199	11 199	10 028	(10.46)	11 014	11 408
Local Government Accounting	5 140	6 914	7 478	8 345	7 833	7 833	8 091	3.29	8 721	9 332
3. Corporate Governance	9 610	10 084	11 299	11 964	13 489	13 489	13 341	(1.10)	12 915	13 808
<b>Total payments and estimates</b>	<b>21 989</b>	<b>25 485</b>	<b>30 707</b>	<b>33 475</b>	<b>34 902</b>	<b>34 902</b>	<b>36 756</b>	<b>5.31</b>	<b>38 278</b>	<b>40 559</b>

Note: Provincial Internal Audit was shifted to the Department of the Premier during the 2010/11 financial year.

Economic classification R'000	Outcome			Main appro- piation 2015/16	Adjusted appro- piation 2015/16	Revised estimate 2015/16	Medium-term estimate			
	Audited 2012/13	Audited 2013/14	Audited 2014/15				% Change from Revised estimate 2016/17	2015/16	2017/18	2018/19
<b>Current payments</b>	<b>21 984</b>	<b>25 470</b>	<b>30 681</b>	<b>33 475</b>	<b>34 278</b>	<b>34 278</b>	<b>36 516</b>	<b>6.53</b>	<b>38 078</b>	<b>40 347</b>
Compensation of employees	19 197	22 749	25 169	26 803	26 318	26 318	29 581	12.40	32 011	34 339
Goods and services	2 787	2 721	5 512	6 672	7 960	7 960	6 935	(12.88)	6 067	6 008
<b>Transfers and subsidies to Households</b>	<b>5</b>	<b>15</b>	<b>26</b>		<b>8</b>	<b>8</b>		<b>(100.00)</b>		
Households	5	15	26		8	8		(100.00)		
<b>Payments for capital assets</b>					<b>616</b>	<b>616</b>	<b>240</b>	<b>(61.04)</b>	<b>200</b>	<b>212</b>
Machinery and equipment							240		200	212
Software and other intangible assets					616	616		(100.00)		
<b>Total economic classification</b>	<b>21 989</b>	<b>25 485</b>	<b>30 707</b>	<b>33 475</b>	<b>34 902</b>	<b>34 902</b>	<b>36 756</b>	<b>5.31</b>	<b>38 278</b>	<b>40 559</b>

### Performance and expenditure trends

The programme increased by R12.913 million from R21.989 million in 2012/13 to R34.902 million in the 2015/16 (revised estimate), this equates to an average nominal growth of 16.6 per cent per annum. The growth relates to earmarked funds for the improvement of transversal internal control services and posts that were created during the reconfiguration process within the Sub-programmes: Accounting Services and Corporate Governance. The growth from 2015/16 (revised estimate) of R34.902 million to R40.559 million in 2018/19 reflects an annual average growth of 5.1 per cent over the three year period.



## PART C: LINKS TO OTHER PLANS

### 1. Links to the long-term infrastructure and other capital plans

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

### 2. Conditional grants

The Department does not receive any conditional grants.

### 3. Public entities

The following entity reports to the Minister for Finance:

Name of entity	Legislation	Strategic goal of Entity	Strategic objectives of the Entity
WCGRB	WCGR Act, 1996 (Act 4 of 1996)	To ensure that the Board, in pursuit of its mandate in respect of gambling industry regulation, designs and utilises its structure, resources and processes for effective, efficient and optimal performance of its duties.	<p>To provide leadership and oversight on all functions of the Board to ensure an effective and efficient administration for the period 2015 to 2020.</p> <p>To provide effective and efficient management of all functions of the office of the Board.</p> <p>To provide legal advisory and research services to the Board and its Office.</p> <p>To assist the Board in ensuring that it complies with HR best practices and maintaining an appropriately skilled workforce.</p> <p>To review all of Administration and Finance's policies and procedures for relevance and effectiveness and allocate the available resources to the purpose of the policies and processes during the period.</p> <p>To ensure the efficient and timely investigation of applications received, resulting in the licensing of fit and proper persons permitted to engage in gambling operations.</p> <p>To ensure that gambling and betting activities conducted in the Province is in accordance with the prescribed legislations and regulating requirements.</p> <p>To enable business performance, ability to achieve or exceed business objectives, for all programmes through innovative use of ICT.</p>

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

- Periodic meetings between the Minister of Finance; and
- Quarterly assessment of the WCGRB's financial and performance information and feedback to the entity.

#### **4. Public private partnerships**

The Department does not have any Public private partnerships.

# ANNEXURE A

## Technical indicator descriptions

### Sub-programme 1.1: Office of the Minister

#### Strategic objective performance indicator

<b>Indicator title 1</b>	Number of reports to monitor compliance with statutory and executive requirements.
<b>Short definition</b>	Report to monitor compliance with PFMA, MFMA and other applicable legislation.
<b>Purpose/importance</b>	Will ensure that Minister discharges his executive and legislative functions.
<b>Source/collection of data</b>	Minutes (Action notes), relevant submissions and annexures, attendance registers of meetings
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Not applicable
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	New
<b>Desired performance</b>	Actual performance equal to targeted performance is desirable.
<b>Indicator responsibility</b>	Head of Office: Ministry

#### Programme performance Indicators

<b>Indicator title 1.1</b>	Number of formal engagements with the Department and the Western Cape Gambling and Racing Board on meeting statutory and executive requirements.
<b>Short definition</b>	Minister to meet with senior management of Provincial Treasury in furtherance of provisions of PFMA and MFMA.
<b>Purpose/importance</b>	Engagements will enable Minister to discharge his executive and legislative functions.
<b>Source/collection of data</b>	Minutes, relevant annexures and submissions and attendance registers of meetings with senior management (TMM).
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Not applicable
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Revised
<b>Desired performance</b>	Compliance with PFMA and MFMA
<b>Indicator responsibility</b>	Head of Office: Ministry

<b>Indicator title 1.2</b>	Number of meetings/engagements with the Consul Generals, members of the Diplomatic Corps and incoming foreign delegations.
<b>Short definition</b>	Minister to meet Diplomatic Representatives to give effect to the International Relations Strategy.
<b>Purpose/importance</b>	Engagements will enable Minister to foster sound International Relations with regional/foreign governments.
<b>Source/collection of data</b>	Minutes and attendance registers of meetings; Reports and Briefing documents
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Not applicable
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Revised
<b>Desired performance</b>	Sound relations with foreign countries/region.
<b>Indicator responsibility</b>	Media Liaison Officer - Ministry

## Sub-programme 1.2: Management Services

### Strategic objective performance Indicator

<b>Indicator title 2</b>	Number of material Human Resource Management and Performance Management audit findings.
<b>Short definition</b>	The number of material findings by the AGSA on Human Resource Management and Performance Management as reported in the Report of the AG.
<b>Purpose/importance</b>	To determine the level of strategic and operational management support rendered.
<b>Source/collection of data</b>	Report of the AG to the Western Cape Provincial Parliament on Vote No. 3: Western Cape Provincial Treasury.
<b>Method of calculation</b>	Simple count – Number of material audit findings
<b>Data limitations</b>	Not applicable
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Actual performance equal to targeted performance is desirable.
<b>Indicator responsibility</b>	Director: Strategic and Operational Management Support



**Programme performance indicators**

<b>Indicator title 2.1</b>	Number of prescribed performance plans and reports submitted.
<b>Short definition</b>	Submission of 1 Annual Performance Plan, 4 Quarterly Performance Reports, 1 Annual Performance Information Report and 1 Evaluation Report. The performance plans and reports must be compliant with legislative prescripts, reporting guidelines and procedures.
<b>Purpose/importance</b>	<p>The Annual Performance Plan sets the objectives, performance indicators and targets that the Department seeks to achieve in the upcoming financial year and during the MTEF to implement its Strategic Plan.</p> <p>Quarterly Performance Reports provides progress updates on the implementation of the department's Annual Performance Plan in the previous quarter, with particular reference to monitoring delivery against quarterly performance targets.</p> <p>The Annual Performance Information Report provides information on the performance of the organisation in the preceding financial year for the purposes of oversight.</p> <p>The Evaluation Report describes how the programme was monitored and evaluated. It presents the findings, conclusions, and recommendations from the evaluation, including recommendations for how evaluation results can be used to guide programme improvement and decision making.</p>
<b>Source/collection of data</b>	<p>Annual Performance Plan: Provincial Parliament's Announcements, Tabling and Committee reports document for the tabling of Vote 3 – Provincial Treasury, hardcopy APP and e-copy APP.</p> <p>Quarterly Performance Reports: Assessments of Quarterly Performance Report.</p> <p>Annual Performance Information Report: Provincial Parliament's Announcements, Tabling and Committee reports document for the tabling of Vote 3 – Provincial Treasury, hardcopy AR and e-copy AR.</p> <p>Evaluation report of one project/programme evaluated.</p>
<b>Method of calculation</b>	Simple count - Number of reports submitted
<b>Data limitations</b>	Not applicable
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Actual performance equal to targeted performance is desirable.
<b>Indicator responsibility</b>	Deputy Director: Strategic Management Support Services/Director: Strategic and Operational Management Support

<b>Indicator title 2.2</b>	Number of reports on the implementation of the Human Resource Plan (HRP)
<b>Short definition</b>	Quarterly report on the progress regarding the implementation of the identified interventions contained in the Human Resource Plan and the adherence to legislature prescripts and procedures.
<b>Purpose/importance</b>	HR planning can be defined as an inclusive and dynamic process that involves the identification of both current and future human resource needs as well as potential challenges in order for the department to consistently achieve its organisational objectives. It is also the two-way operational link between high-level strategy and action-orientated implementation that can be regularly monitored and evaluated. HR Planning aims to ensure that an organisation has the right people, with the right skills at the right time, all the time. It is therefore important to keep management informed of the implementation of interventions and progress regarding the achievement of targets outlined in the HRP and that all the Human Resource Management legislative prescripts and procedures are adhered to.
<b>Source/collection of data</b>	The following will be used to compile the quarterly report: <ul style="list-style-type: none"> <li>• PERSAL reports and databases;</li> <li>• Progress report on the implementation of the Recruitment and Selection Plan;</li> <li>• Progress report on the implementation of the Employment Equity Plan and Employment Equity Statistics;</li> <li>• Human Resource Development Implementation Plan and Human Resource Development Monitoring Tool;</li> <li>• Job Access Strategic Framework Implementation Report;</li> <li>• Gender Equity Strategic Framework Implementation Report; and</li> <li>• Employee Health and Wellness Implementation Review Report.</li> </ul>
<b>Method of calculation</b>	Simple count - Number of reports submitted
<b>Data limitations</b>	Information in reports is based on information collected manually.
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Actual performance equal to targeted performance is desirable.
<b>Indicator responsibility</b>	Deputy Director: Corporate Services Relations Management/ Director: Strategic and Operational Management Support

## Sub-programme 1.3: Financial Management

### Strategic objective performance indicator

<b>Indicator title 3</b>	Number of material financial management audit findings.
<b>Short definition</b>	The number of material findings by the AGSA on financial management as reported in the Audit Report. Financial Management aims and adheres to all financial prescripts and complies with high standards that must be maintained.
<b>Purpose/importance</b>	To determine the level of financial management support rendered at the right time, maintaining correct standards within financial prescripts. Effective and efficient service delivery is regarded as high priority.
<b>Source/collection of data</b>	Report of the AG to the Western Cape Provincial Parliament on Vote No. 3: Western Cape Provincial Treasury.
<b>Method of calculation</b>	Simple count – Number of material audit findings
<b>Data limitations</b>	Not applicable
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Actual performance equal to targeted performance as outlined in the short description and purpose/importance above.
<b>Indicator responsibility</b>	Chief Financial Officer

### Programme performance Indicators

<b>Indicator title 3.1</b>	Number of In-Year Monitoring reports.
<b>Short definition</b>	Monthly In-Year Monitoring reports submitted.
<b>Purpose/importance</b>	Actual spending to remain within the 2% limit of the Adjusted budget and to obtain a clean audit report with no other findings.
<b>Source/collection of data</b>	BAS, Persal, Vulindlela, LOGIS, MTEC database, EPRE
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Not applicable
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Monthly
<b>New indicator</b>	No
<b>Desired performance</b>	Actual performance as described under purpose/importance.
<b>Indicator responsibility</b>	Chief Financial Officer

<b>Indicator title 3.2</b>	Number of budget submissions
<b>Short definition</b>	Submission of Main Budget, draft budget, draft second main budget and Adjusted Budget within all statutory obligations as set by Provincial and National Treasury. High quality budgets must be submitted for use in all financial reports at all levels of government and to ensure consistent information is maintained in all government documents.
<b>Purpose/importance</b>	Statutory obligation in terms of PFMA on order to authorise the Department's annual expenditure and ensuring that there are no material findings from auditors.
<b>Source/collection of data</b>	BAS, and MTEC database
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Not an accrual system
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	As prescribed by PT
<b>New indicator</b>	No
<b>Desired performance</b>	As prescribed in budget circulars and under short definition above.
<b>Indicator responsibility</b>	AO and CFO

<b>Indicator title 3.3</b>	Number of Corporate Reports
<b>Short definition</b>	Compilation of quarterly governance review and outlook reports (CGRO) to improve adherence to audit findings (both internal and external). Any gaps identified within Financial Management should be improved on are also listed in the CGRO report.
<b>Purpose/importance</b>	Monitoring tools to ensure clean administration and monitor improvement staff functions. The collation of CGRO information is regarded as a priority to obtain high quality financial management within the department as acts and as a tool to minimise gaps that exist.
<b>Source/collection of data</b>	AGSA and IA and IC reports
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Currently a very tedious process for D: SOMS and CFO to comply with all the reports that must receive attention.
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly arrear reporting e.g. the 4 <sup>th</sup> Quarter will take place in the 1 <sup>st</sup> Quarter 2016/17 etc. The first two reports for quarter 1 and 2 will be reported in the third Quarter.
<b>New indicator</b>	No
<b>Desired performance</b>	Updating reports and monitoring quarterly progress is desirable.
<b>Indicator responsibility</b>	CFO and IC Unit

## Programme 2 – Sustainable Resource Management

### Sub-programme 2.1: Programme Support

#### Strategic objective performance indicator

<b>Indicator title 4</b>	Percentage of Programme 2 – Sustainable Resource Management's programme performance indicator targets achieved.
<b>Short definition</b>	Percentage of Programme 2 – Sustainable Resource Management's performance indicators achieved as per the Annual Performance Plan.
<b>Purpose/importance</b>	To ensure that departmental goals and objectives are achieved.
<b>Source/collection of data</b>	Annual Performance Plan, Quarterly Performance Reports and Annual Report.
<b>Method of calculation</b>	Numerator: Number of achieved performance indicator targets Denominator: Number of planned performance indicator targets
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	Revised
<b>Desired performance</b>	Optimum achievement of the planned targets.
<b>Indicator responsibility</b>	Programme Manager/Office Manager

#### Programme performance indicators

<b>Indicator title 4.1</b>	Number of quarterly performance reports for Programme 2 – Sustainable Resource Management submitted.
<b>Short definition</b>	Number of quarterly reports submitted on the performance of Programme 2 – Sustainable Resource Management.
<b>Purpose/importance</b>	To monitor progress towards the achievement of targets and to institute timeous remedial actions.
<b>Source/collection of data</b>	Progress reports submitted by sub-programme and element managers.
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	None
<b>Type of indicator</b>	Activities and output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Revised
<b>Desired performance</b>	Actual performance equal to targeted performance is desirable.
<b>Indicator responsibility</b>	Programme Manager/Office Manager

## Sub-programme 2.2: Fiscal Policy

### Strategic objective performance indicator

<b>Indicator title 5</b>	Number of fiscal policy reports.
<b>Short definition</b>	Number of reports on fiscal matters that impact on the fiscal frameworks of provincial and local government.
<b>Purpose/importance</b>	To research, analyse and advise on the management of provincial and municipal fiscal capabilities to inform the Provincial and Local Government fiscal framework and budget policy.
<b>Source/collection of data</b>	PT Database
<b>Method of calculation</b>	Simple count – Number of research reports
<b>Data limitations</b>	Not applicable
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	To provide research, analysis and advice on provincial and municipal fiscal capability and cash management.
<b>Indicator responsibility</b>	Senior Manager: Fiscal Policy

### Programme performance Indicators

<b>Indicator title 5.1</b>	Number of research reports on the Provincial and Local Government Fiscal System.
<b>Short definition</b>	Research report written on the Fiscal System.
<b>Purpose/importance</b>	To present a research base allowing for intergovernmental discussion.
<b>Source/collection of data</b>	PT Database
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Limitation to access certain information regarding fiscal variables.
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Research Reports to inform intergovernmental discussions on fiscal policy matters.
<b>Indicator responsibility</b>	Senior Manager: Fiscal Policy

<b>Indicator title 5.2</b>	Number of Provincial Revenue reports.
<b>Short definition</b>	Monitor, analyse and report on the Provincial Fiscal Revenue Trends and evaluate policy influences on provincial fiscal capability.
<b>Purpose/importance</b>	To provide advice and support to departments in order to enhance revenue management.
<b>Source/collection of data</b>	PT Database
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Subject to quality and accuracy of department reporting.
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Revised performance indicator
<b>Desired performance</b>	To ensure timeous production of provincial revenue reports.
<b>Indicator responsibility</b>	Senior Manager: Fiscal Policy

<b>Indicator title 5.3</b>	Number of Cash Management Reports
<b>Short definition</b>	Number of Provincial and Municipal Cash Management reports monitoring revenue and cash flows in order to encourage efficient and effective collection of own revenue and cash flows.
<b>Purpose/importance</b>	To provide support to departments and municipalities in order to reduce the risk of under collection through monthly monitoring.
<b>Source/collection of data</b>	PT Database
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Subject to quality and accuracy of department and municipal reporting.
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	To ensure timeous production of provincial and municipal cash management reports (4 for Provincial Government; 4 for Municipalities).
<b>Indicator responsibility</b>	Senior Manager: Fiscal Policy

<b>Indicator title 5.4</b>	Number of reports on the performance of the WCGRB.
<b>Short definition</b>	Quarterly report on the financial and performance of the WCGRB in order to promote good governance of the WCGRB.
<b>Purpose/importance</b>	To monitor the performance of the WCGRB in order to promote good governance.
<b>Source/collection of data</b>	PT Database
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Strengthen oversight and promote good governance of the WCGRB.
<b>Indicator responsibility</b>	Senior Manager: Fiscal Policy

## Sub-programme 2.3: Budget Management

### Element: Provincial Government Budget Office

#### Strategic objective performance indicator

<b>Indicator title 6</b>	Timeous publication of the Overview of Provincial Revenue and Expenditure (OPRE).
<b>Short definition</b>	Publication of the OPRE (Provincial Budget Overview).
<b>Purpose/importance</b>	To provide a high-level overview of the main components of the provincial budget, including the key policy and budget priorities and in line with section 27(2) of the PFMA which requires the MEC for finance in a province to table a provincial annual budget for a financial year in the provincial legislature not later than two weeks after the tabling of the national annual budget.
<b>Source/collection of data</b>	The OPRE is available on the PT Database.
<b>Method of calculation</b>	Date of publication
<b>Data limitations</b>	Not applicable
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	To publish timeously by March within two weeks of the tabling of the national budget.
<b>Indicator responsibility</b>	Senior Manager: Provincial Government Budget Office



**Programme performance indicators**

<b>Indicator title 6.1</b>	Number of provincial budget policy assessment reports.
<b>Short definition</b>	Budget submissions assessed as part of the Provincial Government Medium Term Expenditure Committee (MTEC) process.
<b>Purpose/importance</b>	To improve allocative efficiency, responsiveness of the budget to socio-economic needs, budget policy objectives and national and provincial priorities.
<b>Source/collection of data</b>	The assessment reports are available on the PT database.
<b>Method of calculation</b>	Simple count (1 assessment per vote per PG MTEC)
<b>Data limitations</b>	Not applicable
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Bi-annually
<b>New indicator</b>	No
<b>Desired performance</b>	Assessments on all votes
<b>Indicator responsibility</b>	Senior Manager: Provincial Government Budget Office

<b>Indicator title 6.2</b>	Timeous publication of the Provincial Economic Review and Outlook.
<b>Short definition</b>	The publication of research on the Provincial Economic Review and Outlook (PERO) which is tabled in the Provincial Parliament.
<b>Purpose/importance</b>	The PERO provides an economic review and outlook with a particular focus on the Western Cape economy that provides the backdrop for the annual Western Cape Medium Term Budget Policy Statement and Provincial Overview of Revenue and Expenditure.
<b>Source/collection of data</b>	Publication stored electronically on the Provincial Treasury database and hard copy publication
<b>Method of calculation</b>	Date of publication
<b>Data limitations</b>	Not applicable
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	To publish timeously to inform the Medium Term Budget Policy Statement by September 2016.
<b>Indicator responsibility</b>	Senior Manager: Provincial Government Budget Office

<b>Indicator title 6.3</b>	Timeous publication of the Medium Term Budget Policy Statement.
<b>Short definition</b>	Timeous Publication of the 2016 - 2019 Medium Term Budget Policy Statement (MTBPS) to inform the preliminary and final budget allocations.
<b>Purpose/importance</b>	To provide the strategic direction and policy framework that informs the provincial budget.
<b>Source/collection of data</b>	The Western Cape Medium Term Budget Policy Statement (WC MTBPS) is available in hard copy and on the PT database.
<b>Method of calculation</b>	Date of publication
<b>Data limitations</b>	Not applicable
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	To publish timeously by November to inform the preliminary and final budget allocations.
<b>Indicator responsibility</b>	Senior Manager: Provincial Government Budget Office

## Element: Local Government Budgets

### Strategic objective performance indicator

<b>Indicator title 7</b>	Number of municipal budgets with effective resource allocations
<b>Short definition</b>	Annual municipal budget assessments for the local Medium Term Expenditure Committee (LG MTEC).
<b>Purpose/importance</b>	To improve the allocative efficiency and responsiveness of municipal budgets and make recommendations for improvement.
<b>Source/collection of data</b>	Local Government Medium Term Expenditure Committee (LG MTEC) assessment e-copy reports available on the PT database.
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Not applicable
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Assessment Reports on all municipalities
<b>Indicator responsibility</b>	Senior Manager: Local Government Budget Office

**Programme performance Indicators**

<b>Indicator title 7.1</b>	Number of municipal budget policy assessment reports
<b>Short definition</b>	Annual municipal budget assessments for the Local Government Medium Term Expenditure Committee (LG MTEC).
<b>Purpose/importance</b>	To improve the allocative efficiency and responsiveness of municipal budgets and make recommendations for improvement.
<b>Source/collection of data</b>	Local Government Medium Term Expenditure Committee (LG MTEC) assessment-copy reports available on the PT database.
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Not applicable
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Assessment Reports on all municipalities
<b>Indicator responsibility</b>	Senior Manager: Local Government Budget Office

<b>Indicator title 7.2</b>	Percentage Quarterly Performance Reports (QPR) assessed.
<b>Short definition</b>	Evaluation of the QPR of municipalities on the implementation of the budget.
<b>Purpose/importance</b>	To perform periodic in-year assessments on the performance of municipal budgets.
<b>Source/collection of data</b>	QPR assessments available on the database
<b>Method of calculation</b>	Numerator: Number of reports assessed. Denominator: Number of reports received.
<b>Data limitations</b>	Not applicable
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Evaluations/assessment of all Quarterly performance reports submitted.
<b>Indicator responsibility</b>	Senior Manager: Local Government Budget Office

<b>Indicator title 7.3</b>	Timeous publication of Municipal Economic Review and Outlook.
<b>Short definition</b>	The publication of research on the Municipal Economic Review and Outlook (MERO) which is tabled in the Provincial Parliament.
<b>Purpose/importance</b>	The annual MERO provides credible and relevant social and economic development information to inform municipal planning and budgeting processes within the Province.
<b>Source/collection of data</b>	Publication stored electronically on the Provincial Treasury database and hard copy publication.
<b>Method of calculation</b>	Date of publication
<b>Data limitations</b>	Not applicable
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	To publish timeously by September to feed into the municipal planning and budgeting processes.
<b>Indicator responsibility</b>	Senior Manager: Local Government Budget Office

## Sub-programme 2.4: Public Finance

### Element: Provincial Government Finance

#### Strategic objective performance indicator

<b>Indicator title 8</b>	Timeous tabling of the Estimates of Provincial Revenue and Expenditure.
<b>Short definition</b>	Tabling of the Estimates of Provincial Revenue and Expenditure within two weeks of the tabling of the national budget.
<b>Purpose/importance</b>	Comply with section 18(1)(a) of the PFMA to prepare a provincial budget in order to monitor the implementation of the budget.
<b>Source/collection of data</b>	The Estimates of Provincial Revenue and Expenditure is available in hard copy and e-copy on database.
<b>Method of calculation</b>	Date of Publication
<b>Data limitations</b>	Not applicable
<b>Type of indicator</b>	Input Indicator
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Tabling within two weeks of the tabling of the national budget.
<b>Indicator responsibility</b>	Senior Manager: Provincial Government Finance

**Programme performance Indicators**

<b>Indicator title 8.1</b>	Number of provincial budget assessment reports
<b>Short definition</b>	The number of assessments of provincial budgets to determine the conformance, credibility and sustainability in order to influence the quality of the Estimates of Provincial Revenue and Expenditure.
<b>Purpose/importance</b>	Determining whether the budget is in line with the regulatory framework, based on previous expenditure trends, capacity to spend and that the input mix (economic classification) is realistic to achieve the stated outputs.
<b>Source/collection of data</b>	National and Provincial databases specific for departments and entities. An expenditure model based on past trends and department specific anomalies.
<b>Method of calculation</b>	On an annual basis each of the 14 votes submits their 1 <sup>st</sup> draft budget to the Provincial Treasury by August or September. Provincial Treasury makes an assessment of the draft budget which is utilised for discussion with the department during the PG MTEC 1 engagement. By end of November or early December the 2 <sup>nd</sup> draft budget is submitted whereby again an assessment is made and utilised for discussion during the PG MTEC 2 engagement. A benchmark analysis report is prepared based on the 2 <sup>nd</sup> draft budget for each department, which is used at the discussion with the National Treasury in mid-January.
<b>Data limitations</b>	The assessment is dependent on the quality and completion of databases submitted by departments.
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Bi-annually
<b>New indicator</b>	No
<b>Desired performance</b>	Meeting target
<b>Indicator responsibility</b>	Senior Manager: Provincial Government Finance

<b>Indicator title 8.2</b>	No of expenditure reviews
<b>Short definition</b>	Expenditure review working paper on selected expenditure items.
<b>Purpose/importance</b>	To understand and identify expenditure trends or any potential efficiency gains on selected expenditure items.
<b>Source/collection of data</b>	Past expenditure trends of selected items review papers.
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Not applicable
<b>Type of indicator</b>	Input indicator
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Meeting target
<b>Indicator responsibility</b>	Senior Manager: Provincial Government Finance

<b>Indicator title 8.3</b>	Number of quarterly reports on the implementation of the budget
<b>Short definition</b>	Reports submitted to Cabinet and Parliament on the performance of the implementation of the provincial budget.
<b>Purpose/importance</b>	To provide oversight information (financial and non-financial information) on the implementation of the provincial budget/Estimates of Provincial Revenue and Expenditure.
<b>Source/collection of data</b>	Information derived from the In-year monitoring (IYM) reports and Quarterly Performance Reports (QPRs) submitted to the Provincial Treasury by the provincial departments.
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Not applicable
<b>Type of indicator</b>	Input and output indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Within 45 days after the end of the particular quarter or date determined by Parliament.
<b>Indicator responsibility</b>	In-year Monitoring (IYM) Coordinator

## Sub-programme 2.4: Public Finance

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

#### Strategic objective performance indicators

<b>Indicator title 9</b>	Number of quarterly reports on the implementation of municipal budgets.
<b>Short definition</b>	Number of reports submitted to cabinet and parliament on the performance of municipalities on the implementation of their budgets.
<b>Purpose/importance</b>	Legislative requirement to report to the cabinet and parliament on the performance of municipalities on the implementation of the budget, as per section 71 of the MFMA.
<b>Source/collection of data</b>	Municipalities, NT LG Database
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Data Integrity of Information received from municipalities
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Improved IYM reporting from municipalities, and improved Cabinet reporting to Parliament, Cabinet and relevant stakeholders.
<b>Indicator responsibility</b>	Senior Manager: Local Government Finance (Group 1) and Senior Manager: Local Government Finance (Group 2)

**Programme performance indicators**

<b>Indicator title 9.1</b>	Number of monthly IYM assessment reports on the implementation of the municipal budget.
<b>Short definition</b>	Number of monthly IYM reports on the monthly spending.
<b>Purpose/importance</b>	Legislative requirement to monitor the implementation of the budget in terms of conformance, accountability, data integrity, sustainability and efficiencies, as per section 71 of the MFMA.
<b>Source/collection of data</b>	Municipalities, NT LG Database
<b>Method of calculation</b>	Simple count - Monthly municipal IYM Assessment reports
<b>Data limitations</b>	Data Integrity of Information received from municipalities
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Cumulative (30 assessments per month plus 1 consolidated report)
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Improved IYM reporting from municipalities.
<b>Indicator responsibility</b>	Senior Manager: Local Government Finance (Group 1) and Senior Manager: Local Government Finance (Group 2)

<b>Indicator title 9.2</b>	Number of municipal budget assessment reports.
<b>Short definition</b>	Draft municipal budgets assessed to improve conformance, credibility, and sustainability.
<b>Purpose/importance</b>	Compliance with section 22 and 23 of the MFMA.
<b>Source/collection of data</b>	From the Municipality: Municipal draft budgets.
<b>Method of calculation</b>	Sum total of municipal budget assessment reports.
<b>Data limitations</b>	Quality of Budget documentations received from municipalities.
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Improved Municipal Budgets (in terms of credibility, sustainability and conformance to all related legislation).
<b>Indicator responsibility</b>	Senior Manager: Local Government Finance (Group 1) and Senior Manager: Local Government Finance (Group 2)

<b>Indicator title 9.3</b>	Number of reports on MFMA implementation.
<b>Short definition</b>	Number of Quarterly reports on MFMA implementation.
<b>Purpose/importance</b>	To improve IGR and coordination within and across PT, other departments, and relevant stakeholders to improve conformance and performance in municipalities.
<b>Source/collection of data</b>	Status reports from the various MFMA directorates and the Department of Local Government as inputs into the consolidated report submitted to the National Treasury.
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Quality of respective reports received from various MFMA directorates and the Department of Local Government.
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Coordinated reporting.
<b>Indicator responsibility</b>	Senior Manager: Local Government Finance (Group 1) and Senior Manager: Local Government Finance (Group 2)

<b>Indicator title 9.4</b>	Number of efficiency assessments on selected municipal budget expenditure items.
<b>Short definition</b>	Working paper on selected municipal budget expenditure items.
<b>Purpose/importance</b>	To identify expenditure efficiency within municipalities to assist in reducing wasteful expenditure.
<b>Source/collection of data</b>	Municipal budgets and IYM reports on database.
<b>Method of calculation</b>	Assessment report on selected expenditure items.
<b>Data limitations</b>	Data Integrity of Information received from municipalities.
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Improved expenditure trends/patterns within municipalities.
<b>Indicator responsibility</b>	Senior Manager: Local Government Finance (Group 1) and Senior Manager: Local Government Finance (Group 2)



**Element: Infrastructure****Strategic objective performance indicator**

<b>Indicator title 10</b>	Number of assessments on the institutionalisation of the WCIDMS
<b>Short definition</b>	This indicator relates to an Infrastructure Delivery Management System (IDMS) for infrastructure delivery and construction procurement necessary to deliver, operate and maintain infrastructure, capacitate delivery and facilitate a uniform approach to infrastructure delivery. Infrastructure will be rolled out to 5 Departments (Public Works, Roads, Education, Health and Human Settlements).
<b>Purpose/importance</b>	It is aimed to facilitate integration and promote seamless delivery through a holistic approach of viewing infrastructure delivery as the management of all aspects of the life cycle of immovable assets.
<b>Source/collection of data</b>	Quarterly Performance Report
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Rate of implementation of key principles by departments.
<b>Type of indicator</b>	Inputs, activities, outputs, impact and efficiency.
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Greater compliance to WCIDMS and increase infrastructure delivery to Level 3+.
<b>Indicator responsibility</b>	Senior Manager: Infrastructure

**Programme performance indicators**

<b>Indicator title 10.1</b>	Number of asset management plans assessed.
<b>Short definition</b>	The number of U-AMP's/C-AMP's assessed.
<b>Purpose/importance</b>	It is a legislative requirement to assess the quality and monitor GIAMA compliance of departments' U-AMP's.
<b>Source/collection of data</b>	Submission of U-AMP's by departments.
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Depends on the accuracy of the information and the timeous submission of the U-AMP's by departments.
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Bi-Annually
<b>New indicator</b>	No
<b>Desired performance</b>	28 assessments
<b>Indicator responsibility</b>	Senior Manager: Infrastructure

<b>Indicator title 10.2</b>	Number of infrastructure expenditure reports assessed.
<b>Short definition</b>	To assess and monitor projected project cash flows against actual project cash flows and to identify early challenges.
<b>Purpose/importance</b>	It is a legislative requirement (DoRA: Incentive Grant) and it will assist the departments to effectively plan and manage infrastructure delivery in order to improve general service delivery to the public.
<b>Source/collection of data</b>	Quarterly Performance Report
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Accuracy and availability of data from departments.
<b>Type of indicator</b>	Outputs/Activities
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Improved infrastructure expenditure and delivery levels.
<b>Indicator responsibility</b>	Senior Manager: Infrastructure

<b>Indicator title 10.3</b>	Number of infrastructure project delivery assessments
<b>Short definition</b>	To assess potential contribution of investment decisions and to gain more insight into the impact thereof.
<b>Purpose/importance</b>	This will provide intelligence about potential impact of investment and will enable Treasury to improve budget allocations for infrastructure projects. 10 Projects or Impact Delivery assessments to establish the impact of the infrastructure on the community.
<b>Source/collection of data</b>	Project Business Cases; site visits, project operations and maintenance reports, minutes of project meetings.
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Depends on the accuracy of the information and the timeous submission of the source documentation listed above.
<b>Type of indicator</b>	Outputs
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Bi-Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Infrastructure project delivery that addresses socio-economic requirements and delivery in accordance with the plan.
<b>Indicator responsibility</b>	Deputy Directors

<b>Indicator title 10.4</b>	Number of quarterly reports on the implementation of infrastructure budgets to Cabinet
<b>Short definition</b>	This indicator relates to the preparation of 4 Cabinet Submissions outlining the expenditure of infrastructure funding within a quarter versus what was projected.
<b>Purpose/importance</b>	The reports will serve to provide Cabinet with an overarching view of infrastructure expenditure in the province, to highlight certain risks at the appropriate level, and to assess whether mitigation mechanisms are adequate and/or being implemented as proposed.
<b>Source/collection of data</b>	Monthly Infrastructure Reporting Model assessment reports; minutes of project meetings; minutes of Interdepartmental meetings such as the Infrastructure Delivery Management Committee (IDMC); project site visits.
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Accuracy and availability of data from Departments.
<b>Type of indicator</b>	Outputs
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired performance</b>	Improved infrastructure delivery with respect to time, quality and quantity of deliverables.
<b>Indicator responsibility</b>	Senior Manager: Infrastructure

<b>Indicator title 10.5</b>	Develop and test a municipal infrastructure delivery management system in selected municipalities.
<b>Short definition</b>	To identify municipalities where the institutionalisation of the IDMS could be piloted, to assess those municipalities' current processes, to customise the IDMS for a municipality and to implement the customised version at a municipality.
<b>Purpose/importance</b>	It is aimed to facilitate integration and promote seamless delivery through a holistic approach of facilitating infrastructure delivery, in the management of all aspects of the life cycle of immovable assets.
<b>Source/collection of data</b>	Quarterly Performance Report
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Rate of implementation of key principles by municipalities.
<b>Type of indicator</b>	Inputs, activities, outputs, impact and efficiency.
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	Yes
<b>Desired performance</b>	Improved infrastructure delivery in terms of expedited processes, quality of governance as well as end products delivered.
<b>Indicator responsibility</b>	Senior Manager: Infrastructure

**Element: Business Information and Data Management****Strategic objective performance indicator**

<b>Indicator title 11</b>	An available central repository
<b>Short definition</b>	To avail a platform to PT Employees for the safeguarding of financial and performance information to enable proper decision-making and credible publications.
<b>Purpose/importance</b>	Ensure the availability of information to Provincial Treasury officials.
<b>Source/collection of data</b>	PT allotted space on a Ce-I file server
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Quality of data sets received from the various Programmes.
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Operational and available centralised repository.
<b>Indicator responsibility</b>	Senior Manager: Business Information and Data Management

**Programme performance indicators**

<b>Indicator title 11.1</b>	Number of datasets managed
<b>Short definition</b>	Datasets managed for use of Provincial Treasury officials, departments and public entities and conformance to applicable legislation.
<b>Purpose/importance</b>	Processing data from periodic reporting formats as well as from raw data sourced from various systems into information datasets to inform evidence based PT decision-making.
<b>Source/collection of data</b>	The four datasets are compiled using different data sources. The IYM Dataset uses the IYM database as its data source. The Master Provincial Dataset is compiled from an amalgam of the NT MTEC Database and the IYM Database. The Spatial Spending Dataset is formulated from data available in the Vulindlela Database. The IRM Database serves as the data source for the IRM Dataset.
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Uptime of systems and format of data.
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Production of four datasets per quarter.
<b>Indicator responsibility</b>	Senior Manager: Business Information and Data Management

<b>Indicator title 11.2</b>	Number of budget process plans managed
<b>Short definition</b>	This indicator refers to the planning for the LG MTEC 3, PG MTEC 1 and PG MTEC 2 processes during the financial year under review (Provincial and Municipal).
<b>Purpose/importance</b>	Illustrates the timelines and internal deadlines of the various MTEC processes within Provincial Treasury. This in turn can provide for better planning and implementation of budget processes.
<b>Source/collection of data</b>	Provincial budget process: National Treasury MTEF Guidelines and Budget Process Schedule, the Western Cape Cabinet calendar programme, the Western Cape Parliament parliamentary programme, Budget Circulars and Treasury Circulars. Municipal budget process and Provincial Circulars: National Treasury Municipal Budget Circular for the Medium Term Revenue and Expenditure Framework.
<b>Method of calculation</b>	Simple count: Provincial – PG MTEC 1 and PG MTEC 2 and Municipal - LG MTEC 3
<b>Data limitations</b>	Quality of data received from departments and municipalities.
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Management of budget processes in accordance with budget process plans.
<b>Indicator responsibility</b>	Senior Manager: Business Information and Data Management

## Programme 3 – Asset Management

### Sub-programme 3.1: Programme Support

#### Strategic objective performance indicator

<b>Indicator title 12</b>	Percentage of Programme 3 – Asset Management's programme performance indicator targets achieved.
<b>Short definition</b>	Percentage of Programme 3 – Asset Management's performance indicators achieved as per the Annual Performance Plan.
<b>Purpose/importance</b>	To ensure that departmental goals and objectives are achieved.
<b>Source/collection of data</b>	Annual Performance Plan, Quarterly Performance Reports and Annual Report
<b>Method of calculation</b>	Numerator: Number of achieved performance indicator targets Denominator: Number of planned performance indicator targets
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	Yes
<b>Desired performance</b>	Optimum achievement of the planned targets
<b>Indicator responsibility</b>	Programme Manager

**Programme performance indicators**

<b>Indicator title 12.1</b>	Number of quarterly performance reports for Programme 3 – Asset Management submitted
<b>Short definition</b>	Number of quarterly reports submitted on the performance of Programme 3 – Asset Management.
<b>Purpose/importance</b>	To monitor progress towards the achievement of targets and to institute timeous remedial actions.
<b>Source/collection of data</b>	Progress reports submitted by sub-programme and element managers.
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	None
<b>Type of indicator</b>	Activities and output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Actual performance equal to targeted performance is desirable.
<b>Indicator responsibility</b>	Programme Manager

**Sub-programme 3.2: Supply Chain Management**
**Element: Supply Chain Management: Provincial Government**
**Strategic objective performance Indicator**

<b>Indicator title 13</b>	Number of departments assisted to continuously improve management of supply chain and moveable assets
<b>Short definition</b>	Number of departments assisted in building their capacity to enable them to respond more effectively and efficiently to their budget allocation in respect of goods and services.
<b>Purpose/importance</b>	To assist departments in attaining the desired level of financial capability for SCM and moveable asset management that meets conformance and performance requirements and service delivery.
<b>Source/collection of data</b>	<ul style="list-style-type: none"> <li>• Support and intervention reports; databases and registers, impact assessment/perception surveys and helpdesk performance reports.</li> <li>• SCM and moveable asset management assessment reports and performance reports Departmental Implementation Plans.</li> <li>• Assessment report on procurement plans, strategic sourcing intervention reports, business cases, tools, assessment reports, presentations, etc.</li> <li>• Query/opinion and complaint's registers, helpdesk performance reports and engagement reports.</li> <li>• Unit's shared drive that houses all departmental data information.</li> </ul>

<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Quality and integrity of data is dependent on external sources and stakeholders and is outside of the Department's control and financial systems and tools that are not integrated.
<b>Type of indicator</b>	Input, output and outcomes
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Enhanced departmental capacity and compliance to SCM and moveable asset management policy and procedure as well as attaining value for money.
<b>Indicator responsibility</b>	Senior Manager: Provincial Government Supply Chain Management

### Programme performance Indicators

<b>Indicator title 13.1</b>	Number of departments assisted with the continuous improvements of their supply chain and asset management systems
<b>Short definition</b>	Number of departments assisted, supported and guided to have and maintain a supply chain and asset management system, which is based on sound financial management principles and standards.
<b>Purpose/importance</b>	Improved financial management performance for SCM and asset management within the Province that facilitates conformance, clean audits and improved financial management performance.
<b>Source/collection of data</b>	<ul style="list-style-type: none"> <li>• Query/opinion and complaints registers held by the unit as well as quarterly helpdesk performance reports.</li> <li>• Training and/or intervention reports.</li> <li>• Impact assessment reports/perception Policy assessment reports.</li> <li>• Policy assessment reports.</li> </ul>
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Departmental progress in finalising implementation processes is dependent on its own internal capacity and is outside the control of the unit.
<b>Type of indicator</b>	Output and outcome
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Providing departmental support, assistance and guidance that facilitate improved departmental financial capability, addresses better internal control and affords greater accountability and transparency within SCM and moveable asset management.
<b>Indicator responsibility</b>	Senior Manager: Provincial Government Supply Chain Management

<b>Indicator title 13.2</b>	Number of SCM assessment reports
<b>Short definition</b>	Number of SCM assessment reports developed through CGRO assessment reports based on structured assessments and monitored action plans.
<b>Purpose/importance</b>	Give effect to the monitoring and evaluation of departments that addresses issues of capacity and control and gives effect to good governance principles and practices.
<b>Source/collection of data</b>	<ul style="list-style-type: none"> <li>• SCM and moveable asset management assessment reports</li> <li>• Departmental SCM and moveable asset management performance reports (e.g. statistical, conflicts of interest reports)</li> </ul>
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Quality and integrity of data is dependent on external sources and stakeholders and is outside of the unit's control and financial systems and tools that are not integrated.
<b>Type of indicator</b>	Input, output and outcome
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Enhanced departmental capacity and compliance to SCM and moveable asset management policy and procedure that enables clean audits and efficiencies.
<b>Indicator responsibility</b>	Senior Manager: Provincial Government Supply Chain Management

<b>Indicator title 13.3</b>	Number of interventions for strategic sourcing implementation
<b>Short definition</b>	To implement functional areas through policy that gives effect to bulk buying and economies of scale for the Province as well as departmental efficiencies in spending and procurement procedures.
<b>Purpose/importance</b>	Value for money and efficiencies attained. Implemented policy that gives effect to bulk buying and economies of scale for the Province as well as departmental efficiencies in spending and procurement procedures.
<b>Source/collection of data</b>	<ul style="list-style-type: none"> <li>• Business cases</li> <li>• Commodity Strategies</li> <li>• Implementation plans</li> <li>• Assessment reports</li> <li>• Tools, templates, frameworks, guides</li> <li>• Transversal contracts</li> </ul>
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Quality and integrity of data is dependent on external sources and stakeholders and is outside of the Department's control and financial systems and tools that are not integrated.
<b>Type of indicator</b>	Input, output, outcome and impact
<b>Calculation type</b>	Cumulative



<b>Reporting cycle</b>	Bi-Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Leveraged buying power and value for money in SCM and expenditure management through key linkages within the Provincial Budget Management and Public Finance Units within the Provincial Treasury.
<b>Indicator responsibility</b>	Senior Manager: Provincial Government Supply Chain Management

<b>Indicator title 13.4</b>	Number of supplier engagement sessions held to develop and educate suppliers
<b>Short definition</b>	Implement supplier development initiatives that are responsive to the Province's socio-economic responsibilities and needs and gives effect to enhancing relationships with Small, Medium and Micro Enterprises (SMMEs) and Black Economic Empowerment (BEE) vendors with the view of building the supplier community to become economically viable.
<b>Purpose/importance</b>	Developing an enabling environment that facilitates Broad Based Black Economic Empowerment (BBBEE) and SMME supplier development initiatives that ensures government's socio-economic responsibility.
<b>Source/collection of data</b>	<ul style="list-style-type: none"> <li>• Project plans</li> <li>• Supplier incident/query/complaints register/s</li> <li>• Supplier engagement reports and quarterly helpdesk report</li> </ul>
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Developed relationship between vendors that is responsive to provincial procurement requirements.
<b>Indicator responsibility</b>	Senior Manager: Provincial Government Supply Chain Management

## Element: Supply Chain Management: Local Government

### Strategic objective performance indicator

<b>Indicator title 14</b>	Number of municipalities assisted to improve management of supply chain and assets
<b>Short definition</b>	Number of municipalities assisted in building their capacity to enable them to respond more effectively and efficiently to their budget allocation in respect of goods, services and construction related services.
<b>Purpose/importance</b>	To assist municipalities in attaining the desired level of financial capability for SCM and asset management that meets conformance and performance requirements and service delivery objectives.

<b>Source/collection of data</b>	<ul style="list-style-type: none"> <li>• SCM VC assessment action plans, MGRO Action Plans</li> <li>• IDP, Municipal Budgets, SDBIP and procurement/demand plans</li> <li>• AG's report and AGSA management letters, MTEC reports</li> <li>• SCM Model Policies and other prescribed legislation</li> <li>• Procurement Statistics Reports (CRA reports)</li> <li>• Query/opinion and complaint's registers held by the unit as well as helpdesk reports</li> </ul>
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Quality and integrity of data is dependent on external sources and stakeholders and is outside of the Department's control and financial systems and tools that are not integrated.
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Enhanced municipal capacity and compliance to SCM and asset management policy and procedure as well as attaining value for money.
<b>Indicator responsibility</b>	Senior Manager: Local Government Supply Chain Management

### Programme performance Indicators

<b>Indicator title 14.1</b>	Number of municipal SCM and MAM Virtuous Cycle assessment reports
<b>Short definition</b>	Performing SCM and Asset Management assessments at municipalities, and issuance recommended action plans on identified deficient areas.
<b>Purpose/importance</b>	To assess, promote and enforce effective and prudent financial management through SCM, and ensuring that the entire SCM cycle is applied and that the practices of municipalities are sound and promote governance, transparency and accountability.
<b>Source/collection of data</b>	<ul style="list-style-type: none"> <li>• SCM Virtuous Cycle assessment action plans, MGRO Action Plans for the identified municipality</li> <li>• IDP, Municipal Budgets, SDBIP and procurement/demand plans</li> <li>• AG's report and AGSA management letters, MTEC Reports</li> <li>• SCM Model Policies and other prescribed legislation</li> <li>• Procurement Statistics Reports</li> <li>• Query/opinion and complaints registers held by the unit as well as helpdesk reports</li> </ul>
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	<ul style="list-style-type: none"> <li>• Quality and integrity of data is dependent on external sources and stakeholders and is outside of the Department's control and financial systems and tools that are not integrated.</li> <li>• Non-availability of documents from municipalities when requested for review to execute the assessment.</li> </ul>
<b>Type of indicator</b>	Output

<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	22 assessments
<b>Indicator responsibility</b>	Senior Manager: Local Government Supply Chain Management

<b>Indicator title 14.2</b>	Number of municipalities assisted with the implementation of the model policy for infrastructure procurement
<b>Short definition</b>	To provide policy direction and facilitating the effectiveness and efficient management of supply chain and asset management practices in municipalities.
<b>Purpose/importance</b>	To institutionalise the model policy for infrastructure procurement in municipalities.
<b>Source/collection of data</b>	<ul style="list-style-type: none"> <li>• SCM VC assessments action plans and MGRO action plans;</li> <li>• IDP, Budget, SDBIP and procurement plans;</li> <li>• Asset Management Assessment and baseline studies;</li> <li>• CRA reports (Procurement stats);</li> <li>• Spatial Plans from Municipality and the Department of Local Government Infrastructure unit; and</li> <li>• Municipal expenditure analysis.</li> </ul>
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Quality and integrity of data is dependent on external sources and stakeholders and is outside of the Department's control and financial systems and tools that are not integrated.
<b>Type of indicator</b>	Input, output and outcomes
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Revised
<b>Desired performance</b>	5 Municipalities assisted each year
<b>Indicator responsibility</b>	Senior Manager: Local Government Supply Chain Management

<b>Indicator title 14.3</b>	Number of structured municipal training interventions
<b>Short definition</b>	Number of structured training interventions for the identified SCM and asset management deficiencies; develop training interventions to address deficiencies and develop SCM capacity within municipalities.
<b>Purpose/importance</b>	To assist municipalities in attaining a Level 3+ financial capability for SCM and asset management, and application of good governance principles and practices.
<b>Source/collection of data</b>	<ul style="list-style-type: none"> <li>• SCM Virtuous Cycle assessment action plans, MGRO Action Plans</li> <li>• IDP, Municipal Budgets, SDBIP and procurement/demand plans</li> <li>• AG's report and AGSA management letters, MTEC Reports</li> <li>• SCM Model Policies, prescribed legislation and policy</li> <li>• Procurement Statistics Reports</li> <li>• Query/opinion and complaints registers held by the unit as well as helpdesk reports</li> </ul>
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Unavailability of defined SCM training materials, and quality and integrity of data is dependent on external sources outside of the Department.
<b>Type of indicator</b>	Inputs and outputs
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Enhanced Municipal capacity that addresses better control over SCM and asset management policy and procedures and affords greater accountability and transparency within SCM.
<b>Indicator responsibility</b>	Senior Manager: Local Government Supply Chain Management

<b>Indicator title 14.4</b>	Number of municipalities assisted with supplier database implementation and maintenance
<b>Short definition</b>	Implementation of one supplier database for the government institutions in the Western Cape, inclusive of National, Provincial and local government spheres.
<b>Purpose/importance</b>	To assist municipalities in strengthening the governance requirements and prescripts.
<b>Source/collection of data</b>	<ul style="list-style-type: none"> <li>• Database lists from all 30 municipalities in the Province; and</li> <li>• Suppliers in the Province.</li> </ul>
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Supplies not registering on the database
<b>Type of indicator</b>	Input, output, outcomes and targets (long term goal)
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Revised
<b>Desired performance</b>	Improves governance controls and further enables the provincial government and municipalities to analyse their spending patterns and respond to the economic challenges per district and municipal area.
<b>Indicator responsibility</b>	Senior Manager: Local Government Supply Chain Management

<b>Indicator title 14.5</b>	Number of Municipal Districts assisted with localisation of procurement
<b>Short definition</b>	To provide policy direction and facilitating the effectiveness and efficient management of supply chain and asset management practices in municipalities.
<b>Purpose/importance</b>	Implementation of a district approach and bringing the two disciplines of SCM and LED closer to each other, while creating and enabling environment for local economic development.
<b>Source/collection of data</b>	SCM VC assessments action plans and MGRO action plans; Data collected from SCM Quarterly District forums; NT and DTI directives and guidelines; Department of Economic Development and Tourism district LED profiling; MERO and PERO; National and other Provincial Treasuries information on Regional Economic development strategies; Statistics South Africa data; and Municipal LED review and profiling of socio conditions
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Quality and integrity of data is dependent on external sources and stakeholders and is outside of the Department's control and financial systems and tools that are not integrated.
<b>Type of indicator</b>	Input, output and outcomes
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	New PI
<b>Desired performance</b>	5 Municipal districts
<b>Indicator responsibility</b>	Senior Manager: Local Government Supply Chain Management

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

#### Strategic objective performance Indicator

<b>Indicator title 15</b>	Number of votes assisted to effectively utilise the suite of financial systems
<b>Short definition</b>	Number of votes assisted in the implementation, management and oversight of provincially operated financial systems and migration to the Integrated Financially Management System (IFMS).
<b>Purpose/importance</b>	Improve financial system management in the Province by training of system users in accordance with their system profiles; maintenance of effective user account management; the further development of integrated training interventions to promote the correct and optimal use of financial systems; and steps to enhance the validity and veracity of data.

<b>Source/collection of data</b>	Transversal systems, project plans, call log registers, training database, KITSO and PERSAL share.
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Availability of training databases, reports or credible information.
<b>Type of indicator</b>	Input
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Appropriately trained system users, optimal utilisation of systems and integrity of data.
<b>Indicator responsibility</b>	Senior Manager: Supporting and Interlinked Financial Systems

### Programme performance Indicators

<b>Indicator title 15.1</b>	Number of institutions provided with an effective user account management service i.r.o provincially operated financial systems.
<b>Short definition</b>	To ensure that effective user account management is executed and maintained, generic policies exist for the management of transversal systems, users are trained in accordance with their profiles, comprehensive user support service and detailed/management information is provided in accordance with legislative requirements.
<b>Purpose/importance</b>	The effective management of transversal systems and veracity of data.
<b>Source/collection of data</b>	Transversal systems, training database, reports (system and in-house developed), KITSO and PERSAL share.
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	The availability of the systems and system-generated reports.
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	The effective management, optimal utilisation of transversal systems and integrity of data.
<b>Indicator responsibility</b>	Senior Manager: Supporting and Interlinked Financial Systems

<b>Indicator title 15.2</b>	Number of votes assisted with clean-up and updating of data i.r.o all provincially operated financial systems for migration to the IFMS
<b>Short definition</b>	The clean-up and updating of data of departments for migration to the IFMS in accordance with a mutually agreed project plan (e.g. asset register, entities, HR information, etc.), as well as the clean-up and updating of supplier information for migration to the NT Centralised Supplier Database (CSD).
<b>Purpose/importance</b>	To ensure the standardisation of systems and integrity of data for the programmatic migration to the IFMS and CSD.
<b>Source/collection of data</b>	System reports/downloads
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Resource availability and readiness of the Departments/Institutions for implementation.
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired performance</b>	Integrity of data being programmatically migrated to the IFMS and CSD.
<b>Indicator responsibility</b>	Senior Manager: Supporting and Interlinked Financial Systems

<b>Indicator title 15.3</b>	Number of votes where the bids functionality of the Integrated Procurement Solution (IPS), is implemented
<b>Short definition</b>	The implementation of the configured and tested bid solution that complies to user requirements
<b>Purpose/importance</b>	To ensure compliance to legislative and supply chain management prescripts
<b>Source/collection of data</b>	A mutually agreed project plan
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Resource availability and readiness of the institution for implementation
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Bi-annually
<b>New indicator</b>	Yes
<b>Desired performance</b>	The successful implementation in accordance with the mutually agreed project plan
<b>Indicator responsibility</b>	Senior Manager: Supporting and Interlinked Financial Systems

## Programme 4 – Financial Governance

### Sub-programme 4.1: Programme Support

#### Strategic objective performance indicator

<b>Indicator title 16</b>	Percentage of Programme 4 – Financial Governance's programme performance indicator targets achieved
<b>Short definition</b>	Percentage of Programme 4 – Financial Governance performance's indicators achieved as per the Annual Performance Plan.
<b>Purpose/importance</b>	To ensure that departmental goals and objectives are achieved.
<b>Source/collection of data</b>	Annual Performance Plan, Quarterly Performance Reports and Annual Report.
<b>Method of calculation</b>	Numerator: Number of achieved performance indicator targets Denominator: Number of planned performance indicator targets
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Optimum achievement of the planned targets.
<b>Indicator responsibility</b>	Programme Manager

#### Programme performance indicators

<b>Indicator title 16.1</b>	Number of quarterly performance reports for Programme 4 Financial Governance submitted
<b>Short definition</b>	Number of quarterly reports submitted on the performance of Programme 4 – Financial Governance.
<b>Purpose/importance</b>	To monitor progress towards the achievement of targets and to institute timeous remedial actions.
<b>Source/collection of data</b>	Progress reports submitted by sub-programme and element managers.
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	None
<b>Type of indicator</b>	Activities and output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Actual performance equal to targeted performance is desirable.
<b>Indicator responsibility</b>	Programme Manager



## Sub-programme 4.2: Accounting Services

### Element: Local Government Accounting

#### Strategic objective performance indicator

<b>Indicator title 17</b>	Number of Municipalities to comply with the GRAP standards.
<b>Short definition</b>	Support 30 municipalities to ensure compliance with the accounting reporting framework.
<b>Purpose/importance</b>	Assists municipalities to comply with section 122 of the MFMA, to prepare AFS according to GRAP Reporting Framework.
<b>Source/collection of data</b>	AFS assessments are available in hard copy and e-copy on a central database.
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Not applicable
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	The assessment of 30 municipalities fully complies with the accounting reporting framework.
<b>Indicator responsibility</b>	Senior Manager: Local Government Accounting

#### Programme performance Indicators

<b>Indicator title 17.1</b>	Number of Municipalities supported against the accounting reporting framework
<b>Short definition</b>	Assessing all municipalities against the accounting framework.
<b>Purpose/importance</b>	Support municipalities to comply with section 122 of the MFMA, to prepare AFS according to GRAP Reporting Framework.
<b>Source/collection of data</b>	Assessments on AFS based on the GRAP disclosure checklist available
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Not applicable
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	Yes
<b>Desired performance</b>	All municipalities fully implemented the applicable accounting reporting framework.
<b>Indicator responsibility</b>	Senior Manager: Local Government Accounting

<b>Indicator title 17.2</b>	Number of municipalities supported with mSCOA reform
<b>Short definition</b>	Supporting municipalities to implement the municipal Standard Chart of Accounts.
<b>Purpose/importance</b>	Comply with SCOA gazette 37577 gazetted 22 April 2014
<b>Source/collection of data</b>	Readiness assessment report per municipality
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Not applicable
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Full implementation of mSCOA by all municipalities over the period of the reform
<b>Indicator responsibility</b>	Senior Manager: Local Government Accounting

<b>Indicator title 17.3</b>	Number of capacity building interventions
<b>Short definition</b>	Number of risk based capacity building interventions rolled out bi-annually.
<b>Purpose/importance</b>	To capacitate municipal officials by providing bespoke interventions to ensure compliance with GRAP Reporting Framework and mSCOA.
<b>Source/collection of data</b>	Manual attendance register of the event
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Not applicable
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Bi-annually
<b>New indicator</b>	Revised
<b>Desired performance</b>	Roll out interventions bi-annually.
<b>Indicator responsibility</b>	Senior Manager: Local Government Accounting

<b>Indicator title 17.4</b>	Percentage of municipal financial assessments on submitted AFS.
<b>Short definition</b>	Compile assessment reports for municipalities on the LG MTEC and MGRO.
<b>Purpose/importance</b>	To support municipalities in the achievement of funded budget and clean governance.
<b>Source/collection of data</b>	<ul style="list-style-type: none"> <li>• Municipal financial assessments done based on AFS received.</li> <li>• Municipal governance assessments done based on mGAPS received.</li> </ul>
<b>Method of calculation</b>	Numerator: Number of financial and governance assessments completed. Denominator: Number of AFS received and number of mGaps.
<b>Data limitations</b>	Not applicable
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Bi-annually
<b>New indicator</b>	No
<b>Desired performance</b>	Produce financial assessment on LG MTEC 3 and MGRO.
<b>Indicator responsibility</b>	Senior Manager: Local Government Accounting

## Element: Provincial Government Accounting and Compliance

### Strategic objective performance indicators

<b>Indicator title 18</b>	Number of votes assisted to comply with financial accounting and governance norms and standards.
<b>Short definition</b>	Roll-out of accounting policy frameworks to 14 Votes.
<b>Purpose/importance</b>	Full compliance by all votes with the accounting frameworks.
<b>Source/collection of data</b>	NT guidelines on AFS/Interim Financial Statements (IFS) rolled out to all votes via workshops, circulars and forum meetings for implementation.
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Inadequate skills and system support.
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Unqualified audit opinion with no findings (Clean audits).
<b>Indicator responsibility</b>	Senior Manager: Provincial Government Accounting

**Programme performance indicators**

<b>Indicator title 18.1</b>	Number of votes assessed against the applicable accounting and norms and standards requirements.
<b>Short definition</b>	Effective roll-out of accounting policy frameworks that leads to clean audits.
<b>Purpose/importance</b>	To improve the financial management capability (FMC) of departments and entities to Level 3 and beyond.
<b>Source/collection of data</b>	NT guidelines on AFS/IFS (reporting frameworks and GRAP standards), bilateral engagements with clients and NT, workshops and training, CFO/FA/AGSA fora and AGSA audit reports.
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Poor quality AFS submitted that requires corrections of material misstatements during audit process.
<b>Type of indicator</b>	Outcomes
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Unqualified audit opinion with no findings (Clean audits).
<b>Indicator responsibility</b>	Senior Manager: Provincial Government Accounting

<b>Indicator title 18.2</b>	Number of accounting training interventions.
<b>Short definition</b>	Provide structured training to build and maintain accounting capacity.
<b>Purpose/importance</b>	To improve the accounting skill level of staff in order to comply with the latest accounting reforms.
<b>Source/collection of data</b>	Analyses of the training needs of all accounting staff. PT SIFS Training database.
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Inadequate nominations of candidates for training to make up a class.
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	To establish and maintain competent accounting staff base across the Province to raise the FMC level to 3+.
<b>Indicator responsibility</b>	Senior Manager: Provincial Government Accounting and Compliance

<b>Indicator title 18.3</b>	Timeous publication and tabling of the ACFS.
<b>Short definition</b>	Compilation and publication of the ACFS for the Province in respect of departments and entities.
<b>Purpose/importance</b>	It's a PFMA imperative to inform the Provincial Government and other users of the position and performance of the Province.
<b>Source/collection of data</b>	Audited AFS of votes, entities, PRF, departmental appropriation statements and relevant audit reports.
<b>Method of calculation</b>	1 Month after receipt of Audit report
<b>Data limitations</b>	Dependent on the audit outcomes of the financial statements of the departments, the PRF and entities.
<b>Type of indicator</b>	Activity
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Compliance with Section 19 of the PFMA.
<b>Indicator responsibility</b>	Senior Manager: Provincial Government Accounting

<b>Indicator title 18.4</b>	Number of CGRO assessment reports coordinated per vote.
<b>Short definition</b>	Integrated approach to address audit and governance issues through Governance Action Plans (GAPs).
<b>Purpose/importance</b>	To achieve higher levels of governance by improving the financial management capability of departments and entities.
<b>Source/collection of data</b>	Cabinet Submissions and Governance Action Plans (GAPs)
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Institutionalisation of the CGRO process.
<b>Type of indicator</b>	Outcome
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Improving the FMC level
<b>Indicator responsibility</b>	Senior Manager: Provincial Government Accounting

<b>Indicator title 18.5</b>	Number of interventions to institutionalise internal control units within departments.
<b>Short definition</b>	Standardisation of the key responsibilities for internal control units in the Province.
<b>Purpose/importance</b>	Effective monitoring of compliance of the internal control systems of departments.
<b>Source/collection of data</b>	Compliance Verification Assessment Reports and internal control improvement tools
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Incomplete or delayed self – assessments and co-operation and buy-in into the development of internal control improvement tools
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Department and provincial key responsibilities aligned.
<b>Indicator responsibility</b>	Senior Manager: Provincial Government Accounting

### Sub-programme 4.3: Corporate Governance

#### Strategic objective performance Indicator

<b>Indicator title 19</b>	Number of municipalities assisted to improve financial governance.
<b>Short definition</b>	Municipalities assisted to improve financial governance in risk management, internal audit, compliance to the MFMA and delegations.
<b>Purpose/importance</b>	To improve the FMC level of 30 municipalities
<b>Source/collection of data</b>	FMC assessments
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Municipal leadership and limited integration of systems
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Annually published MGRO and unqualified audit opinion with no other matters.
<b>Indicator responsibility</b>	Senior Manager: Financial Governance

**Programme performance Indicators**

<b>Indicator title 19.1</b>	Number of municipal support initiatives on BTO capacitation and development.
<b>Short definition</b>	To coordinate and support municipalities with skills development and capacitation.
<b>Purpose/importance</b>	To improve the FMC level of municipalities through 10 support initiatives that will lead to the improvement of corporate governance. One intervention may cover all 30 municipalities. Different types of initiatives are enumerated in the operational plan.
<b>Source/collection of data</b>	FMC assessments
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Municipal leadership and limited integration of systems.
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	To institutionalise NT capacity building frameworks in all municipalities and drive capacity at selected municipalities to the Level 3 FMC Model.
<b>Indicator responsibility</b>	Senior Manager: Financial Governance

<b>Indicator title 19.2</b>	Number of MGRO assessment reports coordinated per municipality.
<b>Short definition</b>	To coordinate the annual MGRO assessment reports per municipality.
<b>Purpose/importance</b>	To improve the FMC level of municipalities through MGRO 1 and MGRO 2.
<b>Source/collection of data</b>	FMC assessments
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Municipal leadership and limited integration of systems.
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Bi-annually
<b>New indicator</b>	No
<b>Desired performance</b>	Improving the FMC level in line with targets set in PSG 5
<b>Indicator responsibility</b>	Senior Manager: Financial Governance

<b>Indicator title 19.3</b>	Number of municipal support initiatives on Governance, Risk and Control.
<b>Short definition</b>	To implement support interventions on ERM, IA and audit committees.
<b>Purpose/importance</b>	To ensure the implementation of enterprise risk management as per the NT risk frameworks and internal audit as per the IIA standards and other guidelines. 12 Interventions to improve corporate governance within all 30 municipalities, these include attending audit committee and risk committee meetings. One intervention may cover all 30 municipalities as in a forum meeting. Different types of interventions are enumerated in the operational plan.
<b>Source/collection of data</b>	Bi-annual assessments, fora and quarterly assistance reports
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	The accuracy of the assessment is dependent on the reliability of the information as supplied by municipalities.
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	To institutionalise ERM, internal audit and audit committees in all municipalities and drive capacity at selected municipalities to the Level 3 FMC Model.
<b>Indicator responsibility</b>	Senior Manager: Financial Governance

<b>Indicator title 19.4</b>	Number of municipal support initiatives on the municipal financial legal framework.
<b>Short definition</b>	To support and assist municipalities through support initiatives towards a dynamic and relevant financial legal framework that enables sound financial management and service delivery.
<b>Purpose/importance</b>	To ensure that the municipal legislative framework addresses any possible lacuna and thereby strengthening good governance through compliance thereto and to improve the FMC levels of municipalities.
<b>Source/collection of data</b>	FMC assessments
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Municipal leadership and limited integration of systems.
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Bi-annually
<b>New indicator</b>	Yes
<b>Desired performance</b>	To provide support initiatives to municipalities towards ensuring a dynamic and relevant municipal financial legal framework that will enable sound financial management and service delivery.
<b>Indicator responsibility</b>	Senior Manager: Financial Governance



<b>Indicator title 19.5</b>	Number of departmental support initiatives on the departmental financial legal framework.
<b>Short definition</b>	To support and assist departments through support initiatives towards a dynamic and relevant departmental financial legal framework that enables sound financial management and service delivery.
<b>Purpose/importance</b>	To ensure that our legislative framework addressed any possible lacuna and thereby strengthening good governance through compliance thereto and to improve the FMC of departments.
<b>Source/collection of data</b>	Review of all financial legislation and compliance assessments.
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Dependent on the update of national legislation.
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Bi-annually
<b>New indicator</b>	No
<b>Desired performance</b>	A robust and relevant legislative framework covering all national and provincial legislation and to drive financial management improvement.
<b>Indicator responsibility</b>	Senior Manager: Financial Governance



## ANNEXURE B

### Changes to Strategic Plan

Due to operational and tactical adjustments a number of the strategic objectives and strategic objective performance indicators were amended to better articulate the desired outputs. The detail comparison between the 2015/16 and 2016/17 financial years, as reflected in the two APPs, are set in the table below:

Strategic objective in Strategic Plan 2015 - 2020 that have changed	Strategic objective in APP 2015/16	New/Adjusted Strategic objectives in APP 2016/17	Comments
<b>Programme 2</b>			
To render an effective data information management service	To render an effective data information management service	To render an effective data and information management service	Slight change in the wording
<b>Programme 3</b>			
To provide for the implementation, management and oversight of provincially operated financial systems and the transition to the IFMS	To provide for the implementation, management and oversight of provincially operated financial systems and the transition to the IFMS	To provide for the implementation, management and oversight of provincially operated financial systems and the migration to the IFMS	Slight change in the wording

Strategic objective performance indicator in Strategic Plan 2015-2020 that have changed	Strategic objective performance indicator in APP 2015/16	New/Adjusted Strategic objectives performance indicator in APP 2016/17	Comments
<b>Programme 1</b>			
Number of engagements/meetings attended to comply with statutory requirements and Consular Relations	Number of engagements/meetings attended to comply with statutory requirements and Consular Relations	Number of reports to monitor compliance with statutory and executive requirements.	New Strategic Objective Performance Indicators (SOPI) to differentiate between the SOPI and the Programme Performance Indicator
<b>Programme 2</b>			
Number of municipal budget policy assessment reports	Number of municipal budget policy assessment reports	Number of effective resource allocation within municipal budgets	New Strategic Objective Performance Indicators (SOPI) to differentiate between the SOPI and the Programme Performance Indicator



## Acronyms

ACFS	Annual Consolidated Financial Statements
AFS	Annual Financial Statement
AG	Auditor-General
AGSA	Auditor-General of South Africa
AO	Accounting Officer
AOS	Accounting Officer System
APP	Annual Performance Plan
BAS	Basic Accounting System
B2B	Back to Basics
BEE	Black Economic Empowerment
CAE	Chief Audit Executive
C-AMP	Custodian Asset Management Plan
Ce-I	Centre for e-Innovation
CFO	Chief Financial Officer
CGRO	Corporate Governance Review and Outlook
CRO	Chief Risk Officer
DoRA	Division of Revenue Act
DotP	Department of the Premier
EPRE	Estimates of Provincial Revenue and Expenditure
FMC	Financial Management Capability
GAP	Governance Action Plan
GRAP	Generally Recognised Accounting Practice
IA	Internal Audit
ICT	Information and Communication Technology
IDMS	Infrastructure Delivery Management System
IDP	Integrated Development Plan
IFMS	Integrated Financial Management System
IGR	Intergovernmental Relations
IPS	Integrated Procurement Solution
IYM	In-Year Monitoring
LG	Local Government

LG MTEC	Local Government Medium Term Expenditure Committee
LOGIS	Logistical Information System
MAM	Moveable Asset Management
MEC	Member of the Executive Council
MERO	Municipal Economic Review and Outlook
MFMA	Municipal Finance Management Act
MGRO	Municipal Governance Review and Outlook
MTBPS	Medium Term Budget Policy Statement
MTEC	Medium Term Expenditure Committee
MTEF	Medium Term Expenditure Framework
NT	National Treasury
NTR	National Treasury Regulations
OPRE	Overview of Provincial Revenue and Expenditure
PERO	Provincial Economic Review and Outlook
PERSAL	Personal and Salary Administration System
PFMA	Public Finance Management Act
PG MTEC	Provincial Government Medium Term Expenditure Committee
PSG	Provincial Strategic Goal
PT	Provincial Treasury
PTI	Provincial Treasury Instruction
QPR	Quarterly Performance Report
SCM	Supply Chain Management
SCOA	Standard Chart of Accounts
SDBIP	Service Delivery Budget Implementation
SMME	Small, Medium and Micro Enterprise
SOMS	Strategic and Operational Support Services
U-AMP	User Asset Management Plan
WC	Western Cape
WCG	Western Cape Government
WCGRB	Western Cape Gambling and Racing Board
WCIDMS	Western Cape Infrastructure Delivery Management System