

**KWAZULU-NATAL
PROVINCIAL TREASURY**

**REVISED ANNUAL PERFORMANCE PLAN FOR
2022/2023**



Executive Authority Statement (MEC)

The 2019 Administration will go down in history as one whose work was heavily impacted by unforeseen circumstances which included but not limited to Covid-19, financial meltdown and the outbreak of civil unrest. All these conditions prevailed barely eighteen months after we had assumed public office. Prior to these events we were on a tremendous trajectory to achieve a government underpinned by astute financial management and judicious resources management aimed at ensuring economic transformation and recovery in KZN. Public Sector efficiency has become the buzz word and it is synonymous with how we handle our financial performance in a prudent and efficient manner year in and year out in order to infuse greater confidence in the management of public affairs. It is no small wonder that despite all these odds stacked against this administration, we have been able to achieve clean and unqualified audits in a number of departments and public entities during this turbulent time. This, was achieved by taking decisive action that despite the pressing need to redirect significant financial resources towards our fight against the pandemic, we had to remain steadfast in our efficiency, and continued service delivery in all other areas and sectors within various government departments.

For the upcoming financial year, we commit ourselves to ensuring that we accelerate efforts to channel financial resources towards our people's well-being through critical sectors such as Education and Health. Stringent monitoring and evaluation plans are underway to ensure that we get maximum value and benefit from these two sectors.

There needs to be support for social distress within our communities, economic transformation and recovery for local economic development. I am pleased that our continued in-year monitoring exercise is assisting us as Provincial Treasury to identify and measure the efficiencies within government department. This exercise helps us identify gaps, over-expenditure, under expenditure and wasteful expenditure. With it we measure and focus our efforts to regulate and manage audit outcomes. This is what is expected of us by the citizens of this province. While they fight daily battles of the triple challenges, they can be rest assured that their contribution to taxes will contribute to delivering quality education, a healthy society and safe communities in the most cost efficient manner.

Internally, we are hard at work in ensuring that all five programmes streamline their work to form synergies and better alignment of approach in their tasks. Critically, our progress is dependent on the co-ordination and integration of the work of all programmes in order to make an impact. This will assist in quickening our response in dealing with socio-economic challenges faced by ordinary people of this province. We remain mindful of their daily toils for it is the marginalised and the downtrodden who must benefit from the opportunities presented by our democracy. This cascades down to all spheres of government as is evident in our pursuit to fully implement the Municipal Finance Management Act ethos within our municipalities. By the time the 2022/2023 financial year begins on 1 April 2022, the new local government electorates would have been in office for three months. We are committed to ensure that both the new and previous office bearers understand the MFMA to help deliver quality services and improved management of financial resources. For municipalities to deliver services they have to maintain financial stability.

In order to deliver on our mandate and service our stakeholders effectively, all levels of staff must have the capacity, the right attitude and required ethical standards to serve the people of this province as public servants.

On a policy level, I will ensure that our priorities speak to the needs of accelerated service delivery that our ex-Premier Sihle Zikalala has charged us with through policy documents like the SONA, SOPA, budget speech and our own key performance agreements. We dare not fail. As the Leader of Government Business, I will lead the department in building strong relationships with the Premier, the Legislature, all MECs, their departments and leadership across all municipalities. The Legislature remains a cluster of the People's Assembly where government led by the Premier will ensure timeous response to communities and support all legislative imperatives to deliver the expected outcomes to the communities. Our work continues and we believe we have weathered some of the toughest storms and are gallantly charging ahead in our quest to GROW KWAZULU-NATAL.



Ms. Neliswa P. Nkonyeni

MEC for Finance (KwaZulu-Natal)

Head of Department Statement

According to various pundits on organisational performance, performance planning helps in aligning the individual goals with the organisational goals, and the concept behind this is mutuality for survival and growth. Performance planning helps in resplendent utilisation of resources, which has become a key feature in financial governance in the public sector due to continuously shrinking resources. It is for this reason therefore that the annual performance planning becomes a critical cog in the operation of KZN Provincial Treasury, as it should for other departments and organisations alike.

The KwaZulu-Natal Provincial Administration, like other administrations in the country and in the globe, has been affected by the slow economic growth, budget cuts and more recently, the unexpected and significant covid-19 expenditure which has seen departments reprioritizing their already limited budgets to fight the spread of this pandemic. These changes have impacted on the resources and plans and resulted in continuous review, adjustments and re-planning performance plans for the year.

Throughout these changes, one constant remains and that is the mandate of KZN Provincial Treasury as informed by Chapter 3, section 216 of the Constitution of the Republic of South Africa of 1996, read with Chapter 2 of the Public Finance Management Act of 1999, to ensure sound financial and fiscal management for the Provincial Government.

In line with this, KZN Provincial Treasury has no option but to remain steadfast and to continue to promote, guide and support a culture of prudent fiscal management throughout the spheres of government. We need to ensure that sound financial management is not just a text book concept, but a living principle that we need to continuously espouse and ensure that its expression is found in our governance practices, both in KZN Provincial Treasury, departments, public entities and municipalities alike.

The general monitoring of the spending culture of departments, public entities and municipalities will remain a huge part of our operational focus. The cost-cutting measures that were first implemented in 2009/2010, and which have been bearing fruit over the years, will continue to characterise our financial management in the public sector. In the same vein, enforcing compliance and ensuring best practice in Supply Chain Management processes at different levels of government in KwaZulu-Natal remains a priority to ensure that value for money is obtained in public procurement.

In 2021/2022 we focused on embedding internal controls and processes as well as addressing audit matters within Departments, Municipalities and Public Entities while ensuring long term sustainability of audit improvements and successes. We further focused on the enhancement of Broad-Based Black Economic Empowerment (B-BBEE) through effective Supply Chain Management policies; ensuring on-budget spending (in all Departments and Public Entities) through effective in-year monitoring of expenditure and sound cash management and maintaining the present favorable provincial cash position.

Parallel to this was the enhanced support to Municipalities and Public Entities to encourage prudence in financial management; and provide further assistance to Departments, Public Entities and Municipalities to unlock stagnant infrastructure projects which are critical to stimulate economic growth.

For the 2022/2023 financial year, we want to continue building on the solid foundations established in 2021/2022 and shift our attention to managing resources effectively, exploring technological solutions to enhance service delivery through improved capacity all whilst ensuring a measurable impact on the province through our commitment to excellence in serving our communities.

Under the leadership of our MEC, Neliswa Nkonyeni, we strive to live up to our mantra: “We innovate through smart planning”. We can only achieve this if we work together as a unified, committed and passionate team that embraces change in order to achieve more with less.



Ms. Carol Coetsee

Head of Department: KZN Treasury

Official Sign-Off

It is hereby certified that this Revised Annual Performance Plan:

- Was developed by the management of the KwaZulu-Natal Provincial Treasury under the guidance of MEC Ms. N.P. Nkonyeni;
- Was prepared in line with the current Strategic Plan of KwaZulu-Natal Provincial Treasury and takes into account all the relevant policies, legislation and other mandates for which Provincial Treasury is responsible for, and
- Accurately reflects the outcomes and outputs which the Provincial Treasury will endeavour to achieve for the 2022/2023 financial year.

Ms. N. Shezi

Programme Manager: Sustainable Resource Management (P2)

Signature: 

Mr S. Moodley

Programme Manager: Financial Governance (P3)

Signature: 

Ms. M. Bhaw

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Mr. F. Cassimjee

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Mr. T. Ndlovu

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Ms. I.N.N. Zwane-Dlomo

Head official responsible for Planning

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Head of Department/Accounting Officer

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Approved by:

Ms. N.P. Nkonyeni

Executive Authority

Signature: 

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PART A: OUR MANDATE

The mandate of the department is to **“Be the centre of excellence in financial and fiscal management in the country”**.

KZN Provincial Treasury seeks to enhance the KwaZulu-Natal Provincial Government service delivery by responding to the expectations of all our stakeholders in the value chain as a key driver through: -

- Optimum and transparent allocation of financial resources whilst enhancing revenue generation and
- Financial management practices in compliance with applicable legislation and corporate governance principles;

The department is holding itself to deliver on its Impact Statement for the achievement of the strategic objectives that are set for the MTSF period, i.e.

- *“Credible, Accountable, and Ethical Fiscal and Financial Management Practises in the Province of KwaZulu-Natal.”*

1. Updates to the legislative and policy mandates

The department is governed by relevant legislation and policy mandates. These are listed in detail in the Strategic Planning document which corresponds with the 5 year planning cycle.

The department is governed by the following relevant legislation and policy directives:

- Constitution of the Republic of South Africa of 1996
- Public Finance Management Act (Act No. 1 of 1999, as amended) and its regulations
- Municipal Finance Management Act (Act No. 56 of 2003)
- Framework on Gender-Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing
- Revised Framework for Strategic Plans and Annual Performance Plans
- Promotion of Access to Information Act (Act No. 2 of 2000)
- Annual Division of Revenue Act
- Annual Provincial Appropriation Act
- Broad-Based Black Economic Empowerment Act (Act No. 53 of 2003)
- Preferential Procurement Policy Framework Act (Act No. 5 of 2000)
- Public Audit Act (Act No 25 of 2004)
- Intergovernmental Relations Framework Act (Act No. 13 of 2005)
- Borrowing Powers of Provincial Governments Act (Act No. 48 of 1996)
- Government Immovable Asset Management Act (Act No. 19 of 2007)
- Construction Industry Development Board Act (Act No. 38 of 2000)

- Provincial Tax Regulation Process Act (Act No. 53 of 2001)
- KwaZulu-Natal Direct Charges Act (No. 4 of 2002)

1.1 Constitutional mandates

Sections 213, 215, 216, 217, 218, 219, 226 and 228 of the Constitution of the Republic of South Africa deal with general financial matters for the national and provincial spheres of government. These sections require the national legislation to give effect to the following:

- To establish a national treasury;
- To introduce generally recognised accounting practices;
- To introduce uniform treasury norms and standards;
- To prescribe measures to ensure transparency and expenditure control in all spheres of government; and
- To set the operational procedures for borrowing, guarantees, procurement and oversight over the various national and provincial revenue funds.

1.2 Policy mandates

The following policies outline the key responsibilities for the department.

- PPP policy; this policy provides guidelines for administration and managing Public Private Partnership's transactions in the public sector environment.
- SCM and PPPFA policy; this policy provides guidelines for the administration of a Supply Chain Management in line with broad government objectives. It also aims at promoting emerging enterprises with particular emphasis on black economic empowerment.
- Budgeting process policies; they provide framework within which budgeting process must be managed in the public sector in line with the relevant Acts.
- The District Development Model aims to improve the coherence and impact of government service delivery with focus on 44 Districts and 8 Metros around the country as development spaces that can be used as centres of service delivery and economic development, including job creation. Under the District Development Model all three spheres of government coordinate and integrate development plans and budgets and mobilise the capacity and resources of government and civil society, including business, labour and community, in pursuit of inclusive growth and job creation. The Model consists of a process by which joint and collaborative planning is undertaken at local, district and metropolitan by all three spheres of governance resulting in a single strategically focused One Plan One Budget for each of the 44 districts and 8 metropolitan geographic spaces in the country.
- Treasury Regulations; provide procedural guidelines of implementation of the Public Finance Management Act (Act No. 1 of 1999, as amended by Act No. 29 of 1999).

2. Updates to Institutional Policies and Strategies over the three-year planning period

2.1 Institutional Policies and Strategies over the three-year period (2022-2025)

For the 2022/23-year period, the Department will align its strategies to the priorities of the Institutional policies and plans contained hereunder: -

- ***The National Development Plan (NDP)***

In terms of the 20-year vision NDP plan, KZN Provincial Treasury (KZNPT) will continue to aspire to provide support and assistance to all provincial departments, public entities and municipalities to build a capable state so as to enhance socio-economic opportunities to eliminate poverty and reduce inequality. KZNPT will enhance the development of efficient systems and effective processes to reduce inefficiencies and enhance adherence to ethics and compliance with legislation, and build a government that is accountable to its people.

- ***The Medium Term Strategic Framework (MTSF) 2020-2024***

There are seven (07) MTSF Priorities on the 2019-2024 Revised MTSF framework which are government policy imperatives towards which each and every government departmental must contribute. These priorities are as follows: -

- A Capable, Ethical and Developmental State
- Economic Growth and Job Creation
- Education, Skills and Health
- Consolidating the Social Wage through Reliable and Quality Basic Services
- Spatial Integration, Human Settlements and Local Government
- Social Cohesion and Safer Communities
- Better Africa and World

In response to the National Priority Outcomes, KZNPT aims to contribute to:

- Priority 1: A Capable, Ethical & Developmental State
- Priority 2: Economic Growth and Job Creation

To this end, KZNPT must assist and support provincial departments, public entities and municipalities to improve their financial management practices and financial operating systems.

- ***The Provincial Growth and Development Plan (PGDP) 2020-2024***

The provincial strategy is implemented through the PGDP (adjusted to KZN Implementation Plan as the POA) – i.e. the Plan, coordinated through the Action Workgroups (AWG's) through Programmed Interventions and Catalytic Projects.

The main purpose of the PGDP is to translate the Provincial Growth & Development Strategies (PGDS) into an implementation plan which will provide a sound platform for departmental, sectorial and stakeholder annual performance planning and therefore to guide resource allocation.

Provincial Treasury contributes to the achievement of *Strategic Goal 6: Governance & Policy*; *Objective 6.2: Build Government Capacity*.

- **2022 February Lekgotla Resolutions incorporated to the plans**
 - The province needs to identify new sources of own revenue as the funding from the national sphere continues to shrink.
 - Strengthening prudent financial management in all departments and municipalities.
 - Ensure implementation of audit improvement plans towards clean audits.
 - Each of the 10 Pillars to be implemented by each Department with targeted interventions.
 - Integrate vulnerability implementation to Performance Agreements of all officials particularly Accounting Officers and Senior Management Service.

3. Updates to Relevant Court Rulings

3.1 Relevant court rulings

The judgment in the case of Minister of Finance v Afribusines NPC [2022] ZACC 4 (16 February 2022) on Preferential Procurement Regulations.

Implications of the judgment in the case of Minister of Finance v Afribusines NPC [2022] ZACC 4 (16 February 2022) on Preferential Procurement Regulations: -

This judgement resulted in the PPPFA Regulations being set aside by the Constitutional Court. As they are procurement regulations in nature, it resulted in the country's procurement being affected.

The Minister through Section 5 of the PPPFA must prescribe, by way of regulations, the formula and thresholds to be used when evaluating tenders on preference points. Without these regulations it is not practical to procure, train or even review SCM Policies. The available options for procurement are as follows:

- a) Exemption by the Minister through section 3 (c) of the PPPFA
- b) Deviations in line with Treasury Regulation 16A6.4
- c) Procurement through Treasury Regulation 16A6.5, Transversal contract
- d) Participation in other institutions contract through Treasury Regulation 16A6.6

Based on the above narrative, it is not practical to achieve the initially set targets, and this has had a huge impact in the service delivery across the province, and the country.

PART B: OUR STRATEGIC FOCUS

1. Updated Situational Analysis

KZN Provincial Treasury derives its mandate from legislation and is directed by the national and provincial priorities of the state. The Department must ensure its relevance and impact given the transversal responsibilities and ultimate impact on provincial service delivery. The section below reflects on the various provincial priorities and the contribution of the department.

MTSF Priority 1: A Capable, Ethical and Developmental State

Priority 1 focuses on building a capable, ethical and development state which underpins the achievement of the other priorities of the MTSF 2019-2024. The following are the key outcomes that will seek to achieve through this APP;

- A capable and ethical government
- Improved leadership, governance and accountability
- Functional, efficient and integrated government
- Professional, meritocratic and ethical public administration and
- Mainstreaming of gender, youth and persons with disabilities

MTSF Priority 2: Economic Transformation and Job Creation

Priority 2 focuses on building an inclusive economy that supports job creation. Faster and inclusive growth is key to improving prosperity, reducing inequality and unemployment. The following are the key outcomes that will seek to achieve through this APP;

- More decent jobs sustained and created
- Investing in accelerated inclusive growth
- Industrialisation, localisation and exports
- Innovation and research
- Improved quality and quantum of infrastructure investment
- Implementation of mainstreaming programs on empowerment and development of women, youth and persons with disabilities (both designated and vulnerable groups)

The department is delivering directly on the following key interventions in terms of the Revised Medium Term Strategic Framework (MTSF) 2019-2024 below: -

- Improved financial management capability in the public sector.
- Strengthen Municipal Financial System.
- Implement the Integrated Financial Management Systems (IFMS) in the public sector to further automate to improve business process efficiencies and enhance skills and state capabilities.
- Improve on the Audit findings on asset management in the public sector.
- Increase revenue collection (including debt) and revenue generating capabilities in all departments.
- Implementing austerity measures.
- Monitor implementation of "Operation pay-on Time".

- Strengthen internal audit functions and risk management in all provincial Departments and municipalities.
- Monitor implementation of the Gender Based Budgeting framework. (GRPBMEA - Auditing)

Further critical priorities in financial management capabilities include;

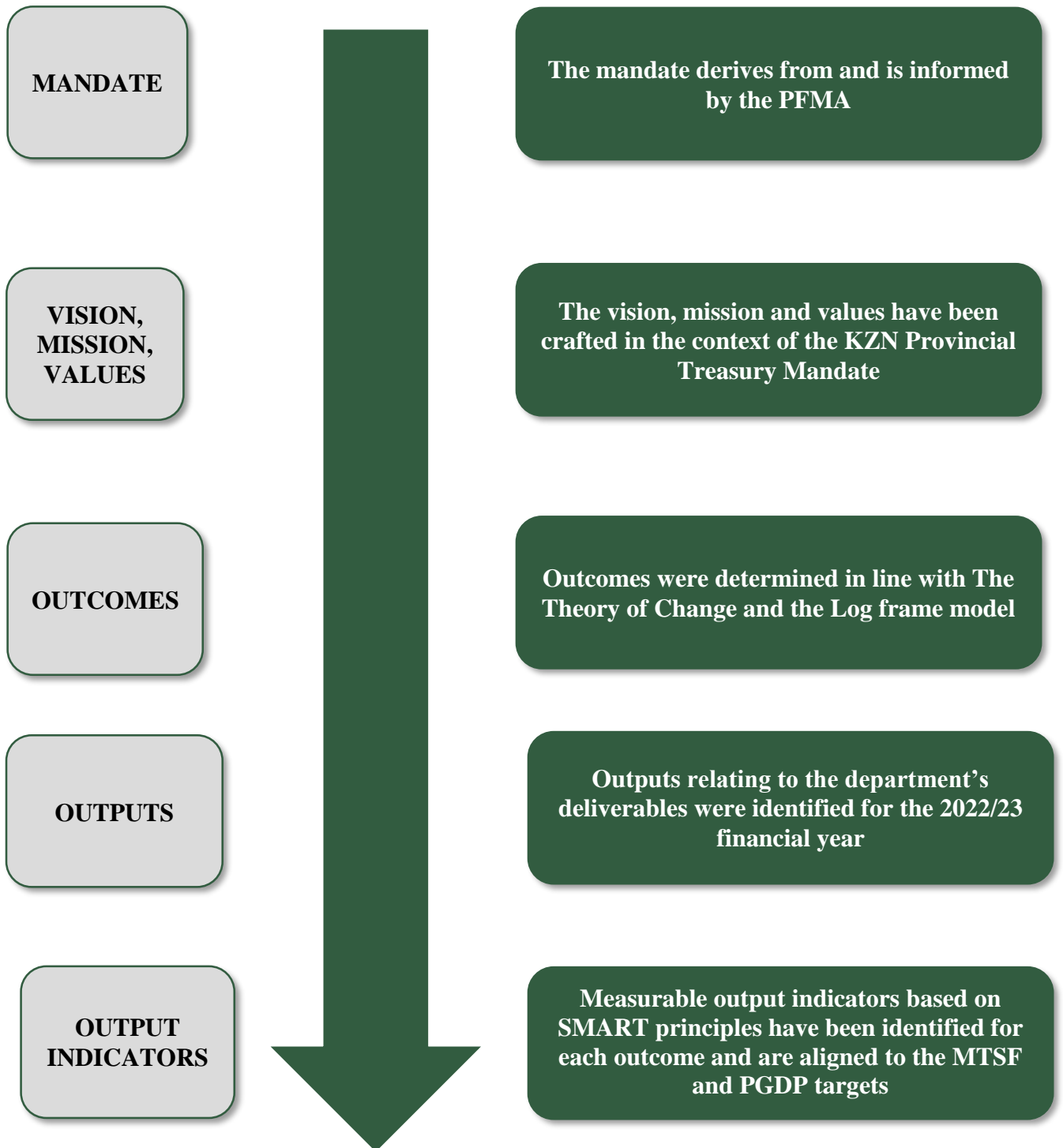
- Measures taken to eliminate wasteful, fruitless and irregular expenditure in the public sector.
- Percentage reduction of wasteful and fruitless expenditure in the public sector institutions.
- Reduction of irregular expenditure in public sector institution.
- Reduction of qualified audits in the public sector.
- Ensure state capacity on Disaster Management to plan and manage future pandemics.
- Percentage public institutions with updated Risk and Business Continuity Plans.

During the 2022/2023 draft APP Review Session process, Provincial Treasury conducted a situational analysis using an Integrated and Interactive Planning process consisting of the following steps:

- Problem Identification: internal and external variable analysis
- Systems Description and SWOT/PESTEL analysis
- The problem and solution trees method

In the development of the draft Annual Performance Plan, Provincial Treasury ensured that there is alignment with all the key planning processes that had to be followed.

The strategic design phase of the plan is depicted schematically below:



The table below outlines the consultative process and engagement with key program officials and relevant stakeholders who participated in the APP review session:

DATE	STRATEGIC FOCUS AREA	OUTCOMES
19 January 2022	<p>Part A: Our Mandate</p> <ul style="list-style-type: none"> ▪ Constitutional Mandate ▪ Legislative & Policy mandates ▪ Institutional Policies & Strategies over the next year planning period. <p>Part B: Our Strategic Focus</p> <ul style="list-style-type: none"> ▪ Vision ▪ Mission ▪ Values 	<p>MEC for Finance and EXCO and MANCO members - Thorough review of the mandate to identify the strategic focus over the next year.</p> <p>The Impact Statement for KZNPT and all Outcomes as well as Outcome Indicators and Targets were adopted.</p> <p>The vision, mission and values of the Department were adopted.</p>
19 January 2022	<p>Part B: Our Strategic Focus</p> <ul style="list-style-type: none"> ▪ Situational Analysis <p>External Environmental Analysis</p> <p>Internal Environment Analysis</p>	<p>A full analysis of the current situation (successes & challenges) was undertaken informing the strategic focus for the next APP years.</p> <p>Planning section analyzed Program SWOT to compile Departmental external and internal environment analysis.</p>
20 January 2022	<p>Part C: Measuring Our Performance</p> <ul style="list-style-type: none"> ▪ Institutional Performance Information 	<p>Strategic plan review session sessions were held with all Programs to align Departmental mandates to key Government priorities.</p> <ul style="list-style-type: none"> ▪ Theory of Change, and Log Frame Were used as tools for planning, implementation, monitoring and evaluation of programs, a Log frame provides a structure of the impact, outcomes, outputs, activities and inputs as the full results chain and highlights the logical linkages between them.
20 January 2022	<p>MANCO Strategic Planning Session</p>	<p>MEC for Finance and Head of Department concurred with the next 1 year planned strategy for the Department and agreed that the same was well aligned to key Government priorities and that KZNPT were in a position to contribute to the achievement of Government priorities over the 2022/23 – 2024/2025 planning period.</p> <p>Departments planned deliverables ensuring synergy between programs and effective control and monitoring of outcomes were developed and streamlined in line with SOPA and KZN Cabinet Resolutions.</p>

1.1 External Environment Analysis

1.1.1 Population dynamics (Social)

(a) Analysis

The COVID-19 pandemic has caught most of the countries in the world unprepared. Since the pandemic outbreak early in 2020, there have been uncertainties about the virus. Globally, there are more than 396.558 confirmed cases of COVID-19, including 5.745 million deaths as of the first week of February 2022. The pandemic will indeed have severe implications to the global population in the long term, especially as the World Health Organisation (WHO) expect more variants in the future.

In South Africa (SA) population rose from 47.4 million in 2006 to 50.6 million in 2011. As a result, the country's population was estimated at 60.1 million in 2021. KwaZulu-Natal's (KZN) share of the total national population has gradually declined over the past decade. It dropped from 21.4 per cent in 2011 to 19.1 per cent in 2021. However, the estimated population size in the Province increased from 10.8 million in 2011 to 11.5 million in 2021. Despite the slight decline in the total national population share, KZN is still the country's second-largest populous Province after Gauteng (GP), with approximately 15.8 million or 26.3 per cent of the national percentage in 2021.

In KZN, children and young people collectively account for approximately two-thirds of the provincial population. Hence the dependency ratio of 59.3 per cent is highly skewed towards children compared to the national average of 51.1. Together, children and youth account for an estimated 66.4 per cent of the total provincial population.

Between 2016 and 2021, the fertility rate in KZN is estimated to have averaged 2.61 children. This estimate is above the national average of 2.51 children. Meanwhile, life expectancy for males in KZN is 57.4 compared to 63.6 for females their female counterparts. However, the national average of males is 59.7 per cent compared to 65.4 per cent for females. Regarding migration, KZN is estimated to have had a net outflow of 84 387 people between 2016 and 2021 as in the main reason for the decline in census population numbers.

(b) Implications & Challenges

As outlined in the demographic literature, the size of the population is critical for planning and economic development. Therefore, the changes in the population size have a direct bearing on a region's population density. Furthermore, as population density increases, individuals from various households tend to compete for inadequate resources such as food, habitat, water and the earth's carrying capacity. Therefore, a perpetual increase in population growth leads to fewer resources to sustain the population.

Furthermore, changes in population size have an overwhelming significance on economic development and growth. Therefore, one of the critical factors regarding a high dependency ratio is its detrimental effect on economic growth and development. Inherently, a high dependency ratio puts pressure on government finances, resulting in higher tax rates on a declining working-age population, and reducing disposable income. As a result, policymakers are confronted with several interrelated issues, including a decline in the working-age population,

increased health care costs, unsustainable pension commitments, and changing demand drivers within the economy.

Migration is cited as one of the main factors contributing to the decline in KZN's share of the national population and its share of the equitable share grant and until such time as the province is able to generate sufficient employment opportunities, the equitable share will in all likelihood be impacted negatively for KZN.

A conclusive understanding of population issues is also vital in providing quality health care services.

(c) Recommended interventions

Despite policies aimed at addressing population dynamics, COVID-19 disturbances exerted pressure on most economies across the globe. A response to the economic impact of COVID-19 calls for interventions that also address the structural problems that beset the South African economy prior to the effects of the pandemic. This means crafting sustainable interventions that bring about an outcome that decisively deals with the impact of the pandemic on the South African economy focusing on economic growth resulting in job creation.

Therefore, it is critical to link interventions in the area of the population to the issues of economic and human development. These issues relate to reducing poverty and inequalities through economic interventions, rolling out education services from preschool to tertiary levels, and ensuring equity in resource allocation. In addition, it is vital to intensify efforts to slow down population growth and implement policies to reduce poverty, achieve economic progress, and improve environmental protection.

The long-term result of quality education is an increase in productive citizens, which are anticipated to improve the average income per capita in a country. However, the opposite is that more pressure could be exerted on government fiscus if children receive a poor education, which is unequally distributed. Notably, the government must understand population dynamics for service delivery planning purposes. Evidence indicates that migration significantly impacts both the people and places involved. When supported by appropriate policies, migration can benefit the destination venue. While the international community has long recognised the vital relationship between international migration and development, integrating migrants and migration into the 2030 Agenda for Sustainable Development represents a significant step forward.

1.1.2 Economic performance

(a) Analysis

The world continues to grapple with the uncertainties associated with the Coronavirus Diseases 2019 (COVID-19) as it comes back in different waves driven by new variants. The social and economic implications of the

global pandemic vary greatly with regions. Many countries commenced with vaccinations rollout campaigns early in 2021, following a breakthrough on vaccines with high efficacy later in 2020.

In addition, there have been challenges with unequal access and distribution of vaccines, which caused fault lines on the economic recovery path across regions. Nevertheless, despite a highly uneven recovery with considerable uncertainty, global growth is estimated to have rebounded significantly by 5.9 per cent in 2021.

Similar to the global economy, SA bottomed up from the depths of COVID-19, induced contraction estimated at 6.4 per cent in 2020. However, the national real gross domestic product (GDP) continued to accelerate to an estimated 4.6 per cent in 2021. On the other hand, real economic output is expected to slow down to 1.9 per cent and 1.4 per cent in 2022 and 2023, respectively.

The provincial economy withstood the second wave of COVID-19 infections driven by a highly infectious 501Y.V2 variant toward the end of 2020 and early 2021. Encouragingly, the regional gross domestic product (GDP-R) was stronger than-anticipated at 2.1 per cent in the first quarter of 2021, down from 11.6 per cent in the final quarter of 2020. As a result, KZN's economy is estimated to have expanded by 4.2 per cent in 2021. Furthermore, the Province's GDP-R is projected at 1.7 per cent and 1.8 per cent in 2022 and 2023, respectively.

However, in the second week of July 2021, at the height of a third wave, civil unrest erupted in the Province and spread to some parts of Gauteng (GP). The unprecedented social unrest, riots, and looting disrupted economic activity in SA. This culminated in violence and destruction of property where shopping centers and warehouses were looted and vandalised, trucks set alight, roads blocked, and communication towers damaged. Nevertheless, the provincial economy continues to rebound from the contraction of 6.4 per cent induced COVID-19 in 2020. An excess of 60 per cent of the KZN's real GDP-R in 2020 was generated by the eThekweni Metro, the key economic hub of the Province and home to the most prominent and busiest harbor port.

Another key concern is the RMB/BER Business Confidence Index (BCI) which was 43 indices in the third quarter of 2021, dropping from 50 indices in the second quarter (which is the minimum standard to attract investment). The low BCI is also compounded by the high inflation rate, which is currently at 5.9 per cent. The most significant contributor to inflation was the higher transport costs (*private transport operation* at 32.4 per cent, primarily driven by the fuel prices at 40.5 per cent). This was followed by the cost of public transport, which grew by 9.9 per cent.

Other factors contributing to the forecast of high inflation risk include a sharp upsurge in international oil prices coupled with numerous internal risks such as higher electricity prices and other administered prices that continue

to present short- and medium-term risks. This is further exacerbated by a weaker currency, higher domestic import tariffs, and escalating wage demands.

High inflation prompted the Monetary Policy Committee (MPC) of the South African Reserve Bank (SARB) to hike the repurchase rate (repo rate)¹ by 25 basis points to 3.75 per cent per annum with effect from November 2021. The MPC further increased the repo rate by another 25 basis points to 4 per cent in January 2022. The decision to raise policy rates emanated from higher inflation risk while the level of policy accommodation remains high.

Generally, there is a positive correlation between growth in tourism and employment creation. According to the World Travel and Tourism Council (WTTC, 2021), the industry employed a cumulative 334 million jobs globally, either directly, indirectly, or induced in 2019. However, this number dropped by a substantial 62 million in 2020 (due to the onset of COVID-19).

The WTTC shows that *travel and tourism's* total contribution to SA's GDP was R182.5 billion or 3.7 per cent of the total national economy in 2020, down from R363.2 billion recorded in 2019. The sector employed 987 000 people in 2020, accounting for 6.5 per cent of the total employment.

The total number of jobs created as 1.460 million in 2019. However, due to COVID-19, the country lost an estimated 32.4 per cent of jobs in 2020.

Regarding international visitor spend, foreign tourists expended R45.7 billion or 3.1 per cent of total exports² compared to R134.6 billion, equating to 8.5 per cent of total exports in the preceding year. Over the same period, leisure spending accounted for 62 per cent, whilst business spending totaled 38 per cent, compared to leisure spending of 65 per cent and business spending of 35 per cent in 2019. Finally, domestic spending amounted to 67 per cent in 2020, whilst international expenditure was 33 per cent in the same year. In 2020, the number of people directly employed in the Travel and tourism sector in KZN equated to approximately 79 393. The industry's total contribution to employment within the Province was estimated at 155 591. During the same year, tourism's direct contribution to provincial GDP was R11.9 billion. The total contribution (inclusive of direct, indirect, and induced spending) to GDP was approximated at R13.7 billion (South African Tourism (SAT), 2021).

(b) Implications & Challenges

As the COVID-19 surged further and reached the third wave's peak, the country was moved to marginally stricter "adjusted alert level 4" restrictions at the beginning of July 2021. The sectors that were affected significantly by

¹ Repo is the rate at which the central bank of a country (SARB) lends money to commercial banks. Repo rate is used by monetary authorities to control inflation.

² Tourist exports refer to the monetary amount spent by visitors to a country.

the restrictions include the food, drink and hospitality (including tourism and transport) as travel for leisure, sit-in at restaurants and alcohol sales were restricted.

The unrest was severe in most parts of KZN, whilst Gauteng (GP) suffered damage only in certain areas. Over 200 shopping malls were targeted, and 1 787 retail stores were impacted and damaged. The ripple effect has been enormous, with infrastructure destroyed, supply chains disrupted, food security threatened, racial tensions flared, and the country's reputation and investment taking a knock. In addition, the level of violence and unrest in KZN immediately halted people from other provinces or countries wanting to visit KZN.

The unrest also put a dent in investor confidence as it tarnished the reputation of KZN as an investment destination, which could ultimately block foreign direct investments (FDI) inflows. The preliminary reports released during the aftermath of the unrest by the South African Property Owners Association (SAPOA) revealed that the cost of the unrest was estimated to exceed R20 billion in KZN. At the same time, the overall impact on the national GDP would amount to R50 billion.

According to the Bureau of Economic Research (BER)³, a million tourism jobs have been lost between the periods 2018 through 2021. From approximately 1.6 million jobs supported in 2018, the number has fallen by around 60 per cent, many in the informal sector. The BER's research further shows a decline in domestic tourism and inbound visitor numbers from 10.2 million in 2019 to 3.2 million and that there was a decrease in tourist spend of R164 billion from 2018 to 2020 (BER, 2021).

In 2019 the United Kingdom (UK) contributed more than 430 000 visitors annually to the South African tourism mix. This number has been subject to a significant contraction following travel restrictions implemented to manage the effects and spread of the Covid-19 virus. However, by way of a questionable rationale, SA remained on the UK's 'Red list'. This prohibited travel between the two countries unless the returning visitor agreed to submit to strict and costly quarantine procedures. Based on 2019 UK visitor numbers and the resultant spend, the cost of deterring visitors from the UK equated to over R790 million each month, or R26 million per day. The country remained on the 'Red list' until 11 October 2021, and has subsequently been removed.

(c) Recommended interventions

Vaccines have been hailed for improving the management of the virus by reducing severe illness and hospitalisation related to COVID-19. As a result, many countries commenced with vaccinations rollout campaigns early in 2021, following a breakthrough on vaccines with high efficacy later in 2020. As of 31 January 2022, the country has administered more than 29 million vaccines, with about 27.3 per cent share of people fully vaccinated

³ BER (2021): The COVID-19 pandemic and South Africa's tourism sector. Available online. <https://www.ber.ac.za/BER%20Documents/BER%20press%20release?docid=1068&year=2021#14991>. [Accessed 30 September 2021]

and 5.1 per cent share of people partly vaccinated against COVID-19. Over the same period, KZN has vaccinated more than 4.3 million citizens.

In response to the economic crisis, KZN continued to implement structural reforms in relation to the economic recovery plan to ignite economic growth. Efforts had been intensified to implement Provincial Economic Reconstruction and Recovery Plan to ensure inclusive economic growth supported by the radical economic transformation (RET). As outlined in the plan, the focus is on agriculture, telecommunications and digital economy renewable energy, tourism, oceans economy and township economy.

As outlined in the Provincial Economic Reconstruction and Recovery Plan, the structural reforms will lower faster, inclusive growth barriers by improving access to reliable electricity, water and sanitation services and enabling cost-effective digital services.

The plan further aims to promote the green economy, supporting industries with high employment potentials, such as tourism and agriculture, supporting industrial growth, clothing, textiles, footwear and leather, and the automotive sector.

On 1 October 2021, the South African government introduced two new tourism government funding initiatives, namely the Tourism Transformation Fund (TTF) and the Green Tourism Incentive Programme (GTIP). Both the TTF and GTIP initiatives are aligned to the objectives of the National Tourism Sector Strategy that elevates inclusive growth and transformation as fundamental drivers of the tourism sector. The primary rationale underlying the establishment of the TTF is to afford assistance to small and micro-owned operations involved in tourism.

In response to the COVID-19, the government adopted a tourism recovery plan which focuses on rejuvenating the sector through the shape of recovery, geographic variation, and new equilibrium conditions.

Further to the Tourism Relief Fund, the government introduced the Tourism Equity Fund (TEF) to support small-scale stakeholders in the travel industry. TEF is a collaborative initiative between the Department of Tourism and the Small Enterprise Finance Agency (SEFA). As part of SA's Economic Reconstruction and Recovery Plan, this fund aims to drive transformation by advancing equitable opportunities in the sector.

As part of the provincial intervention, KZN Government launched a R20 million Tourism Relief Fund to assist tourist operations adversely affected by the COVID-19 pandemic. Successful applicants received up to R50 000 for tourist businesses, while tour operators received R4 500. However, due to many applications failing to meet the required criteria during the first tranche, the KZN Tourism Relief Fund only afforded assistance to 29 operations totaling R858 000. Accordingly, with the remaining available budget, KZN Government decided on 27 September 2021 to allow for a second uptake of applications.

In addition, KZN COVID-19 Economic Reconstruction and Recovery Plan includes measures to assist the tourism sector. The plan covers several initiatives to mitigate the effects of the virus; these include repurposing

of conference centres and stadiums converted to field hospitals which took place during the pandemic. It further provides support to SMME's, enhance industry communication, re-skilling, promotion and marketing, among others.

1.1.3 Poverty, unemployment and inequality

(a) Analysis

National data also shows that while child poverty rates were consistently higher than those for the adult population, between 2006 and 2011, the child income poverty rate declined, from 77.5 per cent in 2006 to 63.7 per cent in 2011. However, between 2011 and 2015, income poverty for children increased to almost 67 per cent.

In SA, there are three measures of poverty, these being the food poverty line (FPL), the lower-bound poverty line (LBPL), and the upper-bound poverty line (UBPL) for statistical reporting. The lines contain both food and non-food components of household consumption expenditure (Stats SA, 2021)⁴. As defined by Stats SA (2021), the food poverty line⁵ shows the level of consumption below which individuals cannot purchase sufficient food to provide them with an adequate diet. Those living below this line are consuming insufficient calories for their nourishment.

The LBPL⁶ denotes food and non-food items required by households. However, those living below this line must sacrifice some food to get these non-food items such as transport and airtime. Finally, individuals living below the UBPL⁷ are those who can consume food and non-food items but cannot meet other necessities such as shelter, education, security and healthcare. In 2020, the bulk (35.2 per cent) of KZN households were categorised as lower-income earners (between R0 and 54 000 per annum). Approximately 21 per cent were categorised as low emerging middle-income earners (between R96 000 and R360 000 per annum). An estimated 28.8 per cent were emerging middle-class (earning between R96 000 and R360 000 per annum). The Human Development Index (HDI) is an aggregated indicator designed by the United Nations Development Programme (UNDP, 2020)⁸. It is used to track development progress among countries and provide valuable and accurate information to policymakers to make sound and informed decisions. The HDI is calculated on three key measures: health, education, and income. The Human Development Report (2016) categorises an HDI of 0.8 and above as high development status, 0.5 to 0.8 as medium.

According to the QILFS by Stats SA unemployment rate rose to 34.9 per cent in the third quarter of 2021. As a result, the unemployment level in the third quarter of 2021 was higher, about 1.111 million persons, compared

⁴ Stats SA (2021): National Poverty Lines, *Statistical release P0310.1*, September 2021. Available online. <http://www.statssa.gov.za/publications/P03101/P031012021.pdf>. [Accessed 22 November 2021]

⁵ Food poverty line – R624 (in April 2021 prices) per person per month. This refers to the amount of money that an individual need to afford the minimum required daily energy intake. This is also commonly referred to as the "extreme" poverty line.

⁶ Lower-bound poverty line – R890 (in April 2021 prices) per person per month. This refers to the food poverty line plus the average amount derived from non-food items of households whose total expenditure is equal to the food poverty line.

⁷ Upper-bound poverty line – R1 335 (in April 2021 prices) per person per month. This refers to the food poverty line plus the average amount derived from non-food items of households whose food expenditure is equal to the food poverty line.

⁸ UNDP (2020): Human Development Report 2020, the next frontier, Human development and Anthropocene, available online: <http://hdr.undp.org/en/2020-report>. [Accessed on 18 February 2021]

to the corresponding period in 2020. The provincial employment level also suffered a severe blow amid the emergency of COVID-19, which induced a substantial contraction in 2020. It caused job losses as many businesses experienced enormous losses owing to the great national lockdown. Consequently, the number of people employed dropped markedly by about 4.85 per cent from 2.71 million in 2019 to 2.60 million in 2020. This was the most considerable rate of job losses recorded by the Province over ten years.

The negative impact of the pandemic continues to manifest itself in the labour market indicators, especially as the unemployment level climbed beyond 1 million in the first two quarters of 2021, translating to about 32.5 per cent in the second quarter. Unemployment in KZN stood at 28.7 per cent in the third quarter of 2021.

The largest share of the working-age population in KZN is not economically active, and this trend has continued over the last ten-year period. This reflects the difficulty to search for employment which pushes people to give up looking for jobs and thus increases the expanded unemployment rate. As a result, the expanded unemployment rate was 39.9 per cent in 2020, almost doubling the official unemployment rate. Furthermore, Not-economically active group continues to increase and has since surpassed the 4 million mark in the third quarter of 2021, pushing the expanded unemployment rate further to 48.6 per cent. Therefore, working-age people are discouraged as this group was estimated at 968 000 in the third quarter, marginally greater than those unemployed.

The youth unemployment rate is significantly higher when measured using the expanded definition, which incorporates discouraged-work seekers. Approximately 72.4 per cent of young people aged between 15 and 24 years were unemployed in 2020. The expanded youth unemployment rate in KZN is also notably higher among other age groups, with approximately 31.3 per cent of people aged between 35 and 44 years reported to be unemployed in 2020.

In addition, several businesses struggled to continue operations amid the great national lockdown ultimately liquidated while others were placed under business rescue. Consequently, about 2 035 liquidations were reported in 2020. Notwithstanding that company liquidations do not translate to the number of job losses; however, it indicates the extent of jobs at risk. Moreover, as the number of liquidations rises, more people reportedly remain out of employment.

Discouraged work-seekers continued to increase in 2021, with the third having shown an enormous rise of 16.4 per cent from 3.317 million in the second quarter to 3.862 million in the third quarter. It is against this background of a high number of discouraged work-seekers that SA's unemployment rate is pronounced when measured using the expanded definition. The expanded unemployment level increased from 11.923 million in the second

quarter to 12.484 million unemployed in the third quarter of 2021. Thus, the expanded unemployment rate took a significant jump in the third quarter and reached 46.6 per cent, up from 44.4 per cent in the second quarter.

The number of people without employment in KZN climbed by a cumulative average annual rate of 4.6 per cent from 629 000 in 2010 to 940 000 in 2020. Consequently, unemployment rate accelerated by a cumulative average annual rate of 5.6 per cent from 21.0 per cent to 26.5 per cent over the same period.

The persistent rise in unemployment is attributable to numerous structural factors such as subdued economic performance, skills mismatch, low educational attainment, and rigid labour market regulations.

(b) Implications & Challenges

The World Bank (2021) estimated that the COVID-19 pandemic would result in between 119 and 124 million people moving into extreme poverty. Data from Statistics South Africa (Stats SA, 2021)⁹ shows that SA is an upper-middle-income country. Yet, regardless of this perceived wealth, most of the country's households live in absolute poverty or continued vulnerability to poverty. Although significant progress was made prior to the economic crisis of 2009 in addressing poverty, many South African households have fallen back or remained in the trap of poverty through inadequate access to clean water, proper health care facilities and household infrastructure.

At 21.6 per cent, the Western Cape (WC) had the lowest share of people living below the FPL, followed by Gauteng (GP) with 23.9 per cent, NC (26.6 per cent), and FS (30.9 per cent). Approximately 40.3 per cent of the KZN population was still living below the FPL in 2020. This estimation was the third-highest in the country after EC at 41.5 per cent and LP at 40.5 per cent

One of the National Development Plans (NDP's) targets is to reduce income inequality, measured using the Gini coefficient¹⁰ from 0.70 to 0.60 by 2030. This is further supported by Goal 10 of the SDGs, aiming to reduce inequalities between countries. Income inequality has increased in nearly all world regions in recent decades but at different speeds.

In 2020, SA recorded a medium human development index (HDI) of 0.66, substantially up from 0.56 in 1997. Meanwhile, KZN had an estimated HDI of 0.62 in 2020, which the UNDP (2020)¹¹ considers as medium human development. Although there was a significant improvement from the 2010 HDI of 0.52, the Province's HDI was below the national average of 0.58.

⁹ Stats SA (2021): National poverty lines, September 2021, *Statistical releases P0301.1*. Available online. <http://www.statssa.gov.za/publications/P03101/P031012021.pdf>. [Accessed 21 February 2021]

¹⁰ The Gini Coefficient is a measure of income inequality, where 0 represents a perfectly equal distribution of income, and a coefficient of 1 represents perfectly unequal distribution (Todaro, 2011)

¹¹ UNDP (2020): Human Development Report 2020, the next frontier, Human development and Anthropocene, available online; <http://hdr.undp.org/en/2020-report>, [Accessed on 18 February 2021]

The protracted period of sluggish provincial economic performance post-global financial crisis has significantly impacted the employment level in KZN. Employment level expanded by a cumulative average annual rate of 1.1 per cent in KZN over the last decade, increasing from about 2.37 million in 2010 to 2.60 million persons employed.

(c) Recommended interventions

The government needs to emphasise child poverty, in line with SDG 1. To this end, the government needs to continue to invest in social infrastructure in the rural areas where health and school facilities require significant upgrading and focus on the continuation of financing of the social services sector.

Furthermore, it was found that a key driving factor for multidimensional poverty among all age groups is the poor state of social infrastructure. This includes poor school facilities, long distances to the nearest health centres and inadequate waste disposal services at a community level.

Currently, the government provides several social grants (Old-age grant, Disability grant, Grant-in-aid, Care dependency, Foster Care, and Child support grant) to reduce poverty. In addition, the provincial government works tirelessly to ensure that young people are at the center of all economic activities and utilise all the available opportunities. In doing so, skills development is at the forefront, whereby new entrants are allowed to gain entry-level experience through internships, mentorships and learnerships.

The government further strives to promote Small, Medium and Micro Enterprises (SMMEs) owned by the youth. This follows the KZN Youth Fund (KZNYF) programme officially launched in 2019, aiming to assist youth-owned businesses with the necessary financial support and other capital or equipment required for their businesses' proper operational structures. This initiative emanated from a realisation that SMMEs can generate much-needed employment and contribute to the Province's GDP growth.

It has also been noted that most small businesses collapse at an early stage of operation due to a lack of financial support, entrepreneurial and business management skills, information regarding entering the export market, and high competition within industries in which they operate, among others. Therefore, the KZNYF aims to address these challenges, assist young people with the necessary financial support, and create a conducive environment for SMMEs to thrive.

Businesses retrenchments continued despite government efforts to mitigate the pandemic's enduring after-effects, particularly on employment, whereby R40 billion was allocated for wage support via Temporary Employer/Employee Relief Scheme (TERS). In contrast, R100 billion was allocated for job creation programmes. This was part of the R500 billion emergency rescue package, amounting to around 10 per cent of GDP, announced by President Cyril Ramaphosa on 21 April 2020.

Therefore, drastic measures must be put in place to narrow the stubbornly high unemployment rate. This could be achieved by intensifying the implementation of programmes and policies to promote inclusive economic

growth. This approach is also acknowledged in the Provincial Growth and Development Plan (PGDP) (2020), which stipulates that creating jobs through an inclusive economy is a critical enabling factor for the Province.

The PGDP further highlights the importance of focusing on creating employment through realising agricultural potential, enhancing industrial development through investment into the key productive sectors of manufacturing, tourism, transport and logistics, the maritime sector, the green economy and services sectors. Other government initiatives through which the scourge of unemployment can be narrowed include a Provincial Business Retention and Expansion (BR&E) programme and a full range of industrial policy support programmes and measures.

1.1.4 Provision of Services in line with Mandate, Spatial Planning and Demographics.

The department is mandated to deliver the following services to its stakeholders: -

- The promotion of sound financial management practices and fiscal management to achieve good governance.
- Ensuring targeted financial resource allocation coupled with the promotion of smart utilization thereof that contributes to improved service delivery.
- The promotion of sound processes, controls and improved capabilities in Departments, Municipalities and Public Entities in order to reduce unauthorized, irregular, fruitless and wasteful expenditure thereby improving audit outcomes.
- The facilitation and monitoring of infrastructure delivery in the province thereby contributing towards inclusive economic growth.

In enhancing spatial planning, the department conducts periodical provincial socio-economic reviews. Data collected is further analysed to guide resource mobilization and allocation. The revised 2019-2024 MTSF intensifies provincial infrastructure investments to deal with spatial inequalities. This department is at the helm of monitoring infrastructure delivery in the province to benefit KZN citizenry.

As indicated, above, KZN remains the country's second-largest populous Province after Gauteng (GP), with approximately 15.8 million or 26.3 per cent of the national percentage in 2021. The province has a youthful population with children and young people collectively account for approximately two-thirds of the provincial population. The implications of these demographics is that as population density increases, individuals from various households tend to compete for inadequate resources such as food, habitat, water and the earth's carrying capacity. Therefore, a perpetual increase in population growth leads to fewer resources to sustain the population.

The ever shrinking government purse compounds this challenge hence, it has become necessary to adopt innovative approaches in order to do more with less. The department has planned research on identifying alternative revenue streams and funding models to augment the national allocation.

1.1.5 PT Role with regards to Provincial Asset Management

The department provide asset management support to departments by addressing audit findings in terms of the Revised MTSF. In response to the audit outcomes of the province, Provincial Treasury has implemented the Provincial Audit Improvement Plan strategy, with asset management being one of the key focus areas. In the 2018/19 financial year, there were audit findings on asset management at 3 departments. The Provincial Audit Outcomes for the 2019/20 FY yielded an overall satisfactory performance relating to asset management, whereby only 1 department had audit findings on asset management. In the 2019/20 FY there was a regression with audit findings on asset management reported at 2 departments.

1.1.6 PT Role with regards to Centralised Procurement System in the province

National Treasury is currently piloting the Integrated Financial Management System (IFMS) which is a national procurement system. The central supplier's database has been enhanced to include a module on request for quotations (RFQ) which will benefit the suppliers with easy access to government procurement. Our role on both systems will be to provide support and training to government departments, public entities and local government.

1.1.7 Gender responsive planning, budgeting, monitoring, evaluation and auditing Framework (GRPBMEA).

This framework acknowledges that various policies on women and other vulnerable groups have not resulted in the desired outcome of reducing the gender gap for inclusive economic growth and development. The 2019-2024 MTSF, SOPA pronouncement, provincial plan of action, cabinet resolutions and SOPA pronouncement have identified various interventions that are aimed at implementing this framework. These includes mainstreaming of gender, youth and people with disability and disaggregation of data according to gender, age, disability, geographically through planning, budgeting, monitoring, evaluation and auditing. Gender-responsive budgeting is a pillar of GRPBMEA which is aimed at bringing gender mainstreaming to public finances. The mandate of this department is to allocate and monitor financial resources for the province. The Department has identified the following programmes in contributing towards vulnerable groups:

- Preferential procurement - target of 5% of the goods and services budget towards the vulnerable groups.
- Employment Equity - in line with the national targets appointment of 50% women at SMS, 2% people with disabilities, 75% blacks and ensuring that 5% of the establishment comprises of Youth employed on various Youth Development Programs.
- Independent mainstreaming audit reviews - monitoring and reporting on the progress compliance made by departments to the GRPBMEA Framework.
- Youth development programmes; -
 - Thuthuka Education Upliftment Fund sponsorship programme.
 - SAICA Trainee programme.
 - Management Development Programme for newly qualified African CA.
 - Internal Audit Technician Learnership
 - External bursaries sponsoring
 - Internship Program
 - Computer Skills development programme

- Gender Based Violence Initiatives; -
 - Onsite counselling and support to victims and families of GBV for employees.
 - 16 Days of Activism community project - Create awareness on GBV to the communities and empower women on their rights within the UThukela Region.
 - Facilitate a festive season spending blitz campaign at taxi ranks within the Kind Cetshwayo district to promote responsible spending to reduce levels of frustration that could ultimately lead to GBV.
 - Quarterly Seminars and or Articles on GBV matters to the employees.
- Financial Literacy; -
 - Annual CSD community roadshows - women empowerment to be self-sufficient and promote financial independence.
 - Foundational Financial Training - Essentials of small business financial management.
- MEC/HOD donations to the vulnerable groups – OSS Program
 - Donations to the local NGO's
 - Donations to local small businesses owned by youth/women
 - Donations to local schools
 - Donations to Cultural entertainment groups
 - Food parcels to Households etc.

The department will continue in the 2022/23 to strengthen its responses in addressing the needs of these vulnerable groups.

1.1.8 Role of Provincial Treasury in the AWG as a role player.

The department is contributing in AWG A (GSID Cluster) and leading in the following Interventions;

- 20% reduction of fruitless and wasteful expenditure in KZN.
- 20% reduction of irregular expenditure in KZN.
- At least 75% reduction of qualified audits in the public sector by 2024; baseline 6 Departments qualified as at 2019, of these 1 per year improved from qualified, 0 new qualifications.
- 20% improvement in municipal audit outcomes. Improve municipal capacity and audit outcomes, including improved Back to Basics Programme.
- Audit Improvement Plans implemented annually and monitored quarterly
- Strengthen internal controls and risk management.
- Provincial Treasury to develop a proactive approach to fight fraud and corruption working with internal control and risk management units.
- Reduce government debt owed to municipalities and suppliers.
- Monitor implementation of "Operation pay-on Time".
- Pay suppliers within 30 days.
- Consequence management at the department.
- Review of long-term contracts and Contract Management Systems in provincial Departments and Municipalities.

- Increase revenue collection (including debt) and revenue generating capabilities in all Departments.

1.1.8 Departmental stakeholders

- National Departments,
- Provincial Departments;
- Public Entities;
- Local Government Institutions;
- Provincial Cabinet and Legislature;
- Chapter 9 Institutions i.e. Public Service Commission and Auditor General of South Africa in particular;
- Professional Associations;
- Audit Committee; and
- General Public.

1.2 Internal Environment Analysis

1.2.1 Organisational *environment*

(a) *The approved organizational structure of the Department*

The revised structure of the Department was approved on 20 August 2020, and has been tailored to create additional capacity in CORE Business priority areas enabling the Department to effectively deliver on its mandates and more importantly to adequately realize governments priority indicators of reduced unauthorized, irregular, fruitless and wasteful expenditure which will ultimately result in improved audit outcomes within the Province as well as improving the participation of vulnerable groups in the economy of the country through transversal SCM monitoring strategies. A review will be undertaken in 2022 to ensure adequate capacity to deliver on the provincial priorities and stakeholder needs. The approved structure consists of five functional programmes, with 4 being service delivery programmes. These are discussed below as follows; -

Programme 1 - Administration

Programme 1 is mainly for the provision of support services to the core programmes within the department. This programme consists of three sub-programmes namely (i) Office of the MEC, (ii) Management Services (HOD), and (iii) Financial Management (OCFO). Within this programme is a Chief Directorate named Corporate Services (which includes Human Resources, Information Technology, Legal Services, Corporate Communications, Auxiliary Services, Security Services, as well as Strategic Planning & Institutional Performance Management Services).

Programme 2 - Sustainable Resource Management

This programme is responsible for providing budgeting and reporting functions related to provincial departments and public entities in terms of the PFMA. Analysis of the economy of the province, as well as infrastructure management and PPP projects relating to Infrastructure are performed within this programme. The measurable

sub-programmes under this programme are Infrastructure Management and Economic Analysis, Public Finance and Public Private Partnerships (PPP).

Programme 3 - Financial Governance

This programme is responsible for providing Financial Management Support, Financial Systems support and Supply Chain Management Support to provincial departments, municipalities and public entities. The measurable sub-programmes under this programme are Asset and Liabilities Management, Supply Chain Management, Accounting Practices, Financial Information Management Systems (FIMS) and Norms & Standards.

Programme 4 - Internal Audit

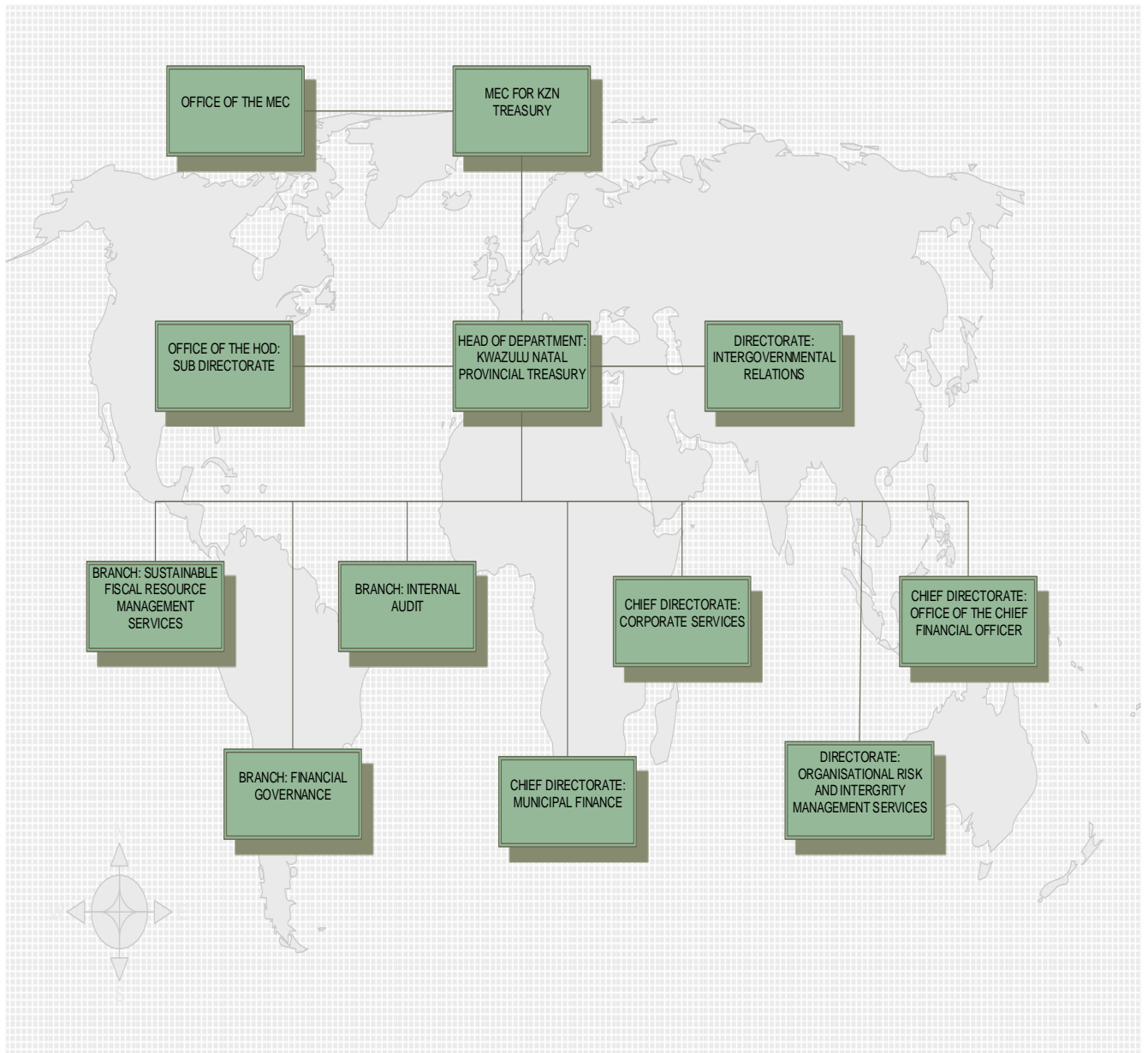
This programme is responsible for providing shared Internal Audit Services and Risk Management to provincial departments, municipalities and some of the public entities. The measurable sub-programmes under this programme are Assurance Services and Risk Management.

Programme 5 - Municipal Finance Management

This programme is responsible to oversee municipality's budgets, providing municipal support programmes, as well as management of revenue and reporting. The measurable sub-programmes under this programme are Municipal Budget, Municipal Accounting and Reporting, Municipal Support Programme, and Municipal Revenue & Debt Management.

These five departmental programmes enable the department to deliver on its mandate.

The diagram below depicts the high-level structure of the Provincial Treasury and reflects the structural components that report directly to the Head of Department.



(b) The Departments enabling resources

The Departments newly revised organizational structure increased from 397 posts to 473 posts, where a total of 76 new posts and approximately 25 existing vacant posts are at various stages of recruitment to ensure that the Department is fully capacitated by the 2nd quarter of the 2022/23 financial year and in line with the Cabinet Lekgotla resolutions. Approximately 75 contract employees are actively delivering critical services whilst permanent capacity is being sourced to ensure effective delivery of the Departments mandate. As always, with the implementation of a revised structure, the vacancy rate is extremely high until the newly created posts have been filled.

The strategy to contain the vacancy rate, however, is to create the new posts on Persal only at the stage when candidates need to be appointed, thereby mitigating the reflection of an extremely high vacancy rate.

A further structural review is underway to capacitate Program 4, Internal Audit Services, since the issues around decentralization of the function in the Province has been finalized. The review aims at reducing the dependence on Consultants and creating additional adequate permanent capacity in line with National Treasury's directive regarding the exorbitant spending around Consultancy services.

The Information Technology Management Unit is adequately resourced in terms of human resources, technological infrastructure, software support services and disaster recovery capabilities. This in turn provides Provincial Treasury with continuous access to critical data to enable the Organization to make informed decisions and deliver effectively on its mandate. With the 4th Industrial Revolution (4IR) IT innovation expectations, the Department will require significant IT solutions to ensure Business effectiveness and efficiency. The Departments Internet breakthrough bandwidth and wan links have been recently upgraded, which has significantly improved the quality of communication and collaboration through all communication platforms. This has ensured efficient service delivery and communication during remote working.

(c) Transformation profile and empowerment initiatives of the Department

The Department is largely a youthful organization which is dominated by women at most levels within the Department. The Department strives to improve existing statistics in respect of women and youth across all levels within the Department as is indicative in the table below, where numbers in relation to women across all age groups and in particular the youth age groups have been higher than males over a three-year period.

Age Distribution	2019/2020		2020/2021		2021/2022	
	Female	Male	Female	Male	Female	Male
20-24	15	14	8	9	10	5
25-29	49	41	47	30	30	20
30-34	79	43	67	39	59	31
35-39	65	51	70	54	66	57
40-44	35	31	34	35	36	37
45-49	33	29	30	29	29	23
50-54	11	5	13	9	18	9
55-59	7	10	8	10	7	3
60-65	4	6	3	6	1	10
TOTAL	298	230	280	221	256	195

The Department is committed to meeting the National Employment Equity targets of 50% women at SMS, 2% people with disabilities, 5% youth and 75% Black. The Department has expressed its commitment by ensuring that only females and people with disabilities form part of the target group for all SMS posts and that an annual disability audit is conducted throughout the Department. The Head of Department has incorporated the 8-principle plan of action towards ensuring women empowerment and the institutionalization of the same into her performance agreement, and is assessed against this program's deliverables on an annual basis. The Department as at 23 February 2022 employed 43% women at SMS; 1.8% people with disabilities and 80% Blacks.

Approximately 47% of the total staff compliment constitutes the youth age group. The Department contributes to the empowerment of the designated groups through targeted procurement and targeted recruitment in line with EE targets. An increased effort to forge new partnerships with disability Organizations and Higher Education Institutions has been embarked upon, to ensure that there is an increase in applications for vacant posts from people with disabilities. All development programs are monitored and improved upon ensuring that Provincial Treasury becomes an Employer of choice so that the turnover of employees, in particular, vulnerable groups, is reduced. It is imperative that all employees are empowered around issues relating to Gender Based Violence, thus quarterly GBV initiatives are planned to achieve this.

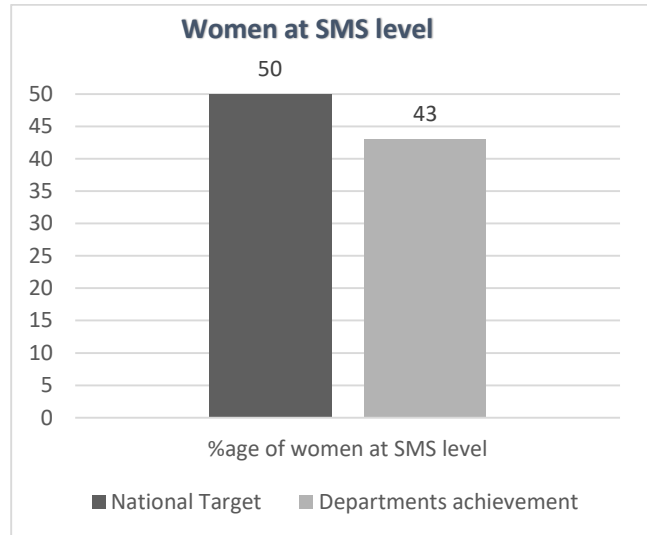
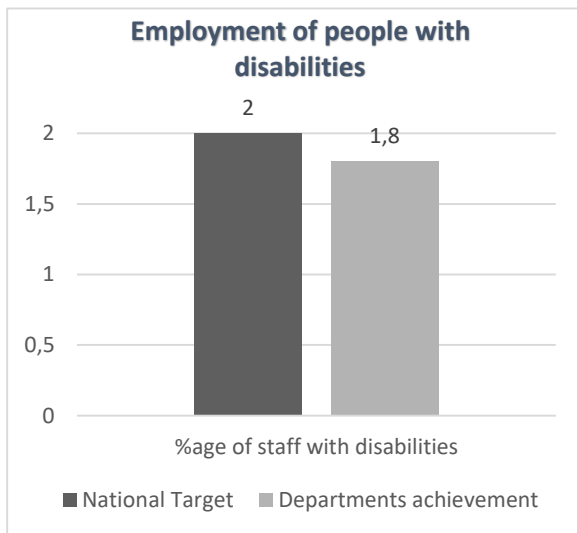


Table below, indicates the budget allocation to Vote 6 (Provincial Treasury) per program level.

Table 6.6 : Summary of payments and estimates by programme: Provincial Treasury

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2018/19	2019/20	2020/21	2021/22			2022/23	2023/24	2024/25
1. Administration	234,049	204,269	164,057	210,078	213,123	199,954	225,548	225,551	235,010
2. Sustainable Resource Management	44,144	47,051	43,250	55,396	49,446	48,579	53,346	54,230	56,668
3. Financial Governance	188,427	199,693	178,645	200,057	206,787	203,733	203,670	203,384	213,123
4. Internal Audit	99,004	131,214	91,486	107,237	97,350	97,224	116,419	113,247	118,333
5. Municipal Finance Management	59,439	58,418	54,431	81,077	70,187	64,393	85,126	76,407	79,968
Total	625,063	640,645	531,869	653,845	636,893	613,883	684,109	672,819	703,102

Note: Programme 1 includes MEC remuneration salary

The baseline in 2022/23 and over the two outer years of the MTEF is impacted by the equitable share budget cuts relating to both *Compensation of employees* and fiscal consolidation which were implemented over the 2021/22 MTEF. In 2022/23, the department receives R15.931 million of the funds suspended from 2021/22 which are allocated against *Goods and services* in Programmes 1, 4 and 5 in respect of consultants' costs and property payments.

In 2022/23, Programme 1 was increased by R4.531 million, with carry-through over the MTEF, against *Goods and services* to cater for property payments in respect of security services costs, as well as operating leases that were under-budgeted for. These funds were reprioritised from *Goods and services* mainly against consultants' costs in Programme 2 (R1.962 million), Programme 3 (R625 000) and Programme 4 (R1.300 million), as well as from *Compensation of employees* in respect of the staggered filling of posts in Programme 5 (R644 000).

During the 2022/23 MTEF, the department will continue to support the development of expertise, develop efficient systems and effective processes to reduce inefficiencies and enhance adherence to ethics and compliance with legislation and building a government that is accountable to its people. The department will also implement programmes that provide assistance and support to provincial departments, public entities and municipalities in improving their financial management and financial operating systems.

(d) Status of the Department in terms of BBBEE Compliance

The Broad-Based Black Economic Empowerment Amendment Act, 2013 requires all spheres of government to comply with provisions thereof. These organs of state are assessed annually against BBBEE scorecard in order to establish their level of compliance. A recent assessment on four elements for this Department provides a mixed bag on the level of compliance. Our responses in addressing equity targets, the development of Enterprises and Suppliers as well as Socio-Economic Development have been rated good. The positive gains can be attributed to the responses: -

The Department has put in place an enabling B-BBEE Preferential Procurement Policy with the following measurable objectives:

- Guide the implementation of the preferential procurement initiatives in the Department within the parameters outlined in the B-BBEE legislation.
- Increase B-BBEE access to economic opportunities offered by Black people.
- Identify and align opportunities with the development and support programme for B-BBEE suppliers.
- Outline measurable procurement targets in line with the B-BBEE Specialised Scorecard to advance the participation of Black people in the procurement system of the Department.
- Advancement of income generation by businesses owned by Black people through the enterprise and supplier development programme.
- Effect strategic sourcing methods that promote participation by Black people in the procurement opportunities of the Department.

Skills development has been identified as an area of improvement which the department will focus on in the 2022/23 financial year to ensure compliance to the scorecard rating. A task team that reports to the Management Committees has been established for monitoring purposes.

(e) Audit performance of the Department

KZN Provincial Treasury obtained its 13th consecutive “*unqualified audit*” opinion, in the 2021/2022 financial year. The Department, as the oversight body of the provinces’ fiscus, prides itself in setting an example that is aligned to its vision of being *the center of excellence in financial and fiscal management in the country*.

A further strength is the departments skilled, highly qualified, professional, and ethical human capital with a strong control environment that drives issues of good governance within the organization.

PART C: MEASURING OUR PERFORMANCE

1. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

1.1 PROGRAMME 1: Administration

The purpose of this programme is to:

- Provide strategic leadership support to the department in the area of Financial Management and Corporate Services (inclusive of Human Resources Management, Auxiliary Services, Information Technology Management, Security Services, Corporate Communications, Strategic Planning & Institutional Performance Management Services and Legal Services). This programme consists of the following measurable sub-programmes:

1.1.1 Sub-programme: Financial Management (CFO)

The purpose of this sub-programme is:

- To provide effective management of departmental finances in line with statutory requirements.

1.1.2 Sub-programme: Human Resources Management

The purpose of this sub-programme is:

- To provide optimal Human Resource services to the department.

1.1.3 Information Technology Management

The purpose of this sub-programme is:

- To provide IT technical and IT functional support to the department.

2. Outcomes, Outputs, Performance indicators and Targets - see tables

3. Output indicators: annual and quarterly targets - see table

Outcomes, Outputs, Output indicators and Targets

Outcome	Outputs	Output Indicators	Sub-programme – Financial Management (CFO)						
			Audited Performance			Estimated Performance	MTEF Targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Improve Governance, Risk and control processes thereby reducing fraud & corruption.	Auditor-General report with opinion on financial matters of the department.	No material audit findings in the areas of financial management matters of the department.	Unqualified Audit Opinion.	Unqualified Audit Opinion.	Unqualified Audit Opinion.	Unqualified Audit Opinion.	Unqualified Audit Opinion.	Unqualified Audit Opinion.	Unqualified Audit Opinion.
	Submission of Main and Adjustment budget.	Timeous submission of the Main budget of the department.	New	New	New	Produce Main budget submissions for the department.	Main budget submitted by Jan 2023.	Main budget submitted by Jan 2024.	Main budget submitted by Jan 2025.
		Timeous submission of the Adjusted Budget of the department.	New	New	New	Produce Adjustment budget submissions for the department.	Adjustment budget submitted by November 2022.	Adjustment budget submitted by November 2023.	Adjustment budget submitted by November 2024.
	Payment of invoices within 30 days in compliance with Legislation.	Percentage of supplier's valid invoices paid within 30 days.	98%	100%	100%	100%	100%	100%	100%
Improved participation of targeted groups in the economy of the Country.	Report on Government spend on Women, Youth, Persons with disabilities and Military Veterans in line with BBBEE Act and PPPFA.	Number of reports on Government procurement spending in Women, Youth, Persons with disabilities and Military Veterans produced.	New	New	New	4 Quarterly Procurement spending reports.	4 Quarterly reports on the procurement from the targeted groups.	4 Quarterly reports on the procurement from the targeted groups.	4 Quarterly reports on the procurement from the targeted groups.

Output indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
1. No material audit findings in the areas of financial management matters of the department.	Unqualified Audit Opinion.	N/A	Unqualified Audit Opinion.	N/A	N/A
2. Timeous submission of the Main budget of the department.	Main budget submitted by Jan 2023.	N/A	N/A	N/A	Submit Main budget to Public Finance by Jan 2023.
3. Timeous submission of the Adjustment budget of the department.	Adjustment budget submitted by November 2022.	N/A	N/A	Submit Adjustment Budget to Public Finance by Nov 2022.	N/A
4. Percentage of supplier's valid invoices paid within 30 days.	100%	100%	100%	100%	100%
5. Number of reports on Government procurement spending in Women, Youth, Persons with disabilities and Military Veterans produced.	4 Quarterly reports on the procurement from the targeted groups.	1 Report	1 Report	1 Report	1 Report

Outcomes, Output indicators and Quarterly Targets

Outcome	Outputs	Output Indicators	Sub-programme - Human Resource Management						
			Audited Performance			Estimated Performance	MTEF Targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Improve Governance, Risk and control processes thereby reducing fraud & corruption.	Auditor General report with opinion on HR matters of the department.	No material audit findings in the areas of Human Resources management matters of the department.	No material Human Resource Management and Development audit findings.	No material Human Resource Management and Development audit findings.	No material Human Resource Management and Development audit findings.	No material Human Resource Management and Development audit findings.	Unqualified Audit Opinion.	Unqualified Audit Opinion.	Unqualified Audit Opinion.
	Gender Base Violence Femicide initiatives implemented.	Number of Gender Based Femicide Violence empowerment initiatives implemented.	New	New	New	4	4	4	4
	Number of HR Initiatives implemented to achieve Institutional Excellence.	Number of Human Resources Plan (HRP) developed.	New	New	New	Develop 1 annual HRP.	Develop 1 annual HRP.	Develop 1 annual HRP.	Develop 1 annual HRP.
		Number of Annual Work Place Skills Plan (WPSP) developed.	New	New	New	Develop 1 annual WPSP.	Develop 1 annual WPSP.	Develop 1 annual WPSP.	Develop 1 annual WPSP.
Improved participation of targeted groups in the economy of the Country.	Appointment of previously marginalised groups in order to ensure equity in the department.	% of SMS posts filled with females.	New	New	New	Appoint 50% women at SMS.	Appoint 50% women at SMS.	Appoint 50% women at SMS.	Appoint 50% women at SMS.
		% of employees with disabilities, employed in the Department.	New	New	New	Appoint 2% employee with a disability.	Appoint 2% employee with a disability.	Appoint 2% employee with a disability.	Appoint 2% employee with a disability.
		% of unemployed youth employed against youth development programs in the Department.	New	New	New	Appoint 5% graduates on youth development programs.	Appoint 5% graduates on youth development programs.	Appoint 5% graduates on youth development programs.	Appoint 5% graduates on youth development programs.

Output indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
1. No material audit findings in the areas of Human Resources management matters of the department.	Unqualified Audit Opinion.	N/A	Unqualified Audit Opinion.	N/A	N/A
2. Number of Gender Based Femicide Violence empowerment initiatives implemented.	4 empowerment initiatives relating to Gender Based Violence Femicide.	1	1	1	1
3. Number of Human Resources Plan (HRP) developed.	Develop 1 annual plan.	Develop 1 annual plan.	N/A	N/A	N/A
4. Number of Annual Work Place Skills Plan (WPSP) developed.	Develop 1 annual plan.	Develop 1 annual plan.	N/A	N/A	N/A
5. % of SMS posts filled with females.	Appoint 50% of women at SMS.	N/A	N/A	N/A	Appoint 50% of women at SMS.
6. % of employees with disabilities, employed in the Department.	Appoint 2% employee with a disability.	N/A	N/A	N/A	Appoint 2% employee with a disability.
7. % of unemployed youth employed against youth development programs in the Department.	Appoint 5% graduates on youth development programs.	N/A	N/A	N/A	Appoint 5% graduates on youth development programs.

Outcomes, Outputs, Output indicators and Targets

Outcome	Outputs	Output Indicators	Sub-programme – Information Technology Management						
			Audited Performance			Estimated Performance	MTEF Targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Improve Governance, Risk and control processes thereby reducing fraud & corruption.	AG report with audit opinion on ICT matters of the department.	No material audit findings in the areas of Information Technology within the department.	No material IT audit findings.	No material IT audit findings.	No material IT audit findings.	AG Report with Audit Results.	Unqualified Audit Opinion.	Unqualified Audit Opinion.	Unqualified Audit Opinion.
	Business processes automated.	Number of business processes automated.	New	New	New	4	5	5	5

Output indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
1. No material audit findings in the areas of Information Technology within the department.	Unqualified Audit Opinion.	N/A	Unqualified Audit Opinion.	N/A	N/A
2. Number of business processes automated.	5	N/A	N/A	N/A	5

4. Explanation of planned performance over the medium-term period

The Financial Management unit will continue providing financial management support services to both internal and external customers. The services rendered by the unit range from accounting services including the preparation of Financial Statements, as well as financial management services such as revenue collection, budgetary control, supply chain management, asset management, advisory services on internal control systems and governance issues. All of these services have an impact on the audit outcomes of the Department. The continuous implementation of effective internal controls will ensure that suppliers with valid invoices are paid within 30 days in compliance with the statutory requirements. Continuous efforts will be undertaken to improve the participation of targeted groups in the procurement processes of the department in line with BBBEE Act and PPPFA.

The purpose of the Human Resource Management Unit is to provide strategic human resources management support services to the Department to ensure compliance with the relevant statutory requirements. In order to ensure that there are no material Human Resource (HR) audit findings, the MTEF HR Plan for the Department must be developed and monitored on a quarterly basis ensuring that all planned strategies and compliance reporting have been delivered upon, and where there are gaps to identify and monitor reasons for the same. Furthermore, there must be quarterly monitoring of the achievement of the training and skills programs indicated on the annually developed Workplace Skills Plan (WSP) of the Department to ensure that dedicated training budgets are in fact spent and that it is spent on the correctly aligned and approved training programs. Compliance to HR legislation is vital in ensuring no material HR audit findings. To this end, quarterly HR policy related to empowerment seminars are carried out within the Department, and all HR related policies are reviewed on a quarterly basis to ensure alignment to all nationally amended directives and legislation. In achieving the targets relating to vulnerable groups which relate to the appointment of 50% women at SMS, 2% people with disabilities,

75% blacks and ensuring that 5% of the establishment comprises of Youth employed on various Youth Development Programs, the Unit will continue implementing existing strategies as contained in the MTEF HR Plan of the Department. An increased effort to forge new partnerships with disability Organizations and Higher Education Institutions will be embarked upon, to ensure that there is an increase in applications for vacant posts from people with disabilities. All development programs will be monitored and improved upon ensuring that Treasury becomes an Employer of choice so that the turnover of employees, in particular, vulnerable groups, are reduced. It is imperative that all employees are empowered around issues relating to Gender Based Violence, thus quarterly articles, and related seminars will be held to achieve this.

The purpose of the Information Technology (IT) management Unit is to render technical and functional support on departmental wide IT systems, IT architecture and IT services. To ensure that there are no material IT related audit findings, the unit will need to follow an approved MTEF Plan (3-year implementation plan) for IT Management. The plan will consist of those projects earmarked for implementation in the MTEF from the IT 5-year strategic plan. The same plan will be used to develop an operational plan for 2021/2022. Policy development and implementation will be done on a quarterly basis to address identified gaps in the IT governance landscape. Also on a quarterly basis, compliance assessments will be undertaken to ensure policies are adhered. Where necessary IT awareness sessions will be conducted to ensure staff remain informed of IT controls and technologies in place.

The Administration programme as a whole will continue to provide strategic support in the areas of Financial Management and Corporate Services to the department to ultimately ensure that the positive audit outcomes are maintained by the department through-out the Medium Term period.

5. Programme resource considerations

Table 6.11 : Summary of payments and estimates by sub-programme: Administration

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2018/19	2019/20	2020/21	2021/22			2022/23	2023/24	2024/25
1. Office of the MEC	32,521	32,410	24,370	32,170	30,781	28,589	32,598	32,672	34,275
2. Management Services (HOD)	58,267	40,549	17,123	20,622	15,116	12,634	18,650	21,528	22,144
3. Financial Management (CFO)	31,390	32,998	28,153	31,823	31,823	31,145	32,699	32,764	34,666
4. Corporate Services	111,871	98,312	94,411	125,463	135,403	127,586	141,601	138,587	143,925
Total	234,049	204,269	164,057	210,078	213,123	199,954	225,548	225,551	235,010

Table 6.12 : Summary of payments and estimates by economic classification: Administration

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2018/19	2019/20	2020/21				2021/22	2022/23	2023/24
Current payments	217,157	195,917	153,913	198,316	202,479	189,883	211,419	211,286	220,589
Compensation of employees	85,853	88,338	83,967	109,668	102,685	93,987	108,644	110,141	115,536
Goods and services	131,290	107,579	69,855	88,648	99,794	95,884	102,775	101,145	105,053
Interest and rent on land	14	-	91	-	-	12	-	-	-
Transfers and subsidies to:	5,125	4,974	5,352	1,370	2,134	2,130	3,435	3,574	3,434
Provinces and municipalities	54	39	41	28	9	32	29	29	30
Departmental agencies and accounts	2	2	3	3	1	2	3	3	3
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	5	-	-	-	-	-	-	-	-
Non-profit institutions	205	350	-	294	294	271	308	309	323
Households	4,859	4,583	5,308	1,045	1,830	1,825	3,095	3,233	3,078
Payments for capital assets	11,767	3,378	4,789	10,392	8,510	7,941	10,694	10,691	10,987
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	11,767	3,378	4,789	10,105	8,510	7,941	10,393	10,391	10,674
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	287	-	-	301	300	313
Payments for financial assets	-	-	3	-	-	-	-	-	-
Total	234,049	204,269	164,057	210,078	213,123	199,954	225,548	225,551	235,010

Programme 1 shows high spending in 2018/2019 which can be attributed to reprioritisation of funds from Programme 2 as a result of lower than anticipated expenditure in respect of the Infrastructure Crack Team, to offset over-spending resulting from computer services attributable to payments of invoices pertaining to BAS and PERSAL mainframes, computer licences and SITA data lines, following the function split between transversal IT and the IT Management functions. In addition, the increase relates to a transfer to TEUFund that could not be processed in 2017/18 as a result of tax certificate related challenges.

The decrease in 2019/2020 was due to delays in the appointment of consultants in respect of the Irregular Expenditure condonation project, as well as delays in filling vacant posts. The decrease in 2020/2021 was mainly due to the budget cuts in respect of the provincial response to the Covid-19 pandemic and cost-of-living adjustment. The increase in the 2021/2022 Adjusted Appropriation was due to reprioritisation undertaken from Programme 2 to cater for property payments, computer services and operating leases, which were not adequately budgeted for. The significant increase in 2022/2023 is due to reprioritisation of R4.531 million from Programmes 2, 3, 4 and 5, with carry-through, to cater for budget shortfalls against property payments and operating leases, as well as to make adequate provision for the TEUF and external bursaries, which were under-budgeted for. The increase is further attributable to additional funding of R3.423 million, received in 2022/2023 only, being a portion of the funds that were suspended from the department's budget in 2021/2022. These funds were allocated against *Goods and services* in respect of property payments. The allocation over the 2022/2023 MTEF provides for the filling of 38 vacant posts within the programme, as well as special projects such as the Irregular Expenditure condonation project, as well as the decentralisation of PIAS. These projects are carried out on a needs basis.

6. Key risks and mitigations

Outcome	Key Risk	Risk Mitigation
Improve Governance, Risk & Control processes thereby reducing fraud & corruption	1. Reluctance and non-cooperation to implement proposed actions to mitigate audit and risk findings.	<ul style="list-style-type: none"> - Actively strengthen stakeholder engagements to illustrate value of compliance. - Non-compliance reporting at Executive Council and Committee of Heads of Departments (CoHOD) levels.
	2. Lack of consequence management within Institutions to deal with issues of noncompliance.	<ul style="list-style-type: none"> - Non-compliance reporting at Executive Council and CoHOD levels. - Foster strong collaboration with OTP Integrity Management Unit to strengthen Provincial compliance.
	3. Invoices not being paid within 30 days.	<ul style="list-style-type: none"> - Timeous follow ups by all stakeholders on the outstanding invoices as per the status on the invoice tracking tool.

1.2 PROGRAMME 2: Sustainable Resource Management

The purpose of this programme is to:

- Manage, maintain and monitor the Fiscal sustainability of the province, and Support Improved & Sustainable infrastructure delivery.

This programme consist of the following measurable sub-programmes:

1.2.1 Sub-programme: Infrastructure Management and Economic Analysis

The purpose of this sub-programme is to:

- Determine and evaluate economic parameters and socio-economic imperative that informs provincial and local resource allocation, and
- Provide infrastructure support through the Infrastructure Delivery Management System.

1.2.2 Sub-programme: Public Finance

The purpose of this sub-programme is to:

- Promote effective and optimal financial resource allocation for provincial government (including public entities)

1.2.3 Sub-programme: Public Private Partnerships

The purpose of this sub-programme is:

- To provide substantial technical, financial and legal advice in support of all provincial PPP projects in line with the PPP projects cycles as regulated by National Treasury guidelines.

2. Outcomes, Outputs, Performance indicators and Targets - see table

3. Output indicators: annual and quarterly targets - see table

Outcomes, Outputs, Output indicators and Targets

Outcome	Outputs	Output Indicators	Sub-programme – Infrastructure Management and Economic Analysis						
			Audited Performance			Estimated Performance	MTEF Targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Enhanced fiscal sustainability of the province.	Produce Socio-economic review & outlook report.	Number of Provincial Socio-economic reports produced.	10 Reports.	10 Reports.	12 Reports.	10 Reports.	9 Reports.	9 Reports.	9 Reports.
	Produce Research reports to inform provincial resource allocations.	Number of Value for money assessment reports produced.	4 Reports.	1 Reports.	7 Reports.	6 Reports.	1 Report.	1 Report.	1 Report.
		Number of Research Report produced.	NEW	NEW	NEW	NEW	1 Report.	1 Report.	1 Report.
Improved and sustainable infrastructure delivery which contributes to inclusive economic growth	Produce Estimates of Capital Expenditure Plan.	Number of Estimates of Capital Expenditure (CEC) plan produced.	NEW	NEW	NEW	NEW	1 Plan.	1 Plan.	1 Plan.
		Number of Monitoring reports produced on the implementation of the ECE plan by departments.	NEW	NEW	NEW	NEW	4 Reports.	4 Reports.	4 Reports.
	Capacitate departments to institutionalise the Infrastructure Delivery Management System. (IDMS)	Number of departments capacitated on Infrastructure Delivery Model System (IDMS).	NEW	NEW	NEW	NEW	4	4	4

Output indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
1. Number of Provincial Socio-economic reports produced.	9 Reports.	1 Report.	2 Reports	1 Report.	5 Reports.
2. Number of Value for money assessment reports produced.	1 Report.	N/A	N/A	N/A	1 Report.
3. Number of Research Report produced.	1 Report	N/A	N/A	N/A	1 Report.
4. Number of Estimates of Capital Expenditure (ECE) plan produced.	1 Plan.	N/A	N/A	N/A	1 Plan.
5. Number of Monitoring reports produced on the implementation of the ECE plan by departments.	4 Reports.	1 Report.	1 Report.	1 Report.	1 Report.
6. Number of departments capacitated on Infrastructure Delivery Model System (IDMS).	4 Reports.	1 Report.	1 Report.	1 Report.	1 Report.

Outcomes, Outputs, Output indicators and Targets

Outcome	Outputs	Output Indicators	Sub-programme - Public Finance						
			Audited Performance			Estimated Performance	MTEF Targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Enhanced fiscal sustainability of the province.	Reports on Provincial resources allocation.	Number of MTEC reports produced on budget and expenditure management.	15	15	15	15	14	14	14
		Number of early warning system reports produced.	16	16	18	18	18	18	18
	Inputs into DORA on provincial allocations.	Number of inputs submitted on DoRA.	3	3	1	1	1	1	1
	Enhance Provincial own revenue.	Amount of own revenue collected from the department of education.	New	New	New	R30 million increase.	N/A	N/A	N/A

Output indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
1. Number of MTEC reports produced on budget and expenditure management.	14	N/A	14	N/A	N/A
2. Number of early warning system reports produced.	18	5	5	5	3
3. Number of inputs submitted on DoRA.	1	N/A	N/A	1	N/A

Outcomes, Outputs, Output indicators and Targets

Outcome	Outputs	Output Indicators	Sub-programme - Public Private Partnerships (PPP)						
			Audited Performance			Estimated Performance	MTEF Targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Improved and sustainable Infrastructure delivery which contributes to inclusive economic growth.	Reports on departments, municipality and Public Entities capacitated on PPP projects.	Number of reports produced on public sector institutions capacitated on PPP projects.	New	New	2 Reports.	2 Reports.	2 Reports.	2 Reports.	2 Reports.
	PPP Service Delivery Solutions.	Number of Proposals produced to government entities on a PPP Service Delivery Solutions.	New	New	New	New	1 Proposal.	1 Proposal.	1 Proposal.
Improved participation of targeted groups in the Economy of the Province.	Compliance report on the implementation of PPFA in PPP projects, including target for targeted gaps.	Number of Compliance reports produced on the implementation of the PPPFA Regulations in PPP Projects.	New	New	4	4 Reports	4 Reports	4 Reports	4 Reports

Output indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
1. Number of reports produced on public sector institutions capacitated on PPP projects.	2 Reports.	N/A	1 Report.	N/A	1 Report.
2. Number of Proposals produced to government entities on a PPP Service Delivery Solutions.	1 Proposal.	N/A	N/A	N/A	1 Proposal.
3. Number of Compliance reports produced on the implementation of the PPPFA Regulations in PPP Projects.	4 Reports.	1 Report.	1 Report.	1 Report.	1 Report.

4. Explanation of planned performance over the medium-term period

Programme 2 Sustainable Resource Management contributes the achievement of two outcomes, namely (a) Enhanced fiscal sustainability of the Province; and (b) Improved and sustainable infrastructure delivery which contributes to inclusive economic growth. This will be achieved mainly by two units within Programme 2 i.e. Public Finance, Infrastructure and Economic Analysis.

To achieve fiscal sustainability of the province the Economic Analysis unit will conduct economic research to inform budget allocations as well as ensuring that the provincial equitable share is correctly capturing the socio-economic and population dynamics of KZN. The Public Finance unit will ensure that the provincial budget is fully funded and that the Provincial Executive Council is fully briefed on all budget matters. The Public Finance unit with also (a) engage departments on budget planning, reporting and monitoring; (b) Prepare in-year expenditure

and budget performance reports and present these to the Provincial Executive Council and the Finance Portfolio Committee to ensure there is sufficient oversight by these structures; (c) monitor and ensure adherence to the PFMA, Treasury Regulations, Division of Revenue Act and Treasury circulars pertaining to budget and expenditure management.

In terms of improved and sustainable infrastructure delivery which contributes to inclusive economic growth, the Infrastructure unit will assist departments to plan, budget and implement infrastructure projects following the infrastructure delivery management system. The departments will be assisted to produce three-year infrastructure plans (infrastructure programme management plans - IPMPs) and the unit will monitor the implementation of infrastructure budgets utilising the in-year reporting model (IRM). The Infrastructure Crack Team will continue to assist in unblocking infrastructure projects that require intervention and support, as well as assisting departments, provincial government entities and municipalities that require technical support. Finally, the unit will monitor the budget outputs to ensure that there is value for money in all the infrastructure projects delivered.

5. Programme resource considerations

Table 6.13 : Summary of payments and estimates by sub-programme: Sustainable Resource Management

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2018/19	2019/20	2020/21				2021/22	2022/23	2023/24
1. Programme Support	3,749	3,741	3,669	4,130	3,733	3,681	3,612	3,607	3,770
2. Economic Analysis	17,730	19,534	15,372	24,490	20,986	20,451	22,985	23,761	24,828
3. Public Finance	16,865	17,705	17,604	18,161	18,059	18,024	18,171	18,259	19,079
4. Public, Private Partnerships	5,800	6,071	6,605	8,615	6,668	6,423	8,578	8,603	8,991
Total	44,144	47,051	43,250	55,396	49,446	48,579	53,346	54,230	56,668

Table 6.14 : Summary of payments and estimates by economic classification: Sustainable Resource Management

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2018/19	2019/20	2020/21				2021/22	2022/23	2023/24
Current payments	43,703	46,515	42,335	55,044	48,701	47,889	52,941	53,687	56,100
Compensation of employees	39,744	40,924	40,204	46,016	41,414	40,657	45,894	46,701	48,800
Goods and services	3,959	5,591	2,131	9,028	7,287	7,232	7,047	6,986	7,300
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	31	110	561	32	84	135	34	35	37
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	31	110	561	32	84	135	34	35	37
Payments for capital assets	410	425	354	320	661	555	371	508	531
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	410	425	354	320	661	555	371	508	531
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	1	-	-	-	-	-	-	-
Total	44,144	47,051	43,250	55,396	49,446	48,579	53,346	54,230	56,668

Programme 2 shows low spending in 2018/19 attributable to a reprioritisation of funds in respect of the Infrastructure Crack Team to Programme 1, as discussed. The decrease was also attributable to delays in the finalisation of the rehabilitation of a road at the Dannhauser Local Municipality. The decrease in 2020/21 was mainly due to the budget cuts in respect of the provincial response to the Covid-19 pandemic, the cost-of-living

adjustment, as well as lower than budgeted payments in respect of performance bonuses. The decrease in the 2021/22 Adjusted Appropriation was mainly due to reduced operational costs such as stationery and printing, travel and subsistence, as well as training and development. Further contributing to the decrease is the suspension of funds from the programme's budget after extensive budget reviews were undertaken. These funds were identified against *Compensation of employees*. This explains the increase in 2022/23 which is after reprioritisation of R1.962 million, with carry-through, was undertaken from *Goods and services* in respect of travel and subsistence and allocated to Programme 1 against *Goods and services*, as mentioned. The MTEF makes provision for salaries of the Technical Advisors (TAs) in relation to the Infrastructure Crack Team responsible for infrastructure support delivery in the province, the filling of six vacant posts, as well as costs relating to the preparation of the *EPRE* and the *AEPRE*.

6. Key risks and mitigations

Outcome	Key Risk	Risk Mitigation
Credible research for informed efficient provincial resource allocation.	1. Reliance on data and information requested from the respective Departments/Public entities and other stake holders to conduct research or value for money analysis.	<ul style="list-style-type: none"> - Appointed a service provider (IHS Markit) to provide secondary data. - Continuous interaction with IHS Markit to customise data. - Actively strengthen stakeholder engagements to illustrate the importance of sharing data to conduct credible, reliable & evidence-based research and the assessment of value for money. - Non-compliance reporting at Executive Council and CoHOD levels.

Outcome	Key Risk	Risk Mitigation
Enhanced fiscal sustainability of the Province.	2. Contingent liabilities; and unfunded mandates.	<ul style="list-style-type: none"> - Budgeting for a contingency reserve. - Targeted revenue enhancement strategies to increase Provincial Own Revenue. - Non-compliance reporting at Executive Council and Committee of
	3. Reduced Provincial equitable share and anticipated future budget cuts.	<ul style="list-style-type: none"> - Enhance compliance monitoring of cost containment measures Foster strong collaboration with OTP Integrity Management Unit to strengthen Provincial compliance. - Targeted revenue enhancement strategies to increase Provincial Own
	4. Reluctance to cooperate and comply; and lack of consequence management within Institutions to deal with issues of non-compliance.	<ul style="list-style-type: none"> - Non-compliance reporting at Executive Council and CoHOD levels. - Actively strengthen stakeholder engagements to illustrate value of compliance. - Foster strong collaboration with Department of Cooperative Governance to ensure compliance at Municipal level.
Improved and sustainable Infrastructure delivery which contributes to inclusive economic growth.	1. Reluctance and non-cooperation to adhere to IDMS principles and guidelines.	<ul style="list-style-type: none"> - Actively strengthen stakeholder engagements to illustrate value of compliance. - Non-compliance reporting at Executive Council and CoHOD levels.
	2. Lack of consequence management within Institutions to deal with issues of non-compliance.	<ul style="list-style-type: none"> - Non-compliance reporting at Executive Council and CoHOD levels. - Foster strong collaboration with DPW to strengthen Provincial compliance.

1.3 PROGRAMME 3: Financial Governance

The purpose of this programme is:

- To provide audit readiness support to provincial departments and public entities with the objective of achieving favorable audit outcomes in the province;
- To promote economic and effective management of Assets and Liabilities, Supply Chain Management processes, reliable Financial Management Information Systems and ensure compliance with applicable norms and standards in the public sector.

This programme consists of the following measurable sub-programmes:

1.3.1 Sub-programme: Asset and Liabilities Management

The purpose of this sub-programme is:

- To improve the efficiency of cash management and to minimize adverse liquidity through effective liabilities management.

1.3.2 Sub-programme: Supply Chain Management

The purpose of this sub-programme is:

- To support and monitor adherence of departments, public entities and municipalities to SCM prescripts and to ensure Radical Economic Transformation (RET) initiatives are implemented in the Province.

1.3.3 Sub-programme: Accounting Practices (Financial Reporting)

The purpose of this sub-programme is:

- To provide financial management audit readiness support to departments and public entities in the attainment of improved audit outcomes in the Province.

1.3.4 Sub-programme: Financial Information Management Systems (FIMS)

The purpose of this sub-programme is:

- To provide reliable, efficient and effective financial systems in the province.

1.3.5 Sub-programme: Norms and Standards

The purpose of this sub-programme is:

- To develop, facilitate implementation, and monitor compliance with financial norms and standards in provincial departments, municipalities and entities.

2. Outcomes, Outputs, Performance indicators and Targets - see tables

3. Output indicators: annual and quarterly targets - see tables

Outcomes, Outputs, Output indicators and Targets

Outcome	Outputs	Output Indicators	Sub-programme - Asset and Liabilities Management						
			Audited Performance			Estimated Performance	MTEF Targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Improved audit outcomes for the province.	Reports on compliance to tax and banking legislations.	Number of risk analysis reports compiled per provincial department.	56 Risk analysis reports.	56 Risk analysis reports.	56 Risk analysis reports.	56 Risk analysis reports.	52 Risk analysis reports.	52 Risk analysis reports.	52 Risk analysis reports.
		Number of compliance assessment reports issued to departments on the status of suspense accounts.	56 Compliance Assessment reports.	56 Compliance Assessment reports.	56 Compliance Assessment reports.	56 Compliance Assessment reports.	52 Compliance Assessment reports.	52 Compliance Assessment reports.	52 Compliance Assessment reports.

Output indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
1. Number of risk analysis reports compiled per provincial department.	52 Risk Analysis reports.	13 Risk Analysis reports.	13 Risk Analysis reports.	13 Risk Analysis reports.	13 Risk Analysis reports.
2. Number of compliance assessment reports issued to departments on the status of suspense accounts.	52 Compliance Assessment reports.	13 Compliance Assessment reports.	13 Compliance Assessment Reports.	13 Compliance Assessment Reports.	13 Compliance Assessment reports.

Outcomes, Outputs, Output indicators and Targets

Outcome	Outputs	Output Indicators	Sub-programme - Supply Chain Management						
			Audited Performance			Estimated Performance	MTEF Targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Improved Audit Outcomes for the Province.	SCM initiatives implemented at departments, municipalities and public entities to improve compliance with SCM prescripts.	Number of SCM compliance assessments conducted to improve audit outcomes.	New	New	Reduction of 30%	Conduct 144 SCM Compliance assessments.	N/A	N/A	N/A
		Number of SCM training sessions conducted on SCM prescripts and best practice.	New	New	New	New	Conduct 3 training sessions on SCM prescripts and best practice.	Conduct 3 training sessions on SCM prescripts and best practice.	Conduct 3 training sessions on SCM prescripts and best practice.
		Number of SCM prescripts reviewed in line with SCM legislative developments.	New	New	New	Review 12 SCM Prescripts.	Review 16 procurement policies in line with SCM legislative developments.	Review 16 procurement policies in line with SCM legislative developments.	Review 16 procurement policies in line with SCM legislative developments.
	Reports on Bid Appeals Tribunal.	Number of reports produced on the status of Bid Appeals Tribunal and Municipal Bid Appeals Tribunal.	New	New	New	4 Reports.	4 Quarterly reports on the status of current bid appeals.	4 Quarterly reports on the status of current bid appeals.	4 Quarterly reports on the status of current bid appeals.
	Training on Contract Management Framework in Departments, Municipalities and Public Entities.	Number of Contract Management training sessions conducted at public sector institutions.	New	New	New	83 Contract management reviews.	3 Training Session on contract management framework.	3 Training Session on contract management framework.	3 Training Session on contract management framework.

Improved participation of targeted groups in the Economy of the Province.	Report on distribution of procurement spend to the targeted groups.	Number of reports produced on the distribution of procurement spend to the targeted groups.	New	New	4 reports on the distribution of spend and commodities to the targeted group and bids advertised inclusive of targets.	4 reports on the distribution of spend and commodities to the targeted group and bids advertised inclusive of targets.	4 reports on the distribution of procurement spend to the targeted groups.	4 reports on the distribution of procurement spend to the targeted groups.	4 reports on the distribution of procurement spend to the targeted groups.
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Output indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
1. Number of SCM training sessions conducted on SCM prescripts and best practice.	Conduct 3 training sessions on SCM prescripts and best practises.	NA	1 training session for the Municipalities.	1 training session for Public entities.	1 training session for Provincial Departments.
2. Number of SCM prescripts reviewed in line with SCM legislative developments.	Review 16 procurement policies in line with SCM legislative developments.	4 Procurement policies.	4 Procurement policies.	4 Procurement policies.	4 Procurement policies.
3. Number of reports produced on the status of Bid Appeals Tribunal and Municipal Bid Appeals Tribunal.	4 reports on the status of current bid appeals.	1 Report.	1 Report.	1 Report.	1 Report.
4. Number of Contract Management training sessions conducted at public sector institutions.	3 Training Sessions on contract management framework.	N/A	1 Training session for Municipalities.	1 Training session for Provincial Departments.	1 Training session for Public Entities.
5. Number of reports produced on the distribution of procurement spend to the targeted groups.	4 reports on the distribution of procurement spend to the targeted groups.	1 Report.	1 Report.	1 Report.	1 Report.

Outcomes, Outputs, Output indicators and Targets

Outcome	Outputs	Output Indicators	Sub-programme - Accounting Practices (Financial Reporting)						
			Audited Performance			Estimated Performance	MTEF Targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Improved Audit Outcomes for the Province.	Public Sector Institutions supported in financial management in order to improve audit outcomes.	Number of reports produced on financial management support provided to departments.	New	New	New	New	6	5	5
		Number of reports produced on financial management support provided to public entities.	New	New	New	New	5	5	5
		Number of reports produced on asset management support provided to public sector institutions.	New	New	New	New	4	5	5
	Reports on institutions level of compliance on payment of suppliers within 30 days.	Number of consolidated Instruction Note 34 reports produced on compliance to Payment of valid suppliers invoices within 30 days.	12	12	12	12	12	12	12
	Condonation of Irregular Expenditure in the Province.	Number of Irregular expenditure condonation requests assessed in compliance with the Irregular Expenditure Framework.	New	New	New	18	30	36	36
	Training sessions facilitated on Financial Management (PFMA) at Public Sector Institutions in the province.	Number of Training sessions facilitated.	New	New	New	New	5	5	5

Output indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
1. Number of reports produced on financial management support provided to departments.	6	N/A	4	1	1
2. Number of reports produced on financial management support provided to public entities.	5	N/A	3	1	1
3. Number of reports produced on asset management support provided to public sector institutions.	4	N/A	2	1	1
4. Number of consolidated Instruction Note 34 reports produced on compliance to Payment of valid suppliers invoices within 30 days.	12	3	3	3	3
5. Number of Irregular expenditure condonation requests assessed in compliance with the Irregular Expenditure Framework.	30	N/A	8	11	11
6. Number of Training sessions facilitated.	5	1	1	1	2

Outcomes, Outputs, Output indicators and Targets

Outcome	Outputs	Output Indicators	Sub-programme – Financial Information Management System (FIMS)						
			Audited Performance			Estimated Performance	MTEF Targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Improve Governance, Risk & Control processes thereby reducing Fraud & Corruption.	Financial Transversal Systems available.	Percentage availability of Financial transversal systems.	New	New	97%	97%	97%	97%	97%
		Mean time to resolve calls for transversal systems.	New	New	New	New	8 Hours.	8 Hours.	8 Hours.
	Electronic tools implemented in departments to improve financial management systems.	Number of departments with implemented invoice management system.	New	New	System piloting to 2 departments.	System implementation at 3 departments.	N/A	N/A	N/A

Output indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
1. Percentage availability of Financial transversal systems.	97% of availability.	97%	97%	97%	97%
2. Mean time to resolve calls for transversal systems.	8 Hours	8 Hours	8 Hours	8 Hours	8 Hours

Outcomes, Outputs, Output indicators and Targets

Outcome	Outputs	Output Indicators	Sub-programme - Norms and Standards						
			Audited Performance			Estimated Performance	MTEF Targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Improved Audit Outcomes for the Province.	Assessments conducted in departments and Public Entities to improve compliance with legislation.	Number of departments assessed on compliance with financial management legislation.	14	14	14	14	13	13	13
		Number of public entities assessed on compliance with financial management legislation.	8	8	8	8	8	8	8

Output indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
1. Number of departments assessed on compliance with financial management legislation.	13	13 Departments.	13 Departments.	13 Departments.	13 Departments.
2. Number of public entities assessed on compliance with financial management legislation.	8	8 Public Entities.	8 Public Entities.	8 Public Entities.	8 Public Entities.

4. Explanation of planned performance over the medium-term period

In response to the National Priority Outcomes, the Programme aims to contribute to:

- Priority 1: of Building a Capable, Ethical & Developmental State
- Priority 2: Economic Growth and Job Creation

To this end, the programme promotes financial governance and compliance with legislation, accountability and oversight by promoting transparent, economic, efficient and effective financial management of revenue, expenditure, assets, liabilities and supply chain processes in the public sector through:

- The maintenance of existing financial management systems to ensure reliability, efficiency and effectiveness thereof;
- Improve efficiency of cash management and to minimize the adverse liquidity through effective liabilities management; Promote Financial Management Policy and Compliance with the PFMA through the development of supporting guides and frameworks, instructions and regulations issued by National Treasury;
- Provide financial reporting support to provincial departments and public entities in the implementation of financial reporting frameworks in compliance with the PFMA and current accounting standards;
- Provide technical and related financial management support for institutional capacity development to achieve improved audit outcomes and unqualified audits of all Provincial Departments and Public Entities. Continued focus on hands-on engagement and support to departments and public entities in response to key financial management weaknesses identified, including asset management, and
- Support and monitor adherence of departments, public entities and municipalities on SCM prescripts.

5. Programme resource considerations

Table 6.16 : Summary of payments and estimates by sub-programme: Financial Governance

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2018/19	2019/20	2020/21	2021/22			2022/23	2023/24	2024/25
1. Programme Support	4,459	3,907	4,688	5,361	5,661	5,286	5,912	5,953	6,221
2. Asset and Liabilities Management	14,975	10,800	14,351	14,821	19,921	19,239	14,377	14,017	14,648
3. Support and Interlinked Financial Systems	98,119	103,269	98,447	98,679	108,189	108,971	101,808	102,102	107,105
4. Supply Chain Management	38,552	35,701	34,426	44,897	44,397	44,353	45,624	45,260	47,478
5. Accounting Services	26,101	39,127	19,737	28,968	21,788	19,354	28,560	28,642	29,928
6. Norms and Standards	6,221	6,889	6,996	7,331	6,831	6,530	7,389	7,410	7,743
Total	188,427	199,693	178,645	200,057	206,787	203,733	203,670	203,384	213,123

Table 6.17 : Summary of payments and estimates by economic classification: Financial Governance

R thousand	Audited Outcome			Main	Adjusted	Revised	Medium-term Estimates		
	2018/19	2019/20	2020/21	Appropriation	Appropriation	Estimate	2022/23	2023/24	2024/25
Current payments	181,560	198,474	177,354	198,609	204,020	200,780	201,809	201,793	211,455
Compensation of employees	61,099	65,265	70,137	83,982	78,727	75,352	90,608	92,242	96,579
Goods and services	120,461	133,209	107,217	114,380	125,046	125,181	111,031	109,424	114,743
Interest and rent on land	-	-	-	247	247	247	170	127	133
Transfers and subsidies to:	1,077	248	294	230	605	836	241	241	253
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	12	-	-	-	-	-	-	-
Households	1,077	236	294	230	605	836	241	241	253
Payments for capital assets	5,790	938	924	1,218	2,162	2,117	1,620	1,350	1,415
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	5,790	938	924	1,218	2,162	2,117	1,620	1,350	1,415
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	33	73	-	-	-	-	-	-
Total	188,427	199,693	178,645	200,057	206,787	203,733	203,670	203,384	213,123

Programme 3 reflects low spending in 2018/2019 due to delays in filling vacant posts. The significant decrease in 2020/2021 was mainly due to the budget cuts in respect of the provincial response to the Covid-19 pandemic and the cost-of-living adjustment. The increase in the 2021/2022 Adjusted Appropriation was mainly due to once-off spending pressures against administration fees in respect of bank charges resulting from the implementation of the new banking laws, as well as computer services costs in respect of transversal systems, including the BAS and PERSAL mainframes, that were under-budgeted for. The increase over the MTEF is despite reprioritisation of R625 000 in 2022/2023, with carry-through, undertaken from *Goods and services* in respect of agency and support/ outsourced services as a result of the department's continued efforts to reduce its reliance on consultants. These funds were moved to *Goods and services* in Programme 1, as mentioned. The 2022/2023 MTEF allocations provide mainly for CMP, MBAT, support to departments in respect of financial management to achieve improved audit outcomes, preparation of the AFS for the Provincial Revenue Fund, training of and support to departments and municipalities, as well as the filling of 27 vacant posts.

6. Key risks and mitigations

Outcome	Key Risk	Risk Mitigation
Improved Audit outcomes.	1. Reluctance and non-co-operation to implement support and improvement strategies by Institutions.	<ul style="list-style-type: none"> - Actively strengthen stakeholder engagements to illustrate value add of assistance provided. - Non-compliance reporting at CoHOD and Executive Council levels.
	2. Threats and intimidation of staff as well as protest action at Municipal level that impacts the delivery of planned support interventions.	<ul style="list-style-type: none"> - Non-compliance reporting at CoHOD and Executive Council levels.
	3. Duplication of support programs to Municipalities by sister Department due to lack of understanding of National MOU.	<ul style="list-style-type: none"> - Fast track the appointment of a joint steering committee as per National MOU for Provincial Treasury and COGTA.
	4. Lack of consequence management within Institutions to deal with issues of noncompliance.	<ul style="list-style-type: none"> - Non-compliance reporting at CoHOD and Executive Council levels.
Improve Governance, Risk & Control processes thereby reducing fraud & corruption.	1. Reluctance and non-cooperation to implement proposed actions to mitigate audit and risk findings.	<ul style="list-style-type: none"> - Actively strengthen stakeholder engagements to illustrate value of compliance. - Non-compliance reporting at Executive Council and CoHOD levels.
	2. Lack of consequence management within Institutions to deal with issues of noncompliance.	<ul style="list-style-type: none"> - Non-compliance reporting at Executive Council and CoHOD levels. - Foster strong collaboration with OTP Integrity Management Unit to strengthen Provincial compliance.

1.4 PROGRAMME 4: Internal Audit (Provincial Internal Audit Services)

The purpose of this programme is to:

- Promote good governance by performing Internal Audit to Provincial Departments and Risk Advisory services at Public Sector Institutions.

The programme consists of the following measurable sub-programmes:

1.4.1 Sub-programme: Assurance Services

The purpose of this sub-programme is to:

- Promote good governance through the provision of internal audit services and recommend internal control system improvement to departments.

1.4.2 Sub-programme: Risk Management

The purpose of the sub-programme is to:

- Promote and enhance a culture of good governance through effective Risk Management.

2. Outcomes, Outputs, Performance indicators and Targets - see tables

3. Output indicators: annual and quarterly targets – see tables

Outcomes, Outputs, Performance indicators and Targets

Outcome	Outputs	Output Indicators	Sub-programme - Assurance Services						
			Audited Performance			Estimated Performance	MTEF Targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Improve Governance, Risk and Control Processes thereby reducing Fraud and Corruption.	Internal Audit reviews conducted.	Number of Internal Audit Reviews conducted.	136	154	80	104	110	101	101
		Number of follow-up reviews conducted on the implementation of recommendations on resolved audit findings.	51	56	32	52	29	45	45
		Number of audits conducted on the mainstreaming of vulnerable groups.	New	New	1	10	4	5	4
	Oversight reports to strength accountability by Public Sectors Institutions.	Number of oversight reports issued to MEC's of provincial departments.	New	New	44	58	56	56	56

Output indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
1. Number of Internal Audit Reviews conducted.	110	35	20	20	35
2. Number of follow-up reviews conducted on the implementation of recommendations on resolved audit findings.	29	7	3	5	14
3. Number of audits conducted on the mainstreaming of vulnerable groups.	4	2	N/A	N/A	2
4. Number of oversight reports issued to MEC's of provincial departments.	56	14	14	14	14

Outcomes, Outputs, Performance indicators and Targets

Outcome	Outputs	Output Indicators	Sub-programme - Risk Management						
			Audited Performance			Estimated Performance	MTEF Targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Improve Governance, Risk and Control Processes thereby reducing Fraud and Corruption.	Risk management reviews conducted in departments and municipalities	Number of reports on Risk Management reviews conducted for departments.	78	78	76	42	N/A	N/A	N/A
	Risk assessment reviews for municipalities.	Number of risk assessment reviews conducted for municipalities.	New	New	New	20	15	15	15
	Ethics, fraud & corruption and risk assessment reviews for public sector institutions.	Number of Ethics, Fraud and Corruption risk assessment reviews conducted for Public sector institutions.	New	New	New	14	22	23	23
	Strengthened internal control and Risk	Number of Internal Control (IC) assessment reports produced.	New	New	1	14	N/A	N/A	N/A

management in the Province	Percentage roll-out of the provincial Risk Management and Combined Assurance Frameworks.	New	New	New	New	60%	30%	10%
	Number of Audit Committee functionality reviews conducted for municipalities.	New	New	New	8	8	10	10
	Number of internal audit functionality reviews conducted for municipalities.	New	New	New	New	5	5	5
	Number of Risk management and internal control training provided to clients (departments and municipalities).	New	New	35	35	N/A	N/A	N/A

Output indicators: Annual and Quarterly Targets

Indicators	Annual Target	Q1	Q2	Q3	Q4
Risk assessment reviews municipalities.	15	3	2	5	5
Reviews, Fraud and Corruption prevention reviews conducted for institution.	22 Risk assessment reviews	2	7	5	6
Roll-out of the provincial Risk and Combined Assurance	60% of activities as outlined in the implementation plan of risk and combined assurance frameworks.	30%	15%	10%	5%
Audit Committee functionality reviews conducted for municipalities.	8	2	2	2	2
5. Number of internal audit functionality technical reviews conducted for municipalities.	5	1	1	2	1

4. Explanation of planned performance over the medium-term period

The Provincial Internal Audit Services (PIAS) provides a legislated shared internal audit function to all provincial Departments. This function which covers independent, objective assurance and consulting services on issues of internal controls, risk management and governance as provided in the PFMA and aligns its services to the Standards for the Professional Practice of Internal Auditing (ISPPA) and the principles in the King Report on Governance.

The Unit conducts independent audit reviews on various processes within Provincial Departments to assess the adequacy, effectiveness and efficiencies thereof. Projects identified are based on high risk areas, as well as on strategic interventions within the Province; for example, audits on the mainstreaming of vulnerable groups. In order to improve on the governance, risk and control processes across the Departments, PIAS provides recommendations in each audit report issued to Departments on weaknesses identified. This thereby adds value to Departments operations and assists in sustaining strategic value; if implemented effectively by Departments. In addition, assurance is provided to Accounting Officers and oversight structures, by Internal Audit as the unit continuously monitors the implementation of these agreed upon action plans by conducting follow up reviews. Reports are issued quarterly to the Provincial Audit & Risk Committee and other oversight structures on the status of governance, risk and internal controls within Departments to ensure accountability.

Over the medium term, recommendations provided to Executive Authorities, Accounting Officers and the management of departments on how to improve the adequacy, effectiveness of internal controls and efficiencies of the relevant processes will contribute to the broader objective to improve provincial audit outcomes. The Provincial Internal Audit Framework will be rolled out as well to enhance accountability by all provincial departments and collaboration with the other key primary assurance providers in order to achieve objectives set for the audit improvement strategy.

The objective of Risk and Advisory Services is to promote good corporate governance by all departments and municipalities through the provision of risk management and internal control support to these institutions. The Unit's plans over the medium-term period are to roll-out 1) the approved revised risk management framework to all departments; 2) the provincial combined assurance to all departments; and 3) the approved revised municipal risk management framework to selected municipalities. The Unit will continue to assist all departments with the development and updating ethics, corruption and fraud risk registers and will also continue to provide risk management and technical internal audit committee support to selected municipalities. Similarly, the Provincial Audit and Risk Committee will continue to provide oversight on the implementation of recommended improvements to enhance risk management and internal control in provincial departments.

5. Programme resource considerations

Table 6.19 : Summary of payments and estimates by sub-programme: Internal Audit

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2018/19	2019/20	2020/21	2021/22			2022/23	2023/24	2024/25
1. Programme Support	3,964	4,667	4,346	5,229	3,129	2,819	4,800	4,815	5,031
2. Assurance Services	74,289	105,158	66,500	76,271	72,809	71,351	83,251	79,982	83,574
3. Risk Management	20,751	21,389	20,640	25,737	21,412	23,054	28,368	28,450	29,728
Total	99,004	131,214	91,486	107,237	97,350	97,224	116,419	113,247	118,333

Table 6.20 : Summary of payments and estimates by economic classification: Internal Audit

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2018/19	2019/20	2020/21	2021/22			2022/23	2023/24	2024/25
Current payments	98,550	129,091	90,901	106,575	96,869	96,170	115,725	112,550	117,604
Compensation of employees	61,984	77,579	78,247	81,455	80,799	78,753	88,165	93,341	97,532
Goods and services	36,566	51,512	12,654	25,120	16,070	17,417	27,570	19,209	20,072
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	195	363	276	65	117	118	68	68	71
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	195	363	276	65	117	118	68	68	71
Payments for capital assets	259	1,749	309	597	364	936	626	629	658
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	259	1,749	309	597	364	936	626	629	658
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	11	-	-	-	-	-	-	-
Total	99,004	131,214	91,486	107,237	97,350	97,224	116,419	113,247	118,333

Programme 4 shows an increase in 2019/20 due to the filling of vacant posts in that year. The significant decrease in 2020/21 was mainly due to the budget cuts in respect of the provincial response to the Covid-19

pandemic, as well as the cost-of-living adjustment. The department undertook reprioritisation of R1.300 million in 2022/23, with carry-through, from *Goods and services* in respect of consultants' costs. These funds were allocated to Programme 1, as discussed. The programme received additional funding of R3.501 million in 2022/23 only, being a portion of the funds that were suspended from the department's budget in 2021/22. These funds were allocated against *Goods and services* in respect of consultants' costs. The 2022/23 MTEF makes provision for assessments, workshops and training on risk/governance management and internal audit capacity building within departments and municipalities, Certified Internal Auditor (CIA) qualification, ongoing audits such as IT, financial and governance audits, provision for the Cluster Audit and Risk Committee (CARC), the audit of predetermined objectives of departments and some municipalities, as well as filling eight vacant posts.

6. Key risks and mitigations

Outcome	Key Risk	Risk Mitigation
Improve Governance, Risk & Control processes thereby reducing fraud & corruption.	1. Unavailability of key staff due to illnesses, COVID-19, and resignations.	- Review, update, approve and implement the business continuity plan.
	2. Clients not implementing proposed governance, risk, and control processes recommendations.	- Strengthen stakeholder engagements and collaboration with the various risk management related structures. (i.e. fora)

1.5 PROGRAMME 5: Municipal Finance Management

The purpose of this programme is to:

- Provide oversight, technical support and guidance to delegated municipalities.

This programme consists of the following measurable sub-programmes:

1.5.1 Sub-programme: Municipal Budget

The purpose of this sub-programme is to:

- Promote optimal and sustainable municipal budgets as well as promote optimal implementation of budgets by municipalities and reporting on related compliance.

1.5.2 Sub-programme: Municipal Accounting and Reporting

The purpose of this sub-programme is to:

- Assist, support and monitor municipalities with financial management and compliance with the Generally Recognised Accounting Practice (GRAP) and relevant legislation.

1.5.3 Sub-programme: Municipal Support Programme

The purpose of this sub-programme is to:

- Assist and provide technical support to delegated municipalities to promote sound financial management and sustainability.

1.5.4 Sub-programme: Municipal Revenue and Debt Management

The purpose of this sub-programme is to:

- Assist and provide technical support to delegated municipalities on revenue and debt management.

2. Outcomes, Outputs, Performance indicators and Targets - see tables

3. Output indicators: annual and quarterly targets - see tables

Outcomes, Outputs, Output indicators and Targets

Outcome	Outputs	Output Indicators	Sub-programme - Municipal Budget						
			Audited Performance			Estimated Performance	MTEF Targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Enhanced Fiscal Sustainability of the Province.	Evaluation reports on tabled and approved budgets of delegated municipalities.	Number of evaluation reports produced on tabled budgets of Delegated Municipalities.	51	51	51	51	51	51	51
		Number of evaluation reports produced on approved budgets of Delegated Municipalities.	51	51	51	51	51	51	51
	Early warning reports on Municipal Budget Performance.	Number of Section 71(7) Quarterly Budget Performance Reports produced.	NEW	NEW	NEW	NEW	4	4	4

Output indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
1. Number of evaluation reports produced on tabled budgets of Delegated Municipalities.	51	51	N/A	N/A	N/A
2. Number of evaluation reports produced on approved budgets of Delegated Municipalities.	51	N/A	51	N/A	N/A
3. Number of Section 71(7) Quarterly Budget Performance Reports produced.	4	1	1	1	1

Outcomes, Outputs, Output indicators and Targets

Outcome	Outputs	Output Indicators	Sub-programme - Municipal Accounting & Reporting						
			Audited Performance			Estimated Performance	MTEF Targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Improved Audit Outcomes for the Province.	Financial Statements reviews conducted at targeted municipalities.	Number of financial statements reviews conducted at targeted municipalities.	4	4	12 Financial Statements Reviews.	7 Financial Statements Reviews.	7 Financial Statements Reviews.	7 Financial Statements Reviews.	7 Financial Statements Reviews.
	Financial management support projects implemented at targeted municipalities.	Number of financial management support projects implemented at targeted municipalities.	Progress reports on intensive on-site financial management support to 6 municipalities.	Progress reports on intensive on-site financial management support to 6 municipalities.	3 Projects.	6 Projects to be implemented.	6 Projects to be implemented.	6 Projects to be implemented.	6 Projects to be implemented.

* Financial Statement Reviews and Financial Management Support are initiatives undertaken by the Municipal Accounting and Reporting sub-programme. Support provided to each municipality under each initiative is considered a separate project with different focus areas, dependent on the municipality and the year to which the project relates. The approved APP measures the number of projects and not the number of initiatives. Further, targets are indicated as projects and not municipalities, as more than one support initiative could be implemented at the same municipality.

Output indicators: Annual and Quarterly targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
1. Number of financial statements reviews conducted at targeted municipalities.	7 Financial Statements Reviews.	N/A	N/A	N/A	7 Financial Statements Reviews.
2. Number of financial management support projects implemented at targeted municipalities.	6 Projects to be implemented.	N/A	N/A	N/A	6 Projects to be implemented.

Outcomes, Outputs, Output indicators and Targets

Outcome	Outputs	Output Indicators	Sub-Programme - Municipal Support Programme						
			Audited Performance			Estimated Performance	MTEF Targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Improved Audit Outcomes for the Province.	MSP projects implemented at targeted municipalities to strengthen financial management capability in local government.	Number of MSP projects implemented at targeted municipalities.	10 projects	10 projects	13 projects	10 projects to be implemented.	10 projects to be implemented.	10 projects to be implemented.	10 projects to be implemented.
	Reports on MSCOA implementation.	Number of reports on the implementation of MSCOA by municipalities.	4 progress reports on the progress made by municipalities.	4 progress reports on the progress made by municipalities.	4 reports on the implementation progress.	4 reports on the implementation progress.	N/A	N/A	N/A

* Reporting on the MSCOA implementation has been moved to the Annual Operational Plan.

** Projects may include different initiatives e.g. Pre-Audit Assessments, Deployment of Finance Experts, etc. Support provided to each municipality under each initiative is considered a separate project with different focus areas, dependent on the municipality and the year to which the project relates. The approved APP measures the number of projects and not the number of initiatives. Further, targets are indicated as projects and not municipalities, as more than one support initiative could be implemented at the same municipality.

Output indicators: Annual and Quarterly targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
1. Number of MSP projects implemented at targeted municipalities.	10 Projects to be implemented.	N/A	N/A	N/A	10 Projects.

Outcomes, Outputs, Output indicators and Targets

Outcome	Outputs	Output Indicators	Sub-programme – Municipal Revenue & Debt Management						
			Audited Performance			Estimated Performance	MTEF Targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Improved Audit Outcomes for the Province.	Revenue and debt projects implemented at targeted municipalities to strengthen financial management capability in local government.	Number of Revenue and Debt projects implemented at targeted municipalities.	New	New	New	1 Project to be implemented.	1 Project to be implemented.	2 Projects to be implemented.	2 Projects to be implemented.

* Projects may include different initiatives. Support provided to each municipality under each initiative is considered a separate project with different focus areas, dependent on the municipality and the year to which the project relates. The approved APP measures the number of projects and not the number of initiatives. Further, targets are indicated as projects and not municipalities, as more than one support initiative could be implemented at the same municipality.

Output indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
1. Number of Revenue and Debt projects implemented at targeted municipalities.	1 Project to be implemented.	N/A	N/A	N/A	1 Project.

4. Explanation of planned performance over the medium-term period

Municipal Budget will continue to focus on enhancing the technical support to capacitate delegated municipalities on the preparation of multi-year budgets with the objective of improving the funding position of delegated municipalities' budget. The ongoing engagements with the senior management at the municipalities and formalised feedback on the budget assessments provided to municipalities are also aimed at promoting realistic and funded municipal budgets. With the current ongoing implementation of mSCOA, more focus will be placed on capacitating delegated municipalities to improve the quality of the data strings (financial information from the municipalities' financial system).

The following relates to the Municipal Accounting & Reporting, Municipal Support Programme and Municipal Revenue & Debt Management sub-programmes.

Adoption of a Multi-Year Approach in Supporting Municipalities

In the short term, Municipal Finance Management will focus on municipalities with minor issues and assist to address the same to promote stability. In the medium term, Municipal Finance Management will commence a three-year support initiative at municipalities with major issues, thereby building a foundation in years one and two for improvement by year three and promoting overall financial sustainability.

Integrated Support within Provincial Treasury

A Municipal Support Steering Committee is already in operation. This committee was established to liaise with other sub-programmes within Provincial Treasury that offer support to municipalities (i.e. Supply Chain Management, Internal Audit, Infrastructure and MFIP Advisors appointed by National Treasury) in an attempt to provide holistic integrated support from Provincial Treasury. The committee also monitors progress on support initiatives implemented and provides direction where there may be challenges hampering the effective delivery of support.

Revision of the Timing of Support Delivery

In order to make a positive impact, the longer initiatives and certain short projects (e.g. pre-audit assessments) will be conducted earlier to ensure that corrective action can be implemented timeously, if required. In order to achieve this, procurement processes will be finalised in the previous financial year (31 March) to ensure that projects commence in the first month of the department's financial year.

Acceptance and Commitment from Municipal Managers

The successful implementation of support initiatives requires commitment from all stakeholders. The intention of Municipal Finance Management's support initiatives is outlined in letters addressed to the Municipal Managers of the municipalities selected. Before any deployment of resources to the municipality, the Municipal Manager is required to provide written acceptance to the Offer of support and confirm that the municipality will render its full support to the teams deployed to facilitate successful outcomes.

The revised organisational structure has been approved and currently being implementation. Whilst the use of consultants cannot be extinguished completely, reliance thereon has been reduced. In the medium term, we expect to fill all vacant funded posts which will result in minimal reliance on consultants.

Assumptions:

Whilst National and Provincial Treasuries must monitor and assist municipalities, Section 62 of the MFMA states that “the Accounting Officer of a Municipality is responsible for managing the financial administration of the municipality” and prescribes specific responsibilities. Further, Section 135 of the MFMA specifically states that, “The primary responsibility to avoid, identify and resolve financial problems in a municipality rests with the municipality itself.” It goes on to state that, “If a municipality encounters a serious financial problem or anticipates problems in meeting its financial commitments, it must immediately seek solutions for the problem”

- The number of municipalities with a funded budget can only be achieved if the municipalities implement the recommendations of Municipal Budgets which result from the detailed budget evaluation and feedback provided.
- The budget evaluation can only be adequately performed if municipalities submit the required budget information that is accurate and complete.
- Funded budgets are dependent on the following criteria, which is not under direct control of Municipal Budgets as it is the responsibility of the municipality:
 - To approve a Funded Budget that will ensure sustainable service delivery – Requires a fine tuned balance of:
 - Realistic revenue projections to achieve operational surpluses
 - Completeness of revenue
 - Optimizing the municipalities’ revenue generation potential across all sources
 - Collect all monies due
 - Priority spending – adequate provision for operational expenditure, R&M, non-cash items
 - Allocation of secondary costs so that tariffs are cost reflective
 - Eliminate operational inefficiencies – contain distribution losses
 - Implementation of cost containment measures.
- The annual performance targets can only be achieved if none of the municipalities currently within the baseline regress to unfunded budgets.
- The number of institutions with unqualified audit opinions is dependent on municipalities implementing the recommendations from the Municipal Accounting and Reporting sub-programme.
- The achievement of the annual performance targets can only be achieved if none of the municipalities currently within the baseline regress to qualified, adverse or disclaimer audit opinions.
- The limited resource availability of the sub-programme restrict the unit’s ability to support all 51 delegated municipalities. Municipalities are therefore prioritized based on resource availability. The achievement of the annual performance targets is therefore dependent on the resource availability of the sub-programme.

Unintended Consequences

In order to achieve the targets, the programme may need to support municipalities with unqualified opinions annually in order to maintain the status quo as opposed to focusing only on supporting those municipalities that are not currently in the baseline (unqualified audit opinions). Consequently, municipalities that are in dire need of support may not be initially prioritized due to resource constraints within the programme.

5. Programme resource considerations

Table 6.22 : Summary of payments and estimates by sub-programme: Municipal Finance Management

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2018/19	2019/20	2020/21				2021/22	2022/23	2023/24
1. Programme Support	2,292	2,377	2,298	3,738	3,150	3,146	3,591	3,658	3,823
2. Municipal Budget	24,661	26,242	24,656	28,861	26,546	26,391	27,262	27,451	28,682
3. Municipal Accounting and Reporting	-	14,357	15,516	27,639	17,149	15,240	23,761	22,944	24,067
4. Municipal Support Programme	32,486	15,442	11,961	13,215	17,320	15,149	21,529	13,534	14,141
5. Municipal Revenue and Debt Management	-	-	-	7,624	6,022	4,467	8,983	8,820	9,255
Total	59,439	58,418	54,431	81,077	70,187	64,393	85,126	76,407	79,968

Table 6.23 : Summary of payments and estimates by economic classification: Municipal Finance Management

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2018/19	2019/20	2020/21				2021/22	2022/23	2023/24
Current payments	59,081	57,858	54,066	79,696	68,597	62,792	84,232	75,968	79,507
Compensation of employees	34,231	40,224	40,389	58,318	45,904	42,579	54,013	53,379	55,842
Goods and services	24,850	17,634	13,677	21,378	22,693	20,213	30,219	22,589	23,665
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	5	35	80	-	35	35	-	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	5	35	80	-	35	35	-	-	-
Payments for capital assets	353	525	281	1,381	1,555	1,566	894	439	461
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	353	525	281	1,381	1,555	1,566	894	439	461
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	4	-	-	-	-	-	-
Total	59,439	58,418	54,431	81,077	70,187	64,393	85,126	76,407	79,968

Programme 5 shows a significant decrease in 2020/21 mainly due to the budget cuts in respect of the provincial response to the Covid-19 pandemic and the cost-of-living adjustment. The increase in 2021/22 is due to the receipt of additional funding from National Treasury to cater for the non-pensionable cash allowance. The decrease in the 2021/22 Adjusted Appropriation is due to the suspension of funds from the department's budget, as mentioned. The subsequent decrease in the 2021/22 Revised Estimate is as a result of internal delays in filling vacant posts. The programme receives additional funding of R9.007 million in 2022/23 only, being a portion of the funds that were suspended from the department's budget in 2021/22. These funds were allocated against *Goods and services* in respect of consultants' costs, as mentioned. Furthermore, the department undertook reprioritisation of R644 000 in 2022/23, with carry-through, from *Compensation of employees* as a result of the staggered filling of vacant posts emanating from the newly approved organisational structure. These funds were allocated to Programme 1, as discussed. The increase in 2022/23 provides for the filling of 31 vacant posts.

6. Key risks and mitigations

Outcome	Key Risk	Risk Mitigation
Enhanced fiscal sustainability of the Province.	1. Contingent liabilities; and unfunded mandates.	<ul style="list-style-type: none"> - Budgeting for a contingency reserve. - Targeted revenue enhancement strategies to increase Provincial Own Revenue. - Non-compliance reporting at Executive Council and CoHOD levels.
	2. Reduced Provincial equitable share and anticipated future budget cuts.	<ul style="list-style-type: none"> - Enhance compliance monitoring of cost containment measures. Foster strong collaboration with OTP Integrity Management Unit to strengthen Provincial compliance. - Targeted revenue enhancement strategies to increase Provincial Own Revenue.
Improved Audit outcomes.	3. Reluctance and non-co-operation to implement support and improvement strategies by Institutions.	<ul style="list-style-type: none"> - Actively strengthen stakeholder engagements to illustrate value add of assistance provided. - Non-compliance reporting at CoHOD and Executive Council levels.
	4. Threats and intimidation of staff as well as protest action at Municipal level that impacts the delivery of planned support interventions.	<ul style="list-style-type: none"> - Non-compliance reporting at CoHOD and Executive Council levels.
	5. Lack of consequence management within Institutions to deal with issues of noncompliance.	<ul style="list-style-type: none"> - Non-compliance reporting at CoHOD and Executive Council levels.

7. Public Entities

The department does not have any public entities.

8. Infrastructure Projects

KwaZulu-Natal Provincial Treasury does not have a long term capital infrastructure as a department, however, it does assist other departments in the following areas;

- providing support in the infrastructure planning, monitoring and evaluation of the programmes that contributes to effective economic and social infrastructure for KZN
- facilitating implementation and Institutionalisation of the IDMS in all KZN provincial departments and municipalities to assist and provide technical support to the development of the KZN Provincial Infrastructure Master Plan.

9. Public Private Partnerships (PPP's)

The department does not have any PPP projects, however KZN Provincial Treasury's PPP Unit is responsible for the transversal function of support and monitoring for Municipalities, Departments and Public Entities. KZNPT provide substantial technical, financial and legal advice in support of all provincial PPP projects in line with the PPP projects cycles as regulated by National Treasury guidelines.

The role of the PPP straddles both the advisory and regulatory function. In relation to the advisory function, the department provides support in the form of legal, technical and financial, to public sector institutions from the conceptualization of potential PPP projects through to complete closeout (i.e. from inception through to contract management phases). This extends to membership of the steering committee and project meetings throughout the process to close-out of the project.

In relation to the regulatory function, the legislative framework requires the approval of the KZN Provincial Treasury at pre-determined stages within the PPP lifecycle, which approvals are necessary for the continuation of the project. These range from the registration of the project, to the approval of the feasibility study, the procurement documentation and plan, the approval of the procurement process before appointment of a private party and the approval of the contract to be entered into between the parties.

There are a number of current and potential projects for both Municipalities and Departments which the department is currently assisting in. These are:

1. Registered Municipal Projects

- City of uMhlatuze Local Municipality: Waste Water and Associated By-Products Re-use
- iLembe District Municipality – Enterprise iLembe Broadband
- City of uMhlatuze Local Municipality – Airport Relocation
- Umvoti Local Municipality: Forestry
- Ray Nkonyeni Local Municipality Office Park Precinct

2. Registered Departmental Projects

- Department of Public Works: The New KZN Government Office Park
- KZN Provincial Legislature: Office Accommodation
- KZN Department of Economic Development, Tourism and Environmental Affairs: King Shaka International Airport Public Transport Link
- Department of Health: Inkosi Albert Luthuli Central Hospital

3. Registered Public Entity Projects

- Ezemvelo KZN Wildlife (Royal Natal National Park)

4. Closed Municipal Project

- iLembe District Municipality: Water and Sanitation

5. Closed Departmental Projects

- Department of Health: Inkosi Albert Luthuli Central Hospital

6. Potential Projects

- Ezemvelo KZN Wildlife - Commercialisation Strategy Project
- Department of Agriculture and Rural Development - Agri-Hubs Project

PART D: TECHNICAL INDICATOR DESCRIPTION (TID's)**PROGRAMME ONE: ADMINISTRATION****1.1 Sub-Programme: Financial Management (CFO)**

(1). Indicator Title	No material audit finding in the areas of financial management matters of the department.
Definition	No material audit findings in the area under financial management i.e. Preparation of the Annual Financial Statements, Revenue collection, Budgetary control, supply chain management, Expenditure management and asset management. (Material findings are those that have a negative impact on the audit opinion issued by the Auditor- General)
Source of data	Signed audit report issued by the Auditor-General.
Method of calculation / Assessment	Number of material findings that relate to Financial management.
Means of verification	Signed audit report issued by the Auditor- General for the year audited.
Assumptions	<ul style="list-style-type: none"> The Chief Financial Officer was provided with an opportunity throughout the audit process to view the draft findings and provide Management comments for the same timeously. Auditors are well versed with the Relevant Legislation and Instruction notes including the Financial systems and processes.
Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Non-accumulative.
Reporting Cycle	Annual
Desired performance	Unqualified audit opinion with no findings.
Indicator responsibility	Chief Financial Officer (CFO)

(2). Indicator Title	Timeous submission of the Main Budget of the Department.
Definition	The department is responsible for the preparation and submission of departmental main budgets in line with MTEF guidelines issued by Provincial Treasury.
Source of data	<ul style="list-style-type: none"> Estimates of Provincial Revenue and Expenditure (Vote 6 Chapter). MTEF draft budgets from responsibility managers. Email of the submission/delivery note/correspondence register
Method of calculation / Assessment	Number of Main budget submission, submitted on time.
Means of verification	<ul style="list-style-type: none"> Department Main Budget submission.

	<ul style="list-style-type: none"> • MTEF guidelines issued by Provincial Treasury. • Email of the submission/delivery note/correspondence register.
Assumptions	The relevant units will provide inputs supported by plans in order to develop credible budgets.
Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Non-accumulative.
Reporting Cycle	Annual
Desired performance	Submission of accurate and credible budgets.
Indicator responsibility	Director: Financial & Management Accounting.

(3). Indicator Title	Timeous submission of the Adjustment Budget of the Department.
Definition	The department is responsible for the submission of departmental Adjustment Budget in line with MTEF guidelines issued by Provincial Treasury.
Source of data	<ul style="list-style-type: none"> • Adjusted Estimates of Provincial Revenue and Expenditure (Vote 6 Chapter) • Email of the submission/delivery note/correspondence register
Method of calculation / Assessment	Number of Submission, submitted on time.
Means of verification	<ul style="list-style-type: none"> • Produce Department Adjustment Budget submission. • MTEF guidelines issued by Provincial Treasury. • Email of the submission/delivery note/correspondence register.
Assumptions	The relevant units will provide inputs supported by plans in order to develop credible budgets.
Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Non-accumulative.
Reporting Cycle	Annual
Desired performance	Submission of accurate and credible budgets.
Indicator responsibility	Director: Financial & Management Accounting

(4). Indicator Title	Percentage of supplier's valid invoices paid within 30 days.
Definition	The number of valid invoices paid within 30 days of receipt by the institution against the total number of invoices received by the institution.
Source of data	BAS, Invoice Register and Instruction Note 34 Reports
Method of calculation / Assessment	Number of valid invoices paid within 30 days of receipt by the institution over the total number of valid invoices received by the institution *100
Means of verification	Report which shows the total number of valid invoices paid in that period under review.
Assumptions	<ul style="list-style-type: none"> All relevant stakeholders will submit the invoices and supporting documentation on time. All queries raised by the Office of the CFO are resolved within 30 days by the relevant stakeholders.
Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Non-accumulative.
Reporting Cycle	Quarterly
Desired performance	Payment of all valid invoices within 30 days of receipt. To report to National Treasury monthly, facilitate expenditure monitoring.
Indicator responsibility	Director: Financial & Management Accounting

(5). Indicator Title	Number of reports on Government procurement spending in Women, Youth, Persons with disabilities and Military Veterans produced.
Definition	Report on goods and services procured from business entities that are owned by women, youth, persons with disabilities or Military Veterans.
Source of data	Purchase orders issued - (Central Suppliers Data of company provided or supplied the department)
Method of calculation / Assessment	Number of report on the amount of the Purchase order issued to business entities that are owned by women, youth, persons with disabilities and military Veterans.
Means of verification	Report on the amount on the Purchase Orders issued, with reference to percentage spending on women, youth, persons with disabilities and military Veterans.
Assumptions	<ul style="list-style-type: none"> Business entities that are owned by women, youth, persons with disabilities or military veterans are available to provide goods or services that are procured by the Department. The procurement from business entities that are owned by women, youth or persons with disabilities or military veterans is done in compliant to the applicable public sector SCM prescripts.

Disaggregation of beneficiaries (where applicable)	Women, Youth, Persons with disabilities, Military Veterans.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Accumulative.
Reporting Cycle	Quarterly
Desired performance	Procurement of Goods and Services in line with B-BBEE objectives.
Indicator responsibility	Director: SCM, Asset Management and Loss Control

1.2 Sub-Programme: Human Resource Management

(1). Indicator Title	No material audit findings in the areas of Human Resource Management matters of the Department.
Definition	NIL HR related findings that would have a material or significant impact on the Department in terms of risk or functionality.
Source of data	Signed audit report issued by the Auditor-General.
Method of calculation / Assessment	Number of material findings that relate to Human Resource Management.
Means of Verification	Signed audit report issued by the Auditor- General for the year audited.
Assumptions	<ul style="list-style-type: none"> Head of HR would have been provided with an opportunity throughout the audit process to view draft findings and provide Management comments for the same. Auditors are well versed with HR legislation and HR systems and processes.
Disaggregation of beneficiaries (if applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Non-Cumulative.
Reporting Cycle	Annual
Desired performance	Clean audit outcome (NIL findings that are HR related).
Indicator responsibility	Director: Human Resource Management

(2). Indicator Title	Number of Gender Based Femicide Violence empowerment initiatives implemented.
Definition	Empowerment initiatives could be workshops, seminars, information sessions, articles or talks provided by subject specialists aimed at raising awareness around gender based violence and the rights of females issues.
Source of data	Actual articles and proof of distribution; agendas and attendance registers i.r.o information sessions or seminars.

Method of calculation / Assessment	Number of actual empowerment initiatives within a quarter.
Means of Verification	Articles, attendance registers, agendas, proof of distribution in a particular quarter.
Assumptions	<ul style="list-style-type: none"> • Staff will attend empowerment initiatives. • COVID-19 restrictions will not prohibit the gathering of staff to attend empowerment sessions.
Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Accumulative.
Reporting Cycle	Quarterly
Desired performance	Employees empowered on GBV issues throughout the Department at any given point in time.
Indicator responsibility	Director: Human Resource Management

(3). Indicator Title	Number of Human Resources Plan (HRP) developed.
Definition	Development of a MTEF-HR Plan or reviewed annual HR Plan that is aligned to the strategic objectives of the Department.
Source of data	<p>The HRP is an MTEF (5 yr. plan) and is only adjusted annually, if there are substantial changes to the mandate of the Department. (Quarter 1)</p> <p>A strategic document signed by MEC once every 5 years/if an annual adjustment took place. Copy of approved annual adjusted HR Plan/ signed minutes of Top Management meeting where consensus was reached that there was no need for an annual adjusted HR Plan, with reasons substantiating the same, and approved annual HRPIR (Qtr. 1)</p> <ul style="list-style-type: none"> • The HRP is an MTEF (5 yr. plan) • Signed minutes from Top management. • Strategic documents of the department. • Inputs from SMS members
Method of calculation / Assessment	Number of HR Plan produced.
Means of Verification	HR Plan produced that must be signed by the MEC.
Assumptions	All stakeholders will provide input, Head of HR would have been informed of strategic challenges, and MEC will timeously sign and approve HR plan.
Disaggregation of beneficiaries (if app)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.

Calculation type	Non-Cumulative.
Reporting Cycle	Annual
Desired performance	Departments MTEF HR Plan is always current and has achievable strategies to eliminate identified HR challenges within the Dept. resulting in Improvement in Operations and Performance of the department towards achieving its strategic objectives.
Indicator responsibility	Director: Human Resource Management

(4). Indicator Title	Number of Annual Work Place Skills Plan (WSP) developed.
Definition	Development of an annual WSP that identifies priority skills development areas for the upcoming year which enables the Dept. to deliver on its core deliverables.
Source of data	Personal Development Plans (PDP's) submitted by employees.
Method of calculation / Assessment	Number of WSP Plan Produced.
Means of Verification	WSP Plan produced and signed by Head of Department.
Assumptions	Submitted all Completed PDPs by departmental employees.
Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Non-Cumulative.
Reporting Cycle	Annual
Desired performance	A WSP that is 100% indicative of the real time skill gaps of employees not only for existing posts but also for upward mobility, inclusive of strategic level training & empowerment interventions derived at by Senior Management involvement.
Indicator responsibility	Director: Human Resource Management

(5). Indicator Title	% of SMS posts filled with females.
Definition	Number of females employed in posts from levels 13 to 16, against the total number of employees employed at (levels 13 to 16) *100.
Source of data	PERSAL report for appointments or transfers into the Department, for a specific quarter, indicating the number of females appointed in posts at levels 13 to 16.
Method of calculation	Number of females appointed against posts at level 13 to 16.
Means of Verification	PERSAL report on females appointments against posts at level 13 to 16 into the Department.
Assumptions	<ul style="list-style-type: none"> Funds will be available to advertise and fill posts. Females will respond to advertisements for SMS vacancies.

	<ul style="list-style-type: none"> Females will meet the inherent requirements of the SMS vacancy and be shortlisted.
Disaggregation of beneficiaries (where applicable)	Target 50% females at SMS level.
Spatial Transformation (where applicable)	Not applicable.
Calculation type	Non-cumulative.
Reporting Cycle	Annual
Desired performance	50% women at SMS level appointed within the Department.
Indicator responsibility	Director: Human Resource Management

(6). Indicator Title	% of employees with disabilities employed in the Department.
Definition	Number of people with disabilities employed at within the Department, against the total of employees employed by the department * 100.
Source of data	PERSAL report for appointments or transfers into the Department.
Method of calculation	Percentage of people with disabilities appointed into the Department. (Number of people with disabilities employed at within the Department, against the total of employees employed by the department * 100).
Means of Verification	PERSAL report on appointments into the Department.
Assumptions	<ul style="list-style-type: none"> Funds will be available to advertise and fill posts. PWDs will respond to advertisements for vacant posts. PWDs will meet the inherent requirements of the vacancy and be shortlisted.
Disaggregation of beneficiaries (where app)	Target 2% people with disabilities.
Spatial Transformation (where applicable)	Not applicable.
Calculation type	Non-cumulative.
Reporting Cycle	Annual
Desired performance	2% of people with disabilities appointed within the Department.
Indicator responsibility	Director: Human Resource Management

(7). Indicator Title	% of unemployed youth employed against youth development programs in the Department.
Definition	Number of graduates who are 35 years and younger, appointed into youth development programs within the Department. (These can be Interns, In service Trainees, Learners within PIAS or Trainee Accountants on the TAP Program etc.)
Source of data	PERSAL report for the youth appointments or transfers into the Department.

Method of calculation	Number of youth appointed against the approved establishment of the department *100.
Means of Verification	PERSAL report on appointments into the Department per quarter.
Assumptions	<ul style="list-style-type: none"> • The Department will always have funds available to implement youth development programs within the Dept. • Funds will be available to advertise and fill posts. • Youth will respond to advertisements for vacant posts. • Youth will meet the inherent requirements of the vacancy and be shortlisted.
Disaggregation of beneficiaries (where applicable)	Target 5% youth (individuals 35 years or younger) to be appointed against youth development programs (YDP) within the Dept.
Spatial Transformation (where applicable)	Not applicable.
Calculation type	Non-cumulative.
Reporting Cycle	Annual
Desired performance	Target 5% youth or more (individuals 35 years or younger) to be appointed against youth development programs (YDP) within the Department.
Indicator responsibility	Director: Human Resource Management

1.3 Sub-Programme: Information Technology Management

(1). Indicator Title	No material audit findings in the areas of Information Technology within the department.
Definition	NIL IT related findings that would have a material or significant impact on the Department in terms of risk or functionality.
Source of data	<ul style="list-style-type: none"> • Auditor-General's released audit report on the Department. • Signed audit report issued by the Auditor-General.
Method of calculation / Assessment	Number of material findings that relates to IT Management.
Means of Verification	Signed audit report issued by the Auditor- General for the year audited.
Assumptions	<ul style="list-style-type: none"> • Head of IT would have been provided with an opportunity throughout the audit process to view draft findings and provide Management comments for the same. • Auditors are well versed with IT legislation and IT systems and processes.
Disaggregation of beneficiaries (where app)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Non-Cumulative.
Reporting Cycle	Annual
Desired performance	Clean audit outcome (NIL findings that are IT related).

Indicator responsibility	Director: Information Technology Management
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(2). Indicator Title	Number of business processes automated.
Definition	The total number of business processes Automation or computerized.
Source of data	Report on completed IT projects on IT Plan.
Method of calculation / Assessment	Number of planned processes for automation.
Means of Verification	Report on completed IT projects on IT Plan.
Assumptions	Business units have been engaged for their requirements. There is sufficient budget and skills available. There are no prolonged disruptions to meet the deadline for delivery.
Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation type	Non-accumulative.
Reporting Cycle	Annual
Desired performance	Improvement in Operations.
Indicator responsibility	Director: Information Technology Management

PROGRAMME TWO: SUSTAINABLE RESOURCE MANAGEMENT

2.1 Sub-Programme: Infrastructure Management and Economic Analysis

(1). Indicator Title	Number of Provincial Socio-economic reports produced.	
Definition	Provincial Socio-economic review and outlook reports produced.	
Source of data	Statistics South Africa (Stats SA), IHS Markit, World Travel and Tourism (WTT), South African Travel & Tourism (SAT), IMF, World Bank, SARB, OECD, BER etc.	
Method of calculation / Assessment	Number of reports produced.	
Method of verification	<ul style="list-style-type: none"> • Economic news bulletins • Inputs towards Municipal Finance • Close Out Report • Economic news bulletins • SERO 	<ul style="list-style-type: none"> • Produce the budget speech. • Produce the budget Flyer • Budget supplement • Input to EPRE
Assumptions	<ul style="list-style-type: none"> • Data used to compile socio-economic reports is reliable and credible. • Timeous Data availability. 	

Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Accumulative.
Reporting Cycle	Quarterly.
Desired performance	<ul style="list-style-type: none"> • Informed decision making, resource allocation and better planning. • Allocation addresses the socio economic indicators challenges of the province. • Determine and evaluate economic parameters and socio-economic imperatives.
Indicator responsibility	Director: Economic Analysis

(2). Indicator Title	Number of Value for money assessment reports produced.
Definition	Assess the efficiency and effectiveness of the departmental resource allocations to projects based on identified needs.
Source of data	Data from national and provincial departments, Stats SA, IHS Markit, WTT, SAT, IMF, World Bank, SARB, OECD, BER etc.
Method of calculation / Assessment	Number of Value for money assessment reports produced.
Method of verification	Assessment reports / Research Study.
Assumptions	Departments will provide the required information.
Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Accumulative.
Reporting Cycle	Annually
Desired performance	Efficient and effectiveness of resource allocation to service delivery.
Indicator responsibility	Director: Economic Analysis

(3). Indicator Title	Number of Research report produced.
Definition	Research report produced to influence resource allocation in the province.
Source of data	Data from national and provincial departments, Stats SA, IHS Markit, WTT, SAT, IMF, World Bank, SARB, OECD, BER etc.
Method of calculation / Assessment	Signed-off Research report produced.
Method of verification	Signed-off Research report.
Assumptions	Departments will provide the required information.

Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Non-accumulative.
Reporting Cycle	Annually
Desired performance	Efficient and effectiveness of resource allocation to service delivery.
Indicator responsibility	Director: Economic Analysis

(4). Indicator title	Number of Estimates of Capital Expenditure (ECE) plan produced.
Definition	Infrastructure delivery plans for the MTEF period.
Source of data	<ul style="list-style-type: none"> • Infrastructure project lists from provincial departments. • Infrastructure Programme Management Plan. (IPMP) • Infrastructure Asset Management plan.
Method of calculation/ Assessment	Number of plan produced.
Method of verification	Approved ECE Plan.
Assumptions	<ul style="list-style-type: none"> • The departments will submit the infrastructure delivery plans. • The information submitted is reliable, accurate and credible.
Disaggregation of Beneficiaries	Not Applicable.
Spatial Transformation	Not Applicable.
Calculation type	Non-Accumulative.
Reporting cycle	Annual
Desired performance	Approved ECE plan.
Indicator responsibility	Director: Infrastructure Management

(5). Indicator title	Number of monitoring reports produced on the implementation of the ECE Plan by departments.
Definition	Monitoring reports on the implementation of the ECE plan by provincial departments.
Source of data	ECE Plan. Infrastructure Reporting Model (IRM). Departmental Expenditure reports (IYM).
Method of calculation/ Assessment	Number of reports produced.
Method of verification	Signed quarterly monitoring reports.

Assumptions	The departments would submit the IRM and IYM reports on time.
Disaggregation of Beneficiaries	Not Applicable.
Spatial Transformation	Not Applicable.
Calculation type	Accumulative.
Reporting cycle	Quarterly
Desired performance	The departments are spending according to the ECE plan.
Indicator responsibility	Director: Infrastructure Management

(6). Indicator title	Number of departments capacitated on Infrastructure Delivery Model System (IDMS).
Definition	Reports on the departments capacitated through the IDMS. (Infrastructure Delivery Model System)
Source of data	<ul style="list-style-type: none"> • Training manuals. • IDMS Modules. • CIDB Standard for Uniformity.
Method of calculation/ Assessment	Number of departments capacitated
Method of verification	Dated and signed attendance register, online register and Training material.
Assumptions	Departments will be available to attend the planned capacity building sessions.
Disaggregation of Beneficiaries	Not Applicable.
Spatial Transformation	Not Applicable.
Calculation type	Accumulative.
Reporting cycle	Quarterly
Desired performance	The departments improve on the planning and delivery of the infrastructure
Indicator responsibility	IDMS Specialist

2.2 Sub-Programme: Public Finance

(1).Indicator title	Number of MTEC reports produced on budget and expenditure management.
Definition	Report with the number of chapters in MTEC reports completed for realistic and credible budgets.
Source of data	Inputs from 14 chapters of the provincial departments of the MTEC report.
Method of calculation/ Assessment	MTEC Reports with 14 chapters.
Method of verification	Produced MTEC reports for provincial departments.
Assumptions	Accuracy and quality of numbers and analysis.

Disaggregation of Beneficiaries	Not Applicable.
Spatial Transformation	Not Applicable.
Calculation type	Non-accumulative
Reporting cycle	Annual
Desired performance	Higher performance in order to comply with legislative requirements of the PFMA for the on-time tabling of the EPRE
Indicator responsibility	Director: Public Finance

(2).Indicator title	Number of early warning system reports produced.
Definition	The number of Section 32 monthly reports, and quarterly budget performance reports to address variances during the reporting period.
Source of data	Section 32 reports submitted by Provincial departments monthly and quarterly.
Method of calculation / Assessment	Number of Section 32 reports submitted by Provincial departments
Method of verification	<ul style="list-style-type: none"> • Number of Provincial reports submitted. • Compilation and submission of quarterly reports to the Provincial Legislature.
Assumptions	1 Section 32 report, 22 days after end of each quarter and budget performance reports
Disaggregation of Beneficiaries	Not Applicable.
Spatial Transformation	Not Applicable.
Calculation type	Accumulative
Reporting cycle	Quarterly
Desired performance	To provide early warning system reports to address variances requiring remedial action.
Indicator responsibility	Director: Public Finance

(3).Indicator title	Number of inputs submitted on DORA.
Definition	Input into the Annual Division of Revenue Bill and Division of Revenue Amendment Bill.
Source of data	Annual policy brief on the budget from the Fiscal and Financial Commission, Annual MTBPS, annual budget review, Appropriation Bills, Technical Committee on Finance and Budget Council resolutions. Inputs from stakeholders on the proposed division of revenue.

Method of calculation/ Assessment	One letter or report submitted.
Method of verification	A dated and signed letter or report from NT A letter from NT signed by HOD/DDG/ or Director from Specialised Advisory Services is attached.
Assumptions	Provincial stakeholders' input are detailed and substantiated sufficiently to inform decisions made by National Treasury.
Disaggregation of Beneficiaries	Not Applicable.
Spatial Transformation	Not Applicable.
Calculation type	Non-accumulative.
Reporting cycle	Annual
Desired performance	To consolidate responses inclusive of all provincial stakeholders' input, detailed and substantiated sufficiently to influence allocations.
Indicator responsibility	Director: Public Finance

2.3 Sub-Programme: Public Private Partnerships (PPP)

(1). Indicator Title	Number of reports produced on public sector institutions capacitated on PPP projects.
Definition	Capacitation of public sector institutions - (Departments, Municipalities and Public Entities) on Public Private Partnerships projects.
Source of data	Attendance registers, invites, presentations, emails and programme documents (reports etc.) Legislations and IDMS guidelines requirements.
Method of calculation / Assessment	Number of reports on institutions Capacitated on PPP projects during the quarter.
Means of verification	Dated and signed attendance register or online register, emails, reports and programme documents.
Assumptions	<ul style="list-style-type: none"> Public sector institution is available to attend scheduled trainings. There is enough PPP projects to capacitate the public sector institutions.
Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Accumulative
Reporting Cycle	Quarterly
Desired performance	Capacitate public sector institution on PPP projects.
Indicator responsibility	Chief Director: Public Private Partnerships

(2). Indicator Title	Number of Proposals produced to government entities on a PPP Service Delivery Solutions.
Definition	Proposals produced to government entities on a PPP Service Delivery Solutions.
Source of data	<ul style="list-style-type: none"> • IDP's / Consultation with relevant public and private sector institutions. • Research reports.
Method of calculation / Assessment	Number of Proposals produced.
Means of verification	<ul style="list-style-type: none"> • 1 Proposal per annum signed and dated. • Proof of delivery to the institution - (Email of the submission/delivery note/correspondence register)
Assumptions	<ul style="list-style-type: none"> • That private sector institutions will be co-operative. • Public sector institutions will be accepting of the assistance and receptive to solutions offered.
Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Non-accumulative.
Reporting Cycle	Annual.
Desired performance	Improvement of service delivery in public sector institutions through the use of PPP.
Indicator responsibility	Chief Director: Public Private Partnership

(3). Indicator Title	Number of Compliance reports produced on the implementation of the PPPFA Regulation in PPP Projects.
Definition	Compliance reports produced on the implementation of the PPPFA Regulation in PPP Projects.
Source of data	Advertised bids from Public Sector Institutions (Provincial Departments, Municipalities and Public Entities).
Method of calculation / Assessment	Number of reports produced.
Means of verification	Dated and signed Compliance reports on the implementation of the PPPFA.
Assumptions	<p>Stakeholders participation.</p> <p>Bids will be in compliance with PPPFA Regulations.</p>
Disaggregation of beneficiaries (where app)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.

Calculation type	Accumulative
Reporting Cycle	Quarterly
Desired performance	PPP bids advertised by institutions are as per the PPPFA regulations.
Indicator responsibility	Chief Director: Public Private Partnership

PROGRAMME THREE: FINANCIAL GOVERNANCE

3.1 Sub-Programme: Asset and Liabilities Management

(1) Indicator Title	Number of risk analysis reports compiled per provincial department.
Definition	Detailed reports identifying risks at departments in terms of tax processes and non-compliance with payroll tax legislation.
Source of data	Quarterly report per department detailing identified risks with attached documentation from Persal, BAS and SARS data as supporting documents.
Method of calculation / Assessment	Counting of actual risk analysis reports.
Method of verification	Signed and dated risk analysis summary reports per department (13 per quarter) (The reports are one quarter behind the quarter under review).
Assumptions	<ul style="list-style-type: none"> • The Persal tax reports requested on Persal. • BAS tax accounts and SARS Statement of Accounts reflect accurate and up to date information.
Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Accumulative.
Reporting Cycle	Quarterly
Desired performance	13 Risk analysis reports per quarter which identifies all risks relating to payroll tax / inefficient processes which could negatively impact the departments / result in SARS imposing penalties and interest on KZN departments.
Indicator responsibility	Director: Assets and Liabilities Management.

(2) Indicator Title	Number of assessment reports on status of bank related suspense accounts issued to departments to minimise audit queries.
Definition	Number of reports indicating current status of banking suspense accounts.
Source of data	Quarterly report per department from various BAS Reports
Method of calculation / Assessment	Count of actual status reports per department.
Means of verification	<ul style="list-style-type: none"> • The unit completes 13 quarterly assessments reports for Departments.

	<ul style="list-style-type: none"> Produce 13 assessment reports on status of bank related suspense accounts for Departments. (The reports are one quarter behind the quarter under review)
Assumptions	The BAS Banking Reports requested on the Financial system are accurate and up to date.
Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Accumulative.
Reporting Cycle	Quarterly
Desired performance	Identify outstanding transactions and inform departments so that they can clear the suspense accounts.
Indicator responsibility	Director: Assets and Liabilities Management.

3.2 Sub-Programme: Supply Chain Management

(1). Indicator title	Number of SCM training sessions conducted on SCM prescripts and best practices.
Definition	SCM trainings on SCM prescripts and best practises.
Source of data	Legislative frameworks. New procurement regulations, Signed and dated attendance register and online registers, training material.
Method of calculation / Assessment	Number of training sessions conducted.
Means of verification	Dated and signed attendance, on line register and training material. 1 training session for Municipalities, 1 training session for Public entities, and 1 training session for provincial departments.
Assumptions	Availability of key stakeholders.
Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Accumulative.
Reporting cycle	Quarterly
Desired performance	To provide training on New procurement regulations in order to equip officials and reduce irregular expenditure.
Indicator responsibility	Deputy Director: Policy (SCM)

(2). Indicator title	Number of SCM prescripts reviewed in line with SCM legislative developments.
Definition	SCM prescripts reviewed in accordance with National and Provincial legislation and PPPFA regulations.
Source of data	Prescripts received from municipalities, departments and public entities for review.
Method of calculation / Assessment	Number of prescripts reviewed.
Means of verification	Copies of actual policies reviewed.
Assumptions	Availability of key stakeholders. Stakeholders submit the prescripts to PT for review.
Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Accumulative.
Reporting cycle	Quarterly.
Desired performance	To monitor the accuracy and relevance of the prescripts in line with provincial stakeholders and National Treasury Instruction notes.
Indicator responsibility	Director: Supply Chain Management

(3). Indicator Title	Number of reports produced on the status of Bid Appeals Tribunal and Municipal Bid Appeals Tribunal.
Definition	Reports indicating the status on the number of bid appeals received.
Source of data	Appeals received from Appellants and responses from institutions.
Means of verification	Signed quarterly report on status of appeals received.
Method of calculation /Assessment	Number of reports produced.
Assumptions	The unit will facilitate tribunal meetings once or twice a month depending on the number of bid appeals received.
Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Accumulative.
Reporting Cycle	Quarterly

Desired performance	To ensure fairness and transparency in appointing service providers by Departments and Municipalities and also to address any unfair process that occurred during the award of tender.
Indicator responsibility	Director: Supply Chain Management

(4). Indicator Title	Number of Contract Management training sessions conducted at public sector institutions.
Definition	To provide the training sessions on contract management at Departments, Municipalities and Public Entities.
Source of data	Dated and signed attendance register, online register and Training material.
Method of calculation / Assessment	Number of training sessions conducted.
Means of verification	Dated and signed attendance register, online register and Training material.
Assumptions	Availability of key stakeholders.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly.
Calculation type	Cumulative
Desired performance	To provide training on contract management framework in order to equip officials and reduce irregular expenditure.
Indicator responsibility	Director: Contract Management (SCM)

(5). Indicator Title	Number of reports produced on the distribution of procurement spend to the targeted groups.
Definition	The reports on the procurement spend to the targeted groups on a quarterly basis.
Source of data	National Treasury Reporting Dashboard Tool extracted from BAS. (Basic Accounting System)
Means of verification	Report on procurement spend on the targeted groups.
Method of calculation / Assessment	Number of report produced on procurement spend on the targeted groups.
Assumptions	Availability of National Treasury Reporting Tool Availability of BAS data that is uploaded after the 10 th of each month.
Disaggregation of beneficiaries (where applicable)	Women, Youth, Persons with Disabilities and Military Veterans.

Spatial Transformation (where applicable)	Not applicable
Calculation type	Accumulative.
Reporting Cycle	Quarterly
Desired performance	The indicator is to provide the report on distribution of procurement spend in order to monitor the participation of targeted groups in the province.
Indicator responsibility	Director: Supply Chain Management

3.3 Sub-Programme: Accounting Practices

(1). Indicator Title	Number of reports produced on financial management support provided to departments.
Definition	The total number of reports produced on financial management support provided to targeted departments on specific focus areas.
Source of data	<ul style="list-style-type: none"> • Audit and Management reports issued by the Auditor General • Monthly/Quarterly departmental Reports • Request for support from department • Reports on financial management support provided • Internal Audit reports
Method of calculation / Assessment	Total number of reports produced.
Means of verification	Signed quarterly reports on financial management support provided to provincial departments on completed projects.
Assumptions	<ul style="list-style-type: none"> • The full co-operation of departmental officials in the implementation of audit improvement strategies. • That department will respond positively/timeously towards the audit readiness support initiatives provided by KZN Provincial Treasury.
Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Accumulative.
Reporting Cycle	Quarterly
Desired performance	The achievement of improved audit opinions by Provincial Departments.
Indicator responsibility	Chief Director: Accounting Practices

(2). Indicator Title	Number of reports produced on financial management support provided to public entities.
Definition	The total number of reports produced on financial management support provided to public entities on specific focus areas.

Source of data	<ul style="list-style-type: none"> • Audit and Management reports issued by the Auditor General. • Monthly/Quarterly public entities report. • Request for support from entity. • Internal audit reports.
Method of calculation / Assessment	Simple Count: number of reports produced.
Means of verification	Signed quarterly report on financial management support provided to provincial public entities on completed projects.
Assumptions	<ul style="list-style-type: none"> • The full co-operation of public entities officials in the implementation of audit improvement strategies. • That public entities will respond positively/timeously towards the audit readiness support initiatives provided by KZN Provincial Treasury.
Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Accumulative
Reporting Cycle	Quarterly
Desired performance	The achievement of improved audit opinions by Public entities.
Indicator responsibility	Chief Director: Accounting Practices

(3). Indicator Title	Number of reports produced on asset management support provided to public sector institutions.
Definition	The total number of reports produced on asset management support provided to selected public sector institutions (departments and public entities) on specific focus areas.
Source of data	<ul style="list-style-type: none"> • Audit and Management reports issued by the Auditor General • Monthly/Quarterly departmental Reports • Request for support from department/entity • Internal Audit Reports
Method of calculation / Assessment	Simple Count – number of reports produced.
Means of verification	Signed quarterly reports on asset management support provided to provincial departments or public entities on completed projects.
Assumptions	<ul style="list-style-type: none"> • The full co-operation of departmental / public entity officials in the implementation of audit improvement strategies. • That departments/public entities will respond positively/timeously towards the audit readiness support initiatives provided by KZN Provincial Treasury.

Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Accumulative.
Reporting Cycle	Quarterly
Desired performance	The achievement of improved audit opinions by public sector institutions. (departments and public entities)
Indicator responsibility	Chief Director: Accounting Practices

(4). Indicator Title	Number of consolidated Instruction Note 34 reports produced on compliance to Payment of valid suppliers invoices within 30 days.
Definition	Monthly reports of payments to suppliers paid within 30 days in compliance with Instruction Note. 34.
Source of data	Departmental Instruction Note 34 Monthly Returns.
Method of calculation / Assessment	Simple Count of instruction Note 34 reports produced.
Means of verification	Signed Consolidated Instruction Note 34 Monthly Return to National Treasury.
Assumptions	<ul style="list-style-type: none"> Note 34 returns by the 7th day of the preceding month in the prescribed format for onward submission to NT within 15 days after the end of each month. The condition precedent to the submission of Monthly Instruction Returns to National Treasury is dependent on Provincial Departments submitting.
Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Accumulative
Reporting Cycle	Quarterly
Desired performance	N/A
Indicator responsibility	Chief Director: Accounting Practices

(5) Indicator Title	Number of irregular expenditure condonation requests assessed in compliance with the irregular expenditure framework.
Definition	The total number of submission of condonation requests assessed in full compliance with the Irregular Expenditure Framework.

Source of data	<ul style="list-style-type: none"> Signed condonation submissions and supporting evidence provided by public sector institutions. Evaluation by Provincial Treasury of signed condonation submissions provided by public sector institutions.
Method of calculation / Assessment	Simple Count Number of Condonation submissions assessed.
Means of verification	Signed reports on evaluation of condonation submissions provided to public sector institutions.
Assumptions	Number of condonation requests that are evaluated is dependent on submissions made by Provincial Departments and Public Entities in accordance with the Irregular Expenditure Framework, issued with NT Instruction Note No 2 of 2019/20.
Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Accumulative.
Reporting Cycle	Quarterly
Desired performance	30 irregular expenditure condonation requests evaluated in compliance with the Irregular Expenditure Framework.
Indicator responsibility	Chief Director: Accounting Practices

(6) Indicator Title	Number of training sessions facilitated.
Definition	The training sessions facilitated for selected departments or public entities to improve the financial management process across the Province.
Source of data	Signed attendance registers from public sector institutions. Online registers, Invites etc.
Method of calculation / Assessment	Simple Count number of training session facilitated.
Means of verification	<ul style="list-style-type: none"> Signed and dated attendance registers from public sector institutions. Online registers, Invites. Report on evaluation of training.
Assumptions	Number of training initiatives is dependent on response from public sector institutions and corresponding attendance.
Disaggregation of beneficiaries (where applicable)	Not Applicable.

Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Accumulative.
Reporting Cycle	Quarterly
Desired performance	Training sessions facilitated aimed at improving the financial management knowledge base of attendees.
Indicator responsibility	Chief Director: Accounting Practices

3.4 Sub-Programme: Financial Information Management Systems

(1) Indicator Title	Percentage availability of Financial transversal systems.
Definition	Financial transversal systems supported by Provincial Treasury; i.e., Biometrics Access Control System(BACS) and HardCat are constant available during desired timeframes of the working hours.
Source of data	Financial transversal systems generated audit logs circulated together with monthly Service Level Agreements(SLA) reports.
Method of calculation / Assessment	<p>Formula: $Availability = \frac{Uptime}{Uptime + Downtime} * 100$ Explanation of formula factors: Uptime: Systems in operation during working hours excluding after working hours and weekends. Downtime: Transversal systems not in operation as a result of unscheduled situation during working hours excluding after hours and weekends.</p> <p>How to calculate:</p> <p>Availability of both BACS and HardCat are averaged daily, monthly and quarterly to achieve a target percentage.</p>
Means of verification	Service Level Agreements reports indicating the systems generated logs are circulated monthly.
Assumptions	Constant availability of SITA's hosting centre.
Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Non-cumulative.
Reporting Cycle	Quarterly
Desired performance	Maintain a 97% availability of transversal systems during working hours.
Indicator responsibility	Directorate: Financial Information Management Systems

(2) Indicator Title	Mean Time to resolve calls for transversal system.
Definition	To ensure that requested assistance for financial transversal systems is attended and resolved within the desired timeframe. (=8 hrs).
Source of data	Helpdesk systems generated report.
Method of calculation / Assessment	<p>Formula: Mean Time to Resolve(MTTR)=Call Resolution Time – Call Logged Time</p> <p>Explanation of formula factors: <i>Call Logged Time: means a time when a call was logged during working hours excluding after hours and holidays</i></p> <p><i>Call Resolution Time: means a time when a call was reported resolved excluding after hours and holidays.</i></p> <p>How to calculate: All logged calls MTTRs are added and averaged daily, monthly and quarterly to achieve a target time.</p>
Means of verification	Helpdesk systems generated report.
Assumptions	Constant availability of network by SITA and telephone connectivity.
Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Non-cumulative.
Reporting Cycle	Quarterly
Desired performance	Calls for transversal systems are resolved within 8 Hours.
Indicator responsibility	Directorate: Financial Information Management Systems

3.6 Sub-Programme: Norms and Standards

(1). Indicator Title	Number of departments assessed on compliance with financial management legislation.
Definition	Departments assessed on compliance with legislation.

Source of data	Departmental prescripts (Policies etc.) National and Provincial Instruction notes/policies/standard operating procedures. Questionnaire Feedback Follow ups for previous audits AG Report
Method of calculation / Assessment	Number of departments assessed for compliance with the designated instruction notes/policies/standard operating procedures.
Means of verification	Assessment report on the departments that have been assessed.
Assumptions	Continuous legislative changes that influence the current norms and standards and the need for departments to incorporate the changes in their operational environment.
Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Non-accumulative.
Reporting Cycle	Quarterly
Desired performance	Improved financial management and control by ensuring implementation of instruction notes/policies/standard operating procedures.
Indicator responsibility	Director: Norms and Standards

(2). Indicator Title	Number of public entities assessed on compliance with financial management legislation.
Definition	Entities assessed on compliance with legislation.
Source of data	National and Provincial Instruction notes/policies/standard operating procedures. Sourcing input for assessment from entities. Questionnaire Feedback Follow ups for previous audits AG Report
Method of calculation / Assessment	Number of entities assessed for compliance with the designated instruction notes/policies/standard operating procedures.
Means of verification	Assessment report on the public entities assessed to minimise non-compliance with legislation.
Assumptions	Continuous legislative changes that influence the current norms and standards and the need for entities to incorporate the changes in their operational environment.

Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Non-accumulative
Reporting Cycle	Quarterly
Desired performance	Improved financial management and control by ensuring implementation of instruction notes/policies/standard operating procedures.
Indicator responsibility	Director: Norms and Standards

PROGRAMME FOUR: INTERNAL AUDIT

4.1 Sub-Programme: Assurance Services

(1). Indicator Title	Number of Internal Audit Reviews conducted.
Definition	The total number of internal audit assignments conducted by Internal audit that are tabled for reporting to the Cluster Audit & Risk Committees (CARC).
Source of data	<ul style="list-style-type: none"> System description manuals submitted by stakeholders. Information is collected from individual CARC reports tabled at the CARC meetings on a quarterly basis.
Method of calculation / Assessment	The total number of internal audit reviews conducted.
Means of verification	Dated and signed Internal audit review reports conducted (signed and dated by the specialist, director, CD or DDG internal Audit with the exception of the outsourced reports)
Assumptions	<ul style="list-style-type: none"> Departments have provided the requested supporting documents to enable the execution of the audits. Auditees are ready for the audit and are in a position to provide requested information and management responses to audit findings.
Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Accumulative.
Reporting Cycle	Quarterly
Desired performance	Assist in the preparation of audit readiness in departments. Increase in the number of internal audit assignments conducted.
Indicator responsibility	Chief Director: Assurance Services

(2). Indicator Title	Number of follow-up reviews conducted on the implementation of recommendations on resolved audit findings.
Definition	The total number of follow up reviews conducted by Internal audit that are tabled for reporting to the Cluster Audit & Risk Committees (CARC).
Source of data	Audit reports issued at departments during the reviews.
Method of calculation / Assessment	The total number of follow up reviews conducted.
Means of verification	Dated and signed Follow-up review reports on the implementation of recommendations on resolved audit findings. (signed and dated by the specialist, director, CD or DDG internal Audit with the exception of the out sourced reports)
Assumptions	<ul style="list-style-type: none"> • Auditees are ready for the follow up audit and are in a position to provide requested information and management responses to audit findings. • The departments have implemented the recommendations.
Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Accumulative
Reporting Cycle	Quarterly
Desired performance	Improvement in the implementation of action plans to audit findings by Departments.
Indicator responsibility	Chief Director: Assurance Services

(3). Indicator Title	Number of audits conducted on the mainstreaming of vulnerable groups.
Definition	The total number of internal audit assignments conducted on the review of the mainstreaming of Vulnerable groups in various Provincial Departments.
Source of data	Provincial departmental reports on procurement spending on vulnerable groups.
Method of calculation / Assessment	The total number of internal audits conducted on the mainstreaming of vulnerable groups.
Means of verification	Dated and signed departmental audit report on the review of the mainstreaming of Vulnerable Groups.
Assumptions	<ul style="list-style-type: none"> • Departments have provided the requested supporting documents to enable the execution of the audits. • Senior Management at Departments are available to address audit queries.

Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Accumulative.
Reporting Cycle	Quarterly
Desired performance	Compliance by departments to the Framework.
Indicator responsibility	Chief Director: Assurance Services

(4). Indicator Title	Number of oversight reports issued to MEC's of Provincial departments.
Definition	The total number of oversight reports submitted to MEC's of Provincial departments. (to strengthen oversight and enforce accountability by public sector Institutions)
Source of data	<ul style="list-style-type: none"> • Information is collected from CARC meeting deliberation. • Internal Audit reports issued to CARC.
Method of calculation / Assessment	The number of oversight reports issued to MEC's.
Means of verification	Signed and dated Audit Committee & Internal Audit reports issued to MECs.
Assumptions	<ul style="list-style-type: none"> • CARC meetings have met the required quorum • Departments are available for CARC sittings and meetings occur as scheduled quarterly. • MEC for Finance is available to review and issue reports to respective MECs and Cabinet.
Disaggregation of beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation type	Accumulative.
Reporting Cycle	Quarterly
Desired performance	Measure department's performance and increase accountability.
Indicator responsibility	Chief Director: Assurance Services

4.2 Sub-Programme: Risk Management

(1). Indicator Title	Number of risk assessment reviews conducted for municipalities.
Definition	The total number of risk assessment reviews conducted.
Source of data	Risk assessment workshops conducted with municipalities.
Method of calculation / Assessment	Number of municipalities risk assessments reports compiled and signed.
Means of verification	Report on Risk Management assessment, dated and signed by the Chief Director and DDG.
Assumptions	Availability of municipal officials to attend the risk workshops.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation type	Accumulative.
Reporting Cycle	Quarterly
Desired performance	The set targets for Risk assessment reviews exceeds to ensure coverage for high number of municipalities.
Indicator responsibility	Chief Director: Risk and Advisory Services

(2). Indicator Title	Number of Ethics, Fraud and Corruption Risk Assessment reviews conducted for Public sector institutions.
Definition	The total number of Ethics, Fraud and Corruption Risk Assessment reviews conducted at departments and municipalities.
Source of data	Risk assessment workshops/meetings/reviews conducted with departments and municipalities.
Method of calculation / Assessment	Total number of reports compiled and issued to departments and municipalities.
Means of verification	Report on ethics, fraud and corruption reviews for departments and municipalities, signed by the Chief director and DDG.
Assumptions	Departments' and municipal's officials providing required information and being available for risk workshops and engagements.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation type	Accumulative.
Reporting Cycle	Quarterly

Desired performance	Timely completion of reviews as planned.
Indicator responsibility	Chief Director: Risk and Advisory Services

(3). Indicator Title	Percentage Roll-out of the provincial risk management and combined assurance frameworks.
Definition	Provision of Risk Management guidance in the rolling out of the provincial risk management and combined assurance frameworks to Provincial Departments.
Source of data	<ul style="list-style-type: none"> • Risk Management & Combined Assurance roll-out plan. • Completed activities (outputs of the deliverables) • Risk maturity gap analysis to measure improvements in risk management practices of provincial departments.
Method of calculation / Assessment	Risk Management & Combined Assurance roll-out plan: Percentage calculation is based on completed activities against total planned activities in the roll-out plan.
Means of verification	Completed activities per the Risk Management & Combined Assurance roll-out plan. (activity report)
Assumptions	<ul style="list-style-type: none"> • Departments will consider the assistance and guidance provided during the rolling-out of the framework. • Capacity within Risk and Advisory Unit to roll-out the plan.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation type	Accumulative
Reporting Cycle	Quarterly
Desired performance	<ul style="list-style-type: none"> • To improve Risk Management Maturity in the province. • Departments to achieve the same Risk Maturity level in the province.
Indicator responsibility	Chief Director: Risk and Advisory Services

(4). Indicator Title	Number of Audit Committee functionality reviews conducted for Municipalities.
Definition	Total number of reports on the functionality, compliance and effectiveness of the Internal Audit function of the Municipalities in terms of MFMA and Internal Audit best practices.
Source of data	<ul style="list-style-type: none"> • MFMA • Circular 65 • Interviews with key officials from municipalities. • Review of relevant documentation provided by municipalities.

Method of calculation / Assessment	Simple count of number of reports on reviews conducted.
Means of verification	Reports on functionality of audit committees of municipalities signed by the Chief director and DDG.
Assumptions	<ul style="list-style-type: none"> • Co-operation by municipalities' officials and audit committee members. • Approved Internal Audit plan for each of the municipality.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation type	Accumulative.
Reporting Cycle	Quarterly
Desired performance	Fully functional Internal Audit Functions at the Municipalities.
Indicator responsibility	Chief Director: Risk and Advisory Services.

(5). Indicator Title	Number of internal audit functionality reviews conducted for municipalities.
Definition	Total number of internal audit function reviews of the municipalities through technical support provided to municipalities.
Source of data	<ul style="list-style-type: none"> • Interviews with key officials from municipalities. • Review of relevant documentation provided by municipalities.
Method of calculation / Assessment	Simple count number of reports on reviews conducted.
Means of verification	Reports on Internal Audit functions of municipalities, signed by the Chief Director and DDG.
Assumptions	Co-operation by municipalities' officials.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation type	Accumulative.
Reporting Cycle	Quarterly
Desired performance	Fully functional Internal Audit Functions at the Municipalities.
Indicator responsibility	Chief Director: Risk and Advisory Services.

PROGRAMME FIVE: MUNICIPAL FINANCE MANAGEMENT

5.1 Sub-Programme: Municipal Budget

(1). Indicator Title	Number of evaluation reports on Tabled Budgets of Delegated Municipalities.
Definition	The total number of reports produced on tabled budgets evaluated and feedback provided to delegated municipalities.
Source of data	Tabled budgets submitted by delegated municipalities in terms of the MFMA and MBRR.
Method of calculation / Assessment	Number of tabled budgets evaluated and feedback provided.
Means of verification	Tabled budget assessment letters signed and dated.
Assumptions	Tabled budgets submitted timeously by delegated municipalities with the complete and accurate supporting information that is required to perform the evaluation.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Non-accumulative.
Reporting Cycle	Annual
Desired performance	Municipalities to implement the recommendations emanating from the evaluation.
Indicator responsibility	Director: Municipal Finance Management

(2). Indicator Title	Number of evaluation reports on Approved Budgets of Delegated Municipalities.
Definition	Total number of reports produced on approved budgets evaluated and feedback provided to delegated municipalities.
Source of data	Approved budgets submitted by delegated municipalities in terms of the MFMA and MBRR.
Method of calculation / Assessment	Number of approved budgets evaluated and feedback provided.
Means of verification	Approved budget high level assessment letters signed and dated.
Assumptions	Approved budgets submitted timeously by delegated municipalities with the complete and accurate supporting information that is required to perform the evaluation.
Disaggregation of beneficiaries (where applicable)	Not applicable.

Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Non-accumulative.
Reporting Cycle	Annual
Desired performance	Municipalities to implement the recommendations emanating from the evaluation.
Indicator responsibility	Director: Municipal Finance Management

(3). Indicator Title	Number of Section 71(7) Quarterly Budget Performance Reports produced.
Definition	Total number of Section 71(7) quarterly reports indicating municipal budget performance.
Source of data	Section 71 data strings submitted by the municipalities to the National Treasury Local Government (NT LG) Upload portal and downloaded by Provincial Treasury from the NT LG Database.
Method of calculation / Assessment	Number of Section 71(7) reports prepared.
Means of verification	Simple count = 1 report per quarter
Assumptions	Credible, accurate and reliable Section 71 data strings submitted timeously by delegated municipalities.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Accumulative.
Reporting Cycle	Quarterly
Desired performance	As an early warning system, to identify variances and gaps in spending and revenue generation.
Indicator responsibility	Director: Municipal Finance Management

5.2 Sub-Programme: Municipal Accounting and Reporting

(1). Indicator Title	Number of financial statements reviews conducted at targeted municipalities.
Definition	Total number of financial statements reviewed by Provincial Treasury.
Source of data	Municipal draft AFS/IFS.
Method of calculation / Assessment	Number of Projects implemented. Support provided to each municipality is considered a separate project.
Means of verification	AFS Review projects, any of the following are produced as evidence 1.Draft close-out reports (reports are not signed).

	2.Close-out reports (signed and dated by MM or CFO).
Assumptions	Required information is timeously provided by the municipality which is accurate and complete. Commitment from the municipality to implement recommendations. Human and financial resources are available to implement the reviews.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Accumulative
Reporting Cycle	Annual
Desired performance	Improved audit outcomes at municipalities
Indicator responsibility	Director: Municipal Finance Management

(2). Indicator Title	Number of financial management support projects implemented at targeted municipalities.
Definition	Total number of financial management projects implemented at targeted municipalities.
Source of data	Key focus areas of support as communicated with the municipality. (emails/letters/ report/minutes of meetings).
Method of calculation / Assessment	Number of Projects implemented. (Support provided to each municipality is considered a separate project).
Means of verification	FMS projects, any of the following are produced as evidence <ul style="list-style-type: none"> • Draft close-out reports (reports are not signed). • Close-out reports (signed and dated by Municipal Manager or CFO).
Assumptions	<ul style="list-style-type: none"> • Required information is timeously provided by the municipality which is accurate and complete. • Commitment from the municipality to implement recommendations. • Human and financial resources are available to implement the reviews.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Accumulative.
Reporting Cycle	Quarterly

Desired performance	Improved audit outcomes at municipalities.
Indicator responsibility	Director: Municipal Finance Management

5.3 Sub-Programme: Municipal Support Program

(1). Indicator Title	Number of MSP projects implemented at targeted municipalities
Definition	Total number of projects implemented by the MSP at target municipalities to strengthen and improve financial management in local government.
Source of data	Key focus areas of support as communicated with the municipality - (emails/letters/ report/minutes of meetings).
Method of calculation / Assessment	Number of Projects implemented - (support provided to each municipality is considered a separate project)
Means of verification	FMS projects, any of the following are produced as evidence <ul style="list-style-type: none"> • Draft close-out reports (reports are not signed). • Close-out reports (signed and dated by Municipal Manager or CFO).
Assumptions	Required information is timeously provided by the municipality which is accurate and complete. Commitment from the municipality to implement recommendations. Human and financial resources are available to implement the reviews.
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Accumulative
Reporting Cycle	Quarterly
Desired performance	Improved financial management at municipalities.
Indicator responsibility	Director: Municipal Finance Management

5.4 Sub-Programme: Municipal Revenue and Debt Management

(1). Indicator Title	Number of Revenue and Debt projects implemented at targeted municipalities.
Definition	Total number of projects that are implemented at targeted municipalities.
Source of data	Key focus areas of support as communicated with the municipality - (emails/letters/ report/minutes of meetings).
Method of calculation / Assessment	Number of Projects implemented.

Means of verification	Municipal Revenue and Debt Management projects, any of the following are produced as evidence. <ul style="list-style-type: none"> • Draft close-out reports. (reports are not signed) Close-out reports. (signed and dated by MM or CFO)
Assumptions	Required information is timeously provided by the municipality which is accurate and complete. Commitment from the municipality to implement recommendations. Human and financial resources are available to implement the reviews.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Accumulative.
Reporting Cycle	Annual
Desired performance	Improved financial management at municipalities.
Indicator responsibility	Director: Municipal Finance Management

PART E: ANNEXURES

Annexure A: Amendments to the Strategic Plan

The department has no revisions to the approved Strategic Plan as this is the third year of implementation.

Annexure B: Conditional Grants

The department does not receive any conditional grants.

Annexure C: Consolidated Indicators

The department does not have any consolidated indicators.

Annexure D: District Development Model

Area of Intervention	Medium Term (3 years - MTEF)					
	Project Description	Budget allocation	District Municipality	Location: GPS coordinates	Project leader	Social partners
Strengthening financial oversight in Local Government	Budget assessment reports, expenditure reviews, monthly IYM reports.	R26 192 000 (2022/23 - 2024/25)	All (Including 10 District Municipalities and 41 Local Municipalities)	All	Municipal Budget Director	NT, Municipalities
Strengthening data, its use and analytical capability in municipalities	Targeted mSCOA support to assist in the implementation of key processes, controls and procedures which will ultimately aid in the submission of credible data strings.	R2 274 240 (2022/23)	4 District Municipalities	Zululand DM uMzinyathi DM uThukela DM uMkhanyakude DM	Municipal Budget Director	NT, Municipalities
Strengthening financial management capability within Local Government	Deployment of Finance Experts to assist municipalities in distress with the implementation of effective financial management within the areas of budgeting, cash flow	R6 012 522 (2022/23)	3 District Municipalities	uMkhanyakude DM uThukela DM uMzinyathi DM	Municipal Support Program Director	NT, Municipalities

	management, financial accounting and reporting as well as the development and implementation of financial recovery plans.					

LIST OF ABBREVIATIONS

ABBREVIATION	FULL DESCRIPTION
AEPRE	Adjustments Estimate of Provincial Revenue and Expenditure
AFS	Annual Financial Statements
AG	Auditor - General
AO	Accounting Officer
AWG	Action Work Group
BBBEE	Broad-based Black Economic Empowerment
CARC	Cluster Audit and Risk Committees
CD	Chief Director
CFO	Chief Financial Officer
COGTA	Co-operative Governance and Traditional Affairs
CSD	Central Supplier Database
DDG	Deputy Director General
DDM	District Development Model
DORA	Division of Revenue Act
DPSA	Department of Public Service and Administration
DWYPD	Department of Women, Youth, and Persons with Disabilities
EH&W	Employee Health and Wellness
EPRE	Estimate of Provincial Revenue and Expenditure
EPWP	Expanded Public Works Programme
FLP	Financial Literacy Programme
FMCM	Financial Management Capability Maturity Model
GDP	Gross Domestic Product
GBVF	Gender Based Violence and Femicide
GRAP	Generally Recognised Accounting Practice
GRB	Gender Responsive Budgeting
GRPBMEA	Gender-Responsive Planning, Budgeting, Monitoring, Evaluation & Auditing
HOD	Head of Department
HRP	Human Resource Plan
IDMS	Infrastructure Delivery Management System
IDP	Integrated Development Plans
IGCC	Inter-Governmental Cash Co-ordination
IMF	International Monetary Fund
IPMP	Infrastructure Programme Management Plan
IRM	Infrastructure Reporting Model
IYM	In-year Monitoring
KZNPG	KwaZulu-Natal Provincial Government
LED	Local Economic Development
MBAT	Municipal Bid Appeals Tribunals
MBRR	Municipal Budget and Reporting Regulations
MEC	Member of the Executive Committee
MFMA	Municipal Finance Management Act
MPAT	Monitoring Performance Assessment Tool
MSP	Municipal Support Programme
mSCOA	Municipal Standard Chart of Accounts
MTEF	Medium Term Expenditure Framework
MTREF	Medium Term Revenue and Expenditure Framework
MTSF	Medium Term Strategic Framework
NSG	National School of Governance
OES	Organisational Efficiency Services
OSD	Occupation Specific Dispensation

OSS	Operation Sukuma Sakhe
PARC	Provincial Audit Risk Committee
PERO	Provincial Economic Review and Outlook
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PERP	Provincial Economic Recovery Plan
PFMA	Public Finance Management Act
PGDP	Provincial Growth and Development Plan
PIAS	Provincial Internal Audit Services
PPP	Public Private Partnerships
SAICA	South African Institute of Chartered Accountants
SCM	Supply Chain Management
SCOPA	Standing Committee on Public Accounts
SERO	Social-Economic Review and Outlook
SONA	State of Nations Address
SOPA	State of Provincial Address
SLA	Service Level Agreement
SWOT	Strengths, Weaknesses, Opportunities and Threats
WSP	Workplace Skills Plan

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