



# LIMPOPO

PROVINCIAL GOVERNMENT  
REPUBLIC OF SOUTH AFRICA

**2025/2026**

# ANNUAL PERFORMANCE PLAN



*The heartland of Southern Africa – Development is about people*

## EXECUTIVE AUTHORITY STATEMENT



In our ongoing pursuit of excellence, we stand at a critical moment that calls for decisive action and strategic foresight. The challenges facing Limpopo demand not only our attention but also our unwavering resolve to implement innovative solutions that address the needs of our communities. Together, we will navigate this critical period with a shared commitment to fostering growth and resilience within our province.

The Limpopo Provincial Treasury's Annual Performance Plan (APP) for the 2025/2026 financial year represents not only our strategic direction for the year ahead but also our response to the immediate challenges confronting the province. We are moving into an era where efficient resource management and accountability are more critical than ever.

This APP is designed to address several pressing issues facing the provincial government. While our long-term vision is outlined in our Strategic Plan, this document provides clear, actionable steps for the current financial year. We are committed to strengthening financial oversight across provincial departments, public entities, and municipalities. The Provincial Treasury will prioritise fiscal discipline and effective governance, ensuring alignment with national priorities like the Medium-Term Development Plan (MTDP) 2025-2030, while upholding our role in driving economic growth and sustainability.

Internally, we recognise the need for transformation. As a department, we must address weaknesses in our internal control systems, particularly in ICT infrastructure and performance measurement processes. We have identified areas for immediate intervention, and we will be working diligently to enhance operational efficiency. The Provincial Treasury's role in supporting other provincial departments is crucial, but this starts with ensuring our own house is in order. Our commitment to capacity building remains strong. We will invest in our staff, equipping them with the skills and resources necessary to drive the changes we envision. Building a capable,

ethical, and developmental state requires that we lead by example as Limpopo Provincial Treasury, and we are prepared to do just that.

I call on every member of the Limpopo Provincial Treasury to take ownership of this APP. We have set ambitious targets, but with determination and teamwork, we will accomplish them. Our success depends on your dedication and the collective will to execute this plan with excellence and accountability.

The people of Limpopo have placed their trust in us, and we must deliver. Let us move forward with a renewed sense of purpose, ready to meet the challenges ahead and to make a meaningful difference in the lives of our people. Together, we can achieve more.



**Mr KE Mahoai (MPL)**

**Executive Authority**

**Limpopo Provincial Treasury**

## ACCOUNTING OFFICER STATEMENT



The Limpopo Provincial Treasury plays a critical role in managing public resources and ensuring compliance with national financial prescripts. Key functions and responsibilities, of Provincial Treasury, include enforcement of several key pieces of legislation, such as:

- Public Finance Management Act (PFMA) of 1999
- Municipal Finance Management Act (MFMA) of 2003
- Annual Division of Revenue Act
- Appropriation Act and Adjustments Appropriation Act
- Preferential Procurement Policy Framework Act
- Public Procurement Act

Provincial Treasury has a Constitutional and Legislative Mandate to help the National Treasury enforce compliance with section 216(1) of the Constitution, which mandates transparency and accountability in public finances and is mandated to prepare and monitor the provincial budget and ensure that provincial departments adhere to effective financial management practices as prescribed in the Public Finance Management Act. It is also entrusted by the Municipal Finance Management Act to monitor municipalities' financial compliance, including their budgets, reports, and any breaches of the Act.

The Strategic Focus for Provincial Treasury for the period 2025-2030 will be to align with broader national and global goals, such as the National Development Plan and Sustainable Development Goals (SDGs), focusing on building infrastructure, improving financial governance, and supporting economic growth. Emphasis will also be placed on gender-responsive planning,

employment equity, and public sector professionalization, aligning with frameworks like the Gender Responsive Planning and Budgeting Framework and the National Framework for Public Sector Professionalization.

A key goal is to achieve unqualified audit outcomes for provincial departments and public entities, demonstrating effective internal controls and financial reporting.

Provincial Treasury's seven outcomes, listed below and expanded on in the Strategic Plan, align with Medium Term Development Plan (MTDP) priority No. 3, which aims to "build a capable, ethical, and developmental state."

1. Sustainable Support Services and Good Governance in Limpopo Provincial Treasury (LPT)
2. Sustained Fiscal Policy for the province by 2030
3. Improved governance and sustainable management of the financial resources in provincial departments and public entities.
4. Increased economic participation of Limpopo local suppliers inclusive of Youth, Military Veterans, Women, and Persons with Disabilities.
5. Unqualified audit outcomes with no material findings attained by provincial departments and public entities
6. Funded Provincial Municipal Budgets adopted
7. Unqualified Audit Outcomes received by provincial municipalities

These outcomes collectively aim to ensure financial sustainability, sound governance, contributing to the overall development and empowerment of the province. The Provincial Treasury will endeavour to also ensure financial transparency, efficiency in resource management, and compliance with both national and provincial fiscal policies, while also striving to improve economic participation, especially for vulnerable groups such as youth, women, and persons with disabilities and reduce unemployment and poverty in our province.



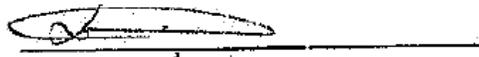
**Mr GC Pratt CA(SA)**  
**Accounting Officer**  
**Limpopo Provincial Treasury**

## OFFICIAL SIGN-OFF

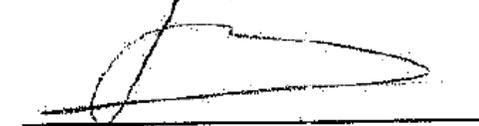
It is hereby certified that this Annual Performance Plan:

- Was developed by the management of Limpopo Provincial Treasury under the guidance of the Executive Authority Mr. KE Mahoai (MPL).
- Takes into account all relevant policies, legislations and other mandates for which Limpopo Provincial Treasury is responsible.
- Accurately reflects the Outcomes and Outputs which Limpopo Provincial Treasury will endeavour to achieve over 2025/26 financial year.

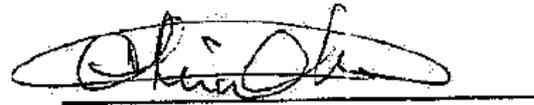
**Ms L Ebrahim**  
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Corporate Management Services



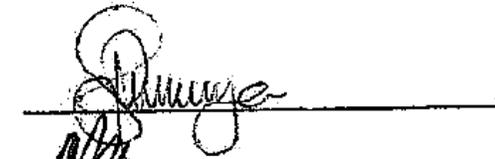
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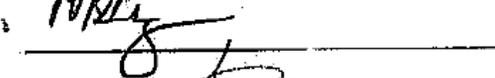
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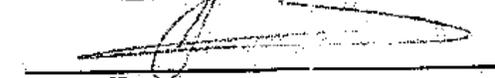
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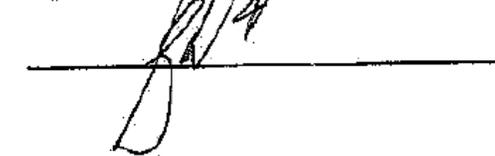
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Chief Financial Officer



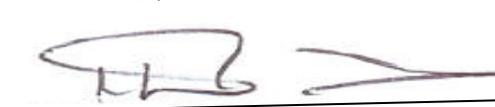
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Approved by:  
**Mr KE Mahoai (MPL)**  
Executive Authority



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## LIST OF ACRONYMS

<b>Acronym</b>	<b>Description</b>
AGSA	Auditor General of South Africa
AFS	Annual Financial Statement
AL&SCM	Asset, Liabilities and Supply Chain Management
AMD	Accounting Manual for Departments
APP	Annual Performance Plan
BAS	Basic Accounting System
BCP	Business Continuity Plan
CFO	Chief Financial Officer
CGICTPF	Corporate Governance of Information and Communication Technology Framework
CMS	Corporate Management Services
CoGHSTA	Co-operative Governance, Human Settlement & Traditional Affairs
CoE	Compensation of Employee
CRO	Chief Risk Officer
DoEL	Department of Employment and Labour
DORA	Division of Revenue Act
DPME	Department of Planning Monitoring and Evaluation
DPWRI	Department of Public Works, Roads and Infrastructure
EE	Employment Equity
ENE	Estimates of National Expenditure
EPRE	Estimated Provincial Revenue and Expenditure
EXCO	Executive Council
EXCOM	Executive Management Meeting
FG	Financial Governance
FMIS	Financial Management Information Systems

GDP	Gross Domestic Product
GTAC	Government Technical Advisory Council
HOD	Head of Department
HRM & D	Human Resource Management & Development
IBM	International Business Machines
ICT	Information and Communication Technology
IDMS	Infrastructure Delivery Management System
IGR	Intergovernmental Relations
IRM	Infrastructure Reporting Model
ITMC	Infrastructure Technical Management Committee
IYM	In Year Monitoring
LGB	Limpopo Gambling Board
LIIMP	Limpopo Integrated Infrastructure Masterplan
LOGIS	Logistics Information System
LPT	Limpopo Provincial Treasury
MCS	Modified Cash Standards
MEC	Member of the Executive Council
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MMC	Member of Mayoral Council
MPRA	Municipal Public Revenue Act
MTDP	Medium Term Development Plan
MTEF	Medium Term Expenditure Framework
MVA	Military Veterans Association
N/A	Not Applicable
NT	National Treasury
OHS	Occupational Health and Safety
OtP	Office of the Premier

PERSAL	Personnel Salary
PFMA	Public Finance Management Act
PPP	Public Private Partnership
PRF	Provincial Revenue Fund
PTCF	Provincial Technical Committee on Finance
PWD	Persons with Disabilities
RFQ	Request for Quotes
SALGA	South African Local Government Association
SAICA	South African Institute of Chartered Accountants
SCM	Supply Chain Management
SDP	Skills Development Plan
SDG	Sustainable Development Goals
SIAS	Shared Internal Audit Services
SITA	State Information Technology Agency
SLA	Service Level Agreement
SMS	Senior Management Service
SMME	Small, Medium and Micro – Sized Enterprise
SWOT	Strength, Weakness, Opportunities and Threats
UIF	Unauthorized Irregular and Fruitless Expenditure
WSP	Workplace Skills Plan
WYPD	Women, Youth and Persons with Disabilities
VPNRA	Virtual Private Network – Remote Access



# **PART A**

# **OUR MANDATE**

## 1. Updates to the relevant legislative and Policy Mandates

The functions and powers of the provincial treasury as provided by the PFMA are as follows:

Section	Function and powers
<b>18 (1)</b>	A Provincial treasury must:
(a)	Prepare the provincial budget
(b)	Exercise control over the implementation of the provincial budget
(c)	Promote and enforce transparency and effective management in respect of revenue, expenditure, assets and liabilities of provincial departments and provincial public entities; and
(d)	Ensure its fiscal policies do not materially and unreasonably prejudice national economic policies.
<b>18 (2)</b>	A provincial treasury
(a)	Must issue provincial instructions not inconsistent with this Act;
(b)	Must enforce the PFMA and any prescribed national and provincial norms and standards, including any prescribed standards of generally recognized accounting practice and uniform classification systems, in provincial departments
(c)	Must comply with annual DORA and monitor and assess the implementation of that Act in public entities;
(d)	Must monitor and assess implementation in provincial public entities of national and provincial national norms and standards
(e)	May assist provincial departments and provincial public entities in building their capacity for efficient, effective and transparent financial management;
(f)	May investigate any system of financial management and internal control applied by a provincial department or public entity
(g)	Must intervene by taking appropriate steps to address a serious and persistent material breach of the PFMA by a provincial department or a provincial public entity, including withholding of funds.
(h)	Must promptly provide National Treasury with any information required in terms of the PFMA

(i)	May do anything further that is necessary to fulfil its responsibilities effectively
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The Provincial Treasury is also mandate by section 5 of **the Municipal Finance Management Act** 56 of 2003 and the functions and powers are tabled below:

Section	Function and powers
<b>3</b>	A provincial treasury must in accordance with a prescribed framework:
(c)	Assist the National Treasury in enforcing compliance with the measures established in terms of section 216(1) of the Constitution, including those established in terms of this Act.
<b>4</b>	To the extent necessary to comply with subsection (3), a provincial Treasury
(a)	Must monitor:
	(i) compliance with the MFMA by municipalities and municipal entities in the province;
	(ii) the preparation by municipalities in the province of their budgets;
	(iii) the monthly outcome of those budgets; and
	(iv) the submission of reports by municipalities in the province as required in terms of this Act;
(b)	May assist municipalities in the province in the preparation of their budgets;
(c)	May exercise any powers and must perform any duties delegated to it by the National Treasury in terms of this Act; and
(d)	May take appropriate steps if a municipality or municipal entity in the province commits a breach of this Act.

### Policy Mandates

The following broad policy mandates are key to the department in its endeavour to achieve its legislative mandate:

- National Development Plan
- Medium Term Development Plan (2025 – 2030)
- National Spatial Development Perspective
- National Industrial Policy Framework
- Broad Based Black Economic Empowerment
- Limpopo Development Plan (2025 - 2030)

## 2. Updates to institutional policies and strategies

The Limpopo Provincial Treasury will continue to oversee the implementation of the Public Finance Management Act and Municipal Finance Management Act in Provincial departments, public entities as well as municipalities and municipal entities. The department in the implementation of the strategic plan aims to review the collaborative support to municipalities with CoGHSTA & Office the Premier in an endeavour of ensuring that there is a coordinated approach and to improve audit outcomes, ensure sound financial management and reduction of unauthorized, fruitless, irregular & wasteful expenditure. The focus will further be on strengthening support to municipalities to ensure sound financial management for effective and efficient service delivery.

In addition to the above, the Limpopo Provincial Treasury's planning over the 2025-2030 period, the following policies and strategies are key to guiding its mandate of efficient resource management and sustainable development:

Africa Agenda 2063 and the Sustainable Development Goals (SDGs) provide the broader international framework for sustainable development, poverty eradication, and economic growth. The Provincial Treasury will align priorities with these global goals to drive inclusive socio-economic progress.

The National Development Plan (NDP), Medium Term Development Plan and the Limpopo Development Plan focus on eradicating poverty, reducing inequality, and fostering economic growth. The Provincial Treasury's efforts will aim at managing public finances effectively to support these goals, especially in critical areas like infrastructure, education, and job creation.

The National Infrastructure Plan 2050 emphasizes developing sustainable infrastructure that enhances service delivery and stimulates economic growth. The Provincial Treasury will focus on ensuring sound financial management to facilitate such infrastructure investments in the province.

The National Framework towards the Professionalisation of the Public Sector will guide the

Provincial Treasury's efforts to strengthen public service integrity, accountability, and capacity building, in an effort to build a professional and capable department.

The Gender Responsive Planning, Budgeting, Monitoring, Evaluation, and Auditing Framework and the Employment Equity Act will promote gender equity and inclusivity in financial planning and employment within the Provincial Treasury.

The Public Procurement Act will enhance transparency and fairness in procurement processes, ensuring efficient use of public funds and supporting local economic development.

These strategies will underpin the Provincial Treasury's mandate to manage public resources transparently, equitably, and sustainably over the next five years.

### **3. Updates to Relevant court rulings**

None



# **PART B**

## **OUR STRATEGIC FOCUS**

## 1. Situational analysis

The Limpopo Provincial Treasury (LPT) began the planning process for the 7th administration's Medium-Term Development Plan (MTDP) and the 2025/2026 fiscal year on the 16th of August 2024. The department adopted an inclusive approach to ensure the active participation of all employees in the planning process, particularly in reviewing the situational analysis. This review aimed to understand the department's current state, assess its internal and external environment, and identify areas for improvement.

To facilitate this process, the Strategic Management Directorate, in collaboration with the Information Communication & Technology (ICT) Directorate, developed a survey questionnaire to gather input's all from staff members on the review of department's vision, mission, values, and motto. Further consultations were conducted through branch-specific workshops between 26th August and 10th September 2024, followed by a main departmental planning session held from 2nd to 4th October 2024. During these sessions, the branches were trained on the theory of change and logic framework methodology, focusing on the development of impact statements, outcomes, outcome indicators, outputs, and output indicators. This process provided a solid foundation for the review and ensured alignment of strategies across the department.

The department employed the SWOT analysis technique to conduct a review of the situational analysis whereby branches had to identify Strength, Weaknesses, Opportunities and Threats, and to develop action plans. The SWOT analysis provides a comprehensive snapshot of both internal and external factors that can impact the organization's ability to achieve its outcomes. By identifying these factors, the department can make informed decisions on leveraging the strengths, address weaknesses, capitalize on opportunities, and prepare for potential threats in the 2025/2030 cycle.

The branches identified the elements of the SWOT which were then consolidated and elevated to the level of the department.

The consolidation is reflected in the table below:

<b>EXTERNAL ENVIRONMENT</b>	
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>▪ Early retirement options without pension penalties, which could optimize workforce management.</li> <li>▪ The Government Technical Advisory Centre (GTAC) Support Programme which offers additional expertise and capacity-building.</li> <li>▪ The legislative environment, which is conducive to innovation.</li> <li>▪ Functional Intergovernmental Relations (IGR) structures.</li> <li>▪ National interventions, such as the Special Investigating Unit's (SIU) involvement in claims against the state and a national debt collection contract, that may improve financial oversight.</li> <li>▪ Benchmarking with globally competitive institutions and collaboration with other assurance providers for combined assurance enhances accountability and governance practices.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Climate change</li> <li>▪ Illegal immigration due to poor border management control.</li> <li>▪ Dysfunctional municipalities whereby municipalities are operating with unfunded budgets.</li> <li>▪ Cybercrime</li> <li>▪ Lack of synergy between the policy mandates and legislation in relation to appointment of youth, women &amp; people with disabilities.</li> </ul>
<b>INTERNAL ENVIRONMENT</b>	
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>▪ Provision of internal bursaries in line with departmental needs.</li> <li>▪ Capable human resource</li> <li>▪ Approved policies</li> <li>▪ Quarterly transversal forums</li> <li>▪ Institutionalized IDMS</li> <li>▪ Strong system access controls</li> <li>▪ Banking contract &amp; SLA</li> <li>▪ Budget Bi-lateral meetings</li> <li>▪ Flexible audit plans to accommodate emerging risks</li> <li>▪ Approved Internal Audit Charter</li> <li>▪ Internal Audit Technician Programme</li> <li>▪ Engagement at Audit Steering Committee Level</li> <li>▪ Professional affiliations</li> <li>▪ VPNRA to access Teammate</li> </ul>	<ul style="list-style-type: none"> <li>▪ Non-adherence to Oath of Secrecy</li> <li>▪ Outdated ICT Infrastructure</li> <li>▪ Inability to enforce consequence management for non-compliance</li> <li>▪ Insufficient financial resources (COE)</li> <li>▪ Approved HRM&amp;D policy limitations</li> <li>▪ Underspending</li> <li>▪ Not using available technology optimally</li> <li>▪ Low Debt Recovery Rate</li> <li>▪ Inadequate capacity to monitor and support departments in management of immovable and biological assets</li> <li>▪ Inability to reach the 7% procurement spent target for people with disabilities and military veterans</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Hybrid recruitment system (hand delivery &amp; e-recruitment)</li> <li>▪ Loss of confidence by client departments</li> <li>▪ Inadequate Research and Development</li> <li>▪ Retention / succession planning strategy</li> <li>▪ Absence of Internal Audit Strategy</li> </ul>
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*McKinsey 7s model* was used to analyze the internal environment and PESTEL was used to analyze the external environment. The focus was on analyzing 7 key internal elements namely: strategy, structure, systems, shared values, style, staff and skills, in order to review the overall strategic position of the department and its environment. PESTEL analysis was used to identify the macro (external) forces facing the organisation. The acronym PESTEL stands for Political, Economic, Social, Technological, Environmental and Legal.

Medium Term Development Plan (**MTDP**) **Strategic Priority No: 3 “Build a capable, ethical and developmental state** was identified by all branches as the most relevant of the three MTDP 2025-2030 priorities which the department should contribute to. This was done to ensure alignment of departmental plans to national priorities.

Provincial Treasury’s impact statement was reviewed from “Strengthened, Capability and Accountability of provincial departments, public entities & municipalities by 2030” to “**Optimised Resource utilisation and increased accountability in provincial departments, public entities and municipalities by 2030**”. The impact Statement was adopted with reference to the MTDP, priority number three (3). The outcome of this exercise assisted all branches to craft proposed 2025 to 2030 Strategic Plans and 2025/26 Annual Performance Plans that were discussed and adopted during the Departmental Strategic Planning session held during the 1<sup>st</sup> week of October 2024.

To analyse branch inputs developed through the SWOT analysis technique, the department employed the PESTEL analysis method. PESTEL analysis is described as a framework used to conduct an external environmental analysis, examining various macro-environmental factors that may impact Limpopo Provincial Treasury.

The components of PESTEL analysis are described as follows:

### **Political**

**Government Stability:** Assess the stability of the South African government, particularly in relation to political changes, elections, and potential shifts in leadership that may affect the treasury's policies and budget allocations.

**Fiscal Policy:** Examine the government's fiscal policies, including taxation, spending, and public finance strategies. Changes in these policies can have a direct impact on the treasury's financial management and budget planning.

### **Economic**

**Economic Growth:** Analyze the economic health of South Africa, focusing on factors such as GDP growth, inflation rates, and unemployment rates, as these can influence the treasury's revenue generation and budget planning.

**Exchange Rates:** Monitor currency exchange rates, as fluctuations can impact foreign investments, international trade, and funding for infrastructure projects in Limpopo.

**Budget Constraints:** Consider economic challenges such as revenue shortfalls or increasing debt burdens, which may constrain the treasury's ability to finance critical programs and projects.

### **Socio-cultural**

**Demographics:** Study the demographic composition of Limpopo Province, including population size, age distribution, and urbanization trends, to better understand the evolving demands for public services and infrastructure.

**Social Welfare:** Examine the social welfare needs of the province's population and the treasury's role in funding healthcare, education, and poverty alleviation programs.

**Cultural Factors:** Recognize and respect the diverse cultural backgrounds within the province, as cultural norms and values can impact policy implementation and public engagement.

### **Technological**

**Digital Transformation:** Evaluate the integration of technology in the treasury's financial management, data analytics, and communication, as advancements in technology can enhance efficiency and transparency in public financial management.

Cybersecurity: Address the importance of cybersecurity in protecting financial data and information systems, especially in an era where cyber threats are a concern for government agencies.

## **Environmental**

Climate Change: Consider the province's vulnerability to climate change, including factors like extreme weather events and resource scarcity. Budget allocation for disaster relief and climate-resilient infrastructure may be necessary.

Environmental Regulations: Ensure compliance with environmental regulations in financial planning and spending, particularly concerning environmental sustainability and resource management.

## **Legal**

Fiscal Laws and Regulations: Understand and adhere to national and provincial fiscal laws and regulations governing budgeting, taxation, and public financial management.

## **1.1 External Environmental Analysis**

The external environment encompasses factors which originates outside Limpopo Provincial Treasury that have ability to negative affects achievement of outcomes. The factors are out of LPT's reach but must be considered for the planning processes. The factors first involve the opportunities that present favourable conditions which the department can capitalize on to grow and succeed and threats that have the potential to limit the department success in carrying out its mandate.

### **1.1.1 Opportunities**

Provincial Treasury has identified several key opportunities to enhance its efficiency and effectiveness. These include

- (a) Early retirement options without pension penalties, which could optimize workforce management.
- (b) The Government Technical Advisory Centre (GTAC) Support Programme which offers additional expertise and capacity-building. With this support, the Limpopo Treasury can strengthen its financial management practices, enhance service delivery, and improve the implementation of critical projects, leading to better governance and accountability.

- (c) The legislative environment, which is conducive to innovation, particularly with the integration of advanced technology, such as e-recruitment, to streamline processes. This environment can improve compliance with financial regulations, enhance transparency, and provide the necessary legal foundation for successful implementation of fiscal policies and budgetary reforms.
- (d) Functional Intergovernmental Relations (IGR) structures providing better coordination between entities. The structures will promote a more unified approach to policy implementation, increase cooperation between different government departments, and help address regional challenges more effectively, resulting in improved governance and public service delivery.
- (e) National interventions, such as the Special Investigating Unit's (SIU) involvement in claims against the state and a national debt collection contract, that may improve financial oversight. By addressing fraudulent claims and improving financial integrity, the Treasury can ensure better management of public funds and strengthen public trust in government institutions.
- (f) Benchmarking with globally competitive institutions and collaboration with other assurance providers for combined assurance enhances accountability and governance practices. The department will strive to ensure it has a collaborative effort in the implementation of the Corporate Governance of Information Communication Technology (CGICT) V2 framework as prescribed by the Department of Public Service and Administration (DPSA). This will help the Limpopo Treasury align its processes with standards as set by the DPSA and ensure achievement of outcomes.

### **1.1.2 Threats**

The department identified threats that may have the capacity to hinder the department from achieving the desired outputs and outcomes as set out in the Strategic Plan and Annual Performance Plan, if they are not addressed. The following threats were identified, namely

- (a) Climate change whereby the department will implement the Climate Budget Tagging (CBT) that is responsible for monitoring and tracking of climate-related expenditures in the national budget system. It provides comprehensive data on climate-relevant spending, enabling government to make informed decisions and prioritize climate investments.
- (b) Illegal immigration due to poor border management control, which results in severe strain on provincial resources such health care, housing etc. The department will continue requesting

the National Government to provide improved controls and financial resources to curb the scourge of poor boarder management.

- (c) Dysfunctional municipalities whereby municipalities are operating with unfunded budgets, experience delays in appointment of section 57 managers, the failure by municipalities to generate or improve their revenue collection, non-reduction of fruitless, wasteful, unauthorized, irregular expenditure and unstable councils. To mitigate this threat the department will review the collaborative support package with Department of Coghsta and Office the Premier to ensure that there's a coordinated approach in addressing municipal challenges.
- (d) Cybercrime which is still a problem considering the evolution of technology and the department operating with outdated (old) ICT infrastructure as well as low level of participation by users regarding ICT security. To ensure that there's constant monitoring by the department in managing the potential threats identified, regular reports will be provided during the structural sessions as identified in the institutional arrangement's framework.
- (e) Lack of synergy between the policy mandates and legislation whereby Cabinet decisions on Employment Equity contradict Employment Equity Act requirements, especially relating to females' representation at SMS level in departments.

**Table 1: Stakeholder Analysis**

Stakeholder	Reason for collaboration	Collaboration Description	Challenges	Proposed interventions
SITA.	Custodians of ICT Service in Government as per SITA Act.	Implementation of new systems. Hosting transversal systems. Maintenance of Transversal systems. ICT technical Skills. ICT Project Management Skills.	Non-adherence to SLA's. Budgetary Constraints. Involvement of additional Stakeholders from SITA in the process.	Effect penalty clauses as per SLA. Lobby for additional funding during MTEF hearings. Increase FMIS capacity. Update own SLA to incorporate usage of third parties by SITA.
AGSA.	AGSA Conduct external audit to the department and generate a	In the process of conducting external AGSA collaborates with assurance	Slow implementation of Combine Assurance.	Expedite implementation of Combined Assurance.

Stakeholder	Reason for collaboration	Collaboration Description	Challenges	Proposed interventions
	report on the outcomes of the audit.	providers such as Internal Audit and other transversal functions within Provincial Treasury.		
All Departments.	Effective Utilization of transversal systems.	Adherence to transversal user accounts management policies.	Non-adherence to user accounts management policy.  System Controllers are incorrectly placed as per generic structure of CFO's office.	Revoke user identities of non-complying System Controllers.  Centralise the function of System Controllers in Limpopo Treasury.
All Departments and Public Entities.	Effective Budget Planning and implementation.	Compliance with budget guideline framework and performance reporting standards.	Poor implementation of budgets and procurement plans.	Enhance capacity building mechanisms
National Treasury	Custodians of PFMA and its prescripts.  Custodian of Transversal Systems.	Financial Reporting Frameworks Risk Management framework Annual Reporting Framework Instruction Notes and Guidelines.  Systems policies and Procedures.  Transversal system support.	Reporting Templates are not error free.  AMD and MCS are not aligned to the templates.  Outdated Frameworks.  None.  Limited training capacity.	Automation of the reporting template.  Alignment of templates to AMD and MCS.  Regular review of the frameworks.  None  Capacitate Financial Training Capacity Building Directorate.

Stakeholder	Reason for collaboration	Collaboration Description	Challenges	Proposed interventions
National Treasury.	Custodians of PFMA and its prescripts.	Budget planning and financial reporting frameworks.  Treasury Instruction Notes and Guidelines.	Budget cuts and tight deadlines on budget submissions.	Strengthen measures to contain provincial costs, maximise own revenue; and capacitate Province to be proactive in budget planning.
CoGHSTA.	CoGHSTA is responsible for Municipal Property Rates Act (MPRA), DoRA, Systems Act and other sections of the MFMA.	CoGHSTA is responsible for MPRA which affects revenue, DoRA on conditional grants, Systems Act on revenue by-laws and appointment of officials, MFMA on non-adoption of the budgets, reporting on UIF and annual financial statements.	Weak integration of work performed by both departments.	Strengthen governance structures.
Municipalities.	Improvement of municipal audit outcomes.	Compliance with National and Provincial Treasury budget planning; reporting standards; and financial management prescripts in line with MFMA, DoRA and other legislations.	Non-adherence to legislative prescripts.	Enhance capacity building strategies.  Escalation of non-compliance to highest authority.

### 1.1.3 PERFORMANCE DELIVERY ENVIRONMENT

Limpopo Provincial Treasury monitors and supports Provincial Departments, Public Entities, Municipalities and Municipal Entities on implementation of the PFMA and MFMA. The Provincial Institutions that are monitored and supported by Limpopo Provincial Treasury in line with the PFMA and MFMA are as follows:

**Table 2: List of Public Institutions supported by Limpopo Provincial Treasury**

Provincial Departments	Public Entities	Municipalities (27)
Office of the Premier (OtP)	Limpopo Gambling Board (LGB).	<b>Capricorn District Municipality</b>
Education (DoE)	Limpopo Economic Development Agency (LEDA).	Molemole Local Municipality.
Agriculture and Rural Development (DARD)	Road Agency Limpopo (RAL).	Blouberg Local Municipality.
Provincial Treasury (LPT)	Gateway Airport Authority Limited (GAAL).	Lepelle Nkumpi Local Municipality.
Economic Development, Environment and Tourism (LEDET)	Limpopo Tourism Agency (LTA).	Polokwane Local Municipality (Not delegated).
Health (DoH)		<b>Sekhukhune District Municipality</b>
Transport and Community Safety (DTCS)		Elias Motsoaledi Local Municipality
Public Works, Roads and Infrastructure (DPW&I)		Ephraim Mogale Local Municipality
Co-operative Governance, Human Settlements & Traditional Affairs (CoGHSTA)		Makhuduthamaga Local Municipality
Social Development (DSD)		Fetakgomo Tubatse Local Municipality
Sport, Arts and Culture (DSAC)		<b>Mopani District Municipality</b>
		Maruleng Local Municipality
		Ba-Phalaborwa Local Municipality
		Tzaneen Local Municipality
	Giyani Local Municipality	
	Letaba Local Municipality	
	<b>Vhembe District Municipality</b>	
	Makhado Local Municipality	
Musina Local Municipality		

Provincial Departments	Public Entities	Municipalities (27)
		Thulamela Local Municipality
		Collins Chabane Municipality
		<b>Waterberg District Municipality</b>
		Mogalakwena Local Municipality
		Thabazimbi Local Municipality
		Lephalale Local Municipality
		Modimolle Mookgophong Local Municipality
		Bela-Bela Local Municipality

#### 1.1.4 PROVINCIAL OWN REVENUE

Provincial own revenue collection remains central in augmenting the Provincial Equitable Share given the underperforming national revenue collection which results from weak economic growth. The economy is not growing at a capable level that enables the country to cover all the developmental needs and these put pressure on the National fiscus as funds must be re-directed to amongst others electricity crisis in the country, disasters caused by climate change, servicing of the national debt and funding of core services. With the economy facing a slow economic recovery, Provinces are required to continuously initiate funding models to supplement the declining equitable share. The province has revenue enhancement strategies to improve the revenue baseline, which will add to the Provincial equitable share. Provincial Treasury continues to support the new and existing revenue enhancement initiatives brought forth by Departments and Public Entities to maximise Provincial Own revenue and augment the provincial equitable share baseline. The province provides incentives in the form of revenue retention to departments and public entities that enhance and effectively manage their own revenue collection, and thereby continuously improving the management of own revenue. Quarterly Revenue Enhancement Bilateral Meetings are held to support Departments and Public Entities on the identification of revenue enhancement projects / new sources, and to monitor the implementation of such projects.

Over a five-year period, Provincial Own Revenue collected a total amount of R8.892 billion which reflects an average collection of R1.7 billion per annum. The revenue collection has since improved as compared to R1.442 billion in 2019/20 and R2.234 billion in 2023/24. The increased collection has contributed positively to the Provincial Revenue Fund and was allocated to Departments and augmented the Provincial Equitable Share to enhance service delivery in the

province. Departments of Transport; Health and LEDET are potential revenue generating departments through Revenue Enhancement Allocation. Provincial interest revenue is not a reliable source of revenue owing to its volatility nature. Also, DPWR&I remains a challenge in optimally collecting house rentals fees from tenants. Provincial Treasury provide support to DPWR&I to ensure the development of an effective Rental Collection Turnaround Strategy; and to enter SLA's with implementing collection agencies (Departments) to enhance property rental collection.

### **Interventions over the medium-term period**

Facilitate the implementation of the reviewed Provincial Revenue Enhancement and Retention Strategy with more emphasis on the identification and implementation of the Revenue Enhancement projects.

#### **1.1.5 Macro-Economic Analysis**

The Macro-Economic Analysis unit's major role is to perform research and provide economic intelligence to influence the budget allocation on Provincial Level. The prevailing economic conditions on global, national and provincial levels are being analyzed. The units produce quarterly economic bulletin, which highlights the most recent economic developments on a quarterly basis and provide inputs on relevant economic topics of the day like the importance of the informal sector in addressing the challenge of unemployment in Limpopo and further highlights the importance of finding innovative ways to deal with climate change and global warming. The tight fiscal situation on national level is expected to continue with negative consequences for the provincial budget allocation.

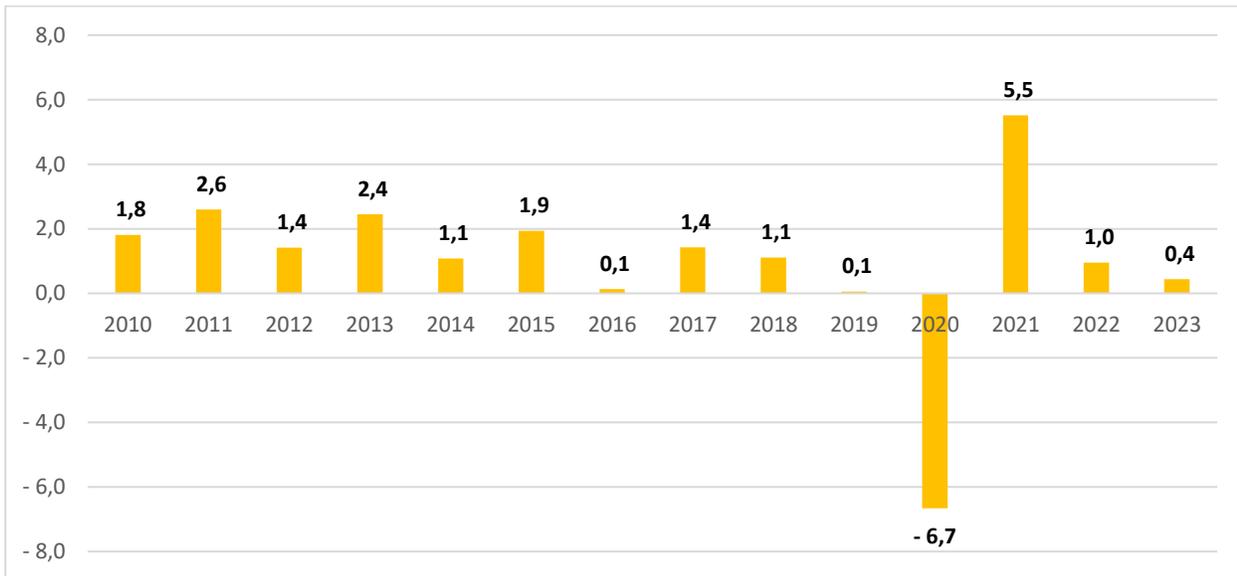
Except for the documents produced as part of the APP the unit is also conducting research on other topics of finding alternative ways to deal with the high unemployment and exploring the potential of the Sub-Saharan Africa market for Limpopo as the gate way to the African continent.

#### **1.1.6 Limpopo Economy**

The performance of the Limpopo provincial economy is very important to determine the potential to address the triple challenge of unemployment, poverty and inequality. Provincial economic growth has been sluggish over recent years, growing at an average below 2.0 percent since 2010 to 2019. In 2020 the provincial economy contracted by 6.7 percent, and this was followed by a

rebound from the effects of the Covid- 19 pandemic by a growth of 5.5 percent in 2021. In 2023 the provincial growth was recorded at a positive growth of 0.4 percent which can mainly dragged down by the slowdown in mining commodity prices and exports, as the growth performance of the province is still heavily dependent on the mining industry.

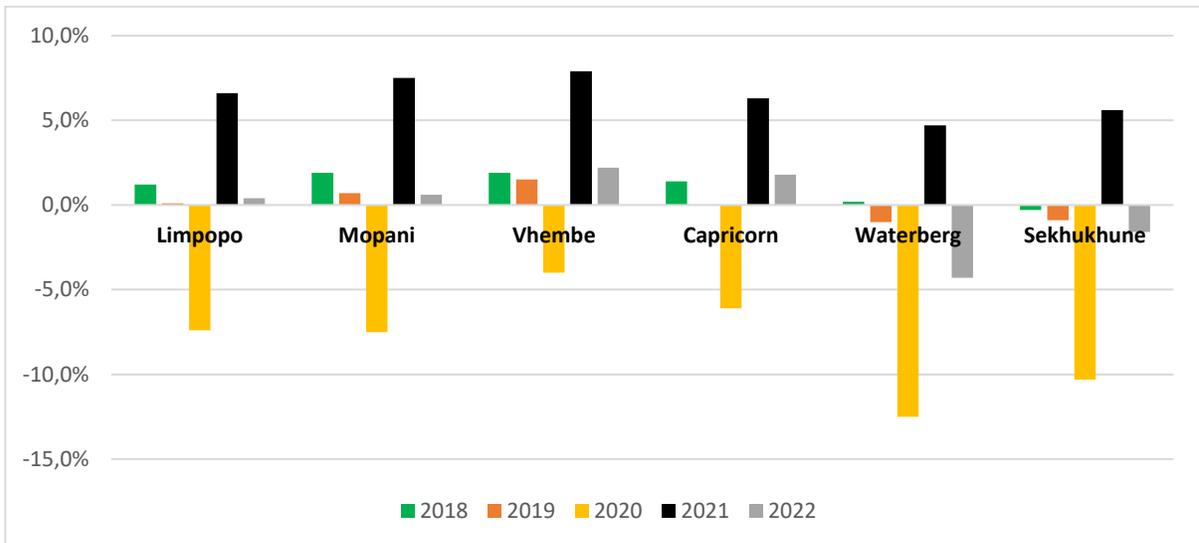
**Figure 1: GDP Average annual growth (Constant 2015 Prices).**



Quantec, 2024

Much of the provincial growth was driven down by native economic performance of Sekhukhune and Waterberg district of which the emanates from the primary sector (Mining and Agriculture) less activity. In 2022, three districts experienced positive economic growth, namely Mopani, Capricorn and Vhembe.

**Figure 2: GDP Average annual growth (Constant 2015 Prices) by Districts.**



Quantec, 2024

The subdued economic performance of the province calls for a concerted efforts from the provincial stakeholders to ensure that the provincial economy reach higher levels of economic growth, as this is a pre-requisite to address the challenges of unemployment and poverty reduction. The provincial government will also need to ensure that all spheres of government embrace fiscal discipline and continue to implement zero based budgeting to achieve value for money.

### 1.1.7 Provincial Budget

The District Development Model (DDM) is a new integrated district-based approach to addressing service delivery challenges through, among others, localised procurement and job creation that promotes and supports local businesses and involves local communities. It calls for One District, One Plan, and One Budget. It aims to accelerate, align and integrate service delivery under a single development plan per district or metro that is developed jointly by national, provincial, and local government, as well as business, labour, and community in each district. This development approach ensures that planning and spending across the three spheres of government are integrated and aligned and that each district or metro plan is developed with the interests and input of communities considered upfront.

The role of the Provincial Budget Management in the DDM is to prepare provincial budget in collaboration with all three spheres of government to ensure that the priorities of provincial departments and public entities are in line with the national and provincial policy imperative and priorities. However, resources allocation for priorities is subjected to the availability of resources in the provincial fiscus. Over the period ahead, budget allocation will focus mainly on developmental plans in the districts, and this will be achieved in collaboration with provincial departments, public entities, and the local sphere of government.

### **1.1.8 Public Finance Management**

Provincial Treasury monitors and supports departments and entities to ensure that spending is in line with set targets through quarterly bilateral meetings that are held to determine areas of focus which requires close monitoring and support to institutions to improve service delivery. Site visits are also conducted to monitor the economic use of financial resources. The aim is to achieve improved provincial budget planning and implementation; enhanced oversight on service delivery by the departments and public entities and improved communication and working relations with departments and public entities. On a monthly basis performance by departments is being reported to National treasury through In-year monitoring report and a detailed report is prepared for discussion during Head of departments forum and Executive Council meetings. The public finance management unit ascertain that Public Entities report quarterly in line with the PFMA without failure.

#### **INTERVENTIONS OVER THE MEDIUM-TERM PERIOD**

- Ensure effective expenditure reporting by both departments and public entities.
- Conduct quarterly detailed cash flow analysis for provincial departments and public entities.

### **1.1.9 Infrastructure Management**

The Provincial Treasury's monitoring, oversight and support responsibilities for infrastructure management is derived from the Public Finance Management Act, 1999 and the Municipal Finance Management Act, 2003. Based on the legal framework, the different functions to be performed by Provincial Treasuries in respect of its monitoring, oversight and support responsibilities pertaining to Provincial Government Departments, Provincial Public Entities, Municipalities and Municipal Public Entities were identified.

The province has approved Frameworks for the implementation of the Infrastructure Delivery Management System [IDMS] approved by the respective Provincial Executive Councils applicable to a selected number of Provincial Departments [mainly Health, Education, Provincial Treasury and Public Works, Roads & Infrastructure extended to all infrastructure departments; but excluding Municipalities and Public Entities since at a national level work is underway to develop the IDMS to other sectors.

Although the Frameworks allocated roles and responsibilities to Provincial Treasuries in terms of monitoring, oversight and support roles, the Provincial Treasuries work closely with Department of Public Works, Roads & Infrastructure to enhance provincial infrastructure capacity.

Provincial Treasuries also works closely with CoGHSTA and other key stakeholders through the MIG forums to ensure requisite management and technical support to Municipalities to spend allocated budgets efficiently and effectively.

#### **1.1.10 Municipal Finance**

Limpopo Provincial Treasury provides financial management support to municipalities guided by the MFMA. The department plays an oversight role on the financial matters through guidance provided during financial planning process at municipal level which is central to implementation of District Development Model. We also conduct compliance monitoring over implementation of allocated municipal budgets. It is envisaged that through our support, the District Development Model will ensure that resource allocation efficiency to achieve maximum social and economic benefits.

### **1.2 INTERNAL ENVIRONMENTAL ANALYSIS**

The internal environment refers to factors within an organization that influence its operations and ability to achieve its goals. The internal environment provides clear insights into the Limpopo Provincial Treasury's current position and performance capabilities in terms of Strengths and Weaknesses. The strengths are determined by the resources, capabilities, and advantages that give an organization a competitive edge while weaknesses involve the limitations in supporting in provincial departments, municipalities and entities.

The 7S Model was utilised to conduct internal environmental analysis to identify weaknesses and strengths in the department. The 7S model provides an overview of how the key elements of the Provincial Treasury in Limpopo are interconnected and contribute to its overall performance and

effectiveness in managing public finances and supporting provincial priorities. The 7S framework stands for seven interdependent factors that are crucial for the success of an organization. These factors are:

**Strategy:** This refers to the organization's plan for achieving its objectives and goals. It includes the choices made about where to compete and how to win in the chosen markets.

**Structure:** This pertains to the way the organization is organized, including its hierarchy, reporting lines, and the division of responsibilities and roles. **Systems:** Systems encompass the processes, procedures, and routines that guide how the work is done within the organization. This includes both formal systems (such as information technology and communication) and informal systems (such as decision-making processes).

**Shared Values:** Shared values represent the core beliefs, culture, and values that are widely accepted and embraced within the organization. These values guide the behaviours and attitudes of employees.

**Skills:** Skills refer to the capabilities, competencies, and expertise of the workforce. This includes both technical and soft skills that employees possess.

**Style:** Style relates to the leadership and management approach within the organization. It reflects the leadership style and the way in which leaders interact with employees. **Staff:** Staff refers to the organization's human resources, including the number of employees, their qualifications, and their experience.

### 1.2.1 Strengths

To maximize the strengths identified by branches the department will

- (a) Conduct a needs assessment to ensure alignment of internal bursaries with departmental outcomes and ensuring development supports institutional priorities.
- (b) Implement ongoing training for human resources to cultivate a culture of continuous learning & skills improvement.
- (c) Regularly review and update policies for compliance and efficiency.
- (d) Organize quarterly transversal forums to enhance cross-departmental communication and collaboration.

- (e) Promote the Integrated Document Management System (IDMS) for streamlined document handling and enhance access controls to secure sensitive information.
- (f) Evaluate banking contracts for better terms
- (g) Schedule regular bi-lateral meetings with stakeholders to address specific departmental needs.
- (h) Develop flexible audit plans to adapt to emerging risks, ensuring stakeholders understand the Internal Audit Charter for accountability.
- (i) Expand the Internal Audit Technician Programme with mentorship opportunities to build future talent and encourage professional affiliations for staff credibility.
- (j) Train relevant internal audit personnel on how to access the Virtual Private Network (VPN-RA) for effective usage and improve accessibility of Teammate Internal Audit Software.
- (k) Establish measures to monitor progress and conduct quarterly reviews to adjust strategies as necessary.

### **1.2.2 Weaknesses**

Operational & strategic weakness were identified by branches, and it was resolved that there is a need for a coordinated effort and commitment across all levels in the organization to address the weaknesses. By implementing targeted strategies and fostering a culture of accountability, innovation, and inclusivity, the organization can enhance its operational capacity, rebuild trust with stakeholders, and achieve its impact and outcomes.

To combat non-adherence to the oath of secrecy, the department will emphasis ethics training, regular assessments of compliance and implement a monitoring system to ensure adherence, while creating a culture of accountability.

Aging ICT infrastructure limits productivity and the effective use of technology in the department, and thus it has been agreed that an assessment of the department's current ICT hardware and systems will be expedited to identify gaps, which will be followed by a phased in upgrade plan.

The department acknowledges that the inability to enforce consequence management diminishes accountability and thus existing policies will be enhanced. Training will also be provided to management on effective disciplinary actions and how consequence management will be integrated into the organizational culture.

### 1.2.3 PERFORMANCE DELIVERY ENVIRONMENT

**Table 3: Limpopo Provincial Treasury AGSA Audit Outcomes For 2020-2025 MTSF (MTDP) Period.**

Financial Years	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Type of Audit Opinion	Unqualified Audit opinion with no findings	Unqualified Audit opinion with no findings	Unqualified Audit opinion with findings	Unqualified Audit opinion with no findings	****

-  Clean Audit opinion
-  Unqualified Audit opinion with findings

### 1.2.4 AG OUTCOMES FOR PROVINCIAL DEPARTMENTS

Limpopo Provincial Government achieved four (4) Clean Audit Outcomes in 2023/24 in Department of Sport, Arts and Culture, Provincial Treasury, Provincial Legislature and Office of the Premier. The support provided by Provincial Treasury in 2022/23 resulted in significant improvements including in the Department of Health, where Health moved from Qualified Audit opinion in 2022/23 to Unqualified Audit opinion in 2023/24. The Department of Sport, Arts and Culture, Provincial Treasury and Office of the Premier moved from Unqualified Audit opinions in 2022/23 to Clean Audit outcomes in 2023/24. There is still a need for a continuous monitoring and support to ensure that these trends are improved and sustained. The current status of the province’s financial management position in relation to audit outcomes is represented in the information that follows

**Table 4: Audit Outcomes for Provincial Departments**

Vote No.	DEPARTMENT	201920	202021	202122	202223	202324	TREND	COMMENTS
1	Premier	CL	CL	CL	UQ	CL		Audit outcomes improvement
2	Provincial Legislature	CL	UQ	UQ	CL	CL		Audit outcomes unchanged
3	Education	Q	Q	Q	Q	Q		Audit outcomes unchanged
4	Agriculture & Rural Development	UQ	UQ	UQ	UQ	UQ		Audit outcomes unchanged
5	Provincial Treasury	CL	CL	CL	UQ	CL		Audit outcomes improvement
6	Economic Development Environment and Tourism	UQ	CL	CL	CL	UQ		Audit outcomes regression
7	Health	UQ	Q	Q	Q	UQ		Audit outcomes improvement
8	Transport and Community Safety	CL	CL	UQ	UQ	UQ		Audit outcomes unchanged
9	Public Works, Roads & Infrastructure	UQ	UQ	UQ	Q	Q		Audit outcomes unchanged
10	Sport, Arts & Culture	UQ	UQ	UQ	UQ	CL		Audit outcomes improvement
11	Co-Operative Governance, Housing Settlements & Traditional Affairs	UQ	UQ	UQ	UQ	UQ		Audit outcomes unchanged
12	Social Development	UQ	UQ	UQ	UQ	Q		Audit outcomes regression

**1.2.5 AG OUTCOMES FOR PUBLIC ENTITIES**

The Limpopo Public Entities achieved the two (2) Clean audit opinions, two (2) unqualified audit opinions and one (1) qualified audit outcome. The Province registered significant improvement in performance of Public Entities where Limpopo Gambling Board maintained a Clean Audit. Limpopo Tourism Agency attained a Clean Audit for the first time in 2023/24 and Gateway Airport Authority Limited improved from Qualified Audit opinion in 2022/23 to Unqualified Audit in 2023/24. Roads Agency Limpopo maintained an Unqualified Audit opinion whereas Limpopo Economic Development Agency maintained a Qualified Audit opinion.

The table below provides for Audit Outcomes in Public Entities:

**Table 5: Public Entities Audit Outcomes**

ENTITY	PUBLIC ENTITY	2019/20	2020/21	2021/22	2022/23	2023/24	TREND	COMMENT
1	Limpopo Economic Development Group (LEDA)	UQ	Q	Q	Q	Q		Audit outcomes unchanged
2	Limpopo Tourism Agency (LTA)	UQ	UQ	UQ	UQ	CL		Audit outcomes improved
3	Limpopo Gambling Board (LGB)	CL	CL	CL	CL	CL		Maintained Clean Audit
4	Roads Agency Limpopo (RAL)	UQ	UQ	UQ	UQ	UQ		Audit outcome unchanged
5	Gateway Airport Authority Limited (GAAL)	Q	A	Q	Q	UQ		Audit outcome improved

### 1.2.6 AG OUTCOMES FOR PROVINCIAL MUNICIPALITIES

The province, for the first time, achieved 2 clean audits in the municipal space in 2021/22. The two clean audits were however lost in 2022/23 and regained in 2023/24. The clean audits were recorded by Waterberg District Municipality and Capricorn District Municipality.

In 2023/24, the province's 27 municipalities, achieved 14 unqualified, 10 Qualified and 1 Disclaimer audit opinions. During the year the province recorded and improvement in 4 municipalities and regressions in 4 municipalities, 3 regressions were from unqualified to qualified and 1 was from qualified to disclaimer. The disclaimed municipality, Thabazimbi Municipality, was placed under s139(1)(c) intervention by the Executive Council and the province will be working hard with the municipality to improve its financial management and governance processes to improve its audit outcome and service delivery.

**Table 6: Five (5) Year analysis of Municipal Audit Outcomes**

	2019/20	2020/21	2021/22	2022/23	2023/24
Disclaimed	0	2	1	0	1
Adverse	1	0	0	1	0
Qualified	10	8	11	8	10
Unqualified	15	16	13	18	14
Clean Audit	1	1	2	0	2
Outstanding	0	0	0	0	0
<b>TOTAL</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>

**Table 7: Five Year Period Municipalities Audit Opinions**

No	MUNICIPALITIES	2019/20	2020/21	2021/22	2022/23	2023/24	TREND
<b>1</b>	<b>Vhembe District</b>	Q	Q	Q	Q	Q	↔
2	Makhado	UQ	UQ	UQ	UQ	UQ	↔
3	Musina	UQ	UQ	Q	UQ	UQ	↔
4	Colins Chabane	UQ	UQ	UQ	UQ	Q	↓
5	Thulamela	UQ	UQ	UQ	UQ	Q	↓
<b>6</b>	<b>Waterberg District</b>	UQ	CL	CL	UQ	CL	↑
7	Bela-bela	Q	D	Q	Q	Q	↔
8	Lephalale	UQ	UQ	UQ	UQ	UQ	↔
9	Modimolle /Mookgophong	Q	Q	Q	A	Q	↑
10	Mogalakwena	A	Q	Q	Q	UQ	↑
11	Thabazimbi	Q	Q	Q	Q	D	↓
<b>12</b>	<b>Capricorn District</b>	CL	UQ	CL	UQ	CL	↑
13	Blouberg	UQ	UQ	UQ	Q	Q	↔
14	Lepelle -Nkumpi	UQ	UQ	Q	UQ	UQ	↔
15	Molemole	UQ	UQ	UQ	UQ	UQ	↔
16	Polokwane	Q	Q	UQ	UQ	UQ	↔
<b>17</b>	<b>Mopani District</b>	Q	D	D	Q	Q	↔
18	Ba-Phalaborwa	Q	Q	Q	Q	Q	↔
19	Greater Giyani	UQ	Q	UQ	UQ	UQ	↔
20	Greater Letaba	UQ	UQ	UQ	UQ	UQ	↔
21	Greater Tzaneen	UQ	UQ	UQ	UQ	UQ	↔
22	Maruleng	UQ	UQ	UQ	UQ	UQ	↔
<b>23</b>	<b>Sekhukhune District</b>	Q	Q	Q	Q	Q	↔
24	Elias Motsoaledi	Q	UQ	UQ	UQ	Q	↓
25	Fetagomo / Tubatse	Q	UQ	Q	UQ	UQ	↔
26	Ephraim Mogale	UQ	UQ	Q	UQ	UQ	↔
27	Makhudutamaga	UQ	UQ	UQ	UQ	UQ	↔

## Intervention Plan to address identified challenges

Identified Challenge	Intervention over the medium term period	Nature or level of intervention	Collaboration need
Non-compliance with laws and regulations	Strengthening of governance structures	Strategic	NT, CoGHSTA, SALGA, and AGSA

### 1.2.7 30 DAYS PAYMENT OF INVOICES

The province registered a cumulative compliance rate of **99.41%** to section 38(1)(f) of the PFMA for the year ended 31 March 2024. From 01 April to 31 December 2024, the Province paid 99.79% of the invoices within the prescribed 30 days (132799 / 133 072 invoices). A total of 273 invoices were paid in excess of 30 days for the period 01 April 2024 to 31 December 2024. The table below refers:

**Table 8: 30 Days payment of invoices compliance rate (01 Apr 2024 – 31 December 2024):**

INSTITUTION						Grand Total	Paid In Excess of 30 Days	Compliance Rate
	0 - 30	31 - 60	61 - 90	91 - 120	> 120			
LP: AGRICULTURE & RURAL DEVELOPM	5 353	2	0	0	1	5 356	3	99,94%
LP: CO-OP GOV,HUM SET, TRAD AFF	5 029	131	2	0	2	5 164	135	97,39%
LP: ECON DEV, ENVIRONM & TOURISM	3 293	3	0	0	0	3 296	3	99,91%
LP: EDUCATION	42 550	90	16	5	2	42 663	113	99,74%
LP: HEALTH	54 266	2	0	0	0	54 268	2	99,996%
LP: OFFICE OF THE PREMIER	2 411	1	0	0	0	2 412	1	99,96%
LP: PROVINCIAL TREASURY	1 532	1	0	0	0	1 533	1	99,93%
LP: PUBLIC WORKS,ROADS & INFRAS	3 571	2	0	0	0	3 573	2	99,94%
LP: SOCIAL DEVELOPMENT	7 249	2	0	0	0	7 251	2	99,97%
LP: SPORT,ARTS & CULTURE	4 421	9	1	0	0	4 431	10	99,77%
LP: TRANSPORT & COMMUNITY SAFETY	3 124	1	0	0	0	3 125	1	99,97%
<b>GRAND TOTAL</b>	<b>132 799</b>	<b>244</b>	<b>19</b>	<b>5</b>	<b>5</b>	<b>133 072</b>	<b>273</b>	<b>99,79%</b>

## 1.3 ORGANISATIONAL ENVIRONMENT

### 1.3.1 TRANSFORMATION SERVICES

The department has allocated a dedicated budget for 2023-24 financial year to implement programmes that address the imbalances of the past on the previously disadvantaged groups in the department. Implemented interventions were meant to empower women, youth, children and persons with disabilities. Respective committees are fully functional and ensure that meetings are

held in accordance with the regulations and prescripts that governs the promotions of the rights of the afore-mentioned sectors. The department will continue to prioritize the needs of WYPD in the upcoming 2025-26 and beyond through allocation of adequate resources for the advancement of WYPD. The department has embarked on Integrated 16 days of Activism for No Violence Against Women, Children and Women Campaign. As part of the integrated mechanism, the MEC for Provincial Treasury led the Cheka Impilo Campaign, the Head of Department chaired the Disability Forum meeting and The Public Service Women Management Week (PSWMW).

Members of the disability forum attended the annual disability conferences that are held annually as part of capacity building. The department submit four reports on WYPD on monthly, quarterly and annual basis to OtP, an annual EE report to DoEL and annual report on Strategic Framework.

In terms of Employment Equity targets the status quo, for Senior Management Services (SMS), as of 31<sup>st</sup> December 2024 was 26 (46.4%) Female SMS employees and 30 (53.6%) male SMS employees. The department will target to recruit women SMS in vacant posts in an endeavour to comply with the 50/50 representation target set by National Cabinet. The department will target SMS vacant post to recruit women to comply with the 50/50 cabinet decision ▪ Disability status at SMS level: 1.8% and 3.2% across all levels. The Head of Department and All Five Deputy Director Generals have included EE targets in their Performance Agreements. Employment Equity progress report is a standing item at Executive Committee meetings. It is also part of the institutional arrangements of the department. The department has partnered with the Institutions of Higher Learning in the province and Non-Governmental Organization of Persons with Disabilities to collaborate on matters of interest, including accessing the data base of all graduates with disabilities and circulating of adverts to the institutions. The department is confident that through this concerted effort, it will maintain the current compliance status of 3% for persons with disability and strive towards the attainment of the national target of 7% by 2030.

With reference to capacity development for women, youth and persons with disabilities' advancement and gender equality, the below table depicts the department's procurement from the designated groups performance:

<b>WYPD</b>	<b>Provincial Target</b>	<b>Actual Achievement</b>
<b>Women Owned businesses</b>	25%	16.71%
<b>Youth owned business</b>	25%	9.06%
<b>Persons with disability-owned</b>	7%	0.18%

Analysis on persons with disability-owned businesses was conducted. It was found that most companies do not comply with the Central Supplier Database requirements. To achieve the provincial target as outlined in the Limpopo Procurement Strategy 2030- Revised, the department will accelerate awareness sessions with various WYPD business structures and strengthened partnership with relevant economic sectors. The health and safety of employees and our customers remained paramount in Limpopo Provincial Treasury. Matters of occupational health and safety are discussed quarterly at the OHS and Risk Management Committee meetings chaired by the Independent Chairperson. Reports on findings and recommendations of the building inspections and incident investigations were robustly deliberated in these committee meetings.

### **1.3.2 INFORMATION AND COMMUNICATION TECHNOLOGY**

Information and Communications Technology is guided by Section 30 of the Public Service Regulations. The Corporate Governance of ICT Policy Framework provides a holistic approach to the use of ICT in ensuring the development of plans over the long, medium, and short term for ICT to enable the business and create value for the department. Through the framework, oversight structures are also established, amongst which are mainly the ICT Steering Committee and the Strategic Committee (EXCOM), which respectively drive the work of ICT and ensures accountability in the use of ICT to support the achievement of the department's strategic goals.

Department's ICT Steering Committee as mandated by the departmental institutional arrangement framework and in line with the Corporate Governance of ICT Policy Framework version two (CGICT-V2) ensures that the departmental arrangements for the corporate

governance of ICT are developed, implemented, managed, monitored, and evaluated. The ICT Steering Committee plays a crucial role by providing oversight, guidance, and strategic direction for the effective use and management of technology in the Department. The committee serves as a governing body that ensures that technology is used effectively and strategically to enable and support the organization's goals and operations. It fosters a coordinated and strategic approach to managing and leveraging technology to drive efficiency, growth, and competitive advantage for the organization. It is through this structure that the ICT Budget, ICT Risks, ICT Security and Awareness, as well as other key areas of the ICT's daily work are monitored and reported to the Strategic Committee (EXCOM).

The department will continue to implement the approved CGICT Policy to ensure that all areas that are required to be complied with are implemented and that the digitalisation drive is expanded. The department intends to continue with the Digital Transformation program with specific focus on universal access to mobile devices, improvement of ICT infrastructure and connectivity, strengthening cybersecurity and awareness, adoption of cloud services for user convenience, and development of ICT skills and digital literacy. In a quest to improve the use of ICT within the department, innovative projects will be explored to foster convenient and secure ways of work in this age of technological advancement and artificial intelligence.



# **PART C**

## **MEASURING OUR PERFORMANCE**

## 1. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

The Strategic Execution process is located in Programme 1 under the Directorate: Strategic management is guided by the Director: Strategic Management reporting directly to the Deputy Director General: Corporate Management Services. The office of strategic management plays a pivotal responsibility in facilitating the execution and alignment of the National and Provincial priorities as outlined in the Medium-Term Development Plan (MTDP) and Limpopo Development Plan (LDP). It is a coordination instrument, drawn from existing staff, and will enable LPT to streamline decision making, leverage inter-unit cooperation, forecast resource availability accurately and allow real-time prioritisation to respond to changes in the environment.

The implementation of ICT governance contributes to the strategy execution process of the department in many ways. It ensures that ICT investments are aligned with the department's overall strategies and monitored and controlled in a consistent and effective manner. The overall strategic planning process is overseen by the accounting officer and all members of executive management committee (EXCOM) who are subsequently heads of the five (5) branches. Effective leadership at all levels and a collaborative, results-driven organisational culture are central inputs to effective strategy execution. Culture Journey with a phased approach to create a value-driven department that links the leadership and culture with LPT's vision, strategy, outputs, and activities.

## 1.1 Programme 1: Administration

### 1.1.1. Programme description.

Purpose: To manage and monitor the implementation of corporate management services.

Programme 1 – Administration is arranged to carry out its functions according to the following sub-programmes:

No.	Sub Programme(s)	Sub Programme Purpose
1.1	MEC Support Services	Providing support to the MEC.
1.2	HOD Support Services	Providing strategic and administrative support to the HOD.
1.3	Corporate Management Services	Managing and monitor the implementation of corporate management services.
1.4	Enterprise Risk Management	Providing enterprise risk management services.
1.5	Financial Management (Office of the CFO)	Providing internal financial management support services

### 1.1.2. Programme 1: Outcomes, outputs, performance indicators and targets

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Sustainable Support Services and Good Governance	Capacity Building programmes implemented	Number of Capacity Building Programmes implemented.	4	4	5	6	8	10	12
	Vacancy rate within the prescribed norm attained	% on Vacancy Rate attained.	N/A	10%	21,73%	10%	10%	10%	10%
	ICT governance focus areas monitored	Number of ICT governance areas monitored.	New Indicator	New Indicator	New Indicator	3	3	3	3
	Valid Supplier invoices paid within 30 days	% of Supplier's valid invoices paid within 30 days.	100%	100%	99.7%	100%	100%	100%	100%
	Procurement spent on women owned enterprises	% of procurement of goods and services awarded to women owned enterprises	N/A	N/A	68%	40%	70%	70%	70%

### 1.1.3. Programme 1: Output indicators, annual and quarterly targets

Output Indicators		Annual Targets	Q1	Q2	Q3	Q4
1	Number of Capacity Building Programmes implemented.	8	-	-	-	8
2	% on Vacancy Rate attained.	10%	-	-	-	10%
3	Number of ICT governance areas monitored.	3	3	3	3	3
4	% of Supplier's valid invoices paid within 30 days.	100%	100%	100%	100%	100%
5	% of procurement of goods and services awarded to women owned enterprises	70%	70%	70%	70%	70%

#### 1.1.4. Explanation of planned performance over the medium-term period.

**(a) The contribution of its outputs to achieving the intended outcomes and impact in the Strategic Plan and the institution's mandate including, where applicable, priorities in relation to women, youth and people with disabilities.**

By implementing CGICTPF, recruiting capable and competent personnel in line with the approved recruitment plan and undertaking capacity-building programmes, the department is enabled to achieve the outcome of sustainable support services and good governance. By implementing successful financial management programmes through timeous payment of suppliers and production of credible annual financial statements, the department will be able to maintain a clean audit outcome. Provincial Procurement Strategy, set targets will be allocated to support women, youth and people with disabilities.

**(b) The rationale for the choice of the outcome indicators relevant to the respective outcomes**

**Outcome 1: Sustainable Support Services and Good Governance.**

**(i) % of LPT departmental Annual Performance Plan (APP) achieved**

The attainment of departmental performance targets demonstrates sustainable support services and good governance.

**(ii) % of Compliance to Corporate Governance of ICT policy framework by LPT.**

Compliance to Cooperate Governance of ICT framework demonstrates sustainable support services to departmental programmes.

**(iii) Number of Unqualified Audit Outcomes with no material findings received by LPT**

The attainment of unqualified audit opinion with no material findings demonstrates compliance and effectiveness of departments financial reporting and internal controls.

**(c) A description of planned performance in relation to the programme's outputs.**

**(i) Eight (8) capacity building programmes will be implemented by the department annually, to build capacity to internal employees with the intention to**

professionalise the public service.

- (ii) 10% or less vacancy rate will be attained on an annual basis by the department to ensure compliance with the Public Service Regulations.
- (iii) 3 ICT governance areas monitored.
- (iv) 100% of valid supplier invoices received by the department will be paid within 30 days.
- (v) 70% of procurement will be spent on women owned enterprises.

### 1.1.1. Programme resource consideration – Programme 1

**Table 9: Budget Allocation for Programme 1 and sub-programmes as per ENE and / EPRE**

**Table 3.1 : Summary of payments and estimates by sub-programme: Programme 1: ADMINISTRATION**

R thousand	Outcome			Main appropriation	Adjusted appropriation 2024/25	Revised estimate	Medium-term estimates		
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28
1. OFFICE OF THE M.E.C	6 974	7 443	7 038	7 517	9 458	9 458	9 029	9 265	9 681
2. MANAGEMENT SERVICES	10 609	9 769	9 570	9 970	10 308	10 308	9 772	11 769	12 299
3. DEPUTY DIRECTOR GENERAL : (	8 751	10 363	9 903	11 747	9 203	9 203	12 220	12 593	13 160
4. CORPORATE SERVICES	39 454	42 147	51 401	60 030	51 396	51 396	46 977	66 832	69 839
5. INFORMATION MANAGEMENT	51 991	62 741	61 356	69 686	82 674	82 674	89 938	77 985	81 268
6. FINANCIAL MANAGEMENT	31 999	39 844	42 594	48 837	44 963	44 963	52 224	55 021	57 496
<b>Total payments and estimates</b>	<b>149 778</b>	<b>172 307</b>	<b>181 862</b>	<b>207 787</b>	<b>208 002</b>	<b>208 002</b>	<b>220 160</b>	<b>233 465</b>	<b>243 743</b>

The allocation for administration has seen an increase of 6 percent from R207.8 million in 2024/25 to R220.2 million in 2025/26 financial year.

**Table 3.2 : Summary of payments and estimates by economic classification: Programme 1: ADMINISTRATION**

R thousand	Outcome			Main appropriation	Adjusted appropriation 2024/25	Revised estimate	Medium-term estimates		
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28
<b>Current payments</b>	<b>145 787</b>	<b>162 983</b>	<b>163 566</b>	<b>199 930</b>	<b>197 827</b>	<b>197 762</b>	<b>210 607</b>	<b>226 657</b>	<b>236 629</b>
Compensation of employees	100 930	101 111	101 152	123 882	120 176	120 281	133 422	147 276	153 903
Goods and services	44 857	61 872	62 414	76 048	77 651	77 481	77 185	79 381	82 726
Interest and rent on land	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies to:</b>	<b>2 586</b>	<b>3 507</b>	<b>1 706</b>	<b>1 277</b>	<b>1 412</b>	<b>1 412</b>	<b>2 499</b>	<b>1 647</b>	<b>1 722</b>
Provinces and municipalities	475	593	400	522	322	322	626	656	686
Departmental agencies and accounts	722	773	-	755	755	755	755	790	826
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	1 389	2 141	1 306	-	335	335	1 118	201	210
<b>Payments for capital assets</b>	<b>1 405</b>	<b>5 817</b>	<b>15 164</b>	<b>6 580</b>	<b>8 763</b>	<b>8 828</b>	<b>7 054</b>	<b>5 161</b>	<b>5 393</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	1 405	5 817	15 164	6 580	8 763	8 828	7 054	5 161	5 393
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>1 426</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total economic classification</b>	<b>149 778</b>	<b>172 307</b>	<b>181 862</b>	<b>207 787</b>	<b>208 002</b>	<b>208 002</b>	<b>220 160</b>	<b>233 465</b>	<b>243 744</b>

CoE increases by 7 percent from R123.9 million in 2024/25 to R133.4 million in 2025/26 financial year, this due to reprioritization of certain vacated posts on the organizational structure.

There is an increase of 2 percent on Goods & Services from R76.1 million in 2024/25 to R77.2 million budget in 2025/26 financial year, and the budget will fund contractual obligations for the department, which amongst others are: Leases of Office buildings, Audit fees, Telephones, Security Services and GG Vehicle running costs.

Transfers and Subsidies budget is increased by 49 percent from R1.3 million in 2024/25 to R2.5 million in 2025/26 financial year. The allocated funds will be used for payment of vehicle licenses, rates and taxes and the South African Institute of Chartered Accountants Thuthuka training project as well as leave gratuity.

CAPEX increases by 7 percent from R6.5 million budget in 2024/25 to R7.1 million in the 2025/26 financial year, the allocation will cater for procurement of working tools.

The increase of 2% on Goods & Services will significantly contribute to achievement of the following outputs capacity building programmes implemented and vacancy rate attained in the department through allocation of bursaries, training of personnel in line with the Workplace Skills Plan and Filling of vacant posts in line with the approved recruitment plan.

## 1.2. Programme 2: Sustainable Resource Management

### 1.2.1. Purpose

The purpose of this programme is to provide sustainable resource management services to the provincial departments and provincial public entities.

Programme 2 is arranged to carry out its functions according to the following sub-programmes:

No.	Sub Programme(s)	Sub Programme Purpose
1.1	Economic and Fiscal Policy Oversight	Managing the development and implementation of economic and fiscal policy framework.
1.2	Budget and Public Finance Management	Developing and managing the implementation of budget and public finance
1.3	Infrastructure Management & Private Public Partnership (PPP)	Enhancing and monitor infrastructure management and PPP
1.4	Municipal Finance and Governance	Promoting sound financial management and effective governance in the local government sphere.

### 1.2.2. Programme 2: Outcomes, outputs, performance indicators and targets

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Sustained fiscal policy for the province by 2030.	Research documents produced to align Provincial Fiscal Policy.	Number of Research documents produced to align the Provincial Fiscal Policy.	7	7	7	7	7	7	7
	Provincial revenue assessment conducted.	Number of Revenue Assessments conducted to ensure collection of set target.	4	4	4	4	4	4	4
	Budget document tabled.	Number of budget documents tabled in line with the set standards and National Treasury.	2	2	2	2	2	2	2
	Consolidated IYM reports produced in line with section 32 of PFMA.	Number of consolidated in year Monitoring reports produced in line with section 32 of PFMA for departments and public entities	12	12	12	12	16	16	16
Unqualified audit outcomes with no material findings for departments	Infrastructure assessments conducted in departments.	Number of Infrastructure assessments conducted in departments with infrastructure budgets.	108	108	108	108	108	108	108
	Infrastructure Assessment	Number of infrastructure assessments conducted in prioritized municipalities.	4	4	40	40	40	40	40

Outcomes	Outputs	Output Indicators	Annual Targets							
			Audited Performance			Estimated Performance	MTEF Period			
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
and public entities	conducted in Municipalities.									
Unqualified audit outcomes	Financial management and governance assessments conducted	Number of financial management and governance assessments conducted	New Indicator	New Indicator	New Indicator	New Indicator	52	52	52	
Funded municipal budget	Municipal budget assessments conducted in municipalities	Number of municipal budget assessments conducted in municipalities	New Indicator	New Indicator	New Indicator	New Indicator	52	52	52	

### 1.2.3. Programme 2: Output indicators, annual and quarterly targets

Output Indicators		Annual Targets	Q1	Q2	Q3	Q4
1	Number of Research documents produced to align the Provincial Fiscal Policy.	7	1	1	2	3
2	Number of Revenue Assessments conducted to ensure collection of set target.	4	1	1	1	1
3	Number of budget documents tabled in line with the set standards and National Treasury.	2	0	0	1	1
4	Number of consolidated in year Monitoring reports produced in line with section 32 of PFMA for departments and public entities	16	4	4	4	4

Output Indicators		Annual Targets	Q1	Q2	Q3	Q4
5	Number of Infrastructure assessments conducted in departments with infrastructure budgets.	108	27	27	27	27
6	Number of infrastructure assessments conducted in prioritized municipalities.	40	10	10	10	10
7	Number of financial management and governance assessments conducted	52	26	N/A	N/A	26
8	Number of municipal budget assessments conducted in municipalities	52	N/A	26	26	N/A

#### **1.2.4. Explanation of planned performance over the medium-term period.**

##### **(a) The contribution of outputs towards achieving the intended outcomes and impact**

- (i) Improved economic research; budget planning and implementation; and revenue maximization will ensure the sustainability of the fiscal policy for the province thereby contributing to attainment of the impact as contained in the Strategic Plan.
- (ii) Strengthening of governance structures that include the LPT's MEC, HOD, municipal Mayors, and MMCs for Finance and the Accounting Officers allows municipalities to account on financial performance and non-compliance with laws and regulations, which will improve accountability and eventually audit outcomes.
- (iii) Strengthened Municipal Infrastructure expenditure management will improve infrastructure expenditure in prioritized municipalities and thereby contributes towards achieving the outcome of unqualified audit outcomes of municipalities.
- (iv) Assessment conducted on Municipal budget will identify areas of concern for improvement to ensure achievement of the outcome on funded municipal budget.

##### **b) The rationale for the choice of the outcome indicators relevant to the respective outcomes**

###### **Outcome 2: Sustained Fiscal Policy for the Province by 2030**

- (i) % of Provincial Revenue collected, Number of credible Provincial budgets tabled and % of provincial annual expenditure achieved.

The attainment of revenue collection target, expenditure target and tabling of credible provincial budget demonstrates Sustainable Fiscal Policy for the Province.

###### **Outcome 6: Funded Provincial Municipal Budgets adopted**

- (ii) Number of funded provincial municipal budgets adopted

The attainment of funded provincial municipal budgets adopted demonstrates financial governance in municipalities.

###### **Outcome 7: Unqualified Audit Outcomes received by Provincial Municipalities**

The attainment of Unqualified Audit Outcomes received by Provincial Municipalities demonstrates financial governance in municipalities.

**c) A description of planned performance in relation to the programme's outputs.**

- (i) Four (4) quarterly Economic Bulletin; one (1) Medium Term Budget Policy Statement (MTPBS) and one (1) Socio-Economic Review and Overview will be produced to align the Provincial Fiscal Policy.
- (ii) Four (4) quarterly revenue assessments will be conducted to ensure collection of set revenue targets.
- (iii) Two (2) budget documents tabled in line with the set standards and National Treasury.
- (iv) Twelve (12) In Year Monitoring reports to be compiled in line with section 32 of PFMA.
- (v) Hundred and eight (108) infrastructure assessments to be conducted and feedback communicated to infrastructure departments to improve infrastructure planning and reporting.
- (vi) Forty (40) infrastructure assessments on support to local government to optimize MIG performance conducted to improve infrastructure planning and reporting.
- (vii) Fifty-two (52) budget assessments to be conducted in municipalities annually.
- (viii) Fifty-two (52) financial management and governance assessments conducted annually.

**1.2.5. Programme resource consideration – Programme 2**

**Table 10: Budget Allocation for programme 2 and sub – programmes as per ENE and / or EPRE.**

**Table 4.1 : Summary of payments and estimates by sub-programme: Programme 2: SUSTAINABLE RESOURCE MANAGEMENT**

R thousand	Outcome			Main appropriation	Adjusted appropriation 2024/25	Revised estimate	Medium-term estimates		
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28
1. DEPUTY DIRECTOR GENERAL: SUS	2 205	2 414	2 503	2 307	2 590	2 590	2 610	2 521	2 635
2. ECONOMIC AND FISCAL POLICY OVI	5 949	4 665	5 589	9 233	6 434	6 434	9 201	10 016	10 468
3. BUDGET AND PUBLIC FINANCE MAN	11 050	13 694	14 471	18 714	17 065	17 065	19 873	25 146	26 310
4. MUNICIPAL FINANCE AND GOVERN/	23 204	26 713	29 598	38 726	41 040	41 040	46 674	52 665	55 036
5. INFRASTRUCTURE MANAGEMENT /	10 206	11 263	10 898	11 832	11 401	11 401	14 820	12 878	13 458
<b>Total payments and estimates</b>	<b>52 614</b>	<b>58 749</b>	<b>63 059</b>	<b>80 812</b>	<b>78 530</b>	<b>78 530</b>	<b>93 178</b>	<b>103 226</b>	<b>107 907</b>

The budget for sustainable resource management increased by 13 percentage from 80.8 million in 2024/25 main appropriation to 93.2 million in the 2025/26 financial year.

**Table 4.2 : Summary of payments and estimates by economic classification: Programme 2: SUSTAINABLE RESOURCE MANAGEMENT**

R thousand	Outcome			Main appropriation	Adjusted appropriation 2024/25	Revised estimate	Medium-term estimates		
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28
<b>Current payments</b>	51 998	58 185	62 023	77 199	76 908	76 908	93 178	102 815	107 478
Compensation of employees	51 225	54 389	54 745	62 046	62 597	62 597	76 154	84 631	88 473
Goods and services	773	3 796	7 278	15 153	14 311	14 311	17 024	18 184	19 005
Interest and rent on land	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies to:</b>	<b>616</b>	<b>564</b>	<b>785</b>	<b>3 613</b>	<b>1 622</b>	<b>1 622</b>	<b>-</b>	<b>411</b>	<b>429</b>
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	616	564	785	3 613	1 622	1 622	-	411	429
<b>Payments for capital assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>251</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total economic classification</b>	<b>52 614</b>	<b>58 749</b>	<b>63 059</b>	<b>80 812</b>	<b>78 530</b>	<b>78 530</b>	<b>93 178</b>	<b>103 226</b>	<b>107 907</b>

An increase of 19 percent in CoE from R62.1 million in 2024/25 to R76.2 million in 2025/26.

Goods and Services has increased by 11 percent from R15.2 million in 2024/25 to R17.0 million in 2025/26 financial year. The allocation will mainly cater for municipal support programme and printing of budget books.

The budget is allocated to support the programme in managing the development and implementation of economic and fiscal policy framework; developing and managing the implementation of budget and public finance; Enhancing provincial revenue for the province; providing support and monitoring of provincial infrastructure management and PPP. Further, the allocation is for the promotion of sound financial management and effective governance in the local government sphere. The Programme has the responsibility to develop the provincial budget and exercise control over its implementation as mandated by section 18 of the Public Finance Management Act (PFMA) of 1999.

### 1.3. Programme 3: Asset, Liabilities and Supply Chain Management

#### 1.3.1. Purpose

The purpose of the programme is to oversee the management of assets, liabilities and supply chain management in provincial departments and public entities.

Programme 3 is arranged to carry out its functions according to the following sub-programmes:

No.	Sub Programme(s)	Sub Programme Purpose
1.1	Asset and Liabilities Management	Monitoring and supporting the effective management of assets and liabilities.
1.2	Provincial Supply Chain Management	Monitoring and supporting the effective implementation of the SCM framework, transversal contracts and SCM client support for provincial departments and public entities.

### 1.3.1. Programme 3: Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Improved governance and sustainable management of the financial resources in provincial departments and public entities.	Assets management assessments conducted.	Number of asset management assessments conducted in Votes and Public Entities.	64	64	64	64	64	64	64
		Number of Cash Management assessments conducted in Votes and Public Entities	64	64	64	64	64	64	64
	SCM assessments conducted.	Number of SCM assessments conducted in Votes and Public Entities	64	64	64	64	64	64	64
Increased economic participation of local suppliers inclusive of youth, MVAs, women, and	Procurement assessments conducted in Votes and Public Entities in line with Limpopo Procurement	Number of assessments conducted in Votes and Public Entities in line with Limpopo Procurement	64	64	64	64	64	64	64

Outcome	Outputs	Output Indicators	Annual Targets							
			Audited Performance			Estimated Performance	MTEF Period			
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
PWDs	Strategy 2030 targets	Strategy 2030 targets								

### 1.3.2. Programme 3: Output Indicators, Annual and Quarterly Targets

Output Indicators		Annual Targets	Q1	Q2	Q3	Q4
1	Number of asset management assessments conducted in Votes and Public Entities.	64	16	16	16	16
2	Number of Cash Management assessments conducted in Votes and Public Entities	64	16	16	16	16
3	Number of SCM assessments conducted in Votes and Public Entities	64	16	16	16	16
4	Number of assessments conducted on procurement spent in Votes and Public Entities in line with Limpopo Procurement Strategy 2030 targets	64	16	16	16	16

### **1.3.3. Explanation of planned performance over the medium-term period**

**(a) The contribution of its outputs to achieving the intended outcomes and impact in the Strategic Plan and the institution's mandate through:**

- (i) Improved Compliance levels on Assets, Inventory, Cash, Liabilities and SCM by Votes and Public Entities through training, workshops, bi-laterals, forums, regular support, monitoring and evaluation, as well as escalation of non-compliances to relevant stakeholders, will contribute towards achievement of improved governance and sustainable management of the financial resources.
- (ii) Retainment of minimum % as cash reserves will assist the province in response to unforeseen circumstances which will contribute towards the achievement of improved governance and sustainable management of the financial resources.
- (iii) Increased provincial procurement spent towards Provincial suppliers inclusive of youth, military veterans, women and persons with disability will contribute to provincial economic growth and also towards MTDP priorities.

**(b) The rationale for the choice of the outcome indicators relevant to the respective outcomes**

**Outcome 3: Improved governance and sustainable management of the financial resources in provincial departments and public entities.**

- (i) Percentage of departments and entities that meets compliance standards for asset management in terms of the PFMA, Percentage of departments and entities that meets compliance standards for Supply Chain Management (SCM) in terms of the PFMA, Percentage of procurement projects awarded as per approved procurement plans & Minimum % retained as cash reserves for Unforeseen Circumstances.

The attainment of outcome indicators Percentage of departments and entities that meets compliance standards for asset management in terms of the PFMA, Percentage

of departments and entities that meets compliance standards for Supply Chain Management (SCM) in terms of the PFMA, Percentage of procurement projects awarded as per approved procurement plans & Minimum % retained as cash reserves for Unforeseen Circumstances demonstrates the improved governance and sustainable management of the financial resources in provincial departments and public entities.

**Outcome 4: Increased economic participation of local suppliers inclusive of youth, MVAs, women, and PWDs.**

- (i) Percentage (%) of Provincial Departments and Public Entities budget spent (inclusive of discretionary budget) to procure goods and services from Limpopo based Suppliers inclusive of Youth, Military Veterans, Women, and Persons with Disabilities

The inclusiveness of youth, MVAs, women, and PWDs by Provincial Departments and Public Entities on procurement spending demonstrates increased economic participation and empowerment.

**(c) A description of planned performance in relations to the program's outputs.**

- (i) Sixty-Four (64) asset management assessments will be conducted in Votes and Public Entities annually.
- (ii) Sixty-Four (64) Cash Management assessments will be conducted in Votes and Public Entities annually.
- (iii) Sixty-Four (64) SCM assessments will be conducted in Votes and Public Entities annually.
- (iv) Sixty-Four (64) assessments will be conducted in Votes and Public Entities in line with Limpopo Procurement Strategy 2030 targets annually.

### 1.3.4. Programme Resource Consideration – Programme 3

**Table 11: Budget Allocation for programme 3 and sub – programmes as per ENE and / or EPRE.**

**Table 5.1 : Summary of payments and estimates by sub-programme: Programme 3: ASSETS,LIABILITIES AND SUPPLY CHAIN MANAGEMENT**

R thousand	Outcome			Main appropriation	Adjusted appropriation 2024/25	Revised estimate	Medium-term estimates		
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28
1. DEPUTY DIRECTOR GENERAL: ASSETS, LIABIL	2 270	914	1 963	2 014	2 322	2 322	2 174	2 261	2 363
2. ASSETS AND LIABILITIES MANAGEMENT	17 983	17 733	19 682	18 590	21 869	21 869	22 171	27 716	28 964
3. PROVINCIAL SUPPLY CHAIN MANAGEMENT	23 434	26 057	23 636	29 075	27 296	27 296	33 974	36 826	38 483
<b>Total payments and estimates</b>	<b>43 687</b>	<b>44 704</b>	<b>45 281</b>	<b>49 679</b>	<b>51 487</b>	<b>51 487</b>	<b>58 319</b>	<b>66 803</b>	<b>69 810</b>

The budget for Assests, Liabilities and Provincial Supply Chain management increases by 14 percent from 49.7 million in 2024/25 financial year to 58.3 million in 2025/26 financial year.

**Table 5.2 : Summary of payments and estimates by economic classification: Programme 3: ASSETS,LIABILITIES AND SUPPLY CHAIN MANAGEMENT**

R thousand	Outcome			Main appropriation	Adjusted appropriation 2024/25	Revised estimate	Medium-term estimates		
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28
<b>Current payments</b>	<b>43 248</b>	<b>42 224</b>	<b>43 874</b>	<b>49 679</b>	<b>50 710</b>	<b>50 710</b>	<b>58 319</b>	<b>65 167</b>	<b>68 099</b>
Compensation of employees	41 060	38 487	39 458	44 789	45 368	45 368	51 236	57 802	60 403
Goods and services	2 188	3 737	4 416	4 890	5 342	5 342	7 083	7 365	7 696
Interest and rent on land	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies to:</b>	<b>439</b>	<b>2 480</b>	<b>1 176</b>	<b>-</b>	<b>777</b>	<b>777</b>	<b>-</b>	<b>1 636</b>	<b>1 710</b>
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	439	2 480	1 176	-	777	777	-	1 636	1 710
<b>Payments for capital assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>231</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total economic classification</b>	<b>43 687</b>	<b>44 704</b>	<b>45 281</b>	<b>49 679</b>	<b>51 487</b>	<b>51 487</b>	<b>58 319</b>	<b>66 803</b>	<b>69 809</b>

CoE increases by 14 percent from R44.8 million in 2024/25 to R51.2 million in 2025/26 financial year.

Goods and Services budget increases by 31 percent from R4.9 million in 2024/25 to R7.1 million in 2025/26 financial year, funds are earmarked to pay for provincial bank charges and face value documents amongst others as well as travel and subsistence.

The 31% increase in the budget allocated from R4.9 million in 2024/25 to R7.1 million in 2025/26 financial year for Goods & Services will significantly contribute to achievement of the following outputs, namely Assets Management assessments conducted, SCM assessments conducted, and Procurement assessments conducted in Votes and Public Entities in line with Limpopo Procurement Strategy 2030 targets that will ultimately lead to achievement of Outcomes.

## 1.4. Programme 4: Financial Governance

### 1.4.1. Purpose

The purpose of the programme is to promote accountability and compliance with financial norms and standards as contained in the Public Finance Management Act.

Programme 4 is arranged to carry out its functions according to the following sub-programmes:

No.	Sub Programme(s)	Sub Programme Purpose
1.1	Accounting Services	Providing support on appropriate accounting practices and to build financial management capacity.
1.2	Financial Management Information Systems	Managing the implementation and provide support of financial management information systems.
1.3	Transversal Risk Management	Monitoring and providing support on the implementation of transversal risk management.
1.4	Governance, Monitoring and Compliance	Monitoring and providing support on compliance with the provisions of the PFMA and prescribed norms and standards.

### 1.4.2. Programme 4: Outcomes, outputs, performance indicators and targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Unqualified audit outcomes with no material findings attained by Provincial departments and public entities	Transversal System courses conducted	Number of transversal system courses conducted	72	72	108	72	80	80	80
	Financial Statements Assessments Conducted	Number of financial statements assessments conducted.	44	44	44	54	54	54	54
	Audit Committee reports submitted to departments.	Number of Audit Committee reports submitted to departments.	New Indicator	New Indicator	New Indicator	New Indicator	60	60	60
	Public sector risk management framework compliance assessments conducted	Number of Assessments conducted on the Provincial Risk Profile	4	4	4	4	4	4	4
		Number of Public Sector Risk Management Framework Compliance Assessments conducted	56	64	64	64	64	64	64
	Financial systems utilization assessments conducted	Number of assessments conducted on utilization of Transversal Financial system by departments	44	44	44	44	44	44	44
		Number of modules introduced in transversal financial systems.	New Indicator	New Indicator	New Indicator	New Indicator	1	1	1

### 1.4.3. Programme 4: Output indicators, annual and quarterly targets

Output Indicators		Annual Targets	Q1	Q2	Q3	Q4
1.	Number of transversal system courses conducted.	80	18	24	20	18
2.	Number of financial statements assessments conducted	54	16	11	16	11
3.	Number of Audit Committee reports submitted to departments	60	12	24	12	12
3.	Number of Assessment conducted on the Provincial Risk Profile	4	1	1	1	1
5.	Number of Public Sector Risk Management Framework Compliance Assessments conducted	64	16	16	16	16
6.	Number of assessments conducted on utilisation of Transversal Financial System by Departments.	44	11	11	11	11
7.	Number of modules introduced in transversal financial systems	1	0	0	0	1

#### 1.4.4. Explanation of planned performance over the medium-term period

**(a) The contribution of its outputs to achieving the intended outcomes and impact in the Strategic Plan and the institution’s mandate including, where applicable, priorities in relation to women, youth and people with disabilities.**

The outcome of unqualified audit outcomes will contribute towards the MTDP priority no 3 of “Capable, Ethical and Developmental State”. In order to achieve the desired unqualified audit outcomes, we will ensure good governance through:

- ✓ Regular Audit committee meetings
- ✓ Incorporation audit outcomes in the performance agreements of top management
- ✓ Monitoring the effectiveness of audit steering committee meetings
- ✓ Monitoring the capacity and stability of the CFOS’ offices
- ✓ Capacitate CFO’s office adequately in terms of relevant skills
- ✓ Facilitate professionalisation of staff in CFOs’ offices
- ✓ Analyse audit outcomes and develop capacity building initiatives to enhance identified skills gaps
- ✓ review interim financial statements and recommend improvements
- ✓ Review compliance with reporting templates
- ✓ Assessment of risk management practices and recommend improvements; and
- ✓ Monitor establishment and effectiveness of internal control functions

Through these initiatives we will achieve a clean administration which obtains unqualified audit outcomes, thus building citizens confidence in the management of public funds, enhancing accountability.

**(b) The rationale for the choice of the outcome indicators relevant to the respective outcomes**

**Outcome 5: Unqualified audit outcomes with no material findings attained by Provincial departments and public entities.**

- (i) Number of transversal system courses conducted, Number of financial statements assessments conducted, Number of Audit Committee reports submitted to departments, Number of Assessments conducted on the Provincial Risk Profile, Number of Public Sector Risk Management Framework Compliance Assessments conducted, Number of assessments conducted on utilization of Transversal Financial system by departments and Number of modules introduced in transversal financial systems.

The attainment of Number of transversal system courses conducted, Number of financial statements assessments conducted, % of Provincial irregular expenditure balance reduced, Number of Audit Committee reports submitted to departments, Number of Assessments conducted on the Provincial Risk Profile, Number of Public Sector Risk Management Framework Compliance Assessments conducted, Number of assessments conducted on utilization of Transversal Financial system by departments and Number of modules introduced in transversal financial systems will demonstrate the achievement of unqualified audit outcomes with no material findings.

**(c) A description of planned performance in relation to the programme's outputs.**

- (i) Eighty (80) courses will be conducted in line with approved capacity building programmes annually.
- (ii) Fifty-four (54) financial statements assessments will be conducted in departments and public entities annually.
- (iii) Sixty (60) Oversight Audit Committee reports will be developed annually.
- (iv) Four (4) assessments will be conducted on the Provincial Risk Profile annually.
- (v) Sixty-Four (64) of Public Sector Risk Management Framework Compliance Assessments conducted annually.
- (vi) Forty-four (44) assessments will be conducted on utilisation of Transversal Financial System by Departments annually.

- (vii) One (1) of modules introduced in transversal financial system to improve capacity.

#### 1.4.5. Programme Resource Consideration – Programme 4

**Table 12: Budget Allocation for programme 4 and sub – programmes as per ENE and / or EPRE.**

**Table 6.1 : Summary of payments and estimates by sub-programme: Programme 4: FINANCIAL GOVERNANCE**

R thousand	Outcome			Main appropriation	Adjusted appropriation 2024/25	Revised estimate	Medium-term estimates		
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28
1. DEPUTY DIRECTOR GENERAL:FINANCIAL GOVERNANCE	25 084	24 668	22 356	29 642	30 936	30 936	27 637	33 631	35 144
2. ACCOUNTING SERVICES	15 304	15 807	16 942	24 881	17 373	17 373	21 248	20 596	21 523
3. FINANCIAL MANAGEMENT INFORMATION SYSTEM	24 888	27 044	20 256	26 820	21 043	21 043	32 267	27 044	28 262
4. GOVERNANCE, MONITORING & COMPLIANCE	-	-	-	-	-	-	-	-	-
<b>Total payments and estimates</b>	<b>65 276</b>	<b>67 519</b>	<b>59 554</b>	<b>81 343</b>	<b>69 352</b>	<b>69 352</b>	<b>81 152</b>	<b>81 271</b>	<b>84 929</b>

The allocation for the branch slightly decreases from R81.3 million in 2024/25 to R81.1 million in 2025/26 financial year.

**Table 6.2 : Summary of payments and estimates by economic classification: Programme 4: FINANCIAL GOVERNANCE**

R thousand	Outcome			Main appropriation	Adjusted appropriation 2024/25	Revised estimate	Medium-term estimates		
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28
<b>Current payments</b>	<b>63 381</b>	<b>59 828</b>	<b>56 411</b>	<b>81 343</b>	<b>69 346</b>	<b>69 346</b>	<b>81 152</b>	<b>78 915</b>	<b>82 467</b>
Compensation of employees	41 865	39 032	39 404	52 400	44 899	44 899	52 802	49 622	51 856
Goods and services	21 516	20 796	17 007	28 943	24 447	24 447	28 350	29 293	30 611
Interest and rent on land	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies to:</b>	<b>1 223</b>	<b>2 546</b>	<b>720</b>	<b>-</b>	<b>6</b>	<b>6</b>	<b>-</b>	<b>2 356</b>	<b>2 462</b>
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	1 223	2 546	720	-	6	6	-	2 356	2 462
<b>Payments for capital assets</b>	<b>672</b>	<b>5 145</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	672	5 145	-	-	-	-	-	-	-
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>2 423</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total economic classification</b>	<b>65 276</b>	<b>67 519</b>	<b>59 554</b>	<b>81 343</b>	<b>69 352</b>	<b>69 352</b>	<b>81 152</b>	<b>81 271</b>	<b>84 929</b>

Compensation of employee's budget increase by 1 percent from R52.4 million in 2024/25 to R52.8 million in 2025/26 financial year.

There is a decrease of 2 percent on Goods and Services from R28.9 million in 2024/25 to R28.4 million in 2025/26. This budget mainly caters for Audit Committee fees, SITA costs and transversal training costs.

The allocated budget for Goods & Services will significantly contribute to achievement of the following outputs namely, transversal systems courses conducted, assessments of financial statements in departments and entities, audit committee meeting fees and reports submitted to departments, trainings conducted on BAS, PERSAL and LOGIS etc, coordination of feedback sessions.

## 1.5. Programme 5: Shared Internal Audit Services

### 1.5.1. Purpose

The purpose of the programme is to provide internal audit and consulting services to provincial departments and selected municipalities.

Programme 5 is arranged to carry out its functions according to the following sub-programmes:

No.	Sub Programme(s)	Sub Programme Purpose
1.1	Risk-Based Auditing, Performance and Consulting Services (Cluster A)	Providing risk-based auditing, performance and consulting services for votes:
1.2	Risk-Based Auditing & Specialised Audit Services (Cluster B)	Providing risk-based and specialised audit services (for votes:
1.3	Quality Assurance and Technical Support Services	Providing quality assurance and technical support services and monitor compliance within provincial departments.

### 1.5.2. Programme 5: Outcomes, outputs, performance indicators and targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Unqualified Audit Outcomes of provincial departments, public entities and municipalities	Cluster Based Annual Audit Plans submitted to Audit Committee for approval	Number of Cluster Based Annual Audit Plans approved by the Audit Committee	4	4	3	4	4	4	4
		Number of Departmental Annual Combined Assurance Plans approved by the Audit Committee	New Indicator	New Indicator	New Indicator	New Indicator	3	3	3
	Audit Reports provided to the Clients Departments	% Internal Audits finalized in terms of the approved Audit Plans	98%	100%	100%	100%	100%	100%	100%
	Assurance reports finalized and communicated	Number of Combined assurance reports presented to audit committee	New Indicator	New Indicator	New Indicator	New Indicator	4	4	4
		Number of Annual Internal Quality Assurance Improvement Programme (QAIP) implementation report prepared to improve the quality of client service	1	1	1	1	1	1	1

### 1.5.3. Programme 5: Output indicators, annual and quarterly targets

Output Indicators		Annual Targets	Q1	Q2	Q3	Q4
1	Number of Cluster Based Annual Audit Plans approved by the Audit Committee	4	0	0	0	4
2	Number of Departmental Annual Combined Assurance Plans approved by the Audit Committee	3	0	0	0	3
3	% Internal Audits finalized and communicated in terms of the approved Audit Plans	100%	100%	100%	100%	100%
4	Number of Combined assurance reports presented to audit committee	4	1	1	1	1
5	Number of Annual Internal Quality Assurance Improvement Programme (QAIP) implementation report prepared to improve the quality of client service	1	0	0	0	1

#### 1.5.4. Explanation of planned performance over the medium-term period

##### (a) The contribution of outputs towards achieving the outcomes and impact

- Risk-based internal audit plans that identify relevant audit subject areas assist SIAS to allocate valuable internal audit human resources to address Departmental key risks and control weaknesses that may result in a regression of AGSA audit outcomes. The preparation of audit plans allows for an opportunity of engagements between auditee clients and internal audit management. Such engagements enhance the auditor's understanding auditee client's business processes on the one hand and the capabilities of the client's understanding of the internal audit process on the other hand.
- Implementation of internal audit plans result in audit reports that enable Departmental Audit Clients to timeously attend to SIAS including AGSA audit issues during the year as opposed to Departments been overwhelmed with high number of AGSA exception reports at the end of the year. Auditee client responses by providing action plans to internal audit findings and agreed upon internal audit recommendations enables accountability from auditee client departments in terms of Governance, Risk Management, Internal Control and Compliance (GRCC) processes.
- SIAS is mandated, through its internal audit charter, to provide Client Departments with recommendations, advice and assurance. This enables SIAS to serve as a Client Department Change Agent. Providing timely, value adding, and credible internal audit plans and reports is enhanced through a Quality Assurance and Improvement Programme (QAIP). The QAIP has the effect of improving internal audit staff capabilities through an annual self-assessment process and a rigorous independent (external) quality assurance every five years.

**(b) The rationale for the choice of the outcome indicators relevant to respective outcomes**

**Outcome 5: Unqualified audit outcomes with no material findings attained by Provincial departments and public entities**

Number of compliant compliance quality assurance report and Number of departments that implemented combined assurance model.

The attainment of compliant compliance quality assurance report and Number of departments that implemented combined assurance model will demonstrate the level of compliance by shared internal audit services and improvement of audit outcomes.

**(i) A description of planned performance in relation to the programme's outputs.**

- The department will prepare 4 internal audit plans in the fourth quarter to ensure that all client departments receive internal audit assurance and consulting services in respect of governance risk management, internal control and compliance processes.
- Given the dynamic nature of risk resulting in constantly changing audit plans, the department will ensure the no less than 100% of all approved audit projects are completed and communicated to assist provincial departments improve their governance, risk management, internal control and compliance (GRCC) processes.
- An annual as well as a five yearly quality assurance review will be conducted resulting in a Quality Assurance Improvement Programme Report to provide assurance to the Audit Committee and executive management that all internal audits were in fact conducted in terms of the Institute of Internal Auditor's (IIA's) Standards.

### 1.5.5. Programme Resource Consideration – Programme 5

**Table 13: Budget Allocation for programme 5 and sub – programmes as per ENE and / or EPRE.**

**Table 7.1 : Summary of payments and estimates by sub-programme: Programme 5: SHARED INTERNAL AUDIT SERVICES**

R thousand	Outcome			Main appropriation	Adjusted appropriation 2024/25	Revised estimate	Medium-term estimates		
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28
1. DEPUTY DIRECTOR GENERAL: SHARED INTER	39 540	40 015	39 439	58 441	45 739	45 739	60 088	66 566	69 787
2. RISK BASED AUDITING, PERFORMANCE AND C	-	-	-	-	-	-	-	-	-
3. RISK BASED AUDITING, PERFORMANCE AND S	-	-	-	-	-	-	-	-	-
4. QUALITY ASSURANCE & TECHNICAL SUPPORT	-	-	-	-	-	-	-	-	-
<b>Total payments and estimates</b>	<b>39 540</b>	<b>40 015</b>	<b>39 439</b>	<b>58 441</b>	<b>45 739</b>	<b>45 739</b>	<b>60 088</b>	<b>66 566</b>	<b>69 787</b>

The allocation for the branch increases by 3 percent from R58.4 million in 2024/25 to R60 million in 2025/24 financial year.

**Table 7.2 : Summary of payments and estimates by economic classification: Programme 5: SHARED INTERNAL AUDIT SERVICES**

R thousand	Outcome			Main appropriation	Adjusted appropriation 2024/25	Revised estimate	Medium-term estimates		
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28
<b>Current payments</b>	<b>39 366</b>	<b>39 854</b>	<b>39 287</b>	<b>58 441</b>	<b>45 689</b>	<b>45 689</b>	<b>60 088</b>	<b>66 566</b>	<b>69 787</b>
Compensation of employees	38 727	38 168	38 008	54 791	42 426	42 426	57 162	63 256	66 103
Goods and services	639	1 686	1 279	3 650	3 263	3 263	2 926	3 310	3 684
Interest and rent on land	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies to:</b>	<b>174</b>	<b>161</b>	<b>152</b>	<b>-</b>	<b>50</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and account	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and internatio	-	-	-	-	-	-	-	-	-
Public corporations and private ente	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	174	161	152	-	50	50	-	-	-
<b>Payments for capital assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total economic classification</b>	<b>39 540</b>	<b>40 015</b>	<b>39 439</b>	<b>58 441</b>	<b>45 739</b>	<b>45 739</b>	<b>60 088</b>	<b>66 566</b>	<b>69 787</b>

Compensation of employee’s budget increases by 4 percent from R54.8 million in 2024/25 to R57.2 million in 2025/26 financial year. The allocation will cover the filling of critical posts in the branch.

Goods and Services decreases by 20 percent from R3.7 million in 2024/25 to R2.9 million in 2025/26 financial year. The allocation will cater for payment of teammate audit software license as well as subsistence and travel for officials when conducting audits.

The allocated budget for Goods & Services will significantly contribute to achievement of the monthly audit and advisory reports provided to client departments through risk based, performance and specialised audit services.

## 8. Updated Key Risks

Outcomes	Key risks	Risk mitigations
1. Sustainable Support Services and Good Governance.	Disruption to Business process due to disasters - Natural & manmade (both predictable and unpredictable) leading to the inability to meet departmental objectives and potential loss of information	<ol style="list-style-type: none"> <li>1.Implementation of BCP strategy and plan.</li> <li>2.Implementation and monitoring of ICT policy</li> <li>3. Implementation of disaster recovery plan</li> </ol>
	Departmental ICT Infrastructure Failure due to electricity downtime and aged infrastructure leading to system down time, potential loss of information and reputational damage	<ol style="list-style-type: none"> <li>1. Install uninterrupted power supply (UPS) in server rooms and replacement of aged ICT infrastructure equipment (switches, servers etc.)</li> <li>2. Develop and implement migration strategy to cloud technologies.</li> </ol>
	Unauthorized access to systems, data, and information due to human error/behavior (e.g., phishing and spoofing), Poor/limited ICT security technology and controls leading to theft of departmental information, system down time, loss of funds, and reputational damage	<ol style="list-style-type: none"> <li>1. Conduct ICT Security awareness to users.</li> <li>2. Ensure that Patch Management is implemented.</li> <li>3. Monitor email gateway system</li> <li>4. Monitor firewall security system</li> <li>5.Implement Backup and recovery solution</li> </ol>

Outcomes	Key risks	Risk mitigations
		<p>6. Installed and updated anti-virus</p> <p>7. Implement encryption on hard drives</p> <p>8. Implement multifactor authentication for key systems</p>
2. Sustained Fiscal Policy for the province by 2030	<p>Uncoordinated infrastructure plans in the province due to the lack of Integrated Infrastructure Master Plan for the Province, Inadequate capacity to deliver infrastructure projects in the province, inadequate administrative leadership and support, ineffective implementation of LIIMP and ineffective implementation of DDM leading to poor service delivery, community unrest, loss of investor confidence and sluggish economic growth</p> <p>Underspending on conditional grants due Poor planning, coordination, and implementation by provincial institutions, Reprioritisation of projects during the implementation stage leading Poor service delivery, Loss of funds to NRF, Loss of investor confidence, Sluggish economic growth and Community unrest.</p>	<p>1. Enhance Infrastructure Planning Forum (IDMS) to include district municipalities.</p> <p>2. Present the business case and project charter to the IGR Forum for the institutionalization of LIIMP.</p> <p>3. Conduct bi-annual provincial infrastructure planning workshops.</p> <p>4. Reporting to Infrastructure Clusters.</p> <p>1. Conditional Grant and Earmarked Funding Bilateral meeting.</p> <p>2. Conduct Budget and Revenue Forum.</p>
3. Improved governance and sustainable management of the financial resources in provincial departments and public entities.	Increased departmental contingent liabilities due to slow turnaround cases in the court roll, poor quality of representations in the courts, dilapidated infrastructure and dysfunctional equipment, negligence, fraud and corruption, incompetent and unprofessional personnel, misallocation of budget and lack of proper record management leading to loss of human life, loss of state financial resources, fruitless and wasteful expenditure and compromised service delivery	<p>1. Engage Provincial Legal Services on a quarterly basis</p> <p>2. Engage Legal Forum to develop proper Terms of Reference.</p> <p>3. Monitor the implementation of consequence management</p> <p>4. Engage the departments to recruit competent and professional personnel</p>

Outcomes	Key risks	Risk mitigations
		<p>6. Engage relevant departments to prioritize risk areas in the allocation of the budget</p> <p>7. Presentation of the progress in the PTCF meetings.</p> <p>8. Monitor the implementation of Transversal Litigation strategy.</p>
	<p>Increased unwanted Expenditures (Unauthorized, Irregular, Fruitless and Wasteful Expenditures) due to non-compliance with SCM prescripts, inadequate skills and capacity in SCM, incompetent SCM officials, high staff turnover, negligence, fraud and corruption and lack of consequence Management leading to high volume of UIFW expenditures, compromised service delivery, reputational damage to the state, no value for money, repeat audit findings and negative audit outcomes</p>	<p>1. Monitor and Support the Institutions in the implementation of SCM Regulatory Framework.</p> <p>2. Building SCM capacity at Institutions through training</p> <p>3. Engage departments to recruit competent and professional SCM officials.</p> <p>4. Monitor the implementation of consequence management.</p> <p>5. Escalate SCM Non-Compliance to PTCF, Forum, Audit Committees and to the Accounting Officers</p>
	<p>Unreliable immovable asset registers due to inadequate management of government properties and hijacking/theft of government properties leading to loss of revenue, fruitless and wasteful expenditure, compromised service delivery and loss of property.</p>	<p>1. Capacity building in property management.</p> <p>2. Monitor and support the reconstruction of the immovable asset register.</p> <p>3. Engage law enforcement Agencies</p>
<p>4. Increased economic participation of local suppliers inclusive of youth, MVAs, women, and PWDs</p>	<p>Failure to achieve the LPS 2030 set targets due to non-submission of discretionary budget by departments, lack of appetite by departments to implement the strategy, poor response by PDPs and MVAs to RFQs and absence of National Regulations leading to non-empowerment of the designated group by Limpopo Provincial Government, business</p>	<p>1. Finalization of National Public Procurement Act (PPA) Regulations.</p> <p>2. Awareness on the PPA Regulations</p> <p>3. Engagement with the department of MVA for verification of MVA suppliers</p>

Outcomes	Key risks	Risk mitigations
	failure and non-achievement of the LPS Strategy.	
5. Unqualified audit outcomes with no material findings for departments and public entities	Regression in audit outcomes in both departments and public entities due to lack of understanding of relevant accounting and reporting framework leading to material misstatements on financial statements.	<ol style="list-style-type: none"> <li>1. Render focused training for Public Entities on relevant reporting frameworks.</li> <li>2. Provide hands on support to struggling institutions.</li> <li>3. Render training/ workshops on Reporting Framework (MCS, AMD, AFS Template)</li> <li>4. Checklist for review of financial statements</li> </ol>
	Regression in audit outcomes in both departments and public entities due to inadequate capacity and skills in CFO's offices leading to material misstatements on financial statements	<ol style="list-style-type: none"> <li>1. Develop and implement Capacity building programme in line with the CFO's assessment.</li> </ol>
	Regression in audit outcomes in both departments and public entities due to inadequate and unavailability of financial management systems leading to material misstatements on financial statements	<ol style="list-style-type: none"> <li>1. Engage departments through Forums on Financial system utilisation and functionally matters.</li> <li>2. Evaluate and support departments on the utilisation and functionality of financial systems.</li> <li>3. Communicate planned downtime to departments.</li> <li>4. Monitor Financial system user account management compliance in departments and support departments on LOGIS Asset Register maintenance.</li> </ol>
	Slow implementation of internal audit findings due Lack of prioritization by Departments, Process related solutions that require major effort and capabilities, Acceptance of risk leading to Weakened internal control environment, Sustained audit qualifications and unwanted expenditure.	<ol style="list-style-type: none"> <li>1. CAE engage AC on the slow implementation.</li> </ol>

Outcomes	Key risks	Risk mitigations
	Effectiveness of Internal Audit Function due to Non-availability of Clients, Information not provided during the required timeframes, Unplanned Department requirements, Unplanned study leave, Loss of Senior Internal Auditors staff and disparities in the human resources management of SIAS leading Deviation of the approved plan.	<ol style="list-style-type: none"> <li>1. CAE to engage AC on matters of non-compliance to the Protocol Document.</li> <li>2. Request to be approved by the CAE and Audit Committee.</li> </ol> <ol style="list-style-type: none"> <li>1. Updated study leave policy to be considered during the 2025-25 Internal Audit Plan.</li> <li>2. CAE to engage HRM to fill posts are regular intervals.</li> </ol>
6. Funded Municipal Budgets	Financial unsustainable municipalities caused by unfunded budgets hampering service delivery	<ol style="list-style-type: none"> <li>1. Support municipalities to compile Credible budgets</li> <li>2. Support unfunded municipalities to prepare and implement credible funding plans</li> </ol>
7. Unqualified audit outcomes of municipalities	Unsustainable municipalities due to inadequate implementation of LPT's recommendations, lack of consequence management, non-compliance with the relevant legislation, lack of decisive leadership (Political and Administrative) and non-implementation of MFMA interventions leading to distressed municipalities, poor service delivery, community unrest and negative reputation.	<ol style="list-style-type: none"> <li>1. Collaboration with CoGHSTA which allows both MEC of CoGHSTA and LPT to jointly hold sessions for the purpose of supporting and holding municipalities accountable.</li> <li>2. Strengthen reporting to EXCO to influence engagements with high-risk municipalities- (implementation of Constitutional and MFMA interventions)</li> </ol>

## 9. Public Entities

Name of public entity	Mandate	Outcomes
N/A		

## 10. Infrastructure projects

No.	Project name	Programme	Description	Outputs	Start date	Completion date	Total estimated cost	Current year expenditure
N/A								

## 11. Public-Private Partnerships (PPPs)

PPP Name	Purpose	Outputs	Current value of agreement	End-date of agreement
N/A				



# **PART D: TECHNICAL INDICATOR DESCRIPTION**

## PART D: TECHNICAL INDICATOR DESCRIPTIONS

### TECHNICAL INDICATORS FOR PROGRAMME 1

<b>Indicator Title</b>	Number of Capacity Building Programmes.
<b>Definition</b>	This performance indicator is about the number of capacity building programmes that will be implemented to an identified group of departmental employees as per approved training plan
<b>Source of Data</b>	WSP
<b>Method of Calculation / Assessment</b>	Simple Count.
<b>Means of Verification</b>	Attendance Registers for capacity building sessions. Approved training plan for 2025/26
<b>Assumptions</b>	Training needs aligned to Performance Development Plan
<b>Disaggregation of Beneficiaries (where applicable)</b>	Departmental Employees.
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-Cumulative
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	Targeted Performance and above desirable.
<b>Indicator Responsibility</b>	Director: Employee Utilisation and Capacity Building

<b>Indicator Title</b>	% on Vacancy Rate attained.
<b>Definition</b>	This performance indicator is about filling of vacant posts to ensure attainment of vacancy rate that is not more than 10% as calculated in line with vacant funded posts as captured in PERSAL system at the end of the financial year.
<b>Source of Data</b>	PERSAL
<b>Method of Calculation / Assessment</b>	% vacancy rate will be calculated as follows: - Total number of vacant funded posts that are on PERSAL / Total number of funded posts on PERSAL
<b>Means of Verification</b>	PERSAL report
<b>Assumptions</b>	PERSAL report is available.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non - Cumulative
<b>Reporting Cycle</b>	Annually.
<b>Desired Performance</b>	Targeted Performance desirable.
<b>Indicator Responsibility</b>	Director: Human Resource Management

Indicator Title	Number of ICT governance areas monitored.
Definition	This performance indicator is about the implementation of the CGICTPF. The ICT Steering Committee will be held in compliance with CGICTPF Policy and Institutional Arrangements.
Source of Data	CGICT V2, CGICTPF Policy and ICT Steering Committee charter
Method of Calculation / Assessment	Simple Count.
Means of Verification	<ul style="list-style-type: none"> <li>• Presentation/Report made to the ICT Steering Committee.</li> <li>• Minutes of ICT Steering Committee meetings.</li> <li>• Attendance Register.</li> </ul>
Assumptions	Approved project plan
Disaggregation of Beneficiaries (where applicable)	Departmental branches
Spatial Transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	Targeted Performance and above desirable.
Indicator Responsibility	Director: ICT

<b>Indicator Title</b>	% of supplier's valid invoices paid within 30 days.
<b>Definition</b>	The performance indicator measures the total number of valid invoices paid versus received within 30 days.
<b>Source of Data</b>	Invoice Register and BAS Reports.
<b>Method of Calculation</b>	% of invoices paid = Number of invoices paid/total number of valid invoices received.
<b>Assessment</b>	
<b>Means of Verification</b>	Monthly Signed off Departmental Reports on payment of invoices.
<b>Assumptions</b>	Reliable Financial Systems.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Service Providers.
<b>Spatial Transformation (where applicable)</b>	N/A.
<b>Calculation type</b>	Non-cumulative
<b>Reporting Cycle</b>	Quarterly.
<b>Desired Performance</b>	Targeted Performance.
<b>Indicator Responsibility</b>	Director: Financial Accounting.

<b>Indicator Title</b>	% of procurement of goods and services awarded to women owned enterprises
<b>Definition</b>	This performance indicator is about the number of bids/quotations awarded to women owned enterprises versus the total number of bids/quotations awarded
<b>Source of Data</b>	Quotations/bids register, expenditure bas report and supplier database
<b>Method of Calculation</b>	% of procurement of goods and services awarded to women owned enterprises = Number of women owned enterprises bids/quotations awarded/ the total number of bids/quotations awarded.
<b>Assessment</b>	
<b>Means of Verification</b>	Awarded bids/quotations registers
<b>Assumptions</b>	Application for bids/quotations received from women owned enterprises
<b>Disaggregation of Beneficiaries (where applicable)</b>	Women owned enterprises
<b>Spatial Transformation (where applicable)</b>	N/A.
<b>Calculation type</b>	Non-cumulative
<b>Reporting Cycle</b>	Quarterly.
<b>Desired Performance</b>	Targeted Performance.
<b>Indicator Responsibility</b>	Director: Departmental Supply Chain Management

## TECHNICAL INDICATORS FOR PROGRAMME 2

<b>Indicator Title</b>	Number of Research documents produced to align the Provincial Fiscal Policy.
<b>Definition</b>	Conduct research on Provincial Socio-Economic status to produce 1 Socio Economic Review and Outlook (SERO), 4 Quarterly Economic Bulletins (QEB), 1 Medium Term Budget Policy Statement (MTBPS) and 1 Estimated Provincial Revenue and Expenditure (EPRE) Overview.
<b>Source of Data</b>	International Monetary Fund (IMF), Statistics South Africa (StatsSA), National Treasury and IHS Global Insight Company.
<b>Method of Calculation / Assessment</b>	Simple Count.
<b>Means of Verification</b>	Approved/signed off 1 x Socio Economic Review and Outlook (SERO) during 4 <sup>th</sup> Quarter. Approved/signed off Quarterly Economic Bulletin (QEB) for each quarter. Approved/signed off 1 x Medium Term Budget Policy Statement (MTBPS) during the 3 <sup>rd</sup> Quarter. Approved/signed off 1 x Estimated Provincial Revenue and Expenditure (EPRE) Overview during the 4 <sup>th</sup> Quarter.
<b>Assumptions</b>	Provincial Treasury has access to the updated Socio-Economic related data.
<b>Disaggregation of Beneficiaries (where applicable)</b>	None.
<b>Spatial Transformation (where applicable)</b>	None.
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly.
<b>Desired Performance</b>	All 7 Research documents produced to align the Provincial Fiscal Policy.
<b>Indicator Responsibility</b>	Director: Macro-Economic Analysis

<b>Indicator Title</b>	Number of Revenue Assessments conducted to ensure collection of set target.
<b>Definition</b>	Assessment conducted on progress of revenue collection by Departments and Public Entities to ensure collection of revenue set target.
<b>Source of Data</b>	Monthly and quarterly reports from departments, BAS reports and budget books.
<b>Method of Calculation</b> <b>Assessment</b>	Simple count.
<b>Means of Verification</b>	Approved/signed off Quarterly Consolidated Revenue Assessments Report.
<b>Assumptions</b>	All Provincial Departments and Public Entities identify and implement revenue enhancement projects / sources.
<b>Disaggregation of Beneficiaries</b> <b>(where applicable)</b>	None
<b>Spatial Transformation</b> <b>(where applicable)</b>	None
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Maximisation of Provincial Own Revenue generation by maintaining current revenue sources and identification of sustainable new revenue sources/projects.
<b>Indicator Responsibility</b>	Director: Fiscal Policy Analysis (Revenue)

<b>Indicator Title</b>	Number of budget documents tabled in line with the set standards and National Treasury.
<b>Definition</b>	Main Appropriation Bill and adjustment budget documents tabled.
<b>Source of Data</b>	Budget documents (budget statements, Appropriation Bills and schedules, citizen guides, etc.).
<b>Method of Calculation</b> <b>Assessment</b>	Simple count.
<b>Means of Verification</b>	Approved Provincial budget (Main and Adjustment budgets) Proof of tabling at Legislature.
<b>Assumptions</b>	All Provincial Departments and Public Entities implement integrated budget planning.
<b>Disaggregation of Beneficiaries</b> (where applicable)	None
<b>Spatial Transformation</b> (where applicable)	None
<b>Calculation type</b>	Simple count
<b>Reporting Cycle</b>	Quarterly.
<b>Desired Performance</b>	Credible provincial budgets tabled (Main and adjustment budgets).
<b>Indicator Responsibility</b>	Director: Budget Management.

<b>Indicator Title</b>	Number of consolidated In Year Monitoring Reports produced in line section 32 of PFMA for departments and public entities.
<b>Definition</b>	12 monthly Provincial IYMs produced in line section 32 of PFMA and 4 quarterly IYMs for Public entities to ensure that 12 Votes and 5 Public Entities spend within 100% of their allocated budgets.
<b>Source of Data</b>	In Year Monitoring Reports; BAS Reports and Budget Book.
<b>Method of Calculation</b>	Simple count.
<b>Assessment</b>	
<b>Means of Verification</b>	12 Monthly Consolidated In Year Monitoring Reports for Departments. 4 Quarterly In Year Monitoring Reports for Public Entities
<b>Assumptions</b>	All Votes and Public Entities submit monthly IYM reports with variance explanations.
<b>Disaggregation of Beneficiaries (where applicable)</b>	None
<b>Spatial Transformation (where applicable)</b>	None
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	All 12 monthly Provincial IYMs and 4 quarterly IYMs for Public Entities are produced for 12 Votes and 5 Public Entities.
<b>Indicator Responsibility</b>	Director: Public Finance and Data Management

<b>Indicator Title</b>	Number of Infrastructure assessments conducted in departments with infrastructure budgets
<b>Definition</b>	The Performance indicator measures the number of infrastructure assessments conducted in nine departments with infrastructure budgets (Health, Social Development, Agriculture, Public Works, Transport, CoGHSTA, Sport, Arts and Culture, LEDET and Education) and feedback provided for implementation of recommendations.
<b>Source of Data</b>	Infrastructure Reporting Model (IRM), BAS report and monthly ITMC reports
<b>Method of Calculation / Assessment</b>	Simple count
<b>Means of Verification</b>	<ul style="list-style-type: none"> <li>• Infrastructure assessment report</li> <li>• Proof of communication to provincial infrastructure departments.</li> </ul>
<b>Assumptions</b>	That all Provincial Departments timely submit monthly IRM reports and ITMC reports with informed narratives.
<b>Disaggregation of Beneficiaries (where applicable)</b>	None
<b>Spatial Transformation (where applicable)</b>	None
<b>Calculation type</b>	Cumulative year-end
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	All 108 IRM assessments conducted
<b>Indicator Responsibility</b>	Director: Provincial Infrastructure Performance and PPP

<b>Indicator Title</b>	Number of infrastructure assessments conducted in prioritized municipalities.
<b>Definition</b>	The performance Indicator measures the number of infrastructure assessments conducted on ten (10) municipalities with recommendations for implementation to optimize MIG performance. The ten (10) municipalities are provincial growth points and prioritised as per the LDP to ensure alignment with the provincial plan. The ten (10) municipalities are as follows Fetakgomo- Tubatse, Lephhalale, Mogalakwena, Musina, Makhado, Ba-Phalaborwa, Thabazimbi, Elias Motswaledi, Greater Tzaneen and Thulamela.
<b>Source of Data</b>	Municipal documents, Section 71 reports and MIG reports
<b>Method of Calculation / Assessment</b>	Simple count
<b>Means of Verification</b>	<ul style="list-style-type: none"> <li>• Approved Infrastructure Assessment Reports</li> <li>• Proof of communication</li> </ul>
<b>Assumptions</b>	That all Municipalities timely submit monthly MIG reports with informed narratives
<b>Disaggregation of Beneficiaries (where applicable)</b>	None
<b>Spatial Transformation (where applicable)</b>	None
<b>Calculation type</b>	Cumulative year-end
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	All quarterly consolidated MIG assessments conducted annually
<b>Indicator Responsibility</b>	Director: Municipal Infrastructure Performance and PPP

<b>Indicator Title</b>	Number of financial management and governance assessments conducted
<b>Definition</b>	This indicator measures number of assessments conducted in municipalities on financial management to achieve unqualified audit opinions without findings
<b>Source of Data</b>	Municipal reports and National Treasury Local Government Database
<b>Method of Calculation / Assessment</b>	Simple count
<b>Means of Verification</b>	Quarterly municipal financial assessment reports. Proof of feedback.
<b>Assumptions</b>	Municipalities will submit complete and accurate reports to the National Treasury Local Government Database. Municipalities will submit complete and accurate information to Provincial Treasury.
<b>Disaggregation of Beneficiaries (where applicable)</b>	None
<b>Spatial Transformation (where applicable)</b>	None
<b>Calculation type</b>	Cumulative year-end
<b>Reporting Cycle</b>	Bi- Annually
<b>Desired Performance</b>	Targeted performance and above.
<b>Indicator Responsibility</b>	Chief Director: Municipal Finance and Governance

<b>Indicator Title</b>	Number of municipal budget assessments conducted in municipalities
<b>Definition</b>	The indicator measures number of assessments conducted in municipalities with funded budgets
<b>Source of Data</b>	Municipal reports and National Treasury Local Government Database
<b>Method of Calculation / Assessment</b>	Simple count
<b>Means of Verification</b>	Quarterly municipal budgets assessment reports. Proof of feedback.
<b>Assumptions</b>	Municipalities will submit complete and accurate reports to the National Treasury Local Government Database. Municipalities will submit complete and accurate information to Provincial Treasury.
<b>Disaggregation of Beneficiaries (where applicable)</b>	None
<b>Spatial Transformation (where applicable)</b>	None
<b>Calculation type</b>	Cumulative Year- end
<b>Reporting Cycle</b>	Bi- Annually
<b>Desired Performance</b>	Targeted performance and above.
<b>Indicator Responsibility</b>	Chief Director: Municipal Finance and Governance

## TECHNICAL INDICATORS FOR PROGRAMME 3

<b>Indicator Title</b>	Number of asset management assessments conducted in Votes and Public Entities.
<b>Definition</b>	The performance indicator measures the number of assessments that are conducted on Asset and Inventory Management in Provincial Votes and Public Entities and feedback provided.
<b>Source of Data</b>	LOGIS, BAS and assessment tool
<b>Method of Calculation / Assessment</b>	Simple count.
<b>Means of Verification</b>	<ul style="list-style-type: none"> <li>• Assessment reports.</li> <li>• Proof of communication of assessment reports.</li> </ul>
<b>Assumptions</b>	Votes and Public Entities will be available for assessment.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	All 64 assessments conducted.
<b>Indicator Responsibility</b>	Chief Director: Assets and Liabilities

<b>Indicator Title</b>	Number of Cash Management assessments conducted in Votes and Public Entities.
<b>Definition</b>	The performance indicator measures the number of assessments that are conducted on Cash and Liabilities Management in Provincial Votes and Public Entities and feedback provided.
<b>Source of Data</b>	BAS, PERSAL, Business Online (BOL), Corporate Public Deposits (CPD) and assessment tool
<b>Method of Calculation / Assessment</b>	Simple count.
<b>Means of Verification</b>	<ul style="list-style-type: none"> <li>• Assessment reports.</li> <li>• Proof of communication of assessment reports.</li> </ul>
<b>Assumptions</b>	Votes and Public Entities will be available for assessment.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly.
<b>Desired Performance</b>	All 64 assessments conducted
<b>Indicator Responsibility</b>	Chief Director: Assets and Liabilities

<b>Indicator Title</b>	Number of SCM assessments conducted in Votes and Public Entities.
<b>Definition</b>	The performance indicator measures the number of assessments that are conducted on SCM Compliance in Provincial Votes and Public Entities and feedback provided.
<b>Source of Data</b>	LOGIS, BAS, Central Supplier Database (CSD), e-Tender Portal and assessment tools
<b>Method of Calculation / Assessment</b>	Simple count.
<b>Means of Verification</b>	<ul style="list-style-type: none"> <li>• Assessment reports.</li> <li>• Proof of communication of assessment reports.</li> </ul>
<b>Assumptions</b>	Votes and Public Entities will be available for assessment.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	All 64 assessments conducted
<b>Indicator Responsibility</b>	Chief Director: Provincial SCM

<b>Indicator Title</b>	Number of assessments conducted in Votes and Public Entities in line with Limpopo Procurement Strategy 2030 targets
<b>Definition</b>	Conduct assessment on achievement of % Procurement spend on provincial suppliers by Votes and Public Entities in line with Limpopo Procurement Strategy 2030.
<b>Source of Data</b>	Procurement spent reports based discretionary budget as submitted by Votes and Public Entities and the CSD
<b>Method of Calculation / Assessment</b>	Total expenditure on designated group over the total provincial expenditure.
<b>Means of Verification</b>	<ul style="list-style-type: none"> <li>• Assessment reports.</li> <li>• Proof of communication of assessment reports.</li> </ul>
<b>Assumptions</b>	All Votes and Public Entities will prioritise procurement of goods and services from provincial suppliers
<b>Disaggregation of Beneficiaries (where applicable)</b>	Businesses owned by the following designated groups: Black, Persons with Disability, Military Veterans, SMMEs, Women, Youth and Limpopo based suppliers
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	All 64 assessments conducted.
<b>Indicator Responsibility</b>	Chief Director: Provincial SCM

## TECHNICAL INDICATORS FOR PROGRAMME 4

<b>Indicator Title</b>	Number of transversal systems courses conducted.
<b>Definition</b>	Financial management capacity building through training courses. Training of votes officials (nominated) on transversal systems for 2025/26 (BAS, LOGIS and PERSAL).
<b>Source of Data</b>	Votes nomination lists, attendance registers.
<b>Method of Calculation</b>	Simple Count
<b>Assessment</b>	
<b>Means of Verification</b>	Attendance Registers
<b>Assumptions</b>	Trainers, conducive training venues, stable network on all computers and systems, clients' nominations, electricity and water availability.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Provincial votes
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Actual performance that is higher than targeted performance is desirable
<b>Indicator Responsibility</b>	Director: Financial Management Capacity Building.

<b>Indicator Title</b>	Number of financial statements assessments conducted.
<b>Definition</b>	Assessments conducted on votes financial statements and feedback provided for implementation of recommendations
<b>Source of Data</b>	Financial Reports
<b>Method of Calculation / Assessment</b>	Simple count.
<b>Means of Verification</b>	<ul style="list-style-type: none"> <li>• Assessment Reports</li> <li>• Proof of feedback to Votes</li> </ul>
<b>Assumptions</b>	Timely submission of financial statements, staff and clients' availability
<b>Disaggregation of Beneficiaries (where applicable)</b>	Provincial votes
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Targeted performance
<b>Indicator Responsibility</b>	Director: Financial Accounting and Reporting

<b>Indicator Title</b>	Number of Audit committee reports submitted to departments
<b>Definition</b>	This performance indicator measures the number of reports from audit committee chairpersons on departmental performance per quarter.
<b>Source of Data</b>	Departmental Reports
<b>Method of Calculation / Assessment</b>	Simple Count
<b>Means of Verification</b>	Audit committee Chairpersons reports.
<b>Assumptions</b>	Audit Committee meetings are held with all Provincial Departments as planned.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Clusters
<b>Spatial Transformation (Where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Targeted performance
<b>Indicator Responsibility</b>	Director: Governance, Monitoring and Compliance.

<b>Indicator Title</b>	Number of assessments conducted on provincial risk profile.
<b>Definition</b>	Assessment reports on the monitoring of mitigation plans of the Provincial Risk Profile and feedback provided to the HOD's forum
<b>Source of Data</b>	Votes and Public Entities risk profiles and APPs; Limpopo Development Plan; Auditor General and Internal Audit reports; Stakeholder Consultations
<b>Method of Calculation / Assessment</b>	Simple count.
<b>Means of Verification</b>	<ul style="list-style-type: none"> <li>• Assessment Reports.</li> <li>• Proof of communication to HOD's forum.</li> </ul>
<b>Assumptions</b>	Access to Clusters, relevant risk champions, staff and timely submission of assessments
<b>Disaggregation of Beneficiaries (where applicable)</b>	Provincial Votes and Public Entities
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Targeted performance
<b>Indicator Responsibility</b>	Director: Transversal Risk Management

<b>Indicator Title</b>	Number of public sector risk management framework compliance assessments conducted
<b>Definition</b>	Assessment reports and feedback provided on compliance with the Public-Sector Risk Management Framework and utilization of Barnowl Risk Software to Provincial Votes and Public Entities for implementation of recommendations.
<b>Source of Data</b>	Votes and Public Entities Quarterly Risk Management Reports, Public Sector Risk Management Framework
<b>Method of Calculation / Assessment</b>	Simple count.
<b>Means of Verification</b>	<ul style="list-style-type: none"> <li>• Assessment Reports.</li> <li>• Proof of feedback to votes and public entities.</li> </ul>
<b>Assumptions</b>	Timely submission credible institutions reports, CROs, staff and effective Risk champions
<b>Disaggregation of Beneficiaries (where applicable)</b>	Provincial Votes and Public Entities
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Targeted performance
<b>Indicator Responsibility</b>	Director: Transversal Risk Management

<b>Indicator Title</b>	Number of assessments conducted on utilization of transversal financial system by departments.
<b>Definition</b>	Assessments conducted on financial system utilisation on all eleven (11) provincial votes and feedback provided for implementation of recommendations.
<b>Source of Data</b>	HRM Reports, Trial Balance, User Account Management Reports, SITA and IBM SLAs
<b>Method of Calculation / Assessment</b>	Simple Count.
<b>Means of Verification</b>	Assessment Reports.  Proof of communication of assessment report for the previous quarter.
<b>Assumptions</b>	To track the financial systems utilization in 12 Votes to ensure effective usage.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Provincial Votes.
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Actual performance that is higher than targeted performance is desirable.
<b>Indicator Responsibility</b>	Director: Systems Administration

<b>Indicator Title</b>	Number of modules introduced in transversal financial systems.
<b>Definition</b>	Financial System training model introduced for implementation.
<b>Source of Data</b>	Votes nomination lists, attendance registers.
<b>Method of Calculation / Assessment</b>	Simple Count
<b>Means of Verification</b>	Attendance Registers
<b>Assumptions</b>	Trainers, conducive training venues, stable network on all computers and systems, clients' nominations, electricity and water availability.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Provincial votes
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-Cumulative
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	Actual performance that is higher than targeted performance is desirable
<b>Indicator Responsibility</b>	Director: Financial Management Capacity Building.

## TECHNICAL INDICATORS FOR PROGRAMME 5

<b>Indicator Title</b>	Number of Cluster Based Annual Audit Plans approved by Audit Committee.
<b>Definition</b>	Three years rolling and annual audit plans for the 11 votes (excluding Legislature as listed under table 2 & 3 of this APP) approved by the Audit Committee for the financial year 2026/27.
<b>Source of Data</b>	Votes Risk Profiles and votes strategic outcomes
<b>Method of Calculation / Assessment</b>	Simple count
<b>Means of Verification</b>	4 x Approved Cluster Based Annual Internal Audit Plans.
<b>Assumptions</b>	Votes will prepare and provide risk profiles and APP's timely
<b>Disaggregation of Beneficiaries (where applicable)</b>	Provincial Votes
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting Cycle</b>	Annual
<b>Desired Performance</b>	4 x Approved Cluster Based Annual Internal Audit Plans.
<b>Indicator Responsibility</b>	Chief Audit Executive

<b>Indicator Title</b>	Number of Departmental Annual Combined Assurance plans approved by the Audit Committee.
<b>Definition</b>	This performance indicator measures the number of combined assurance plans approved by the Audit Committee in line with Combined Assurance Strategy for pilot departments (Education, Provincial Treasury and Office of the Premier)
<b>Source of Data</b>	Combined Assurance Strategy.
<b>Method of Calculation / Assessment</b>	Simple Count
<b>Means of Verification</b>	Minutes/Resolutions of Audit Committee Approved Plans
<b>Assumptions</b>	Combined Assurance is in place
<b>Disaggregation of Beneficiaries (where applicable)</b>	Provincial Votes
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	Finalised Assurance Plans
<b>Indicator Responsibility</b>	Chief Audit Executive

<b>Indicator Title</b>	% of Internal Audits finalised in terms of the approved Audit Plans.
<b>Definition</b>	This performance indicator measures the percentage of audits finalised and communicated to departments (all votes except Legislature) in accordance with the approved internal audit plan.
<b>Source of Data</b>	Finalised Internal Audit Reports.
<b>Method of Calculation</b> <b>Assessment</b>	Actual Performance will be calculated as follows: Numerator = Number of audits performed. Denominator = Total number of planned audits x targeted % for the quarter / financial year. Results of the above expressed in percentages.
<b>Means of Verification</b>	Exception Reports and Approved Audit plans of departments.
<b>Assumptions</b>	The assumption is that the internal audit plan is dynamic and may change as circumstances warrant.
<b>Disaggregation of Beneficiaries</b> (where applicable)	Provincial Votes
<b>Spatial Transformation</b> (where applicable)	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	100% of finalised Internal Audit Reports
<b>Indicator Responsibility</b>	Chief Audit Executive

<b>Indicator Title</b>	Number of Combined assurance reports presented to audit committee
<b>Definition</b>	This performance indicator measures the number of combined assurance reports that are presented to audit committee on implementation of combined assurance by three pilot departments (Education, Provincial Treasury and Office of the Premier).
<b>Source of Data</b>	Departmental Reports
<b>Method of Calculation / Assessment</b>	Simple Count
<b>Means of Verification</b>	Minutes of the audit committee and combine assurance reports for pilot departments
<b>Assumptions</b>	The assumption is that the internal audit plan is dynamic and may change as circumstances warrant.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Provincial Votes
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	100% of finalised Internal Audit Reports
<b>Indicator Responsibility</b>	Chief Audit Executive

<b>Indicator Title</b>	Number of annual internal Quality Assurance Improvement Programme (QAIP) report prepared to improve the quality of client service.
<b>Definition</b>	This performance indicator measures the conformance of SIAS to the International Standards for the Professional Practice of Internal Auditing.
<b>Source of Data</b>	Internal Audit Projects Files / Teammate Working Papers.
<b>Method of Calculation / Assessment</b>	Simple count
<b>Means of Verification</b>	Approved Internal Quality Assurance Improvement Programme (QAIP) report.
<b>Assumptions</b>	Internal Quality Assurance Review Team is set-up and appointed.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	Improved quality of internal audit services to 11 client provincial departments and stakeholders.
<b>Indicator Responsibility</b>	Chief Audit Executive

## **Annexures to the Annual Performance Plan**

### **Annexures A: Amendments to the Strategic Plan**

Not applicable

### **Annexures B: Conditional grants**

Not applicable

### **Annexures C: Consolidated indicators**

Not applicable

### **Annexures D: District Development Model**

Not Applicable

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