

Policy & Budget Speech



**Let's Grow
Mpumalanga
Together**

Mr Pat Ngomane (MPL)
MEC for Finance, Economic Development and Tourism,

16 JULY 2019



provincial treasury
MPUMALANGA PROVINCE
REPUBLIC OF SOUTH AFRICA



**SPEECH BY THE MEC FOR FINANCE, ECONOMIC DEVELOPMENT AND
TOURISM, MR. PAT NGOMANE (MPL) DURING THE OCCASION OF THE
TABLING OF THE POLICY AND BUDGET STATEMENT OF THE PROVINCIAL
TREASURY FOR THE 2019/20 FINANCIAL YEAR AT THE MPUMALANGA
PROVINCIAL LEGISLATURE IN THE CITY OF MBOMBELA**

16 July 2019

- Honourable Speaker and Deputy Speaker;
- Premier Honourable Refilwe Mtshweni-Tsipane;
- Colleagues in the Executive Council;
- Honourable Members of the Provincial Legislature;
- Acting Chairperson of the ANC, Cde Mandla Ndlovu
- Leadership of the Tripartite Alliance, the MDM and PYA
- Executive Mayors, MMCs and Councillors;
- Chairperson of the House of Traditional Leaders iNkosi Ngomane, and other esteemed members present;
- Acting Director-General, Mr Matthew Mohlasedi;
- Acting Head of the Provincial Treasury, Ms. Gugu Mashiteng and other Heads of Department;
- Municipal Managers and Chief Financial Officers
- Chairpersons of Boards and Chief Executive Officers of our Public Entities and other Chapter 9 institutions;
- Business Executive of the Office of Auditor-General in Mpumalanga;
- Chairpersons and members of Audit Committees and Risk Committees;
- Representatives of Labour unions, Business, Civil Society and the Media;
- Ladies and gentlemen;

INTRODUCTION AND CONTEXT

Honourable Speaker, permit me in the first instance to place on record my sincere gratitude for the opportunity given to me to be at the helm of the Mpumalanga Provincial Treasury in this 6th Administration as the Member of the Executive Council.

Indeed, more importantly, we deeply appreciate, recognise and honour the mandate the people of Mpumalanga in particular and of South Africa at large continue to give to our beloved movement.

We thank our people, the citizen of the country, very profusely for yet another opportunity to lead our society.

I rise Honourable Speaker, to table the Policy and Budget statement of the Provincial Treasury for the 2019/20 financial year.

In executing this august task, we are inspired by the words of the great freedom fighter, the resilient leader of our people, the gallant Steve Biko, who under great pains and torture by the apartheid regime said with determination, I quote,

“I am going to be me as I am, and you can beat me or jail me or even kill me but I’m not going to be what you want me to be”

Honourable Members, I am going to be me as I am, unflinching in my commitment of delivering on the mandate overwhelmingly bestowed by our people to this ANC led Government.

The people of Mpumalanga have instructed the Provincial Government to take into account the developmental objective of the state in executing the financial policy mandates. This electoral mandate is consistent with section 18 (d) of the PFMA which states, and I quote:

‘A Provincial Treasury MUST ensure that its fiscal policies do not materially and unreasonably prejudice national economic policies.’

The people of Mpumalanga want the Provincial Treasury to safeguard the integrity of the provincial resources and support all institutions to account properly on the use of public finances.

They expect the Provincial Treasury to provide quality technical support that enables the local government sphere to deliver services and meet its obligations to the society.

They want a Provincial Treasury which is accessible, responsive to the prevailing socio-economic imperatives of the province, and which enforces transparency and effective management of revenue, expenditure, assets and liabilities in the Province in line with Section 38 of the PFMA.

The 2019/20 Plan of the Provincial Treasury responds to these expectations, and in particular it focuses on the following:

- *Enhancement of own revenue streams to ensure that the Province has resources to implement its programmes;*
- *Establishment of strong partnerships with the Private sector in order to deliver quality social and economic infrastructure;*
- *Strengthening public procurement value chains to benefit from economies of scale, contribute to job creation and to grow the economy of the province;*
- *Strengthening of support to departments, public entities and municipalities to improve financial governance and improve accountability, and*
- *Capacity building and professionalization of the financial management officials in departments, entities and municipalities.*

We want to assure our people that the Provincial Treasury of the 6th Administration is ready and galvanised to play its role accordingly as enshrined in the PFMA, Treasury Regulations, MFMA and all other legislation governing Public Finances in our country.

Honourable Speaker

Government faces an extremely tight fiscal environment over the medium term expenditure framework (MTEF) period. The moderately weak performance of the economy continues to place public finances under extreme pressure.

The current economic and fiscal conditions call for the implementation of cost efficiency measures to sustain the delivery of the most basic services to our communities.

As directed by the Honourable Premier at the first Executive Council Lekgotla of the sixth administration, the Provincial Treasury will assess the effectiveness and efficiencies of spending in departments, and identify measures to control costs for service delivery implementation.

To this end, revised and more stringent Provincial cost curtailment measures will be circulated for strict adherence by all Departments and Entities before the end of July 2019.

PROVINCIAL REVENUE COLLECTION

Honourable Speaker

The budget of the Province is made up of receipts from National Fiscus in the form of Equitable Share and Conditional Grants, as well as own provincial collections. The Province raises only 3 per cent of the total budget required to implement the provincial priorities on an annual basis.

The *crowding out* effect of national priorities has resulted in limited funds being available to support the rollout of some of the provincial programmes.

Faced with the prospect of the continuing decline in Conditional Grants due to low economic growth juxtaposed with increasing demands on the limited resources, the government has to accelerate the implementation of the provincial revenue enhancement strategy and review collection rates.

To this end, we have established a Provincial Revenue Enhancement Task team whose task is:

- *To identify and propose measures to minimise potential revenue leakages within the collection environment;*
- *To identify challenges in the value chain of revenue management and propose investments to be made by the province in order to unlock any bottlenecks in this regard;*

- *To conduct benchmarks with other Provinces in order to identify new sources from which revenue can be enhanced and maximised, and*
- *To assist the Department of Community Safety, Security and Liaison to adequately manage the transfer of the vehicle licensing function from Municipalities to the Department itself.*

We sincerely believe that focused efforts to grow our own revenue base will yield positive results for the Province.

PUBLIC PRIVATE PARTNERSHIPS

Honourable Speaker,

Maximising our resources requires government to work earnestly with other partners in the delivery of services.

The National Development Plan states that infrastructure investment as a percentage of GDP needs to grow from 21 per cent in 2015 to 30 per cent by 2030.

This requires the public and private sectors to work together to fund and build infrastructure. Greater use of PPP financing can contribute to better decision-making, discipline, accountability and rigor in the planning and assessment of infrastructure.

To this end, we call upon Business in Mpumalanga, South Africa and the World to come closer to our shores, to make proposals to this effect and we commit ourselves to work with them to fast-track delivery of much needed social and economic infrastructure in the Province. Government alone cannot do it.

The Office of the Premier together with the Provincial Treasury will in this regard lead the coordination of our efforts, engage stakeholders, business and National Government to assist in establishing meaningful PPPs in the Province. Mpumalanga is a Land of unlimited opportunities and is an untapped jewel, hence we invite business to work with us in all possible fronts.

During this current financial year, the Provincial Treasury will focus on improving its capacity to monitor and provide value add support to infrastructure delivery projects in the Province. This is more urgent now than ever before following His Excellency, the President's pronouncement bestowing more responsibility to the Department of Public Works on infrastructure delivery.

PROVINCIAL SUPPLY CHAIN MANAGEMENT

Public procurement policy

Honourable Speaker,

The importance of using the public procurement policy as a vehicle to stimulate economic activity, contribute to economic growth, economic transformation and job creation cannot be overemphasized.

In line with Section 216 of the Constitution of the Republic of South Africa, government has enacted numerous legislation that advances the values of openness, transparency, value for money and equality of opportunities for all, including for small businesses and cooperatives.

Despite the unfortunate narrative about its supposedly restrictive scope, the Preferential Procurement Framework Act, 2000 (PPPFA) and its revised Preferential Procurement Regulations of 2017, has been framed with empowerment objectives to advance the course of the previously disadvantaged sectors of our community.

To illustrate this point, Section 9 (1) of the PPPFA in particular states *“If feasible to subcontract for a contract above R30 million, an organ of State MUST apply subcontracting to advance designated groups, and*

Sub section 2 of this legislation further states “If an organ of state apply subcontracting as contemplated in sub regulation 1, the organ of state MUST advertise the tender with a specific tendering condition that the successful bidders MUST sub contract a minimum of 30 per cent of the value of the contract to designated groups as contemplated by the legislation.”

It is therefore incumbent on each department and public entity to ensure that these regulations are strictly enforced together with all other provisions of the PPPFA Regulations.

We call upon all Government institutions to give effect to these provisions and strictly apply the PPPFA Regulations. If we are serious about Local Economic Development and Empowerment, we have no excuse but to implement these reforms.

Supply Chain Management Indaba

Honourable Speaker,

Several reports have indicated that small businesses and government are far apart regarding to appreciation of the empowerment policies and access to opportunities.

To deepen understanding of public procurement policies and resultant opportunities, the Provincial Treasury will host Supply Chain Management Indaba sessions in each of the three districts of the Province in the next 100days. This we will do in collaboration with District Municipalities, public entities and sister departments.

The purpose of these sessions is

- *To create opportunity for small businesses to engage government on public procurement regulations for Departments, Entities and Municipalities;*
- *To assist suppliers to meet compliance requirements when they bid for opportunities in the government such as CSD registration and other pertinent SCM provisions; and*
- *To present government programmes available for our communities such as the Social Enterprise Development Programme, SMME Fund and Comprehensive Rural Development Programme, amongst others.*

These sessions will bring together various government institutions in supply chain management and enterprise development, with the aim to provide a platform for integrated support to small businesses in the Province.

Supply chain management systems

Honourable Speaker

The public procurement system has undergone significant developments in the past few years, with the aim to improve efficiencies and the ease of doing business with the government.

The government has moved from loads of paperwork to a centralised electronic supplier Database (CSD), and from fragmented distribution of information on opportunities in each department to an electronic portal where all tenders are published.

The sixth administration will focus on improving access and usability of these systems, and introduce new complementary online facilities to harness the full value of the supply chain management system.

Payment of service providers

Non- and late payment of suppliers is an unacceptable anomaly as it negatively impacts small businesses and slows down prospects for economic growth.

I can assure all service providers that despite budgetary constraints overall, we do not have any cash flow challenges as a Provincial Administration at present. Thus if services have been rendered, they must accordingly be paid for, certainly within 30 days of receipt of a valid invoice.

We remain committed to reducing this to an even shorter period as previously pronounced by Members of the Executive.

Our focus in the next five years is to take advantage of technological capabilities to respond to the changing operating environment which is characterised by a move towards digital communities.

The Provincial Treasury will thus lead the project of automating government business processes starting this current financial year. For the 2019/20 MTEF, focus and attention will be on three financial systems.

Electronic Invoice Tracking

In our quest to streamline and automate the entire supply chain management system, the Provincial Treasury will pilot an electronic invoice tracking system during this financial year.

The system will assist departments to systematically track invoices submitted, manage workflows thereof, ensure proper electronic record keeping which will ensure efficiency during the audit process, and ensure accountability and accurate reporting on payment to service providers.

E-Leave management

Honourable Speaker

Accrued leave is noted as a financial liability of the institution in the annual financial statements. In order to improve efficiency and manage financial implications connected therewith, the Provincial Treasury will introduce and pilot an electronic leave management system.

National Treasury has already granted approval for the Province to investigate and implement its own customised system in this regard.

Electronic Financial Statements

Honourable Speaker

Accurate and timely prepared financial statements are critical for effective public accounting. To this end, the Provincial Treasury will also automate the process of the preparation of financial statements.

The electronic system will enable the Accounting Officers and Chief Financial Officers to eliminate time-consuming processes which are common with the manual accounting exercise.

I must hasten to indicate that the introduction of these systems will not solve our challenges immediately however there will be notable gains especially on our effectiveness and efficiency in financial management processes.

I would like to acknowledge the Chief Financial Officers in the Provincial Administration for making progressive recommendations on system enhancements which will now be part of the programme driven by the Provincial Treasury on behalf of the whole government.

MUNICIPAL FINANCE SUPPORT

Financial viability of municipalities

Honourable Speaker

Financial viability of some of our municipalities remains an ongoing concern.

According to the Ministry of Cooperative Governance and Traditional Affairs eight (8) of the 87 municipalities declared as distressed during August 2018 in the Country are in our Province.

Five of these municipalities, that is, Emalahleni; Lekwa, Thaba Chweu, Msukaligwa and Govan Mbeki were supported with the development of Financial Recovery Plans in terms of section 139 of Municipal Finance Management Act.

Emalahleni Local Municipality's plan is in the implementation phase. The plans for other four municipalities are anticipated to be concluded not later than the end of August this year.

Together with COGTA, we will closely monitor and support implementation of the financial Recovery Plans of Emalahleni, Govan Mbeki, Thaba Chweu, Lekwa, and Msukaligwa Local Municipalities.

Provincial Treasury will further support all these municipalities to improve the control environment and implement standard operating procedures in the Budget and Treasury offices.

Honourable Speaker

The Provincial Treasury has concluded the assessment of 2019/20 municipal budgets in terms of Municipal Finance Management Act (MFMA) Section 23(1) (b).

Regrettably, some Municipal Budgets were deemed to be unfunded, this poses a serious risk to the financial viability of municipalities, and consequently the sustainability of service delivery. The contributing factors to unfunded budgets include:

- *Low debt collection levels;*
- *Incomplete billing system;*
- *High distribution losses;*
- *Expenditure projections not linked to actual revenue collection;*
- *Year on year increase on creditors (Eskom and Water Boards), and*
- *Excessive overtime and standby allowances.*

To support municipalities in narrowing the gap between the unfunded budget and funded status, Provincial Treasury has developed a budget funding tool to be used in calculating a credible budget which is based on actual budget performance of previous periods.

Further to this, the Provincial Treasury has provided written feedback on our findings with specific recommendations for municipalities to consider in improving their budgets.

Unfortunately, not all municipalities consider the findings and recommendations of the Provincial Treasury hence they remain with unfunded budgets. As articulated by the MEC for COGTA Honourable Msibi, during his Budget Vote, we will be working together to maximise, strengthen and better coordinate our support to Local Government in general. As a single window of coordination, we will be led by COGTA in the overall implementation of the Integrated Municipal Support Plan.

I want to urge all Municipal Managers and Councillors to prioritise the filing of vacant posts of CFOs and Finance Managers in the Municipalities, to ensure that these are occupied by qualified and skilled individuals who also have a passion to contribute to effective service delivery.

Municipal Councils must improve their oversight over the administration by also utilising Provincial Treasury analysis and recommendations while considering the budget performance report as tabled in Councils on a quarterly basis.

Councils are further reminded of the Executive Council Lekgotla Resolution of February 2019 to establish Cash Flow Management Committees, to centralise procurement, and ensure strict controls over expenditure in municipalities.

Municipal Billing system

Honourable Speaker

Municipalities must comply with their constitutional responsibilities to provide basic services to the communities, but equally all who receive services and can afford, must pay for the services received on time.

We have heard the complaints of the communities and business about the accuracy of the billing processes, and we will work with municipalities to address these challenges.

The municipalities will be supported with the implementation of the Municipal Revenue Management Strategy which was developed in consultation with Municipalities and duly approved for implementation in February 2019.

Our support in this regard will focus on the reconciliation of municipal valuation rolls and billing systems with the information as registered in the Deed's Office.

We will further support municipalities with the review of tariff structures for all services in an effort to ensure that they are cost reflective.

Thus far the Provincial Treasury has supported Msukaligwa, Victor Khanye, Emalahleni, Emakhazeni and Thaba Chweu local Municipalities to improve their billing databases.

We will extend this technical support to Mkhondo, Lekwa, Govan Mbeki and Dipaleseng local municipalities this year.

I would add my voice to the calls that Councillors should act as ambassadors between the council and the community by encouraging payment for services.

We must agree that the culture of non-payment of services must end, and that we must all work together to Build South Africa We Want and the Province that We Want.

STRENGTHEN GOVERNANCE AND IMPROVE AUDIT OUTCOMES

Honourable Speaker

Provincial Treasury will continue to provide support to Departments, Public Entities and municipalities to ensure that institutions submit credible Annual Financial Statements (AFS) to the Auditor General.

Provincial Audit outcomes

A major focus of the support in the last financial year was the Departments of Education and Health, which were assisted to improve their audit outcomes especially on issues of asset management which previously led to qualifications for a number of years.

This focused support paid off and saw the Department of Education move from a qualified to an unqualified audit opinion for the first time in three years. The Department of Health though qualified, did not have material findings on immovable assets.

The 2018/19 audit is currently underway and we want to urge all departments and entities to be hands on and constructively engage with the AG. Accounting Officers must ensure that during this time they comply fully with the provisions of the PFMA particularly section 38.

In 2019/20 we will focus on assisting other Departments and Public Entities which are still struggling to improve their audit outcomes. We call on these institutions to treat every day as an audit day, strictly to ensure that they have strong internal controls, to comply with procurement laws and regulations to the latter and to ensure timely and proper planning.

Municipal Audit outcomes

Honourable Speaker

I share the concern of the Honourable Premier regarding the 2017/18 audit outcomes of municipalities as released by the Auditor General recently.

The Provincial Treasury is committed to assisting municipalities to improve accountability and reporting on all fronts, especially on financial management aspects of the work Municipalities do.

The Provincial Treasury has dispatched multi-disciplinary teams of officials to assist municipalities in addressing issues raised by the Auditor General in the Consolidated General Report on the Local Government Audit Outcomes.

To eliminate duplication of efforts, and ensure that limited resources are optimally utilised to make a positive impact through our support to municipalities, we have established a Municipal Finance Management Steering Committee which is made up of Provincial Treasury, Department of Cooperative Governance and Traditional Affairs, SALGA and the three District Municipalities.

To give further effect to the guidance of the Honourable Premier on integrated support, we will review our Memorandum of Understanding (MoU) with CoGTA and District Municipalities, and re-establish the Finance MunMEC (a forum convened by the MEC with the Members of Mayoral Committee Members responsible for finances in our municipalities) to set the right tone on governance.

Strengthening of governance systems

Honourable Speaker

Audit and Risk Management Committees play a vital role in improving governance processes, risk management and controls in public institutions, and where these are not afforded the space to perform or are inadequately capacitated to execute their mandates, the outcomes are losses and consequently negative audit opinions.

I would like to urge all institutions to implement and maintain effective, efficient and transparent systems of risk management and internal control to improve the audit outcomes in local government.

As part of improving governance, the Provincial Treasury will evaluate the functionality and effectiveness of governance structures in the Province.

We will also implement measures to support these governance structures to fulfil their oversight roles on financial administration in departments, public entities and municipalities.

To further enhance assurance at the administration level, the Provincial Treasury will also support Internal Auditors and Risk Officers through capacity building initiatives so that they can add value to their departments, public entities and municipalities.

CAPACITY BUILDING FOR FINANCIAL MANAGEMENT PRACTITIONERS

One of the key focus areas of the Provincial Treasury will be the coordination of capacity development initiatives to qualitatively enhance the outputs and ultimately outcomes of financial management in the Province.

I must commend all CFOs in the Provincial Administration for making these recommendations that refocus the orientation of the Provincial Treasury to its strategic role in financial administration in the Province.

We have thus recently established the Provincial CFO Forum for Departments and entities. This platform will serve as a platform for learning and exchanging of ideas between and amongst CFOs and financial management officials.

To further support and harness the professional qualifications of CFOs in particular and finance officials in general, we have begun engagements with the South African Institute of Professional Accountants (SAIPA) and the South African Institute of Chartered Accountants (SAICA) to open opportunities for their professional accreditation and to further improve their skills.

We will also be engaging with the Chartered Institute of Government Finance, Audit and Risk Officers (CIGFARO) to support finance officials in the Municipal space. We believe this is important as it speaks to the integrity and ethical conduct expected of officials in these crucial offices.

Honourable Speaker

I want to call upon all CFOs and Finance officials to take advantage of these developmental opportunities afforded to them. May I also appeal to these institutions to partner with the Provincial Treasury in order to increase the competency levels of this important leadership layer in the management of public finances.

I would also request Accounting Officers and Executive Authorities to allow CFOs to undergo this all important training, and to offer their unequivocal support to them.

In the very near future, we will discourage the employment of officials to these critical positions without any accredited professional qualifications.

RESPONDING TO DYNAMICS OF THE FOURTH INDUSTRIAL REVOLUTION

Honourable Speaker

We are often tempted to look at an industrial revolution as a separate event or a moment in history. However, this phenomenon can be better understood as a series of events, building upon innovations of the previous revolutions and leading to more advanced forms of production.

The Fourth Industrial Revolution (4IR) describes a world where individuals move between digital domains and offline reality with the use of connected technology to enable and manage their lives.

As we enter the Fourth Industrial Revolution, we must acknowledge the magnitude of changes in terms of scale, scope, and collectively respond to inherent challenges in this digital era.

In recognition of the confluence of future possibilities, President Cyril Ramaphosa has during the first South Africa Digital Economy summit held in Sandton City, called on us to *define and redefine our society and explore the future of a digitally enabled economy that is transformative, fair, sustainable and competitive.*

Our response as a Province must be integrated, comprehensive, and involve all stakeholders from the public to private sectors, and from academic to civil society.

I would like to call on stakeholders such as Accenture, Vodacom, Telkom, MTN, Microsoft and other businesses to partner with the province.

To this end, we will create platforms for sharing of knowledge and information to unlock digital value for government and enable our communities to take advantage of opportunities that come with this evolution.

We want to expressly invite the Department of Communications and Digital Technologies, the Presidential Commission on the 4IR and other stakeholders to partner with the Mpumalanga Provincial Government in convening a Provincial Dialogue on the 4IR in order to unpack this phenomenon and understand how best we can position ourselves for its advent.

Honourable Speaker

ALLOCATIONS PER PROGRAMME

I will now turn to budget allocations to the four programmes of the Provincial Treasury.

As indicated in the Main Appropriation in March 2019, the Provincial Treasury has been allocated R365 million 692 thousand for the 2019/20 financial year.

The Administration component which provides strategic policy and operational support to all treasury functions is allocated R108 million 895 thousand.

The Sustainable Resource Management Programme which oversees the provincial budget, provides municipal support, infrastructure coordination and drives revenue enhancement strategy receives R65 million 076 thousand.

The largest allocation within the Vote at R159 million 928 thousand goes to the Assets and Liabilities Programme which includes provincial IT support services to all departments and financial management systems in the Province.

Lastly, the Financial Governance Programme or the office of the Accountant-General gets R31 million 793 thousand to monitor and provide support on good governance.

Honourable Speaker

We appreciate that the government performs its responsibilities at the behest of the people that put this administration in power following the 2019 elections.

We must, therefore, be responsible and accountable for how we use the resources in departments, public entities, and municipalities.

For our part, and as our contribution to enhancing transparency, we will continue to report on and publish the provincial expenditure report on a quarterly basis to enable the public to follow every rand and cent used by the government.

Honourable Speaker this budget is our bold statement of intent to do right with the resources allocated to the Provincial Treasury.

It is also a statement that confirms our intention to deploy resources to areas that will assist us to improve financial and governance pillars of the administration this year.

As I conclude, Honourable Speaker, let me borrow the words of one of the world's most renowned life coaches and authors, Robin Sharma when he said:

“What makes mastery is not the absence of failure but the absence of giving up”

We will not give up on the noble task of setting the Province on a path of transformation, growth and development.

We will partner with and continuously improve relations with organised labour and all stakeholders in the finance sector to advance the developmental goals of the state, placing the interests of the people of Mpumalanga above the rest because *Sithungilwe – Sitokhawuleza*.

Let me take this opportunity and thank the Premier Hon. Refilwe Mtshweni-Tsipane for supporting the plan to reinvigorate the financial administration so that the machinery is able to deliver on the electoral mandate.

Chairperson, Hon Mohita Latchminarain and all Members of the Portfolio Committee on Premier's Office, Finance, Economic Development and Tourism, as well as Members of the Provincial Legislature thank you for your frank engagements on the annual performance plan that we tabled to the committee.

I would like to convey my gratitude to the administrative leadership of the Acting Director-General, Mr. Matthew Mohlasedi and all Heads of Departments during the process of preparing this Budget.

To the Acting Head of Provincial Treasury, Ms. Gugu Mashiteng, Staff in the Office of the MEC and all officials who participated in the process of preparing this policy and budget thank you very much for your professional support.

I would also like to acknowledge my family and thank them for supporting me in effecting the mandate of my political party.

Lastly but not least, I would like to convey my appreciation to the oldest liberation movement – the African National Congress, for allowing and entrusting us with a responsibility to implement the 2019 electoral mandate.

I now have the honour of tabling the Policy and Budget Statement for Vote 3: Mpumalanga Provincial Treasury for the 2019/20 financial year for consideration and approval by this August House.



**Let's Grow
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Together**

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