

provincial treasury MPUMALANGA PROVINCE REPUBLIC OF SOUTH AFRICA





# STRATEGIC PL 2025 - 2030

Tabling Date: 10 June 2025





#### DEPARTMENT GENERAL INFORMATION

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#### EXECUTIVE AUTHORITY STATEMENT

We are at a critical juncture in our country's development. This period is marked by a convergence of expectations amid the economic struggles faced by many people. However, we have consistently demonstrated our resilience and readiness to work together toward a vision of a better life for everyone.

There is a sense of optimism about our future prospects. Forecasts indicate gradual economic growth, but challenges remain in the short to medium term, which will impact the budget, as highlighted in the public discourse leading up to the tabling of the 2025 National Budget.

#### **Medium-Term Strategic Priorities**

Despite the prevailing discourse, the provincial government remains focused on its strategic objectives, guided by the policy priorities outlined in the 2025 Medium-Term Development Plan, which are:

- Drive inclusive growth and job creation
- Reduce poverty and address the high cost of living
- Build a capable, ethical, and developmental state

#### **Departmental Focus Areas**

The Provincial Treasury will persist in advancing economic and social empowerment by supporting and implementing programmes that will bring about substantive change in the lives of our communities. We will make concerted efforts to support the policy priorities of the seventh administration. Specifically, we will:

- Invest in strengthening provincial revenue collection streams, ensuring that every rand due to the provincial fiscus is collected and accounted for.
- Drive modernisation through the implementation of e-government and digital services to make government more accessible and efficient.
- Strengthen state institutions through support and capacity development, particularly in financial administration and governance within provincial institutions.
- Promote accountability through a robust system of controls, auditing critical projects, and transparency in the procurement process.

We recognise that local government is where citizens directly experience government services. The Provincial Treasury, in conjunction with allied institutions, will pay special attention to supporting municipal finance to build a strong and capable financial administration. Focused attention will be on ensuring that financial recovery plans succeed and municipalities table and adopt credible budgets aligned to the aspirations of the communities.

We are committed to promoting good governance and contributing to the government's efforts to secure a better future for all our people in Mpumalanga.

#### Acknowledgements

I would like to express my gratitude to the Head Official, Ms Gugu Mashiteng, and her dedicated team for their excellent work in developing this plan.

Mr. BA MAJUBA (MPL)

MEC FOR FINANCE





#### ACCOUNTING OFFICER STATEMENT

The Mpumalanga Provincial Treasury plays an important role in guiding the implementation of public and municipal finance management legislation in the Province. The primary tasks of the department, as highlighted in section 18 of the Public Finance Management Act (PFMA), are to

- Prepare the provincial budget; exercise control over the implementation of the provincial budget.
- promote and enforce transparency and effective management in respect of revenue, expenditure, assets and liabilities of provincial departments and provincial public entities; and
- Ensure that its fiscal policies do not materially and unreasonably prejudice national economic policies.

The Department continued to execute its mandate of providing support and advice on budget implementation, public procurement and compliance with regulatory frameworks. We provided an enabling environment, technology and systems for provincial departments to perform their administrative functions related to service delivery. The municipalities were also supported, including through the review of the financial recovery plans and interventions to enhance revenue management.

The Provincial Treasury programme for the next five years is informed by the newly adopted Medium Term Development Plan (2025-2029). While the department plays a strategic support role in the attainment of all three high-level priorities, our work is anchored on the priority of Building a Capable and Ethical State. To this end, we will focus on building institutional capacity to effectively support departments, public entities and municipalities in the mandated areas.

To give effect to the legislated mandate on resource management, the Provincial Treasury will support efforts to improve revenue collection and participate in national efforts to improve efficiency in government spending.

The period ahead will be characterised by heightened activities to bring to life the provisions of the transformative procurement policy framework. Accordingly, the Provincial Treasury will undertake advocacy programmes to assist the administration and business in reaping the benefits of the new procurement regime.

The department has embarked on a programme to digitalise the provincial government to support service delivery. The electronic submission system will move from pilot to full implementation. New systems will be proposed as we continue implementing the business automation programme in line with the government's digital transformation agenda.

In the quest for improvements in audit outcomes, the Provincial Treasury will coordinate and review the improvement plans, monitor the implementation, and provide advice to improve financial reporting and financial governance. The Department remains committed to ensuring sustainable and accountable fiscal governance in provincial departments, entities and municipalities.

I wish to acknowledge the MEC for Finance for his leadership and support and the management team and staff of the Provincial Treasury for their commitment and dedication to producing this plan.

Ms GUGU MASHITENG HEAD: PROVINCIAL TREASURY 06 JUNE 2025



STRATEGIC PLAN 2025 - 2030

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It is hereby certified that this Strategic Plan:

- Was developed by the Management of the Provincial Treasury under the guidance of the Honourable MEC BA Majuba, MPL.
- Takes into account all relevant policies, legislation and other mandates for which the Provincial Treasury is responsible.
- Accurately reflects the impact, outcomes and outputs which the Provincial Treasury will endeavour to achieve over the period 2025 - 2030.

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Signature O Ms G Milazi: General Manager Programme 2

Signature

Ms J Bezuidenhout : General Manager Programme 4

Signatule: Mr MA Khoza: Chief Financial Officer

Signature: Mr CT Dlamini: General Manager Programme 3

Signature: Ms T Tetana: Senior Manager: Planning

Approved by:

Signature: Ms Gugu Mashiteng: Accounting Officer

Bha

Signature: / Mr BA Majuba (MPL): Executive Authority



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#### LIST OF ACRONYMS

AFS	Annual Financial Statements
AGSA	Auditor General of South Africa
AO	Accounting Officer
BAS	Basic Accounting System
BBBEE	Broad Based Black Economic Empowerment
BBBEEA	Broad Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003)
BCP	Business Continuity Plan
CFO	Chief Financial Officer
COGTA	Department of Cooperative Governance and Traditional Affairs
COGHSTA	Department of Cooperative Governance Human Settlements and Traditional Affairs
CSD	Central Supplier Database
DORA	Division of Revenue Act
DPSA	Department of Public Service and Administration
DPWRT	Department of Public Works Roads and Transport
EDD	Electricity Document Delivery
EHW	Employee Health and Wellness
ERMF	Enterprise Risk Management Framework
EXCO	Executive Council
FRP	Financial Recovery Plan
GDP	Gross Domestic Product
GIAMA	Government Immovable Asset Management Act, 2007 (Act 19 of 2007)
HPT	Head: Provincial Treasury
HR	Human Resource
IAISP	Integrated Audit Improvement Support Plan
ICT	Information Communication Technology
IDMS	Infrastructure Delivery Management System
IT	Information Technology
IYM	In-Year Monitoring
LOGIS	Logistical Information System
MAA	Mpumalanga Appropriation Act
M&E	Monitoring And Evaluation
MEC	Member of Executive Council
MERRP	Mpumalanga Economic Recovery and Reconstruction Plan
MFMA	Municipal Finance Management Act, 2003 (Act No. 56 of 2003)
MPL.	Member of Provincial Legislature
MPT	Mpumalanga Provincial Treasury
MTEC	Medium Term Expenditure Committee
MTEF	Medium Term Expenditure Framework
МТРА	Mpumalanga Tourism and Parks Agency
MTSF	Medium Term Strategic Framework
NSG	National School of Government
NT	National Treasury
OAG	Office of the Accountant General
OTP	Office of the Premier
PAIA	Promotion of Access to Information Act, 2000 (Act No. 2 of 2000)
PAJA	Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000)

PAMA	Public Finance Management Act, 2014 (Act No. 11 of 2014)
PERSAL	Personnel Salary System
PFMA	Public Finance Management Act, 1999 (Act No. 1 of 1999)
PGDP	Provincial Growth and Development Plan
PINK Programme	Procurement Infrastructure Knowledge Management
PMDS	Performance Management and Development System
POPIA	Protection of Personal Information Act, 2013 (Act No. 4 of 2013)
PPP	Public Private Partnership
PPPFA	Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000)
PPPFR	Preferential Procurement Policy Framework Regulations, 2022
PRMF	Provincial Risk Management Framework
PSA	Public Service Act, 1994 (Proclamation No. 107 of 1994)
PSA	Public Service Association
PSCBC	Public Service Commission's Bargaining Council
PSDF	Provincial Spatial Development Framework
PSR	Public Service Regulations, 2016
PSRF	Public Sector Risk Management Framework
REMC	Risk and Ethics Management Committee
SALGA	South African Local Government Association
SARS	South African Revenue Service
SCM	Supply Chain Management
SCOPA	Select Committee on Public Accounts
SDIP	Service Delivery Improvement Plan
SITA	State Information Technology Agency
SMS	Senior Management Services
TR	Treasury Regulations, 2005

# PART A OUR MANDATE



#### 1. Constitutional Mandate

The Provincial Treasury derives its constitutional mandate mainly, but not limited, from Chapters 6 and 13 of the Constitution of the Republic of South Africa, 1996. There have been no updates on the constitutional mandate of the Provincial Treasury, including mandates in Chapter 6 and 13.

#### 2. Legislative and Policy mandates

The Provincial Treasury derives its mandate, but not limited, from the following legislation

Constitution of the Republic of South Africa, 1996	The Constitution is the supreme law of the Republic of South Africa. It provides the legal foundation for the existence of the Republic and no other law may be in conflict with it. It further sets out the rights and duties of its citizens, and defines the structure of the Government
Broad Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003)	To establish a legislative framework for the promotion of black economic empowerment; to empower the Minister to issue codes of good practice and to publish transformation charters; to establish the Black Economic Empowerment Advisory Council; and to provide for matters connected therewith.
Division of Revenue Act (DORA)	The Act is passed annually to provide for the equitable division of revenue anticipated to be raised nationally among the national, provincial and local spheres of government for that particular financial year; it further makes provision for determination of each province's equitable share; allocations to provinces, local government and municipalities from national government's equitable share; provides for the responsibilities of all three spheres and provide for the reporting requirements for allocations pursuant to such division and allocations.
Government Immovable Asset Management Act, 2007 (Act 19 No. of 2009) (GIAMA)	This Act provide for a uniform framework for the management of an immovable asset that is held or used by a National or Provincial Department; to ensure the coordination of the use of an immovable asset with the service delivery objectives of a National or Provincial Department; to provide for issuing of guidelines and minimum standards in respect of immovable asset management by a National or Provincial Department; and to provide for matters incidental thereto
Mpumalanga Appropriation Act	<ul> <li>The Act is passed annually to</li> <li>provide for the appropriation of money from the Provincial Revenue Fund for the requirements of the Province for each financial year in question;</li> <li>prescribe conditions for the spending of funds withdrawn for the following financial year before the commencement of the Act for each financial year in question; and</li> <li>provide for matters incidental thereto.</li> </ul>
Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA)	This Act secures sound and sustainable management of the financial affairs of municipalities and other institutions in the local sphere of government; establishes treasury norms and standards for the local sphere of government; and to provide for matters connected therewith.
Mpumalanga Adjustments Appropriation Act	The Act is also passed annually and it effects adjustments to the appropriation of money from the Provincial Revenue Fund for the requirements of the Province in respect of a financial year in question and to provide for matters incidental thereto.
Preferential Procurement Policy Framework Act, 2000, (Act No.5 of 2000) (PPPFA)	The Act gives effect to section 217(3) of the Constitution by providing a framework for the implementation of the procurement policy contemplated in section 217(2) of the Constitution; and to provide for matters connected therewith.
Preferential Procurement Policy Framework Regulations, 2022	<ul> <li>The Preferential Procurement Regulations in terms of the PPPFA were gazetted in November, 2022 and repeal the 2017 Regulations. The purpose of the 2022 Regulations is to:</li> <li>comply with section 217 of the Constitution on procurement of goods and services by organs of state;</li> <li>comply with the PPPFA of 2000; and</li> <li>comply with transitional arrangements in terms of the Constitutional Court judgement of February 2022.</li> </ul>



Promotion of Access to Information Act, 2000 (Act No. 2 of 2000) (PAIA	The Act gives effect to the 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.
Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000) (PAJA)	The Act serves to give effect to the right to administrative action that is lawful, reasonable and procedurally fair and to the right to written reasons for administrative action as contemplated in section 33 of the Constitution of the Republic of South Africa, 1996, and to provide for matters incidental thereto.
Protection of Personnel Information Act, 2013 (Act No. 4 of 2013) (POPIA)	<ul> <li>POPIA aims to:</li> <li>Promote the protection of personal information processed by public and private bodies;</li> <li>Introduce certain conditions so as to establish minimum requirements for the processing of personal information;</li> <li>Provide for the establishment of an Information Regulator to exercise certain powers and to perform certain duties and functions in terms of this Act and the Promotion of Access to Information Act, 2000;</li> </ul>
	Provide for the issuing of codes of conduct; Provide for the rights of persons regarding unsolicited electronic communications and automated decision making; Regulate the flow of personal information across the borders of the Republic; and provide for matters connected therewith
Public Finance Management Act, 1999 (Act 1 No. of 1999) (PFMA	This Act regulates financial management in the national and provincial spheres of government; it further ensures that all revenue, expenditure, assets and liabilities of those spheres governments are managed efficiently and effectively; also provides for the responsibilities of persons entrusted with financial management in those governments; the Treasury and to provide for matters connected therewith
Public Service Act, 1994 (Act No. 103 of 1994) as amended (PSA)	The Act makes provision for the organisation and administration of the public service of the Republic, the regulation of the conditions of employment, terms of office, discipline, retirement and discharge of members of the public service, and matters connected therewith
Public Service Regulations, 2016 as amended	The Public Service Regulations, 2016 were issued in terms of and in compliance with section 41 of the Public Service Act, No. 103 of 1994
Public Administration Management Act, 2014 (Act No. 11 of 2014) (PAMA)	<ul> <li>PAMA seeks to:</li> <li>Promote the basic values and principles governing the public administration referred to in section 195(1) of the Constitution;</li> <li>Provide for the transfer and secondment of employees in the public administration;</li> <li>Regulate conducting business with the State;</li> <li>Provide for capacity development and training;</li> <li>Provide for the establishment of the National School of Government;</li> <li>Provide for the use of information and communication technologies in the public administration;</li> <li>Establish the Public Administration Ethics, Integrity and Disciplinary Technical Assistance Unit;</li> <li>Provide for the Minister to set minimum norms and standards for public administration;</li> <li>Establish the Office of Standards and Compliance to ensure compliance with minimum norms and standards;</li> <li>Empower the Minister to make regulations; and provide for related matters</li> </ul>
State Liability Act, 1957 (Act No. 20 of 1957)	The Act consolidates the law relating to the liability of the State in respect of acts of its servants.
Treasury Regulations, 2005	The Treasury Regulations were issued in compliance and in terms of Section 76 of the Public Finance Management Act, No. 1 of 1999.

From the list of legislation in the table above and for the period under review, there were updates by way of amendments to the Public Service Regulations, 2016 with notices having been published on 20 and 27 October 2023 respectively and effective from 1 November 2023. The DPSA has since commenced with the process of issuing directives to implement the said amendments.



**Department Of Public Service Administration (DPSA)** 

- DPSA Directive on the Implementation of Control Measures aimed at assisting Executive Authorities in Managing Fiscal Sustainability during the process of creating and filling vacant posts in Departments of 01 October 2023: This Directive outlines control measures to be implemented on PERSAL and PERSOL to support Executive Authorities to operate within the MTEF and financial ceilings for their departments, when creating and filling vacant posts.
- DPSA Circular No 07 Of 2024 of 1 March 2024, on the Clarification About The Signing Of Performance Agreements By Heads Of Department And Members Of The Senior Management Service In The Event A National Election And Provincial Election Occurs Within The First Three Months Of The Financial Year: The Circular seeks to remind Departments on the processes of performance management for SMS members during election processes happening with the first 3 months of the financial year to the effect that SMS members are required to sign their and submit their performance agreements within 3 months after the election month. To this end for the 2024/25 performance cycle, the due date for submitting performance agreement for SMS members is on or before 31 August 2024.
- DPSA Circular No. 06 of 2024 of 21 February 2024 on the Implementation of the Directive on Human Resources Management and Development for Public Service Professionalization: Volume 1: The Circular seeks to implement the directive on the Human Resources Management development for the Public Service Professionalization.
- DPSA Directive on Compulsory Training Programmes for the Public Service of 23 September 2023: the directive seeks to define compulsory training for employees, ensure that these training is prioritised and also outlines training modalities and payment processes thereof.
- 3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE YEAR PLANNING PERIOD There were no updates on institutional policies and strategies

#### 4. RELEVANT COURT RULINGS

There were no new court rulings and/or updates to relevant court rulings

# PART B OUR STRATEGIC FOCUS





Innovative Management of Public Resources for Sustainable Development and Inclusive Growth.

### MISSION

Sound financial management, accountability, and equitable resource allocation that drives economic development and enhances the quality of life in Mpumalanga



Professionalism<br/>Accountability:Upholding the highest standards in financial management and governance.<br/>:Taking responsibility for our actions.<br/>:Committing to open communication and clear processes in financial matters.<br/>:Striving for the highest quality in all our services and operations.<br/>:Embracing new ideas and technologies to improve financial management.<br/>Social ResponsibilitySocial Responsibility<br/>Collaboration:Ensuring that our financial decisions contribute positively to the community.<br/>:Working together with stakeholders to achieve common goals.



#### 4.1. External Environment Analysis

The economic landscape and prospects nationally and provincially, are looking quite better than a year ago. Some positive developments during 2024 included the significant improvement in the power supply, the much lower inflation rate and meaningful job creation in the third quarter of 2024.

But, there are still several challenges remaining that must be addressed by the public and private sector together, which include logistical, infrastructure and skills challenges, as well as the low economic growth and high unemployment, poverty and inequality. We should also take note of the weaker global growth and geo-political risks in some parts of the world, including the Middle East.

Mpumalanga as the fourth largest economy in South Africa, is an important role-player in the South African economy. The size of the economy is now more than 10 times higher than in 1994 and we employ also 2 times more people, as 30 years ago. The provincial economy in line with the national economy, did however, not perform well in 2023 and 2024. The 2030 economic growth target is 5%. A realistic growth target for the next 3-4 years will be however, 2% to 3% per annum, if one looks at the low average annual economic growth rate of Mpumalanga the last 10 years.

According to growth projections, the forecasted provincial growth between 2024 and 2028, will be just below 2% per annum. The highest growth rates in this period, is expected in the transport & communication industry, finance, as well as construction and trade. Other key industries with potential for high economic growth, include agriculture & agro-processing, as well as manufacturing and tourism. This will also impact positively on job creation in the province.

Just a reminder that Mpumalanga has shown before the 2008/09 global financial crisis and recession, it has the potential to grow the economy by more than 4% per annum. The importance of tourism as a key economic and job driver of the province should also be highlighted. Mpumalanga is the second most visited province by international tourists. Stability in Mozambique is however, of critical importance because the largest share (60%) of foreign arrivals to our province, originate from this neighbouring country.

From a job creation point of view, Mpumalanga performed very well in Q3 2024 according to the Q3 Quarterly Labour Force Survey (QLFS) of Stats SA. The net job gains were almost 50 000 jobs where high job gains of key industries such as manufacturing, construction and finance, can be highlighted. The Q3 2024 employment level of 1.24 million was however, 4 583 jobs less than the number employed in Q1 2020 (before COVID).

The provincial unemployment rate was 36.2% in Q3 2024, which was lower than the 37.4% recorded in Q2 2024, but higher than the 35.5% recorded 12 months earlier. The 2030 target is a 6% unemployment rate in line with the National Development Plan (NDP). To achieve that, the province will need to create 100 000 new and sustainable jobs for our people every year, up to 2030.

There is a concern about the very high female unemployment rate of 38.5% and especially the youth (15-34 years) unemployment rate of 50%. The youth (18-24 years) unemployment rate is even higher at 63.8%. This is a top priority of Government and all our social partners, including the business sector. It is important that the young people have the right qualifications and skills to be employable in the labour market. The good news is that the provincial graduate unemployment rate declined significantly between Q2 and Q3 of 2024.

Industries with high potential for job creation (due to relatively high economic growth, high labour intensity, relevant economic projects etc.) in the next couple of years, include agriculture & agro-processing



(Mpumalanga International Fresh Produce/Food Market for example), manufacturing (roll-out of the Mpumalanga industrial development plan), construction (infrastructure projects), the trade industry (tourism, SMME's, including the informal sector for example) and finance (including business services).

More jobs will translate into lower poverty and for people to become less dependent on grants from Government. At the moment there are 1.64 million social assistance grants in Mpumalanga of which 73.5% are child support grants. There was a detail discussion in the Legislature the end of 2024 regarding the solutions and plans to eradicate the high poverty of Mpumalanga, which is also a top priority of the Seventh Government Administration.

The current 51.7% provincial poverty rate (lower bound poverty line) must be taken down to 0% as indicated in the NDP (National Development Plan). According to National Treasury there are 877 035 poor households in the province, which is more than 60% of the households in Mpumalanga. The advice of the National Income Dynamics Study (NIDS) is very relevant and valuable regarding poverty in our country, "through education & training individuals become more employable & higher levels of education often result in better paying jobs".

The three Medium Term Development Plan (MTDP) strategic priorities will be very relevant for Government the next couple of years. If it is about the economy, the focus will be very much on priority 1: inclusive economic growth and job creation. Government and all its social partners will work very closely to achieve all the economic targets. Also, not only identifying the critical success factors in this regard, but implementing it together.

Within the context of Just Energy Transition of which Mpumalanga will be the central point, a provincial economic diversification, as well as job creation strategy, is crucial in the success of the Mpumalanga economy in the next couple of years. In this regard, the World Bank and the PCC (Presidential Climate Commission) are working closely with the Province to ensure sustainable provincial economic growth and job creation.

The importance of catalytic projects in the province can also be highlighted. Evidence-based research has shown that infrastructure projects and expenditure has high GDP (gross domestic product) and employment multipliers, contributing to high economic growth and job creation on a large scale, due to the high labour intensity of the construction industry. The MIMP (Mpumalanga Infrastructure Masterplan) up to 2060, will change not only the infrastructure, but also economic landscape of Mpumalanga.

The Provincial Budget and budgets of Municipalities, should take the Census 2022 population, household and household services data into account. It is projected that the 5.1 million people in Mpumalanga will increase to 6.1 million in 2030 and eventually to more than 11 million in 2060. This will have implications from an infrastructure, household services, education and health, as well as economic/employment opportunities point of view. The 3 largest populations are/will be in the Ehlanzeni District – City of Mbombela, Bushbuckridge and Nkomazi. Thembisile Hani will be soon the 4th largest population in the province.

#### DISASTER MANAGEMENT

Hon Premier, in the SOPA 2024 highlighted the impact the provincial catastrophic disasters which tormented the province. Mpumalanga Province has become prone to inclement weather which has unfortunately caused the loss of lives, damage to properties as well as infrastructure. These losses have incurred more than R3bn of damages which had to reported to the National Government for financial assistance after disaster declarations



The aftermath has left scars and a trail of catastrophes behind, and in response to coordinate preventative risk reduction measures in an attempt to ensure that minimal life threating risks are encountered, Provincial Treasury have developed a Business Continuity Plan. The overall objective of plan (BCP) is to mobilise all key government resources to ensure that there is enough capacity to resume critical functions effectively in the event of a disruption. The plan aims to accomplish the following objectives: Operations continuity assurance during disruption; Improved mitigation of risks; and Robust platforms continued operations.

The Department as a provider of IT Services to the Province has an IT Disaster recovery plan that includes access to Transversal Systems. IT does daily back-ups of information stored on servers and these back-ups are tested regularly. As part of the disaster recovery plan the department has hot and cold sites available for access to transversal systems. Together with SITA the Transversal Systems are tested Bi-Annually with all Departments to ensure access in case of a disaster. The department has done business impact analysis for all sections that were identified as critical. The business impact analysis has details on how each critical business process within the department would continue with business and how each unit will then recover to normal operations.

#### PARTNERSHIPS

The Provincial Treasury has entered into partnerships with the South African Institute of Professional Accountants with the aim to professionalise the finance managers within government. The government makes available the learning environment, SAIPA provides the means, and tools of learning, assess and certifies the competency of the officials as Professional Accountants. The plan is to involve other professional bodies in relation to risk management, auditing, supply chain management and others



#### AUDIT OUTCOMES

#### **Provincial Departments Audit Outcomes**

The PFMA audit outcomes improved from 2022/23 to 2023/24 financial year as the unqualified audit opinions with matters increased from 8 to 10 and the qualified audit opinions decreased from 3 to 2 in 2022/23.

2023/24 overview of the PFMA audit outcomes: as follows

Clean audit outcomes 4 Institutions, namely 2 Departments and 2 Public Entities reflected clean audit outcomes, namely, Provincial Treasury (PT), CoGTA Mpumalanga Economic Regulator (MER) and Mpumalanga Tourism and Parks Agency (MTPA)

Unqualified with matters

8 received unqualified audit opinion (with matters)
and these are: 7 Departments: OTP, DSD, DoE,
DEDT, DARDLEA, DHS, PWRT, DoH, and 1
Public Entity: Mpumalanga Economic Growth
Agency (MEGA)

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#### **Municipalities Audit**

There was an improvement in the audit outcomes from the 2022/23 financial year viz-a-viz the 2023/24 financial year. The Adverse audit opinions decreased from 1 to 0 while the unqualified audit opinions increased from 7 to 8.

2023/24 overview of the MFMA audit outcomes: as follows:





### Merger between of Department of Coorporate Governance and Traditional Affairs with Department of Human Settlement (COGHSTA)

The merger of two departments, namely Co-operative Governance and Traditional Affairs (COGTA) and Human Settlements into one entity has been proclaimed. The plan for the merger was announced by the Premier during the opening of the Provincial Legislature in July 2024, and sought to address the silo effect of building human settlements without bulk infrastructure. Since then a proclamation has been published in the National Gazette, in November 2024. It gives effect to the new name of the department of Cooperative Governance, Human Settlement and Traditional Affairs (COGHSTA)

From 2025/26 the two budgets will be combined and will fall under one department called Cooperate Governance Human Settlement and Traditional Affairs

#### **Municipal Finance Interventions**

Sound financial management is integral to the success of local government. Ensuring sound financial management, accounting, and prudently manage resources so as to sustainably deliver services and bring development to communities. Support for municipalities continued through the placement of resident advisors to boost capacity and strengthen financial management, accountability and reporting until 2026. In the past this has happened because many municipalities lack the technical skills and resources required to meet people's needs.

These municipalities are Emalahleni, Victor Khanye, Thaba Chweu, Govan Mbeki, Msukaligwa and Nkomazi. These placements assisted Dr Pixley ka Isaka Seme and Mkhondo to improve their audit outcomes. Our support will continue to improve standard operating procedures in SCM Asset Management and Contract Management; revenue management and ensure that budgets meet the legislative requirements.

The Provincial Treasury is working with municipalities to improve their capacity, especially in respect of financial management and improving compliance with the Municipal Finance Management Act (MFMA). These efforts will help to address the phenomenon of unfunded budgets and the breakdown in basic service delivery, in addition to the work necessary to deal with political dysfunction.

All municipalities were supported with the assessment of their draft 2024/25 budget. 11 Municipalities with unfunded budgets were supported to develop budget funding plans. Eleven (11) Municipalities adopted unfunded budget for the 2024/25 financial year, Thaba Chweu, Nkomazi Emalahleni, Emakhazeni, Victor Khanye, Lekwa, Govan Mbeki, Msukaligwa, Dipaleseng, Mkhondo and Dr Pixley Ka Isaka Seme). Only nine (9) municipalities adopted funded budgets i.e. (Thembisile Hani, Dr JS Moroka, Nkangala, Ehlanzeni, Gert Sibande, Chief Albert Luthuli, Steve Tshwete, Bushbuckridge and City of Mbombela)

The key priority areas identified for support to municipalities currently known as the "game changers" are:

- Support towards funded budgets,
- Improvement for revenue management,
- Support towards compliance in Supply Chain Management,
- Improvement over asset management, and
- Improvement in audit outcomes.

Municipalities are currently developing their audit action plans online using this web-enabled system. Reporting on progress will also be done online. This will improve the management and oversight over implementation of the audit action plans.

The unit together with National Treasury is still continuing to roll out training workshops on the tariff tool and budget process. The unit Municipal Finance is also currently assisting the unfunded municipalities



#### **Provincial Own Revenue Collection**



The Provincial revenue collection is critical to augment the service delivery programmes. The provincial revenue collection has been strong despite the health crisis of 2020, and the prevailing cost of living economic crisis. While the Provincial Revenue stream contributes less than 4% per cent of the total budget source in 2024/25, it is an important financing policy area. It provides the provincial government with an excellent discretionary element that enables speedy response to province-specific service delivery.

The Provincial revenue collection is critical to augment the service delivery programmes. The provincial revenue collection has been strong despite the health crisis of 2020, and the prevailing cost of living economic crisis. While the Provincial Revenue stream contributes less than 4% per cent of the total budget source in 2024/25, it is an important financing policy area. It provides the provincial government with an excellent discretionary element that enables speedy response to province-specific service delivery.

Provincial Departments collected R3 billion at the end of January 2024 (ten months) against the 2023/24 annual target of R2.8 billion. This indicates and consistent improved performance compared to the same period in the over the past financial years.

The provincial own receipts are projected to increase from R2.4 billion in 2023/24 to R2.8 billion in 2024/25 as the province continues to implement best practices in terms of own revenue management. We will continue to monitor revenue collection in departments and public entities and provide the necessary support to grow the provincial revenue base.

The province has resumed licensing functions, away from some municipalities to enhance the collection and retention capabilities in own revenue.

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#### **Major Revenue Contributors**

Overall, the revenue collection has grown by 97.9% from 2019/20 to 2023/24

#### \* Motor Vehicle Licences

- □ Contributed 54% of revenue collection, with a growth of 28.2%
- ✤ Horse Racing Taxes
  - □ Contributed 15% of revenue collection, with a growth of 1356% in 5 years

#### Interests on Investments and Bank Balances

Contributed 12% of revenue collection, with a growth of 341%

#### **Provincial Supply Chain Management**

The Supply Chain Management (SCM) function is one of the conduits through which Government should achieve its service delivery and developmental objectives in a sustainable manner. With the planned outputs, the priority will be on awarding of contracts for services of the Provincial Treasury to previously disadvantage groups with focus on women, youth and people living with disabilities. This commitment was reiterated in the Provincial Budget Speech 2024/25 in pursuit of transformative procurement targets, as the Mpumalanga Provincial Government, intended to use public procurement to promote economic participation in order to transform ownership of the means of production. In this regard, 30% of the provincial procurement spend shall be set aside for enterprises owned by women, youth and people with disabilities.

The new Public Procurement Bill is currently undergoing public participation. Once passed, it will create an enabling policy environment that will raise the bar on transformative procurement in the coming years.

Designated Groups	Total Spend for Quarter 3: F			
	Total Spend Designated Groups	No of Suppliers	Spend Trend %	
Women	R 803.68 million	717	19.71%	
Youth	R 661.22 million	568	16.21%	
PWDs	R 6.82 million	18	0.17%	
Military Veterans	R 36.02 million	08	0.88%	
Total	R 1 507.74 billion	1 311	36.97%	

### Outcome 5: Cross-cutting issues: Mainstreaming of gender empowerment, youth, persons with disabilities, older persons and military veterans: 30% bid spending

**Recommendation(s)**: Improve spending for all the targeted groups as per policy imperative – Women (40%), Youth (30%) and Persons with Disabilities (7%)

Eradicating poverty, inequality and unemployment is as urgent today, if not more so, as it was at the dawn of our democracy nearly 30 years ago.

In an effort to achieve Priority 3 of "A Capable, Ethical and Developmental State" with focus on the outcome Improved Governance and, our priorities for the MTDP period 2025/26 – 2028/29 are decisively to:

- Improve audit outcomes for both Provincial and Local government Institutions
- Improve credible funded budgets



- Support Municipalities on reducing Eskom debt
- Monitor Government Debt (Department, Public Entities owing Municipalities)
- Digitalisation public service
- Cross cutting: "Mainstreaming of gender, empowerment of youth, persons with disabilities and military veterans"

#### 4.2. Internal Environment Analysis

The **Provincial Treasury** has an approved organisational structure of 433 posts. The process of revising the current organisational structure was completed and submission forwarded to the Office of the Premier, the Provincial Treasury is awaiting approval thereof.

At the end of 31<sup>st</sup> January 2024/25 Financial Year, the Provincial Treasury operated with a total of **335** warm bodies, which comprises of **301** permanent posts and **86** developmental programme inclusive of interns and learners. The overall vacancy rate as per posts on the approved organisational structure is at 30.48% based on 132 vacant posts against the total posts of 433.

Posts in the Approved Organogram	Vacant Posts as per Approved Organogram	Filled Posts	
433	132	301	

The organisational structure of the Provincial Treasury currently makes provision for four Programmes:

Administration: is responsible for political, financial, administrative management and support. The other three programmes focus on Treasury functions, which are sustainable resource management, assets and liabilities management and financial governance. The Provincial Treasury operates in both the PFMA and MFMA environments.

With the planned outputs, the priority will be on awarding of contracts for services of the Provincial Treasury to previously disadvantage groups with focus on women, youth and people living with disabilities. Through effective and efficient service, the Provincial Treasury will achieve the planned outcome of improved financial performance and governance within the PFMA and MFMA institutions leading to the impact of financially viable government institutions.

The aim of the **Sustainable Resource Management Programme** is to efficiently and effectively manage provincial fiscal resources towards achieving inclusive growth and improving living standards. The programme is key in the delivery of services by provincial and local governments, as the allocating engine of the province. The programme seeks to ensure that the provincial government resources are optimised both during collection and the spending thereof.

The Provincial Treasury will continue to support Provincial Departments in maximizing collection and generation of own revenue through training workshops, revenue forums and monitoring of cash offices. Attention will be given to major collecting departments to grow the Province's own revenue base. The motor vehicle tariffs are gradually being increased (Road Traffic Act Fees), to be in line with the national rates. The province will continue to explore other ways of making vehicle license renewal easier and convenient to the public. Provincial Treasury has however, been affected by several threats, which include and are not limited to the following:

- Misuse of or negligence on revenue collecting centres by departments;
- Fiscal leakages on revenue collecting Departments;
- Unreliable cash flow and own revenue projections from departments which affects the transfer of cash to Departments.

Municipal Finance was conceptualized and was established to deal with municipal budgets only. In order to improve public confidence and transparency in municipal budgeting and reporting, the Provincial Treasury supported municipalities to implement the Municipal Standard Chart of Accounts (MSCOA). The introduction of MSCOA ensures consistency in recording of financial information and makes it easier for communities to hold all spheres of government accountable for spending of public funds. The financial viability of some municipalities remains an area of concern. Support programmes have been developed



to assist local municipalities to improve on cash flow management, revenue management, expenditure management, SCM, contract management and asset management.

Infrastructure delivery in the province has seen numerous challenges in the political, economic, social, technological, environmental and in legal environment. Changes in political leadership has effect on infrastructure delivery. Leadership instability resulting in senior position to remain unoccupied, having a knock-on effect to decision-making and infrastructure delivery. The Infrastructure Coordinating Unit is in progress with LG IDMS inductions. Political buy-in on the IDMS is important however, the change in leadership hinders buy-in from politicians and influences the acceleration of infrastructure delivery. In recent times, the increase of inflation has resulted in increasing costs of construction materials and thus infrastructure projects. On the upside, high inflation has allowed for more competitive bids. The Infrastructure Coordination Unit participates in the gateway review committee as a risk mitigation measure against variation order.

The **Assets and Liabilities Management Programme** supports all government priorities by monitoring the utilisation of resources allocated to Provincial Departments, Public Entities and Municipalities. The Programme is responsible for supply chain, assets and liabilities management and the management of the transversal systems and information technology in Provincial Departments.

Oversight over compliance with SCM policies, procedures, norms and standards will continue. Over the past years, the programme focused on improving compliance to reporting provisions as set out by National Treasury including on monitoring the payment of suppliers within 30 days in Departments, municipalities and Public Entities, training of practitioners in all spheres of government and creation and establishment of bid committees. There has been improvement with regard to compliance on the submission of reports, which includes procurement plans, and the 30 days' payment of suppliers after receipt of valid invoices. All twelve votes, four public entities and nineteen municipalities submitted their procurement plans on time and the Provincial Treasury monitors adherence on a monthly basis. Similarly, there is improvement in the payment of suppliers within 30 days after receipt of an invoice; however, there are challenges in the Departments of Health, MTPA and MEGA as these institutions are not paying within specified timelines, which add to accruals at year end.

There is a need for the Provincial Treasury to improve its systems to enhance the support to Provincial Departments, Municipalities and Public Entities on sound financial and administrative management, efficient and effective management and operations systems and procurement systems that deliver value for money. The Provincial Treasury will continue providing support on the utilisation of Transversal Systems to all departments. In this regard a business process automation has been introduced to move away from manual processes where electronic leave management, invoice tracking system, automation of financials statements, contract management and Electronic Document Delivery tool were implemented.

The Provincial Treasury will continue to collaborate and work in partnership with various stakeholders to ensure that improved access to services for the people of the province. An exploration of bringing closer stakeholders such the Small Enterprise Development Agency (SEDA), National Youth Development Agency (NYDA), South African Revenue Service (SARS) and others. This intervention will result with an increased ability to bring services closer to where they are most needed whilst stakeholders are complimenting each other taking into account the limited staff numbers. With the planned outputs, the priority will be on awarding of contracts for services of the Provincial Treasury to previously disadvantage groups with focus on women, youth and people living with disabilities and military veterans.

#### **ICT Strategy Initiatives**

Over the next five years, Provincial Treasury will focus on modernizing and optimizing operations to enhance efficiency, service delivery and collaboration across departments. The department will drive the adoption of advanced technologies through digitization, digital on boarding and cloud infrastructure initiatives to improve financial management, procurement, human resources, general public services management and ICT governance.

Key priorities will include automating recruitment processes, rolling out an e-sourcing system, adopting cybersecurity frameworks and enhancing interdepartmental information management and communication through collaboration platforms.



Additionally, the department will continue to provide essential services to votes and municipalities, including but not limited to web development, IT services hosting, IT governance, network connectivity and IT support services. These efforts aim to improve service delivery, enhance security and ensure seamless operations within the department and across all linked departments and entities.

These ICT services and solutions will act as catalysts in executing this strategy and effectively achieving its goals.

In the **Financial Governance Programme**, the increasing mandates and number of institutions, which need to be serviced, the Human Capital is a challenge considering that the Mpumalanga Provincial Treasury structure is not aligned to the recommended Provincial Treasury structures issued by National Treasury, which aligns Provincial Treasuries to the National Treasury mandates.

One of the most topical and concerning issues affecting South Africa and its economic development prospects is the need to address governance shortcomings. To deal with this, Provincial Treasury needs strong and effective institutions, strong legislation and early warning systems. The Units in the Provincial Treasury were originally created based on the support to Departments and Public Entities and with the delegation of 19 Municipalities from the National Treasury to the Provincial Treasury, this mandated was extended, which places a heavier burden on the officials to perform.

# PART C

# **MEASURING OUR PERFORMANCE**



#### 1. Institutional Performance Information

#### 1.1. Measuring the Impact

Impact Statement	Financially viable government institutions
Departmental Outcome	Improved financial performance and governance in PFMA and MFMA institutions

#### 1.2. Measuring Outcomes

#### Priority 3 : A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

# Strategic Outcome: Implement reforms of the local government system to improve governance and achieve financia sustainability

Sustantasinty						
MTDP	Outcome	Baseline	Mid Term	Five year	Priority Action	Lead
Outcome	Indicator		target (Outcome)	target		Directorate
Improved trust in the public sector	Improve financial management capability at local and provincial government	4 clean audits (PFMA) 2 Votes and 2 Public Entities	5 Clean Audits	8 Clean Audits	Strengthen local and provincial government functionality and financial stability Operation Clean Audit PFMA	Norms and Standards
		R 1.9 billion Government debt to Municipalities	60% reduction	80% reduction	Reduce Government and Public Entities debt to Municipalities	Municipal Finance
Improved trust in Local Government		11 Unfunded budgets	0 Unfunded budgets	0 Unfunded budgets	Strengthen local and provincial government functionality and financial stability Operation Clean Audit PFMA	Municipal Finance
		R25.2 Billion Eskom debt	Support 10 municipalities with the reduction of Eskom Debt	Support 10 municipalities with the reduction of Eskom Debt	Reduce Eskom debt	Municipal Finance
		2 Clean Audits	3 Clean Audit	6 Clean Audit	Improved audit outcomes for MFMA institutions	Norms and Standards
Digital transformation across the State	Functional efficient and integrated government	New Target	% improvement in the global digitization index	% improvement in the global digitization index	Digitalisation of governance government/ services	Interlinked Financial Systems
Mainstreaming of gender, empowerment	Percentage equity access to services and	36%	30%	30% Improved equitable	30% of bids allocated to Women, Youth	Provincial Supply Cha Managemen



#### Priority 3 : A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

Strategic Outcome: Implement reforms of the local government system to improve governance and achieve financia sustainability

MTDP Outcome	Outcome Indicator	Baseline	Mid Term target (Outcome)	Five year target	Priority Action	Lead Directorate
of youth, persons with disabilities and military veterans	opportunities by Women, Youth and persons with disabilities and Military Veterans			access to services and opportunities by Women, Youth and persons with disabilities and Military Veterans	and Persons with disabilities and Military Veterans	

#### 1.3. Explanation of Planned Performance over the Five-Year Planning Period

Provincial treasury monitors audit outcomes to ensure proper financial management, accountability, and transparency within the province by identifying areas where government funds are not being used effectively, detecting potential fraud or irregularities, and taking corrective actions to improve financial governance and service delivery across provincial departments, ultimately building public trust in the government's use of resources.

"Many of the challenges in municipalities arise from the design of our local government system" (SONA 2025). Provincial Treasury remains committed to monitoring the implementation of audit improvement plans as part of our efforts to promote clean governance across public institutions in the Province. It is evident from the recent audit outcomes that the internal control systems in departments and public entities have improved in the last three financial years. "We will review the funding model for municipalities as many of them do not have a viable and sustainable revenue base" (SONA 2025). However, more work still needs to be done to improve the effectiveness of controls at the municipal level.

"As we work to reform the public service and build the capability of the state, we will harness technology to transform the way that government works" (SONA, 2025). Provincial Treasury will continue to provide a network infrastructure, systems, and end-user support to most departments and continues to monitor the implementation of the business automation programme.

To be a capable state it requires that we must start where people live and work. As the Seventh Administration, we are determined to advance service delivery and ensure that no one is left behind in the pursuit of a better life for all.



#### **Game Changers**

	CHANGERS	Time Frame	Funding Model	Lead Department
Dig	italisation of Governance and government services	for a functional ef	ficient and integ	grated government:
1.1 C	Development of Provincial ICT Strategy	2025 - 2026	OPEX	Provincial Treasury
1.2 lr	nplementation of the Provincial ICT Strategy	2026-2029	OPEX	Provincial Treasury
En	hance implementation of Provincial Audit Plan to im	prove financial rep	porting and fina	ncial governance
2.1	Analyse remedial action plans for completeness and	2025 - 2029	OPEX	Provincial Treasury
	contents			and COGHSTA
2.2.	Review progress on implementation of remedial	2025 - 2029	OPEX	Provincial Treasury
	action plans			and COGHSTA
. Sup	port Municipalities to reduce ESKOM Debt, DWS and			
2.3.	Support municipalities on improve credibility of	2025 - 2029	OPEX	Provincial Treasury
	budgets to assist them to make adequate provision			
	for payment of bulk purchases. Monitor Eskom Debt		1	
	Relief conditions and advise municipalities on areas			
	to improve compliance.			
2.4.	Support Municipalities on Financial Recovery	2025 - 2029	OPEX	Provincial Treasury
	Plans to address the financial issues, reduce			
	prohibited expenditures, and enhance revenue			
	collection as required.			
. Sup	oport Municipalities on Financial Recovery Plan	s to address the	financial issu	ies, reduce prohibit
xpend	ditures, and enhance revenue collection as required			
2.5.	Support municipalities with improvement of financial	2025 - 2026	OPEX	Provincial Treasury
	management through assessment on credibility of			
	budgets and development of budgets within the			
	budget parameters as included in the FRP's			
2.6.	Support municipalities on revenue management	2025 - 2026	OPEX	Provincial Treasury
	through improvement of revenue baselines, tariff			
	setting and review of credit control policies. Support			
	municipalities by monitoring implementation of FRP's			
	and providing feedback with recommendations on			



#### 2. Key Risks

A detailed risk strategy document has been prepared for all sections, risk management processes are monitored by the assigned Chief Risk Officer. The key strategic risks identified affecting the Provincial Treasury are as follows:

3. Updated Key Risks				
Outcome	Key Risk	Mitigation measure/ Action Plan		
Improved financial	Ineffective	Implement consequence management for non-compliance to		
performance and	implementation of	legislation and policies.		
governance in PFMA	treasury mandate	Issuing of circulars, framework and guidelines to stakeholders		
and MFMA institution	within PFMA institutions			
		Effective Monitoring and issue feedback reports to stakeholders		
		Capacity building on new reforms		
		Monitor the implementation of recommendations		
		Escalation to Executive Authorities		
		Compilation of business process		
	Ineffective	Regular MANCO Meetings.		
	implementation of	Internal Audit in place		
	treasury mandate	Implementation of Recommendations		
	within Provincial	Follow up on Approval of the Organisational Structure		
	Treasury	Implementation of circulars, framework, and guidelines on PFMA		
	Ineffective implementation of treasury mandate within MFMA institutions	Issuing of circulars, framework, and guidelines to stakeholders		
		Effective Monitoring and issue feedback reports to stakeholders		
		Capacity Building		
		Continuous monitoring and support by PT		
		Assist / Advice/Support on and capacitating Oversight Structures		
		Evaluation of Oversight structures and issue feedback reports		
		Implement Financial Recovery Plan in distressed Municipalities		
		Engagement Platforms with political leadership Establishment of MUNIMEC		
		Recommend withholding of funds		
		Municipal support Teams		
	Inadequate Business	Review Business Continuity Plan		
	Continuity	Quarterly meetings BCM Committee		
	Management	BCM Risk Register		
		Business impact analysis on critical business processes		
		BCM Testing the implementation of the BCM Framework		
	Disruption of services within Provincial	Procurement of smaller uninterrupted power supply units		
	Treasury			

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#### **Public Entities** 4.

Name of Public Entity	Mandate	Outcome	Current Annual budget (R thousand)
N/A			

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# PART D TECHNICAL INDICATOR DESCRIPTION (TID)

	31
TECHNICAL INDICATOR 1	
Indicator title	Improve financial management capability at local and provincial governme
Definition	The reduction of qualified opinions and increase in unqualified audit outcomes
	Reduction in government and ESKOM debt to improve financial viability of municipalities
	Reduction in number of municipalities with unfunded budgets to improve services to communities
Source of data	Audit reports and quartley reports on he implementation of audt remedial plans
Method of calculation/ Assessment	Audit report, perception index and management letters
Assumptions	Public institutions will adhere to PFMA and MFMA prescripts
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting cycle	Annual Targets against the five year target
Desired performance	Unqualified audit opinions, Reduction in debt to and by Municipalities, and reduction in municipal unfunded budgets
Indicator responsibility	GMs: Programme 2, 3, and 4

TECHNICAL INDICATOR 2				
Indicator title	Functional efficient and integrated government			
Definition	Process of leveraging digital technologies to transform governmnet functions to create value adding opportunities.			
Source of data	Current government operations			
Method of calculation/ Assessment	Number of systems developed and implemented by government institutions			
Assumptions	Digitalised government functions			
Disaggregation of Beneficiaries (where applicable)	N/A			
Spatial Transformation (where applicable)	N/A			
Reporting cycle	Annual .			
Desired performance	Digitalised government processes			
Indicator responsibility	Interlinked Financial Systems			

TECHNICAL INDICATOR 3			
Indicator title	Percentage equity access to services and opportunities by Women, Youth and Persons with disabilities and Military Veterans		
Definition	Empowerment of designated groups through preferential procurement		
Source of data	Reports from transversal system on spending		
Method of calculation/ Assessment	Percentage spent on designated groups		
Assumptions	30% total spent on designated groups		
Disaggregation of Beneficiaries (where applicable)	N/A		
Spatial Transformation (where applicable)	N/A		

		32
Reporting cycle	Quarterly	
Desired performance	30% total spent on designated groups	
Indicator responsibility	Provincial Supply Chain Management	

#### Annexures to the Strategic Plan

#### Annexure A: District Development Model

	Five-year planning period					
Areas of intervention	Project description	Budget allocation	District Municipality	Location: GPS coordinates	Project Leader	Social partners
Financial Recovery Plan	Support to 5 Municipalities on the implementation of the FRPs on: • Funded budgets • SCM • Asset Management • Governance matters	Operational Budget	Nkangala, Ehlanzeni, Gert Sibande	Emalahleni LM, Govan Mbeki LM, Msukaligwa LM, Thaba Chweu LM, Lekwa LM	Mr B Strauss, Mr C Dlamini Ms J Bezuidenhout	N/A
Governance improvement	Support municipalities with their implementation of governance requirements: • Attend risk and internal audit committees • Provide training on SCM • Support on accounting standards and financial statements	Operational Budget	Nkangala, Ehlanzeni, Gert Sibande	All municipalities	Mr C Dlamini Ms J Bezuidenhout	N/A



### Mpumalanga Provincial Treasury

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