

Northern Cape

Provincial Treasury

Annual Performance Plan

2007/08 to 2009/10

Foreword

Statement of Policy and Commitment by the MEC Finance

The Northern Cape Provincial Government's policy priorities are embedded in the Provincial Growth and Developmental Strategy embarked upon for the five-year period. The common thread running throughout the principles of the Provincial Growth and Development Strategy is the clear commitment to achieve social justice, equity and a better life for all.

The six principles that guide the Provincial Growth and Developmental Strategy are

1. Equality
2. Efficiency
3. Integration
4. Good Governance
5. Sustainability
6. Batho Pele

As the Executing Authority for the Provincial Treasury, I have an important and critical role to play in ensuring that these goals are achieved by providing adequate institutional support to the departments leading these principles that will empower them to plan and perform their committed tasks. The Provincial Treasury's role in the Province will not only be the monitoring of efficient use of the provincial resources, but also to contribute in creating an environment for investment and economic growth by ensuring that budgets are developmental and biased towards the poor. One of the Ministry's key deliverables is to promote an effective public service with prudent public spending ethos aimed at addressing the backlogs of the past, enhancing the principles of the Accelerated Growth Initiative of South Africa and contributing towards a better quality of life for all.

In order to achieve the strategic objectives set out herein, albeit over the medium term, I envisage the development of new provincial financial policies and procedures that will complement and improve our current governance measures to enable the Provincial Treasury to rise to the challenges waiting. As a forerunner to this, I have requested the department to invite our various partners in the province together with the key departments to steer the provincial growth and development strategy into a cohesive process to benefit all the people of the Northern Cape Province

I hereby concur with my Department's strategic plan and the proposed targets detailed herein.

O.P. Dikgetsi: MEC for Finance

Statement of Policy and Commitment by the Head of Department

As a catalyst of change with regard to provincial financial matters, Provincial Treasury cannot be expected to be static but has to be dynamic in order to be able to adapt to the changing financial management environment in order to respond to the changing needs for financial information and advice so that financial reporting keeps track with development outside treasury environment.

This dynamic state requires a paradigm shift which will ensure that Provincial Treasury completely divorces itself from performing those functions that are not regarded as treasury functions. This paradigm shift will be categorized by capacity building within Provincial Treasury in order to provide the required support on financial management matters and advice on a range of issues brought about by the changing environment.

Eradication of suspense accounts will receive priority attention during the first year of the five-year period of the strategic plan while efforts will be made to reduce provincial overdraft to the minimum, thereby saving interest paid on overdraft. This process will lead to additional funding being available to fund service delivery.

As part of our resolve to build a respected Provincial Treasury, we will be concentrating on the following broad areas, which will ensure that we maintain our presence in important aspects of our work.

- ❖ Improving budget management by aligning proposed allocations with desired outcomes,
- ❖ Measuring post-budget allocation effectiveness and efficiency of resources expenditure.
- ❖ Vesting of proper asset management by further developing the different stages of supply chain management (SCM),
- ❖ Promoting provincial public private partnership (PPP's),
- ❖ Improving cash management and financial systems management.
- ❖ Establishing full nominal accounting compliance,
- ❖ Producing consolidated financial statements and promoting substantive accrual based accounting standards and practices,
- ❖ Maintenance of fiscal discipline by perfecting and maintaining the basics of fiscal discipline,
- ❖ Building capacity through financial training for all finance staff in the Province.
- ❖ Establishing and maintaining financial governance by setting norms and standards and communication channels and
- ❖ Analysing departmental systems, procedures and structures for risk areas.

All these efforts, i.e. capacity building, fiscal discipline, budget management improvement, compliance issues, setting of norms and standards, etc. etc. will be done in order to ensure that service delivery is effective, efficient and is brought to people in an economic and transparent manner.

S.E. Mokoko: Accounting Officer

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Part A

OVERVIEW OF STRATEGIC PLAN

Treasury functions revolves around the preparation, implementation and monitoring of provincial budget and sound financial management, all other activities of Provincial Treasury are peripheral to the main functions as outlined. This essentially means that for Provincial Treasury to be effective and efficient it should have a strong budget office and financial governance that will act as a change catalyst to champion budget and accounting reforms as introduced by National Treasury and the Accounting Standard Board.

The period of strategic plan under review coincides with the period of office of the new provincial government, hence, a new Head of Treasury and the new Head Official of Treasury. These changes have resulted in both the Head of Treasury and Head Official of Treasury agreeing that in order for the Provincial Treasury to fulfil its responsibilities towards line function departments effectively, a new approach is necessary.

This new approach has resulted into a need to restructure the department. Instead of only two directors managing the department, the Provincial Treasury has increased its leadership capacity. The restructured Provincial Treasury will now have four Chief Directorates, which are intended to provide broad strategic direction of the department, which will result into increased leadership capacity and ability to provide the required assistance from Provincial Standing Committee on Public Accounts, the Auditor-General, and Portfolio Committee on Finance on the one hand and to line departments on the other hand.

These organs of state look to Provincial Treasury on issues of financial management and good governance. Provincial Treasury has not been able in the past to adequately fulfil this responsibility in a manner that is fair and transparent. The restructured Provincial Treasury will have a dedicated team to analyse, review and report on provincial own revenue. It will form part of Chief Directorate Sustainable Resources Management together with the existing Budget Management Directorate that has been split to devote attention to the core function of Provincial Treasury. The monitoring of the sustainability of local government budgets has been upgraded into a directorate to ensure that the implementation of the Municipal Finance Management Act, which came into effect from July 2004, is implemented to ensure effective and efficient financial management of local and district municipalities.

Provincial Supply Chain Management has been reporting under the director responsible for Budget Management until recently, this sub directorate has been merged with provincial asset management to form a new directorate which together with Supporting and Interlinked Financial Systems (Persal, Vulindlela and Basic Accounting System) will form a new Chief Directorate to provide strategic direction on supply chain management issues and to prepare departments to migrate from cash accounting to accrual accounting by being able to maintain and manage asset registers to enable assets to be reported in the balance sheet during the full implementation of generally recognized accounting practice.

The third chief directorate to be known as Financial Governance will be responsible for the implementation of the Public Finance Management Act and the Municipal Finance Management Act. The implementation of these acts will be supported by the provision of proper accounting services to the different line function departments. Included in this chief directorate is the Office of the Accountant General in the province, which is responsible for the preparation of consolidated annual financial statements.

The last chief directorate will be providing support to the Head Official of Treasury on financial management matters in the department and capacity building in finance components of line function departments and local and district municipalities.

Corporate Services sub directorate has been upgraded to directorate level. It will be reporting directly to the Accounting Officer. The directorate will be supported by five sub directorates to be responsible for human resources development, organizational efficiency and performance management, legal services and labour relations, communication and human resources management and special programmes.

One of the challenges facing Provincial Treasury is the management of regional offices and to ensure that regional offices perform treasury functions. Processes are currently being put in place to retrain these officials in the regions to perform local government budgets monitoring functions.

It is a challenge that will need concerted effort to resolve. A solution should be found in the first half of the current financial year. Arrangements are being made to ensure that the regions reports directly to the Accounting Officer while finalising the structure for municipal finances.

As Provincial Treasury increases its leadership capacity, it will also be focusing on ensuring that it plays a major role in providing the required assistance on financial management matters in the Province. It will also increase the level of monitoring and advice as well as the interaction with the various stakeholders.

As part of change in the department, the review of the 2007/08 Annual Performance Plan, the department reviewed the strategic goals and objectives to ensure proper alignment with our mandate as per the PFMA and MFMA.

The Provincial Treasury will be ensuring that during the MTEF period all suspense accounts which have resulted into qualified audit reports are eliminated and do not re-surface. Strong action is planned for those departments that will create a new breed of suspense accounts.

It is envisaged that the structure described above will enable Provincial Treasury to build the required capacity and to provide the required assistance and advice to its range of internal clients.

VISION

We strive to promote efficient, effective, and transparent economic use of provincial resources.

MISSION

To render timeous and responsive service delivery to clients through:-

- Enforcing the implementation of Public Finance Management Act and Municipal Finance Management Act;
- Preparation of sound, sustainable and developmental provincial budgets;
- Promotion and monitoring of the sustainability of Local Government budgets;
- Sound Management of provincial government's financial assets and liabilities;
- Promotion of sound supply chain management practices at provincial and local government level;
- Optimisation of provincially collected own revenue;
- Enhancement of sound cash management, accounting practices, policies and systems;
- Ensure alignment of strategic plan and budgets to Provincial Growth and Development Strategy.

VALUE

The core values that the Provincial Treasury espouses are:

- Integrity, Diligence, Excellence, Commitment, Professionalism, Accountability, Fairness, Transparency, Respect, Consistency, Performance, Prudence and Consultation.

SECTORAL SITUATION ANALYSIS

Summary of service delivery environment and challenges

The promulgation of the Municipal Finance Management Act has ushered a new era for Provincial Treasuries that requires cooperation between the Provincial Treasury and the Department of Housing and Local Government. This partnership in the monitoring of local government finances is embodied in the signed memorandum of understanding.

The second challenge facing Provincial Treasury is to ensure that the Provincial Growth and Development Strategy published recently is embedded in the strategic plans of provincial spending agencies and that the priorities of spending agencies give effect to the National and Provincial priorities.

The third challenge relates to the fact that many local and district municipalities lack institutional financial management capabilities as well as ability to generate sufficient tax revenue to meet service delivery obligations, hence the need to restructure and capacitate Provincial Treasury to confront these challenges.

The fourth challenge is to determine to what extent the Integrated Development Plans (IDP's) of the local and district municipalities have informed the spending plans of the provincial spending agencies and how these plans integrate with the national spatial framework to support local economic development efforts of municipalities.

Lastly, for the Provincial Legislature to fulfil its oversight role, provincial treasury needs to ensure that there is substantive compliance by departments on certain due dates that impact negatively on the Legislature's programme.

It is only through a concerted approach, which has capacity building as its priority that can enable Provincial Treasury to succeed in its endeavours.

Legislative and other mandates

Constitution Act No.108 of 1996	The supreme law of the Republic, law or conduct inconsistent with it is invalid and the obligations imposed by it must be fulfilled.
Public Finance Management Act (Act 1 of 1999) as amended (PFMA)	To regulate financial management in the National Government and Provincial Governments, to ensure that all revenue, expenditure, assets and liabilities of the Governments are managed efficiently and effectively; to provide for the responsibilities of persons entrusted with financial management in those Governments and to provide for matters connected therewith.
Division of Revenue Act as annually enacted	To provide for the equitable division of revenue anticipated to be raised nationally among the national, provincial and local spheres of government and the reporting requirements for allocation pursuant to such division; to permit the withholding and the delaying of payments in certain circumstances; to provide for liability for costs incurred in litigation in violation of the principles of co-operative governance and intergovernmental relations and to provide for matters connected therewith.
Treasury Regulations, March 2005 (as amended)	To regulate for the requirements for strategic planning as the basis for the preparation of budgets; to set minimum standards for financial management, clarification of roles; to instilling a culture of output measurement; to regulate and provide guidelines for the handling of property, disposal of state assets, disposal of immovable state assets and procurement.
Preferential Procurement Policy Framework Act (Act 5 of 2000)	To provide regulatory framework enabling and assisting departments and potentially disadvantaged Individuals (HDI's) in the sustainable development and implementation of preferential procurement system.
Preferential Procurement Regulations	To promote the introduction of practical measures pertaining to application of the points system referred to in the Act; the call for evaluation and allocation of tenders in accordance with the preference policy.

Public Service Act (Act 103 of 1994) as amended	To provide for the organization and administration of human resources management, which includes the regulation of conditions of employment, terms of office, discipline, retirement and discharge of staff and matters connected therewith.
Occupational Health and Safety Act	To provide for the Health and Safety of persons at work and for the health and safety of persons connected with the use of plant and machinery; the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work; to establish an advisory council for occupational health and safety; to provide for matters connected therewith.
Promotion of Access to Information Act, 2000 (Act 2 of 2000)	To give effect to constitutional right of access to any information held by the state and any information that is held by another person and that is required for the exercise or protection of any rights; and to provide for matters connected therewith.
Employment Equity Act, 1998 (Act 55 of 1998)	To regulate the process and procedures in achieving a diverse and competent workforce broadly representative of demographics of the country and eliminating unfair discrimination in employment towards implementing equity.
Labour Relations Act, 1995 (Act 66 of 1995)	To regulate and guide organisations in recognizing and fulfilling their roles in effecting labour harmony and democratization of the workplace.
Municipal Financed Management Act, 2003 (Act 56 of 2003) (MFMA)	To secure sound and sustainable management of the financial affairs of the municipalities and other institutions in the local sphere of government; to establish treasury norms and standards for the local sphere of government and to provide for matters connected therewith.
Skills Development Act 1998 (Act 97 of 1998)	To provides an institutional framework to devise and implement national, sector and workplace strategies to develop and improve the skills of the South African workforce; to provide for the financing of skills development by means of a levy-grant scheme and a national skills fund, to provide for and regulate employment services; and to provide for matters connected therewith.
Skills Development Levies Act (Act 9 of 1999)	To imposing the payment of a skills development levy on employers; establishment of a system for the recovery and disbursement of levies for purpose of funding skills development training in accordance with approved skills development strategy.
Qualification Authority Act, 1995	To provide for learnership that lead to recognized occupational qualification; provide for matters connected therewith.

Other relevant Legislation and important documents

Revenue Act 12 of 1998
SITA Act
Provincial Appropriation Act

Provincial Adjustment Appropriation Act
Public Service Regulations, 2001
Public Service Co-ordinating Bargaining Council Collective Agreements
Basic Conditions of Employment Act
Medium Term Budget Policy Statement
Intergovernmental Fiscal review
Report of the Auditor-General on the accounts of Government
Budget review documents
Financial and Fiscal Commission's recommendations
Northern Cape Tender Board Act (2:1994) and regulations
Northern Cape Provincial Supply Chain Management Policy
Provincial Growth and Development Strategy

Broad policies, priorities and strategic goals

Broad policies

Through its mandate in terms of the Public Finance management Act, Provincial Treasury endeavours to assist the member of Executive Council responsible for Finance to attain policy objectives set by the Executive Council. These objectives include amongst others, resources allocation, stimulating economic development and effective and efficient financial management.

Priorities

- Assessment of provincial department's measurable information to ensure alignment of their objectives towards the outcomes of the province. The emphasis will be to move towards an outcome based budget allocation and to assess the extent to which the Provincial Growth and Development Strategy finds expression in the budgets of provincial spending departments
- Design of analytical instruments to assess the qualitative impact of provincial service delivery on provincial socio-economic variables.
- Concerted efforts in pursuit of other sources of revenue to further increase the province's own contribution.
- Successfully fulfilling the envisaged role of the Provincial Treasury in terms of the Municipal Finance Management Act, 2003 (MFMA).
- Ensure that financial reporting is a full and true reflection of the financial position of the province.
- Identify and develop strategic sourcing methodologies in those industries where the bulk of the provincial procurement budget is spent and develop simple standardised supply chain management processes to ensure satisfactory delivery of goods and services, inclusive of a new supply chain management system within all the departments.
- Optimise liquidity in the Provincial Revenue Fund to ensure maximum return within acceptable levels of risk.

- In support of sound financial management, fully implement and optimally manage all financial systems on behalf of provincial departments.
- Implement and rollout supply chain management policies, procedures and processes within the Provincial Treasury to coincide with the phasing out of the Northern Cape Provincial Tender Board.

Strategic goals and objectives

Strategic goal 1

To render effective management and administrative support to the department.

Strategic objectives

- ❖ To ensure sound financial management within the department.
- ❖ To render support on human resources, ICT, facilities management and legal services within the department.

Strategic goal 2

To ensure effective and efficient management and utilization of fiscal resources within the province.

Strategic objectives

- ❖ To promote and ensure equitable allocation of financial resources and effective implementation of budgets within the province.
- ❖ To facilitate an increase in provincial revenue.
- ❖ To effectively monitor budget management in municipalities.

Strategic goal 3

To enforce sound financial management within the province.

Strategic objectives

- ❖ To render effective technical support on accounting practices and financial systems within the province.
- ❖ To ensure compliance with Public Finance Management Act and Municipal Finance Management Act.

Strategic goal 4

To promote prudent asset and liabilities management.

Strategic objectives

- ❖ To facilitate the effective and efficient management of assets and liabilities
- ❖ To promote sound supply chain management practice in the province

Information systems to monitor progress

We serve with passion. We deliver on time.

Different information systems will be relied on to monitor and report on the implementation of the strategic plan. The information needs to monitor progress are catered for through the implementation of the following systems.

Financial Information Systems

Transaction processing system

- The BAS and the PERSAL systems are the main transactions processing systems that are used by the department.
- Logis will be acquired during the current financial for all departments in the province to assist mainly with procurement and asset management.

Accounting information system

- All accounting information transactions are currently processed on the Basic Accounting System as the main accounting information system.
- Vulindlela is also used as subsystem to assist management decision making and reporting.

Internal auditing system

- Internal audit function is centralized and resides in the Office of the Premier. The unit has not been functioning in the past, efforts have been made to capacitate the unit. The department has the internal control section to perform the compliance and inspection functions.

As these constitute the transversal official systems from which the departments cannot deviate, it enables structured uniform reporting. To this end, the issue of functionality and reliability of the systems is not compromised provided reports are drawn for the same reporting period.

Description of strategic planning process

The strategic planning process lacked extensive involvement of all participants due to a number of reasons.

The ideal situation would have been three to four strategic planning sessions to enable senior managers, managers and assistant managers to contribute meaningfully in the planning process. Only two strategic planning sessions were held.

To compensate for the lack of extensive team work and involvement by all team members, a process was followed whereby individual contributions were obtained from all the directorates including the accounting officer and an initial draft was developed which was subsequently discussed at the two day planning session held towards the beginning of the 2007/08 financial year.

At the two day strategic planning session the vision and mission of the department was reviewed and changed, team members also reviewed, modified and changed measurable objectives, strategic goals and strategic objectives to be precise and focused.

This process was followed by an editing process, which was undertaken by a smaller team of budget analysts, director responsible for the budget management in the province who have had experience in the evaluation of strategic plans and the accounting officer.

A final draft was submitted to all participants to check whether they agree with the changes made during the editing process and to sign off.

This strategic and performance plans will form the basis for operational plans, performance contract of the Head of Department and performance contracts of senior managers as well as work plans for all other employees in the department.

Problems associated with the lack of extensive involvement can be attributed to the appointment of the new Head Official of Treasury who saw the need to effect drastic changes to correctly re-position Provincial Treasury to fulfil its role as change catalyst within the province on financial management matters. This re-engineering process took place at the same time as other major budget processes that required Head Official of Treasury's full time involvement. Time constraints also contributed to the lack of extensive involvement by prospective participants.

During the forthcoming strategic planning period, the participation process will be extensive, as the foundation has been laid. It is not envisaged that there will be resistance in the implementation of the strategic plan.

Part B

Budget programme and sub-programme plans

Programme 1: Administration

AIM: To provide and maintain high quality support services to the Member of Executive Council and the department pertaining to sound financial management, human resource management and administration.

1.1 Office of the MEC

To render strategic and administrative support services to the Member of Executive Council and to act as a linkage between the department, the Executive Council and the Provincial Legislature.

1.2 Management Services

To translate policies and priorities into strategies for effective service delivery and to manage, monitor and control departmental performance.

1.3 Corporate Services

To render effective management and administrative support to the department and to effectively implement and monitor departmental policies and provide specialised auxiliary services.

1.4 Financial Management (Office of the CFO)

To provide financial management services for the department.

Situation analysis and key challenges

Office of the MEC

The existence of this component is to assist the MEC for Finance in his legislative, political and administrative role as member of the Provincial Legislature.

Key challenges:

The strengthening of linkages between Provincial Treasury, Provincial Growth and Development Strategy and the Portfolio Committee on Finance and the Stranding Committee on Public Accounts.

Management Services

The sub-programme provides strategic management leadership through planning, organizing, monitoring, and controlling performance of the department.

Key challenges:

The re-alignment of the department with its core legislative functions as well as building the required capacity to ensure that support to departments is provided effectively and efficiently.

Corporate Services

The function of this directorate is to render human resources management, human resources development, communications, facilities, legal and labour relations services to the department, including records management, and auxiliary services

Key challenges:

To provide timeous and accurate human resources information to stakeholders.

Compilation of HRM, HRD, Health, and Wellness Policies.

Populating the approved organogram in the Persal System.

Development of integrated human resource plan, with clear employment equity targets and training needs information.

Establishment of sub-directorates and filling of posts in those directorates in order to carry-out the mandate of the directorate.

Development and implementation of the Employment Equity, Workplace Skills and Health Promotion Plans to comply with the prescripts as well as to contribute to People Development in the department.

Financial Management (Office of the CFO)

The function of this directorate is to render financial management support to the different directorates in the department. Functional areas that are covered within this directorate are supply chain management, management accounting, financial management, internal controls, banking, salary administration and other financially related matters.

Key challenges:

To provide timeous, materially accurate accounting information to managers

Compilation of credible departmental budgets

Payment of creditors within 30 days

Enhancement of supply chain management and inventory management

Institution of sound systems of internal controls

Reduction of audit queries

Policies, priorities and strategic objectives linked to programme 1

Strategic goals

To render effective management and administrative support to the department.

Strategic objectives

- ❖ To ensure sound financial management within the department.
- ❖ To render support on human resources, ICT, facilities management and legal services within the department.

Analysis of constraints and measures planned to overcome them

Office of the MEC

A major constraint is the lack of clearly defined roles and co-coordinated efforts on the day-to-day running of the office.

A plan is to be developed to set out and define the roles within the ministry specifying responsibilities and accompanying budget. To overcome these constraints the applicable staff members will be sensitized on their different roles with emphasis on co-ordination of functions and effective communication within the component.

Management Services

As this is a newly reported sub-programme, the main constraint will be to appoint personnel with the appropriate skills levels, knowledge, and experience.

To overcome the constraints the management services sub - programme will be sufficiently resourced in terms of the required personnel.

Corporate Services

Constraints:

High turnover rate

Limited knowledge and application of human resource processes

Ineffective communication

Operating capacity inadequate for the complexity of the human resource function

Slow and unproductive processes

Financial Management (Office of the CFO)

The lack of required number of personnel, financial management skills, supply chain management skills and knowledge has been identified as the major constraint. Majority of financial policies are either not in existence or out dated.

Additional competent and skilled personnel will be appointed to address the constraints and financial policies will be developed.

Description of planned quality improvement measures

Office of the MEC

Measures to improve the functioning of the office will include:

Defining the roles of the different staff members within the office

Upgrading the level of general administration

Improving document management services

Reducing the turnaround time and improving quality of documents submitted to the Member of Executive Council

Management Services

Tracking documentation and decisions for implementation and increasing the number of personnel in the sub directorate are amongst the planned quality improvement measures.

Corporate Services

The department will position itself to be marketed as an employer of choice with a strong focus on learning and development, conducive working environment, broad exposure to the unique and diverse nature of work and the building of a dynamic team. Strengthen capacity by appointing suitably skilled staff, offering job specific training, and ensuring that effective staff retention measures are in place.

Financial Management (Office of the CFO)

Greater focus will be placed on skills development within financial management, management accounting, and supply chain management to ensure a higher level of professional support services and attain the set objectives linked to this sub-programme.

Specification of measurable objectives and performance indicators

Programme: Administration

Sub-programme: Corporate Services		Strategic goal: To render effective management and administrative support to the department.						
Strategic Objective	Measurable Objectives	Performance Measure	Actual 2004/05	Actual 2005/06	Estimate 2006/07	Budget 2007/08	Target 2008/09	Target 2009/10
To render support on human resources, ICT, facilities management and legal services within the department.	Development of HR-related policies Recruitment and Selection and HRD	Policies are approved and implemented			Draft policies submitted for approval	Policies approved and implemented	Implementation and review	Implementation and review
	Populate the organogram on the persal system	Organogram is populated on the persal system				Organogram fully populated in Persal		
	Monitor that personnel is placed against the posts in the organogram as populated in persal	All employees are appointed against the posts on the persal				Placement completed		
	Facilitate the revision of the organogram to create new units: Research & Policy, Special Programmes, Security and Records Management, PPP etc; and to align with the new strategic plans	Organogram is amended in line with the strategic objectives of the department				Revised organogram submitted to the MEC for approval	Review	Review
	Promote awareness of and compliance with HR policies	Workshops held to inform staff about the approved HR policies				2 workshops held	2 workshops held	2 workshops held
	Draft the HR Plan and facilitate its consultation processes.	HR Plan is in place			Draft in place for 2007/8 onwards 10 internships	1 consultation meeting held with the consultation forum internships	Plan implemented	Plan implemented
	Develop and implement the Workplace Skills Plan	WSP is approved and submitted to SETA			Data-base of trainers and service providers is consolidated	Training takes place as per WSP	Training takes place as per WSP	Training takes place as per WSP
	Develop and implement the Employment Equity Plan	EEP is in place			Draft plan is submitted for approval	Plan is implemented and targets met	Plan is implemented and targets met	Plan is implemented and targets met

Sub-programme: Corporate Services		Strategic goal: To render effective management and administrative support to the department.						
Strategic Objective	Measurable Objectives	Performance Measure	Actual 2004/05	Actual 2005/06	Estimate 2006/07	Budget 2007/08	Target 2008/09	Target 2009/10
To render support on human resources, ICT, facilities management and legal services within the department	Ensure that the Organisational Efficiency Unit is established	Unit is established				Middle-Management positions filled (1 DD and 1 AD's)	Workstudy programme is developed	Unit is functional
	Ensure that the PMDS unit is established	Unit is established				Middle-Management positions filled (1 DD and 1 AD)	Performance Management System is implemented	Unit is functional
	Ensure that the Health Promotion Programme is put in place for the department	Programme is approved				Special Programmes Unit is established and Middle-Management positions filled (1 DD and at least 1 AD)	Programme is implemented	Programme is implemented
	Facilitate and monitor that there is a functioning Registry System for the department	Records Management/Registry System developed and functioning professionally				Registry Manual developed and filing system put in place	Introduce the electronic filing system	
						All Registry Clerks trained to operate efficient and effective registry system		
	Draft the Access to Information Manual and facilitate the appointment and orientation of the Deputy Information Officers	Access to information framework institutionalised within the department			Draft manual in place	Access to Information Manual available	Reviews and updates	Reviews and updates
	Facilitate the implementation of the communication and IT systems for better communication in the department	Communication Unit is established			Unit not yet established	Establish the Communications and IT Unit (appoint the DD and 2 AD's)	Unit operational	Unit fully staffed
		Communication Strategy is developed and implemented				Develop the Communications strategy and implement it	Implementation and Review of strategy	Implementation and Review of strategy

Sub-programme: Corporate Services		Strategic goal: To render effective management and administrative support to the department.						
Strategic Objective	Measurable Objectives	Performance Measure	Actual 2004/05	Actual 2005/06	Estimate 2006/07	Budget 2007/08	Target 2008/09	Target 2009/10
		Web-site is designed and managed				Development and maintenance of a departmental web-site done	Web-site maintained	Web-site maintained
		A change management process dealing with issues of corporate identity and culture in line with Staff Indaba commitments is undertaken					Corporate Culture and Identity developed	
	Facilitate the implementation of the new cost-effective and efficient telephone system					Telephone system implemented		
	Labour Relations Management structures created	Training conducted on misconducts, grievance procedures and employees consulted on matters affecting them			Unit not fully staffed	Re-establish the Labour Relations Unit with the appointment of Deputy Director	Focus on management of grievances and conduct employee satisfaction surveys	Culture of consultation is entrenched and Staff Indaba is institutionalised
	Facilitate that there is a structured customer care and service delivery improvement based on Batho Pele Principles					Plan is approved and implemented	Plan is reviewed and new service standards set	Plan is reviewed and new service standards set
	Facilitate that there is a conducive working environment for all employees	Anti-harassment and anti-discrimination policies are developed i.e. Sexual and other types of harassment policies			Draft policies against harassment and discrimination have been developed	Sexual Harassment/ other types of harassment policies are approved	Impact of policies on harassment and discrimination reviewed	Impact of policies on harassment and discrimination reviewed

Sub-programme: Corporate Services		Strategic goal: To render effective management and administrative support to the department.						
Strategic Objective	Measurable Objectives	Performance Measure	Actual 2004/05	Actual 2005/06	Estimate 2006/07	Budget 2007/08	Target 2008/09	Target 2009/10
						Training on policies and harassment and discrimination take place		
		Health and Safety inspections take place					Satisfaction survey is done	Satisfaction survey is done
							Diversity Management workshops held	Diversity Management workshops held

Programme: Administration

Sub-programme: Financial Management (Office of the CFO)		Strategic goal: To render effective management and administrative support to the department.						
Strategic Objective	Measurable Objective	Performance Measure	Actual 2004/05	Actual 2005/06	Estimate 2006/07	Budget 2007/08	Target 2008/09	Target 2009/10
To ensure sound financial management within the department	Development of the annual performance plan (APP)	Signed annual performance plan				APP developed and signed by end February 2009	APP developed and signed by end February 2010	APP developed and signed by end February 2011
	Preparation of budget linked to Annual Performance Plan	Approved main budget				2008/09 budget submitted by end January 2009	2009/10 budget submitted by end January 2010	2010/11 budget submitted by end January 2011
		Approved budget adjustment				2007/09 adjustment budget submitted by end October 2007	2008/09 adjustment budget submitted by end October 2008	2009/10 adjustment budget submitted by end October 2009
	Review and development of the financial policies	Financial policies approved and signed				7 financial policies approved and signed	Review and update of financial policies	Review and update of financial policies
	Preparation of Annual Financial Statements and annual report	Signed annual financial statements				Annual financial statement submitted to Auditor General by end May yearly	Annual financial statement submitted to Auditor General by end May yearly	Annual financial statement submitted to Auditor General by end May yearly

Sub-programme: Financial Management (Office of the CFO)		Strategic goal: To render effective management and administrative support to the department.						
Strategic Objective	Measurable Objective	Performance Measure	Actual 2004/05	Actual 2005/06	Estimate 2006/07	Budget 2007/08	Target 2008/09	Target 2009/10
		Signed annual report				Annual report submitted to Legislature by end September yearly	Annual report submitted to Legislature by end September yearly	Annual report submitted to Legislature by end September yearly
	Development of Financial Risk Management Plan	Developed and approved risk management plan				Risk management plan developed and approved by end February 2008	Review and update risk management plan	Review and update risk management plan
	Ensure effective, efficient and economic acquisition and usage of goods and services	Compliance report on implementation of provincial supply chain management				Compliance to provincial supply chain management policy	Compliance to provincial supply chain management policy	Compliance to provincial supply chain management policy
		All related SCM committees in place				Review of all SCM committees	Review of all SCM committees	Review of all SCM committees
		Updated asset register				Verification of assets done twice a year	Verification of assets done twice a year	Verification of assets done twice a year
	Ensure proper cash management	Timeous payments of creditors				Creditors paid within 30 days	Creditors paid within 30 days	Creditors paid within 30 days
		Bank reconciliation prepared				Bank reconciliation prepared monthly	Bank reconciliation prepared monthly	Bank reconciliation prepared monthly
	Monitor expenditure and performance	Monthly expenditure reports				12 reports, each submitted to National Treasury by 15 th of every month	12 reports, each submitted to National Treasury by 15 th of every month	12 reports, each submitted to National Treasury by 15 th of every month
		Quarterly performance reports				4 reports prepared	4 reports prepared	4 reports prepared

Reconciliation of budget with plan

Programme 1: Administration budget by sub-programme (R'000)

Table 6.1: Summary of payments and estimates: Programme 1 Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited				2007/08	2008/09	2009/10
	2003/04	2004/05	2005/06						
Office of the MEC ^a	3,051	5,156	4,870	5,145	5,153	7,635	5,424	5,695	6,027
Management Services	1,848	1,314	2,371	2,059	2,059	2,318	7,194	7,554	8,007
Corporate Services	6,698	4,693	5,398	8,767	8,767	5,642	13,982	14,681	15,561
Financial Management (CFO)	922	3,342	6,201	8,760	8,760	8,012	14,143	14,756	14,983
Total	12,519	14,505	18,840	24,731	24,739	23,607	40,743	42,686	44,578

^a 2007/08: MEC remuneration payable. Salary: R535,410. Car allowance: R143,851.

Table 6.1.1: Summary of payments and estimates by economic classification: Programme 1 Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited				2007/08	2008/09	2009/10
	2003/04	2004/05	2005/06						
Current payments	12,383	13,688	18,626	23,858	23,866	23,127	38,124	41,411	43,566
Compensation of employees	6,860	8,286	8,746	15,258	15,266	10,257	22,637	24,287	25,743
Goods and services	5,523	5,402	9,880	8,600	8,600	12,870	15,487	17,124	17,823
Interest and rent on land									
Financial transactions in assets and liabilities									
Unauthorised expenditure									
Transfers and subsidies:	23	50	27	6	6	12	57	59	62
Provinces and municipalities	23	50	27	6	6	12			
Departmental agencies and accounts									
Universities and technikons							57	59	62
Public corporations and private enterprises									
Foreign governments and international organisations									
Non-profit institutions									
Households									
Payments for capital assets	113	767	187	867	867	468	2,562	1,216	950
Buildings and other fixed structures									
Machinery and equipment	113	767	187	830	830	468	2,562	1,216	950
Cultivated assets									
Software and other intangible assets				37	37				
Land and subsoil assets									
Total economic classification	12,519	14,505	18,840	24,731	24,739	23,607	40,743	42,686	44,578

Programme 2: Sustainable Resource Management

AIM: To provide professional advice and support the Head of Department on provincial fiscal policy, public finance developments and management of the annual provincial budget process, and to manage the provincial government's fiscal resources effectively.

2.1 Fiscal Policy

To enable the provincial government to finance its service delivery obligations, determine the overall financing for the MTEF including administering the medium term revenue planning process, ensuring effective and efficient development of provincial revenue including the assessment of revenue trends and the compilation and submission of revenue reports, and developing the provincial borrowing framework.

2.2 Budget Management

Promote performance monitoring and effective financial resource allocation planning.

Drive the MTEF and annual budget process and determine annual budget allocations per function including resource shifts between spheres of government and departments.

Promote integration and synergy of budget priorities between departments and governments, assess and ensure effective expenditure including the costing of new policy proposals and determining its relative priority.

Introduce measures to close the gaps between macroeconomic variables and policy priorities, budget trends, spending trends, strategies, development plans and service delivery indicators.

Assess the link between IDPs strategic plans and the PGDS.

Promote alignment between municipalities and the provincial departments of the budget processes, integrated development plans and budgets of municipalities with provincial budget process, budgets and departmental strategic plans.

2.3 Municipal Finance

Monitor the monthly outcome of municipal budgets and reports.

Advise on municipal expenditure budgets and the establishment of municipal entities.

Provide a centralised capacity to facilitate the implementation of the Local government: Municipal Finance Management Act, 2003 (Act 56 of 2003).

Promote improved service delivery and customer care.

Provide policy advice, inclusive of technical assistance and financial training.

Situation analysis and key challenges

Fiscal Policy

The function of this directorate is to provide fiscal advice, determine the medium term fiscal framework, develop, and optimize the provincial revenue base and the provision of provincial borrowing framework.

Key challenges include the following:

We serve with passion. We deliver on time.

- Contribute towards the development of the revenue forecasting model;
- Establish the credible revenue base for the province in order to address the provincial own revenue budget;
- Development of the borrowing and research framework on new sources of revenue;
- Build capacity within the directorate regarding its functions and at the client departments.

Budget Management

The programme coordinates the budgeting process for the Province. The main function of the programme is to prepare departmental budgets, which are aligned with strategic plans, to provide budget preparation support to line departments and to maintain optimum liquidity levels in the Province.

Key challenges:

To build broad base intellectual capacity in budget office
 To deepen political participation in the budget preparation process
 To provide budget technical assistance to the Portfolio Committee on Finance
 To streamline contact and discussions with various stakeholders

Municipal Finance

The directorate is responsible for ensuring the sustainability and co-ordination of local government budgets, the monitoring of such budgets in partnership with the department of Housing and Local Government in accordance with the memorandum of understanding between the department and Provincial Treasury.

Key challenges:

Building good working relationships between Provincial Treasury and local and district municipalities
 Providing budget technical assistant to municipalities
 Rolling out key budget aspects in terms of the act and ensuring compliance therewith

Policies, priorities and strategic objectives linked to programme 2

Strategic goal 2

To ensure effective and efficient management and utilization of fiscal resources within the province.

Strategic objectives

- ❖ To promote and ensure equitable allocation of financial resources and effective implementation of budgets within the province.
- ❖ To facilitate an increase in provincial revenue.
- ❖ To effectively monitor budget management in municipalities.

Analysis of constraints and measures planned to overcome them

Fiscal Policy

Constraints:

Lack of capacity in departments concerning provincial own revenue management
Non-availability of the relevant resources and information
Data not readily available and sometimes not correct

Measures to overcome

Provincial Treasury will provide guidance and advice to departments to plan and capacitate the required section.
A revenue forum will be established to address revenue matter
Uniform structure for revenue management will implemented in all department
The agreed implementation plans will be monitored.

Budget Management

Constraints

Lack of financial management capacity in the provincial departments, which impact negatively on the budget evaluation and planning process
Late submission of budget related information and poor standard of inputs from departments
Poor linkages between departmental strategic planning, PGDS and IDPs
Lack of internal capacity including specific skills in areas such as costing, performance measurement, strategic planning, capital (Infrastructure) budget and planning etc.

Measures to overcome

To overcome the constraint of limited financial management in departments, Provincial Treasury is in a process of identifying possible solutions for the building of capacity within Chief Financial Officers' offices.
With regard to limited internal capacity, nine posts of Budget Analysts will be created and progressively filled.

Filling of critical posts

Improved communication with departments to effectively monitor bank accounts in order to maintain liquidity

Municipal Finance

Constraints:

One of the constraints that apply to this sub-programme is the non-existence of proper bridges and structures with the twenty-nine municipalities and the lack of sufficient knowledge of the local government sphere. This would require extraordinary measures to successfully and cooperatively drive the implementation and evolution of the Municipal Finance Management Act.

New structure for the directorate has to be developed to include the regions. Linked hereto is the creation and suitable filling of posts to support the implementation of the sub programme.

The roll-out of the Local Government: Municipal Financial Management Act, and the additional responsibilities assigned in terms thereof.

Measures to overcome

Accelerated programme to build bridges and structures with the twenty-nine municipalities will be embarked upon.

Implementation of the memorandum of understanding will be operationalised.

Filling of critical new posts and targeted training for existing regional staff and new employees.

Description of planned quality improvement measures

Fiscal Policy

The Fiscal Policy sub programme aims to forge partnerships, which will broaden ownership of revenue collection and management across key partners, ensuring a deepening and expansion of the revenue envelope.

Raise awareness of the paradigm shift in respect of financing for development and the need to generate innovative financing solutions, contributing towards growth and development strategy of the province.

Robustly interact and liaison with those departments that collect revenue on behalf of the province.

Enhanced engagement within the intergovernmental system, building dialogue and debate at a horizontal level between provinces, and at the vertical level between provinces and the national and local spheres.

Budget Management

The budget management unit continuously strives towards a better-integrated and better-informed process of allocations to departments. These improvements will be addressed through budget reforms that will be communicated to role players by means of budget circulars.

Municipal Finance

Municipal Finance aims to:

Encourage the development of human capital through, accredited training offered by the National Treasury in connection with municipal financial management.

Create partnerships and networks that will strengthen the links between various components within the Provincial Treasury, provincial departments, municipalities, and national counterparts that will improve expenditure analysis.

Interact regularly and robustly with municipalities on their in-year monitoring expenditure reports.

Build relationships between the Provincial Treasury and municipalities' one on one and through intergovernmental relation structures.

Build the analytical capacity in the Provincial Treasury and extend that to the offices of chief financial officers in municipalities.

Undertake site visits to conduct site monitoring.

Specification of measurable objectives and performance indicators

Programme 2: Sustainable Resources

Sub-programme: Fiscal Policy		Strategic goal: To ensure effective and efficient management and utilization of fiscal resources within the province						
Strategic Objective	Measurable Objective	Performance Measure	Actual 2004/05	Actual 2005/06	Estimate 2006/07	Budget 2007/08	Target 2008/09	Target 2009/10
To facilitate an increase in provincial revenue	Promote sound management of revenue in the province	Provincial revenue policy and strategy formulated				Approved policy and revenue strategy	Assess and review the policy and strategy	Assess and review the policy and strategy
		Debt management policy formulated				Approval of debt management policy	Assessment and review of debt management policy	Assessment and review of debt management policy
	Facilitate the preparation of provincial revenue budget	Consolidated provincial revenue adjustment budget				Consolidate adjustment revenue budget	Consolidate adjustment revenue budget	Consolidate adjustment revenue budget
		Consolidated provincial revenue budget				Consolidate provincial revenue budget	Consolidate credible revenue budget	Consolidate credible revenue budget
	To build capacity on revenue management in the departments	Minutes of the meetings of the provincial revenue forum				Establish the Revenue Management forum	Review and assess the functioning of the forum	Review and assess the functioning of the forum
		Uniform structure of revenue units in the departments				Approved structures for all departments	Implementation of uniform structure	Review performance of the structure
		Training sessions and workshops conducted				1 annual workshop and quarterly meetings held	1 annual workshop and quarterly meetings held	1 annual workshop and quarterly meetings held
	Improvement in revenue sources and collection.	New sources of revenue established				Research report on new sources of revenue	Research report on new sources of revenue	Research report on new sources of revenue
		Strategy on reduction of debtor age analysis				Reduction of debtors' age analysis by departments	Reduction of debtors' age analysis by departments	Reduction of debtors' age analysis by departments

Programme 2: Sustainable Resources

Sub-programme: Budget Management		Strategic goal: To ensure effective and efficient management and utilization of fiscal resources within the province						
Strategic Objectives	Measurable Objective	Performance Measure	Actual 2004/05	Actual 2005/06	Estimate 2006/07	Budget 2007/08	Target 2008/09	Target 2009/10
To promote and ensure equitable allocation of financial resources and effective implementation of budgets within the province	Compile medium-term budget policy statement document for tabling	Medium-term budget policy statement document tabled in the Legislature.	N/A	N/A	N/A	NC-MTBPS 2008-2011	NC-MTBPS 2009-2012	NC-MTBPS 2010-2013
	Compile annual budget circulars, timetable schedules and budget guidelines	Annual budget circulars and timetable schedules produced and issued	5	7	7	7	7	7
		Budget guidelines produced in line with National Treasury guidelines circulated	2 guideline documents	2 guideline documents	2 guideline documents	2 guideline documents	2 guideline documents	2 guideline documents
	Determine and propose annual budget allocations in line with policy priorities as set out in the PGDS.	Allocations in line with national and provincial policy priorities.	In line with Policy Priorities	In line with Policy Priorities	In line with Policy Priorities	In line with Policy Priorities	In line with Policy Priorities	In line with Policy Priorities
	Provincial allocation process aligned with provincial policies and provincial growth and development strategy and IDPs	Align budgets with provincial priorities	Budgets aligned with provincial priorities	Budgets aligned with provincial priorities	Budgets aligned with provincial priorities	Budgets aligned with provincial priorities	Budgets aligned with provincial priorities	Budgets aligned with provincial priorities
	Conduct Medium-term Expenditure Committee (PMTEC) hearings	PMTEC bilateral hearings to be held	2 bilateral hearings	2 bilateral hearings	2 bilateral hearings	2 bilateral hearings	2 bilateral hearings	2 bilateral hearings
	Compile expenditure review	Expenditure Review	N/A	N/A	1 Review	1 Review	1 Review	1 Review
	Co-ordinate Benchmark Exercise	Benchmark exercise conducted	1 assessment in January	1 assessment in January	2 assessment in December and January	2 assessment in Nov/Dec and January	2 assessment in Nov/Dec and January	2 assessment in Nov/Dec and January
	Successful implementation of Infrastructure Delivery	Number of participating departments in IDIP	All relevant departments	All relevant departments	All relevant departments	All relevant departments	All relevant departments	All relevant departments

	Plan(IDIP)							
		Infrastructure Plans produced	1 Business plan per department	1 Business plan per department	1 Business plan per department	1 Business plan per department	1 Business plan per department	1 Business plan per department

Programme 2: Sustainable Resources

Sub-programme: Public Finance		Strategic goal: To ensure effective and efficient management and utilization of fiscal resources within the province.						
Strategic Objective	Measurable Objective	Performance Measure	Actual 2004/05	Actual 2005/06	Estimate 2006/07	Budget 2007/08	Target 2008/09	Target 2009/10
	Establish the necessary structures for the MFMA implementation	Established regional offices				All regional offices established		
		Municipal CFO Forum established				Establish municipal CFO forum		
	Determine extent to which municipal budgets are aligned with broad national and provincial priorities	Assessment report				1 Assessment report	1 Assessment report	1 Assessment report
	Monitor and assist with budget preparation process for municipalities	Compliance by municipalities with regard to tabling and approving of budgets				All municipalities to table their draft budgets by end March yearly	All municipalities to table their draft budgets by end March yearly	All municipalities to table their draft budgets by end March yearly
						All municipalities to approve their budgets by end June yearly	All municipalities to approve their budgets by end June yearly	All municipalities to approve their budgets by end June yearly
	Evaluation of drafts budgets before final approval by council	Evaluation reports to municipality on budget				Evaluation reports available to council by mid May yearly	Evaluation reports available to council by end mid May yearly	Evaluation reports available to council by end mid May yearly

Sub-programme: Public Finance		Strategic goal: To ensure effective and efficient management and utilization of fiscal resources within the province.						
Strategic Objective	Measurable Objective	Performance Measure	Actual 2004/05	Actual 2005/06	Estimate 2006/07	Budget 2007/08	Target 2008/09	Target 2009/10
	Capacity building on municipal budgeting	Number of training workshops successfully held and attended				2 Training workshops	2 Training workshops	2 Training workshops
	Monitor budget implementation within municipalities	Report on achievability exercise				Conduct one achievability exercise per year	Conduct one achievability exercise per year	Conduct one achievability exercise per year
		Compliance report with regard to submission of expenditure reports				All municipalities to submit their expenditure reports by due date	All municipalities to submit their expenditure reports by due date	All municipalities to submit their expenditure reports by due date

Reconciliation of budget with plan

Table 2.6: Programme 2: Sustainable Resource Management budget by sub-programme (R'000)

Table 6.2: Summary of payments and estimates: Programme 2 Sustainable Resource Management

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited				2007/08	2008/09	2009/10
	2003/04	2004/05	2005/06	2006/07					
	Programme Support				954	954		1,005	1,155
Economic Analysis	29,280	12,588	3,539						
Fiscal Policy	535	1,328	1,442	3,191	3,191	4,672	3,369	3,569	3,747
Budget Management	1,813	2,524	4,684	8,549	4,799	4,719	14,191	14,294	14,431
Public Finance	1,563	893	879	6,801	2,751	1,570	11,087	11,641	11,946
Total	33,191	17,333	10,544	19,495	11,695	10,961	29,652	30,659	31,837

Table 6.2.1: Summary of payments and estimates by economic classification: Programme 2 Sustainable Resource Management

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited				2007/08	2008/09	2009/10
	2003/04	2004/05	2005/06	2006/07					
Current payments	33,179	17,262	10,119	18,756	10,830	10,783	28,956	30,467	31,614
Compensation of employees	3,882	5,113	6,731	14,888	6,728	5,961	19,994	20,675	21,546
Goods and services	29,297	12,149	3,388	3,868	4,102	4,822	8,962	9,792	10,068
Interest and rent on land									
Financial transactions in assets and liabilities									
Unauthorised expenditure									
Transfers and subsidies:	12	16	22	5	6	4			
Provinces and municipalities	12	16	22	5	6	4			
Departmental agencies and accounts									
Universities and technikons									
Public corporations and private enterprises									
Foreign governments and international organisations									
Non-profit institutions									
Households									
Payments for capital assets		55	403	734	734	174	696	192	223
Buildings and other fixed structures									
Machinery and equipment		44	403	734	734	174	696	192	223
Cultivated assets									
Software and other intangible assets		11							
Land and subsoil assets									
Total economic classification	33,191	17,333	10,544	19,495	11,570	10,961	29,652	30,659	31,837

Programme 3: Asset and Liabilities Management

AIM: To provide policy direction facilitating the effective and efficient management of physical and financial assets, public private partnerships and liabilities.

There are two sub-programmes:

3.1 Asset Management

The sub-programme ensures effective, efficient and economic management and utilization of both the physical and financial assets through sound supply chain management and asset management policies, procedures and guidelines, and proper management of the Provincial Revenue Fund.

The sub-programme is further responsible to provide the advice on the best method of funding in the case where there is shortage of funds, ex. whether through public private partnerships or borrowing.

3.2 Supporting and Interlinked Financial Systems

The sub-programme's main responsibility is the management and maintenance of the financial systems in the province and the provision of technical support to users.

Situation analysis and key challenges

Asset Management

The demand for the service of this sub directorate is based on the need to develop Supply Chain Management Policies that are not inconsistent with National policy directives. It is also responsible for ensuring that Public Private Partnership agreements are in line with Treasury regulations and to ensure that physical and financial assets are efficiently and effectively managed.

Key challenges:

To ensure full implementation of supply chain management in all provincial departments and public entities.

Assist local government with the implementation of supply chain management.

Proper facilitation of all provincial and national transversal contracts.

Provide help desk and training support to entrepreneurs

Recruitment and retention of appropriate quality skills.

Development and maintenance of a credible provincial suppliers database for utilization by all provincial departments.

To assist departments to identify assets and maintain an up-dated asset register.

To implement and monitor proper disposal procedures.

Promote adherence to policies issued by National Treasury by the respective departments and municipalities.

Ensuring that the roll out plan in respect of the New Asset management Reform Plan of National Treasury is implemented by the various departments and that the target dates are met.

Development of comprehensive asset register.

Supporting and Interlinked Financial Systems

This sub-programme is responsible for the implementation and management of transversal systems in support of sound financial management in all provincial departments, as well as technically maintaining and monitoring the stability of these systems to ensure the availability of the systems. The main systems being maintained include Basic Accounting System (BAS), and Personnel and Salary Administration System (PERSAL). In addition this sub-programme is responsible for the monitoring of all State Information Technology Agency (SITA) costs relating to transversal systems (BAS, LOGIS and PERSAL).

Key challenges:

Popularise the use of Vulindlela and Basic Accounting System by departmental management.
Train users of Persal functionalities.
Production of monthly Persal reports.
Acquisition of procurement and asset management system.

Policies, priorities and strategic objectives

Strategic goal 4

To promote prudent asset and liabilities management.

Strategic objectives

- ❖ To facilitate the effective and efficient management of assets and liabilities
- ❖ To promote sound supply chain management practice in the province

Analysis of constraints and measures planned to overcome them

Asset Management

Constraints:

Lack of appropriate supply chain management skills and capacity in provincial departments, which restrain the phasing out of the Northern Cape Provincial Tender Board.
Inadequate use of transversal contract benefits.
Non-responsiveness of departments on monthly reporting on supply chain management implementation progress and procurement statistics.
Lack of required level of expertise in physical asset management.
Lack of skillful physical asset practitioners.
In effective cash management.
A need for a more analytical approach to cash flow data and forecasting

Measures planned to overcome constraints

Building of capacity and appropriate skills through targeted training.
Use of supply chain management instructions regarding monthly statistics reporting.
Staff development in specific areas i.e. cash flow management and banking

Supporting and Interlinked Financial Systems.

Constraints:

The main risk with regard to the utilisation of the online transversal systems (BAS and PERSAL) is the lack of skills and required competencies.

The limited network capacity to accommodate the high volume of data.

A risk that impacts on all three transversal systems is the possible upgrades by SITA resulting in increased SITA costs

Measures planned to overcome constraints

This will be addressed on a continuous basis by means of training, re-training and assisting users.

Will be addressed with SITA and where required the upgrade of the infrastructure

Description of planned quality improvement measures

Asset Management

Publishing of a Northern Cape Provincial Supply Chain Management Policy in the Northern Cape Provincial Gazette.

Provision of mentoring support programme in departments to fast track supply chain management skills development capacity building.

Training on asset management in totality.

Supporting and interlinked financial systems

The daily monitoring of the system to ensure that all exceptions are cleared timeously to prevent forced closure.

To monitor the system to ensure that the available functionalities are utilised to their maximum potential.

To monitor and ensure that the interfacing of various sub-systems occur properly and that access control and profiles are maintained.

To ensure that the networks (National/Provincial) are maintained and where applicable, upgraded to accommodate the high volume of data and ensure an acceptable reaction time.

Daily monitoring of rejections, exceptions and audit reports, ensuring that departments attend to these reports.

Ensure that PERSAL system controllers maintain and update user profiles and functionalities on a regular basis.

Standardise the optimal use of system functionalities.

Investigate the minimising of supplementary runs after month end.

Specification of measurable objectives and performance indicators

Programme 3: Asset and Liabilities Management

Sub-programme: Asset Management		Strategic goal: To promote prudent asset and liabilities management.						
Strategic Objective	Measurable Objective	Performance Measure	Actual 2004/05	Actual 2005/06	Estimate 2006/07	Budget 2007/08	Target 2008/09	Target 2009/10
To facilitate the effective and efficient management of assets and liabilities	Development of provincial asset management policy.	Availability of approved policy.				Provincial asset management policy developed and approved	Implementation of the policy	Assessment of the impact of the policy and review.
	Coordination of the asset management plans	Consolidated asset management plan in place				Development of annual asset management plans	Development of annual asset management plans	Development of annual asset management plans
	Coordination of consolidated asset register	Consolidated asset register in place				All departments to have updated asset registers	Development of the consolidated asset register	Maintenance and updating of the asset register
	Capacity building to departments					Provide training when necessary	Provide training when necessary	Provide training when necessary
	Management of the Provincial Revenue Fund (PRF)	Banking contract and Service Level Agreement (SLA) available				Appointment of a banker	Implementation and monitoring of the contract and SLA.	Implementation and monitoring of the contract and SLA.
		Certificate of compliance for Exchequer Account				12 Monthly certificate	12 Monthly certificate	12 Monthly certificate
		Audited PRF Annual Financial Statements available				Compile PRF Annual Financial Statements	Compile PRF Annual Financial Statements	Compile PRF Annual Financial Statements
	Develop of a cash management framework	Cash management framework in place				Develop and implement a cash management framework	Assess the impact of the implementation of the framework and improve on it	Assess the impact of the implementation of the framework and improve on it
	Investment of surplus funds	Interest generated				Reports on investments	Reports on investments	Reports on investments

Sub-programme: Asset Management		Strategic goal: To promote prudent asset and liabilities management.						
Strategic Objective	Measurable Objective	Performance Measure	Actual 2004/05	Actual 2005/06	Estimate 2006/07	Budget 2007/08	Target 2008/09	Target 2009/10
To promote sound supply chain management practice in the province	Development of provincial supply chain management policy	Provincial guideline practice notes issued to update the provincial SCM policy				Develop and issue provincial guidelines in line with National Treasury guidelines	Develop and issue provincial guidelines in line with National Treasury guidelines	Develop and issue provincial guidelines in line with National Treasury guidelines
	Monitor compliance with supply chain management policy, procedures and processes in the province	Reports on compliance				12 monthly reports	12 monthly reports	12 monthly reports
	Manage transversal contracts	Number of transversal contract renewed in time				All transversal contract to be renewed in time	All transversal contract to be renewed in time	All transversal contract to be renewed in time
		Number of new provincial transversal contracts initiated				Initiate new transversal contracts	Initiate new transversal contracts	Initiate new transversal contracts
		Approval to repeal the Tender Board Act				Repeal the Tender Board Act		
	Effective and efficient management of demand and acquisition in the province	Updated provincial supplier database				Invite and register new supplier and update details of current ones	Invite and register new supplier and update details of current ones	Invite and register new supplier and update details of current ones
		Reports on deviation from the database				12 monthly reports	12 monthly reports	12 monthly reports
	Capacity building	Number of SCM practitioners trained				Train 100 Bid committee members and 60 SCM practitioners in SCM I.	Train 30 Bid committee member and 30 SCM practitioners in SCM I.	Train 100 practitioners in acquisition management and 60 practitioners in bid committee procedures.
		Number of suppliers trained				Train 90 Entrepreneurs in basic and advance bid procedures and basic business planning.	Train 80 Entrepreneurs in basic and advance bid procedures and basic business planning.	Train 70 Entrepreneurs in basic and advance bid procedures and basic business planning.

Programme 3: Supporting and interlinked financial systems

Sub-programme: Supporting and interlinked financial systems		Strategic goal: To enforce sound financial management within the province.						
Strategic Objective	Measurable Objective	Performance Measure	Actual 2004/05	Actual 2005/06	Estimate 2006/07	Budget 2007/08	Target 2008/09	Target 2009/10
To render effective technical support on accounting practices and financial systems within the province.	Effectively, efficiently and economically implemented and managed financial systems.	Availability of the system				95% uptime.	95% uptime.	95% uptime.
		The proper interfaces between sub-systems and BAS achieved.				12 monthly reports on interface and problems solved	12 monthly reports on interface and problems solved	12 monthly reports on interface and problems solved
		Logistical information system (LOGIS) fully rolled out to the remaining sites in the province.				All departments to be installed with LOGIS	All departments to be installed with LOGIS	All departments to be installed with LOGIS
		The monthly monitoring of the optimal utilisation of Vulindlela (WEB application)				95% utilisation of the management tool - Vulindlela	100% utilisation of the management tool - Vulindlela	100% utilisation of the management tool - Vulindlela
	Ensure Financial System functionalities comply with norms and standards.	Assessment of new systems conducted and monitoring enhancements made by National Treasury				All user requirements submitted to National Treasury and rolled out within 2 weeks after release.	All user requirements submitted to National Treasury and rolled out within 2 weeks after release.	All user requirements submitted to National Treasury and rolled out within 2 weeks after release
	Fully skilled and capacitated system users.	Fully operational helpdesk managed by skilled staff.				All logged problems to be attended to and resolved within two days	All logged problems to be attended to and resolved within two days	All logged problems to be attended to and resolved within two days
		Workshops and training conducted and coordinated				Training users on enhancement when necessary	Training users on enhancement when necessary	Training users on enhancement when necessary

		Number of officials appropriately trained on the various financial systems.				All users to be targeted.	All users to be targeted.	All users to be targeted.
	Ensure that all the systems are run cost effectively.	Percentage deviation between actual expenditure and approved budget.				No more than 2% deviation between actual expenditure and approved budget.	No more than 2% deviation between actual expenditure and approved budget.	No more than 2% deviation between actual expenditure and approved budget.

Reconciliation of budget with plan

Programme 3: Asset and Liabilities Management budget by sub-programme (R'000)

Table 6.3: Summary of payments and estimates: Programme 3 Asset And Liabilities Management

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited				2007/08	2008/09	2009/10
	2003/04	2004/05	2005/06						
Programme Support				970			1,005	1,155	1,713
Asset Management	1,636	2,036	2,296	5,148	2,418	3,098	5,512	5,736	6,023
Liabilities Management	1,704	2,568		16,672	3,672				
Support and Interlinked Financial Systems	14,963	7,174	2,807	4,861	2,361	2,865	3,777	4,390	4,653
Total	18,303	11,778	5,103	27,651	8,451	5,963	10,294	11,281	12,389

Table 6.3.1: Summary of payments and estimates by economic classification: Programme 3 Asset And Liabilities Management

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited				2007/08	2008/09	2009/10
	2003/04	2004/05	2005/06						
Current payments	18,282	11,735	5,054	27,268	8,194	5,557	9,441	11,157	12,246
Compensation of employees	5,739	8,213	4,405	9,164	6,996	4,867	7,641	7,100	7,508
Goods and services	12,543	3,522	649	18,104	1,198	690	1,800	4,057	4,738
Interest and rent on land									
Financial transactions in assets and liabilities									
Unauthorised expenditure									
Transfers and subsidies:	21	26	14	5	4	4			
Provinces and municipalities	21	26	14	5	4	4			
Departmental agencies and accounts									
Universities and technikons									
Public corporations and private enterprises									
Foreign governments and international organisations									
Non-profit institutions									
Households									
Payments for capital assets		17	35	378	378	402	853	124	143
Buildings and other fixed structures									
Machinery and equipment		17	35	378	378	402	853	124	143
Cultivated assets									
Software and other intangible assets									
Land and subsoil assets									
Total economic classification	18,303	11,778	5,103	27,651	8,576	5,963	10,294	11,281	12,389

Programme 4: Financial Governance

AIM: To promote accountability through substantive reflection of financial activities of the province as well as compliance with financial norms and standards. This programme consists of the following sub programmes:

There are two sub-programmes

4.1. Accounting Services

To ensure the effective implementation of accounting practices in line with generally recognised accounting practice and to prepare consolidated annual financial statements that reflect the financial position of the province and to ensure effective communication and information management.

4.2. Norms and Standards

To develop, implement and monitor compliance of financial norms and standards for both the public finance management act and the municipal finance management act.

Situation analysis and key challenges

Accounting Services

The demand for services of this directorate is based on the need to ensure that proper accounting standards, procedures and policies are implemented and adhered to in the preparation of financial statements and monthly reporting in line with prescripts. The directorate is also responsible for the information technology management.

Key challenges:

To ensure that monthly reconciliation of suspense, control; and debt accounts of departments are done
To ensure that the financial information recorded is correct and credible
To ensure that the in year monitoring control reports received from departments are credible
To ensure that annual financial statements are completed timeously and correctly
To develop and maintain acceptable information technology systems for the department
To reduce the number of qualifications in the province

Norms and Standards

The demand for the service of this directorate is based on the need to enforce compliance to the Public Finance Management Act and Treasury regulation as well as the Municipal Finance Management Act. It also provides for the monitoring and oversight role over the effective implementation of the Standing Committee on Public Accounts (SCOPA) resolutions. The directorate also has to ensure adherence to Municipal Finance Management Act by municipalities and municipal entities.

Key challenges:

Ensure compliance relevant with legislation

Developing process and procedures to ensure Standing Committee on Public Accounts resolutions are implemented by departments.

Providing coordinated training to municipalities in respect of Municipal Finance Management Act.

Develop effective communication and reporting strategy between all stakeholders.

Policies, priorities and strategic objectives

Strategic goal 3

To enforce sound financial management within the province.

Strategic objectives

- ❖ To render effective technical support on accounting practices and financial systems within the province.
- ❖ To ensure compliance with Public Finance Management Act and Municipal Finance Management Act.

Analysis of constraints and measures planned to overcome them

Accounting Services

Constraints:

The major risk facing the transition from the current cash basis of accounting to the accrual basis of accounting, in terms of the generally recognised accounting practice implementation timeliness are the existing inadequacies of the current accounting systems to enable this transition.

Another risk is the re-training of users that are currently on the cash basis of accounting to that of accrual accounting.

Measures planned to overcome constraints

The national Treasury is in the process of developing an integrated financial management solution and provincial treasuries will be consulted on the user requirements in order to address their needs.

Norms and Standards

Constraints:

Of the risks that this sub-programme will be encountered with, are those associated with the skills that would be required to efficiently deal with the functions that are attached to it.

Measures planned to overcome constraints

These challenges would have to be addressed by way of re-training/re-skilling staff.

Description of planned quality improvement measures

Accounting Services

Recruitment and placement of appropriately qualified and skilled accounting practitioners.

Providing targeted training to line departments.

Norms and Standards

The following quality improvement measures are planned:

Increasing resource capacity to verify consistency with current financial prescripts and policies within the provincial government and to be recognised as a strategic value-added partner within the Provincial Treasury to ensure integrated norms.

Identifying and addressing critical and transversal deficiencies in norms and where applicable facilitate solutions with relevant line function Treasury units and other role players.

Departments comply at least nominally with the relevant prescripts (regulatory framework, reporting requirements and timelines) and the challenge for this unit is that financial practitioners should further pursue substantive compliance with the PFMA, which entail the setting of benchmarks for financial management and financial functionaries' standards.

Specification of measurable objectives and performance indicators

Programme 4: Financial Governance

Sub-programme: Accounting Services		Strategic Goal: To enforce sound financial management within the province.						
Strategic Objective	Measurable objective	Performance measure	Actual 2004/05	Actual 2005/06	Estimate 2006/07	Budget 2007/08	Target 2008/09	Target 2009/10
To render effective technical support on accounting practices and financial systems within the province.	Implementation of Provincial Treasury accounting policies, norms and standards	Compliance with the accounting policies and guidelines by departments and municipalities.				All departments and municipalities to comply with the accounting policies and guidelines.	All departments and municipalities to comply with the accounting policies and guidelines.	All departments and municipalities to comply with the accounting policies and guidelines.
	Monitor preparation of annual financial statements and annual report by departments and municipalities	Number of departments and municipalities submitting their annual financial statement and annual report by due date				All departments and municipalities to submit their annual financial statement and annual report by due date	All departments and municipalities to submit their annual financial statement and annual report by due date	All departments and municipalities to submit their annual financial statement and annual report by due date
		Clearance of suspense accounts				All departments to clear their suspense accounts monthly	All departments to clear their suspense accounts monthly	All departments to clear their suspense accounts monthly

	Compilation of Consolidated Annual Financial Statement	Audited Consolidated Annual Financial Statement available				Compile Consolidated Annual Financial Statement	Compile Consolidated Annual Financial Statement	Compile Consolidated Annual Financial Statement
	Provision of financial training to departments and municipality	Number of unqualified financial statements				Number of qualified financial statements in municipalities and departments to be reduced	Number of qualified financial statements in municipalities and departments to be reduced	Number of qualified financial statements in municipalities and departments to be reduced
		Reduction of matters of emphasis				Matters of emphasis reduced	Matters of emphasis reduced	Matters of emphasis reduced
		Number of training programmes and workshops conducted and coordinated				Training provided based on assessment and needs analysis	Training provided based on assessment and needs analysis	Training provided based on assessment and needs analysis
		Skills development report for departments and municipalities				Conduct skills development on relating in departments and municipalities for financial officials.	Implement the results of skills development provide training	Assess the impact of training provided

Programme 4: Financial Governance

Sub-programme: Norms and Standard		Strategic Goal: To enforce sound financial management within the province.						
Strategic Objective	Measurable Objective	Performance Measure	Actual 2004/05	Actual 2005/06	Estimate 2006/07	Budget 2007/08	Target 2008/09	Target 2009/10
To ensure compliance with Public Finance Management Act and Municipal Finance Management Act guidelines	Develop and implement normative measures for provincial departments and municipalities	Sets of normative measures developed				4 Quarterly Assessment Reports	4 Quarterly Assessment Reports	4 Quarterly Assessment Reports
		Number of provincial financial and accounting policies developed.				Development of the provincial financial and accounting policies and guidelines.	Review and assessment of the implementation of policies	Review and assessment of the implementation of policies
	Assess the extent of SCOPA resolutions implementation	Number of SCOPA resolutions implemented				All resolutions of last financial year implemented	All resolutions of last financial year implemented	All resolutions of last financial year implemented
		Assistance provided to SCOPA and Finance Committees in municipalities.				Available to all SCOPA and Finance Committees sittings	Available to all SCOPA and Finance Committees sittings	Available to all SCOPA and Finance Committees sittings

Sub-programme: Norms and Standard		Strategic Goal: To enforce sound financial management within the province.						
Strategic Objective	Measurable Objective	Performance Measure	Actual 2004/05	Actual 2005/06	Estimate 2006/07	Budget 2007/08	Target 2008/09	Target 2009/10
	Review and analyse written departmental responses to SCOPA questions and resolutions	SCOPA questions and resolution report.				Less SCOPA queries on answers provided by provincial departments	Less SCOPA queries on answers provided by provincial departments	Less SCOPA queries on answers provided by provincial departments

4.6 Reconciliation of budget with plan

Table 4.3: Programme 4: Financial Governance budget by sub-programme (R'000)

Table 6.4: Summary of payments and estimates: Programme 4 Financial Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited				2007/08	2008/09	2009/10
	2003/04	2004/05	2005/06						
Programme Support				970	970		1,005	1,155	1,713
Accounting Services	3,664	1,567	5,423	5,054	5,054	4,402	5,333	5,654	5,943
Norms and Standards				2,200	2,200		2,324	2,458	2,581
Total	3,664	1,567	5,423	8,224	8,224	4,402	8,662	9,267	10,237

Table 6.4.1: Summary of payments and estimates by economic classification: Programme 4 Financial Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited				2007/08	2008/09	2009/10
	2003/04	2004/05	2005/06						
Current payments	3,657	1,567	5,172	8,070	8,070	4,376	8,168	9,080	10,052
Compensation of employees	1,832		4,705	7,174	7,174	4,112	6,968	7,298	7,580
Goods and services	1,825	1,567	467	896	896	264	1,200	1,782	2,472
Interest and rent on land									
Financial transactions in assets and liabilities									
Unauthorised expenditure									
Transfers and subsidies:	7		15	5	5	4			
Provinces and municipalities	7		15	5	5	4			
Departmental agencies and accounts									
Universities and technikons									
Public corporations and private enterprises									
Foreign governments and international organisations									
Non-profit institutions									
Households									
Payments for capital assets			236	149	149	22	494	187	185
Buildings and other fixed structures									
Machinery and equipment			236	149	149	22	494	187	185
Cultivated assets									
Software and other intangible assets									
Land and subsoil assets									
Total economic classification	3,664	1,567	5,423	8,224	8,224	4,402	8,662	9,267	10,237

5. The MTEF Baseline Allocations For The Period 2007/08 TO 2009/10 ARE:

Financial year: 2007/08: R89 351 000

Financial year: 2008/09: R93 893 000

Financial year: 2009/10: R99 041 000

Table 5.1: Summary of Payments and Estimates: Provincial Treasury

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited				2007/08	2008/09	2009/10
	2003/04	2004/05	2005/06						
					2006/07				
Administration	12,519	14,506	18,840	24,731	24,739	23,607	40,743	42,686	44,578
Sustainable Resource Management	33,191	17,333	10,544	19,495	11,695	10,961	29,652	30,659	31,837
Asset And Liabilities Management	18,303	11,778	5,103	27,651	8,451	5,963	10,294	11,281	12,389
Financial Governance	3,664	1,567	5,423	8,224	8,224	4,402	8,662	9,267	10,237
Statutory Amount									
Total payments and estimates	67,677	45,183	39,910	80,101	53,109	44,933	89,351	93,893	99,041

^a 2007/08: MEC remuneration payable. Salary: R535,410. Car allowance: R143,851.

Table 5.2 Summary of Provincial Payments and Estimates by Economic Classification: Provincial Treasury

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited				2007/08	2008/09	2009/10
	2003/04	2004/05	2005/06						
					2006/07				
Current payments	67,501	44,252	38,971	77,952	50,960	43,843	84,689	92,115	97,478
Compensation of employees	18,313	21,612	24,587	46,484	36,164	25,197	57,240	59,360	62,377
Goods and services	49,188	22,640	14,384	31,468	14,796	18,646	27,449	32,755	35,101
Interest and rent on land									
Financial transactions in assets and liabilities									
Unauthorised expenditure									
Transfers and subsidies:	63	92	78	21	21	24	57	59	62
Provinces and municipalities	63	92	78	21	21	24			
Departmental agencies and accounts							57	59	62
Universities and technikons									
Public corporations and private enterprises									
Foreign governments and international organisations									
Non-profit institutions									
Households									
Payments for capital assets	113	839	861	2,128	2,128	1,066	4,605	1,719	1,501
Buildings and other fixed structures	113	828	861	2,091	2,091	1,066	4,605	1,719	1,501
Machinery and equipment									
Cultivated assets									
Software and other intangible assets		11		37	37				
Land and subsoil assets									
Total economic classification	67,677	45,183	39,910	80,101	53,109	44,933	89,351	93,893	99,041

Part C: Operational plan to annual performance plan for 2007/08

Programme 1: Administration

Sub Programme	Human Resources Management and Development						
				2007/8			
Measurable Objective	Measurable Objective	Actual 2005/6	2006/07	Quarter 1	Quarter 2	Quarter 3	Quarter 4
To render support on human resources, ICT, facilities management and legal services within the department	Development of HR-related policies Recruitment and Selection and HRD	None	Draft policies were drafted and consultation took place at Staff Indaba in January 2007	Policies submitted to the MEC for approval	Workshop held to inform staff of the approved policies and their implications or feedback session	-	Monitoring and review of policies
	Awareness raised		Draft policies	Policies approved	1 training and awareness workshop (Recruitment and Selection policies)		1 training and awareness workshop (HRD policies)
HR Plan is developed and in place	HR Plan is in place and implemented	None	Draft done	HR Plan submitted for MEC's approval	1 training and awareness sessions held on HR plan		Plan implemented
Ensure and monitor the development and implementing the Workplace Skills Plan (WSP)	Monitor the compliance with all the processes of consultation and that the WSP is in place	None	Draft done	Consultation with stakeholders and establishments of Workplace Skills Committee (Training Committee)	Training implemented	Training implemented	Training implanted and review of the plan is done
Ensure and monitor development and implementation of the EEP (Employment Equity Plan)	Monitor the full compliance with all the processes and that the EEP is in place	None	Draft done	Consultation with stakeholders and establishment of the Employment Equity Forum	Plan implemented during filling of posts	Plan implemented during filling of posts 1 training workshop on diversity management	Review
Sub Programme	Organisational Efficiency and Performance Management						
				2007/08			
Measurable Objective	Output Performance Measure	Actual 2005/06	2006/07	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Organisational Efficiency Unit is set up	Established and staffed OE unit	None	None	Middle Management appointed in the unit (DD and AD)	Unit functioning	Unit functioning	Unit functioning

Sub Programme		Organisational Efficiency and Performance Management					
				2007/08			
Measurable Objective	Output Performance Measure	Actual 2005/06	2006/07	Quarter 1	Quarter 2	Quarter 3	Quarter 4
PMDS unit is set up PMDS policy is fully implemented	Unit established and staff Structures and processes put in place i.e. committees set up	None	None	Unit staff appointed (DD and AD) Assessment Committees appointed and oriented Job descriptions, Workplans and performance agreements concluded	Quarterly performance assessments undertaken for all qualifying personnel	Quarterly performance assessments undertaken for all qualifying personnel	Quarterly performance assessments undertaken Annual Performance Assessments undertaken for all qualifying personnel
Sub Programme		Special Programmes					
				2007/08			
Measurable Objective	Output Performance Measure	Actual 2005/06	2006/07	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Ensure that the Health Promotion Programme is in place	Programme is developed and implemented	None	Ad-hoc programmes	Establish the Special Programmes Unit Fill the Middle Management positions in the unit to run the programme (DD and 2 AD's) Health and Wellness Policies (No smoking, HIV/AIDS, Health and Safety) are submitted to MEC for approval	Unit is functional One integrated Health Promotion Programme focusing on HIV/AIDS And Health and Safety is approved and implemented	Programme implemented	Review
Sub Programme		Legal and Labour Relations					
				2007/08			
Measurable Objective	Output Performance Measure	Actual 2005/06	2006/07	Quarter 1	Quarter 2	Quarter 3	Quarter 4

Labour Relations structures created	Facilitate regular consultation and training on disciplinary and grievance issues Facilitate the environment conducive for the culture of consultation Disputes are resolved closest to the source	None	Ad-hoc training	Re-establish the Labour Relations Appoint the Middle Managers (DD and AD)	1 training session with managers on disciplinary and grievance matters	1 training session with employees on disciplinary and grievance matters	Establish Man-Union Forum to consult on labour relations matters in the department Review
Sub Programme	Administrative support						
				2007/08			
Measurable Objective	Output Performance Measure	Actual 2005/06	2006/07	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Coordinate development of Service Delivery Plan	Service Delivery Plan is approved and implemented	None	None	Submit the draft plan for MEC's approval Submit approved plan to DPSA and Office of the Premier	Monitor the implementation of the plan	Monitor the implementation of the plan	Monitor the implementation of the plan
Sub Programme	Facilities Management						
				2007/08			
Measurable Objective	Output Performance Measure	Actual 2005/06	2006/07	Quarter 1	Quarter 2	Quarter 3	Quarter 4
A functioning Registry System is established	Space found to establish the Registry Registry Manual developed and approved	Semblance of Registry	Semblance of registry	Records Manager appointed (AD) Registry Services re-organised into three sub-registries: HR, FIN and General Space found/place hired to establish registry Identify and list all records held elsewhere than the registry	Registry Manual approved Registry clerks and other officials trained on the new manual Post levels of registry clerks aligned to national norms Registry section moved to new premises Files transferred to new premises/space found	Dispose of all the old files with the assistance of Prov. Archives	Review

Access to Information Procedure is institutionalised	Access to information manual is in place	None	Draft manual circulated for comment	Access to info manual is fully drafted and workshoped	Deputy Information Officers appointed and trained Manual submitted to Human Rights Commission	Manual published in the government gazette	Review
Sub Programme	Information and Communications Technology						
				2007/08			
Measurable Objective	Output Performance Measure	Actual 2005/06	2006/07	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Facilitate better communication system	Facilitate that there is a better communications and IT system for the department Facilitate the implementation of the new cost-effective and efficient telephone system: better switchboard, savings on cellphone calls, telephone management (restrictions on private calls etc) and linking the MEC's office and regions to common telephone system of the department	None		ICT unit established (DD appointed) New telephone system implemented	IT and e-mail policies developed	Web-site developed	Communication strategy developed

Programme: Administration

Sub-programme: Financial Management (Office of the CFO)		Strategic goal: To render effective management and administrative support to the department.					
Strategic Objective	Measurable Objective	Performance Measure	Budget 2007/08	Quarter 1	Quarter 2	Quarter 3	Quarter 4
To ensure sound financial management within the department	Development of the annual performance plan (APP)	Signed annual performance plan	APP developed and signed by end February 2009	Workshop to review APP	Submission of first draft	Submission of second draft	Submission of approved APP for 2008/09
	Preparation of budget linked to Annual Performance Plan	Approved main budget	2008/09 budget submitted by end January 2009	Issue guidelines on preparation of budget	Submission of first draft	Submission of second draft	Submission of approved budget for 2008/09
		Approved adjustment approved	2007/09 adjustment budget submitted by end October 2007	Application for roll over	Achievability exercise	Submission of adjustment budget	Implementation and monitoring
	Review and development of the financial policies	Financial policies approved and signed	7 financial policies approved and signed	Financial delegations developed and approved	Develop policies and conduct workshops	Implementation of policies	Implementation of policies
	Preparation of Annual Financial Statements and annual report	Signed annual financial statements	Annual financial statement submitted to Auditor General by end May yearly	Monthly clearance of suspense accounts and account that are suppose to zero balance	Monthly clearance of suspense accounts and account that are suppose to zero balance	Monthly clearance of suspense accounts and account that are suppose to zero balance	Monthly clearance of suspense accounts and account that are suppose to zero balance
		Signed annual report	Annual report submitted to Legislature by end September yearly	Accumulated quarterly progress report prepared	Accumulated quarterly progress report prepared	Accumulated quarterly progress report prepared	Accumulated quarterly progress report prepared
	Development of Financial Risk Management Plan				Draft in place	Invite inputs on draft	Approval and workshops
	Ensure effective, efficient and economic acquisition and usage of goods and services	Compliance report on implementation of provincial supply chain management	Compliance to provincial supply chain management policy	Implementation of supply chain management policy	Implementation of supply chain management policy	Implementation of supply chain management policy	Implementation of supply chain management policy
		All related SCM committees in place	Review of all SCM committees	Review and appointment of SCM committees	Monitor proper functioning of SCM committees	Monitor proper functioning of SCM committees	Monitor proper functioning of SCM committees
		Updated asset register	Verification of assets done twice a year	Develop guideline for verification	Verify assets and issue a report	Update the asset register	Perform end year verification

Sub-programme: Financial Management (Office of the CFO)		Strategic goal: To render effective management and administrative support to the department.					
Strategic Objective	Measurable Objective	Performance Measure	Budget 2007/08	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Ensure proper cash management	Timeous payments of creditors	Creditors paid within 30 days	Ensure that all invoice are properly registered and paid	Ensure that all invoice are properly registered and paid	Ensure that all invoice are properly registered and paid	Ensure that all invoice are properly registered and paid
		Bank reconciliation prepared	Bank reconciliation prepared monthly	Clear all bank exception and rejections daily	Clear all bank exception and rejections daily	Clear all bank exception and rejections daily	Clear all bank exception and rejections daily
	Monitor expenditure and performance	Monthly expenditure reports	12 reports, each submitted to National Treasury by 15 th of every month	Allocate expenditures to the correct cost centres daily and clear all suspense accounts daily	Allocate expenditures to the correct cost centres daily and clear all suspense accounts daily	Allocate expenditures to the correct cost centres daily and clear all suspense accounts daily	Allocate expenditures to the correct cost centres daily and clear all suspense accounts daily
		Quarterly performance reports	4 reports prepared	Match monthly expenditure with outputs	Match monthly expenditure with outputs	Match monthly expenditure with outputs	Match monthly expenditure with outputs

Programme: Sustainable Resources

Sub-programme: Fiscal Policy		Strategic Goal: To ensure effective and efficient management and utilization of fiscal resources					
Strategic Objective	Measurable Objective	Performance Indicator	Budget 2007/08	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
To facilitate an increase in provincial revenue.	Promote sound management of revenue in the province.	Provincial revenue policy and strategy formulated.	Approved policy and revenue strategy.	Research on policy and strategy.	Discussion of the draft documents with relevant stakeholders.	Submission of the policy and strategy to the Executive Council for approval.	Workshops on the implementation of the policy and strategy.
		Debt management policy formulated.	Approval of debt management policy.	Research on policy and strategy.	Discussion of the draft document with relevant stakeholders.	Submission of the policy to the Executive Council for approval.	Workshop on the implementation of the policy.
	Facilitate the preparation of provincial revenue budget.	Consolidated provincial revenue adjustment budget.	Consolidated revenue adjustment budget.	1 st quarter assessment report.	Conduct achievability exercise.	Prepare the consolidated revenue adjustment budget.	Continuous monitoring of revenue collection.
		Consolidated provincial revenue budget.	Consolidated provincial revenue budget.	Review and obtain approval of tariff structures.	Issue guidelines on preparation of the 2008/09 revenue budget to departments and submit the first budget draft.	Submit second draft of 2008/09 revenue budget.	Finalize the revenue budget and ensure capturing on BAS.
	Build capacity on revenue management in the departments.	Minutes of the meetings of the forum.	Establish the Revenue Management forum.	Development of terms of reference of the forum and establishment thereof.	Continuous operation of the forum.	Continuous operation of the forum.	Review and assess the operation of the forum.
		Uniform structures of revenue units in the departments.	Approved Structures for all departments.	Assessment and research on best structure.	1 st proposal of the structure.	Submission of the memorandum to Executive Council.	Monitor the implementation of approved structure by Executive Council.
		Training sessions and workshops conducted.	1 annual workshop and quarterly meetings held.	Design and issue skills assessment forms to departments.	Perform and issue assessment report.	Source and plan relevant training and workshops.	Implement training programmes and workshops.
Improvement in revenue sources and collection.		New sources of revenue established.	Research report on new sources of revenue.	Develop specification and advertise tender.	Appoint the service provider.	Research report submitted to Executive Council.	Implementation of the report.
		Strategy on reduction of debtor age analysis.	Reduction of debtors' age analysis by departments.	Obtain status from departments.	Develop strategy to address the challenges.	Implementation of strategy.	Continuous implementation of the strategy.

Sub – programme 2 : Budget Management			Strategic goal: To ensure effective and efficient management and utilization of fiscal resources within the province.				
Strategic Objectives	Measurable Objective	Performance Measure	2007/08 Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4
To promote and ensure equitable allocation of financial resources and effective implementation of budgets within the province	Compile medium-term budget policy statement document for tabling.	Medium-term budget policy statement document tabled in the Legislature.	NC-MTBPS 2009-2013	Table provincial budget process timetable in EXCO	Issue budget process guideline to Departments	Hold Bilaterals with departments on budget submission	Table NC-MTBPS 2008 – 2011
	Compile annual budget circulars, timetable schedules and budget guidelines.	Annual budget circulars and timetable schedules produced and issued. Budget guidelines produced in line with National Treasury guidelines circulated.	7 2 guidelines documents	1	2 2 guidelines documents	3	1
	Determine and propose annual budget allocations in line with policy priorities as set out in the PGDS.	Allocations in line with national and provincial policy priorities.	100%			Allocations made in line with national and provincial policy priorities.	Allocations made in line with national and provincial policy priorities.
	Provincial allocation process aligned with provincial policies and provincial growth and development strategy and IDPs	Align budgets with provincial priorities	Budgets aligned with provincial priorities			Ensure funding is done to meet the set policy priorities	Ensure funding is done to meet the set policy priorities
	Conduct Medium-term Expenditure Committee (PMTEC) hearings to ensure credible budgeting	PMTEC bilateral hearings to be held	2			1	1
	Compile expenditure review	Expenditure Review	1 Review	Planning for the expenditure review	Compilation of the review	1 review printed	1 review tabled
	Co-ordinate Benchmark Exercise	Benchmark exercise conducted	2 Benchmark exercise	N/A	N/A	Pre-Benchmark exercise	Final benchmark exercise
	Successful implementations of Infrastructure Delivery Plan(IDIP)	Number of participating departments in IDIP	All relevant departments	3 Departments	4 Departments	4 Departments	4 Departments
		Infrastructure Plans produced	5 business plan per department	5 business plan per department	5 Drafts Infrastructure plans for 2008/09 MTEF	N/A	Final Infrastructure plans for 2008/09 MTEF

	Monitor and analyse expenditure trends against the budget allocations.	IYM reports produced.	1 provincial IYM consolidated report	1 provincial consolidated IYM report	1 provincial consolidated IYM report	1 provincial consolidated IYM report	1 provincial consolidated IYM report
		Expenditure reports to EXCO produced.	12 reports	3 reports	3 reports	3 reports	3 reports
		Reports on Infrastructure spending produced	4 reports	1report	1 report	1 report	1 report

Programme 2: Sustainable Resources

Sub-programme: Public Finance		Strategic goal: To ensure effective and efficient management and utilization of fiscal resources within the province.				
Strategic Objective	Measurable Objective	Budget 2006/07	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Effective monitoring of budget and expenditure management in municipalities	Establish the necessary structures for the MFMA implementation	All regional offices established		All offices established		
		Establish municipal CFO forum		Launch of CFO Forum		CFO Forum meeting
	Determine extent to which municipal budgets are aligned with broad national and provincial priorities	1 Assessment report	1 report compiled			
	Monitor and assist with budget preparation process for municipalities	All municipalities to table their draft budgets by end March yearly	1 Report compiled			
		All municipalities to approve their budgets by end June yearly		1 Report compiled		
	Evaluation of drafts budgets before final approval by council	Evaluation reports available to council by mid May yearly	1 Report compiled	Monitor performance	Monitor performance	Monitor performance
	Capacity building on municipal budgeting	2 Training workshops	Develop material for workshop	Training workshop		Training workshop
	Monitor budget implementation within municipalities	Conduct one achievability exercise per year		Conduct exercise	Monitor performance	Monitor performance

Sub-programme: Public Finance		Strategic goal: To ensure effective and efficient management and utilization of fiscal resources within the province.				
Strategic Objective	Measurable Objective	Budget 2006/07	Quarter 1	Quarter 2	Quarter 3	Quarter 4
		All municipalities to submit their expenditure reports by due date	3 Consolidated reports compiled	3 Consolidated reports compiled	3 Consolidated reports compiled	3 Consolidated reports compiled

Programme 3: Asset and Liabilities Management

Sub-programme: Asset Management		Strategic goal: To promote prudent asset and liabilities management.					
Strategic Objective	Measurable Objective	Performance Measure	Budget 2007/08	Quarter 1	Quarter 2	Quarter 3	Quarter 4
To facilitate the effective and efficient management of assets and liabilities	Development of provincial asset management policy.	Availability of approved policy.	Provincial asset management policy developed and approved	Development of the policy	Development of the policy	First draft available for inputs	Approval of the policy
	Coordination of the asset management plans	Consolidated asset management plan in place	Development of annual asset management plans	Issue a circular and guidelines to departments	Consolidate inputs	First draft of the plan developed	Finalisation of plan
	Coordination of consolidated asset register	Consolidated asset register in place	All departments to have updated asset registers	Ensure updated Asset registers from departments	Ensure updated Asset registers from departments	Develop temporary consolidated asset register	Finalize the asset register
	Capacity building to departments		Provide training when necessary	Assess the need for training	Conduct and coordinate training	Conduct and coordinate training	Conduct and coordinate training
	Management of the Provincial Revenue Fund (PRF)	Banking contract and Service Level Agreement (SLA) available	Appointment of a banker	Memorandum to Exco informing them of the expiry of the current contract	Advertise the tender to acquire banking services	Award the tender	Administration work
		Certificate of compliance for Exchequer Account	12 Monthly certificate	Certificate issued	Certificate issued	Certificate issued	Certificate issued
		Audited PRF Annual Financial Statements available	Compile PRF Annual Financial Statements	Monthly closure and clearance of exceptions	Compile PRF Annual Financial Statements for 2006/07	Monthly closure and clearance of exceptions	Monthly closure and clearance of exceptions
	Develop of a cash management framework	Cash management framework in place	Develop and implement a cash management framework	Development of cash management framework	Implementation of the framework	Implementation of the framework	Implementation of the framework
	Investment of surplus funds	Interest generated	Reports on investments	Continuous Invest surplus fund	Continuous Invest surplus fund	Continuous Invest surplus fund	Continuous Invest surplus fund

Sub-programme: Asset Management		Strategic goal: To promote prudent asset and liabilities management.					
Strategic Objective	Measurable Objective	Performance Measure	Budget 2007/08	Quarter 2	Quarter 2	Quarter 3	Quarter 4
To promote sound supply chain management practice in the province	Development of provincial supply chain management policy	Provincial guideline practice notes issued to update the provincial SCM policy	Develop and issue provincial guidelines in line with National Treasury guidelines	Issue guidelines and practice notes when necessary	Issue guidelines and practice notes when necessary	Issue guidelines and practice notes when necessary	Issue guidelines and practice notes when necessary
	Monitor compliance with supply chain management policy, procedures and processes in the province	Reports on compliance	12 monthly reports	Monthly reports compiled	Monthly reports compiled	Monthly reports compiled	Monthly reports compiled
	Manage transversal contracts	Number of transversal contract renewed in time	All transversal contract to be renewed in time	Monitoring and reporting on transversal contracts	Monitoring and reporting on transversal contracts	Monitoring and reporting on transversal contracts	Monitoring and reporting on transversal contracts
		Number of new provincial transversal contracts initiated	Initiate new transversal contracts	Assess common services procured by departments	Get contract with supplier	Monitor implementation and adherence	Monitor implementation and adherence
		Approval to repeal the Tender Board Act	Repeal the Tender Board Act	Preparation of the repealing process	Preparation of the repealing process	Act repealed	
	Effective and efficient management of demand and acquisition in the province	Updated provincial supplier database	Invite and register new supplier and update details of current ones	Continuous invitation to register on the database and updating thereof	Continuous invitation to register on the database and updating thereof	Continuous invitation to register on the database and updating thereof	Continuous invitation to register on the database and updating thereof
		Reports on deviation from the database	12 monthly reports	Monthly reporting	Monthly reporting	Monthly reporting	Monthly reporting
	Capacity building	Number of SCM practitioners trained	Train 100 Bid committee members and 60 SCM practitioners in SCM I.	Coordinate and conduct training	Coordinate and conduct training	Coordinate and conduct training	Coordinate and conduct training
		Number of suppliers trained	Train 90 Entrepreneurs in basic and advance bid procedures and basic business planning.	Coordinate and conduct training	Coordinate and conduct training	Coordinate and conduct training	Coordinate and conduct training

Programme 3: Assets and Liabilities Management

Sub-programme: Supporting and interlinked financial systems		Strategic goal: To promote prudent asset and liabilities management.					
Strategic Objective	Measurable Objective	Performance Measure	Budget 2007/08	Quarter 1	Quarter 2	Quarter 3	Quarter 4
To render effective technical support on accounting practices and financial systems within the province.	Effectively, efficiently and economically implemented and managed financial systems.	Availability of the system	95% uptime.	Continuous updating of the system	Continuous updating of the system	Continuous updating of the system	Continuous updating of the system
		The proper interfaces between sub-systems and BAS achieved.	12 monthly reports on interface and problems solved	Monthly reporting	Monthly reporting	Monthly reporting	Monthly reporting
		Logistical information system (LOGIS) fully rolled out to the remaining sites in the province.	All departments to be installed with LOGIS	Preparation to acquire the system	Acquisition of the system and implementation	Acquisition of the system and implementation	Acquisition of the system and implementation
		The monthly monitoring of the optimal utilisation of Vulindlela (WEB application)	95% utilisation of the management tool - Vulindlela	Ensure that information is available timeously and accurate	Ensure that information is available timeously and accurate	Ensure that information is available timeously and accurate	Ensure that information is available timeously and accurate
	Ensure Financial System functionalities comply with norms and standards.	Assessment of new systems conducted and monitoring enhancements made by National Treasury	All user requirements submitted to National Treasury and rolled out within 2 weeks after release.	Attend all user request	Attend all user request	Attend all user request	Attend all user request
	Fully skilled and capacitated system users.	Fully operational helpdesk managed by skilled staff.	All logged problems to be attended to and resolved within two days	Continuous operation of the helpdesk	Continuous operation of the helpdesk	Continuous operation of the helpdesk	Continuous operation of the helpdesk
		Workshops and training conducted and coordinated	Training users on enhancement when necessary	Communicate all enhancements to user and provide training	Communicate all enhancements to user and provide training	Communicate all enhancements to user and provide training	Communicate all enhancements to user and provide training
		Number of officials appropriately trained on the various financial systems	All users to be targeted.	General training to users	General training to users	General training to users	General training to users
	Ensure that all the systems are run cost effectively.	Percentage deviation between actual expenditure and approved budget.	No more than 2% deviation between actual expenditure and approved budget.	Monitoring of the performance of the system	Monitoring of the performance of the system	Monitoring of the performance of the system	Monitoring of the performance of the system

Programme 4: Financial Governance

Sub-programme: Accounting Services		Strategic goal: To enforce sound financial management within the province.					
Strategic Objective	Measurable objective	Performance measure	Budget 2007/08	Quarter 1	Quarter 2	Quarter 3	Quarter 4
To render effective technical support on accounting practices and financial systems within the province.	Implementation of Provincial Treasury accounting policies, norms and standards	Compliance with the accounting policies and guidelines by departments and municipalities.	All departments and municipalities to comply with the accounting policies and guidelines.	Monitor implementation of policies	Monitor implementation of policies	Monitor implementation of policies	Monitor implementation of policies
	Monitor preparation of annual financial statements and annual report by departments and municipalities	Number of departments and municipalities submitting their annual financial statement and annual report by due date	All departments and municipalities to submit their annual financial statement and annual report by due date	Preparation of 2006/07 financial statements	Monthly clearance of accounts and other related accounts	Preparation of annual reports	Training on preparation of strategic plans
		Clearance of suspense accounts	All departments to clear their suspense accounts monthly	Assist with the clearance of suspense accounts	Assist with the clearance of suspense accounts	Assist with the clearance of suspense accounts	Assist with the clearance of suspense accounts
	Compilation of Consolidated Annual Financial Statement	Audited Consolidated Annual Financial Statement available	Compile Consolidated Annual Financial Statement	Preparation to compile Consolidated Annual Financial Statement	Training on preparation to compile Consolidated Annual Financial Statement	Compile Consolidated Annual Financial Statement and submit to Auditor General	Attend to queries raised by auditor general
	Provision of financial training to departments and municipality	Number of unqualified financial statements	Number of qualified financial statements in municipalities and departments to be reduced	Address the audit queries and put measures in place to prevent further queries	Address the audit queries and put measures in place to prevent further queries	Address the audit queries and put measures in place to prevent further queries	Address the audit queries and put measures in place to prevent further queries
		Reduction of matters of emphasis	Matters of emphasis reduced	Develop and implement strategies to address matters of emphasis	Develop and implement strategies to address matters of emphasis	Develop and implement strategies to address matters of emphasis	Develop and implement strategies to address matters of emphasis
		Number of training programmes and workshops conducted and coordinated	Training provided based on assessment and needs analysis	Provision of and coordination of training	Provision of and coordination of training	Provision of and coordination of training	Provision of and coordination of training
		Skills development report for departments and municipalities	Conduct skills development on relating in departments and municipalities for financial officials.	Develop skills assessment questionnaires	Conduct skills assessment	Conclude the assessment	Issue skills assessment report

Programme 4: Financial Governance

Sub-programme: Norms and Standard		Strategic Goal: To enforce sound financial management within the province.					
Strategic Objective	Measurable Objective	Performance Measure	Budget 2007/08	Quarter 1	Quarter 2	Quarter 3	Quarter 4
To ensure compliance with Public Finance Management Act and Municipal Finance Management Act guidelines	Develop and implement normative measures for provincial departments and municipalities	Sets of normative measures developed	4 Quarterly Assessment Reports	Issue normative measures	Assess compliance	Assess compliance	Assess compliance
		Number of provincial financial and accounting policies developed.	Development of the provincial financial and accounting policies and guidelines.	Develop policies	First draft available	Second draft available	Finalization of policies and approval
	Assess the extent of SCOPA resolutions implementation	Number of SCOPA resolutions implemented	All resolutions of last financial year implemented	Develop monitoring mechanism	Implement monitoring mechanism and issue reports	Implement monitoring mechanism and issue reports	Implement monitoring mechanism and issue reports
		Assistance provided to SCOPA and Finance Committees in municipalities.	Available to all SCOPA and Finance Committees sittings	Attend all SCOPA sittings	Attend all SCOPA sittings	Attend all SCOPA sittings	Attend all SCOPA sittings
	Review and analyse written departmental responses to SCOPA questions and resolutions	SCOPA questions and resolution report.	Less SCOPA queries on answers provided by provincial departments	Coordinate the responses to SCOPA	Coordinate the responses to SCOPA	Coordinate the responses to SCOPA	Coordinate the responses to SCOPA