



Western Cape
Government



Annual Performance Plan 2025

Provincial Treasury

**Western Cape Government
Provincial Treasury**

**Annual Performance Plan
2025/26**

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Executive Authority Statement

The Western Cape Provincial Treasury (PT) remains dedicated to ensuring sound financial management, fiscal oversight, and sustainable service delivery. The **Annual Performance Plan (APP) 2025/26** is a key implementation tool, translating the **Strategic Plan 2025 - 2030** into measurable annual outcomes that drive impact and innovation in public finance.

As we navigate a complex and evolving financial landscape, PT continues to be strengthening governance, enhance municipal financial sustainability, and optimise resource allocation. However, fiscal prudence alone is no longer enough. The Western Cape's ability to deliver critical services and support economic resilience hinges on its ability to diversify revenue streams, drive innovation, and unlock economic growth.



Ms Deidré Baartman
Minister of Finance

The policy priorities outlined in this APP align with national and provincial strategic frameworks, including the **National Development Plan (NDP)**, the **Medium-Term Development Plan (MTDP)**, and the **Provincial Strategic Plan (PSP) 2025 - 2030**.

This APP outlines practical interventions to:

- Enhance financial governance, maintain clean audit outcomes and instill public **trust**;
- Support economic growth and job creation through **innovative** fiscal policies and alternative financing models,
- Improve procurement and supply chain management to ensure **fairness, value-for-money**, and ease of doing business with government;
- Drive infrastructure investment through spatial budgeting and sustainable development, and
- Build public sector capacity to enabler responsive and effective service delivery.

By implementing these priorities, we ensure that every resident of the Western Cape benefits from transparent, accountable, and efficient financial management. The success of this plan depends on collaborative partnerships, adaptive leadership, and a relentless commitment to **innovation** and excellence.

I fully endorse this APP and reaffirm my commitment to its implementation – through the lens of fairness, value-for-money, innovation and trust.

Together, we will be ensuring that PT remains an **Enabler and Reliable Partner**, towards becoming a **World-Class Treasury** – one that not only upholds **trust** but actively drives **economic growth for job creation** for the people of the Western Cape.

A stylized, handwritten signature in dark ink, likely belonging to Ms Deidré Baartman.

MS DEIDRÉ BAARTMAN
MINISTER OF FINANCE

Accounting Officer Statement

It is with great pride that I present the Annual Performance Plan (APP) for the 2025/26 financial year, which reflects the Western Cape PT's continued commitment to sound financial governance, fiscal sustainability, and service delivery excellence. This APP is firmly aligned with the 2025 - 2030 Strategic Plan, the Provincial Strategic Plan (PSP) 2025 - 2030, and the Ministerial Priorities, ensuring that the Department remains a reliable partner and key enabler of governance transformation in the province.

Over the past financial year, PT has achieved significant milestones, including:

- Sustaining clean audit outcomes and reinforcing financial oversight across government institutions.
- Enhancing municipal financial sustainability, with targeted interventions through Technical Integrated Municipal Engagements (TIME) and Strategic Integrated Municipal Engagements (SIME).
- Strengthening procurement transparency and compliance with new legislation.
- Investing in digital transformation, introducing AI-driven analytics and e-procurement solutions to improve efficiency and financial accountability.
- Enabling infrastructure investment, with a focus on spatial budgeting, energy resilience, and sustainable public-private partnerships (PPPs).

Looking ahead, the 2025/26 APP sets out our strategic priorities and key focus areas for the upcoming financial year, in line with our broader medium-term objectives:

- Integrated Provincial Governance: Enhancing financial oversight, ensuring efficient budget reform, and maintaining audit excellence.
- Effective Local Governance: Strengthening municipal financial sustainability, addressing capacity constraints, and promoting innovative revenue generation models.
- Strategic Supply Chain Management (SCM): Improving procurement efficiency and driving value for money through our procurement processes.
- Efficient Infrastructure Investment: Supporting long-term infrastructure planning, alternative financing mechanisms, and energy security initiatives.

We recognise that achieving these objectives requires strong partnerships, adaptive leadership, and a culture of continuous innovation. As such, we will continue to invest in integrated talent management, knowledge-driven decision-making, and digital modernisation to build a resilient, future-ready Treasury.

In conclusion, I would like to express my appreciation to our dedicated team, stakeholders, and strategic partners for their commitment to our mandate. We remain steadfast in our mission to enable transparent, accountable, and sustainable financial management that benefits every resident of the Western Cape.



Ms Julinda Gantana
Accounting Officer:
Provincial Treasury

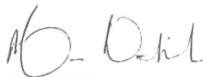
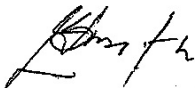
A stylized, handwritten signature in black ink, appearing to read 'J. Gantana'.

MS JULINDA GANTANA
ACCOUNTING OFFICER: PROVINCIAL TREASURY

Official sign-off

It is hereby certified that this Annual Performance Plan:

- was developed by the management of the Western Cape Provincial Treasury under the guidance of Minister Deidré Baartman;
- considers all the relevant policies, legislation, and other mandates for which the Western Cape Provincial Treasury is responsible;
- accurately reflects the impact and outcomes that the Western Cape Provincial Treasury will endeavour to achieve over the period 2025/26; and
- is aligned with the strategic priorities and principles of the Western Cape Government (WCG).

Ms N Ismail Director: Strategic and Operational Management Support	Signature	
Ms A Smit Chief Financial Officer	Signature	
Ms N Ebrahim Acting Chief Director: Asset Management	Signature	
Ms M van Niekerk Acting Chief Director: Financial Governance and Accounting	Signature	
Mr SR Kenyon Acting Deputy Director-General: Fiscal and Economic Services	Signature	
Mr I Smith Acting Deputy Director-General: Governance and Asset Management	Signature	
Ms J Gantana Accounting Officer	Signature	
APPROVED BY		
Ms D Baartman Executive Authority	Signature	

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MANDATE



PART A

PART A: OUR MANDATE

1. Relevant legislative and policy mandates

1.1 Constitutional mandate

Chapter 13 of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) outlines the general financial mandate applicable to the national, provincial and local spheres of government.

1.2 Legislative and Policy mandates

PT's legislative mandate is derived from various national and provincial laws, including:

Legislative mandate

1	Public Finance Management Act, 1999 (Act 1 of 1999) (PFMA) PT is established in terms of Section 17 of the PFMA (Act 1 of 1999). Section 18 of the PFMA assigns the functions and powers of PT, which includes, inter alia: • preparing and exercising control over the implementation of the provincial budget; • promoting and enforcing transparency and effective management in respect of revenue, expenditure, assets and liabilities of provincial departments and provincial public entities; • ensuring that its fiscal policies do not materially and unreasonably prejudice national economic policies; • issuing PT Instructions (PTIs) that are consistent with the PFMA; • enforcing the PFMA and any prescribed national and provincial norms and standards; • complying with the Annual Division of Revenue Act (DoRA); • monitoring and assessing the implementation of national and provincial norms and standards by provincial entities; • assisting provincial departments and provincial public entities to build their capacity for efficient, effective and transparent financial management; • investigating any system of financial management and internal control applied by a provincial department or a provincial public entity; • intervening by taking appropriate steps to address serious or persistent material breach of the PFMA by a provincial department or provincial public entity; • promptly providing any information required by the NT in terms of the PFMA; and • do anything else that is necessary to fulfil its responsibilities effectively.
2	Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA) In terms of Section 5(4) of the MFMA, 2003 (Act 56 of 2003), PT must, inter alia, monitor compliance with the MFMA by municipalities and municipal entities in the province, and monitor the preparation of municipal budgets, the monthly outcomes of these budgets, and the submission of reports by municipalities as required in terms of the MFMA. PT may assist municipalities in the preparation of their budgets; exercise any powers, and perform any duties delegated to it by the National Treasury in terms of the MFMA; and take the appropriate steps if a municipality or municipal entity in the province commits a breach of the MFMA. Additional duties and responsibilities for Provincial Treasuries are also created through MFMA Circulars issued by National Treasury. For example, MFMA Circular 124 (dated 31 March 2023) creates detailed monthly monitoring responsibilities that PT must perform for the Municipal Debt Relief programme.
3	Annual Division of Revenue Act This Act provides for the equitable division of revenue raised nationally, including conditional grants, amongst the three spheres of government and for incidental matters.

4	Financial Management of Parliament and Provincial Legislatures Act, 2009 (Act 10 of 2009) This Act regulates the financial management of Parliament and provincial legislatures in a manner consistent with its status in terms of the Constitution of the Republic of South Africa.
5	Government Immoveable Asset Management Act, 2007 (Act 19 of 2007) This Act provides a uniform framework for the management of immovable assets that are held or used by, in this case, provincial departments, and aims to ensure the optimal coordination of the use of such immovable assets to achieve departmental service delivery objectives.
6	Intergovernmental Fiscal Relations Act, 1997 (Act 97 of 1997) This Act sets out a process for dividing nationally raised revenue between the national, provincial, and local government sphere in South Africa.
7	Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005) This Act establishes a framework for the national government, provincial governments, and local governments to promote and facilitate intergovernmental relations; provides for mechanisms and procedures to facilitate the settlement of intergovernmental disputes; and provides for related matters.
8	Public Audit Act, 2004 (Act 25 of 2004) as amended This Act provides assistance to the Auditor-General's Office to recover outstanding audit fees and to appropriately respond or intervene on matters arising from audit reports and provides for related matters.
9	Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000) This Act provides the Treasury with a regulatory framework for enabling and assisting departments to develop and implement a preferential procurement system to benefit historically disadvantaged individuals (HDI).
10	Provincial Tax Regulation Process Act, 2001 (Act 53 of 2001) This Act regulates the intergovernmental process that must be followed by provinces in the exercise of their power in terms of Section 228 of the Constitution to impose taxes, levies and duties, and flat-rate surcharges on the tax bases of any tax, levy or duty imposed by national legislation, and provides for related matters.
11	Public Service Act, 1994 (Act 103 of 1994) as amended This Act provides for the organisation and administration of PT and for human resource management, which includes the regulation of conditions of employment, terms of office, discipline, retirement, and discharge of PT staff members.
12	Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013) (SPLUMA) This Act establishes a framework for coordinated and inclusive spatial planning and land use management across all spheres of government in South Africa.
13	Annual Western Cape Appropriation Act This Act provides for the appropriation of money from the Western Cape Provincial Revenue Fund (PRF) for the requirements of the Province of the Western Cape and provides for related matters.
14	Western Cape Adjustments Appropriation Act(s) (Annual) This Act appropriates adjusted amounts of money from the Western Cape PRF for the requirements of the Province of the Western Cape and provides for related matters.
15	Western Cape Direct Charges Act, 2000 (Act 6 of 2000) as amended This Act provides for the withdrawal of state moneys from the Western Cape PRF, as a direct charge, in accordance with the Constitution of the Republic of South Africa, 1996, the Constitution of the Western Cape, 1997; and the PFMA, 1999.
16	Western Cape Gambling and Racing Act, 1996 (Act 4 of 1996) as amended This Act provides regulatory prescripts to support the Member of the Executive Council (MEC) responsible for the Act to ensure sound financial administration by the Western Cape Gambling and Racing Board (WCGRB) and regulates gambling activities in the Western Cape.
17	Promotion of Administrative Justice Act, 2000 (Act 3 of 2000) ("PAJA") This Act ensures that everyone has the right to lawful, reasonable and procedurally fair administrative action. It does so by instructing how administrative powers allocated to administrators must be exercised.

The following policies and strategies are particularly important for PT's strategy:

Policy mandates

1	2030 Agenda for Sustainable Development (Sustainable Development Goals) This global framework, adopted by South Africa, sets key sustainable development goals. PT aligns its strategy with these goals, especially those related to economic growth, social development, and environmental sustainability. It provides a broader context for its activities and helps measure its impact on sustainable development.
2	Africa Agenda 2063 Goals These continental goals are vital for South Africa's strategic positioning within the African context. PT considers how its actions contribute to the development and economic integration of the African continent.
3	Budget Prioritisation Framework This framework is directly linked to the allocation of resources. It guides how the available funds are allocated to achieve the government's priorities, which is central to PT's role in managing financial resources.
4	National Evaluation Policy Framework (2011) Evaluation is critical for assessing the effectiveness of government programs. PT can use this framework to ensure that its strategic initiatives are rigorously evaluated, which is crucial for making informed decisions and improving performance.
5	Policy Framework for the Government-Wide Monitoring and Evaluation System (2005) This framework sets the foundation for monitoring and evaluation (M&E) across government. It's essential for PT to participate in this system to ensure that its strategies are monitored effectively and evaluated for impact.
6	Revised Framework for Strategic Plans and APPs (2019) This framework guides government departments in preparing their strategic plans and APPs. PT aligns its strategy with these guidelines to ensure cohesion and integration within the government's broader planning processes.
7	Human Resource Development Strategy of South Africa 2010 – 2030 A skilled and motivated workforce is vital to the success of PT's strategy. Aligning with this strategy can help attract, develop, and retain the necessary talent to implement its initiatives effectively.

These policies and strategies provide the contextual and operational framework within which PT's strategy functions. They guide resource allocation, evaluation, and the development of a capable workforce, all of which are essential for the success of its strategic objectives.

2. Institutional policies and strategies

The following national and provincial planning frameworks play an important role in shaping and influencing PT's strategy and for steering the work that PT does.

1	National Development Plan 2030 The NDP provides a long-term vision for the country's development. PT aligns its strategic objectives with the goals and targets outlined in this plan to contribute to the nation's development aspirations.
2	National Development Plan Five-Year Implementation Plan This plan outlines specific short- to medium-term actions to achieve the NDP's objectives. PT considers these implementation plans when setting its strategic priorities for the coming years.
3	Medium-Term Development Plan 2025 - 2030 The MTSF sets out the government's strategic priorities for the medium term. PT integrates its strategies to support and align with these national priorities to ensure cohesion and synergy in government actions.
4	Spatial Development Frameworks These frameworks guide spatial planning and development. PT must consider them in its strategy, especially if they aim to support specific areas or regions within the province.

5	Provincial Strategic Plan 2025 - 2030 The provincial plan outlines the strategic priorities for the Western Cape. PT's strategy closely aligns with this plan, focusing on how it can contribute to the province's development and objectives.
6	OneCape2040 This regional development plan has long-term goals for the Cape region. PT ensures that its strategies complement the goals of OneCape2040 to support regional development and growth.
7	The Growth for Jobs Strategy (G4J) sets out a comprehensive, challenging and ambitious goal for the Western Cape to grow its economy by between 4 and 6% by 2035. It is centred on systemic solutions that address key binding constraints and an enabling environment for the private sector that accelerates our economic growth. Through PT's role as an enabler and reliable partner, the department gives effect to the G4J strategy through prioritising its delivery as part of the Policy, Planning and Budgeting process and spearheads key interventions in the areas of infrastructure, procurement and SCM as well as energy.

Incorporating these planning frameworks into the strategy allows PT to work cohesively with national and provincial development priorities, ensuring financial management efforts contribute to broader socioeconomic development and alignment with government objectives.

3. Overview of the MTDP 2024 - 2029

The Medium-Term Development Plan (MTDP) 2024 - 2029 serves as the five-year strategic plan for South Africa's 7th Administration under the Government of National Unity (GNU), established following the 29 May 2024 general elections. It functions as the implementation framework for the National Development Plan (NDP): Vision 2030, ensuring alignment with national goals while emphasising economic growth and development outcomes.

The MTDP replaces the Medium-Term Strategic Framework (MTSF) and prioritises fewer, high-impact interventions to achieve measurable results. Approved by Cabinet Lekgotla on 29 January 2025, the plan is structured around three core strategic priorities:

1. Inclusive Growth & Job Creation (Apex priority) – driving economic interventions across all spheres of government.
2. Reducing Poverty and Addressing the High Cost of Living – ensuring social protection and economic inclusion.
3. Building a Capable, Ethical and Developmental State – enhancing governance, law and order, and enabling infrastructure.

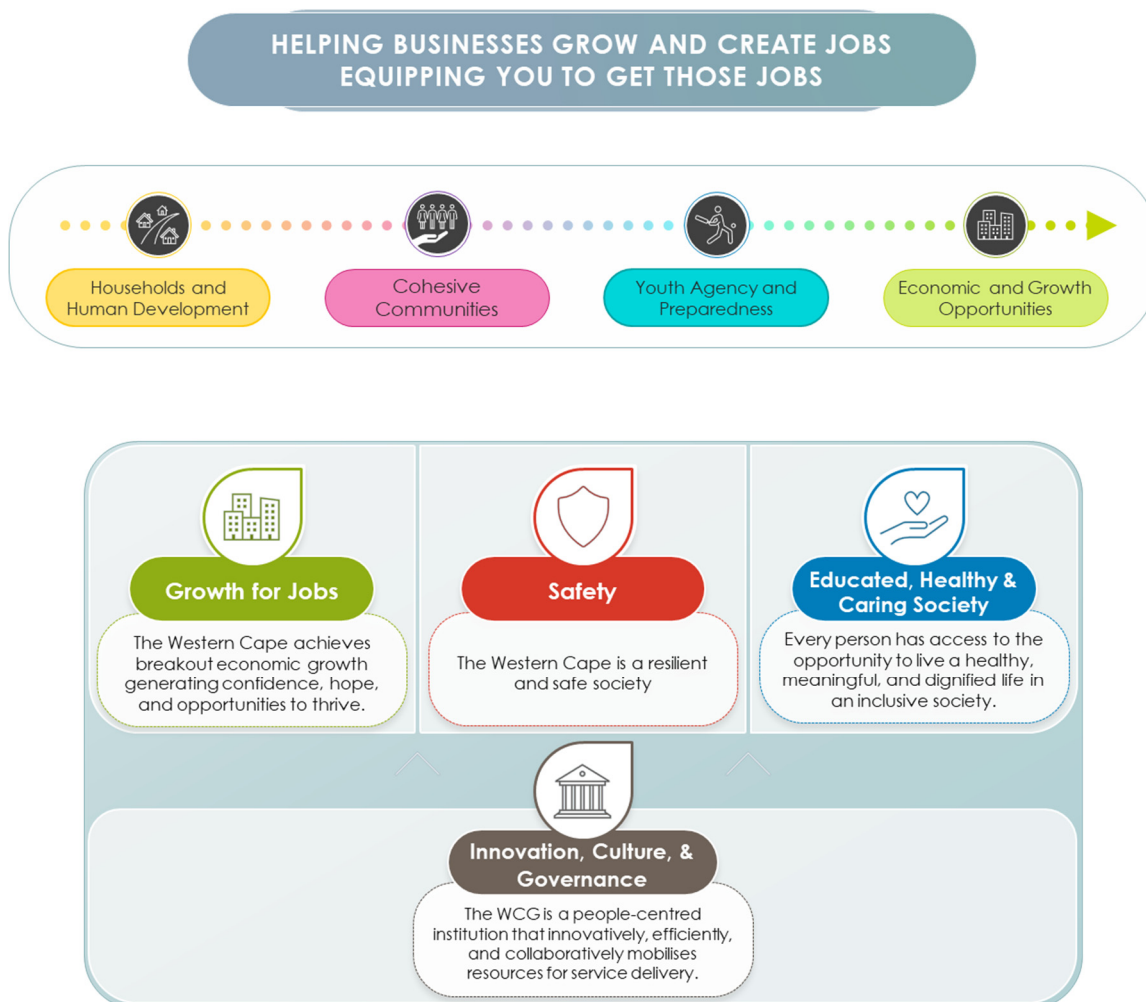
The WCG aligns its strategies with the MTDP's priorities while maintaining its own provincial mandates through the PSP and the Provincial Strategic Implementation Plan (PSIP).

- **Economic Growth and Job Creation:** WCG will contribute through provincial economic policies, investment attraction, skills development, and infrastructure projects that support the national focus on inclusive growth.
- **Poverty Reduction and Social Interventions:** WCG's social development programmes, health initiatives, and education reforms will align with the national emphasis on lowering the cost of living.
- **Building a Capable State:** The WCG's governance innovation, service delivery efficiency, and regulatory frameworks will support the national goal of strengthening institutional capacity and ethical leadership.

3.1 Provincial Strategic Plan (PSP) 2025 - 2030

The PSP 2025 - 2030 outlines the WCG's strategic priorities and goals for the next five years. It serves as an overarching framework for government action, focusing on people-centred outcomes that drive meaningful change for residents.

Overview of PSP 2025 - 2030



Provincial Portfolios

The implementation of the PSP is driven by four Provincial Portfolios. These portfolios are clusters of departments that provide strategic direction and coordinate efforts to implement programmes aligned with the WCG's key priorities. These priorities span economic, safety, social, and institutional policy domains.

Each portfolio monitors and steers high-priority projects and programmes, ensuring a cohesive and coordinated approach to achieving shared outcomes. Departments contribute to one or more portfolios by implementing targeted interventions that support the intended impact of each portfolio.

The four strategic portfolios are:



Growth for Jobs

The Western Cape achieves breakout economic growth generating confidence, hope, and opportunities to thrive.



Educated, Healthy, and Caring Society

Every person has access to the opportunity to live a healthy, meaningful, and dignified life in an inclusive society.



Safety

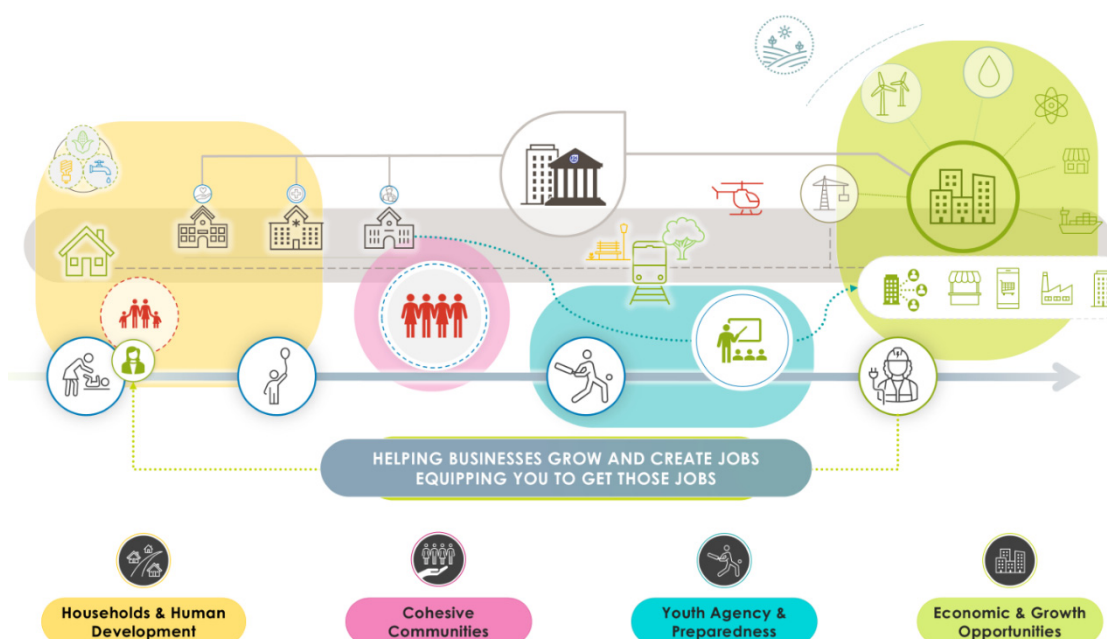
The Western Cape is a resilient and safe society.



Innovation, Culture, and Governance

The WCG is a people-centred institution that innovatively, efficiently, and collaboratively mobilises resources for service delivery.

Integrated Impact Areas



To maximise the effectiveness of government interventions, the PSP follows a life course and systems approach. This ensures that policies and programmes consider the needs and responsibilities of residents from childhood to old age, ensuring government services to be structured accordingly.

The PSP promotes an integrated approach, where departments and entities work together towards the Integrated Impact outlined for each of the four life-course areas.

These integrated impact areas are:

Households and Human Development	Creating safe, healthy environments that promote lifelong development and self-sufficiency.
Cohesive Communities	Strengthening social ties to build safe, caring, and resilient communities.
Youth Agency & Preparedness	Empowering young people with the skills and opportunities to participate in society, access economic opportunities, and continue learning.
Economic & Growth Opportunities	Expanding economic opportunities and fostering confidence, hope, and prosperity.

In addition, two transversal areas address broader structural and environmental factors that shape service delivery and enable people across all life stages:

Resource Resilience	Creating safe, healthy environments that promote lifelong development and self-sufficiency.
Spatial Transformation, Infrastructure, and Mobility	Strengthening social ties to build safe, caring, and resilient communities.

4. Relevant court rulings

The following court rulings impact PT during the 2025 – 2030 Strategic Plan period. These rulings have significant implications for operations and service delivery across the province:

Agribusiness NPC v Minister of Finance

In *Agribusiness NPC v Minister of Finance* (1050/2019) [2020] ZASC 140, the Supreme Court of Appeal (SCA) held that the Minister's promulgation of procurement regulations, specifically Regulation 3(b), Regulation 4, and regulation 9, was unlawful. These regulations related to pre-qualification criteria for tenders and subcontracting conditions.

The SCA declared the entire set of Procurement Regulations invalid, as the Minister had exceeded the regulatory powers granted under Section 5 of the Procurement Act and Section 217 of the Constitution. This declaration of invalidity was suspended for 12 months, ending on 2 November 2021.

As a result, organs of state are now required, in terms of Section 217(2) of the Constitution, to ensure that procurement processes adhere to the principles of fairness, equitability, transparency, competitiveness, and cost-effectiveness.

This ruling necessitates that all government departments establish their own preferential procurement policies in accordance with the PPPFA, 2000 (Act 5 of 2000). To address these regulatory changes, Cabinet Minute 544 of 2022 initiated a technical review for the province, leading to the establishment of workgroups to develop a value-driven procurement system. PT is fully aligned with this approach.

H & I Civil & Building (Pty) Ltd and Another v City of Cape Town and Others (59/24) [2024] ZAWCHC 329 (18 October 2024):

This case reaffirmed the City of Cape Town's preferential procurement scoring system, which promotes economic transformation through procurement policies. The Western Cape High Court ruled that the City's system, which allocates preference points based on ownership by historically disadvantaged groups-is lawful, rational, and aligned with constitutional and legislative mandates, including Broad-Based Black Economic Empowerment (B-BBEE).

This decision upholds procurement as a tool for promoting inclusivity and addressing historical inequalities.

Sun West International (Pty) Ltd & Worcester Casino (Pty) Ltd vs Western Cape Gambling and Racing Board & Provincial Minister of Finance (Western Cape):

A casino operator applied for a Declaratory Order in the Western Cape High Court confirming, amongst other things, that Free Play credits do not constitute a "drop" for the purpose of computing adjusted gross revenue and do not form part of the taxable revenue under Section 64 of the Act, read with Schedule III, citing the WCGRB and the Provincial Minister for Finance, Western Cape, as Respondents. Furthermore, the Applicant sought that the Court direct, should it determine that the Applicants have indeed paid taxes that are not due based on the legal argument before the Court, any overpayment of taxes to be refunded or set off against the Applicants' future tax liabilities. Judgment was delivered on 29 April 2020 in favour of the Applicant, with the Court holding that Free Play does not constitute part of the "drop" for purposes of computing adjusted gross revenue and does not form part of taxable revenue under the terms of Section 64 of the Act, read with Schedule III. The WCGRB was ordered to set off the overpaid taxes against the Applicant's future tax liabilities accruing in terms of Section 64 of the Act. The WCGRB and the Minister were granted leave to appeal to the SCA, and judgment was granted in favour of the WCGRB. The

Applicants filed a Notice of Application for Leave to Appeal to the Constitutional Court, which was granted. The matter was argued in Court on 4 February 2025, and the WCGRB and the Provincial Minister for Finance are awaiting judgment.

Garden Route Casino (Pty) Ltd, Tsogo Sun Caledon (Pty) Ltd and West Coast Leisure (Pty) Ltd v Premier of the Western Cape et al, Case No. 24453/18

The Applicant applied for a Declaratory Order declaring, amongst other things, certain paragraphs of the Western Cape Gambling and Racing Policy Determinations, 1997, ultra vires, invalid and of no force and effect and that the WCGRB was competent to consider and determine an application under section 41(2) of the Act for a casino operator licence to be amended to permit the holder of the licence to perform its licensed activities in the Cape Metropole. The Court delivered judgment on 2 July 2021 and set aside clause 1.1(b) of the Policy Determinations, which introduced the regional exclusivity for the five casinos in the province, as invalid and of no force and effect. The Court further held that clauses 1.1(c) and 1.1(d) of the Policy Determinations were no longer operative due to the effluxion of time and that the WCGRB was not bound by them. Furthermore, the Court confirmed that the WCGRB was competent to consider an application under section 41(2) of the Act and directed the WCGRB to consider an application brought by one of the applicants in terms of section 41(2) of the Act.

5. Changes in Legislation Affecting PT Mandate

Public Procurement Act, 2024 (Act 28 of 2024)

On 13 August 2024, National Treasury issued a statement confirming that the Public Procurement Act, 2024 (Act No. 28 of 2024) was approved on 23 July 2024, but has not yet come into force. The Act will be implemented in phases via proclamations in the Government Gazette, allowing for different dates for different categories of procuring institutions. Certain sections, like the repeal of the PPPFA, will take effect with specific regulations. These regulations, which require consultations and parliamentary review, are essential before key provisions can be implemented. Until then, the current procurement framework under existing laws remains in place.

The WCG has raised serious constitutional concerns about this Act, 2024 (Act 28 of 2024). Despite multiple urgent requests for engagement, neither the National Treasury (NT) nor Parliament have sufficiently addressed the following key issues:

- Constitutional Flaws in Legislative Process: The WCG highlights that material changes were made to the Bill without adequate public participation, contravening Section 59 of the Constitution. This failure could undermine transparency and inclusivity in legislative processes.
- Centralisation of Procurement: The Act establishes the national Public Procurement Office (PPO), issuing binding instructions that undermine provincial and local government autonomy under Section 217 of the Constitution, which grants organs of state the authority to develop their own procurement policies.
- Preferential Procurement Overreach: The Act imposes mandatory preferential procurement measures, overriding the constitutional discretion of organs of state to design policies suited to their specific needs. This centralisation is seen as an overreach by the national government, diminishing local decision-making capacity.

- **Economic and Financial Risks:** The WCG argues that the Act's implementation could significantly undermine provincial and municipal finances, exacerbating fiscal challenges without a proper socio-economic analysis. In the current economic climate, enforcing these measures could worsen the financial strain on already struggling institutions.
- **Call for Consultation:** The WCG, along with other legal and governance experts, continues to request urgent consultation with the NT and other stakeholders to resolve these issues. Failure to address the constitutional concerns before implementing the Act, particularly the draft subordinate legislation, could lead to legal challenges, potentially delaying procurement reform.

If these constitutional concerns remain unaddressed, the WCG may pursue legal action to challenge the Act's constitutionality before its implementation.

Western Cape Gambling and Racing Act, 1996 (Act 4 of 1996) as amended

This Act provides regulatory prescripts to support the Member of the Executive Council (MEC) responsible for the Act in ensuring sound financial administration by the WCGRB and regulates gambling activities in the Western Cape. The Act will be amended through the introduction of the 20th Amendment Gambling and Racing Bill/Act. A Green Paper and White Paper will be developed with the aim of overhauling the principal act.

Public and Municipal Finance Management Act

Towards the conclusion of the previous administration, significant progress was made in updating the PFMA and the MFMA. These updates, now at an advanced stage of completion, are poised to introduce substantial changes that will have a far-reaching impact on the operations of PT over the next five years.

The anticipated amendments aim to strengthen financial governance by tightening controls and enhancing accountability across all spheres of government. These changes are expected to address existing gaps in financial management practices, ensuring greater transparency, efficiency, and compliance with financial norms and standards. Additionally, the updates will grant treasuries expanded administrative powers, enabling them to play a more proactive and authoritative role in overseeing financial management and resource allocation. PT will actively participate in the consultation processes on the legislation to help to strengthen these reforms.

Once the amendments are assented to by the President, PT will carefully unpack and implement the changes, ensuring alignment with its strategic objectives and operational frameworks. These reforms will not only reinforce PT's mandate to drive sound financial governance but also position it as a more agile and responsive enabler of service delivery. By embracing these changes, PT will continue to uphold its commitment to fostering fiscal discipline, promoting accountability, and delivering value to the residents of the Western Cape.

STRATEGIC FOCUS



PART B

PART B: OUR STRATEGIC FOCUS

Our Vision

A responsive and inclusive Treasury that enables positive change in the lives of residents in the Western Cape.

Our Mission

Resident-Centred Governance: Promote resident-centred governance through strategic partnerships, collaboration, and accountability.

Sustainable Service Delivery: Enable sustainable service delivery through integrated management systems and efficient resource mobilisation to enhance efficiency and value for money.

Innovation and Adaptability: Drive innovation and adaptability to improve public sector capacity, good governance, and financial stewardship.

Our Values

The core values of the WCG, to which Provincial Treasury subscribes, are as follows:



Caring



Competence



Accountability



Integrity



Innovation



Responsiveness

1. Situational analysis

PT adopted a structured, multi-dimensional approach to develop the 2025 - 2030 strategic framework and the 2025/26 fiscal year plan. This process began with comprehensive planning workshops and engagements, establishing a foundation through a review of past performance, priority setting, and risk management. A situational analysis provided insights into both external and internal environments, leveraging tools to assess social, economic, fiscal, and demographic trends. Strategic priorities were aligned with national and provincial frameworks, including the Medium-Term Development Plan (MTDP) and the PSP, ensuring integrated and impactful outcomes.

PT remains committed to driving service delivery to unprecedented levels of excellence. Through a strategic and multi-faceted approach, PT aims to facilitate transformative change, enhancing the WCG's capacity to deliver seamless, efficient, and responsive public services. The situational analysis plays a crucial role in this endeavour, offering a comprehensive understanding of the factors shaping PT's operating landscape. By thoroughly examining prevailing trends, PT gains valuable insights to inform decision-making and strengthen its strategic direction.

Building on past successes, PT is well-positioned to navigate current and future complexities. By replicating key achievements and proactively addressing areas for improvement, PT establishes a strong foundation for sustainable progress. Its commitment to effective governance and fiscal responsibility is underscored by a risk-based approach that anticipates and mitigates potential challenges, safeguarding the financial stability and resilience of the WCG.

Through this comprehensive strategic planning process, PT is poised to elevate service delivery to new heights. With a focus on evidence-based decision-making, adaptability, and a relentless pursuit of excellence, PT is transforming how residents of the Western Cape experience public services.

2. External Environment Analysis

2.1 Socio-economic Context

The socio-economic context of the Western Cape is deeply intertwined with both the global and national economic landscapes. Globally, the economy has demonstrated resilience, with an estimated growth of 3.2 per cent in 2024, projected to rise slightly to 3.3 per cent in 2025. However, this remains below historical averages due to high interest rates linked to rising inflation, reduced fiscal support, and geopolitical tensions.

South Africa's economic landscape remains constrained, with low growth rates and high public debt levels. In the second quarter of 2024, the South African economy expanded by 0.4 per cent primarily driven by 1.3 per cent in the finance sector. Conversely, the agricultural and transport sectors made negative contributions to growth. Structural challenges such as energy supply shortages, rising electricity costs, port and rail inefficiencies, fiscal constraints, and high interest rates continue to undermine medium-term growth prospects. Despite these challenges, the economy is projected to expand by 1.0 per cent in 2024 and 1.6 per cent in 2025. Recent positive developments in South Africa's growth outlook include improved investor sentiment and reduced long-term government borrowing costs. Key factors driving this anticipated growth include improved sentiment, lower inflation, reduced borrowing costs, better energy availability, and alleviation of rail and port disruptions.

The national budget is focused on ensuring macroeconomic stability, implementing structural reforms, and strengthening state capacity to promote growth. Since 2015/16, significant reductions allocations to national, provincial, and local governments were made to support bailouts for State-Owned Entities (SOEs)

along with paying for increased borrowing. These cuts have particularly impacted infrastructure spending and essential services, leading to a substantial backlog in infrastructure maintenance across all levels of government. Debt-service costs remain a heavy burden on public finances, highlighting the importance of a disciplined fiscal approach.

In the 2023/24 fiscal year, the national government achieved its first primary budget surplus since the 2008 global financial crisis. The government's aim is to stabilise debt by 2025/26, with plans to reduce the consolidated budget deficit from 4.9 per cent of GDP in 2023/24 to 3.3 per cent in 2026/27.

Debt-service costs are expected to peak in 2025/26, consuming about one-fifth of government revenue, a greater share than what is allocated to basic education, social protection, and health.

The government's fiscal strategy aims to balance spending restraint with moderate revenue growth to sustain the social wage and critical public services. However, tax revenue is projected to be lower than previously expected, primarily due to declining corporate tax revenues from the mining sector and increased VAT refunds. Despite these setbacks, personal income tax, fuel levies, and "sin taxes" are expected to boost revenue.

Key reforms are underway to improve the performance of state-owned enterprises, such as Eskom and Transnet, as well as municipalities, under Operation Vulindlela. Efforts to encourage private sector investment in energy generation and freight rail efficiency, alongside the establishment of the National Water Resources Infrastructure Agency (WRIA), are expected to enhance economic growth and improve service delivery.

South Africa's fiscal strategy focuses on stabilising the economy through disciplined management and strategic spending aimed at promoting growth and building a foundation for future prosperity.

The socio-economic landscape of the Western Cape is characterised by a blend of opportunity and challenge. As one of South Africa's most economically developed provinces, it boasts a diverse economy ranging from agriculture and tourism to advanced manufacturing and finance sectors.

The Western Cape economy has expanded by 9.1 per cent over the past decade (2014 - 2023), translating to an average annual growth rate of 0.9 per cent. The finance sector contributed the largest share of growth (0.7 percentage points), while the community services, government, transport and agriculture sectors each contributed 0.1 percentage points.

Weak logistical networks and deteriorating public transport systems have constrained economic potential. The Cape Town Port, ranked as the worst - performing port globally according to the Container Port Performance Index, has further deteriorated. Railway transport, once the backbone of public transit, has suffered from underinvestment and vandalism, with daily ridership declining from 600 000 in previous years to fewer than 50 000 by 2023, leaving key rail lines non-operational.

Despite previous challenges, loadshedding has significantly decreased since 2024 due to improved reliability of the generation fleet. According to Eskom, sustained generation performance has led to the suspension of loadshedding. Additionally, new Geographical Information Systems (GIS) data indicates that as of May 2024, an estimated 835 MW of solar PV capacity had been installed across the Western Cape, with 220 MW registered as small-scale embedded generation (SSEG) within municipalities.

While the Province has shown a strong recovery from the COVID-linked recession, national structural challenges such as energy and logistics, especially at the Port of Cape Town persist. – PERO 2024

Between 2014 and 2023, the Western Cape recorded cumulative export growth of 106.9 per cent, driven primarily by the agricultural sector, which saw a 190.7 per cent increase. The manufacturing sector also experienced notable export growth of 56.7 per cent. The tourism industry has rebounded strongly following the COVID-19 pandemic, with the Western Cape experiencing a substantial growth in tourism over the 2023/24 festive season. Between January 2021 and April 2024, international tourist arrivals surged by 1 058 per cent, peaking at 114 897 visitors in February 2024. Domestic tourism also grew substantially, with 3.8 million trips recorded in 2023 - an impressive 330 per cent increase from 2021. The continued expansion of Cape Town International Airport's flight routes further supports this recovery.

However, the province still faces significant inequalities, unemployment, and persistent poverty, particularly in urban informal settlements and rural areas. With a population of approximately 7.5 million, including a growing youth demographic, targeted educational and employment initiatives remain crucial. Demand for public services continues to rise, necessitating strategic resource allocation.

As the custodian of fiscal resources, PT plays a pivotal role in ensuring efficient, equitable, and effective allocation of funds across critical sectors such as education, healthcare, and infrastructure. By prioritising evidence-based policies and strategic investments, PT aims to foster economic development, enhance service delivery, and improve the quality of life for all residents of the Western Cape.

2.2 Population Dynamics and Trends affecting Public Policy

Population dynamics in the Western Cape significantly influence economic development and public policy decisions. Factors such as population growth, age distribution, and migration patterns impact both economic performance and social development outcomes. Rapid population growth places pressure on public services and infrastructure, increasing the need for investments in healthcare, education, and housing. Policymakers must ensure efficient resource allocation to meet the demands of this growing population.

Population growth has significant implications for provincial funding and resource allocations, as the Provincial Equitable Share (PES) funding, a key source of funding for essential services, is partially influenced by population size.

The 2024 PERO indicates that between 2015 and 2024, the Western Cape's population grew by 1.241 million people or 19.6 per cent, second only to Gauteng (which grew by 3.056 million people or 23.7 per cent) followed by KwaZulu-Natal (1.337 million or 12.2 per cent). This growth trend is driven by both natural populations increase and in-migration, as many view the province as offering better job opportunities, quality service delivery, and an improved quality of life. Over the next decade, the Western Cape is projected to accommodate an additional 1.196 million people.

Net in-migration is a key driver of population growth in the Western Cape. Gauteng and Western Cape provinces received the highest number of in-migrants, while the Eastern Cape and Limpopo provinces experienced the largest outflow of migrants. The number of international migrants entering provinces was highest in Gauteng followed by the Western Cape. Between 2022 and 2026, net migration is expected to account for 51.2 per cent of the total population growth in the Western Cape. This requires careful planning, as in-migration places additional strain on urban infrastructure, exacerbates economic inequality, and presents environmental and social challenges.

Between 2013 and 2022, the number of people in the Western Cape living below the lower-bound poverty line increased, peaking at 3.7 million people in 2020. Poverty rates fluctuated during this period, with a spike in 2018 and 2020 due to the COVID-19 pandemic. Despite some decline post-2020, poverty levels remain high, ranging between 51 per cent and 53 per cent, highlighting the need for sustained and

effective interventions. Income inequality has marginally improved in the Western Cape, with the Gini coefficient declining from 0.66 in 2002 to 0.59 in 2022. However, poverty and inequality remain persistent challenges, influenced by factors such as the legacy of apartheid, unemployment, wage disparities, and unequal access to education and services.

While South Africa's social protection system provides relief, structural economic challenges and governance inefficiencies continue to hinder significant progress.

Both South Africa and the Western Cape have experienced steady improvements in Human Development Index (HDI) scores over the past two decades. The Western Cape consistently outperforms the national average. However, sustaining HDI growth requires a mix of fiscal, monetary, environmental, and governance policies to ensure long-term development and human capital investment.

2.3 Background information on the demand for services

PT is strategically positioned as both an enabler and a reliable partner in responding to rising service demands. PT must navigate significant fiscal pressures due to weak economic growth, rising unemployment, and rapid population expansion. These challenges are compounded by insights from the annual PERO, which underscore the need for adaptive financial management and strategic resource allocation to meet the diverse needs of government departments and municipalities.

To address these challenges, PT emphasises collaboration with municipalities and businesses, promoting responsive financial governance and optimised resource allocation. This approach aligns with PT's commitment to being a reliable partner in service delivery. PT's financial and governance expertise is crucial in implementing data-driven solutions and adapting to evolving priorities, such as those outlined in the PSP 2025 - 2030. By leveraging digital transformation and innovative budgeting tools, PT aims to address socio-economic challenges like unemployment and an aging population, ensuring that service delivery remains impactful and sustainable.

Additionally, PT must navigate the complexities of a changing economy influenced by global trends, technological advancements, and the ongoing impacts of climate change, all of which require adaptive and forward-thinking fiscal strategies. Emphasis should be placed on sustainable development and the need for resilience in the face of economic shock. Government assistance is required for large scale projects to ensure that micro-economic and macroeconomic benefits are realised.

PT's strategic objectives must align with these emerging priorities, ensuring that fiscal policies support not only immediate economic recovery but also long-term sustainability. This includes promoting green finance, enhancing public-private partnerships, and leveraging innovative financing mechanisms to address the pressing socio-economic challenges facing the province. By doing so, PT can position itself as a leader in driving transformative change and fostering an inclusive economy that benefits all residents of the Western Cape.

2.4 Use of spatial information to guide planning

Looking beyond traditional budgeting approaches, PT is embracing "spatial budgeting" as a cornerstone of the 2025 Medium Term Expenditure Framework (MTEF). Instead of a one-size-fits-all solution, spatial budgeting allows for tailored strategies. PT actively engages with municipalities and other agencies to understand their specific requests and then seeks to align the budget accordingly. This allows resources to be allocated efficiently, maximising the reach and spatial impact of public investments.

This data-driven and resident-centric approach perfectly aligns with PT's vision for 2030: to be an enabler and reliable partner. By actively listening to community needs - as collected by municipalities and

departments - and collaborating with local stakeholders, PT empowers municipalities and departments, promoting sustainable service delivery that directly benefits residents.

Moving beyond simply allocating funds to services, spatial budgeting represents a transformative shift in resource management, ensuring services are available in the places where people live and work. It's a commitment to ensuring every rand translates into tangible improvements in the lives of Western Cape residents, paving the way for a brighter and more inclusive future.

2.5 Macro risks impacting the performance environment and mechanisms to address the challenges over the planning period

PT operates in a complex and challenging environment, marked by several macro-level risks that significantly impact its operations and fiscal management. Effectively identifying, mitigating and managing these risks is crucial to ensuring financial stability, sound governance and efficient resource allocation.

To remain responsive to the needs of residents, PT's governance approach should adopt a risk-based strategy, to proactively manage provincial risks. This includes long-term water security, long-term energy security safety of residents, slow economic growth at national level and specifically in the Province and failure to adequately respond to climate change.

Fiscal Constrained environment

A tight fiscal environment continues to pose challenges, with reduced national allocations stemming from wage settlements, revenue shortfalls, rising borrowing costs, and liquidity constraints. To navigate these pressures, PT actively engages with National Treasury and the Presidency at both administrative and political levels. Internally, PT categorises departments based on compensation liabilities and works closely with key departments such as Health, Education, and Social Development to develop service delivery strategies within budgetary constraints over the medium term. Additionally, limited national planning horizons and fiscal unpredictability create substantial uncertainty, requiring adaptive financial strategies to enhance provincial resilience.

PT proactively monitors and manages fiscal risks at the municipal level by implementing enhanced in-year monitoring mechanisms. Through monthly financial assessments, PT identifies at-risk municipalities and their financial vulnerabilities, enabling timely interventions and targeted guidance. This proactive oversight approach supports fiscal sustainability and reinforces accountability and transparency in municipal financial management.

The evolving landscape of SCM, compounded by regulatory uncertainties, introduces risks in procurement and tendering processes. The implementation of the Public Procurement Act and proposed legislative amendments, raise significant governance concerns. On 23 February 2024, the WCG submitted comments to the Select Committee on Finance and the National Council of Provinces urging reconsideration of the then Public Procurement Bill [B18B-2023] to address critical issues, including:

- Centralisation of Authority: Concerns regarding the concentration of procurement authority within a national Public Procurement Office (PPO) potentially undermining sub-national autonomy.
- Transparency and Oversight: Insufficient mechanisms to accountability, transparency and public oversight.

- Procurement and Financial Regime Disconnect: Potential disconnect between procurement processes and the financial management structures as envisaged under section 216 of the Constitution.
- Regulatory Complexity: Expansion of procurement regulation that may counteract simplification efforts.
- Local Content Provisions: Risk of delays and cost escalations in infrastructure projects due to rigid requirements.
- Dispute Resolution Process: Overly complex mechanisms that may hinder timely resolutions.
- Scope of Preferential Procurement: Overextension beyond necessary frameworks.

The WCG emphasises the need for a balanced procurement framework that ensures value for money, streamlined procedures, transparency, and effective implementation of e-procurement integration with the financial management system. This must be achieved while safeguarding the operational efficiency of sub-national entities. PT continues to advocate for urgent consultations with National Treasury, warning that unresolved constitutional concerns could result in legal challenges, governance risks, and service delivery disruptions.

Extreme weather events place significant strain on municipal SCM units, necessitating rapid emergency procurement with limited regulatory clarity. In response, PT is actively engaging municipalities to develop a Municipal Emergency Procurement Toolkit, aimed at ensuring efficient access to urgently required commodities, while mitigating the risk of irregular expenditure. Given the increasing frequency of climate-related emergencies, a responsive, and well-aligned procurement framework is essential for enhancing resilience, fiscal discipline, and governance effectiveness across all levels of government.

The Public Procurement Act's uniform procurement policy poses a risk to localised economic development strategies by centralising decision-making. Additionally, stringent qualification requirements for SCM practitioners have reduced the available talent pool, exacerbating capacity shortages. Many municipalities are now forced to rely on neighbouring jurisdictions for procurement support. This dynamic dilutes operational effectiveness and prolongs procurement cycles, further complicating municipal service delivery.

To address these challenges, PT is prioritising:

- Capacity-Building Initiatives: Investing in tailored training programs to equip procurement officials with essential skills.
- Legislative Engagement: Advocating for amendments that align procurement requirements with local needs.
- Resilience-Driven Procurement Strategies: Enhancing emergency procurement frameworks to ensure responsiveness amid climate-related and fiscal challenges.

The WCG remains committed to strengthening governance, optimising procurement efficiency, and preserving provincial autonomy within the evolving regulatory environment. Through proactive engagement, strategic oversight, and investment into capacity building, PT ensures that procurement practices support sustainable service delivery, economic development, and fiscal resilience in the Western Cape.

Local Government Landscape: Key Challenges & Risks

Municipalities operate in a complex environment shaped by fiscal, economic, environmental, and governance challenges, all of which threaten their long-term financial sustainability. A major challenge is the lack of revenue diversification. Many municipalities rely heavily on a narrow set of income sources, particularly trading services income and government grants. This over-reliance makes them vulnerable to economic fluctuations and shifts in population dynamics. Furthermore, revenue collection inefficiencies continue to exacerbate financial pressures. Municipalities struggle with billing system inefficiencies, weak enforcement of financial controls, and consumer affordability constraints. To improve financial health, municipalities must enhance consumer education and engagement and strengthen enforcement measures to boost payment compliance and reduce outstanding debt.

In addition to these immediate concerns, municipalities face rising operational costs and aging infrastructure, which further strain their financial resources. Employee-related costs continue to rise at a pace that outstrips revenue growth, primarily due to collective bargaining agreements and the demand for skilled professionals. Data also reveals weaknesses in financial management practices, leading to unfunded budgets and operational inefficiencies.

Emerging risks such as rapid urbanisation, political instability, and technological shifts threaten long-term sustainability by straining infrastructure and disrupting planning efforts. Climate change adds another layer of complexity with increased extreme weather events impacting essential services. To respond effectively, municipalities need to adopt innovative financial models, diversify revenue streams, invest in sustainable practices, and strengthen governance frameworks to ensure effective service delivery and restore public trust.

PT supports municipalities in achieving financial sustainability through improved resource management, revenue enhancement, and capacity building, while also intervening when serious financial challenges arise. Efforts will also be placed on fostering inclusive economic growth by enabling investments in infrastructure like roads and energy, supporting local businesses and boosting municipal revenues.

Gambling Revenue

There has been significant growth in gambling revenue since COVID-19, particularly due to the growth in Horse Racing and Betting, the majority of which is contributed by betting on sports. The licence application process followed by the WCGRB is responsive and allows for bookmakers to submit applications as and when viable business opportunities arise. However, this growth could be affected if other provinces catch up with the Western Cape or if license holders shift their operations elsewhere.

2.6 Women, children, youth and people with disabilities

PT plays a pivotal role in advancing gender equality through its leadership in the Western Cape's gender-responsive budgeting (GRB) strategy. By leveraging international expertise and researching best practices, PT ensures the province benefits from global knowledge in designing and implementing an effective GRB strategy.

To secure broad departmental buy-in, PT actively communicates GRB principles through dedicated budget circulars, integrating these principles into department-level budgeting and planning. PT also leads efforts to introduce GRB concepts to departments, fostering support for a "Whole-of-Government" approach. This collective effort aims to achieve full ratification and implementation of the Western Cape's Gender Responsive Planning, Budgeting, Monitoring, Evaluation, and Auditing Framework (GRPBMEAF).

The GRPBMEAF requires commitment from all departments and stakeholders to ensure meaningful improvements in the lives of women and girls across the province. PT actively drives departmental engagement, recognising that collaborative action is essential for tangible change.

Beyond policy, PT champions diversity and inclusion within its own workforce, emphasising gender, race, and physical ability. By continuously enhancing bursary and internship policies, PT attracts and retains a diverse workforce, fostering a culture of inclusion and fairness.

3. Internal Environmental Analysis

PT's internal focus on delivering its mandate and services is critical to executing its priorities and maintaining a leadership role in governance and service delivery. This alignment enables PT to act as an enabler and reliable partner within the provincial and municipal landscape, supporting sound fiscal management and unified service delivery standards.

3.1 Main Services

At the core of PT's functions, as outlined in the PFMA and the MFMA, is the commitment to fostering responsible fiscal and financial governance. This involves promoting efficient and effective financial resource management across the Province, encouraging sound financial practices, and supporting robust service delivery frameworks. The legislative context of section 18 of the PFMA and section 5 of the MFMA, provides for the following services:

- Research, analysis and planning: PT conducts research and analysis that inform the development of the provincial and local governments' budget policy priorities and fiscal frameworks, as informed by the PERO and the MERO as well as the Socio-economic Profile for Local Government (SEP-LG). Furthermore, the Western Cape Medium Term Budget Policy Statement (WC MTBPS) provides the economic, fiscal and policy context within which the medium-term budget will be formulated. Tailored research is being undertaken with the aim of promoting the fiscal sustainability of municipalities and the Western Cape Province. These knowledge products underpin the socio-economic evidence base that supports integrated provincial and municipal planning and budgeting processes.
- Budgeting, monitoring, and reporting: PT monitors and facilitates the coordination of departmental Medium Term Expenditure Committee (MTEC) processes and the Joint District and Metro Approach (JDMA) to promote integration of policy, planning and budgeting among all spheres of government. Furthermore, PT exercises oversight during the municipal budget process through strategic and technical integrated engagements. These efforts culminate in the Overview of the Provincial Revenue and Expenditure (OPRE) and the Estimates of Provincial Revenue and Expenditure (EPRE) publications, associated adjustments estimates and associated documentation.
- MFMA implementation: PT facilitates and coordinates the implementation of the MFMA in municipalities through the Intergovernmental Relations (IGR) coordination between municipalities, provincial and national departments, and other related stakeholders. Furthermore, PT provides limited financial assistance to municipalities to improve overall financial governance within municipalities.
- Monitoring of infrastructure delivery and spending: The Department institutionalises the Framework Infrastructure Delivery and Procurement Management (FIDPM) and Infrastructure Delivery Management System (IDMS) to enhance efficiency in the delivery of infrastructure and value realised through the provincial asset base. Furthermore, PT monitors and performs an assessment of the infrastructure spending and performance of designated departments to ensure credible reporting. These efforts culminate in the Overview of Provincial and Municipal Infrastructure Investment.

- SCM assistance and support: PT is dedicated to upholding and elevating the enduring governance model established over time for both departments and municipalities. Achieving this sustained governance involves extensive collaboration with PT to guide and support departments and municipalities through the external audit process. This collaborative effort is built on fostering robust partnerships with our clients and establishing strong connections with our national counterparts.

In its pursuit of excellence, PT adopts an integrated model aimed at enhancing governance within departments and municipalities, specifically focusing on SCM. This involves fortifying SCM functions through strategic engagement with internal control functions and various financial management disciplines.

Central to PT's support infrastructure are key entities such as the Procurement Client Centre and the provincial and local government SCM helpdesks. These critical components play an indispensable role in providing comprehensive procurement support to all our clients, spanning departments, public entities, municipalities, and suppliers. Their commitment ensures a seamless flow of information and assistance throughout the procurement process.

To further enhance the capabilities of its stakeholders, PT employs a multifaceted approach. This includes targeted training interventions, dynamic procurement conferences, interactive webinars, and engaging SCM forums. These initiatives collectively serve as crucial platforms for knowledge exchange, skill development, and fostering a collaborative ecosystem.

- Financial management systems: In this area, PT is steadfast in safeguarding and enhancing data integrity within financial legacy systems. Concurrently, the integration of business intelligence (BI) tools remains a focal point, aiming to elevate the performance reporting of financial information sourced from diverse financial management systems. This strategic approach persists as PT anticipates the impending implementation of the Integrated Financial Management System (IFMS) by the National Treasury.

PT assumes a pivotal role in managing and upholding user account security across all transversal financial systems. Notably, PT goes beyond mere oversight, providing comprehensive training services to ensure the accurate and optimal utilisation of systems across provincial departments. This proactive engagement ensures that users are well-equipped to harness the full potential of these financial systems.

In a significant stride toward modernisation, PT has established a dedicated data centre. This initiative is geared towards creating a robust PT data store, empowering various components within PT to harness analytical information effectively. The overarching goal is to facilitate informed decision-making and intelligence gathering through the strategic use of data. This deliberate investment in data infrastructure underscores PT's commitment to staying at the forefront of technological advancements in financial management.

- Governance: PT intensified delivery of services to achieve maximum impact and continuously looked at the applicable financial legislation whilst ensuring the completeness of recordkeeping of all transactions, as required by the financial reporting framework. PT further engaged with the (Auditor General of South Africa) AGSA on sustainable audit outcomes and ensuring a balance between compliance and service delivery initiatives. It pioneered consistency workshops before submission of the Annual Financial Statements (AFS), which is thus largely responsible for more than 95 per cent accuracy on first submission to the AGSA in both the PFMA and MFMA space.

PT collaborated with public sector experts to assist in the public entity review, looking both at the AS-IS and the TO-BE state of governance, with the goal of ensuring that accountability at all levels is aligned

across the board and norms and standards are formalised to reduce inconsistencies in various aspects such as revenue and expenditure management.

PT faces growing demands for services in fiscal governance, public financial management, and accountability. This is driven by increased expectations for transparency, enhanced fiscal oversight, and improved efficiency in managing public resources. New policy directives, such as greater reliance on data-driven insights and evidence-based decision-making, require PT to adopt proactive financial planning and innovative financial instruments.

The increasing complexity of financial management and greater scrutiny of expenditures necessitate continuous capability improvements. In response, PT is investing in talent development, training programs, and cross-departmental coordination to strengthen its fiscal oversight capacity.

However, meeting these rising demands requires additional resources, including financial investment, skilled personnel, and upgraded technology, to sustain effective service delivery. PT's strategy focuses on balancing resource needs with available funding while exploring innovative partnerships and digital solutions to maximise impact.

3.2 Cost of Employment (CoE)

The cost of employment, accounting for 68 per cent of the total budget, highlights the significant allocation of financial resources toward salaries, wages, and employee benefits. This substantial expenditure underscores the importance of effectively managing human resources to ensure fiscal sustainability while maintaining operational efficiency. In 2023, the Department of Public Service and Administration (DPSA) issued Circular No. 49, which provided directives to assist executive authorities in managing fiscal constraints when creating and filling vacant posts. In response, PT adopted a cautious approach, identifying only critical positions for advertisement and appointment. However, this resulted in several posts remaining unfunded, leading to increased workloads for existing staff, diminished morale, and challenges in maintaining a positive departmental culture.

PT recognises that its workforce is its greatest asset and has prioritising innovation and people as central to its strategy. By investing in its employees, the department aims to enhance organisational resilience, foster innovation, and build a culture of collaboration and inclusivity. This approach not only supports the achievement of strategic goals but also underscores the Department's commitment to creating a sustainable and supportive work environment. By focusing on capacity building, well-being, innovation and motivation, PT seeks to empower its staff to thrive and contribute meaningfully to the province's objectives, even in the face of fiscal constraints.

To address the risks associated with capacity constraints, the Department is actively evaluating mitigation strategies. These include measures to alleviate the workload on current staff, enhance productivity, and foster a positive work environment. By implementing these strategies, PT aims to reduce the strain on employees, improve morale, and sustain a high-performing team. This proactive approach ensures that the Department can navigate fiscal challenges while maintaining its commitment to excellence and effectively delivering on its mandate.

Human Resources

PT is actively exploring ways to adapt and enhance its Departmental structure to meet evolving demands and constraints. This process involves a re-evaluation of staffing requirements and a reshuffling of resources to optimise efficiency and productivity. While budget constraints limit the ability to expand the current structure, the Department recognises the need to realign job functions and existing positions to better

execute its mandate and strategic priorities. A comprehensive review of the approved funded departmental structure is underway to identify areas for improvement, ensuring the department can respond effectively to its mandate and the changing environment. This review aims to address critical gaps, such as under-capacity in certain directorates, unfunded key posts, and the need for departmental re-alignment to overcome serious capacity constraints.

Despite these efforts, several gaps and areas for improvement remain. The departmental structure is not fully responsive to the Department's mandate, strategy, or the new world of work, which includes alternative working arrangements and increased automation. Capacity and financial constraints have led to employees functioning across occupational classifications and functional areas, further straining resources. Additionally, business processes may not be optimised for resident-centricity or the demands of remote work. To address these challenges, the Department is focusing on fostering collaboration, developing organisational capability, and re-aligning its structure to ensure it can perform both expected and new functions effectively. These efforts aim to create a more resilient and adaptable department capable of delivering on its service delivery commitments.

Vacancy Rates

The table below depict the employment and vacancies per programme and salary bands as of 31 December 2024:

Table 1 Employment and vacancies by programme, 31 December 2024

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy rate	Number of employees additional to the establishment	Vacancy rate, including additional employees
Administration	67	48	28%	0	28%
Sustainable Resource Management	135	94	30%	0	30%
Asset Management	81	61	25%	0	25%
Financial Governance	53	41	23%	0	23%
Total	336	244	27%	0	27%

Table 2 Employment and vacancies by salary bands, 31 December 2024

Salary bands	Number of posts on approved establishment	Number of posts filled	Vacancy rate	Number of employees additional to the establishment	Vacancy rate, including additional employees
SL 1 - 2	3	2	33%	0	33%
SL 3 - 5	22	15	32%	0	32%
SL 6 - 8	57	36	37%	0	37%
SL 9 - 12	228	171	25%	0	25%
SL 13 - 16	26	20	23%	0	23%
Total	336	244	27%	0	27%

Employment Equity

As required by national legislation, PT is legally bound to implement the Employment Equity Act and has thus developed a new Employment Equity Plan for five years. Through a workforce profile analysis, PT assessed its demographic composition across race, gender, and disability, achieving a 97 per cent response rate and identifying one new disclosure of disability. Viewing diversity as essential to its

performance, PT strives to create an inclusive, high-performing department that draws from a diverse talent pool.

PT's proactive approach to employment equity goes beyond compliance, leveraging its Human Resource Workforce Plan and Talent Management Strategy to enhance talent attraction and development. Recruitment is guided by the Employment Equity Manager, with a focus on designated groups, supported by programs like the external bursary and internship initiatives, as well as strategic recruitment practices. Additionally, PT is fostering conversations on diversity, anti-racism, and other social dynamics, embedding these values into its cultural transformation efforts.

The status of the institution regarding compliance with the BBBEE Act

Section 13G (1) of the Broad-Based Black Economic Empowerment (B-BBEE) Amendment Act, 2013, requires all spheres of government to report on compliance with the Act in their audited annual financial statements. However, since the publication of the B-BBEE Regulations in June 2016, several administrative and procedural ambiguities remain unresolved, including:

- Hierarchy of Regulations: No clear alignment between B-BBEE Regulations and Preferential Procurement Policy Framework (PPPF) Regulations, particularly regarding which takes precedence.
- Reporting Requirements: The Preferential Procurement Regulations issued by National Treasury have not been updated to align with the B-BBEE Regulations, creating inconsistencies in reporting formats and processes.
- Certification Clarity: It remains unclear whether organs of state must obtain B-BBEE certification, whether this applies at a provincial or departmental level, and whether audited financial statements by the Auditor-General of South Africa (AGSA) suffice for compliance.

To address these issues, the Department of Trade, Industry, and Competition (dtic) and National Treasury agreed in 2020 that compliance with the disclosure requirements in the annual report guide (audited by AGSA) would satisfy the B-BBEE Act. This approach has been consistently followed by the PT and other Western Cape departments, with no non-compliance issues raised by the AGSA.

The status quo remains unchanged for the 2025/26 financial year. PT will continue to comply with the B - BBEE disclosure requirements as per the annual report guide issued by NT. Ongoing discussions between NT and dtic aim to resolve inconsistencies between the B-BBEE Regulations and Preferential Procurement Regulations. Until these issues are addressed, no additional administrative or financial burdens, such as compliance certificates, will be imposed on departments.

The status of the institution regarding women, youth and people with disabilities

PT is committed to advancing the human rights of priority groups, including women, youth, people with disabilities, children, and the elderly, in alignment with the WCG's frameworks and policies. Each department, including PT, implements a Human Rights Mainstreaming Plan and has the support of a Human Rights Mainstreaming Forum to ensure effective advocacy and accountability. PT is dedicated to gender responsiveness, maintaining the target for female representation in senior management, and has launched coaching programs to develop women for leadership roles. The Department also provides training for youth through bursary programs and the Chartered Accountants Academy, aiming for 30 per cent youth representation. Additionally, PT has surpassed the national disability employment target, achieving 4.7 per cent, and has established a Disability Forum to advocate for the needs of individuals with disabilities. Through these initiatives, PT fosters an inclusive, equitable workplace that upholds the rights and needs of all its staff and stakeholders.

3.3 Auditor-General findings

PT retained its eleventh consecutive unqualified audit with no findings.

4. Provincial Treasury Strategy

PT's strategic approach is demonstrated through its alignment of strategy, culture, and organisational structure, ensuring a cohesive and effective framework. By combining economic and socio-economic research, with harmonised provincial and municipal budgeting processes, and implementing MFMA standards, PT ensures consistency and coherence across key focus areas such as infrastructure delivery, SCM, financial systems, financial reporting, and the promotion of good governance practices. PT's extensive outreach to stakeholders, including departments, municipalities, entities, and the Provincial Parliament, demonstrates its dedication to engaging in integrated governance and collaborative budget planning.

Through initiatives that enhance budgeting, accounting, and both financial and non-financial reporting, PT equips stakeholders with the knowledge and tools necessary to implement the PSP and achieve the Province's strategic objectives. By aligning its internal environment with the strategic, cultural, and structural demands of its role, PT consistently delivers on its mandate to provide policy guidance, oversight, and support for responsible financial management and governance across the Western Cape.

4.1 Our governance approach - An Enabler and Reliable Partner

PT operates within a governance framework rooted in the Constitution of the Republic of South Africa, prioritising transparency, accountability, and public participation. Its key role is to ensure sound financial management and compliance with national policies and prescripts, including the PFMA. This regulatory environment mandates PT to ensure that provincial departments and municipalities manage their budgets responsibly, thereby fostering a culture of good governance and ethical financial practices. PT's governance approach is also informed by the need to enhance public trust and confidence in government institutions, which is crucial for effective service delivery.

Our outlook for 2030 vision, is grounded in governance transformation, emphasising a coordinated and integrated approach to service delivery that is evidence-based and resident-centered. This reflects our unwavering commitment to improving lives through innovative and effective governance practices.

The governance context is shaped by the PSP 2025 - 2030, which focuses on Growth for Jobs, Education, Health & Caring Society, Safety, and Innovation, Culture & Governance (ICG). The PSP aims to unify these portfolios in a single framework through a Unified Change Strategy. This approach is crucial for fostering a capable, ethical, and developmental state as envisioned in the NDP.

To drive good financial governance across the provincial and local government spheres, PT focuses on several key areas. First, it aims to enable effective resource mobilisation and sound fiscal management, ensuring that public funds are utilised efficiently and effectively. This involves establishing robust financial oversight mechanisms that promote transparency and accountability in all financial transactions. PT also prioritises building the capabilities of officials to foster resilience, agility, and innovation, which are essential for adapting to the evolving fiscal landscape.

PT's approach is anchored in an integrated outcome-based strategy that emphasises the following principles:

- PT lays the foundation for transparent and ethical decision-making by promoting a culture of openness and integrity in all financial transactions and governance processes.
- Ensuring that all financial activities comply with relevant laws and regulations is a cornerstone of the Treasury's governance approach, fostering a culture of legal adherence and responsible financial management.
- PT enhances accountability by defining clear roles and responsibilities and implementing effective monitoring and oversight mechanisms. This ensures that officials are held accountable for their actions and that financial resources are used responsibly.
- Effective risk management and mitigation strategies are integral to the Treasury's governance approach, ensuring that potential financial risks are identified, assessed, and managed proactively.
- PT achieves efficiencies through optimised resource allocation and utilisation, ensuring that public funds are directed to the most impactful areas and used effectively to deliver public services.
- Improving audit outcomes is a key focus area, with PT working to ensure that financial statements are accurate, reliable, and free from material misstatements, thereby enhancing the credibility of government financial reporting.
- Building stakeholder confidence, particularly among the residents of the Western Cape, is a critical outcome of the Treasury's governance approach. By demonstrating transparency, accountability, and effective financial management, PT aims to foster trust in the government's financial stewardship.

In recent years, the governance context has seen an increased focus on performance management and accountability within the public sector. This includes the introduction of performance-based budgeting, which links funding to measurable outcomes and impacts. PT also engages in regular audits and evaluations to assess the financial health of provincial departments and ensure compliance with established financial regulations. These governance initiatives are essential for enhancing the credibility of PT and ensuring that it meets its mandate in a transparent and accountable manner.

Moreover, the governance landscape is influenced by the need for greater collaboration and coordination among various levels of government. PT has embraced a multi-stakeholder approach, engaging with civil society, the private sector, and other government entities to foster collaborative decision-making. This holistic governance model recognises that complex socio-economic challenges cannot be addressed in isolation and that a collective effort is necessary to achieve sustainable development. Through this collaborative approach, PT aims to strengthen governance structures, enhance service delivery, and build resilient communities across the Western Cape.

4.2 Our Budget Approach - Five (5) To Three (3) Year Budget Approach

As stewards of the province's financial future, PT embedded long-term sustainability into its DNA. By addressing fiscal risks, optimising revenue, and investing strategically, it lays the groundwork for a resilient and thriving Western Cape

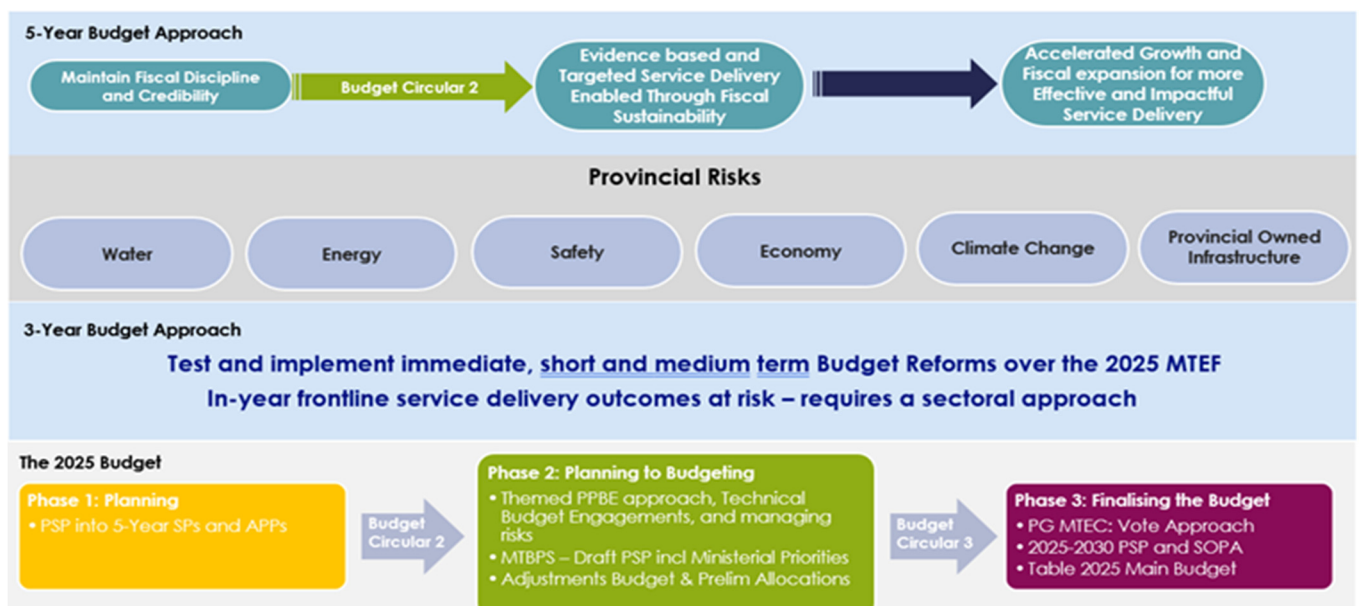
The budget approach for the Province over the next five years is designed to foster fiscal sustainability, enhance service delivery, and support economic growth through a structured, evidence-based framework that prioritises strategic planning and effective governance. This approach is encapsulated in the PSP and is supported by a three-year budget strategy aimed at addressing immediate and medium-term fiscal challenges while laying the groundwork for sustainable economic growth and effective service delivery.

Given the economic and fiscal context outlined in the external environment analysis, the Fiscal Strategy has been refined to give effect to the support and deliver on the PSP.

The Fiscal Strategy emphasises fiscal discipline, evidence-based service delivery, and accelerated growth:

- **Fiscal Discipline and Credibility:** maintain fiscal discipline and credibility through robust budget management and prioritisation of resources. This is essential for optimising value for money across provincial mandates and ensuring effective governance.
- **Evidence-Based and Targeted Service Delivery:** The budget strategy will focus on evidence-based decision-making, which includes regular evaluations and expenditure reviews to inform planning and policymaking. This structured approach is designed to enhance performance and accountability while ensuring fiscal sustainability.
- **Accelerated Growth and Fiscal Expansion:** The overarching goal is to create pathways for accelerated growth and fiscal expansion, which will enable more effective and impactful service delivery. This includes a risk-led approach to budget policy prioritisation, informed by evidence-based analysis.

The budget approach also acknowledges several provincial risks, including water and energy security, safety concerns, slow economic growth, and the impacts of climate change. These risks will be integrated into the planning and budgeting process to ensure that frontline services remain resilient and responsive to emerging challenges.



Source: PT Budget Circular No. 3 – 2025/26: Preparing Budget 2025

4.3 The Ministerial Priorities

The Ministerial Priorities focus on enhancing governance and service delivery through four key principles: **Fairness, Trust, Value-for-Money, and Innovation**. These priorities collectively aim to strengthen financial governance, improve service delivery, and foster economic growth across the Province. These principles of **Fairness**, ensuring residents receive their fair share, and **Trust**, by enhancing transparency in government spending. Further focus is placed on making it **Value-for-Money**, aimed at making it easier to do business with government and lastly, **Innovation**, which involves diversifying revenue sources improving credit ratings, exploring alternative financing options for infrastructure, and implementing fair taxation measures.

4.4 PT Strategic Response

The response to the various challenges will test PT's resilience, adaptability, and commitment to the core departmental values. Successfully addressing these obstacles will hinge on PT's dedication to strong governance systems, protocols, and practices established within the WCG. This commitment, underscored by PT's goal of improving the lives of our province's residents, has required PT to make challenging decisions. These choices involved evaluating the effectiveness of PT's existing service delivery models and systems supporting the productivity of our frontline service providers.

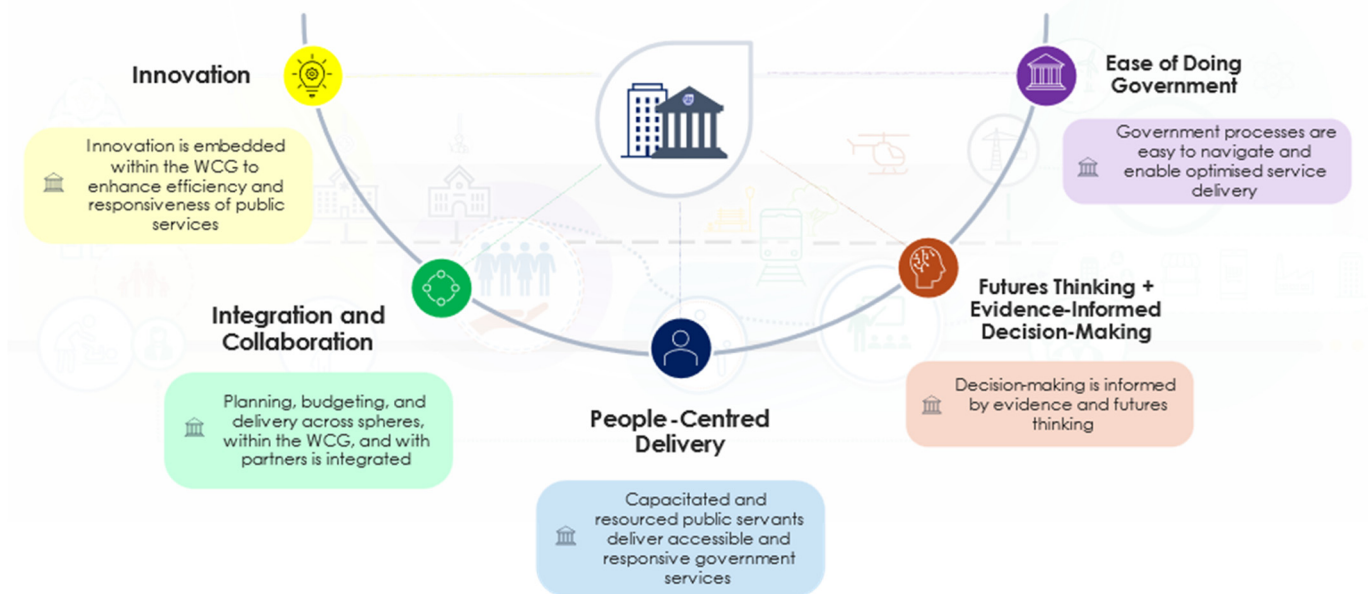
PT plays a pivotal role in realising, a *government that people trust*; the overarching vision of the WCG is to provide resident -centric services driven by a governance system that emphasises impactful results.

PT's strategic journey extends from the original strategy which formed the foundation of PT's approach in 2019 all the way to 2030. This has been marked by distinct milestones:

- **2019 - Governance for Results:** During this phase, PT concentrated on enhancing governance for the attainment of tangible results. Efforts were geared toward establishing the foundation for effective service delivery.
- **2024 - Enabler and Reliable Partner:** In this crucial phase, PT aims to become an enabler and a trusted partner, facilitating and propelling service delivery to new heights. PT will actively collaborate with other key Co-ordinating Ministries, including the Department of the Premier (DotP) and the Department of Local Government (DLG), to ensure a coordinated approach.
- **2030 - Coordinated and Integrated Service Delivery:** By 2030, PT's focus will be on achieving a co - ordinated and fully integrated approach to service delivery, designed to best serve the residents.

PT's strategic approach to supporting the **Growth for Jobs (G4J) Strategy** focuses on aligning financial resources, governance, and economic policy with the strategy's objectives to drive inclusive and sustainable growth. By ensuring that budgets are prioritised for high-impact areas such as infrastructure, skills development, and energy security, PT enables the effective implementation of G4J initiatives. Through its oversight and governance functions, it promotes accountability, fiscal sustainability, and efficient use of public funds, while supporting departments and municipalities to strengthen financial management. Additionally, PT leverages research, economic analysis, and innovation to explore public policy and fiscal tools that can unlock growth opportunities, address systemic challenges, and enhance the Province's competitiveness. By fostering partnerships with stakeholders to mobilise resources and expertise, PT ensures it creates the financial and institutional conditions necessary for the success of the G4J Strategy.

To give effect to the PSP 2025 - 2030, PT together with its coordinating ministries DotP, and the DLG, will work together to harmonise and streamline governance efforts for maximum impact at provincial and local spheres respectively. In doing so, PT's core focus will be responding to the ICG priority and outcomes which have been incorporated into PT's Strategy showcasing our transformational approach to governance through values and practice.

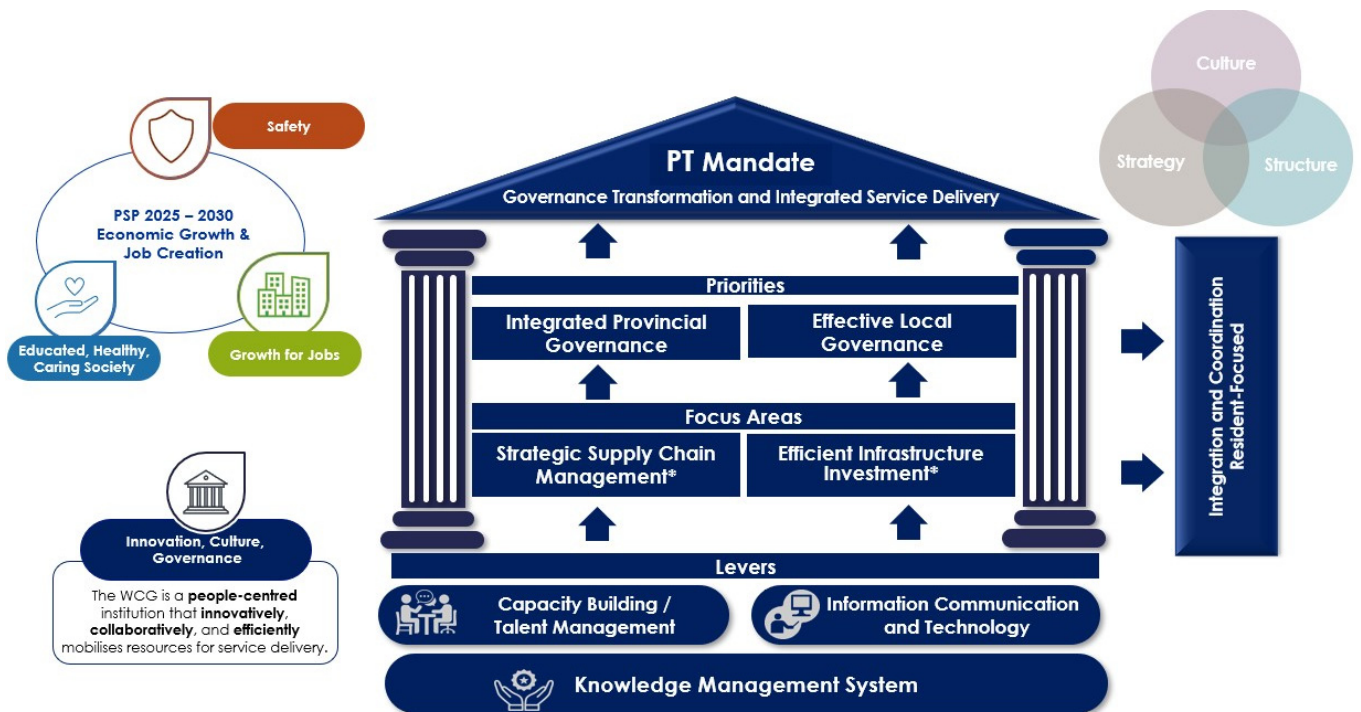


Source: *Provincial Strategic Plan 2025 - 2030, Western Cape Government*

Additionally, PT's role as a reliable partner will be showcased through PT's on-going support to departments and municipalities to achieve other priorities and integrated service delivery areas within Strategic Priorities.

At the heart of PT's governance model lie innovation, a transformative culture, and strong governance practices. These principles will guide PT's endeavours as it continues the journey toward a resident-centred focused Western Cape. To actively respond to the outcomes of the ICG, PT's strategy hopes to influence this through two strategic priorities, Effective Local Governance and Integrated Provincial Governance. This is complemented by two strategic focal areas: Efficient Infrastructure Investment and Strategic SCM. These focal areas serve as critical enablers in the realisation of the PSP and its implementation framework.

Guiding the execution of these priorities are two pivotal levers: Integrated Talent Management and Digital Transformation, essential for reinforcing PT's institutional capacity over the long-term. Notably, the role of knowledge management within PT significantly contributes to this overarching strategy.



Source: Own

Emerging priorities and opportunities which will be implemented during the planning period/Three- five- and ten-year service delivery objectives

Emerging priorities include the need for fiscal discipline and credibility, evidence-based and targeted service delivery, and accelerated growth for effective service delivery. Opportunities lie in leveraging technology for budgeting, enhancing partnerships with municipalities, and fostering a culture of innovation in public service delivery.

4.5 Strategic Priorities

Integrated Provincial Governance

In an ever-changing landscape characterised by economic, environmental, geopolitical, societal, and technological challenges, PT is committed not only to navigating these complexities but also to actively mitigating them. By focusing on integrated governance strategies that prioritise service delivery and growth, PT aims to create a resilient framework that meets the needs of Western Cape residents while promoting overall well-being. Through these efforts, PT is poised to transform governance into a collaborative model that drives sustainable development across the Province.

By 2030, PT envisions a robust model for resident-centred service delivery that effectively integrates technology with human expertise. This future-oriented approach aligns with PT's Vision 2024, emphasising its role as a reliable partner in driving service delivery improvements throughout the Province. Key Pillars for Integrated Provincial Governance includes:

- **Oversight and Assurance:** PT recognises the critical importance of optimising oversight and assurance mechanisms to facilitate governance transformation. This focus on rigorous oversight will enhance resource management and accountability.
- **Planning and Budgeting:** Integrated planning and budgeting are essential to PT's strategy. These processes will be designed to respond effectively to potential risks while aligning with budgetary priorities, ensuring that resources are allocated efficiently.

- **Effective Implementation:** Continuous improvement in service delivery will be at the forefront of PT's efforts. This includes delivering value for money through optimised processes, investing in talent development to meet evolving needs of residents and ensuring responsiveness to community demands.
- **Governance Bedrock:** A strong governance foundation will underpin all priorities, focusing on key enablers such as capacity building, knowledge management, technology adoption, and fostering strategic partnerships. These elements are crucial for achieving overarching governance transformation goals.
- **Strategic Engagement with Local Government:** The constitutional mandate requires both national and provincial governments to empower municipalities effectively. Key areas of focus includes oversight of revenue, expenditure, assets, and liabilities; budgetary planning and financial management; and efficient SCM. PT's engagement with municipalities through initiatives like TIME and SIME highlights its role as an enabler in local governance processes.
- **Addressing Fiscal Constraints:** Given the pressing fiscal landscape, PT aims to achieve more with limited resources by embracing automation to modernise operations; enhancing information synergy through effective knowledge management; managing talent pipelines to mitigate turnover risks and leveraging shared services for increased efficiency.

Effective Local Government

PT is dedicated to transforming local governance through a comprehensive strategy that prioritises financial sustainability, effective oversight, and innovative growth facilitation. By leveraging its position as a trusted partner, PT aims to empower municipalities to navigate fiscal challenges successfully while laying a solid foundation for sustainable economic development and improved service delivery across the Western Cape. Through these concerted efforts, PT is not just addressing immediate needs but also paving the way for a resilient future where municipalities can thrive as engines of local growth.

In the face of mounting economic pressures, PT aims to ensure that no municipality in the Western Cape faces financial distress. The long-term objective is to transition all municipalities toward financial sustainability, underpinned by robust governance practices. PT believes that while challenges exist, there are no inherent structural barriers preventing municipalities from achieving this goal. The key lies in effectively balancing expenditures with available revenues, necessitating difficult choices in the current economic climate.

As municipalities navigate these challenges, PT will intensify its oversight and support mechanisms. This includes engaging with national policymakers to create an enabling regulatory and fiscal environment that allows municipalities to operate effectively, despite the constraints imposed by national finances. PT's strategic focus on municipal cost containment will ensure that resources are utilised efficiently, maximising their impact on service delivery and community well-being.

To further empower municipalities, PT is shifting its focus toward facilitating growth through innovative products such as the MERO. This tool provides critical economic analysis that helps municipalities realign their spending strategies to better support local economic development. The approach will involve both immediate actions - enhancing engagement around the MERO and streamlining budget processes - and longer-term strategies aimed at embedding sustainable financial planning within municipal operations.

PT envisions a future where municipalities can optimise their revenue and expenditure strategies not just from an administrative standpoint but as a core component of their overall governance strategy. This

includes supporting borrowing programs that align with long-term financial objectives, thereby fostering resilience and adaptability in the face of changing circumstances.

Central to this vision is the enhancement of PT's reporting systems, ensuring they deliver timely and high-quality information essential for evidence based decision-making. Improving the reliability of municipal financial reporting will be pivotal in meeting PT's service delivery objectives and fostering accountability across all levels of government.

4.6 Strategic Focus Areas

Strategic Supply Chain Management

In the fiscal landscape of 2025/26, the WCG's SCM Strategy exemplifies resilience and forward-thinking innovation. Anchored by a comprehensive diagnostic review and reinforced by PT Instructions and the blueprint Accounting Officer's System for the Province, this strategy aligns with the stringent governance standards but also demonstrates the agility to adapt to evolving procurement demands.

Technological advancements, particularly business intelligence tools and data-driven analysis strengthen the SCM strategy. The Quarterly SCM Insights Reports and Procurement Disclosure Reports enhance transparency, positioning the Province as a leader in accountable governance. The automation of procurement via the eProcurement System (ePS) for quotation processes has become standard practice, streamlining tender opportunities, optimising resource utilisation, and promoting value-for-money outcomes in procurement decisions.

The automated procurement planning toolkit, now integral to financial planning, provides valuable insights into upcoming tenders, further fostering transparency. This proactive approach is reflected in the public availability of procurement, information, promoting both transparency and efficiency.

PT's role in supplier onboarding, facilitated by the central supplier database, the Western Cape Supplier Evidence Bank (WCSEB) and the e-Procurement Solution, highlights its commitment to operational excellence. The Procurement Client Centre's (PCC), extends support to departments, municipalities, and suppliers, managing queries and complaints through a dedicated SCM support desk, while capacity building initiatives strengthen both internal and external stakeholders.

Strategic sourcing and disciplined procurement spending within departments underscore the WCG's focus on value-for-money outcomes. Transversal purchasing, such as managing the security framework for the Province, maximises efficiencies, fosters collaboration, and achieves economies of scale. This not only drives cost savings but also reinforces prudent resource management in line with the Province's broader governance objectives. In financial management, PT remains committed to ensuring data integrity and system security, with a focus on advancing anticipating the integration of the Integrated Financial Management System. Data driven decision-making through its data warehousing project. By leveraging Business Intelligence capabilities, PT is enhancing its ability to analyse data and performance information from financial systems. A recent data maturity assessment underscores PT's dedication to maintaining excellence in oversight and operational performance. A data maturity assessment highlights a commitment to excellence in oversight. In municipalities, initiatives like TIME and SIME demonstrate a proactive integrated approach to enhancing financial maturity and governance, with monthly monitoring of commitments, and support initiatives ensuring ongoing progress.

However, as anticipated SCM reforms face legal and constitutional challenges, prompting a realignment of priorities. Cabinet minute 225 of 2024 endorsed the continuation of the WCG's current procurement system until the technical review on the SCM system is completed and a clear, practical path forward is

developed. Specialised workgroups have been established to develop a value-driven procurement system with a renewed focus on governance, capacity building, and transparency.

The shift from a compliance-centric to a value-for-money procurement model marks a significant transformation. This transition requires reskilling SCM personnel and fostering supplier engagement to create a performance-based procurement environment. A streamlined regulatory approach, coupled with a commitment to transparency, stresses the importance of collaboration with lawmakers to ensure a balanced and agile procurement framework. Strategic investments in technology and business intelligence are pivotal in achieving procurement goals. Ongoing ICT projects, such as enhancements to the e-Procurement Solution and the Procurement Planning Toolkit, illustrate a steadfast commitment to modernising procurement processes and driving efficiency. Initiatives like Digital Smart Procurement workshops and the data management projects for municipalities demonstrate a forward-looking strategy even in the face of budget constraints.

The WCG is proactively addressing challenges in building a sustainable procurement system. Through ongoing initiatives, it remains committed to transparency, efficiency, and value for money, ensuring a strong and effective approach to procurement, even in difficult times.

Efficient Infrastructure investment

PT's strategic vision for efficient infrastructure investment emphasises a holistic approach that integrates governance, innovative financing, and robust planning. By directing resources toward critical projects aligned with community needs and sustainability goals, PT is not only addressing immediate infrastructural demands but also laying the groundwork for a resilient future where local communities can thrive through effective governance and strategic investment in their infrastructures. By aligning its initiatives with those of PSP investments and other stakeholders, PT is poised to create an environment where efficient infrastructure investment becomes synonymous with sustainable growth and enhanced quality of life across the Western Cape.

PT envisions a future where efficient infrastructure investment serves as a cornerstone for sustainable economic growth. By prioritising strategic projects, PT aims to create jobs, enhance productivity, and improve competitiveness across various sectors. Thoughtfully planned infrastructure initiatives are designed to stimulate short-term economic growth while providing enduring benefits that uplift communities and foster innovation. At the heart of PT's strategy is the Strategic Infrastructure Projects (SIPS) Framework, which directs municipalities and departments toward critical infrastructure initiatives. This framework emphasises projects that supports energy transition, aligning with the G4J strategy area. PT's commitment to transparency is reflected in its annual publication of an Overview of Provincial and Municipal Infrastructure Investment, which equips stakeholders with essential data for informed decision-making.

To support infrastructure development, PT is actively exploring alternative financing solutions in collaboration with partners such as the World Bank. This partnership aims to secure concessional finance for climate change investments while leveraging resources from both local and international private capital markets. Additionally, PT promotes the Sustainable Infrastructure Development and Finance Facility Programme (SIDAFF) to facilitate access to commercial and concessional funding, addressing infrastructure challenges in intermediate cities.

Recognising the importance of robust governance, PT is committed to enhancing its capabilities in infrastructure management. In the short term, this includes implementing specific reforms within the infrastructure governance environment and deepening PT's spatial and analytical capabilities. Over a 5- to 10-year horizon, PT plans to stabilise and expand provincial investment in infrastructure, targeting a significant percentage of total provincial expenditure aligned with economic output.

A key aspect of this strategy is the establishment of a well-prepared investment pipeline for infrastructure projects, central to the Provincial Project Framework (PPF). This framework, initiated last year, will provide guidelines that emphasise expanding funding for project preparation support, ensuring municipalities can effectively plan and execute their infrastructure initiatives. As part of its medium-term strategy, PT will focus on improving infrastructure value for money by examining local content considerations that may compromise project outcomes. This includes exploring innovative procurement systems within existing regulatory frameworks to maximise resource efficiency while minimising potential trade-offs. Integral to these efforts is PT's commitment to ensuring that its reporting systems deliver accurate and timely information essential for informed decision-making. By enhancing the reliability of municipal financial reporting, PT aims to improve service delivery objectives while fostering accountability across all levels of government.

4.7 Strategic Levers

Talent Management

Talent management plays a critical role in ensuring PT has the right people with the right skills to implement its strategy effectively. By developing a strong management and leadership pipeline, the Department will equip its staff with critical skills in problem-solving, data-driven decision-making, and innovation. A modernised and flexible approach to learning will also help build capacity across government, ensuring employees can adapt to new challenges and opportunities.

Through partnerships with the higher education institutions, and other stakeholders, PT will strengthen knowledge-sharing and research to support informed decision-making. Collaboration with external partners, guided by a stakeholder eco-map, will create more opportunities for skills development and continuous learning. By focusing on innovation and building a capable workforce, PT will be better positioned to deliver on its strategic priorities and improve financial management in the Province.

ICT Governance

PT is positioned at the core of governance transformation, leveraging Information and Communication Technology (ICT) to drive a future-ready, data-driven government. The Department's strategic ICT initiatives focus on three critical pillars: digitalisation, data intelligence, and automation, all of which are key enablers for fulfilling its mandate of sustainable fiscal management and enhanced public service delivery.

In a rapidly changing global and local context, PT's vision for ICT is not merely about adopting digital tools but about embedding digitalisation into the fabric of its governance and service delivery mechanisms. The realisation of PT's e-Vision signifies a strategic shift from traditional, manual processes to an integrated, digital PT - one that operates with precision, agility, and foresight. Digital solutions are no longer optional; they are fundamental to enabling PT's ability to respond effectively to fiscal constraints, evolving service delivery expectations, and the need for operational efficiency. By prioritising the automation of routine and transactional tasks, PT frees its human capital to focus on strategic, high-impact activities, thus enhancing decision-making at all levels. This transformation empowers the Department to remain adaptive and resilient in an uncertain economic environment, ensuring its relevance and effectiveness in both the short and long-term.

Strong ICT governance underpins the success of PT's digital transformation. Under the guidance of the Strategic Execution Office (SEO), ICT investments are carefully aligned with the Department's long-term strategic goals, ensuring that each digital initiative not only delivers operational value but also contributes to the broader strategic objectives of the Province. This governance framework enables PT to maximise return on investment (ROI) through disciplined monitoring, resource allocation, and risk management.

The SEO plays a pivotal role in ensuring that ICT initiatives are not siloed but fully integrated into the Department's strategic execution process. By facilitating cross-unit collaboration, real-time decision-making, and agile resource management, ICT governance ensures that PT remains responsive to both internal needs and external pressures. This approach guarantees that every ICT investment strengthens PT's ability to deliver on its mandate of sound financial management, efficient resource use, and resilient governance.

The PT's ICT strategy is more than an operational agenda; it is a key lever for strategic transformation. Through the pillars of digitalisation, data intelligence, and automation, PT is positioned to lead the way in public sector innovation, ensuring that it remains adaptive, resilient, and responsive to the needs of the Western Cape residents. As PT continues to embed ICT into every facet of its operations, it reaffirms its commitment to good governance, fiscal responsibility, and service excellence. This strategic approach ensures that PT not only meets the demands of today but is fully equipped to anticipate and navigate the challenges of tomorrow, securing its role as a trusted and forward-thinking leader in the international governance landscape.

5. Culture - Fostering a Dynamic and Inclusive Workplace

5.1 Building the Treasury Brand

In the face of a complex legislative landscape and the multifaceted responsibilities of the PT, the Department has initiated a strategic overhaul of its service delivery model. This comprehensive review is designed to fortify the PT's capabilities and ensure it can fulfil its mandate with the necessary agility and effectiveness. The review is not just a technical exercise; it is also a cultural one, as the Department recognises that the success of its operations is deeply intertwined with the competencies and values of its leadership and staff.

By fostering a values-driven approach and prioritising ongoing professional development, PT aims to cultivate a workforce that is not only skilled but also deeply committed to the principles that underpin its mission.

The Department's efforts are focused on creating a culture that is both purposeful and supportive of its goals. This involves more than just training; it requires a transformation in how PT operates, from the top down. By embedding values and professional growth as core elements of its culture, PT is striving to build a brand that is not only recognised for its financial acumen but also for its commitment to excellence and ethical conduct. As the Department embarks on this journey, the transformation of the Treasury brand is as much about the people who make up the organisation as it is about the services they provide to the residents of the Western Cape.

5.2 Promoting good governance to transform into service delivery

PT recognises that fostering a robust organisational culture is essential for achieving effective governance and transforming service delivery. This strategic position outlines its commitment to aligning culture with overarching objectives, ensuring that core values and behaviours support the mission of enhancing public service and promoting growth within the Western Cape. By embedding these cultural principles into its strategic plan, the Department aims to create an environment that empowers employees and drives sustainable outcomes. To cultivate value-based leadership, it will invest in training programs that equip leaders with the skills necessary to embody and promote these values. This includes developing emotional intelligence, humility, and self-awareness among leaders, which are essential traits for effective value-based leadership. Training should focus on practical applications of these values in everyday interactions.

and decision-making processes. By modelling ethical behaviour and demonstrating a commitment to shared values, leaders can inspire their teams to adopt similar practices.

5.3 Leveraging ICT to promote a culture of Innovation and People

To reflect the skills and capacity needed for people-centred delivery and innovation within PT the strategic use of data and automation must be aligned with the overarching goals of enhancing governance and service delivery. At the heart of PT's digital transformation is the recognition that data is a critical asset for effective governance and fiscal management. In an era characterised by limited resources and increasing demands for accountability, developing data intelligence capabilities is essential. PT's aim is to further enhance data driven capabilities where real-time data insights inform evidence-based decision making, resource allocation, and operational adjustments. This transformation requires a workforce skilled in data analytics, interpretation, and application to ensure that decisions are evidence-based and responsive to the needs of residents.

By cultivating a workforce proficient in utilising advanced data capabilities, PT will not only improve internal efficiencies but also empower staff to provide valuable insights to municipalities, provincial departments, and stakeholders. This collaborative approach will lead to optimised service delivery across the Province, reinforcing PT's commitment to people-centred governance. The successful integration of data-driven decision-making and automation hinges on fostering an innovative organisational culture within PT. Encouraging a culture that values creativity, collaboration, and continuous improvement will empower employees to explore new ideas and solutions that enhance service delivery. Leadership must actively promote this culture by modelling innovative behaviours and recognising contributions that align with PT's strategic objectives.

By strategically utilising data and automation while fostering an innovative culture, PT can effectively reflect the skills and capacity needed for people-centred delivery and innovation. Investing in employee training, promoting collaboration, and encouraging creative problem-solving will empower PT to navigate challenges while enhancing service delivery outcomes. Ultimately, this alignment with the focus areas of ICG, positions PT as a leader in public sector transformation within the Western Cape.

6. Structure - Streamlining for Agility and Impact

In today's fast-evolving public sector landscape, PT is committed to building an organisational structure that not only supports its strategic objectives but also promotes agility, efficiency, and meaningful impact. To achieve this, we are undertaking a structural optimisation process focused on aligning PT's resources, enhancing decision-making capabilities, and fostering a culture of responsiveness and adaptability. By streamlining PT's operations, we aim to bolster PT's capacity to respond effectively to the complex socio-economic challenges facing the Western Cape.

By investing in employee capacity, enhancing their capabilities, and prioritising self-care, PT can create a work environment that supports a healthy work-life balance, enabling employees to achieve their personal goals, such as

"Being Home for Dinner."

A streamlined structure minimises redundancies and promotes efficient use of resources. Through targeted adjustments to our internal processes, we are eliminating overlapping roles and optimising workflows, which enables us to operate more cost-effectively. This efficiency drive ensures that every action we take is backed by a commitment to deliver maximum value for every rand spent, aligning with PT's broader goal of fiscal prudence and sustainable management.

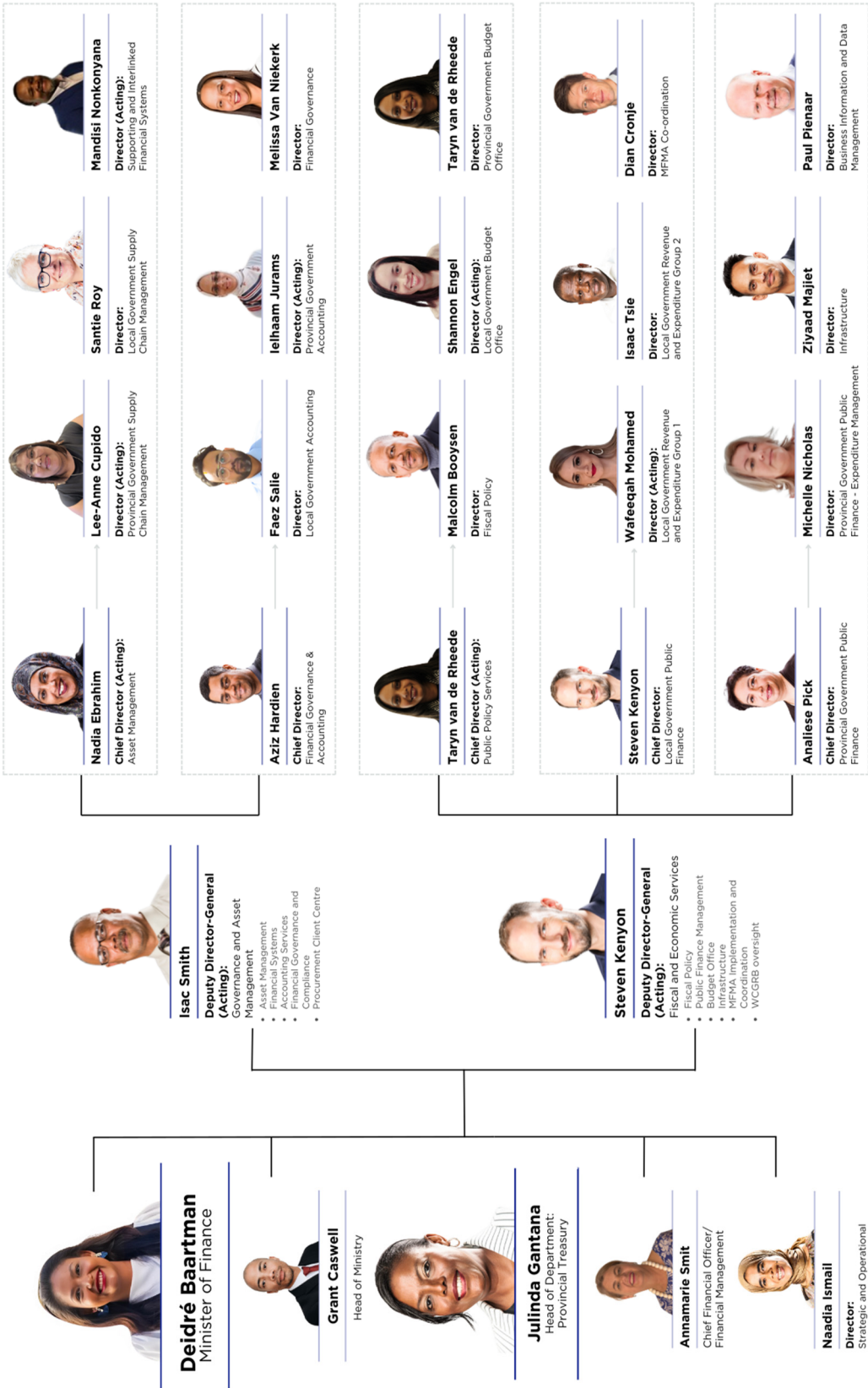
As part of our structural enhancement, we are fostering a culture that values collaboration and innovation. Cross-functional teams are being encouraged to work together, share insights, and develop creative solutions to the challenges we face. This culture shift promotes a sense of shared purpose and also supports goals of governance transformation.

PT's Talent Management Strategy is a holistic approach focused on developing a capable, agile, and high-performing workforce that meets both current and future challenges. The strategy emphasises skill development at all levels - from entry-level to executive management - ensuring that employees are equipped with both technical and behavioural competencies. It aims to create an environment that supports continuous learning, fosters innovation, and aligns employee growth with the Department's strategic goals.

At the heart of PT's efforts are its people. Recognising that its workforce is its greatest asset, PT understands that prioritising capacity building, innovation, and well-being to foster a motivated and high-performing team, is key to sustaining excellence.

Key components include targeted professional development, youth development through internships and bursary programmes, and an integrated approach to talent acquisition that attracts external talent to address skill gaps. Additionally, the strategy prioritises work-life rhythm, technological integration, and creating a culture that values lifelong learning and adaptability. Through this approach, PT seeks to remain an employer of choice and ensure that its workforce is well-prepared to deliver effective public services and uphold governance standards in the Western Cape.

The organisational organogram below depicts the management structure



7. Programme resource considerations

7.1 Overview of 2024 Budget and Medium Term Expenditure Framework (MTEF) estimates

Table 3 Summary of payments and estimates

Programme R'000	Outcome						Medium-term estimate			
	Audited 2021/22	Audited 2022/23	Audited 2023/24	Main appro- piation 2024/25	Adjusted appro- piation 2024/25	Revised estimate 2024/25	% Change from Revised estimate			
							2025/26	2024/25	2026/27	2027/28
1. Administration	55 508	60 976	57 340	60 453	54 745	54 745	61 263	11.91	69 492	72 433
2. Sustainable Resource Management	112 035	127 431	123 013	151 749	134 355	134 355	170 456	26.87	180 065	188 381
3. Asset Management	71 326	77 561	79 586	79 766	71 036	71 036	78 784	10.91	82 308	86 047
4. Financial Governance	51 129	51 082	50 861	47 809	46 035	46 035	49 252	6.99	51 433	53 421
Total payments and estimates	289 998	317 050	310 800	339 777	306 171	306 171	359 755	17.50	383 298	400 282

Note: Programme 1: MEC total remuneration package: R2 215 220 with effect from 1 April 2024.

Table 4 Summary of payments and estimates by economic classification

Economic classification R'000	Outcome						Medium-term estimate			
	Audited 2021/22	Audited 2022/23	Audited 2023/24	Main appro- piation 2024/25	Adjusted appro- piation 2024/25	Revised estimate 2024/25	% Change from Revised estimate			
							2025/26	2024/25	2026/27	2027/28
Current payments	241 439	259 294	264 563	290 826	254 853	254 530	303 323	19.17	317 000	329 648
Compensation of employees	188 819	198 965	199 089	221 560	198 121	197 953	240 524	21.51	264 390	276 239
Goods and services	52 620	60 329	65 474	69 266	56 732	56 577	62 799	11.00	52 610	53 409
Transfers and subsidies to	44 327	48 483	43 924	47 061	49 324	49 497	54 496	10.10	62 083	66 009
Provinces and municipalities	14 788	19 498	18 427	19 760	20 733	20 733	22 123	6.70	23 028	24 002
Departmental agencies and accounts	26 256	25 076	21 178	24 586	24 586	24 586	29 863	21.46	36 545	39 497
Public corporations and private enterprises	8	8	8	8	10	10	10		10	10
Households	3 275	3 901	4 311	2 707	3 995	4 168	2 500	(40.02)	2 500	2 500
Payments for capital assets	4 181	8 985	2 137	1 890	1 924	1 924	1 936	0.62	4 215	4 625
Machinery and equipment	4 181	8 985	2 137	1 890	1 903	1 903	1 936	1.73	4 215	4 625
Software and other intangible					21	21		(100.00)		
Payments for financial assets	51	288	176		70	220		(100.00)		
Total economic classification	289 998	317 050	310 800	339 777	306 171	306 171	359 755	17.50	383 298	400 282



PART C: MEASURING OUR PERFORMANCE

PT's APP is built on a comprehensive and integrated approach, where each programme contributes synergistically to the Department's overall effectiveness and productivity. Rather than functioning as isolated silos, these programmes operate as interconnected components, reinforcing one another to create an impact greater than the sum of their individual parts. The cumulative effect is a cohesive and synchronised governance approach, ensuring that all PT programmes complement and reinforce one another to achieve maximum impact.

Balancing Productivity and Fiscal Responsibility

PT operates in a challenging fiscal environment, where it must maintain service delivery and governance excellence while adhering to budget constraints. The APP 2025/26 highlights the need to balance productivity with fiscal responsibility, ensuring that financial sustainability does not come at the cost of operational efficiency.

Despite financial constraints, PT remains committed to enhancing productivity through innovation and efficiency. The Department is actively identifying streamlined processes, innovative solutions, and improved governance frameworks to sustain high service delivery standards within financial limitations. By evaluating cost-cutting opportunities that do not compromise essential services, PT is working to optimise resource utilisation while maintaining operational effectiveness.

A key element of PT's strategy is the targeted reallocation of resources to ensure that funding supports the province's most pressing needs. PT prioritises capacity-building initiatives to equip its workforce with the necessary skills and expertise to improve efficiency, even within a constrained financial environment.

Governance oversight remains a cornerstone of PT's approach, ensuring that cost-saving measures do not undermine accountability, compliance, or financial integrity. To further support fiscal sustainability, PT is exploring innovative financial models, including blended finance options, which will help diversify revenue sources while maintaining financial discipline. This forward-thinking strategy allows PT to secure funding for critical infrastructure and social programs, ensuring that essential services continue without disruption.

While maintaining productivity amid fiscal constraints presents challenges, PT views this as an opportunity to drive innovation, optimise efficiency, and improve governance frameworks. Through careful financial planning and strategic resource management, PT ensures that service delivery remains effective, fiscally responsible, and sustainable for the people of the Western Cape.

Diversifying Revenue Sources: A Path to Fiscal Sustainability

PT recognises that diversifying revenue sources is essential for achieving long-term fiscal sustainability. The APP outlines PT's commitment to exploring innovative financial models that can broaden the province's revenue base, particularly as fiscal pressures mount. While the immediate opportunities for revenue generation may be limited, PT adopts a medium-term perspective to unlock new revenue streams through blended finance options and strategic partnerships.

Blended finance forms a key component of PT's strategy to expand fiscal space and attract external funding. This approach leverages government funds to crowd in private sector investment, creating a more sustainable financing ecosystem. By combining public and private resources, blended finance can support critical infrastructure projects and social programs without placing excessive strain on provincial budgets. It is important to establish these financial structures early, enabling the WCG to access additional funding as fiscal constraints tighten over the MTEF period.

PT is also actively engaging with stakeholders to develop innovative revenue generation models that align with the province's socio-economic priorities. This includes forming strategic partnerships with public and private entities to unlock alternative funding sources. These efforts aim to reduce reliance on traditional revenue streams, such as government grants and trading services income, while enhancing the province's overall fiscal resilience.

1. Institutional Programme Performance Information

1.1 Programme 1 - Administration

1.1.1 Programme description

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

Programme 1 - Administration is organised to carry out its work according to the following sub-programmes:

Sub-Programme No.	Sub-Programme	Sub-Programme Purpose
1.1	Office of the Minister	To assist the member of the Provincial Cabinet with those functions as assigned by legislation and/or the Premier.
1.2	Management Services	To provide strategic and operational management support services.
1.3	Financial Management	To assist the Accounting Officer to drive financial management in the Department.

1.1.2 Outcomes, outputs, output indicators, annual and quarterly targets

Sub-Programme 1.2: Management Services

Outcomes	Outputs	Output Indicator	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Strengthened Financial and Corporate Governance to Ensure a Well-Managed Department that Empowers Programmes to Achieve Their Mandates Efficiently	AI Copilot Prototype Developed and Trained	1.2.1.1 Percentage of AI Copilot Prototype Response	New Indicator	New Indicator	New Indicator	New Indicator	70%	80%	90%
	BI Dashboards Designed and Tested	1.2.1.2 Number of Strategic Reports Automated in BI Dashboards	New Indicator	New Indicator	New Indicator	New Indicator	1	2	3
	User Acceptance Testing (UAT) Completed	1.2.1.3 Percentage of User Acceptance Testing (UAT) completed	New Indicator	New Indicator	New Indicator	New Indicator	100%	-	-

Output Indicators	Annual Targets (2025/26)	Q1	Q2	Q3	Q4
1.2.1.1 Percentage of AI Copilot Prototype Response	70%				70%
1.2.1.2 Number of Strategic Reports Automated in BI Dashboards	1				1
1.2.1.3 Percentage of User Acceptance Testing (UAT) completed	100%				100%

Sub-Programme 1.3: Financial Management

Outcomes	Outputs	Output Indicator	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Strengthened Financial and Corporate governance to Ensure a Well-Managed Department that Empowers Programmes to Achieve Their Mandates Efficiently	Monitoring of expenditure against the budget	1.3.1.1 Number of In-Year Monitoring (IYM) Reports compiled	12	12	12	Revised output indicator	12	12	12
	Complete and proper records of financial affairs in accordance with prescribed norms and standards	1.3.1.2 Number of reports on compliance with minimum financial management performance indicators compiled	12	12	12	Revised output indicator	12	12	12
	Compliance with SCM norms and standards	1.3.1.3 Number of SCM reports on compliance with norms and standards compiled	12	12	12	Revised output indicator	12	12	12
	Maintained an accurate asset register	1.3.1.4 Number of asset verification reports compiled	2	2	2	Revised output indicator	2	2	2
	Identification of risks and key areas of concern regarding preparation of financial and non-financial reports and compliance with applicable legislation	1.3.1.5 Number of Status of Records Review reports compiled	4	4	4	Revised output indicator	4	4	4
	Departmental financial norms and standards Reviewed	1.3.1.6 Number of internal norms and standards reviewed	New Output Indicator	New Output Indicator	4	4	4	4	4

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
1.3.1.1 Number of In-Year Monitoring (IYM) Reports	12	3	3	3	3
1.3.1.2 Number of reports on compliance with minimum financial management performance indicators	12	3	3	3	3
1.3.1.3 Number of SCM reports on compliance with norms and standards	12	3	3	3	3
1.3.1.4 Number of asset verification reports	2		1		1
1.3.1.5 Number of Status of Records Review reports	4	1	1	1	1
1.3.1.6 Number of internal norms and standards reviewed	4				4

1.1.3 Explanation of planned performance over the medium-term period

Over the medium-term period, PT will focus on strengthening financial and corporate governance by leveraging digital tools to enhance operational efficiency. This aligns with MTSF Priority 1: Building a Capable, Ethical, and Developmental State. The introduction of key digital solutions across critical sub-directorates will drive this transformation.

PT will introduce a Co-Pilot AI agent to automate administrative functions such as leave requests, onboarding, and staff inquiries. The AI system is expected to handle a significant portion of HR queries, gradually improving over time. Response times for CRU-related queries will also be substantially reduced, allowing CRU personnel to focus on more strategic tasks while enhancing the overall employee experience.

The adoption of Power BI dashboards will modernise reporting processes and enable more efficient data-driven decision-making. The dashboards will replace manual reporting, significantly reducing the time spent compiling and analysing performance reports. This will ensure that leadership has quicker access to insights that inform policy and operational decisions.

These digital interventions will result in a more agile and responsive department, with improved transparency, accountability, and data-informed decision-making. The increased automation and efficiency gains will empower staff to focus on high-value tasks, fostering a more engaged and proficient workforce. By the end of the medium-term period, the Department will have significantly enhanced its operational efficiency, ensuring that all programs are better positioned to deliver on their mandates effectively and efficiently.

Over the medium-term period, PT will also focus on strengthening financial and corporate governance to ensure that it operates efficiently and effectively empowers its Programmes to meet their mandates. Key actions include continuous monitoring of expenditure against the budget, with monthly In-Year Monitoring (IYM) reports prepared to ensure alignment with financial goals. PT will also maintain comprehensive and accurate financial records in compliance with prescribed norms and standards, producing regular reports on adherence to financial management performance indicators. Compliance with SCM norms and standards will be monitored through monthly reports, while asset management will be closely tracked with bi-annual asset verification reports. The identification of risks and concerns related to financial and non-

financial reporting will be a key focus, with quarterly Status of Records Review reports to address compliance with applicable legislation. Additionally, the Department will review its internal financial norms and standards to maintain alignment with best practices and improve governance structures. These activities will enhance transparency, accountability, and overall departmental performance.

1.1.4 Key Risks - Updated key risks and mitigation from the SP

Outcome 1: Strengthened Financial and Corporate Governance to Ensure a Well-Managed Department that Empowers Programmes to Achieve Their Mandates Efficiently

Outcome risk: The project could face delays due to unforeseen technical challenges, resource limitations, or scope changes, impacting the completion of each phase within the set timelines.

Non-conformance to SCM norms and standards resulting in negative audit outcomes.

Outputs	Key Risk	Risk Mitigations
AI Copilot Prototype Developed and Trained	AI Copilot's response accuracy may not meet expectations due to inadequate or biased training data.	Ensure diverse and comprehensive datasets are used to train the AI, regularly update the training models, and conduct thorough validation and testing at each development stage to improve response accuracy.
BI Dashboards Designed and Tested	Incomplete automation of reports due to technical difficulties in integrating various data sources or user requirements not being fully captured.	Conduct early-stage technical testing and validation and maintain ongoing communication with end-users to ensure the system is designed to meet their reporting needs. Work closely with the IT team to troubleshoot integration issues and adjust report parameters as needed.
User Acceptance Testing (UAT) Completed	Delayed or incomplete UAT due to insufficient user involvement or lack of adequate training for UAT participants.	Involve end-users early in the testing process, providing proper training and clear expectations for UAT. Ensure regular check-ins with users and establish a dedicated support team to address issues quickly and encourage full participation in the testing process.
Monitoring of expenditure against the budget	There is a possibility that managers might not be able to spend the allocated budget and as a result the underspending on the vote is more than two per cent.	Emphasising the accountability for the budget under control of programme/sub-programme and element managers by issuing appointment letters. Providing relevant and accurate information monthly to the appointed programme/sub-programme and element managers on actual and projected expenditure.
Complete and proper records of financial affairs in accordance with prescribed norms and standards	There is a possibility that reconciliations do not balance and that amounts in disallowance/control or suspense accounts are not cleared timeously.	Segregation of duties. Regular follow-up of balances in disallowance/control and suspense accounts.
Compliance with SCM norms and standards	Non-adherence to SCM norms and standards.	Adherence to Standard Operating Procedures. Checklists to be completed. Analysis and verification of information/data. All relevant officials trained.
Maintaining an accurate asset register	Inconsistent application of asset management practices.	Provide training/awareness to users. Regularly update information on the system. Perform ad-hoc spot checks of assets.
Identification of risks and key areas of concern regarding preparation of financial and non-financial reports and compliance with applicable legislation	Possibility that incomplete/incorrect evidence is submitted. No response from responsible components.	Continuous follow-up with components to submit the evidence.

1.1.5 Reconciling performance targets with the Budget and MTEF Expenditure estimates: Programme 1

Table 3 Summary of payments and estimates - Programme 1: Administration

Sub-programme R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2021/22	2022/23	2023/24	2024/25	2024/25	2024/25	2025/26	2024/25	2026/27	2027/28
1. Office of the Minister	6 641	7 036	7 526	7 764	7 772	7 772	8 107	4.31	8 342	8 591
2. Management Services	22 689	22 763	22 530	26 551	21 238	21 238	26 029	22.56	29 547	31 265
3. Financial Management	26 178	31 177	27 284	26 138	25 735	25 735	27 127	5.41	31 603	32 577
Total payments and estimates	55 508	60 976	57 340	60 453	54 745	54 745	61 263	11.91	69 492	72 433

Note: Sub-programme 1.1: MEC total remuneration package: R2 098 243 with effect from 1 April 2022.

Sub-programme 1.3: Corporate Services and Sub-programme 1.5: Internal Audit as per the National Treasury uniform budget and programme structure, is not utilised as it is centralised with the Department of the Premier (Corporate Services Centre/CSC).

Table 4 Summary of payments and estimates by economic classification - Programme 1: Administration

Economic classification R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2021/22	2022/23	2023/24	2024/25	2024/25	2024/25	2025/26	2024/25	2026/27	2027/28
Current payments	50 428	50 488	52 895	56 143	49 300	49 145	56 817	15.61	62 767	65 298
Compensation of employees	37 002	38 501	38 338	41 255	37 595	37 595	45 696	21.55	48 341	50 420
Goods and services	13 426	11 987	14 557	14 888	11 705	11 550	11 121	(3.71)	14 426	14 878
Transfers and subsidies	848	1 215	2 132	2 420	3 451	3 456	2 510	(27.37)	2 510	2 510
Public corporations and private enterprises	8	8	8	8	10	10	10		10	10
Households	840	1 207	2 124	2 412	3 441	3 446	2 500	(27.45)	2 500	2 500
Payments for capital assets	4 181	8 985	2 137	1 890	1 924	1 924	1 936	0.62	4 215	4 625
Machinery and equipment	4 181	8 985	2 137	1 890	1 903	1 903	1 936	1.73	4 215	4 625
Software and other intangible assets					21	21		(100.00)		
Payments for financial assets	51	288	176		70	220		(100.00)		
Total economic classification	55 508	60 976	57 340	60 453	54 745	54 745	61 263	11.91	69 492	72 433

Expenditure trends and analysis

The Programme's budget increased by R3.062 million from the 2023/24 revised estimate of R57.391 million to R60.453 million in 2024/25 which equates to a growth of 5.34 per cent. The growth mainly relates to the provision for the filling of vacant posts, the carry through of the 2023 wage agreement and the cost-of-living adjustment of employees over the 2024 MTEF.

1.2 Programme 2 - Sustainable Resource Management

1.2.1 Programme description

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

The work of the Sustainable Resource Management Programme will be affected through the following sub-programmes:

Sub-Programme No.	Sub-Programme	Sub-Programme Purpose
2.1	Programme Support	To provide management and administrative support to the programme.
2.2	Fiscal Policy	To research, analyse and advise on the policy, strategy, and management of provincial and municipal fiscal resources.
2.3.1	Budget Management: Provincial Government Budget Office	To promote effective financial resource allocation, by providing socio-economic and policy research, analysis and advice that informs the preparation of the provincial budget, as well as the monitoring of budget implementation and performance.
2.3.2	Budget Management: Local Government Budget Office	To promote effective financial resource allocation and provide socio-economic policy research, analysis and advice that inform the preparation of municipal budgets and monitor budget implementation.
2.4.1	Public Finance: Provincial Government Finance	To compile a credible and sustainable main and adjustment budget, and to guide and monitor the efficient implementation thereof.
2.4.2	Public Finance: Local Government Finance (Groups 1, 2 and MFMA Coordination)	To drive the implementation of the MFMA and assist and guide municipalities to prepare budgets and monitor the implementation thereof towards sustainable local government.
2.4.3	Public Finance: Infrastructure	To promote the delivery of new and maintenance of existing physical infrastructure.
2.4.4	Public Finance: Business Information and Data Management	To render a client interface, data collating, data and information management and records management service to PT.

1.2.2 Outcomes, outputs, output indicators, annual and quarterly targets

Sub-Programme 2.2: Fiscal Policy

Outcomes	Outputs	Output Indicator	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Sustainable management of provincial and municipal fiscal resources	Research reports on the Provincial and Local Government Fiscal System	2.2.1.1 Number of research reports produced on the Fiscal System	4	4	4	Revised output indicator	4	4	4
	Revenue Reports	2.2.1.2 Number of Provincial Revenue Management Reports produced	4	4	4	Revised output indicator	4	4	4
	Provincial Government Cash Management Reports	2.2.1.3 Number of Provincial Government Cash Management Reports produced	4	4	4	Revised output indicator	4	4	4
	Reports on the performance of the WCGRB	2.2.1.4 Number of reports on the performance of the WCGRB produced	4	4	4	Revised output indicator	4	4	4
	Assessment report on the retention of own revenue as submitted by departments	2.2.1.5 Number of consolidated revenue retention reports produced	New Output Indicator	New Output Indicator	1	Revised output indicator	1	1	1

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
2.2.1.1 Number of research reports produced on the Fiscal System	4		1	1	2
2.2.1.2 Number of Provincial Revenue Management Reports produced	4	1	1	1	1
2.2.1.3 Number of Provincial Government Cash Management Reports produced	4	1	1	1	1
2.2.1.4 Number of reports on the performance of the WCGRB produced	4	1	1	1	1
2.2.1.5 Number of consolidated revenue retention reports produced	1			1	

The indicators below were previously one (1) indicator in the 2020/21 financial year. The indicator was the "Number of Revenue and Cash Management Reports for integrated Planning, Budgeting and Implementation," which had a target of 12 outputs which were achieved and audited as such. In the 2021/22 financial year the indicators were split into three (3) indicators with 4 outputs each. The audited achievement of 12 outputs in the 2020/21 financial year has been disaggregated into 4 outputs for each indicator as in accordance with the amount of targets each indicator contributed to this achievement.

(i) Number of Provincial Revenue Management Reports produced for Integrated Planning, Budgeting, and Implementation

(ii) Number of Local Government Cash Management Reports for Integrated Planning, Budgeting, and Implementation

(iii) Number of Provincial Government Cash Management Reports for Integrated Planning, Budgeting, and Implementation

Sub-Programme 2.3.1: Budget Management: Provincial Government Budget Office

Outcomes	Outputs	Output Indicator	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Sustainable management of provincial and municipal fiscal resources	Provincial budget policy assessment reports	2.3.1.1 Number of provincial budget policy assessment reports	28	28	28	28	28	28	28
	Provincial Budget and Economic Publications	2.3.1.2 Number of Provincial Budget and Economic Publications	3	3	3	3	3	3	3

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
2.3.1.1 Number of provincial budget policy assessment reports	28			14	14
2.3.1.2 Number of Provincial Budget and Economic Publications	3		1	1	1

Sub-Programme 2.3.2: Budget Management: Local Government Budget Office

Outcomes	Outputs	Output Indicator	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Sustainable management of provincial and municipal fiscal resources	Strategic Integrated Municipal Engagement reports	2.3.2.1 Number of Strategic Integrated Municipal Engagement reports submitted	29	30	30	Revised output indicator	28	28	28
	Municipal Performance Report assessments	2.3.2.2 Percentage of municipal performance reports assessed	*100%	**100%	***100%	Revised output indicator	100%	100%	100%
	Socio-economic intelligence reports	2.3.2.3 Number of municipal socio-economic intelligence reports developed	December 2021	November 2022	November 2023	Revised output indicator	6	6	6

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
2.3.2.1 Number of Strategic Integrated Municipal Engagement reports submitted	28	28			
2.3.2.2 Percentage of municipal performance reports assessed.	100%	100%	100%		100%
2.3.2.3 Number of municipal socio-economic intelligence reports developed	6			6	

Output indicator 2.3.2.2: Percentage of received municipal performance reports that have been assessed

- * Method of calculation 2021/22
 Numerator: Number of quarterly performance reports assessed (117)
 Denominator: Number of quarterly performance reports received (117)
- ** Method of calculation 2022/23
 Numerator: Number of Quarterly Performance Reports assessed (120)
 Denominator: Number of Quarterly Performance Reports received (120)
- *** Method of calculation 2023/24
 Numerator: Number of quarterly performance reports assessed (120)
 Denominator: Number of quarterly performance reports received (120)

Sub-Programme 2.4.1: Public Finance: Provincial Government Finance

Outcomes	Outputs	Output Indicator	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Sustainable management of provincial and municipal fiscal resources	Provincial budget assessment reports	2.4.1.1 Number of provincial budget assessment reports issued for MTEC engagements	28	28	28	Revised output indicator	28	28	28
	Quarterly reports on the implementation of the budget	2.4.1.2 Number of quarterly reports on the implementation of the budget	4	4	4	4	4	4	4
	Provincial budget publications	2.4.1.3 Number of provincial budget publications	3	3	2	2	2	2	2

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
2.4.1.1 Number of provincial budget assessment reports issued for MTEC engagements	28			14	14
2.4.1.2 Number of quarterly reports on the implementation of the budget	4		2	1	1
2.4.1.3 Number of provincial budget publications	2			1	1

Sub-Programme 2.4.2: Public Finance: Local Government Finance (Group 1, 2 and MFMA Coordination)

Outcomes	Outputs	Output Indicator	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Sustainable management of provincial and municipal fiscal resources	IYM assessment on the sustainable implementation of the municipal budget	2.4.2.1 Percentage of monthly municipal budget implementation IYM reports, submitted as per S71 of the MFMA, assessed	Revised Output Indicator	*100%	**100%	Revised output indicator	100%	100%	100%
		2.4.2.2 Number of monthly consolidated IYM assessment reports submitted to National Treasury	12	12	12	Revised output indicator	12	12	12
		2.4.2.3 Number of quarterly statements on the state of municipal budgets made public.	4	4	4	Revised output indicator	4	4	4
		2.4.2.4 Number of Annual Local Government Budget Performance Review publications developed	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	1	1	1
	Assessment of municipal budgets and mid-year reports for sustainability and credibility	2.4.2.5 Number of reports on budget sustainability and credibility inputted to municipal budget assessment reports	59	60	60	60	58	58	58
	Reporting on MFMA implementation to NT	2.4.2.6 Number of reports on status of WC e - Monitoring verifications submitted to NT	4	5	4	Revised output indicator	4	4	4
	Forums to strengthen inter-governmental cooperation and information sharing	2.4.2.7 Number of CFO Forums hosted/organised.	4	4	4	Revised output indicator	4	4	4
	Supporting the development of Budget Funding Plans for municipalities adopting unfunded budgets	2.4.2.8 Percentage of municipalities with unfunded budgets supported to develop budget funding plans	Revised Output Indicator	Revised Output Indicator	*100%	80%	80%	80%	80%

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
2.4.2.1 Percentage of monthly municipal budget implementation IYM reports, submitted as per S71 of the MFMA, assessed	100%	100%	100%	100%	100%
2.4.2.2 Number of monthly consolidated IYM assessment reports submitted to National Treasury	12	3	3	3	3
2.4.2.3 Number of quarterly statements on the state of municipal budgets made public.	4	1	1	1	1
2.4.2.4 Number of Annual Local Government Budget Performance Review publications developed	1				1
2.4.2.5 Number of reports on budget sustainability and credibility inputted to municipal budget assessment reports	58	29			29
2.4.2.6 Number of reports on status of WC e-Monitoring verifications submitted to NT	4				4
2.4.2.7 Number of CFO Forums hosted/organised.	4				4
2.4.2.8 Percentage of municipalities with unfunded budgets supported to develop budget funding plans	80%				80%

Output indicator 2.4.2.1: Percentage of monthly IYM assessment reports on the implementation of the municipal budget for municipalities that submit as per s71 of the MFMA (* 2020/21 – 369 **2021/22 - 358)

Output indicator 2.4.2.1: Percentage of monthly IYM assessment reports on the implementation of the municipal budget for municipalities that submit as per s71 of the MFMA

* Method of calculation 2022/23
 Numerator: Number of IYM submissions assessed (359)
 Denominator: Number of IYM submissions received from municipalities (359)

** Method of calculation 2023/24
 Numerator: Number of IYM submissions assessed (360)
 Denominator: Number of IYM submissions received from municipalities (360)

Output indicator 2.4.2.8: Percentage of municipalities with unfunded budgets supported to develop Budget Funding Plans

* Method of calculation 2023/24
 Numerator: Number of municipalities assisted to adopt Budget Funding Plans and/or implement a Financial Recovery Plan (5)
 Denominator: Number of municipalities with unfunded budgets (5)

Sub-Programme 2.4.3: Public Finance: Infrastructure

Outcomes	Outputs	Output Indicator	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Sustainable management of provincial and municipal fiscal resources	Immovable asset management plans assessed	2.4.3.1 Number of Immovable assets management plans assessed	32	32	32	32	32	32	32
	Quarterly reports on the implementation of infrastructure budgets to Cabinet	2.4.3.2 Number of quarterly reports on the implementation of infrastructure budgets to Cabinet	4	4	4	4	4	4	4
	Provincial Budget publications	2.4.3.3 Number of provincial budget publications	2	2	2	2	2	2	2
	Infrastructure Reporting Model (IRM) Monthly Progress Reports	2.4.3.4 Number of IRM Monthly Progress Reports assessed	New Output Indicator	New Output Indicator	New Output Indicator	84	84	84	84
	Infrastructure Project Site Visits	2.4.3.5 Number of Infrastructure Project Site Visits conducted	New Output Indicator	New Output Indicator	New Output Indicator	1	1	1	1

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
2.4.3.1 Number of Immovable assets management plans assessed	32		16		16
2.4.3.2 Number of quarterly reports on the implementation of infrastructure budgets to Cabinet	4	1	1	1	1
2.4.3.3 Number of provincial budget publications	2			1	1
2.4.3.4 Number of IRM Monthly Progress Reports assessed	84	21	21	21	21
2.4.3.5 Number of Infrastructure Project Site Visits conducted	1		1		

Sub-Programme 2.4.4: Public Finance: Business Information and Data Management

Outcomes	Outputs	Output Indicator	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24		2024/25	2025/26	2026/27
Sustainable management of provincial and municipal fiscal resources	Datasets managed	2.4.4.1 Number of datasets managed	4	4	4	4	4	4	4
	Budget process plans managed	2.4.4.2 Number of budget process plans managed	3	3	3	3	3	3	3

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
2.4.4.1 Number of datasets managed	4	4	4	4	4
2.4.4.2 Number of budget process plans managed	3	1		1	1

1.2.3 Explanation of planned performance over the medium-term period

The Sustainable Resource Management Programme's key focus gives effect to Section 18 of the PFMA and Section 5 of the MFMA through providing fiscal and economic services in the following key areas:

- Exercise control over the implementation of the provincial budget and development of provincial fiscal policies in line with national economic policies.
- Preparing the provincial budget and providing assistance to municipalities in preparation of their budgets.
- Monitoring of the preparation of municipal budgets, outcomes of budgets, and the submission of required reports.
- Promoting and enforcing transparency and effective management in respect of revenue, expenditure, assets, and liabilities; and
- Providing assistance and support, particularly to vulnerable municipalities, to give effect to the sustainable local government agenda and ensuring appropriate steps are taken if a municipality breaches the MFMA. Within this context, ensuring there is transversal alignment between the spheres of the state is important. Integrated service delivery relies on a capable, ethical, and result-oriented state. The WCG aims to integrate planning while coordinating policy, legislation, and budgets. The ultimate objective is to improve dignity and wellbeing and reduce poverty and inequality.

As part of this, PT prepares the provincial budget, assists municipalities in the preparation of their budgets and monitors budget implementation. In the context of ongoing fiscal constraints, improvements in the sustainability and credibility of provincial and municipal budgets and the monitoring of their

implementation are critical to enhancing the efficiency and effectiveness of provincial departments and municipalities in delivering services.

To accelerate implementation and improve service delivery, PT is progressively improving strategy alignment, planning, and budgeting. This is being achieved through budget process reforms ensuring strategic foresight and strengthening of coordination across spheres of government.

The provincial government team will continue to focus on its role as an enabler and reliable partner by strengthening its fiscal policy approach to support the Western Cape Fiscal Strategy and Budget Policy. This includes promoting fiscal consolidation, discipline, and sustainability to foster resilient economic growth, while adopting a resident-centric approach through integrated policy, planning, budgeting and implementation.

The local government team will focus on enhancing information sharing and alignment across all spheres of government to drive meaningful improvements residents' lives. Key initiatives supporting this objective include ongoing municipal support to ensure sustainable local governance, with an emphasis on shifting from compliance-driven approaches to performance-based outcomes. This involves advancing economic impact assessments, integrated public financial management, and service delivery improvement plans that reinforce long-term financial sustainability.

Strengthening partnerships with key stakeholders remains a core focus of Programme 2: Sustainable Resource Management. These partnerships include provincial departments, all thirty (30) municipalities, National Treasury, the South African Local Government Association, the Financial and Fiscal Commission, universities and research institutions, and international partners in the public finance sector. Through these collaborations, PT aims to drive innovation, enhance governance, and improve financial management practices across the province.

Public Policy Services

The Fiscal Policy Directorate is responsible for overseeing the provincial fiscal framework, conducting research and revenue analysis, managing provincial cash, banking, and investment functions, and providing support on local government cash management. The unit conducts research and analysis on provincial and local government fiscal policy matters that impact the province's fiscal framework. Fiscal policy research informs the development of a sustainable Provincial and Local Government Fiscal Framework, while the Provincial Fiscal Strategy focuses on the national transfer system (equitable share and conditional grants), the local government fiscal system, and domestic resource mobilisation initiatives for existing and new own revenue sources. Additionally, the unit manages the PRF and ensures that the province's cash flow requirements are met. It also provides advisory support to departments and municipalities on revenue and cash management by analysing and reporting on in-year cash flow and revenue performance. Furthermore, this unit exercises departmental oversight of the WCGRB and is responsible for managing legislative amendments affecting the gambling sector.

The Provincial Government Budget Office (PGBU) plays a critical role in conducting research on economic policy and budget matters, providing essential input to shape the provincial budget framework. This research supports the development of provincial budget policy by establishing the principles, strategies, and priorities that guide the allocation and management of financial resources across the province.

The PERO provides vital insights into the economic and socio-economic trends shaping the Western Cape. It serves as a guide for policymakers, departments, and municipalities, ensuring policy, planning, and budgeting are aligned with the province's unique circumstances and challenges. Beyond government,

the PERO is also a valuable resource for residents, academia, the private sector, and civil society, promoting informed decision-making and strategic planning across sectors.

The WC MTBPS, tabled alongside the Adjusted Estimates of Provincial Revenue and Expenditure, outlines the economic, fiscal, and policy context informing the provincial budget formulation. It articulates the budget policy framework and priorities that support the implementation of the WCG's programmes and projects. Furthermore, the Overview of Provincial Revenue and Expenditure encapsulates the fiscal strategy and key budget priorities of the province. The PGBO remains committed to evaluating programme and project effectiveness, ensuring the efficient use of resources, addressing emerging needs, and maintaining alignment with policy objectives and the broader service delivery context.

The Local Government Budget Office (LGBO) conducts research, analysis, and advisory services on regional and local socio-economic conditions, providing insights to enhance municipal planning and budgeting. This research culminates in the annual publication of the MERO and the SEP-LG, which are shared with municipal and provincial stakeholders to identify opportunities and gaps requiring integrated strategic and budgetary responses. In addition, the LGBO evaluates municipal budgets annually, offering recommendations to improve budget responsiveness to socio-economic needs and policy objectives. The unit supports municipal budgeting processes by coordinating the SIME and strengthening the alignment between provincial and municipal planning and budgeting. Furthermore, the LGBO monitors the implementation of municipal budgets and plans through the Service Delivery and Budget Implementation Plans (SDBIPs) and related in-year financial and non-financial performance reporting of municipalities.

Provincial Government Public Finance

Provincial Government Public Finance evaluates provincial budgets to improve their credibility and sustainability while monitoring their implementation to enhance accountability, efficiency, and data integrity. Fiscal discipline is a core component of the Western Cape Fiscal Strategy, with a strong emphasis on expenditure control within budget limits.

The constrained fiscal environment presents an opportunity to critically evaluate expenditure items, activities, and programmes to identify inefficiencies and explore new or innovative cost-management strategies in collaboration with departments. PT will assist departments in conducting expenditure reviews and implementing recommendations to improve financial sustainability.

A rigorous approach to personnel budget management will continue through headcount oversight and careful monitoring of employee compensation spending. However, people management remains critical to achieving the WCG strategic priorities. By working closely with the provincial leadership, the focus is on ensuring structural appropriateness to unlock maximum organisational effectiveness. This approach aims to foster an enabling culture that enhances resident responsiveness, driving continuous service delivery improvements and delivering public value. To achieve this, the unit works closely with the Department of the Premier.

Reporting Reforms

The WCG's capacity to select, plan, appraise, and monitor infrastructure delivery will continue to be strengthened over the MTEF period, with a specific focus on maintenance and the exploration of innovative and alternative funding options for infrastructure project preparation and delivery. The strengthening and institutionalisation of the Infrastructure Governance Delivery Management System will promote integration and seamless infrastructure delivery through a holistic approach that facilitates effective management across all aspects of the immovable asset lifecycle.

Additionally, PT aims to build the necessary infrastructure capacity as outlined in DPSA Circular No. 45 of 2020, dated 8 December 2020, to fulfil its infrastructure mandate. This includes establishing a credible infrastructure investment pipeline and exploring alternative funding and financing options to enhance infrastructure development.

Provincial Government Finance continues to improve the quality of the In-Year Monitoring (IYM) report and is working closely with the Department of the Premier to integrate in-year expenditure performance reports with predetermined objectives, performance data, and policy priority data on a quarterly basis.

The reporting systems for the IYM and MTEF will soon be upgraded to web-based platforms by National Treasury. PT will collaborate closely with National Treasury to ensure a smooth and successful transition to these new systems.

The Business Information and Data Management (BIDM) unit provides client interface, data collation, data and information management, and records management services to PT and all three spheres of government. The unit will continue to focus on managing the centralised data repository, ensuring proper decision-making, safeguarding information, and facilitating information retention within PT. Additionally, BIDM is responsible for coordinating and facilitating the departmental and municipal MTEC processes, managing related document flows, and overseeing the technical refinement of Treasury publications and working papers.

Local Government Public Finance

Local Government Public Finance facilitates and coordinates the implementation of the MFMA within PT and across municipalities in the Western Cape, directly supporting PT's strategic priority of effective local government. This work aligns with the game changers for local government endorsed by the Budget Council. MFMA implementation is driven through Intergovernmental Relations (IGR) coordination, involving municipalities, provincial and national departments, and other key stakeholders. The unit's core responsibilities include monitoring, support, and intervention in relation to MFMA implementation, budget execution, and revenue and expenditure management.

Within PT, MFMA implementation efforts across different units and areas of specialisation are coordinated through Municipal Intelligence Teams. These teams consolidate information based on the unique needs and potential of each municipality, enabling a more integrated and tailored response to municipal challenges.

To strengthen municipal financial management and budgeting practices, the unit analyses and reports on in-year revenue and expenditure management. In alignment with the game changers for local government, the focus is on integrated revenue management and ensuring funded budgets, while also providing guidance and support to promote sustainable local governance. For municipalities at risk of financial distress, additional intervention measures are considered, including assessing the need for provincial government involvement. PT also supports the development and monitors the implementation of financial recovery plans for municipalities under intervention.

The Municipal Debt Relief Programme provides an opportunity for municipalities with arrears owed to Eskom to have these debts written off over a three-year period, provided they comply with the conditions outlined in MFMA Circular No. 124. In the Western Cape, four municipalities qualify for this relief, enabling them to reduce their debt burden and accelerate financial recovery. Local Government Public Finance has supported these municipalities in qualifying for the programme and is now responsible for monitoring their compliance with its extensive conditions on a monthly basis.

The unit also coordinates intergovernmental forums, including the quarterly CFO Forum, which serves as a platform for strengthening intergovernmental relations and addressing policy and implementation challenges. The CFO Forum includes sub-structures focused on the energy transition and the future of fiscal policy for local government.

Local Government Public Finance will continue to engage municipalities as a reliable partner, **fostering** financial sustainability as a foundation for economic growth and job creation.

1.2.4 Key Risks - Updated key risks and mitigation from the SP

Outcome 2: Sustainable management of provincial and municipal fiscal resources.

Outcome risk: Compromised service delivery and responsiveness to socio-economic needs of communities, current revenue streams are threatened.

Outputs	Key Risk	Risk Mitigations
Research reports on the Provincial and Local Government Fiscal System	Lack of credible, relevant economic information, internal capacity constraints in terms of specialised competencies and competing interest across provinces and municipalities.	Procurement of service providers with expertise, capacity, knowledge to assist in overcoming capacity constraints and to correctly identify issues that would enable more effective negotiation around the fiscal transfer system.
Revenue Reports	Inputs into revenue reports not received timeously and information inaccuracies.	Continuous communication with departments and provide assistance where needed.
Provincial Government Cash Management Reports	Inputs into cash management reports not received timeously and information inaccuracies. Banking and accounting interface downtime.	Continuous engagements with departments and provide assistance where needed. Continuous communication and use of manual systems as backup.
Reports on the performance of the WCGRB	Timeous submission of supporting documentation. Continuous litigation by the gambling industry. Technological and structural changes to the gambling industry.	Regular communication with the WCGRB. Review of the gambling legislation. Credible research and review of gambling policy.
Provincial budget policy assessment reports	Mismatch between budget allocations and actual budget implementation due to departments making trade-offs in the allocation and reallocation of resources, which could potentially undermine budget responsiveness to adequately respond to socio-economic imperatives.	Development and implementation of a budget policy framework that is responsive to the economic and fiscal climate and service delivery environment. Focus on M&E of departmental budget performance towards the achievement of outcomes.
Provincial Budget and Economic publications	Timeous availability and quality of economic and socio-economic data to inform budget policy and service delivery imperatives.	Continued implementation and provision of economic intelligence to inform integrated planning, budgeting, and implementation.
Strategic Integrated Municipal Engagement reports	Municipalities do not table draft budgets by 31 March as per the MFMA.	Regular communication to all municipalities with support offered to municipalities that do not table draft budgets timeously.

Outputs	Key Risk	Risk Mitigations
Municipal Performance Report assessments	Municipalities do not table and submit quarterly performance reports within the required timeframe as per the MFMA. Quality of reports submitted are poor.	Regular communication to all municipalities to encourage timeous tabling. Advice and support offered to enable municipalities to submit quality quarterly reports.
Socio-economic intelligence reports	Availability of social and economic data. Inability of clients to internalise data to the benefit of municipal planning and budgeting. Timing of publications and alignment with municipal planning and budgeting process.	Socio-economic indicators and datasets reviewed each year in conjunction with sector departments and service providers to ensure usefulness and relevance of data presented. Dedicated roll-out programme for MERO and regular engagements with clients to brief on relevance and application of information. Review tabling date each year to ensure maximum impact and allow for sufficient time by role-players to consult publications.
Provincial Budget assessment reports	Budget database completed incorrectly.	Provide information sessions to complete the budget database.
Quarterly reports on the implementation of the budget	Integrity of information presented in the quarterly reports. Late and non-submission of quarterly reports.	Report is distributed to departments for comment before tabling. Provide assessment feedback to municipalities to implement in the ensuing quarters/reporting period. Report is distributed to departments for comment before tabling.
Provincial Budget publications	Integrity of information presented in the Budget publications.	Votes to attest to the information presented in the publications.
IYM assessment on the sustainable implementation of the municipal budget	Incomplete, inaccurate or late information submitted.	Provide reminders to and build relationships with municipalities, including through IGR structures. Use data strings extracted directly from financial system to reduce inaccuracies. Work with municipalities to address errors in mSCOA reporting.
Assessment of municipal budgets and mid-year reports for sustainability and credibility	Late submission and non-conformance to regulations and circulars.	Provide circulars and workshops to update municipalities on changes to budget regulations and requirements.
Forums to strengthen intergovernmental cooperation and information sharing	Poor attendance, non-participation, unhappiness among stakeholders.	Regular engagements and structuring forums to encourage active participation from all stakeholders.
Supporting the development of Budget Funding Plans for municipalities adopting unfunded budgets	Non-cooperative stakeholders.	Work to build trust with municipalities so that they see the benefits of proposed changes required to restore financial sustainability. Also work with NT to expand toolbox of measures to enforce compliance where

Outputs	Key Risk	Risk Mitigations
		municipalities fail to implement necessary changes.
Immovable asset management plans assessed	Timeous submission of the asset management plans by departments and entities.	Issuing an annual PT Circular Infrastructure Calendar, to inform departments/ entities when their asset management plans must be submitted.
Quarterly reports on the implementation of infrastructure budgets to Cabinet	Late submission of inputs by the respective departments and entity.	Constant proactive communication to departments/entity on their inputs required.
Provincial Budget publications	Timeous submission and confirmation of budgetary and infrastructure related narrative requirements from departments and entity.	Constant proactive communication to departments/entity on the inputs required from them.
Datasets managed	Integrity of data.	Source information directly from input systems.
Budget process plans managed	Changes to budget processes.	Proactively detect changes in budget processes.
Infrastructure Reporting Model\ (IRM) Monthly Progress Reports	Accuracy of information and data and the timeous submission and approval of Monthly Progress Reports by departments and entity on the IRM.	Review alignment of expenditure performance and feedback to departments and entity prior to approval.
Infrastructure Project Site Visits	Availability of the relevant departments to accompany PT officials on-site and the timeous receipt of supporting documents.	Closer collaboration with departments on intent of site visits. Inclusion of site visits in the annual Infrastructure Calendar and proactive communication for supporting documents required.

1.2.5 Reconciling performance targets with the Budget and MTEF Expenditure estimates: Programme 2

Table 5 Summary of payments and estimates - Programme 2: Sustainable Resource Management

Sub-programme R'000	Outcome						Medium-term estimate			
	Audited 2021/22	Audited 2022/23	Audited 2023/24	Main appro- priation 2024/25	Adjusted appro- priation 2024/25	Revised estimate 2024/25	% Change from Revised estimate			
							2025/26	2024/25	2026/27	2027/28
1. Programme Support	5 986	7 268	6 610	8 941	6 252	6 252	8 728	39.60	10 006	10 513
Programme Support	5 986	7 268	6 610	8 941	6 252	6 252	8 728	39.60	10 006	10 513
2. Fiscal Policy	38 439	43 111	40 932	44 672	43 129	43 129	53 655	24.41	55 897	59 777
Fiscal Policy	12 183	18 035	19 754	20 086	18 543	18 543	23 792	28.31	19 352	20 280
Western Cape Gambling and Racing Board	26 256	25 076	21 178	24 586	24 586	24 586	29 863	21.46	36 545	39 497
3. Budget Management	21 719	19 134	18 402	20 610	19 175	19 175	23 191	20.94	24 580	24 519
Provincial Government Budget Office	9 582	8 560	8 397	9 962	8 126	8 126	11 226	38.15	11 987	11 579
Local Government Budget Office	12 137	10 574	10 005	10 648	11 049	11 049	11 965	8.29	12 593	12 940
4. Public Finance	45 891	57 918	57 069	77 526	65 799	65 799	84 882	29.00	89 582	93 572
Provincial Government Finance	10 563	11 701	11 476	13 832	11 785	11 785	13 797	17.07	14 568	15 265
Local Government Finance Group 1	6 442	10 443	10 339	14 751	13 615	13 615	16 103	18.27	10 021	10 431
Local Government Finance Group 2	9 270	14 365	14 426	13 004	9 682	9 682	22 007	127.30	13 619	14 105
Infrastructure	7 046	6 671	5 842	11 668	6 656	6 656	14 689	120.69	13 208	13 759
Business Information and Data Management	11 492	11 614	11 956	12 783	12 875	12 875	13 739	6.71	14 355	15 177
MFMA Coordination	1 078	3 124	3 030	11 488	11 186	11 186	4 547	(59.35)	23 811	24 835
Total payments and estimates	112 035	127 431	123 013	151 749	134 355	134 355	170 456	26.87	180 065	188 381

Note: Sub-programme 2.2: Economic Analysis as per the National Treasury uniform budget and programme structure, is subsumed as part of the Budget Office function.

Table 6 Summary of payments and estimates by economic classification - Programme 2: Sustainable Resource Management

Economic classification R'000	Outcome						Medium-term estimate			
	Audited 2021/22	Audited 2022/23	Audited 2023/24	Main appro- priation 2024/25	Adjusted appro- priation 2024/25	Revised estimate 2024/25	% Change from Revised estimate			
							2025/26	2024/25	2026/27	2027/28
Current payments	80 976	90 723	90 142	108 458	93 070	92 986	120 770	29.88	120 492	124 882
Compensation of	72 999	77 512	77 540	90 511	80 165	80 081	96 639	20.68	104 214	108 398
Goods and services	7 977	13 211	12 602	17 947	12 905	12 905	24 131	86.99	16 278	16 484
Transfers and subsidies to	31 059	36 708	32 871	43 291	41 285	41 369	49 686	20.10	59 573	63 499
Provinces and	4 298	10 780	11 377	18 410	16 383	16 383	19 823	21.00	23 028	24 002
Departmental agencies	26 256	25 076	21 178	24 586	24 586	24 586	29 863	21.46	36 545	39 497
and accounts										
Households	505	852	316	295	316	400		(100.00)		
Total economic classification	112 035	127 431	123 013	151 749	134 355	134 355	170 456	26.87	180 065	188 381

Expenditure trend analysis

The Programme's budget increased by R25.247 million from the 2023/24 revised estimate of R126.502 million to R151.749 million in 2024/25 which equates to growth of 19.96 per cent. The growth mainly relates to the filling of critical vacant post, the carry through of the 2023 wage agreement and the cost-of-living adjustment of employees over the 2024 MTEF. Also, the unallocated portion of the provincial priority funding for the Western Cape Financial Management Capability Grant is allocated under Programme 2: Sustainable Resource Management until the Integrated Municipal Engagement processes are finalised, thereafter it will be shifted, during the 2024 Adjusted Estimates, to the other programme(s).

1.3 Programme 3 - Asset Management

1.3.1 Programme description

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

The asset management programme is organised to conduct its work according to the following sub-programmes:

Sub-Programme No.	Sub-Programme	Sub-Programme Purpose
3.1	Programme Support	To provide management and administrative support to the programme.
3.2	Supply Chain Management	To provide policy direction and facilitating the management of supply chain and asset management practices.
3.3	Supporting and Interlinked Financial Systems	To provide for the implementation, management and oversight of provincially operated financial systems and transition to the IFMS.

1.3.2 Outcomes, outputs, output indicators, annual and quarterly targets

Sub-Programme 3.2: Supply Chain Management

Outcomes	Outputs	Output Indicator	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Strengthened governance and oversight of financial management systems, supply chain and movable asset management across provincial and municipal, spheres resulting in improved operational efficiency, value for money, and enhanced service delivery	Municipalities & municipal entities assisted with standardised SCM and Asset Management business practices to continuously improve SCM and Asset Management maturity	3.2.1.1 Number of municipalities and municipal entities assisted with SCM and Asset Management Governance	Revised Output Indicator	Revised Output Indicator	5	Revised output indicator	32	32	32
	Municipalities or municipal entities assisted with SCM System Insight reports by providing analysed procurement information to municipalities or municipal entities	3.2.1.2 Number of Municipalities or municipal entities' SCM Insight Reports Produced	Revised Output Indicator	Revised Output Indicator	5	Revised output indicator	5	5	5

Outcomes	Outputs	Output Indicator	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Strengthened governance and oversight of financial management systems, supply chain and moveable asset management across provincial and municipal, spheres resulting in improved operational efficiency, value for money, and enhanced service delivery	Annually defined support programmes for departments, municipal districts and suppliers to provide support and build capacity	3.2.1.3 Number of Support programmes implemented	New Output Indicator	New Output Indicator	3	3	3	3	3
	Assessment of operational client support function	3.2.1.4 Number of reports reflecting client support performance	3	4	4	4	4	4	4
	Procurement Disclosure Reports reflecting provincial procurement performance	3.2.1.5 Number of Procurement Disclosure Reports	4	4	4	4	4	4	4
	Focused strategic sourcing initiatives for value for money purchasing departments, municipalities and / or municipal entities	3.2.1.6 Number of reports on strategic sourcing interventions	Revised Output Indicator	2	4	4	6	8	8
	Provincial SCM System insight reports providing procurement performance information to departments	3.2.1.7 Number of SCM System insight reports produced	53	53	53	53	53	53	53

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
3.2.1.1 Number of municipalities and municipal entities assisted with SCM and Asset Management Governance	32	10	12	10	
3.2.1.2 Number of Municipalities or municipal entities' SCM Insight Reports Produced	5		2	2	1
3.2.1.3 Number of Support programmes implemented	3				3
3.2.1.4 Number of reports reflecting client support performance	4	1	1	1	1

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
3.2.1.5 Number of Procurement Disclosure Reports	4	1	1	1	1
3.2.1.6 Number of reports on strategic sourcing interventions	6	1	1	2	2
3.2.1.7 Number of SCM System insight reports produced	53	14	13	13	13

Sub-Programme 3.3: Supporting and Interlinked Financial Systems

Outcomes	Outputs	Output Indicator	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Strengthened governance and oversight of financial management systems, supply chain and moveable asset management across provincial and municipal spheres resulting in improved operational efficiency, value for money, and enhanced service delivery	Provincial financial systems supported and maintained	3.3.1.1 Number of votes assisted with system support	13	13	13	13	13	13	13
	Capacitated and trained system users	3.3.1.2 Number of votes assisted with end-user training	13	13	13	13	13	13	13
	Evergreen Legacy Systems implemented	3.3.1.3 Number of system modules implemented	5	5	5	5	5	5	5
	Consolidated reporting provided from financial systems	3.3.1.4 Number of votes assisted with financial reporting	13	13	13	13	13	13	13

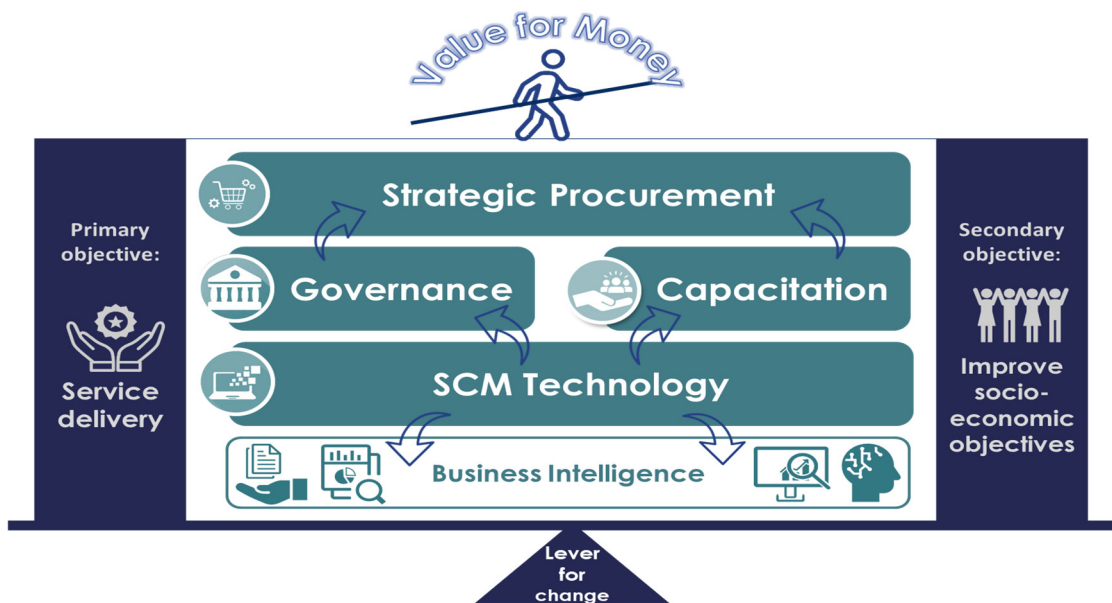
Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
3.3.1.1 Number of votes assisted with system support	13	13	13	13	13
3.3.1.2 Number of votes assisted with end-user training	13	13	13	13	13
3.3.1.3 Number of system modules implemented	5				5
3.3.1.4 Number of votes assisted with financial reporting	13	13	13	13	13

1.3.3 Explanation of planned performance over the medium-term period

Provincial and Local Government SCM

Programme 3 has a dual mission: guiding policy direction and managing the complex landscape of provincial financial systems, supply chain and asset management governance, oversight and support. At the core of our APP obligation is a commitment to strong governance and being an enabling and a reliable partner in the Western Cape province.

A key element of our strategy is the four-pillar approach to SCM reform approach, focusing on governance, SCM technology, strategic procurement, and capacity building. These pillars provide a solid foundation for each directorate, driving toward sustainable economic growth.



Unlocking Value in Departmental SCM

The PT is transforming SCM in the province through an innovative and strategic approach, anchored by the vision for an electronic SCM (eSCM) system designed to unlock value and boost efficiency. Key initiatives include:

- Leveraging business intelligence and technology to streamline procurement processes, enabling data-driven decision-making and faster, more effective SCM management.
- Transparency is a cornerstone of this transformation, with the WCG regularly publishing procurement disclosure reports to promote accountability to the public and stakeholders. Additionally, SCM Performance Insight Reports provide detailed performance information, allowing for the measurement of outcomes, improving accountability, and driving continuous improvement.
- The Procurement Planning Toolkit links procurement to the budget, incorporating empowerment impact assessments to align efforts with socio-economic goals and uplift communities. A robust query and complaints management mechanism ensures quicker resolution of procurement challenges, providing real-time support to clients.
- Further strengthening this approach, the WCG is enhancing its electronic Procurement Solutions (ePS) by integrating the WCSEB and the Procurement Planning Toolkit. This integration creates a more efficient bidding process and improves the supplier experience.

- In strategic sourcing and transversal contracting, we focus on optimising value chains by leveraging economies of scale and prioritising key commodities to maximise procurement value. A major emphasis is placed on creating opportunities for SMMEs, driving job creation, and ensuring that procurement strategies directly contribute to economic empowerment.

The WCG is also committed to local economic development, using strategic procurement to stimulate growth and strengthen the regional economy. Empowerment initiatives foster supplier development, ensuring that economic empowerment remains central to procurement practices.

In light of recent challenges, procurement policies have been reassessed to support post-disaster recovery and enhance responsiveness to emerging needs. This adaptability ensures that procurement continues to drive revitalisation and economic resilience.

In summary, WCG's procurement strategy focuses on technology and innovation to create a system that is more efficient, transparent, and impactful, delivering value for money while promoting local development and empowerment across the Western Cape.

Strategic Procurement: Unlocking Value Through Effective Planning

In the face of ongoing fiscal constraints, strategic procurement planning is essential to ensure that departments achieve efficient service delivery while maximising value for money. To this end, meticulous planning must underpin procurement activities across all departments, with a heightened focus on eliminating inefficiencies, leveraging technology, and aligning with budgetary principles.

Optimising Procurement with Technology and Strategic Sourcing

The incorporation of automated procurement planning tools is now a standard practice within the WCG. These tools streamline budgeting processes and provide departments with critical insights into upcoming tender opportunities, enabling them to plan more effectively. Over the Medium-Term Expenditure Framework (MTEF), PT will work closely with departments and public entities to identify the most appropriate procurement methods and develop commodity-based procurement strategies that reflect prudent sourcing principles. Strategic sourcing and procurement initiatives will be central to achieving value-for-money outcomes, a key priority given the province's current fiscal pressure.

Navigating a Volatile Legislative and Regulatory Environment

The procurement landscape is further complicated by a volatile legislative and regulatory environment. Departments and municipalities must remain agile and ensure alignment with the provincial and local government repositioning strategy, which emphasises stability and sustainability. In this context, collaboration and partnerships will play a critical role in addressing emerging challenges. Achieving a sustainable procurement environment will require departments to not only adapt to changing regulations but also adopt a proactive approach to tackling procurement barriers and inefficiencies.

Key Procurement Focus Areas for departments in the Upcoming Term

- To plan their procurement activities for the upcoming term, they are expected to adhere to several key principles aimed at fostering fiscal discipline while enhancing service delivery. These include Budget Adherence: Departments must align their procurement plans with the budget principles outlined in the 2025 MTEF.
- Efficient Use of Resources: Opportunities for cost savings should be identified, with any savings redirected to improving service delivery outcomes.

- Cost Containment: Departments are encouraged to implement cost containment measures, prioritise spending, and negotiate contracts to alleviate cost pressures.
- Addressing Procurement Inefficiencies: Proactively identifying and addressing inefficiencies in procurement processes will be crucial to ensuring that departments meet their delivery mandates in a cost-effective manner.
- Sustainable Procurement Practices: Departments should apply the WCG's Sustainable Public Procurement principles, considering Total Cost of Ownership, local sourcing optimisation, and supporting businesses owned by vulnerable priority groups. PT offers training for departments looking to expand their efforts in this regard.
- Investment in Technology and Data-Driven Procurement: The WCG recognises that investments in information technology (IT) and business intelligence are critical to achieving its strategic procurement objectives. Ongoing ICT projects, such as enhancements to the e-Procurement Solution and the Procurement Planning Toolkit, are designed to provide the necessary tools for departments to streamline departmental procurement processes and make informed decisions based on reliable data.

Through performance-based budgeting and efficient resource utilisation, departments will eliminate inefficiencies and align procurement efforts with socio-economic objectives, enhancing both service delivery and empowerment outcomes.

Municipal SCM as a catalyst for economic development

PT's legislative mandate differs substantially from that in the departmental sphere, necessitating greater degrees of collaboration with other provincial departments (e.g. DLG, DEDAT & DEADP) to achieve strategic outcomes. This is envisaged to shift somewhat given the evident aspirations of the Public Procurement Act (PPA), for example local treasuries' role to coordinate strategic procurement initiatives on behalf of municipalities. This is relatively uncharted territory for the PT, and the relevant stakeholders will develop a robust governance framework for such new mandates as and when the PPA's Regulations are promulgated.

Relating the PT's role to the municipal SCM space, the four pillars will be borne out through the following focus areas:

SCM Technology adoption and refresh

- Adoption of the Central Supplier Database Request for Quotation (CSD RFQ) solution and e-Tender procurement planning functionality enables municipalities and municipal entities to achieve increased governance and efficiency outcomes in anticipation of the procurement system requirements of the Public Procurement Act.
- Supporting municipalities on the mandatory implementation of the NT-defined minimum business requirements for municipal financial management systems, as defined by the mSCOA team. This includes 3 distinct modules: SCM, Inventory & Asset Management. This mSCOA refresh will enable the effective delivery of SCM and asset management at municipal level, ensuring that minimum business requirements are implemented and improving data quality, leading to increased financial transparency, and improving service delivery to municipal residents.

Strategic sourcing for socio-economic growth

Strategic sourcing and transversal contracting enable municipalities to maximise economies of scale, particularly in key commodity areas, while supporting SMME development and local economic empowerment.

Municipal SCM & Asset Management (AM) Governance

Procurement policies are continuously and collaboratively adapted to address challenges related to audit outcomes, and emerging risks such as preferential procurement and post-disaster recovery, ensuring resilience and responsiveness to emerging needs.

A robust review of asset management policies and datasets, which are utilised for operational service delivery as well as financial reporting and governance requirements, commenced in 2024 and will continue into 2026 to incrementally improve the ability of municipal asset management units to enable total lifecycle costing, improve asset utilisation and support long-term financial planning and sustainability.

Collaborative capacity building

PT collaborates extensively with provincial, national and private sector stakeholders to deliver appropriate capacity building initiatives in the complex and multidisciplinary field of municipal SCM & AM. These initiatives continue to increase in scope and application as a greater number of municipal end users are encouraged and expected to take accountability for their role in SCM and AM.

In the local government sphere, a similar nuanced strategy will be adopted in terms of PT's legislative mandate. An adoption of the Central Supplier Database Request for Quotation (CSD RFQ) solution for municipalities and e-Tender procurement planning functionality enables municipalities to achieve similar outcomes in anticipation of the procurement system requirements of the Public Procurement.

Additionally, a focus on strategic sourcing and transversal contracting will help departments and municipalities maximise economies of scale, particularly in key commodity areas, while supporting SMME development and local economic empowerment. Procurement policies will also be collaboratively adapted to address challenges related to post-disaster recovery, ensuring resilience and responsiveness to emerging needs.

Through performance-based budgeting and efficient resource utilisation, departments will eliminate inefficiencies and align procurement efforts with socio-economic objectives, enhancing both service delivery and empowerment outcomes. mSCOA refresh will enable the effective delivery of SCM and asset management at municipal level, ensuring that minimum system requirements are implemented and improving data quality, leading to increased financial transparency, and improving service delivery to municipal residents.

Supporting and Interlinked Financial Systems for WCG departments

The persistent delays in implementing the Integrated Financial Management System (IFMS) present a significant challenge to the government's modernisation efforts across financial, supply chain, and human resource management systems. These outdated legacy platforms, reliant on obsolete technologies, suffer from a lack of integration, leading to redundancy and inefficiency.

Despite these obstacles, the Supporting and Interlinked Financial Systems (SIFS) unit remains steadfast in driving innovation. Through comprehensive training and support for provincial system users (LOGIS, BAS, PERSAL) and ePS, the directorate focuses on strengthening internal controls, ensuring meticulous data cleanup, and enhancing the credibility of financial systems for accurate reporting and analysis.

A key element of this transformation is the Evergreen Legacy Systems (ELS) strategy, which takes a phased approach to upgrading legacy systems, aligning with budgetary constraints. Application Portfolio Management plays a pivotal role in streamlining software applications, preventing duplication and ensuring efficient system integration.

This forward-thinking ELS strategy introduces modern technologies to address compatibility and security issues, ultimately building towards a fully Integrated Financial Management Platform. At the heart of this modernisation effort is the PT Data Warehouse, which consolidates data for improved reporting capabilities and supports evidence-based decision-making, driving economic and financial growth.

Aligned with PT's e-Vision and ICT strategy, the Data Warehouse centralises data from legacy systems into a cutting-edge, cloud-based repository. This strategic move enhances operational efficiency and transforms governance through a data-driven approach. PT's commitment to digital transformation is further demonstrated by its proactive engagement with the 4th Industrial Revolution, using technology to reduce administrative burdens, increase productivity, and foster collaboration through secure digital platforms.

The picture below depicts a solution design of PT Business Intelligence Hub:



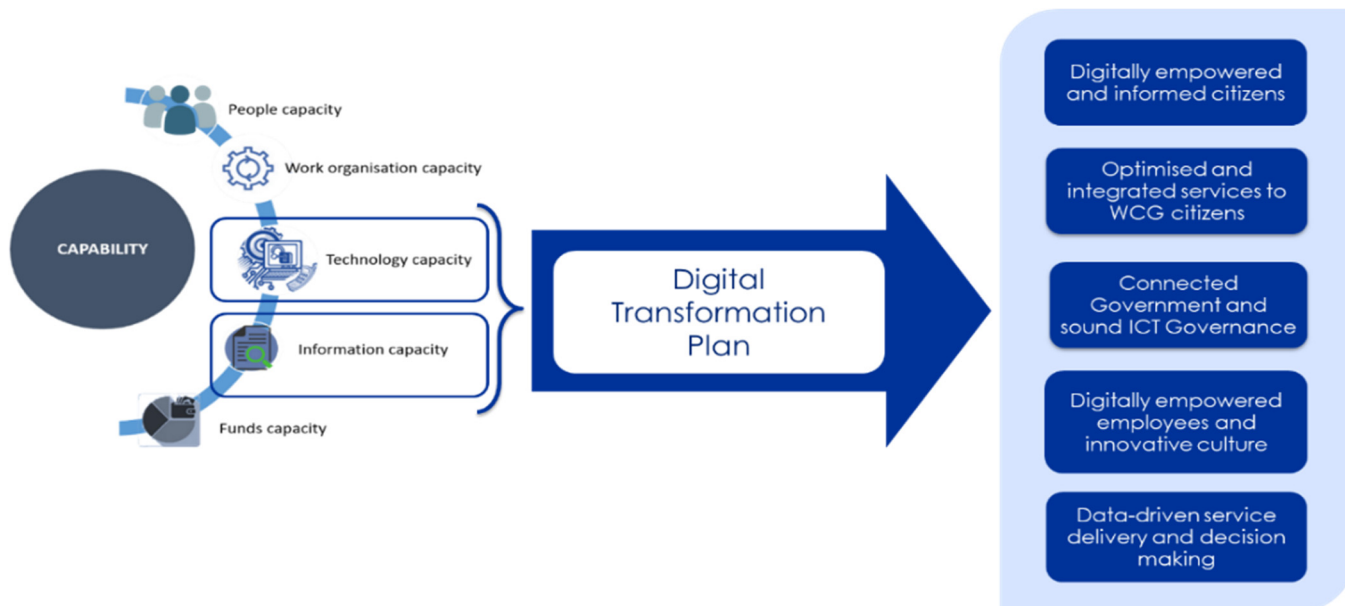
In support of this, PT has made strategic investments in data and analytical capabilities across departments. By fostering a culture that values data and insights, PT aims to achieve several key outcomes:

- Enhance staff data literacy and empowerment,
- Facilitate evidence-based, responsive, and timely decision-making,
- Improve the design of policies, advice, programs, and service delivery, and
- Drive substantial economic and financial growth.

To further this agenda, PT is consolidating data from PERSAL, LOGIS, and BAS into a unified, centralised Data Warehouse. This initiative will empower WCG departments by providing easy access to financial and corporate data, fostering informed decision-making processes, and aligning with WCG's broader digital transformation plan.

Recognising the need for a streamlined, user-friendly platform, PT is developing a "One-Stop Shop" client-facing solution. This cloud-based platform, PT Business Intelligence Hub (PT BI Hub), will unify financial and non-financial data, leveraging Microsoft 365 tools and Azure's cloud services. By enhancing accessibility and consolidating applications, PT BI Hub will drive collaboration, innovation, and efficiency, aligning with PT's strategic objectives and the WCG's vision for digital transformation and sustainable governance.

An illustration of the WCG digital transformation plan is depicted below:



1.3.4 Key Risks - Updated key risks and mitigation from the SP

Outcome 3: Strengthened governance and oversight of financial management systems, supply chain and moveable asset management across provincial and municipal spheres resulting in improved operational efficiency, value for money, and enhanced service delivery.

Outcome risk: Lack of alignment of SCM prescripts to legislative requirements and administrative functions, which risk is augmented by NT instructions, circulars and guidelines that are inconsistent.

Potential unconstitutionality and centralisation of procurement powers through the Public Procurement Office (PPO), and mandatory preferential procurement measures that override local discretion. This includes economic impact and lack of implementation plan to deal with these at the national level.

Lack of Capacity within the units to fulfil strategic mandate of the Department for SCM in terms of section 18 of the PFMA and section 5(3) of the MFMA.

Outdated Legacy Systems.

Outputs	Key Risk	Risk Mitigations
Municipalities and municipal entities assisted with standardised SCM and asset management business practices to continuously improve SCM maturity	Commitment of municipalities & municipal entities to implement best business practices, including capacity constraints.	Using municipal integrated teams to maximise delivery efficiencies. Utilising all municipal fora to strengthen cooperation and commitment.
Municipalities or municipal entities assisted with SCM System Insight reports by providing analysed procurement information to municipalities or municipal entities	Obtaining credible data from municipalities. Obtaining credible data from municipalities.	Using District Operating Models to capacitate municipal officials on requirements. Utilising all available data sources to maximise delivery efficiencies. Tapping into the mSCOA data strings to obtain additional and credible data.
Annually defined support programmes for departments, municipal districts and suppliers to provide support and build capacity	The ability of the unit to respond effectively given its capacity constraints and the high demand to support departments and municipalities.	Using municipal integrated teams to maximise delivery efficiencies. Using technology tools to augment resource capacity. Tapping departmental capacity to support the limited capacity in the directorate and sub-directorate. Partnering with the Department of Economic Development and Tourism, Legal Services from the Department of the Premier, departments and municipalities as well as other stakeholders in the SCM space. Implementation of a Customer Relationship Management (CRM) System to automate query handling. Additional supplier and technology support through the Procurement Client Centre. Utilisation of training videos and webinars. Development of FAQs.
Assessment of operational client support function	Non-financial information is not integrated and requires manual data and information gathering and analysis.	Building of data accumulation models in Power-BI for easy analytics. Matching and placing financial and non-financial data with a DataMart on a shared

Outputs	Key Risk	Risk Mitigations
		data space or datastore for easy access and analytics by the team.
Procurement Disclosure Reports reflecting provincial procurement performance	Credibility of financial information and the need for big data processing and analysis.	Use of power BI tools and data store for ease of access and transversal verification by departments. Partnerships with Cel within the Department of the Premier and other PT units to improve data credibility on the legacy systems.
Focused strategic sourcing initiatives for value-for-money purchasing in provincial departments and municipalities & municipal entities	Lack of an adequate structure for strategic sourcing and transversal contracting. No funding available to establish resource capability. The ability to implement strategies that developed. Cooperation of the departments and buy-in.	Implementation of an automated procurement planning toolkit as well as business intelligence tools for data analytics capability. Partnerships with departments to expand PT capacity in the absence of adequate structure. Focus on developing the technology on EPS, WCSEB and procurement planning toolkit that enables strategic sourcing capability for departments. OD process under way to review PGSCM structure and capacity.
	Limited mandate to implement strategic sourcing in municipal space.	Implementation of National Treasury tools developed for uptake in municipal space (e.g. CSD RFQ & eTender procurement planning). Utilisation of existing NT, SITA & MISA contracts where transversal contracting mandate is established.
Provincial SCM system insight reports providing procurement performance information to departments	Dependencies on financial information extracted from legacy systems managed by another unit in PT. Lack of integrated information as well as credibility of information in the legacy systems. Lack of an adequate structure for data analytics capabilities. Lack of resources with the required data skills set	Integrated approach within the programme to secure support on financial information and integration on ICT projects. Establishment of a data warehouse and business intelligence competencies and capabilities within the unit. OD process under way to review PGSCM structure and capacity. Collaboration and partnership with departments on ICT innovations implemented and knowledge sharing

** Significant strides have been made to mitigate SCM risks, how capacity remains one of the most material risks to delivery outcomes. Whilst risks have been sufficiently mitigated to meet performance targets as per mandates, the risks to quality of performance remains a challenge.

Table 7 Summary of payments and estimates - Programme 3: Asset Management

Sub-programme R'000	Outcome						Medium-term estimate			
	Audited 2021/22	Audited 2022/23	Audited 2023/24	Main appro- priation 2024/25	Adjusted appro- priation 2024/25	Revised estimate 2024/25	% Change from Revised estimate			
							2025/26	2024/25	2026/27	2027/28
1. Programme Support	4 672	4 580	5 369	5 222	3 621	3 621	5 563	53.63	5 873	6 210
2. Supply Chain Management	35 421	40 171	36 945	28 232	26 359	26 359	34 568	31.14	34 649	36 457
Supply Chain Management:	24 757	27 830	25 114	18 251	17 438	17 438	23 118	32.57	24 440	25 682
Supply Chain Management: Local Government	10 664	12 341	11 831	9 981	8 921	8 921	11 450	28.35	10 209	10 775
3. Supporting and Interlinked Financial Systems	31 233	32 810	37 272	46 312	41 056	41 056	38 653	(5.85)	41 786	43 380
Total payments and estimates	71 326	77 561	79 586	79 766	71 036	71 036	78 784	10.91	82 308	86 047

Note: Sub-programme 3.2: Asset Management and Sub-programme 3.3: Liabilities Management as per the National Treasury uniform budget and programme structure, have been subsumed within the Sub-programme Supply Chain Management.

Earmarked allocation

Included in Sub-programme 3.3: Supporting and Interlinked Financial Systems is an earmarked allocation of R3 million in 2023/24, R3.500 million in 2024/25 and R2.500 million for the development and implementation of an integrated customer relationship management solution, which includes the automated processes that modernise reporting and auditing of systematic procedures.

Table 8 Summary of payments and estimates by economic classification – Programme 3: Asset Management

Economic classification R'000	Outcome						Medium-term estimate			
	Audited 2021/22	Audited 2022/23	Audited 2023/24	Main appro- priation 2024/25	Adjusted appro- priation 2024/25	Revised estimate 2024/25	% Change from Revised estimate			
							2025/26	2024/25	2026/27	2027/28
Current payments	69 943	75 991	78 201	79 766	70 955	70 955	76 984	8.50	82 308	86 047
Compensation of Goods and services	41 910	45 309	44 543	48 926	43 598	43 598	55 401	27.07	65 126	68 259
	28 033	30 682	33 658	30 840	27 357	27 357	21 583	(21.11)	17 182	17 788
Transfers and subsidies to	1 383	1 570	1 385		81	81	1 800	2 122.22		
Provinces and Households		500	550				1 800			
	1 383	1 070	835		81	81		(100.00)		
Total economic classification	71 326	77 561	79 586	79 766	71 036	71 036	78 784	10.91	82 308	86 047

Expenditure trends and analysis

The Programme's budget decreased by R1.146 million from R80.912 million in 2023/24 (revised estimate) to R79.766 million in 2024/25 which equates to a reduction of 1.42 per cent. The reduction mainly relates to the Customer Relationship Management Tool project that took place in the 2023/24 financial year.

1.4 Programme 4 - Financial Governance

1.4.1 Programme Description

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

Financial Governance is organised to conduct its work according to the following sub-programmes:

Sub-Programme No.	Sub-Programme	Sub-Programme Purpose
4.1	Programme Support	To provide management and administrative support to the programme.
4.2.1	Accounting Services: Local Government	To improve the application of accounting standards and financial reporting within municipalities.
4.2.2	Accounting Services: Provincial Government	To drive financial governance reforms, the implementation of accounting practices and prepare consolidated financial statements.
4.3	Corporate Governance	To strengthen corporate governance within the Province through the implementation of risk management, internal audit and compliance with financial norms and standards.

1.4.2 Outcomes, outputs, output indicators, annual and quarterly target

Sub-Programme 4.2: Accounting Services - Local Government Accounting

Outcomes	Outputs	Output Indicator	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Governance transformation in departments, entities and municipalities improved	Oversight and monitoring of municipal financial governance	4.2.1.1 Number of municipal accounting assessment reports	30	30	29	30	30	30	30
	Support initiatives to strengthen the understanding and application of accounting standards	4.2.1.2 Number of interventions to inform the application of accounting standards for municipalities	8	10	9	9	9	9	9
	Reconciliation of AFS and data strings on National Treasury LG Database to ensure credibility of audited financial data	4.2.1.3 Percentage of submitted data strings reconciled to audited AFS	*100%	**100%	***100%	100%	100%	100%	100%

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
4.2.1.1 Number of municipal accounting assessment reports	30				30
4.2.1.2 Number of interventions to inform the application of accounting standards for municipalities	9	2	3	2	2
4.2.1.3 Percentage of submitted data strings reconciled to audited AFS	100%				100%

Output indicator 4.2.1.3: Percentage of submitted data strings reconciled to audited AFS

* Method of Calculation 2021/22:

Numerator: Number of reconciled returns closed off on the NT LG Database (25)

Denominator: Number of returns submitted by municipalities to the NT LG Database (25)

** Method of Calculation 2022/23:

Numerator: Number of reconciled returns closed off on the NT LG Database (26)

Denominator: Number of returns submitted by municipalities to the NT LG Database (26)

*** Method of Calculation 2023/24:

Numerator: Number of reconciled returns closed off on the NT LG Database (26)

Denominator: Number of returns submitted by municipalities to the NT LG Database (26)

Sub-Programme 4.2: Accounting Services – Provincial Government Accounting

Outcomes	Outputs	Output Indicator	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Governance transformation in departments, entities and municipalities improved.	Interventions held to ensure oversight and monitoring of departmental financial governance	4.2.2.1 Number of reports based on governance performance engagements held with departments	2	1	1	1	1	1	1
	Departments supported on internal control initiatives	4.2.2.2 Number of internal control interventions rolled out in departments	8	5	8	2	2	2	2
	Votes supported in the application of accounting frameworks	4.2.2.3 Number of votes assessed against the applicable accounting frameworks	14	14	14	14	14	14	14
	Entities supported in the application of accounting frameworks	4.2.2.4 Number of entities assessed against the applicable accounting frameworks	New Output Indicator	New Output Indicator	New Output Indicator	Revised output indicator	11	11	11
	Publication and tabling of the ACFS	4.2.2.5 Publication and tabling of the ACFS is done in the required timeframe	1 month after receipt of audit report on the ACFS	1 month after receipt of audit report on the ACFS	27 March 2024	1 month after receipt of audit report on the ACFS	1 month after receipt of audit report on the ACFS	1 month after receipt of audit report on the ACFS	1 month after receipt of audit report on the ACFS
	Support initiatives to strengthen the understanding and application of accounting standards	4.2.2.6 Number of interventions to inform the application of accounting standards for departments and entities	New Output Indicator	New Output Indicator	New Output Indicator	6	6	6	6
	Oversight and monitoring of departmental financial governance to examine the Financial Management Capability of departments	4.2.2.7 Number of CGRO self-assessment scorecard reports	New Output Indicator	New Output Indicator	New Output Indicator	13	13	13	13

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
4.2.2.1 Number of reports based on governance performance engagements held with departments	1			1	
4.2.2.2 Number of internal control interventions rolled out in departments	2		1		1
4.2.2.3 Number of votes assessed against the applicable accounting frameworks	14	14	14	14	14
4.2.2.4 Number of entities assessed against the applicable accounting frameworks	11	11		11	
4.2.2.5 Publication and tabling of the ACFS is done in the required timeframe	1 month after receipt of audit report on the ACFS			1 month after receipt of audit report on the ACFS	
4.2.2.6 Number of interventions to inform the application of accounting standards for departments and entities	6	2	1	1	2
4.2.2.7 Number of CGRO self-assessment scorecard reports	13	13			

Sub-Programme 4.3: Corporate Governance

Outcomes	Outputs	Output Indicator	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Governance transformation in departments, entities and municipalities improved	Oversight and monitoring of municipal financial governance provided to municipalities	4.3.1.1 Number of municipal governance assessment reports	30	30	30	30	30	30	30
	Municipalities supported through initiatives on municipal financial capacity building and training	4.3.1.2 Number of municipal support initiatives on municipal finance capacity building and training	10	10	10	10	10	10	10
	Municipalities supported through initiatives on internal audit and risk management	4.3.1.3 Number of support initiatives on internal audit and risk management	12	12	12	12	12	12	12

Outcomes	Outputs	Output Indicator	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Governance transformation in departments, entities and municipalities improved	Municipalities and departments supported on financial legal frameworks and policies	4.3.1.4 Number of support initiatives to departments on financial legal frameworks and policies	1	1	1	1	1	1	1
		4.3.1.5 Number of support initiatives to municipalities on financial legal frameworks and policies	3	3	3	3	3	3	3

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
4.3.1.1 Number of municipal governance assessment reports	30				30
4.3.1.2 Number of municipal support initiatives on municipal finance capacity building and training	10	2	3	3	2
4.3.1.3 Number of support initiatives on internal audit and risk management	12	2	4	4	2
4.3.1.4 Number of support initiatives to departments on financial legal frameworks and policies	1		1		
4.3.1.5 Number of support initiatives to municipalities on financial legal frameworks and policies	3		2		1

1.4.3 Explanation of planned performance over the medium-term period

The WCG places a strong emphasis on Innovation, Governance, and Culture, reaffirming its commitment to enhancing governance practices to enable effective service delivery while navigating risks and challenges in an uncertain economic and fiscal environment.

The integrated governance approach has driven a collective effort to ensure that governance transformation enhances service delivery and economic growth within the province. This involves deliberate processes aimed at improving and reforming how government institutions operate, manage resources, make decisions, and serve the public. The goal is to promote transparency, efficiency, effectiveness, accountability, and responsiveness, ensuring that government is better equipped to meet the needs and expectations of residents.

It is critical to continue strengthening good governance, as it lays the foundation for a resilient, effective, and responsive public sector in an increasingly complex and unpredictable VUKA (Volatility, Uncertainty, Complexity, and Ambiguity) world.

A key outcome of the Financial Governance and Accounting programme is to embed good governance by maintaining a strong focus on the evaluation and improvement of financial management processes within departments, public entities, and municipalities to enhance service delivery. This programme is responsible for coordinating and driving the financial governance agenda in provincial and local government, ensuring continuous improvements across financial management disciplines to enhance governance and performance.

Developing the capabilities of provincial and municipal officials has been identified as a key enabler for sustainably improving financial governance practices and, in turn, financial performance. The focus is on delivering an Integrated Talent Management Strategy that is responsive to the skills required by departments and municipalities to fulfill their mandates effectively.

Optimising assurance and oversight are essential to governance transformation, as it provides a platform for growth in the province and ensures that service delivery remains resident-centric. Combined assurance is key to effectively coordinating assurance providers' efforts in proportion to departmental risks. This model integrates and optimises all assurance services and functions, fostering an effective control environment and supporting the integrity of information used for decision-making. The programme prioritises supporting municipalities in the effective implementation of combined assurance frameworks.

Established municipal governance forums, such as the Chief Risk Officer Forum and the Chief Audit Executive Forum, serve as platforms to drive norms and standards in risk management and internal audit practices, ultimately strengthening systems of internal control across municipalities.

The below summarises the key governance priorities:

- Governance transformation that is achieved with the collective focus on continuous improvement in financial governance practices and the provision of capacitation initiatives to departments and municipalities; to assist in enhancing their capabilities;
- The effective implementation of the Integrated Talent Management Strategy leverages off collaboration and partnership of stakeholders within the capacitation environment and contributes to improved efficiency and effectiveness of financial governance and performance within departments and municipalities; and
- PT's support initiatives, enable governance responsiveness and agility in the respective departments, municipalities, and public entities.

Financial accounting strategy

A key objective of the Financial Governance and Accounting programme is to drive accountability by reviewing the financial reporting of departments, public entities, and municipalities, while embedding adherence to sound governance practices.

Ensuring the preparation of accurate and reliable financial statements is critical to promoting transparency, accountability, effective decision-making, credible financial information, and efficient resource management. The quality of financial reporting is continuously assessed and refined to maintain and sustain the highest standards of financial integrity.

The financial reporting framework is constantly improved to enhance the quality and accuracy of financial accounting and reporting, ensuring that all transactions, events, assets, and liabilities of the WCG are fully and accurately reflected. The desired outcome is to ensure that users of financial reports can make informed decisions by understanding the narrative and context behind financial reporting instruments.

Sound financial governance and reporting are fundamental to developing a capable state, which is essential for effective service delivery and governance transformation. The collective goal is to ensure that governance efforts translate into improved service delivery for the residents of the Western Cape. To achieve this, ongoing annual reviews of governance practices across all Western Cape institutions are necessary to ensure they remain effective, efficient, and responsive to residents' needs.

Financial Governance and Accounting continues to play a pivotal role in strengthening governance through strategic partnerships with key stakeholders, including National Treasury. These collaborations drive public financial management reforms, with a strong emphasis on transparency in financial reporting.

Given the current fiscal challenges, improving financial governance remains a critical lever for enhanced performance. It must support innovation and drive cultural change, while enabling the realisation of government priorities in building a capable state across all spheres of government. Ultimately, these efforts must direct their benefits toward improving the lives of communities and residents.

Leveraging technology to improve business processes

Unrelenting fiscal demands compel us to assess the resources available and determine how to maximise the value of PT's assets and capabilities. In the era of the Fourth Industrial Revolution, PT has access to an unprecedented volume of data, which, if leveraged effectively, can be used to drive smarter decision-making and enhance financial management. However, failing to utilise data effectively to generate knowledge and ultimately achieve deeper insights will leave the institutions PT serves vulnerable to blind spots in governance and financial oversight.

PT remains committed to exploring technological solutions that will significantly improve the production of AFS. Given the absence of an integrated financial management system, PT must identify alternative solutions that reduce the labour-intensive nature of financial statement preparation. One such solution is the technology used by National Treasury for the production of Annual Consolidated Financial Statements (ACFS). PT is currently engaging with potential pilot sites to evaluate the system's effectiveness and reliability, ensuring that it meets the province's financial reporting needs.

Strategy Execution

Many institutions have specialised divisions that provide technical advice. As part of its strategy, the accounting units have established a transversal team comprising specialists who research complex accounting matters and develop a provincial position on these issues. This transversal unit, currently known as the Technical Accounting and Reporting Committee (TARC), was established in July 2020. While TARC has yet to be fully institutionalised, the accounting team continues to enhance its expertise to remain responsive to the needs of its clients.

PT will continue to invest in strong relationships, both internally and externally, engaging with a variety of stakeholders and seeking strategic partnerships that will support the realisation of its vision and objectives.

Current linkages and initiatives

PT is driving a series of strategic initiatives crucial for the successful execution of its long-term goals. A key focus is leveraging data insights to inform and enhance decision-making, ensuring that PT's approach remains evidence-based and impactful.

Strengthening relationships with stakeholders remains a top priority, with a concerted effort to unlock value through a robust governance framework. This strategy is expected to yield significant improvements in audit outcomes, demonstrating PT's commitment to excellence in financial management and accountability.

Following the completion of the public entity review in the previous financial year, PT will transition into the implementation phase in the next, setting the stage for future growth and operational efficiency.

Additionally, PT is actively engaging with National Treasury to explore a new partnership model that aims to reduce the administrative burden typically associated with the current public-private partnership (PPP) framework. This initiative seeks to create a more efficient and effective collaboration model for future projects.

Proposals for future initiatives

Constant effort is being expended to make information easy to understand and to automate the production of financial statements. This will enhance how information is presented through dashboards, turning data into actionable intelligence. As the current accounting framework evolves toward full accrual accounting, continuous evaluation of cost-benefit analysis is necessary, along with an understanding of the incremental reporting reforms.

PT will continue driving the implementation of the mSCOA reform, which requires both internal and external capacitation and the calibration of our alignment with the National Treasury project plan for the mSCOA reform.

PT is also in the process of unpacking what "lived experience" means and determining the metrics that could measure residents' experiences of government services.

1.4.4 Key Risks - Updated key risks and mitigation from the SP

Outcome 4: Governance transformation in departments, entities, and municipalities improved.

Outcome risks

- a) Governance is fluid and dynamic as it is dependent on laws, regulations and frameworks that evolve with the environment.
- b) Accounting and legal frameworks are not static. It is continually amended to accommodate learnings from user requirements, changes to standards, past audits and outcomes of court cases.

Outputs	Key Risk	Risk Mitigations
Oversight and monitoring of municipal financial governance	Material misstatements in submitted financial statements by municipalities resulting in negative audit outcomes. Municipalities do not complete the Western Cape Monitoring and Evaluation System (WCMEs) questionnaires. In addition, National Treasury has implemented a new system to be completed by municipalities; this system is designed to measure the financial management capability of municipalities.	Review draft AFS before submission to AGSA, which helps identify errors prior to finalisation of AFS. Escalation of non-compliance to Municipal Managers and PT Principals towards an adequate remedial action. The system is in the first year of implementation and requires periodic checks to see the user uptake of the system.
Support initiatives to strengthen the understanding and application of accounting standards for municipalities	Inconsistent interpretation and application of the accounting frameworks. Nominated officials not identified in accordance with their skills gap.	Training interventions and presentations at forums to address accounting matters. Provision of technical assistance in consultation with NT. AFS consistency workshop to drive consistency in accounting reporting across all institutions. Review of draft AFS to NT GRAP disclosure checklist pre-submission to the AGSA for audit.
Reconciliation of AFS and data strings on National Treasury LG (Local Government) Database to ensure credibility of audited financial data	Municipalities do not submit their data strings to NT LG Database.	Constant communication with municipalities to submit data strings to NT LG Database. Constant training on various platforms to drive data string submission to the NT LG Database. An aligned project plan to National Treasury's mSCOA project plan to ensure key milestones are achieved.
Interventions held to ensure oversight and monitoring of departmental financial governance	The adequacy of the assessment criteria may not be comprehensive enough to assess the financial management maturity capability of departments.	Continuous research and engagement with relevant stakeholders in terms of good governance practices to ensure that the capability criteria are complete in monitoring and guiding departments in terms of their governance maturity.
Departments supported on internal Control initiatives	Inadequate capacity within the unit impacting on the ability to provide full support to departments. The complexity of the continuously evolving interpretation and implementation of the legislative prescripts. Inadequate capacity within the unit impacting on the ability to provide full support to departments.	Filling of vacant positions. Workshopping the changes with the internal control forum members. Provision of technical assistance in consultation with NT. Filling of vacant positions.
Votes supported in the application of accounting frameworks,	The complexity of the interpretation and implementation of the evolving accounting reforms in terms of the	Workshop accounting frameworks with financial accountants on GRAP and MCS changes. Provision of technical assistance in consultation with NT. Filling of vacant positions.
Entities supported in the application of accounting frameworks	The complexity of the interpretation and implementation of the evolving accounting reforms in terms of the Standards of GRAP.	Workshop accounting frameworks with financial accountants on the Standards of and MCS changes. Provision of technical assistance in consultation with NT.

Outputs	Key Risk	Risk Mitigations
Publication and tabling of the ACFS	Delays in the finalisation of the audits/audit process for the respective departments and public entities, which could delay the completion and tabling of the ACFS.	Continuous engagements with the departments and public entities as well as the AGSA on the progress of the respective audits and potential delays. Timeously communicate to the Speaker when there is a delay in the ACFS being tabled.
Support initiatives to strengthen the understanding and application of accounting standards for departments and entities	Inconsistent interpretation and application of the accounting frameworks.	Training interventions and presentations at forums to address accounting matters. Provision of technical assistance in consultation with NT. AFS consistency workshops to drive consistency in accounting reporting across departments and entities.
Oversight and monitoring of departmental financial governance to examine the Financial Management Capability of departments	Departments not adequately responding to the questionnaires.	Escalation of non-compliance to the Accounting Officer of the department and PT tracking the completion progress of departments.
Oversight and monitoring of municipal financial governance provided to municipalities	Municipalities do not complete the WCMES questionnaires.	Escalation of non-compliance to Municipal Managers and PT Principals towards adequate remedial actions. Utilise other sources of data to complete the WCMES questionnaires. Full implementation of the National Treasury system to evaluate financial management capability of municipalities, and over time, retiring the WCMES.
Municipalities supported through initiatives on municipal financial capacity building and training	Lack of funding to provide on training initiatives that address the skills gap and pipeline. Non-attendance of training and other capacity interventions. Non-submission of training and capacity requirements through the reporting framework.	A responsive integrated training and capacitation strategy that also leverages off partnerships. Awareness and communication to municipalities in terms of training programmes and expectation from attendees. Escalation of non-compliance to Municipal Managers and PT Principal towards an adequate remedial action.
Municipalities supported through initiatives on internal audit and risk management	A lack of effective internal audit and risk management structures. Lack of capacitated officials within the internal audit and risk management cadre. Non-attendance of training and other capacity interventions.	A responsive integrated training and capacitation strategy that leverages off partnerships. The effective use of the established forums as a platform to share knowledge, good practice and resolving challenges. Awareness and communication to municipalities in terms of training programme and expectation from attendees.
Municipalities and departments supported on financial legal frameworks and policies	Lack of capacitated officials within the legal component. Inconsistent interpretation between PT and NT on prescripts.	A responsive integrated training and capacitation strategy that leverages off partnerships. The effective use of the established forums as a platform to share knowledge, good practice and resolving challenges. Strengthen the relationship with NT to come to an agreed understanding.

1.4.5 Reconciling performance targets with the Budget and MTEF Expenditure estimates: Programme 4

Table 9 Summary of payments and estimates – Programme 4: Financial Governance

Sub-programme R'000	Outcome						Medium-term estimate			
	Audited 2021/22	Audited 2022/23	Audited 2023/24	Main appro- priation 2024/25	Adjusted appro- priation 2024/25	Revised estimate 2024/25	% Change from Revised estimate			
							2025/26	2024/25	2026/27	2027/28
1. Programme Support	7 480	8 507	7 843	6 394	5 879	5 879	7 221	22.83	7 179	7 376
Programme Support	2 192	3 348	2 343	2 129	2 119	2 119	2 200	3.82	2 323	2 445
CA Academy	5 288	5 159	5 500	4 265	3 760	3 760	5 021	33.54	4 856	4 931
2. Accounting Services	19 531	21 107	25 440	25 357	22 915	22 915	25 843	12.78	27 032	27 919
Provincial Government Accounting and	10 129	10 290	11 721	12 245	11 646	11 646	12 504	7.37	13 437	14 090
Local Government Accounting	9 402	10 817	13 719	13 112	11 269	11 269	13 339	18.37	13 595	13 829
3. Corporate Governance	24 118	21 468	17 578	16 058	17 241	17 241	16 188	(6.11)	17 222	18 126
Total payments and estimates	51 129	51 082	50 861	47 809	46 035	46 035	49 252	6.99	51 433	53 421

Note: Sub-programme 4.3: Norms and Standards and Sub-programme 4.4: Risk Management as per the National Treasury uniform budget and programme structure, have been subsumed within the Sub-programme Corporate Governance.

Sub-programme 4.5: Provincial Internal Audit as per the National Treasury uniform budget and programme structure, was shifted to the Department of the Premier during the 2010/11 financial year.

Table 10 Summary of payments and estimates by economic classification – Programme 4: Financial Governance

Economic classification R'000	Outcome						Medium-term estimate			
	Audited 2021/22	Audited 2022/23	Audited 2023/24	Main appro- priation 2024/25	Adjusted appro- priation 2024/25	Revised estimate 2024/25	% Change from Revised estimate			
							2025/26	2024/25	2026/27	2027/28
Current payments	40 092	42 092	43 325	46 459	41 528	41 444	48 752	17.63	51 433	53 421
Compensation of employees	36 908	37 643	38 668	40 868	36 763	36 679	42 788	16.66	46 709	49 162
Goods and services	3 184	4 449	4 657	5 591	4 765	4 765	5 964	25.16	4 724	4 259
Transfers and subsidies to	11 037	8 990	7 536	1 350	4 507	4 591	500	(89.11)		
Provinces and municipalities	10 490	8 218	6 500	1 350	4 350	4 350	500	(88.51)		
Households	547	772	1 036		157	241		(100.00)		
Total economic classification	51 129	51 082	50 861	47 809	46 035	46 035	49 252	6.99	51 433	53 421

Expenditure trends and analysis

The Programme's budget decreased by R3.822 million from R51.631 million in 2023/24 (revised estimate) to R47.809 million in 2024/25, this equates to a reduction of 7.4 per cent. The reduction mainly relates to a portion of the provincial priority funding allocation for the Western Cape Financial Management Capability Grant that remains unallocated at this stage under Programme 2: Sustainable Resource Management until the Integrated Municipal Engagement processes are finalised.

2. Public Entity - Western Cape Gambling and Racing Board

The WCGRB is an entity that reports to the provincial Minister of Finance (under PT oversight). The WCGRB is mandated to regulate gambling and betting in the Western Cape province. The WCGRB also has the responsibility of collecting gambling taxes and levies for the Western Cape provincial fiscus. In doing so, these taxes and levies contribute to funding a range of service delivery objectives, including education, health, and infrastructure, among others.

Name of Public Entity	Mandate	Key Outputs	Current Annual Budget (R thousand)
Western Cape Gambling and Racing Board (WCGRB)	WCGR Act, 1996 (Act 4 of 1996)	Board meetings where resolutions are adopted and given effect to within specified time period. License holders' CSI commitments complied with. Public awareness of the WCGRB's role and functions. Legal opinions drafted to guide board and office on legal implications of decisions taken. Compliance to human resources regulatory reporting requirements. A skilled, motivated and committed workforce. Effective and efficient financial administration. New applications processed. Renewal applications received processed. Licensed establishments carrying out gambling and betting activities that are in accordance with legislation. Known illegal gambling operations are shut down. Identified regulatory compliance business process improvements. Continuous ICT systems management for the organisation. Continuous knowledge and skills enhancement. Continuous availability of ICT systems. Business process automation/digital strategy.	R101 144 million

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

- Quarterly assessment of the WCGRB's financial and performance information and feedback to the entity;
- Quarterly engagements between PT and the WCGRB and its senior management as part of the Gambling Liaison Committee; and
- Quarterly engagements between the provincial Minister of Finance and the members of the WCGRB.

3. Infrastructure projects

Adherence to good governance systems and the Infrastructure Delivery Management System (IDMS), implemented through the Framework for Infrastructure Delivery and Procurement Management (FIDPM), will be ensured during the preparation of infrastructure budgets to promote effective infrastructure delivery. The Infrastructure Directorate is responsible for overseeing and assessing the provincial government's asset management through the One-IDMS Portfolio Management output, which includes the Infrastructure Asset Management Plans.

The Infrastructure Directorate's oversight responsibilities will also extend to monitoring infrastructure performance through the assessment of departmental Monthly Progress Reports on the Infrastructure Reporting Model, bi-annual site visits, and quarterly Cabinet submissions.

Information on infrastructure investment over the MTEF, as outlined in the Adjusted and Main Overview of Provincial and Municipal Infrastructure Investment publications, will be provided to ensure openness and transparency to the public.

4. Public private partnerships (PPPs)

PPPs as a contract between a government institution and a private party performing a function on behalf of the institution or acquiring the use of state property for its own purposes, is overseen by the Infrastructure Directorate. The oversight responsibility extends to closed PPP deals as well as PPP projects that are in the preparation phases of the PPP Cycle.

TECHNICAL INDICATOR DESCRIPTION



PART D

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WesternCapeGov

PART D: TECHNICAL INDICATOR DESCRIPTION

Programme 1 - Administration

Sub-programme 1.2: Management Services

Output indicators

Indicator Number	1.2.1.1				
Indicator title	Percentage of AI Copilot Prototype Response				
Short definition	The proportion of responses provided by the AI Copilot prototype to HR-related queries based on pre-established criteria.				
Purpose	To evaluate the effectiveness of the AI Copilot in delivering responses to HR queries, ensuring its utility and readiness for deployment.				
Key Beneficiaries	PT employees				
Source of data	AI system logs, system performance reports, and user feedback on AI responses.				
Data limitations	Variability in training data, potential biases, or inaccuracies in user-generated queries and AI learning.				
Assumptions	Assumes that sufficient training data has been provided and that the AI Copilot can effectively handle queries based on this data				
Means of verification	System performance reports, tests, and / or user feedback surveys.				
Method of calculation	Number of responses divided by the total number of HR queries, multiplied by 100 to get the percentage.				
Calculation type	Cumulative:		Year-end:		Year-to-date:
	Non-cumulative: X				
Reporting cycle	Quarterly:		Bi-annually:	Annually: X	
Desired performance	Higher than target:		On target: X		Lower than target:
Type of Indicator	Is this a service delivery indicator?		Yes:		No: X
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple sections can also be made):				
	Access:		Reliability:	Responsiveness:	Integrity:
	Is this a demand-driven indicator?		Yes:		No: X
	Is this a standardised indicator?		Yes:		No: X
Spatial Location of Indicator	Number of locations: Not Applicable		Single location: Not Applicable		Multiple locations: Not Applicable
	Extent: Not Applicable		Provincial: Not Applicable		District: Not Applicable
	Local municipality: Not Applicable		Ward: Not Applicable		Address: Not Applicable
	Detail/address/coordinates: Not Applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not Applicable				
Indicator responsibility	Director: Strategic and Operational Management Support				
Spatial Transformation	Spatial transformation priorities: Not Applicable				
	Description of spatial impact: Not Applicable				
Disaggregation of beneficiaries - Human Rights Groups	Target for women:				Not Applicable
	Target for youth:				Not Applicable
	Target for people with disabilities:				Not Applicable
	Target for older persons:				Not Applicable
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance: X	None of the above:
Implementation Data – (Key deliverables measured)	AI Copilot Prototype Development Accuracy Testing Training Data Quality Prototype Testing Feedback Collection				

Indicator Number	1.2.1.2				
Indicator title	Number of Strategic Reports Automated in BI Dashboards				
Short definition	Strategic reports that are successfully automated and integrated into BI dashboards.				
Purpose	To track the automation of reports for improved operational efficiency and quicker decision-making processes within the Department.				
Key Beneficiaries	Senior management, departmental staff				
Source of data	BI system logs, report automation tracking, and system integration data				
Data limitations	Data integration issues, technical errors in dashboard automation, and inconsistent data sources.				
Assumptions	Assumes proper integration of data sources and the availability of clear report specifications.				
Means of verification	Reports generation data				
Method of calculation	Simple count				
Calculation type	Cumulative:	Year-end:		Year-to-date:	
	Non-cumulative: X				
Reporting cycle	Quarterly:	Bi-annually:		Annually: X	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator:	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple sections can also be made):				
	Access:	Reliability:	Responsiveness:	Integrity:	
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations: Not Applicable	Single location: Not Applicable		Multiple locations: Not Applicable	
	Extent: Not Applicable	Provincial: Not Applicable		District: Not Applicable	
	Local municipality: Not Applicable	Ward: Not Applicable		Address: Not Applicable	
	Detail/address/coordinates: Not Applicable				
	For multiple delivery locations will this be shared in the Annual Operational Plan (AOP): Not Applicable				
Indicator responsibility	Director: Strategic and Operational Management Support				
Spatial Transformation	Spatial transformation priorities: Not Applicable				
	Description of spatial impact: Not Applicable				
Disaggregation of beneficiaries - Human Rights Groups	Target for women:			Not Applicable	
	Target for youth:			Not Applicable	
	Target for people with disabilities:			Not Applicable	
	Target for older persons:			Not Applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance: X	None of the above:
Implementation Data - (Key deliverables measured)	Identification of Strategic Reports BI Dashboard Development Data Integration Automation of Reports Report Testing and Validation User Feedback and Refinement				

Indicator Number	1.2.1.3				
Indicator title	Percentage of User Acceptance Testing (UAT) Complete				
Short definition	The proportion of completed UAT tasks based on the overall scope of testing required for the implementation of new digital platform.				
Purpose	To measure the completeness of user acceptance testing, ensuring that systems meet the expectations and requirements of the end-users before deployment.				
Key Beneficiaries	PT employees, end users				
Source of data	UAT Reports (including user feedback)				
Data limitations	Possible delays in testing due to user unavailability, system issues, or incomplete feedback.				
Assumptions	Assumes active involvement from end-users in the testing process and timely feedback.				
Means of verification	UAT completion reports, feedback surveys from testers,				
Method of calculation	Number of completed UAT tasks divided by the total number of tasks, multiplied by 100 to get the percentage				
Calculation type	Cumulative:		Year-end:		Year-to-date:
	Non-cumulative: X				
Reporting cycle	Quarterly:		Bi-annually:		Annually: X
Desired performance	Higher than target:		On target: X		Lower than target:
Type of Indicator:	Is this a service delivery indicator?		Yes:		No: X
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple sections can also be made):				
	Access:		Reliability:	Responsiveness:	Integrity:
	Is this a demand-driven indicator?		Yes:		No: X
	Is this a standardised indicator?		Yes:		No: X
Spatial Location of Indicator	Number of locations: Not Applicable		Single location: Not Applicable		Multiple locations: Not Applicable
	Extent: Not Applicable		Provincial: Not Applicable		District: Not Applicable
	Local municipality: Not Applicable		Ward: Not Applicable		Address: Not Applicable
	Detail/address/coordinates: Not Applicable				
	For multiple delivery locations will this be shared in the Annual Operational Plan (AOP): Not Applicable				
Indicator responsibility	Director: Strategic and Operational Management Support				
Spatial Transformation	Spatial transformation priorities: Not Applicable				
	Description of spatial impact: Not Applicable				
Disaggregation of beneficiaries - Human Rights Groups	Target for women:				Not Applicable
	Target for youth:				Not Applicable
	Target for people with disabilities:				Not Applicable
	Target for older persons:				Not Applicable
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance: X	None of the above:
Implementation Data - (Key deliverables measured)	Preparation of UAT Plan Testing Environment Setup Selection of Test Users Execution of UAT Documentation of UAT Results Feedback Analysis and Refinement				

Sub-programme 1.3: Financial Management

Output Indicators

Indicator number	1.3.1.1				
Indicator title	Number of In-Year Monitoring (IYM) Reports compiled				
Short definition	Monthly report on the actual expenditure for the preceding months and a projection of expected expenditure for the remainder of the current financial year.				
Purpose	For internal management purposes - to enable the Department to manage its activities effectively, ensure that it is being operated in accordance with its budget and that it is following prescribed rules and regulations. For external monitoring and reporting - to enable external monitoring to ensure that the Department remains within budget, and to provide PT with an overview of financial activity for reporting to Cabinet.				
Key Beneficiaries	Executive Authority, Accounting Officer, programme, sub-programme, and element managers				
Source of data	BAS, PERSAL, LOGIS, Vulindlela, MTEC Database, EPRE, management inputs				
Data limitations	Accuracy of projections				
Assumptions	- Cooperation from components - Synergy within directorate				
Means of verification	Signed IYM model for the vote and per programme				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end: X		Year-to-date:	
	Non-cumulative:				
Reporting cycle	Quarterly: X	Bi-annually:		Annually:	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple sections can also be made):				
	Access:	Reliability:	Responsiveness:		Integrity:
	Is this a demand-driven indicator?	Yes:		No X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations	Single location: Not Applicable		Multiple locations: Not Applicable	
	Extent	Provincial: Not Applicable		District: Not Applicable	
	Local municipality: Not Applicable	Ward: Not Applicable		Address: Not Applicable	
	Detail/address/coordinates: Not Applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP):				
Indicator responsibility	CFO				
Spatial Transformation	Spatial transformation priorities: Not Applicable				
	Description of spatial impact: Not Applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	Signed IYM Model and In-Year monitoring (IYM) Reports				

Indicator number	1.3.1.2				
Indicator title	Number of reports on compliance with minimum financial management performance indicators compiled				
Short definition	Monthly report on the following: financial transactions, closure dates, exceptions/adjustments/interfaces and reconciliations, payables and receivables, disallowance/control and suspense accounts, expenditure management and management of leases.				
Purpose	To ensure that the Department keeps full and proper record of the financial affairs of the Department and enables it to prepare accurate financial statements to the Auditor-General and the relevant Treasury.				
Key Beneficiaries	Accounting Officer, programme, sub-programme, and element managers				
Source of data	BAS, PERSAL, LOGIS, irregular expenditure database, fruitless and wasteful expenditure database				
Data limitations	- Accuracy of the information provided - System downtime				
Assumptions	- No forced closure of BAS - Monthly reconciliations (BAS/LOGIS, BAS/PERSAL, BAS/PMG) are completed - Regular clearance of outstanding balances in disallowance/control and suspense accounts - Irregular, fruitless and wasteful and unauthorised expenditure cases are reported, investigated, and finalised - Finance lease expenditure was correctly classified				
Means of verification	Compliance with minimum financial management performance indicators report				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:	
Reporting cycle	Quarterly: X	Bi-annually:		Annually:	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple sections can also be made):				
	Access:	Reliability:	Responsiveness:	Integrity:	
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations	Single location: X		Multiple locations: Not Applicable	
	Extent	Provincial: Not Applicable		District: Not Applicable	
	Local municipality: Not Applicable	Ward: Not Applicable		Address: Not Applicable	
	Detail/address/coordinates: Not Applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)				
Indicator responsibility	CFO				
Spatial Transformation	Spatial transformation priorities: Not Applicable				
	Description of spatial impact: Not Applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	Signed Compliance reports				

Indicator number	1.3.1.3				
Indicator title	Number of SCM reports on compliance with norms and standards compiled				
Short definition	Report on the procurement transactions for each form of procurement, compliance with the norms and standards prescribed for the various forms of procurement, any patterns observed that could be construed as irregular in the responses received from the issuance, management, or handling of requests for quotations an ePS , any problems experienced with invitations of quotations through ePS , information on payments outstanding after the prescribed 30-day period and any problems experienced with the implementation of the AOS.				
Purpose	To inform the Accounting Officer and the PT on compliance with SCM norms and standards and other important issues.				
Key Beneficiaries	Accounting Officer, programme, sub-programme, and element managers				
Source of data	LOGIS, ePS, SCM Registers				
Data limitations	- Accuracy of the information provided - System downtime				
Assumptions	- Compliance with norms and standards prescribed for various types of procurement - All information is accurate and supporting documents are available				
Means of verification	SCM reports				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:	
Reporting cycle	Quarterly: X	Bi-annually:		Annually:	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple sections can also be made):				
	Access:	Reliability:	Responsiveness:	Integrity:	
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations	Single location: Not Applicable		Multiple locations: Not Applicable	
	Extent	Provincial: Not Applicable		District: Not Applicable	
	Local municipality: Not Applicable	Ward: Not Applicable		Address: Not Applicable	
	Detail/address/coordinates: Not Applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not Applicable				
Indicator responsibility	CFO				
Spatial Transformation	Spatial transformation priorities: Not Applicable				
	Description of spatial impact: Not Applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	Supply Chain Management Reports				

Indicator number	1.3.1.4				
Indicator title	Number of asset verification reports compiled				
Short definition	Bi-annual report indicating that the physical existence of assets was verified with the asset register via an asset count and verification process, all discrepancies were rectified, and all losses and/or surpluses were reported to the relevant official for a response.				
Purpose	To ensure that the Department has and maintains a credible asset register and is able to report accurately on assets in the annual financial statements.				
Key Beneficiaries	Accounting Officer programme, sub-programme, and element managers				
Source of data	LOGIS, BAS				
Data limitations	- Accuracy of the information provided - System downtime - Availability and cooperation of officials				
Assumptions	- The asset register is updated timeously as assets are acquired, moved, transferred and disposed of - All information is accurate and supporting documents are available - No discrepancies between asset register and physical assets				
Means of verification	Asset verification report				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:	
Reporting cycle	Quarterly: X	Bi-annually:		Annually:	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple sections can also be made):				
	Access:	Reliability:	Responsiveness:	Integrity:	
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations	Single location: Not Applicable		Multiple locations: Not Applicable	
	Extent	Provincial: Not Applicable		District: Not Applicable	
	Local municipality: Not Applicable	Ward: Not Applicable		Address: Not Applicable	
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not Applicable				
Indicator responsibility	CFO				
Spatial Transformation	Spatial transformation priorities: Not Applicable				
	Description of spatial impact: Not Applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	Asset verification reports				

Indicator number	1.3.1.5				
Indicator title	Number of Status of Records Review reports compiled				
Short definition	Quarterly report on the status of financial and non-financial performance and compliance with applicable legislation.				
Purpose	To assist the Accounting Officer in maintaining the status quo by communicating the risks and key areas of concern that may affect the preparation of its financial and performance reports and compliance with applicable legislation.				
Key Beneficiaries	Accounting Officer, programme, sub-programme, and element managers				
Source of data	IFS, AFS, debt register, reconciliations, trial balance, SCM performance report, registers (lease, deviations), APP, QPR				
Data limitations	- Accuracy of the information provided - Timeous submission of information				
Assumptions	- Cooperation from components - Timeous submission of adequate evidence to perform the review				
Means of verification	Status of Records Review report				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:	
Reporting cycle	Quarterly: X	Bi-annually:		Annually:	
Desired performance	Higher than target:		On target: X	Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple sections can also be made):				
	Access:	Reliability:	Responsiveness:	Integrity:	
	Is this a demand-driven indicator?		Yes:	No: X	
	Is this a standardised indicator?		Yes:	No: X	
Spatial Location of Indicator	Number of locations	Single location: Not Applicable		Multiple locations: Not Applicable	
	Extent	Provincial: Not Applicable		District: Not Applicable	
	Local municipality: Not Applicable	Ward: Not Applicable		Address: Not Applicable	
	Detail/address/coordinates: Not Applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not Applicable				
Indicator responsibility	CFO				
Spatial Transformation	Spatial transformation priorities: Not Applicable				
	Description of spatial impact: Not Applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	Status of Records Review reports				

Indicator number	1.3.1.6				
Indicator title	Number of internal norms and standards reviewed				
Short definition	Departmental financial norms and standards developed/reviewed				
Purpose	To ensure the Department has a comprehensive and current set of financial norms and standards.				
Key Beneficiaries	Accounting Officer, programme, sub-programme, and element managers				
Source of data	PFMA, National Treasury Regulations, National Treasury Instruction, PT Circulars				
Data limitations	None				
Assumptions	- Timeous receipt of amended policies, prescripts and procedures - Receipt of inputs on draft documents from management				
Means of verification	Approved Financial Manual, Accounting Officer System (AOS), financial management and SCM delegations				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly:	Bi-annually:			Annually: X
Desired performance	Higher than target:	On target: X			Lower than target:
Type of Indicator	Is this a service delivery indicator?		Yes:	No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple sections can also be made):				
	Access:	Reliability:	Responsiveness:	Integrity:	
	Is this a demand-driven indicator?		Yes:	No: X	
	Is this a standardised indicator?		Yes:	No: X	
Spatial Location of Indicator	Number of locations		Single location: Not Applicable		Multiple locations: Not Applicable
	Extent		Provincial: Not Applicable		District: Not Applicable
	Local municipality: Not Applicable		Ward: Not Applicable		Address: Not Applicable
	Detail/address/coordinates: Not Applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not Applicable				
Indicator responsibility	CFO				
Spatial Transformation	Spatial transformation priorities: Not Applicable				
	Description of spatial impact: Not Applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	Approved Departmental financial norms, standards and SCM delegations developed and/or reviewed				

Programme 2 - Sustainable Resource Management

Sub-programme 2.2: Fiscal Policy

Output Indicators

Indicator number	2.2.1.1					
Indicator title	Number of research reports produced on the Fiscal System					
Short definition	Research reports on various topics relating to the provincial and local government fiscal system.					
Purpose	To present a research base allowing for intergovernmental discussion for integrated planning, budgeting and implementation.					
Key Beneficiaries	Senior management as it informs decision making.					
Source of data	Available data and economic variables and national, provincial and municipal budget data sets as well as MyContent.					
Data limitations	Limitation to access certain information regarding fiscal variables.					
Assumptions	The directorate retains research capacity in-house.					
Means of verification	Research reports available on MyContent					
Method of calculation	Simple count					
Calculation type	Cumulative:		Year-end: X		Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly: X		Bi-annually:			Annually:
Desired performance	Higher than target:				On target: X	Lower than target:
Type of Indicator:	Is this a service delivery indicator?		Yes:			No: X
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):					
	Access:		Reliability:	Responsiveness:		Integrity:
	Is this a demand-driven indicator?				Yes:	No: X
	Is this a standardised indicator?				Yes:	No: X
Spatial Location of Indicator	Number of locations		Single location: Not applicable			Multiple locations: Not applicable
	Extent		Provincial: Not applicable			District: Not applicable
	Local municipality: Not applicable		Ward: Not applicable			Address: Not applicable
	Detail/address/coordinates: Not applicable					
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable					
Indicator responsibility	Senior Manager: Fiscal Policy					
Spatial Transformation	Spatial transformation priorities: Not applicable					
	Description of spatial impact: Not applicable					
Disaggregation of beneficiaries - Human Rights groups	Target for women:					Not applicable
	Target for youth:					Not applicable
	Target for people with disabilities:					Not applicable
	Target for older persons:					Not applicable
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X	
Implementation Data - (Key deliverables measured)	Provincial and Local Government fiscal system research reports					

Indicator number	2.2.1.2				
Indicator title	Number of Provincial Revenue Management Reports produced				
Short definition	Number of revenue reports produced, in order to encourage efficient and effective collection of own revenue for integrated planning, budgeting and implementation.				
Purpose	For internal management purposes - to enable the Department to manage its activities effectively, ensure that it is being operated in accordance with its budget and that it is following prescribed rules and regulations. For external monitoring and reporting - to enable external monitoring to ensure that the Department remains within budget, and to provide PT with an overview of financial activity for reporting to Cabinet.				
Key Beneficiaries	Senior management				
Source of data	IYM Reports received from departments which will be stored on MyContent.				
Data limitations	Subject to quality and accuracy of departmental reporting.				
Assumptions	Recommendations made in these reports are considered to be an early warning to the sustainability of provincial cash and revenue.				
Means of verification	Provincial revenue management reports are available on the PT database.				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:	
Reporting cycle	Quarterly: X	Bi-annually:		Annually:	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator:	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access:	Reliability:	Responsiveness:	Integrity:	
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations	Single location: Not applicable		Multiple locations: Not applicable	
	Extent	Provincial: Not applicable		District: Not applicable	
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Fiscal Policy				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	Provincial revenue management reports				

Indicator number	2.2.1.3				
Indicator title	Number of Provincial Government Cash Management Reports produced				
Short definition	Number of provincial cash management reports produced, revenue and cash flows to encourage efficient and effective collection of own revenue and cash flows for integrated planning, budgeting and implementation.				
Purpose	To provide support to departments to reduce the risk of under-collection through monthly monitoring.				
Key Beneficiaries	Senior management				
Source of data	Departmental IYM reports received from departments which will be stored on MyContent				
Data limitations	Subject to quality and accuracy of departmental reporting.				
Assumptions	Recommendations made in these reports are considered to be an early warning to the sustainability of provincial cash and revenue.				
Means of verification	Provincial cash management reports are available on the Treasury database.				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:	
Reporting cycle	Quarterly: X	Bi-annually:		Annually:	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator:	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness	Integrity	
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations	Single location: Not applicable		Multiple locations: Not applicable	
	Extent	Provincial: Not applicable		District: Not applicable	
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Fiscal Policy				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights group	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	Provincial cash management reports				

Indicator number	2.2.1.4				
Indicator title	Number of reports on the performance of the WCGRB produced				
Short definition	Quarterly report on the financial and non-financial performance of the WCGRB in order to promote good governance of the WCGRB.				
Purpose	To monitor the performance of the WCGRB in order to promote integrated planning, budgeting and implementation.				
Key Beneficiaries	Senior management and ministry				
Source of data	MyContent, WCGRB operations reports, electronic quarterly performance reporting system.				
Data limitations	Not applicable				
Assumptions	WCGRB information requirements submitted timeously.				
Means of verification	QPR assessments available on the database, report submitted to the WCGRB.				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:	
Reporting cycle	Quarterly: X	Bi-annually:	Annually:		
Desired performance	Higher than target:	On target: X			Lower than target:
Type of Indicator	Is this a service delivery indicator?	Yes:			No: X
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made)				
	Access	Reliability	Responsiveness	Integrity	
	Is this a demand-driven indicator?	Yes:			No: X
	Is this a standardised indicator?	Yes:			No: X
Spatial Location of Indicator	Number of locations	Single location: Not applicable			Multiple locations: Not applicable
	Extent	Provincial: Not applicable			District: Not applicable
	Local municipality: Not applicable	Ward: Not applicable			Address: Not applicable
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Fiscal Policy				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:				Not applicable
	Target for youth:				Not applicable
	Target for people with disabilities:				Not applicable
	Target for older persons:				Not applicable
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	WCGRB QPR Assessments				

Indicator number	2.2.1.5				
Indicator title	Number of consolidated revenue retention reports produced				
Short definition	Produced request for revenue retention submitted to the PT				
Purpose	To make a recommendation for the approval of revenue retention requests for the adjustment budget process.				
Key Beneficiaries	Departments				
Source of data	Requests by departments to retain own revenue - Will be stored on MyContent				
Data limitations	Incomplete submissions				
Assumptions	Departments' information requirements submitted timeously				
Means of verification	Email Communication on the revenue retention requests by departments				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end:		Year-to-date:	Non-cumulative: X
Reporting cycle	Quarterly:	Bi-annually:			Annually: X
Desired performance	Higher than target:	On target: X			Lower than target:
Type of Indicator	Is this a service delivery indicator?	Yes:			No: X
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness		Integrity
	Is this a demand driven indicator?	Yes: X			No:
	Is this a standardised indicator?	Yes:			No: X
Spatial Location of Indicator	Number of locations	Single location: Not applicable			Multiple locations: Not applicable
	Extent	Provincial: Not applicable			District: Not applicable
	Local municipality: Not applicable	Ward: Not applicable			Address: Not applicable
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Fiscal Policy				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for woman:				Not applicable
	Target for youth:				Not applicable
	Target for people with disabilities:				Not applicable
	Target for older persons:				Not applicable
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	Revenue retention requests by departments				

Sub-programme 2.3: Budget Management

Element: Provincial Government Budget Office

Output Indicators

Indicator number	2.3.1.1					
Indicator title	Number of provincial budget policy assessment reports					
Short definition	Budget submissions assessed as part of the Provincial Government Medium-Term Expenditure Committee (MTEC) process.					
Purpose	To improve allocative efficiency, responsiveness of the budget to socio-economic needs, budget policy objectives and national and provincial priorities.					
Key Beneficiaries	Senior management, MTEC					
Source of data	The assessment reports are available on the MyContent.					
Data limitations	Not applicable					
Assumptions	Departmental budget datasets submitted timeously for assessment					
Means of verification	Provincial budget policy assessment reports					
Method of calculation	Simple count					
Calculation type	Cumulative		Year-end: X		Year-to-date:	
Reporting cycle	Quarterly: X		Bi-annually:			Annually:
Desired performance	Higher than target:		On target: X			Lower than target:
Type of Indicator	Is this a service delivery indicator?		Yes:			No: X
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): Not Applicable					
	Access		Reliability		Responsiveness	
	Is this a demand-driven indicator?		Yes:			No: X
	Is this a standardised indicator?		Yes:			No: X
Spatial Location of Indicator	Number of locations		Single location: Not applicable			Multiple locations: Not applicable
	Extent		Provincial: Not applicable			District: Not applicable
	Local municipality: Not applicable		Ward: Not applicable			Address: Not applicable
	Detail/address/coordinates: 15 Wale Street, Cape Town					
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable					
Indicator responsibility	Senior Manager: Provincial Government Budget Office					
Spatial Transformation	Spatial transformation priorities: Not applicable					
	Description of spatial impact: Not applicable					
Disaggregation of beneficiaries - Human Rights groups	Target for women:					Not applicable
	Target for youth:					Not applicable
	Target for people with disabilities:					Not applicable
	Target for older persons:					Not applicable
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance: X		None of the above:
Implementation Data – (Key deliverables measured)	Provincial budget policy assessment reports					

Indicator number	2.3.1.2				
Indicator title	Number of provincial budget and economic publications				
Short definition	Publication of the Provincial Economic Review and Outlook, Medium-Term Budget Policy Statement (MTBPS) and the Overview of Provincial Revenue and Expenditure (OPRE), including the dissemination of these publications.				
Purpose	To provide the strategic direction and policy framework that inform the provincial budget.				
Key Beneficiaries	Provincial departments, public entities, municipalities, provincial parliament, public and academic institutions				
Source of data	All publications are available in hard copy and on the MyContent.				
Data limitations	Not applicable				
Assumptions	Timeous availability and quality of economic and socio-economic data to inform budget policy and service delivery imperatives.				
Means of verification	PERO, MTBPS and OPRE				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:	
Reporting cycle	Quarterly: X	Bi-annually:	Annually:		
Desired performance	Higher than target:	On target: X	Lower than target:		
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): Not Applicable				
	Access	Reliability	Responsiveness	Integrity	
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations	Single location: X		Multiple locations: Not applicable	
	Extent	Provincial: X		District: Not applicable	
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: 15 Wale Street, Cape Town				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Provincial Government Budget Office				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	Publication of the PERO, MTBPS and OPRE				

Element: Local Government Budget Office

Output Indicators

Indicator number	2.3.2.1				
Indicator title	Number of Strategic Integrated Municipal Engagement reports submitted				
Short definition	Annual integrated municipal budget, IDP and SDF assessments submitted to municipalities for the SIME.				
Purpose	To improve the conformance, credibility and responsiveness of municipal budgets, IDP and SDF's and make recommendations for improvement.				
Key Beneficiaries	Municipalities				
Source of data	28 draft municipal budgets and associated plans and policies submitted.				
Data limitations	Not applicable				
Assumptions	28 draft municipal budgets and associated policies submitted timeously.				
Means of verification	Emails containing SIME reports submitted to Municipalities.				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly:	Bi-annually:		Annually: X	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness		Integrity
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations:	Single location:		Multiple locations: 30	
	Extent	Provincial:		District: 5 Districts + 1 Metro	
	Local municipality: 24	Ward:		Address:	
	Detail/address/coordinates: Provincewide				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): X				
Indicator responsibility	Senior Manager: Local Government Budget Office				
Spatial Transformation	Spatial transformation priorities: Not Applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	SIME reports submitted to municipalities				

Indicator number	2.3.2.2				
Indicator title	Percentage of municipal performance reports assessed				
Short definition	Assessment of the in-year performance reports of municipalities on the implementation of the budget and service delivery budget implementation plan.				
Purpose	To perform periodic in-year assessments on the performance against municipal budgets and service delivery budget implementation plan.				
Key Beneficiaries	Municipalities				
Source of data	In-year municipal performance reports submitted.				
Data limitations	Not applicable				
Assumptions	30 municipal quarterly performance reports submitted timeously.				
Means of verification	Emails containing municipal performance report assessments submitted to municipalities.				
Method of calculation	Numerator: Number of reports assessed.		× 100		
	Denominator: Number of reports received.				
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly: X	Bi-annually:		Annually:	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness		Integrity
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations:	Single location:		Multiple locations: 30	
	Extent	Provincial:		District: 5 Districts + 1 Metro	
	Local municipality: 24	Ward:		Address:	
	Detail/address/coordinates: Provincewide				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): X				
Indicator responsibility	Senior Manager: Local Government Budget Office				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries – Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	Municipal performance assessments				

Indicator number	2.3.2.3				
Indicator title	Number of municipal socio-economic intelligence reports developed				
Short definition	The publication of research on the Municipal Economic Review and Outlook that is tabled in Provincial Parliament.				
Purpose	The annual MERO and local government socio-economic profiles provide credible and relevant social and economic development information to inform municipal planning and budgeting processes within the Province.				
Key Beneficiaries	Municipalities				
Source of data	Quantec database and socio-economic data submitted by various provincial departments.				
Data limitations	Data are dependent on external sources and stakeholders beyond the department's control.				
Assumptions	The unit has the required data, evidence, budget and service provider in place to produce insight reports.				
Means of verification	ATC of Tabling and actual reports				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly:	Bi-annually:	Annually: X		
Desired performance	Higher than target:	On target: X			Lower than target:
Type of Indicator	Is this a service delivery indicator?	Yes:			No: X
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness		Integrity
	Is this a demand-driven indicator?	No:			No: X
	Is this a standardised indicator?	Yes:			No: X
Spatial Location of Indicator	Number of locations	Single location:			Multiple locations: 30
	Extent	Provincial:			District: 5 Districts + 1 Metro
	Local municipality: 24	Ward:			Address:
	Detail/address/coordinates: Provincewide				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): X				
Indicator responsibility	Senior Manager: Local Government Budget Office				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:				Not applicable
	Target for youth:				Not applicable
	Target for people with disabilities:				Not applicable
	Target for older persons:				Not applicable
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data - (Key deliverables measured)	ATC tabling and actual municipal socio-economic intelligence reports				

Sub-programme 2.4: Public Finance

Element: Provincial Government Finance

Output Indicators

Indicator number	2.4.1.1				
Indicator title	Number of provincial budget assessment reports issued for MTEC engagements				
Short definition	The number of assessments of provincial budgets to determine the credibility, sustainability and integration of services in order to influence the quality of the Estimates of Provincial Revenue and Expenditure. On an annual basis, each of the fourteen (14) votes submits their first draft budget to PT by August or September. PT assesses the draft budget that is utilised for discussion with the Department during the Provincial Government Medium Term Expenditure Committee (PG MTEC) 1 engagement. By end of November or early December, the second draft budget is submitted whereby again an assessment is made and utilised for discussion during the PG MTEC 2 engagement.				
Purpose	Determining whether the budget is in line with the regulatory framework and allocation letters, based on previous expenditure trends, capacity to spend and that the input mix (economic classification) is realistic to achieve the stated outputs.				
Key Beneficiaries	Departments, entities, Medium-Term Expenditure Committee, residents				
Source of data	National and provincial databases specific for departments and entities. An expenditure model based on past trends and department-specific anomalies.				
Data limitations	The assessment is dependent on the quality and completion of databases submitted by departments.				
Assumptions	Votes complete the budget database correctly.				
Means of verification	Provincial budget assessment reports.				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:	
Reporting cycle	Quarterly: X	Bi-annually:		Annually:	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness		Integrity
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations	Single location: Not applicable		Multiple locations: Not applicable	
	Extent	Provincial: Not applicable		District: Not applicable	
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Provincial Government Finance				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	Provincial budget assessment reports				

Indicator number	2.4.1.2				
Indicator title	Number of quarterly reports on the implementation of the budget				
Short definition	Reports submitted to Cabinet and Parliament on the performance of the implementation of the Provincial Budget.				
Purpose	To provide oversight information (financial and non-financial information) on the implementation of the Provincial Budget (Estimates of Provincial Revenue and Expenditure) and the APPs.				
Key Beneficiaries	Departments, entities, executive, residents				
Source of data	Information for publications is originally derived from the Basic Accounting System, Vulindlela and PERSAL that are used by the relevant votes to submit inputs. The formal excel based template from NT is used to consolidate the information for the Province. Reports to Cabinet are based on the evaluation of these reports as well as Vulindlela and PERSAL where required and all reports are filed on MyContent.				
Data limitations	Not applicable				
Assumptions	Integrity of information presented in the quarterly reports.				
Means of verification	Quarterly reports on the implementation of the budget				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:	
Reporting cycle	Quarterly: X	Bi-annually:		Annually:	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness	Integrity	
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations	Single location: Not applicable		Multiple locations: Not applicable	
	Extent	Provincial: Not applicable		District: Not applicable	
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not Applicable				
Indicator responsibility	Senior Manager: Provincial Government Finance				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	Quarterly reports on the implementation of the budget				

Indicator number	2.4.1.3				
Indicator title	Number of provincial budget publications				
Short definition	Coordinate the compilation of the Estimates of Provincial Revenue and Expenditure and compile the Adjusted Estimates of Provincial Revenue and Expenditure.				
Purpose	To publish the provincial budget as well as the adjusted budget during the financial year.				
Key Beneficiaries	Departments, entities, executives, residents				
Source of data	Information for both publications is derived from the relevant votes and based on their internal systems and management decisions. PT uses BAS, Vulindlela and PERSAL as well as policy-based documents (MTEC documentation) to evaluate these inputs and assist in determining the allocations and develop final budget documentation. All of these are filed on MyContent.				
Data limitations	Not applicable				
Assumptions	Good quality of information submitted by votes.				
Means of verification	(1) Estimates of Provincial Revenue and Expenditure (Q4) (2) Adjusted Estimates of Provincial Revenue and Expenditure (Q3)				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end: X		Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly: X	Bi-annually:			Annually:
Desired performance	Higher than target:	On target: X			Lower than target:
Type of Indicator	Is this a service delivery indicator?	Yes:			No: X
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness		Integrity
	Is this a demand-driven indicator?	Yes:			No: X
	Is this a standardised indicator?	Yes:			No: X
Spatial Location of Indicator	Number of locations	Single location: Not applicable			Multiple locations: Not applicable
	Extent	Provincial: Not applicable			District: Not applicable
	Local municipality: Not applicable	Ward: Not applicable			Address: Not applicable
	Detail/address/coordinates:				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Provincial Government Finance				
Spatial Transformation	Spatial transformation priorities: Not Applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:				Not applicable
	Target for youth:				Not applicable
	Target for people with disabilities:				Not applicable
	Target for older persons:				Not applicable
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	Estimates of Provincial Revenue and Expenditure, Adjusted Estimates of Provincial Revenue and Expenditure				

Sub-programme 2.4: Public Finance

Element: Local Government Finance

Output indicators

Indicator number	2.4.2.1					
Indicator title	Percentage of monthly municipal budget implementation IYM reports, submitted as per S71 of the MFMA, assessed					
Short definition	Proportion of monthly IYM assessment reports on the implementation of the municipal budget completed by PT analysts for municipalities that submit data as per the timeframes stipulated in S71 of the MFMA.					
Purpose	Legislative requirement to monitor the implementation of the budget in terms of conformance, accountability, data integrity, sustainability and efficiencies, as per Section 71 of the MFMA.					
Key Beneficiaries	Municipalities and municipal residents					
Source of data	Municipalities, NT LG database					
Data limitations	Accuracy, integrity and credibility of data/information received from municipalities.					
Assumptions	Monthly submissions of IYM reports by 30 municipalities.					
Means of verification	Monthly in-year monitoring assessment reports compiled by PT.					
Method of calculation	Numerator: Number of IYM submissions assessed.			× 100		
	Denominator: Number of IYM submissions received from municipalities in compliance with the MFMA requirements.					
Calculation type	Cumulative		Year-end:		Year-to-date:	Non-cumulative: X
Reporting cycle	Quarterly: X		Bi-annually:			Annually:
Desired performance	Higher than target:		On target: X			Lower than target:
Type of Indicator	Is this a service delivery indicator?		Yes:			No: X
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):					
	Access		Reliability		Responsiveness	Integrity
	Is this a demand-driven indicator?		Yes:			No: X
	Is this a standardised indicator?		Yes:			No: X
Spatial Location of Indicator	Number of locations		Single location: Not applicable			Multiple locations: Not applicable
	Extent		Provincial: Not applicable			District: Not applicable
	Local municipality: Not applicable		Ward: Not applicable			Address: Not applicable
	Detail/address/coordinates: Not applicable					
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable					
Indicator responsibility	Senior Manager: Local Government Finance (Group 1), Senior Manager: Local Government Finance (Group 2) and Senior Manager: MFMA Coordination.					
Spatial Transformation	Spatial transformation priorities: No direct impact					
	Description of spatial impact: Not applicable					
Disaggregation of beneficiaries - Human Rights groups	Target for women:					Not applicable
	Target for youth:					Not applicable
	Target for people with disabilities:					Not applicable
	Target for older persons					Not applicable
PSIP	Growth for Jobs (G4J): Monitors financial sustainability of municipalities to continue delivering services that support economic activity and employment	Safety:	Educated, Health & Caring Society: Monitors financial sustainability of municipalities to continue delivering services that support		Innovation, Culture and Governance:	None of the above
Implementation Data – (Key deliverables measured)	Monthly municipal in-year monitoring reports					

Indicator number	2.4.2.2				
Indicator title	Number of monthly consolidated IYM assessment reports submitted to National Treasury				
Short definition	Consolidated IYM reports on municipal financial performance submitted to National Treasury in fulfilment of the requirement set out in MFMA Section 71 (6).				
Purpose	To reflect on the state of the municipalities' budget performance as per Section 71 of the MFMA.				
Key Beneficiaries	Municipalities and municipal residents				
Source of data	Municipalities, NT LG database				
Data limitations	Accuracy, integrity and credibility of data/information received from municipalities.				
Assumptions	Timeous completion of monthly IYM assessment reports for 30 municipalities				
Means of verification	Consolidated IYM assessment reports and the accompanying submission emails to National Treasury				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end: X		Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly: X	Bi-annually:		Annually:	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness		Integrity
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations	Single location: Not applicable		Multiple locations: Not applicable	
	Extent	Provincial: Not applicable		District: Not applicable	
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not Applicable				
Indicator responsibility	Senior Manager: Local Government Finance (Group 1)				
Spatial Transformation	Spatial transformation priorities: No direct impact				
	Description of spatial impact: Not Applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	Consolidated municipal IYM assessment reports				

Indicator number	2.4.2.3				
Indicator title	Number of quarterly statements on the state of municipal budgets made public				
Short definition	Compilation of a quarterly statement on the state of municipal financial performance, which is then made public via publication on the PT website.				
Purpose	To reflect on the state of municipal budget performance as per Section 71(7) of the MFMA.				
Key Beneficiaries	Municipalities and municipal residents				
Source of data	Municipalities, NT LG database				
Data limitations	Accuracy, integrity and credibility of data/information received from municipalities.				
Assumptions	Monthly submissions of IYM reports by 30 municipalities.				
Means of verification	Consolidated quarterly statement (report format) & proof of publication on PT website.				
Method of calculation	Simple Count				
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:	
Reporting cycle	Quarterly: X	Bi-annually:		Annually:	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?		Yes:		No: X
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness	Integrity	
	Is this a demand-driven indicator?	Yes:			No: X
	Is this a standardised indicator?	Yes:			No: X
Spatial Location of Indicator	Number of locations	Single location: Not applicable		Multiple locations: Not applicable	
	Extent	Provincial: Not applicable		District: Not applicable	
	Local municipality: not applicable	Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Local Government Finance (Group 1)				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not Applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	Quarterly state of municipal budgets reports published				

Indicator number	2.4.2.4				
Indicator title	Number of Annual Local Government Budget Performance Review publications developed.				
Short definition	Tabled municipal budgets and mid-year reports assessed to improve conformance, credibility and sustainability. Development of a Local Government Budget Performance Review reflecting on the pre-audited financial statements for all 30 municipalities in the Province.				
Purpose	To identify and analyse key patterns, trends and developments that shaped and influenced municipal financial performance for a specific financial year with the aim of strengthening PT's support and guidance to municipal planning and budgeting processes.				
Key Beneficiaries	Municipalities and municipal residents				
Source of data	Municipalities, NT LG Database				
Data limitations	Accuracy, integrity and credibility of data/information received from municipalities.				
Assumptions	Timeous submission of unaudited financial statements by municipalities to the NT LG Database				
Means of verification	Actual report in PDF format.				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative X :	
Reporting cycle	Quarterly:	Bi-annually:			Annually: X
Desired performance	Higher than target:	On target: X			Lower than target:
Type of Indicator:	Is this a service delivery indicator?	Yes:			No: X
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness		Integrity
	Is this a demand-driven indicator?	Yes:			No: X
	Is this a standardised indicator?	Yes:			No: X
Spatial Location of Indicator	Number of locations	Single location: Not applicable			Multiple locations: Not applicable
	Extent	Provincial: Not applicable			District: Not applicable
	Local municipality: not applicable	Ward: Not applicable			Address: Not applicable
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not Applicable				
Indicator responsibility	Senior Manager: MFMA Coordination.				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:				Not applicable
	Target for youth:				Not applicable
	Target for people with disabilities:				Not applicable
	Target for older persons:				Not applicable
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	Development of an Annual Local Government Budget Performance Review publication.				

Indicator number	2.4.2.5				
Indicator title	Number of reports on budget sustainability and credibility inputted to municipal budget assessment reports				
Short definition	Tabled municipal budgets and mid-year reports assessed to improve conformance, credibility and sustainability.				
Purpose	Compliance with Chapter 4 of the MFMA.				
Key Beneficiaries	Municipalities and municipal residents				
Source of data	Tabled municipal budgets and mid-year performance reports.				
Data limitations	Quality of budget documentations received from municipalities.				
Assumptions	30 tabled municipal budgets and related policies submitted and mid-year reviews.				
Means of verification	SIME tabled budget assessment inputs for consolidated report and mid-year performance assessment inputs				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:	
Reporting cycle	Quarterly: X	Bi-annually:		Annually:	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator:	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness	Integrity	
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations	Single location: Not applicable		Multiple locations: Not applicable	
	Extent	Provincial: Not applicable		District: Not applicable	
	Local municipality: not applicable	Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not Applicable				
Indicator responsibility	Senior Manager: Local Government Finance (Group 1), Senior Manager: Local Government Finance (Group 2) and Senior Manager: MFMA Coordination.				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	Consolidated report for the SIME tabled budget assessment inputs and mid-year performance assessment inputs to TIME reports				

Indicator number	2.4.2.6					
Indicator title	Number of reports on status of WC e-Monitoring verifications submitted to NT					
Short definition	Number of reports submitted to National Treasury (NT) on the status of verifications conducted by the Western Cape PT on the municipal compliance submissions made via the electronic MFMA compliance monitoring system (Municipal e-Monitor).					
Purpose	To strengthen the abilities of PT to monitor, via the Municipal e-Monitor Compliance System, the implementation of the MFMA by municipalities and municipal entities to improve overall.					
Key Beneficiaries	Municipalities and municipal residents					
Source of data	Overall verification status reports drawn from the Municipal e-Monitor Compliance System.					
Data limitations	Timeous submission of e-Monitor Evaluations by municipalities and verification thereof by various MFMA directorates.					
Assumptions	Cooperation from all directorates					
Means of verification	Feedback on WC e-Monitoring verifications status submitted to NT via email.					
Method of calculation	Simple count					
Calculation type	Cumulative		Year-end:	Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly:		Bi-annually:		Annually: X	
Desired performance	Higher than target:		On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?		Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):					
	Access		Reliability	Responsiveness		Integrity
	Is this a demand-driven indicator?		Yes:		No: X	
	Is this a standardised indicator?		Yes:		No: X	
Spatial Location of Indicator	Number of locations		Single location: Not applicable		Multiple locations: Not applicable	
	Extent		Provincial: Not applicable		District: Not applicable	
	Local municipality: not applicable		Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Not applicable					
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable					
Indicator responsibility	Senior Manager: MFMA Coordination					
Spatial Transformation	Spatial transformation priorities: Not applicable					
	Description of spatial impact: Not applicable					
Disaggregation of beneficiaries	Target for women:				Not applicable	
	Target for youth:				Not applicable	
	Target for people with disabilities:				Not applicable	
	Target for older persons:				Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X	
Implementation Data – AOP (Key deliverables measured)	Western Cape MFMA implementation reports submitted to National Treasury					

Indicator number	2.4.2.7					
Indicator title	Number of CFO Forums hosted/organised					
Short definition	Number of forums held with municipal CFOs to discuss financial management issues.					
Purpose	Promote cooperative intergovernmental relations in line with Chapter 3 of the Constitution.					
Key Beneficiaries	Municipalities and municipal residents					
Source of data	PT records of agenda, attendance register, presentations and/or recordings.					
Data limitations	Accurate record keeping					
Assumptions	Cooperation from all directorates, attendance and participation of CFO's and other stakeholders.					
Means of verification	For each forum, agenda, attendance register, presentations and in the event of a hybrid meeting, also the recording.					
Method of calculation	Simple count					
Calculation type	Cumulative		Year-end:	Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly:		Bi-annually:		Annually: X	
Desired performance	Higher than target:		On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?		Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):					
	Access		Reliability	Responsiveness		Integrity
	Is this a demand-driven indicator?		Yes:		No: X	
	Is this a standardised indicator?		Yes:		No: X	
Spatial Location of Indicator	Number of locations		Single location: Not applicable		Multiple locations: Not applicable	
	Extent		Provincial: Not applicable		District: Not applicable	
	Local municipality: Not applicable		Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Not applicable					
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable					
Indicator responsibility	Senior Manager: MFMA Coordination					
Spatial Transformation	Spatial transformation priorities: Not applicable					
	Description of spatial impact: Not applicable					
Disaggregation of beneficiaries - Human Rights groups	Target for women:				Not applicable	
	Target for youth:				Not applicable	
	Target for people with disabilities:				Not applicable	
	Target for older persons:				Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X	
Implementation Data – (Key deliverables measured)	CFO forums held					

Indicator number	2.4.2.8					
Indicator title	Percentage of municipalities with unfunded budgets supported to develop budget funding plans					
Short definition	Municipalities adopted main budgets are assessed through a tool issued by National Treasury for whether or not they are funded (in terms of Section 18 of the MFMA). Where an adopted main budget is determined to be unfunded, municipalities are supported to develop budget funding plans that set out actions that can be implemented to move future budgets and adjusted budgets towards a funded position. These budget funding plans should then be adopted by respective municipal councils.					
Purpose	Legislative requirement for PT to support municipalities in terms of Section 154 of the Constitution.					
Key Beneficiaries	Municipalities and municipal residents					
Source of data	Letters and emails from PT to municipalities and records of meetings providing guidance on budget funding plans that need to be adopted by municipalities.					
Data limitations	Support provided through a variety of means, including meetings, phone calls and other discussions with municipal officials that are difficult to measure and capture as part of the correspondence recorded here.					
Assumptions	Municipal budgets will be adopted and submitted to PT on required timelines, with accurate mSCOA data strings. At least one municipality in the Province will adopt an unfunded budget.					
Means of verification	Correspondence from PT to municipalities					
Method of calculation	Numerator: Number of municipalities supported to develop budget funding plans			× 100		
	Denominator: Number of municipalities assessed as having adopted unfunded main budgets					
Calculation type	Cumulative		Year-end:	Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly:		Bi-annually:			Annually: X
Desired performance	Higher than target: X			On target:	Lower than target:	
Type of Indicator	Is this a service delivery indicator?			Yes:	No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):					
	Access		Reliability	Responsiveness	Integrity	
	Is this a demand-driven indicator?		Yes: X			No:
	Is this a standardised indicator?		Yes:			No: X
Spatial Location of Indicator	Number of locations		Single location: Not applicable		Multiple locations: Not applicable	
	Extent		Provincial: Not applicable		District: Not applicable	
	Local municipality: not applicable		Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Not applicable					
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable					
Indicator responsibility	Senior Manager: Local Government Finance (Group 1) and Senior Manager: Local Government Finance (Group 2)					
Spatial Transformation	Spatial transformation priorities: Not Applicable					
	Description of spatial impact: Not Applicable					
Disaggregation of beneficiaries - Human Rights groups	Target for women:				Not applicable	
	Target for youth:				Not applicable	
	Target for people with disabilities:				Not applicable	
	Target for older persons:				Not Applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X	
Implementation Data – (Key deliverables measured)	Correspondence from PT to municipalities regarding unfunded budgets supported to develop budget funding plans					

Element: Infrastructure

Output indicators

Indicator number	2.4.3.1				
Indicator title	Number of Immovable assets management plans assessed				
Short definition	The number of User Asset Management Plan and/or Custodian Asset Management Plans (C-AMPs) and/or Road Asset Management Plans (R-AMP) assessed. These plans are also referred to as Immovable Asset Management Plans which contain the infrastructure requirements of 14 departments, in terms of the Government Immovable Asset Management Act, 19 of 2007 and the IDMS.				
Purpose	To assess the quality of immovable Asset Management Plans of the relevant institutions.				
Key Beneficiaries	Department of Education, Health and Wellness, Infrastructure, Cultural Affairs and Sport, CapeNature.				
Source of data	Submission of Asset Management Plans by departments. Institutions first submit draft Asset Management Plans that PT assesses during the second quarter and then submits the final Asset Management Plans that PT assesses during the fourth quarter.				
Data limitations	Depends on the accuracy of information and the timeous submission of Asset Management Plans by departments.				
Assumptions	Timeous submission of documentation by departments.				
Means of verification	Assessment reports				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:	
Reporting cycle	Quarterly: X	Bi-annually:	Annually:		
Desired performance	Higher than target:		On target: X	Lower than target:	
Type of Indicator	Is this a service delivery indicator?		Yes:	No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness	Integrity	
	Is this a demand-driven indicator?	Yes:			No: X
	Is this a standardised indicator?	Yes:			No: X
Spatial Location of Indicator	Number of locations		Single location: Not applicable		Multiple locations: Not applicable
	Extent		Provincial: Not applicable		District: Not applicable
	Local municipality: Not applicable		Ward: Not applicable		Address: Not applicable
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Director: Infrastructure				
Spatial Transformation	Spatial transformation priorities: Not Applicable				
	Description of spatial impact: Not Applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not Applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	Immovable assets management plans assessments reports				

Indicator number	2.4.3.2				
Indicator title	Number of quarterly reports on the implementation of infrastructure budgets to Cabinet				
Short definition	This indicator relates to the preparation of four (4) Cabinet submissions outlining infrastructure performance and the expenditure of infrastructure funding within a quarter versus what was projected.				
Purpose	The report will serve before Cabinet with an overarching view of infrastructure expenditure in the Province to highlight certain risks at the appropriate level, and to assess whether mitigation mechanisms are adequate and/or being implemented as proposed.				
Key Beneficiaries	Provincial Executive				
Source of data	Monthly IRM Progress and Assessment Reports and inputs obtained from departments.				
Data limitations	Accuracy and availability of information and data from departments.				
Assumptions	Timeous submission of input documentation by departments.				
Means of verification	Cabinet submissions				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:	
Reporting cycle	Quarterly: X	Bi-annually:		Annually:	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness	Integrity	
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations	Single location: Not applicable		Multiple locations: Not applicable	
	Extent	Provincial: Not applicable		District: Not applicable	
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Director: Infrastructure				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	Quarterly infrastructure budget cabinet submissions				

Indicator number	2.4.3.3				
Indicator title	Number of Provincial Budget publications				
Short definition	The publication of the Overview of Provincial and Municipal Infrastructure Investment (Adjusted and Main Budgets) that is tabled in Provincial Parliament.				
Purpose	To provide an overview of the provincial and municipal infrastructure in the Province over the MTEF.				
Key Beneficiaries	Legislature and public				
Source of data	Information for both publications is derived from the relevant votes through the T-Drive, email and the IRM.				
Data limitations	Accuracy of information and data provided by votes and on the IRM.				
Assumptions	Good quality of information submitted by votes.				
Means of verification	Overview of Provincial and Municipal Infrastructure Investment Publications (Adjusted and Main Budgets).				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:	
Reporting cycle	Quarterly: X	Bi-annually:		Annually:	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness	Integrity	
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations	Single location: Not applicable		Multiple locations: Not applicable	
	Extent	Provincial: Not applicable		District: Not applicable	
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Director: Infrastructure				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	Overview of provincial and municipal infrastructure investment publications				

Indicator number	2.4.3.4					
Indicator title	Number of IRM Monthly Progress Reports Assessed					
Short definition	Number of IRM Monthly Progress Reports (Expenditure Reports) submitted and approved by departments and entity on the system, to be assessed.					
Purpose	To assess the infrastructure performance in terms of expenditure reported against allocated budgets to departments and the entity as captured on the IRM system.					
Key Beneficiaries	Department					
Source of data	Information and data derived from the relevant votes through the IRM.					
Data limitations	Depends on the accuracy of information and data and the timeous submission and approval of Monthly Progress Reports by departments and the entity on the IRM.					
Assumptions	Timeous submission and approval of data by departments on the IRM.					
Means of verification	Assessment reports					
Method of calculation	Simple count					
Calculation type	Cumulative		Year-end: X	Year-to-date:	Non-cumulative:	
Reporting cycle	Quarterly: X		Bi-annually:		Annually:	
Desired performance	Higher than target:		On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?		Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):					
	Access		Reliability	Responsiveness		Integrity
	Is this a demand-driven indicator?		Yes:		No: X	
	Is this a standardised indicator?		Yes:		No: X	
Spatial Location of Indicator	Number of locations		Single location: Not applicable		Multiple locations: Not applicable	
	Extent		Provincial: Not applicable		District: Not applicable	
	Local municipality:		Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Not applicable					
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable					
Indicator responsibility	Director: Infrastructure					
Spatial Transformation	Spatial transformation priorities: Not applicable					
	Description of spatial impact: Not applicable					
Disaggregation of beneficiaries - Human Rights groups	Target for women:				Not applicable	
	Target for youth:				Not applicable	
	Target for people with disabilities:				Not applicable	
	Target for older persons:				Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X	
Implementation Data – AOP (Key deliverables measured)	Monthly IRM assessment reports					

Indicator number	2.4.3.5					
Indicator title	Number of Infrastructure Project Site Visits conducted					
Short definition	Number of Infrastructure Project Site Visits conducted throughout the Province.					
Purpose	To verify the institutionalisation of the IDMS and FIDPM by departments, including the use of cidb Regulations, and to ascertain from the monthly desktop assessments conducted that infrastructure projects on the ground/on-site are progressing as is reported by departments.					
Key Beneficiaries	Department					
Source of data	IDMS, FIDPM, cidb Regulations, information from departments and data derived from the relevant votes through the IRM.					
Data limitations	Depends on the accuracy of information and data submitted by departments.					
Assumptions	Credible, quality information and data submitted by departments.					
Means of verification	Site Visit Reports					
Method of calculation	Simple count					
Calculation type	Cumulative		Year-end:	Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly:		Bi-annually:		Annually: X	
Desired performance	Higher than target:			On target: X	Lower than target:	
Type of Indicator	Is this a service delivery indicator?			Yes:	No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):					
	Access		Reliability	Responsiveness	Integrity	
	Is this a demand driven indicator?		Yes:			No: X
	Is this a standardised indicator?		Yes:			No: X
Spatial Location of Indicator	Number of locations		Single location: Not applicable		Multiple locations: Not applicable	
	Extent		Provincial: Not applicable		District: Not applicable	
	Local municipality		Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Not applicable					
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable					
Indicator responsibility	Director: Infrastructure					
Spatial Transformation	Spatial transformation priorities: Not applicable					
	Description of spatial impact: Not applicable					
Disaggregation of beneficiaries - Human Rights groups	Target for woman:				Not applicable	
	Target for youth:				Not applicable	
	Target for people with disabilities:				Not applicable	
	Target for older persons:				Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X	
Implementation Data – (Key deliverables measured)	Infrastructure site visit reports					

Element: Business Information and Data Management

Output indicators

Indicator number	2.4.4.1				
Indicator title	Number of datasets managed				
Short definition	Datasets managed for use by PT officials, departments and public entities and conformance to applicable legislation.				
Purpose	Processing data from periodic reporting formats as well as from raw data sourced from various systems into information datasets to inform evidence-based PT decision making.				
Key Beneficiaries	PT officials, departments, and public entities				
Source of data	The four datasets are compiled using different data sources. The IYM Dataset uses the IYM database as its data source. The Master Provincial Dataset is compiled from an amalgamation of the NT MTEC Database and the IYM Database. The Spatial Spending Dataset is formulated from data available in the Vulindlela Database. The IRM Database serves as the data source for the IRM Dataset.				
Data limitations	Uptime of systems and format of data				
Assumptions	Conformance and accuracy of data				
Means of verification	Datasets				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly: X	Bi-annually:	Annually:		
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness		Integrity
	Is this a demand-driven indicator?	Yes: X		No:	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations	Single location: Not applicable		Multiple locations: Not applicable	
	Extent	Provincial: Not applicable		District: Not applicable	
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Business Information and Data Management				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	Datasets managed				

Indicator number	2.4.4.2				
Indicator title	Number of budget process plans managed				
Short definition	This indicator refers to the planning for the Local Government Medium Term Expenditure Committee (LG MTEC) SIME, PG MTEC 1 and PG MTEC 2 processes during the financial year under review (provincial and municipal).				
Purpose	Illustrates the timelines and internal deadlines of the various MTEC processes within PT. In turn it can provide for better planning and implementation of budget processes.				
Key Beneficiaries	PT components, votes, entities, municipalities and National Treasury				
Source of data	Provincial budget process: National Treasury MTEF Guidelines and Budget Process Schedule, the Western Cape Cabinet calendar programme, the Western Cape Parliament parliamentary programme, Budget Circulars and PT Circulars.				
Data limitations	Quality of data received from departments and municipalities.				
Assumptions	No changes to budget processes				
Means of verification	Budget Process Schedule				
Method of calculation	Simple count: Provincial - PG MTEC 1 and PG MTEC 2 and municipal - LG MTEC (SIME)				
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:	
Reporting cycle	Quarterly: X	Bi-annually:		Annually:	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness	Integrity	
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations	Single location: Not applicable		Multiple locations: Not applicable	
	Extent	Provincial: Not applicable		District: Not applicable	
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Business Information and Data Management				
Spatial Transformation	Spatial transformation priorities: Not Applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	Budget Process Plans Schedule				

Programme 3 - Asset Management

Sub-programme 3.2: Supply Chain Management

Element: Supply Chain Management: Provincial and Local Government

Output Indicators

Indicator number	3.2.1.1			
Indicator title	Number of municipalities and municipal entities assisted with SCM and Asset Management Governance			
Short definition	Number of municipalities and municipal entities assisted in conducting SCM and asset management governance assessments and review of policies at municipalities and entities, and issuance recommended action plans on identified SCM and asset management deficient areas.			
Purpose	To sustain a resilient governance platform, to promote and enforce effective and prudent financial management through SCM and asset management by ensuring that the entire SCM cycle is applied and that the practices of municipalities and entities are sound and promote good governance, transparency and accountability.			
Key Beneficiaries	Municipalities, municipal entities and suppliers			
Source of data	• SCM Compliance Assessment Reports, • Asset Management Maturity Assessment Outcomes and Action plans • Annual SCM Policy Assessments • AGSA audit reports and management letters • Monitoring of Audit Action Plans on SCM Findings • Gap analysis/response plan to address SCM governance challenges • SCM Diagnostic assessment in partnership with DLG reports • NT FMCMM System outcomes on SCM and AM • Analysis of Index Africa ratings for inclusion in to support plans • TIME and SIME engagement reports and support plans • Special SCM investigation reports in partnership with DLG • Vulnerable municipalities SCM report and action plans • Assess and Monitoring of Deviations • Monitoring UIF&WE on SCM • Development of tools and templates, etc.			
Data limitations	• Quality and integrity of data are dependent on external sources and stakeholders and are beyond the Department's control and financial systems and tools that are not integrated. • Non-availability of documents from municipalities and entities when requested for review to execute the assessment. • Audit risk on SCM interpretation challenges.			
Assumptions	Municipalities and entities maintaining good governance practices within the SCM and asset management environment.			
Means of verification	32 Municipality/Municipal Entity Assessment Reports reflecting on municipalities/entities' capability maturity; 1 per MFMA organ of state, including SCM or AM			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly: X	Bi-annually:	Annually:	
Desired performance	Higher than target:	On target: X	Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:	No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):			
	Access	Reliability	Responsiveness	Integrity
	Is this a demand-driven indicator?	Yes: X	No:	
	Is this a standardised indicator?	Yes:	No: X	
Spatial Location of Indicator	Number of locations	Single location: Not applicable		Multiple locations: Not applicable
	Extent	Provincial: Not applicable		District: Winelands, West Coast, Overberg, Central Karoo and Garden Route
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable
	Detail/address/coordinates: Not applicable			
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable			

Indicator responsibility	Senior Manager: Local Government SCM				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:				Not applicable
	Target for youth:				Not applicable
	Target for people with disabilities:				Not applicable
	Target for older persons:				Not applicable
PSIP	Growth for Jobs (G4J): X	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance: X	None of the above:
Implementation Data - (Key deliverables measured)	32 Municipal/municipal entity reports				

Indicator number	3.2.1.2			
Indicator title	Number of Municipalities or municipal entities' SCM Insight Reports Produced			
Short definition	Data analytical reports that measure cross-functional processes and activities, opportunities for efficiencies in purchasing and leveraging buying to identify strategic sourcing opportunities that will contribute to value-for-money purchasing and socio-economic benefit that are intended to assist district municipalities to improve planning and decision making within the municipal districts.			
Purpose	To use technology as an enabler to address the inefficiencies in municipal strategic procurement initiatives and asset management to improve capability maturity, performance and enable better management decision making within municipal districts.			
Key Beneficiaries	Municipalities and suppliers			
Source of data	• mSCOA data string systems • NT Muni-Go System • CSD database • NT e-Tender Portal Publication System • Municipal procurement information • SCM expenditure spend analysis • Procurement planning analysis • Annual Municipal Procurement plans • SCM Deviation registers • Annual SCM Implementation Reports • Tender and Quotation Registers • Municipal Infrastructure Development Analysis • NT MFMA Reporting requirements on SCM and AM			
Data limitations	• Completeness of data supplied by municipalities • Delays in the provision of data from municipalities • Quality of information from municipalities and on the CSD • Data integrity from the data extracted from the municipalities financial systems			
Assumptions	There is integrated reporting to assist in the JDMA initiative by all relevant role-players within the local government space.			
Means of verification	5 Quarterly Consolidated Municipal SCM Performance Insight Reports per Municipal District per annum			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly: X	Bi-annually:	Annually:	
Desired performance	Higher than target:	On target: X	Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:	No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):			
	Access	Reliability	Responsiveness	Integrity
	Is this a demand-driven indicator?	Yes:	No: X	
	Is this a standardised indicator?	Yes:	No: X	
Spatial Location of Indicator	Number of locations	Single location: Not applicable		Multiple locations: Not applicable
	Extent	Provincial: Not applicable		District: Not applicable
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable
	Detail/address/coordinates: Not applicable			
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable			
Indicator responsibility	Senior Manager: Local Government SCM			
Spatial Transformation	Spatial transformation priorities: Not applicable			
	Description of spatial impact: Not applicable			

Disaggregation of beneficiaries- Human Rights groups	Target for women:				Not applicable
	Target for youth:				Not applicable
	Target for people with disabilities:				Not applicable
	Target for older persons:				Not applicable
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	5 Consolidated Municipal SCM Performance Insight Reports. 1 per District per Annum				

Indicator number	3.2.1.3			
Indicator title	Number of Support programmes implemented			
Short definition	Annually defined support programme for provincial departments, municipalities, municipal entities and suppliers that will define the support, assistance and guidance required to address the gaps or needs of provincial departments, municipalities, municipal entities, districts and the suppliers that do business with the WCG.			
Purpose	A strategy in place that addresses the gaps or needs of provincial departments, municipalities, municipal entities and suppliers to improve financial management performance for SCM and AM within the Province and to build a capable supplier database that does business with the WCG.			
Key Beneficiaries	Departments, provincial public entities and municipalities, municipal entities and suppliers			
Source of data	- One support programme developed and implemented throughout the year for provincial departments (programme to include training initiatives, workshops, policy reviews and assessments, gap analysis and recommendations, development of tools and templates, etc. - One consolidated municipal district support programme developed and implemented throughout the year for municipalities and municipal entities in the Western Cape (programme to include training initiatives, e-Learning training, SCM and AM workshops, SCM, Forums, Smart Procurement Conference, SCM, policy reviews and assessments, gap analysis and recommendations, development of tools and templates, etc. - One support programme developed and implemented throughout the year for suppliers that do business with the WCG (programme to include training initiatives, workshops, gap analysis and recommendations, development of tools and templates, systems, support assistance and guidance, management of the Procurement Client Centre, the ePS and the WCSEB, etc. (Programme plan implemented.) - Data reports and extractions from EPS, CSD, WCSEB and other sources - Gap analysis report from prior year and - Helpdesk data reports - Helpdesk registers (query/complaints log) - Perception surveys - Data and information assimilation tools - Progress workbook on in-year initiatives inclusive of risks experienced and mitigation efforts - Frequently Asked Questions (FAQ's)			
Data limitations	Not applicable			
Assumptions	Departments, municipalities, municipal entities and suppliers will be available and responsive to the delivery of the support programme and a fully capacitated workforce.			
Means of verification	One documented support programme reflecting progress made and implemented including an assessment of gaps, challenges, risks and mitigation, and puts in place a response plan for departments for the forthcoming financial year. One documented support programme reflecting progress made per programme implemented including an assessment of gaps, challenges, risks and mitigation, and puts in place a response plan for municipalities and municipal entities for the forthcoming financial year. One documented support programme reflecting progress made and implemented, including an assessment of gaps, challenges, risks and mitigation, and puts in place a response plan for suppliers for the forthcoming financial year.			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	
Desired performance	Higher than target:	On target: X	Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:	No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):			
	Access	Reliability	Responsiveness	Integrity
	Is this a demand-driven indicator?	Yes:	No: X	
	Is this a standardised indicator?	Yes:	No: X	
Spatial Location of Indicator	Number of locations	Single location: Not applicable	Multiple locations: Not applicable	
	Extent	Provincial: Not applicable	District: Not applicable	
	Local municipality: Not applicable	Ward: Not applicable	Address: Not applicable	

	Detail/address/coordinates: Focused on the Western Cape region from a provincial and municipal context in terms of a PT mandate				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Managers: Provincial and Local Government SCM				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J): X	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance: X	None of the above:
Implementation Data – (Key deliverables measured)	One documented support programme reflecting progress and implementation for suppliers, departments and municipalities and municipal entities				

Indicator number	3.2.1.4				
Indicator title	Number of reports reflecting client support performance				
Short definition	A quarterly review of the sub-programme' s overall performance to all our clients and provides the necessary support and redress for SCM.				
Purpose	Creating an enabling environment to provide the necessary support, assistance and guidance to our clients in order to create a responsive supplier base that meets the WCG's procurement and asset management needs.				
Key Beneficiaries	Departments, Provincial Public Entities and Suppliers				
Source of data	• Data reports and extractions from intervention reports/programme of support • Helpdesk register (queries and complaints) and Data Report • Logged Walk-ins • Training and/Intervention Reports • Data reports and extractions from, ePS, CSD, WCSEB and other sources • Gap analysis Report from prior year • Perception surveys • Data and Information Assimilation Tools • Progress workbook on in-year initiatives inclusive of risks experienced and mitigation efforts				
Data limitations	Not applicable				
Assumptions	All clients will respond and be available to enable delivery of the support programme as well as a fully capacitated unit.				
Means of verification	Quarterly report that documents performance of the previous quarter in respect of the system of support, assistance and guidance provided to clients				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:	
Reporting cycle	Quarterly: X	Bi-annually:		Annually:	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness	Integrity	
	Is this a demand driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations	Single location: Not applicable		Multiple locations: Not applicable	
	Extent	Provincial: Not applicable		District: Not applicable	
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Focused on the Western Cape region from a provincial and municipal context in terms of focused commodity strategies, supplier database for the Province and gap analysis undertaken.				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Provincial Government SCM				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for woman:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J): X	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above:
Implementation Data – (Key deliverables measured)	Quarterly reflection report for system support, assistance and guidance provided to clients				

Indicator number	3.2.1.5				
Indicator title	Number of Procurement Disclosure Reports				
Short definition	Reporting of procurement performance information in a disclosure report for public consumption that supports continuous improvement and transparency of procurement in the Province.				
Purpose	To enable transparency and accountability in the public domain.				
Key Beneficiaries	Public				
Source of data	- Report that includes a website wireframe - Physical e-Enabled IT platform - Project report on project deliverables - Information from various financial and non-financial systems - Business Intelligence Tool and Data Mart - SCM Insight Reports - BAS; ePS; WCSEB; CSD				
Data limitations	Not applicable				
Assumptions	The current departmental website can accommodate the needs of the unit to create the warehouse/data store.				
Means of verification	Four Procurement Disclosure Reports produced, (one per quarter) reflecting procurement performance in the Province for transparency.				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:	
Reporting cycle	Quarterly: X	Bi-annually:			Annually:
Desired performance	Higher than target:	On target: X			Lower than target:
Type of Indicator	Is this a service delivery indicator?	Yes:			No: X
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness	Integrity	
	Is this a demand-driven indicator?	Yes:			No: X
	Is this a standardised indicator?	Yes:			No: X
Spatial Location of Indicator	Number of locations	Single location: Not applicable			Multiple locations: Not applicable
	Extent	Provincial: Not applicable			District: Not applicable
	Local municipality: Not applicable	Ward: Not applicable			Address: Not applicable
	Detail/address/coordinates: Canal Walk, Century City - Walk-in centre, 4 Waterford Place, Century City, Cape Town				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Provincial Government SCM				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - (Human Rights groups)	Target for women:				Not applicable
	Target for youth:				Not applicable
	Target for people with disabilities:				Not applicable
	Target for older persons:				Not applicable
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	Four Procurement Disclosure Report produced				

Indicator number	3.2.1.6			
Indicator title	Number of reports on strategic sourcing interventions			
Short definition	Reporting on strategic sourcing and value for money interventions that include commodity procurement strategies that drive efficiencies and enable local economic development through transversal contracting, framework agreements and other contracting models that may have been implanted for the period.			
Purpose	Leveraged procurement strategies in place that have socio-economic benefit and/or meet the needs of residents and that result in value-for-money purchasing.			
Key Beneficiaries	Department and provincial public entities and municipalities and municipal entities			
Source of data	- Research and gap analysis reports that target interventions - Project plans - Commodity strategies - Terms of References and business cases - Transversal contract implemented (ToR, bid documents, Bid Committee minutes, contract documents) - Presentations and Cabinet memoranda and resolutions - Transversal contract - Tools, templates and checklists - Interventions Municipalities and municipal entities: - Project plans - Communication plans - Stakeholder analysis and engagement - Consolidation of municipal procurement plans and IDPs - Identification of key commodities - Market research - Commodity- and district-specific strategies, incl. procurement method and contract form - Terms of References and/or business cases - Bid documents - Evaluation and adjudication - Presentations to Councils - Complaints management - Contract documents, incl. SLA, KPIs, penalty schedules - Contract management support - Capacitation support Toolkits (e.g. templates and checklist			
Data limitations	Quality and integrity of data are dependent on external sources and stakeholders and are beyond the unit's control, and financial systems and tools that are not integrated.			
Assumptions	- The unit has the required data and evidence to understand the needs of the residents and to develop strategies with socio-economic benefit in order to meet and/or their needs. - The unit has the necessary resources/structure to perform on the indicator.			
Means of verification	- Four reports (one per quarter) that reflect on strategic sourcing interventions undertaken in the previous quarter to improve procurement and enable value for money in the Province. - MFMA: Two reports (one in Q3 and one in Q4) that reflect on strategic sourcing interventions undertaken in the previous quarter to improve procurement and enable value for money in the municipal space.			
Method of calculation	Simple count			
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:
Reporting cycle	Quarterly: X	Bi-annually:		Annual:
Desired performance	Higher than target:	On target: X		Lower than target:
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):			
	Access	Reliability	Responsiveness	Integrity
	Is this a demand-driven indicator?	Yes:		No: X
	Is this a standardised indicator?	Yes:		No: X
Spatial Location of Indicator	Number of locations	Single location: Not applicable		Multiple locations: Not applicable
	Extent	Provincial: Not applicable		District: Not applicable

	Local municipality: Not applicable		Ward: Not applicable		Address: Not applicable
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Provincial Government SCM				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:				Not applicable
	Target for youth:				Not applicable
	Target for people with disabilities:				Not applicable
	Target for older persons:				Not applicable
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	Six strategic sourcing intervention reports				

Indicator number	3.2.1.7				
Indicator title	Number of SCM system insight reports produced				
Short definition	An analysis of data extracted from systems and using business intelligence tools to provide performance information to provincial departments to support governance requirements and management decision making.				
Purpose	Using technology as an enabler to improve SCM and asset management and to enable better management decision making within provincial departments that results in value-for-money purchasing that meets governance objectives and the needs of residents.				
Key Beneficiaries	Departments				
Source of data	53 system insight reports (13 per quarter plus a consolidated annual report for the WCG in the first quarter for the previous financial year)				
Data limitations	Quality and integrity of data are dependent on external sources and stakeholders are beyond the Department's control, and financial systems and tools that are not integrated.				
Assumptions	The unit has the required data and evidence to produce system insight reports				
Means of verification	14 x annual quarterly SCM Insight Reports for 2024/25 inclusive of 1 x consolidated report 13 x quarterly SCM Insight Report for departments subsequently in remaining quarters for quarters 1, 2 and 3.				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:	
Reporting cycle	Quarterly: X	Bi-annually:		Annually:	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness		Integrity
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations	Single location: Not applicable		Multiple locations: Not applicable	
	Extent	Provincial: Not applicable		District: Not applicable	
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the e Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Provincial Government SCM				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	14 annual quarterly SCM Insight Reports and 1 consolidated report (Q1), 13 quarterly SCM Insight Report for departments (Q2-4)				

Sub-programme 3.3: Supporting and Interlinked Financial Systems

Output Indicators

Indicator number	3.3.1.1				
Indicator title	Number of votes assisted with system support				
Short definition	Optimising and improving security access, system change management and capability on the corporate suite of existing transversal financial systems to ensure that effective user account management is executed and maintained, generic policies exist for the management of transversal systems, and comprehensive user support service.				
Purpose	The effective management of transversal systems and veracity of data.				
Key Beneficiaries	13 votes				
Source of data	Transversal financial systems (LOGIS, BAS, PERSAL)				
Data limitations	The availability of the systems and system-generated reports.				
Assumptions	Full, effective use of financial systems				
Means of verification	User account management audit reports; release reports				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly: X	Bi-annually:		Annually:	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness	Integrity	
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations	Single location: Not applicable		Multiple locations: Not applicable	
	Extent	Provincial: Not applicable		District: Not applicable	
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Supporting and Interlinked Financial Systems				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries -Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance: X	None of the above
Implementation Data – (Key deliverables measured)	User account management audit report, release report				

Indicator number	3.3.1.2				
Indicator title	Number of votes assisted with end-user training				
Short definition	Enabling training interventions to promote the correct and optimal use of financial systems in accordance with system user profiles.				
Purpose	To ensure optimal, efficient utilisation of the transversal financial system.				
Key Beneficiaries	13 votes				
Source of data	Transversal financial system reports				
Data limitations	Training venues and skilled training resources (human and financial)				
Assumptions	Data quality for better reporting and decision making				
Means of verification	Training reports				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly: X	Bi-annually:		Annually:	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness		Integrity
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations	Single location: Not applicable		Multiple locations: Not applicable	
	Extent	Provincial: Not applicable		District: Not applicable	
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Supporting and Interlinked Financial Systems				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance: X	None of the above
Implementation Data – (Key deliverables measured)	End-user training report				

Indicator number	3.3.1.3				
Indicator title	Number of system modules implemented				
Short definition	This process entails making incremental improvements to the legacy systems (modules) to complement it with modern technologies to enhance the capability of the systems.				
Purpose	To ensure optimal, efficient utilisation of the transversal financial system and promote innovation.				
Key Beneficiaries	13 votes				
Source of data	System reports/downloads				
Data limitations	Lack of resources (human and financial), access to relevant data from national sources				
Assumptions	Technical resources are available, such as developers and tools.				
Means of verification	User Acceptance Certificates				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly:	Bi-annually:		Annually: X	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness	Integrity	
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations	Single location: Not applicable		Multiple locations: Not applicable	
	Extent	Provincial: Not applicable		District: Not applicable	
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Supporting and Interlinked Financial Systems				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance: X	None of the above
Implementation Data – (Key deliverables measured)	User acceptance certificates				

Indicator number	3.3.1.4				
Indicator title	Number of votes assisted with financial reporting				
Short definition	Provision of financial system data to all WCG departments.				
Purpose	To improve financial system reporting and help with decision making in WCG departments.				
Key Beneficiaries	13 votes				
Source of data	Transversal financial systems				
Data limitations	The availability of the systems and system-generated reports				
Assumptions	All financial systems are available.				
Means of verification	Reports from Kitso, PERSAL Share and LOGIS				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly: X	Bi-annually:		Annually:	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness		Integrity
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations	Single location: Not applicable		Multiple locations: Not applicable	
	Extent	Provincial: Not applicable		District: Not applicable	
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates:				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Supporting and Interlinked Financial Systems				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance: X	None of the above
Implementation Data – (Key deliverables measured)	Kitso, PERSAL Share and LOGIS reports				

Programme 4 - Financial Governance

Sub-programme 4.2: Accounting Services

Element: Local Government Accounting

Output Indicators

Indicator number	4.2.1.1					
Indicator title	Number of municipal accounting assessment reports					
Short definition	Contribution to reports compiled for governance engagements					
Purpose	Improve financial maturity of municipalities					
Key Beneficiaries	Municipalities					
Source of data	FMCMM In the absence of FMCMM completed questionnaires, other credible sources of data to extract the state of governance maturity.					
Data limitations	Inaccuracy of municipal data; late submission of municipal data					
Assumptions	No changes to planned process by the organisation					
Means of verification	Inputs into the integrated governance assessment reports. The City of Cape Town mid-year budget and performance summary report/presentation.					
Method of calculation	Simple count					
Calculation type	Cumulative		Year-end:	Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly:		Bi-annually:		Annually: X	
Desired performance	Higher than target:		On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?		Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):					
	Access		Reliability	Responsiveness		Integrity
	Is this a demand-driven indicator?		Yes:		No: X	
	Is this a standardised indicator?		Yes:		No: X	
Spatial Location of Indicator	Number of locations		Single location: Not applicable		Multiple locations: Not applicable	
	Extent		Provincial: Not applicable		District: Not applicable	
	Local municipality: Not applicable		Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Not applicable					
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable					
Indicator responsibility	Senior Manager: Local Government Accounting					
Spatial Transformation	Spatial transformation priorities: Not applicable					
	Description of spatial impact: Not applicable					
Disaggregation of beneficiaries - Human Rights groups	Target for women:				Not applicable	
	Target for youth:				Not applicable	
	Target for people with disabilities:				Not applicable	
	Target for older persons:				Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X	
Implementation Data – (Key deliverables measured)	The City of Cape Town mid-year budget and performance summary report/presentation					

Indicator number	4.2.1.2				
Indicator title	Number of interventions to inform the application of accounting standards for municipalities				
Short definition	Support provided to municipalities to inform relevant accounting standards compliance.				
Purpose	Assist municipalities to improve compliance with relevant GRAP and MFMA reporting requirements.				
Key Beneficiaries	Municipal officials				
Source of data	- Accounting Working Committee agendas and presentations, - Municipal audit readiness engagement reports, - Review of AFS using the GRAP disclosure checklist, - AFS consistency workshop agenda and presentations, - Provincial MFMA Audit Steering agendas, - GRAP update training agenda and presentation				
Data limitations	Access to ICT infrastructure				
Assumptions	There will a basic knowledge of accounting standards by municipalities. No external factors will influence the continuity of processes within the municipal space.				
Means of verification	- Presentations, - Attendance registers, - Close-out reports (Audit Readiness Assessment), - AFS GRAP Disclosure checklist, - Engagement minutes action notes, - Action point list (Audit check-in meetings)				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:	
Reporting cycle	Quarterly: X	Bi-annually:		Annually:	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness		Integrity
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations	Single location: Not applicable		Multiple locations: Not applicable	
	Extent	Provincial: Not applicable		District: Not applicable	
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Local Government Accounting				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	Close-out reports (Audit Readiness Assessment), AFS GRAP Disclosure checklist, Engagement minutes action notes, Action point list (Audit check-in meetings)				

Indicator number	4.2.1.3				
Indicator title	Percentage of submitted data strings reconciled to audited AFS				
Short definition	Alignment between audited AFS and mSCOA data strings				
Purpose	Ensure integrity of data submitted by municipalities to National Treasury				
Key Beneficiaries	Municipalities				
Source of data	AFS reconciliations between uploaded AUDA data strings on the National Treasury (NT) LG database and the audited AFS by municipalities.				
Data limitations	Accuracy of data; timeous submission of data by municipalities				
Assumptions	Availability of NT LG database				
Means of verification	AFS reconciliations				
Method of calculation	Numerator: Number of AFS reconciliations AUDA on NT LG database		X 100		
	Denominator: Number of AUDA data strings correctly uploaded to the NT LG database				
Calculation type	Cumulative		Year-end:	Year-to-date:	Non-cumulative: X
Reporting cycle	Quarterly:		Bi-annually:		Annually: X
Desired performance	Higher than target:		On target: X		Lower than target:
Type of Indicator	Is this a service delivery indicator?		Yes:		No: X
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access		Reliability	Responsiveness	Integrity
	Is this a demand-driven indicator?		Yes:		No: X
	Is this a standardised indicator?		Yes:		No: X
Spatial Location of Indicator	Number of locations		Single location: Not applicable		Multiple locations: Not applicable
	Extent		Provincial: Not applicable		District: Not applicable
	Local municipality: Not applicable		Ward: Not applicable		Address: Not applicable
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Local Government Accounting				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:				Not applicable
	Target for youth:				Not applicable
	Target for people with disabilities:				Not applicable
	Target for older persons:				Not applicable
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	AFS Reconciliations				

Sub-programme 4.2: Accounting Services

Element: Provincial Government Accounting and Compliance

Output indicators

Indicator number	4.2.2.1				
Indicator title	Number of reports based on governance performance engagements held with departments				
Short definition	Integrated approach to address transversal governance issues through engagements with departments.				
Purpose	To achieve higher levels of governance by improving the financial management capability of departments.				
Key Beneficiaries	Internal and external stakeholders: Departments and internal staff/units within PT				
Source of data	Minutes of the governance engagements or support plans of departments				
Data limitations	Accuracy of data; timeous submission of data by departments, PT units and minutes from other units when following the integrated engagement approach.				
Assumptions	Sound financial reporting in terms of the PFMA to bring about transparency and accountability of public resources. Enhanced and maintained good governance practices across departments and entities to improve governance maturity.				
Means of verification	Engagement report or support plans				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly:	Bi-annually:	Annually: X		
Desired performance	Higher than target:		On target: X	Lower than target:	
Type of Indicator	Is this a service delivery indicator?		Yes:	No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness	Integrity	
	Is this a demand-driven indicator?		Yes:	No: X	
	Is this a standardised indicator?		Yes:	No: X	
Spatial Location of Indicator	Number of locations	Single location: Not applicable	Multiple locations: Not applicable	Spatial Location of Indicator: Not applicable	
	Extent		Provincial: Not applicable	District: Not applicable	
	Local municipality: Not applicable		Ward: Not applicable	Address: Not applicable	
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable.				
Indicator responsibility	Senior Manager: Provincial Government Accounting and Compliance				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	Departmental governance performance engagement reports				

Indicator number	4.2.2.2				
Indicator title	Number of internal control interventions rolled out in departments				
Short definition	To improve internal control within departments.				
Purpose	To improve the system of internal control within departments.				
Key Beneficiaries	External stakeholders - departments				
Source of data	Attendance registers of training initiatives or action minutes of the internal control related forum or presentations.				
Data limitations	Accuracy of data; timeous submission of data by departments.				
Assumptions	Sound financial reporting in terms of the PFMA to bring about transparency and accountability of public resources. Enhanced and maintained good governance practices across departments and entities to improve governance maturity.				
Means of verification	Attendance records or action minutes or presentations.				
Method of calculation	Simple count				
Calculation type	Cumulative:	Year-end: X	Year-to-date:	Non-cumulative:	
Reporting cycle	Quarterly:	Bi-annually: X			Annually:
Desired performance	Higher than target:	On target: X			Lower than target:
Type of Indicator	Is this a service delivery indicator?	Yes:			No: X
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness		Integrity
	Is this a demand-driven indicator?	Yes:			No: X
	Is this a standardised indicator?	Yes:			No: X
Spatial Location of Indicator	Number of locations:	Single location: Not applicable			Multiple locations: Not applicable
	Extent	Provincial: Not applicable			District: Not applicable
	Local municipality: Not applicable	Ward: Not applicable			Address: Not applicable
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Provincial Government Accounting and Compliance				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:				Not applicable
	Target for youth:				Not applicable
	Target for people with disabilities:				Not applicable
	Target for older persons:				Not applicable
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	Attendance records or action minutes or presentations for internal control interventions rolled out in departments				

Indicator number	4.2.2.3				
Indicator title	Number of votes assessed against the applicable accounting frameworks				
Short definition	The effective roll-out of accounting reporting frameworks that enable effective financial reporting.				
Purpose	To achieve higher levels of governance by improving the financial management capability of departments.				
Key Beneficiaries	Departments				
Source of data	Submitted departmental AFS/IFS for reporting purposes.				
Data limitations	Accuracy of data; timeous submission of data by departments.				
Assumptions	Sound financial reporting in terms of applicable accounting frameworks and the PFMA to bring about transparency and accountability of public resources.				
Means of verification	Assessment reports on the AFS/IFS (reporting frameworks and standards).				
Method of calculation	Simple count				
Calculation type	Cumulative:	Year-end:	Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly: X	Bi-annually:		Annually:	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness		Integrity
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations	Single location: Not applicable		Multiple locations: Not applicable	
	Extent	Provincial: Not applicable		District: Not applicable	
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Provincial Government Accounting and Compliance				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights group	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	AFS/IFS assessment reports				

Indicator number	4.2.2.4				
Indicator title	Number of Entities assessed against the applicable accounting frameworks				
Short definition	The effective roll-out of accounting reporting frameworks that enable effective financial reporting.				
Purpose	To achieve higher levels of governance by improving the financial management capability of entities				
Key Beneficiaries	Entities				
Source of data	Submitted entity AFS/IFS for reporting purposes.				
Data limitations	Accuracy of data; timeous submission of data by entities.				
Assumptions	Sound financial reporting in terms of applicable accounting frameworks and the PFMA to bring about transparency and accountability of public resources.				
Means of verification	Assessment reports on the AFS/IFS (reporting frameworks and standards).				
Method of calculation	Simple count				
Calculation type	Cumulative:	Year-end:	Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly:	Bi-annually: X		Annually:	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness	Integrity	
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations	Single location: Not applicable		Multiple locations: Not applicable	
	Extent	Provincial: Not applicable		District: Not applicable	
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Provincial Government Accounting and Compliance				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights group	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	AFS/IFS assessment reports				

Indicator number	4.2.2.5				
Indicator title	Publication and tabling of the ACFS is done in the required timeframe				
Short definition	Compilation and publication of the ACFS for the Province.				
Purpose	It is a PFMA imperative to inform provincial government and other users of the position and performance of the Province.				
Key Beneficiaries	All relevant stakeholders				
Source of data	Consolidated departmental AFS, entity AFS, PRF				
Data limitations	Dependent on the audit outcomes of the financial statements of the departments, the PRF and entities.				
Assumptions	Sound financial reporting in terms of the applicable accounting frameworks and the PFMA to bring about transparency and accountability of public resources. Timing of the audited AFS of all institutions required for the consolidation				
Means of verification	Tabling letter to Speaker and ACFS publication.				
Method of calculation	One month after receipt of audited reports of the relevant institutions included in the consolidation.				
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly:	Bi-annually:			Annually: X
Desired performance	Higher than target:	On target: X			Lower than target:
Type of Indicator	Is this a service delivery indicator?	Yes:			No: X
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness		Integrity
	Is this a demand-driven indicator?	Yes:			No: X
	Is this a standardised indicator?	Yes:			No: X
Spatial Location of Indicator	Number of locations	Single location: Not applicable			Multiple locations: Not applicable
	Extent	Provincial: Not applicable			District: Not applicable
	Local municipality: Not applicable	Ward: Not applicable			Address: Not applicable
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Provincial Government Accounting and Compliance				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:				Not applicable
	Target for youth:				Not applicable
	Target for people with disabilities:				Not applicable
	Target for older persons:				Not applicable
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data - (Key deliverables measured)	Tabling letter to the Speaker and ACFS publication				

Indicator number	4.2.2.6				
Indicator title	Number of interventions to inform the application of accounting standards for departments and entities				
Short definition	Support provided to departments and entities to inform relevant accounting frameworks compliance				
Purpose	Assist departments and entities to improve compliance with MCS GRAP and the PFMA reporting requirements.				
Key Beneficiaries	Departments and Entities				
Source of data	Financial Accountants Forum presentations and agendas; or AFS Consistency workshops presentations and agendas, or annual MCS and GRAP updates training presentations and agenda				
Data limitations	Access to ICT Infrastructure				
Assumptions	A basic knowledge of accounting frameworks by departments and entities				
Means of verification	• Presentations; or • Attendance registers; or • Action minutes.				
Method of calculation	Simple count				
Calculation type	Cumulative: X	Year-end:	Year-to-date:	Non-cumulative:	
Reporting cycle	Quarterly: X	Bi-annually:		Annually:	
Desired performance	Higher than target:	On target:		Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness		Integrity
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations	Single location: Not applicable		Multiple locations: Not applicable	
	Extent	Provincial: Not applicable		District: Not applicable	
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Provincial Government Accounting and Compliance				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights group	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	Presentations, attendance registers or action minutes for interventions to inform the application of accounting standards for departments and entities				

Indicator number	4.2.2.7				
Indicator title	Number of CGRO self-assessment scorecard reports				
Short definition	Corporate Governance Review and Outlook (CGRO) self-assessment is intended to examine the Financial Management Capability (FMC) of Departments and will be based on FMC level 3				
Purpose	To achieve higher levels of governance by improving the financial management capability of departments.				
Key Beneficiaries	Internal and external stakeholders: Departments and internal staff/units within PT				
Source of data	CGRO assessments reports				
Data limitations	Accuracy of data; timeous submission of data by departments and PT units				
Assumptions	The Department will be responsive and finalise the CGRO self-assessment within the given timeframe				
Means of verification	CGRO self-assessment report				
Method of calculation	Simple count				
Calculation type	Cumulative:	Year-end:	Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly:	Bi-annually:		Annually: X	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness	Integrity	
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations	Single location: Not applicable	Multiple locations: Not applicable	Spatial Location of Indicator: Not applicable	
	Extent	Provincial: Not applicable		District: Not applicable	
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable.				
Indicator responsibility	Senior Manager: Provincial Government Accounting and Compliance				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance:	None of the above: X
Implementation Data – (Key deliverables measured)	CGRO self-assessment report				

Sub-programme 4.3: Corporate Governance

Output Indicators

Indicator number	4.3.1.1				
Indicator title	Number of municipal governance assessment reports				
Short definition	To coordinate the annual integrated governance assessment reports per municipality				
Purpose	To improve the financial governance maturity level of municipalities through the annual integrated governance assessment and feedback process.				
Key Beneficiaries	Municipalities				
Source of data	- FMCMM tool, GoMuni, e-Monitoring system - Municipal annual report - Quarterly and/or bi-annual return forms - Audit reports and management reports were provided				
Data limitations	The accuracy of the assessment is dependent in the reliability of the information as supplied by municipalities and governance departments.				
Assumptions	All role-players support integration, and this process is refined for annual efficiencies. This process will progressively improve municipal governance over time.				
Means of verification	Integrated governance assessment reports The City of Cape Town mid-year budget and performance summary report/presentation				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly:	Bi-annually:		Annually: X	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness		Integrity
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations	Single location: Not applicable		Multiple locations: Not applicable	
	Extent	Provincial: Not applicable		District: Not applicable	
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Financial Governance				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance: X	None of the above:
Implementation Data – (Key deliverables measured)	Integrated governance assessment report				

Indicator number	4.3.1.2				
Indicator title	Number of municipal support initiatives on municipal finance capacity building and training				
Short definition	To coordinate and support municipalities with skills development and capacitation through the agreed integrated capacitation approach. An intervention may be bespoke to a municipality or may be general and provided to all 30 municipalities. The detail of the different types of initiatives is listed in the operational plan.				
Purpose	To improve the financial management capacity of municipalities through 10 support initiatives in the areas of internship, bursary support, compliance to capacity reforms and training provision that will lead to the improvement of financial governance.				
Key Beneficiaries	Municipal officials				
Source of data	Governance assessment, TIME IYM meetings, various forums led by quarterly and/or bi-annual return forms, training material and guidance documents, audit reports and management reports.				
Data limitations	Not applicable				
Assumptions	- Funding available for support initiatives - Training initiatives responsive to skills gaps and pipeline - Municipalities would apply the training				
Means of verification	Governance assessments reports, attendance registers, presentations, guidance documents, circulars, minutes or action notes of meetings				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:	
Reporting cycle	Quarterly: X	Bi-annually:		Annually:	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness		Integrity
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations:	Single location: Not applicable		Multiple locations: Not applicable	
	Extent	Provincial: Not applicable		District: Not applicable	
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Municipalities				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Financial Governance				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance: X	None of the above:
Implementation Data – (Key deliverables measured)	Governance assessment reports				

Indicator number	4.3.1.3				
Indicator title	Number of support initiatives on internal audit and risk management.				
Short definition	To implement support interventions on ERM, IA and audit committees. One intervention may cover all 30 municipalities as in a forum engagement. Different types of interventions are enumerated in the operational plan.				
Purpose	To ensure the implementation of enterprise risk management as per the NT risk frameworks and internal audit as per the National Treasury Internal Audit Framework, IIA standards and other NT guidelines. 12 interventions to improve corporate governance within municipalities.				
Key Beneficiaries	Municipalities				
Source of data	Information to inform support initiatives on municipal risk and internal audit are gathered from assessment completed on the Treasury Financial Management Capability Maturity Model system, relevant Forum and Training sessions.				
Data limitations	The accuracy of the assessment is dependent on the reliability of the information as supplied by municipalities.				
Assumptions	No changes to planned process by the organisation. Internal audit and risk management structures are in place at municipalities.				
Means of verification	Integrated governance assessment report, training material, fora, attendance registers, presentations, guidance documents, circulars, or action notes for matters to follow up.				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:	
Reporting cycle	Quarterly: X	Bi-annually:		Annually:	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness	Integrity	
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations	Single location: Not applicable		Multiple locations: Not applicable	
	Extent	Provincial: Not applicable		District: Not applicable	
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Financial Governance				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance: X	None of the above:
Implementation Data – (Key deliverables measured)	Integrated governance assessment report, training material, guidance documents, circulars				

Indicator number	4.3.1.4				
Indicator title	Number of support initiatives to departments on financial legal frameworks and policies				
Short definition	To support and assist departments through support initiatives toward relevant financial and legal frameworks.				
Purpose	To ensure that the departmental financial legislative framework addresses any possible lacuna thereby strengthening good governance through compliance thereto and to improve levels of governance in departments.				
Key Beneficiaries	Departments and public entities				
Source of data	The information gathered to inform support initiatives are sourced via various relevant forums, PT assessments, various sources of legislative updates, including Sabinet, Lexis Nexis, case law and requests from the centralised office in the Province dealing with provincial requests.				
Data limitations	The accuracy of the information available on the identified websites (Sabinet, LexisNexis)				
Assumptions	No changes to planned process by the organisation. Consistent interpretation between NT and PT on prescripts.				
Means of verification	Commentary, Reports, attendance registers, presentations, circulars, frameworks, guidelines, recordings and transcripts of meetings				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end:	Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly:	Bi-annually:		Annually: X	
Desired performance	Higher than target:	On target: X		Lower than target:	
Type of Indicator	Is this a service delivery indicator?	Yes:		No: X	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness		Integrity
	Is this a demand-driven indicator?	Yes:		No: X	
	Is this a standardised indicator?	Yes:		No: X	
Spatial Location of Indicator	Number of locations	Single location: Not applicable		Multiple locations: Not applicable	
	Extent	Provincial: Not applicable		District: Not applicable	
	Local municipality: Not applicable	Ward: Not applicable		Address: Not applicable	
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Financial Governance				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries -Human Rights groups	Target for women:			Not applicable	
	Target for youth:			Not applicable	
	Target for people with disabilities:			Not applicable	
	Target for older persons:			Not applicable	
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance: X	None of the above:
Implementation Data – (Key deliverables measured)	Commentary reports, presentations				

Indicator number	4.3.1.5				
Indicator title	Number of support initiatives to municipalities on financial legal frameworks and policies				
Short definition	To support municipalities with initiatives that work toward relevant financial legal frameworks.				
Purpose	To ensure that the municipal financial legislative framework addresses any possible lacuna thereby strengthening good governance through compliance thereto and to improve levels of governance in municipalities.				
Key Beneficiaries	Municipalities				
Source of data	- FMCMM tool: e-Monitoring System - Municipal engagements - Sabinet, LexisNexis, case law				
Data limitations	Accuracy of the assessment is dependent on the reliability of the information as supplied by municipalities, information available on the identified websites (Sabinet, Lexis Nexis)				
Assumptions	No changes to planned process by the organisation. Consistent interpretation between NT and PT on prescripts.				
Means of verification	Commentary, Integrated governance assessment reports, attendance registers, presentations, circular, framework and guidelines, reports, recordings and transcripts of meetings.				
Method of calculation	Simple count				
Calculation type	Cumulative	Year-end: X	Year-to-date:	Non-cumulative:	
Reporting cycle	Quarterly: X	Bi-annually:			Annually:
Desired performance	Higher than target:	On target: X			Lower than target:
Type of Indicator	Is this a service delivery indicator?	Yes:			No: X
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness		Integrity
	Is this a demand-driven indicator?	Yes:			No: X
	Is this a standardised indicator?	Yes:			No: X
Spatial Location of Indicator	Number of locations	Single location: Not applicable			Multiple locations: Not applicable
	Extent	Provincial: Not applicable			District: Not applicable
	Local municipality: Not applicable	Ward: Not applicable			Address: Not applicable
	Detail/address/coordinates: Not applicable				
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Financial Governance				
Spatial Transformation	Spatial transformation priorities: Not applicable				
	Description of spatial impact: Not applicable				
Disaggregation of beneficiaries - Human Rights groups	Target for women:				Not applicable
	Target for youth:				Not applicable
	Target for people with disabilities:				Not applicable
	Target for older persons:				Not applicable
PSIP	Growth for Jobs (G4J):	Safety:	Educated, Health & Caring Society:	Innovation, Culture and Governance: X	None of the above:
Implementation Data – (Key deliverables measured)	Commentary, Integrated governance assessment reports, circular, framework and guidelines, reports,				
Spatial Location of Indicator					
	Extent	Provincial: Not applicable			District: Not applicable
	Local municipality: Not applicable	Ward: Not applicable			Address: Not applicable
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP): Not applicable				
Indicator responsibility	Senior Manager: Financial Governance				

Indicator number	4.3.1.5	
Indicator title	Number of support initiatives to municipalities on financial legal frameworks and policies	
Spatial Transformation	Spatial transformation priorities: Not applicable	
	Description of spatial impact: Not applicable	
Disaggregation of beneficiaries - Human Rights groups	Target for women:	Not applicable
	Target for youth:	Not applicable
	Target for people with disabilities:	Not applicable
	Target for older persons;	Not applicable

ANNEXURES



PART E

PART E: ANNEXURES

Annexure A: Amendments to the Strategic Plan

The Department has no revisions to the approved Strategic Plan as this is the fifth 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: NSFD and the District Development Model

The WCG is applying the Joint District and Metro Approach (JDMA) as its response to the District Development Model. The Integrated Management Approach adopted by the WCG is rooted within the cooperative government imperatives of Chapter 3 of the Constitution as well as the responsibilities in terms of Section 154 and Section 155(6) of the Constitution to monitor, support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions.

Chapter 13 of the National Development Plan (NDP) emphasises the need for improved intergovernmental coordination to build a capable state, with one of the key initiatives of improving both “strategic coordination” and “routine coordination”.

The WCG, in partnership with the national organs of state and Western Cape municipalities, aim to give effect to the imperatives of coordination, coherence, alignment, integration and complementarity by implementing integrated management.

In support of the above, the JDMA was implemented as the main delivery mechanism for integrated service delivery. The JDMA is a geographical and team-based, residents-focused approach to provide integrated government services through a strengthened WCG and local government interface. It is characterised by a geographical footprint with a single implementation/support plan per district and appropriate levels of coordination by provincial district interface teams. The approach makes provision for a series of integrated engagements to improve co-planning, co-budgeting and co-implementation.

The mandate of PT is to drive good financial governance across provincial and local government spheres that enables:

- Effective resource mobilisation and sound fiscal management;
- Effective and efficient use of resources;
- Effective financial oversight (leadership on all levels, including a focus on culture); and
- Building capabilities of local governance to support resilience, agility, and innovation.

Key drivers in the governance context for PT will include improved client satisfaction, increased innovation collaboration with external actors and improved governance and intergovernmental engagements with residents, which include a range of projects listed below. These projects will be implemented utilising the JDMA as articulated in the PSP.

- The Corporate Governance Framework;
- Fiscal consolidation and efficiency gains for resource efficiencies and savings;
- Application of economic intelligence to enable resilience and the realisation of opportunities;
- Defining procurement strategies to drive efficiencies enabling local economic development;
- Strengthening data, its use and analytical capability across all WCG departments; and
- Strengthening the capacity within departments and municipalities that can be shared across the public sector for innovation.

NSDF and the District Development Model

Areas of intervention in NSDF and DDM (Below examples)	Annual Commitments								
	Project Name	Project Description	Budget Allocation	District Municipality	Specific Location	Project Leader	Social Partners	Longitude (East/West/+X)	Latitude (North/South/-Y)
Capacity Building		Implementation and rollout of Municipal Talent Management Initiatives	Not available	All		Melissa van Niekerk	NT, DLG, DotP, municipalities, tertiary institutions, EDP	All	All
Development and implementation of the Corporate Governance Framework		Technical Integrated Municipal Engagements	Not available	All		Melissa van Niekerk	NT, DLG, DotP, DEA&DP, municipalities, tertiary institutions, EDP	All	All
Define strategic procurement strategies to drive value for money		Strengthening strategic procurement planning to deliver services and enable economic growth and development	Not available	All		Santie Roy	NT, DLG, DotP, DEA&DP, CIDB, dtic, DOI, municipalities, tertiary institutions, EDP and SMART procurement, VUKA Group	All	All
Strengthening data, its use and analytical capability in municipalities		Successful rollout of mSCOA	Not available	All		Aziz Hardien	NT, DLG, DotP, DEA&DP, municipalities, tertiary institutions, EDP	All	All
Fiscal consolidation and efficiency gains for resource efficiencies and savings		Budget assessment reports, expenditure reviews, quarterly reports on SDBIP, monthly IYM reports	Not available	All		Steven Kenyon	NT, DLG, DotP, DEA&DP, municipalities, tertiary institutions, EDP	All	All
The application of economic intelligence to enable resilience and the realisation of opportunities		Publishing of the Municipal Economic Review and Outlook inclusive of District Socio-Economic Profiles. Improvement of Infrastructure development through spatial planning. Targeting local procurement to enable job creation	Not available	All		Kim Engel	NT, DLG, DotP, DEA&DP, municipalities, tertiary institutions, EDP	All	All

Acronyms

4IR	4 th Industrial Revolution
ACFS	Annual Consolidated Financial Statements
AF	African Female
AFS	Annual Financial Statements
AG	Auditor-General
AGSA	Auditor-General of South Africa
AM	Asset Management
ANA	Assessment Needs Analyses
AO	Accounting Officer
AOP	Annual Operational Plan
AOS	Accounting Officer System
APP	Annual Performance Plan
ATC	Announcements Tabling Committee
AUDA	African Union Development Agency
BAS	Basic Accounting System
B-BBEE	Broad-Based Black Economic Empowerment
BI	Business Intelligence
BIDM	Business Information and Data Management
CAA	Chartered Accountants Academy
CAE	Chief Audit Executive
C-AMP	Custodian Asset Management Plan
CFO	Chief Financial Officer
Cel	Centre for e-Innovation
CIDB	Construction Industry Development Board
CoE	Compensation of Employees
COVID-19	Coronavirus Disease 2019
CRM	Customer Relationship Management
CSD	Central Supplier Database
CSI	Corporate Social Investment
CIT	Corporate Income Tax
CGRO	Corporate Governance Review and Outlook
DEA	Department of Environmental Affairs
DEP	Departmental Evaluation Plan
DoRA	Division of Revenue Act
DP	Development Planning
DoI	Department of Infrastructure
DLG	Department of Local Government
DotP	Department of the Premier

DPSA	Department of Public Service and Administration
dtic	Department of Trade, Industry and Competition
EE	Employment Equity
ELS	Evergreen Legacy Systems
EPS	Electronic Procurement System
EPRE	Estimates of Provincial Revenue and Expenditure
ERM	Enterprise Risk Management
EDP	Executive Development Programme
FAQ	Frequently Asked Questions
FIDPM	Framework Infrastructure Delivery and Procurement Management
FMC	Financial Management Capability
FMCMM	Financial Management Capability Maturity Model
GDP	Gross Domestic Product
GRAP	Generally, Recognised Accounting Practice
GRB	Gender Responsive Budgeting
GRPBMEAF	Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing Framework
G4J	The Growth for Jobs
HDI	Historically Disadvantaged Individuals
IA	Internal Audit
ICT	Information and Communication Technology
IDMS	Infrastructure Delivery Management System
IFMS	Integrated Financial Management System
IFS	Interim Financial Statements
IGR	Intergovernmental Relations
IIA	Institute of Internal Auditors
IRBA	Independent Regulatory Board for Auditors
IRM	Infrastructure Reporting Model
IT	Information Technology
IYM	In-Year Monitoring
JDMA	Joint District and Metro Approach
LED	Local Economic Development
LG	Local Government
LGBO	Local Government Budget Office
LG MTEC	Local Government Medium-Term Expenditure Committee
LOGIS	Logistical Information System
LOR	Learning Outcome Review
M&E	Monitoring and Evaluation
MCS	Modified Cash Standards
MEC	Member of the Executive Council

MERO	Municipal Economic Review and Outlook
MFMA	Municipal Finance Management Act (Act 56 of 2003)
MGAP	Municipal Governance Action Plan
mSCOA	Municipal Standard Chart of Accounts
MTBPS	Medium-Term Budget Policy Statement
MTEC	Medium-Term Expenditure Committee
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NDP	National Development Plan
NT	National Treasury
NT FMCMM	National Treasury Financial Management Capability Maturity Model
NT LG	National Treasury Local Government
OD	Organisational Development
OHS	Occupational Health and Safety
OPMII	Overview of Provincial and Municipal Infrastructure Investment
OPRE	Overview of Provincial Revenue and Expenditure
PCC	Procurement Client Centre
PDO	Predetermined Objective
PDS	Professional Development Summary
PDIA	Problem Driven Iterative Adaptation
PERO	Provincial Economic Review and Outlook
PERSAL	Personnel and Salary Administration System
PFMA	Public Finance Management Act
PG MTEC	Provincial Government Medium Term Expenditure Committee
PG SCM	Provincial Government Supply Chain Management
PPF	Project Preparation Facility
PPP	Public Private Partnerships
PPPF	Preferential Procurement Policy Framework Act, 2000 (PPPFA)
PRF	Provincial Revenue Fund
PMG	Parliamentary Monitoring Group
PSP	Provincial Strategic Plan
PSIP	Provincial Strategic Implementation Plan
PT	Provincial Treasury
PwD	Person with Disabilities
QPR	Quarterly Performance Report
R-AMP	Road Asset Management Plans
SA	South Africa
SCM	Supply Chain Management
SDBIP	Service Delivery Budget Improvement Plan

SEO	Strategic Executive Officer
SIFS	Supporting and Interlinked Financial Systems
SEP	Socio-economic Profile
SEP-LG	Socio-economic Profile for Local Government
SIME	Strategic Integrated Municipal Engagement
SOMS	Strategic and Operational Management Support
SPLUMA	Spatial Planning and Land Use Management Act
SIDAFF	Sustainable Infrastructure Development and Finance Facility Programme
SAICA	South African Institute of Chartered Accountants
SOP	Standard Operating Procedure
SIPs	Strategic Infrastructure Projects
SMS	Senior Management Service
SMART	Specific, Measurable, Achievable, Relevant, Time-bound
TARC	Technical Accounting and Reporting Committee
T-Drive	Treasury Drive
TIME	Technical Integrated Municipal Engagement
ToR	Terms of Reference
TSR	Technical Skills Review
U-AMP	User Asset Management Plan
VAT	Value-Added Tax
VIP	Vision-inspired Priority
WC	Western Cape
WCG	Western Cape Government
WCGRB	Western Cape Gambling and Racing Board
WCMEs	Western Cape Monitoring and Evaluation System
WC MTBPS	Western Cape Medium Term Budget Policy Statement
WCSEB	Western Cape Supplier Evidence Bank

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