

2021

Cost of Reporting in Programme One

STUDENT NAME: MSEME LAURA

CLUSTER: ADMINISTRATIVE SERVICES

NATIONAL TREASURY

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1 ABBREVIATIONS / ACRONYMS

Abbreviations	Description
AENE	Adjusted Estimates of National Expenditure
AGSA	Auditor General
AOP	Annual Operational Plans
APP	Annual Performance Plan
AR	Annual Report
BBBEE	Broad Based Black Economic Empowerment
COGTA	Department of Cooperative Governance and Traditional Affairs
DPME	Department of Planning, Monitoring and Evaluation in the Presidency
DPSA	Department of Public Service and Administration
DWYPD	Department of Women, Youth and Persons with Disabilities
ENE	Estimates of National Expenditure
FMPPI	Framework for Management of Programme Performance Information
FOSAD	Forum of South African Directors-General
GBVF	Gender-Based Violence and Femicide
GRPBMEA	Framework for Gender-Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing
GWMES	Government-Wide Monitoring and Evaluation System
ICT	Information and communications technologies
IMC	Inter-Ministerial Committees
M&E	Monitoring and evaluation
MPSA	Minister for Public Service and Administration
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	NDP National Development Plan
NEPF	National Evaluation Policy Framework
NSP	National Strategic Plan
NT	National Treasury
OAG	Office of the Accountant General
PAA	Public Audit Act
PCC	President's Coordinating Council
PFMA	Public Finance Management Act
PICC	Presidential Infrastructure Coordinating Council
POA	Programme of Action
PSC	Public Service Commission
SDIP	Service Delivery Improvement Plans
SONA	State of the Nation Address
SP	Strategic Plans

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2 BACKGROUND

Planning, monitoring and reporting is part of the bedrock that anchors public accountability by, enabling participation in the compact between government and citizens through confirming if departments are delivering services as planned, spending as budgeted and employing as required. It tracks progress, identifies challenges, understand why they have occurred, recognises improvement, enables learning and facilitates innovation. This is assuming that the planning, monitoring and reporting instruments are comprehensively engaged with making the outcomes useful and consequentially the findings constructively applied to inform decision making. In the absence of this, it is simply an administrative burden that adds little to building a capable, ethical and development state other than adding to the bureaucracy and creating an illusion of accountability.

The planning and reporting obligations placed on the supporting functions in Programme 1 have increased significantly over the recent past. This includes Human Resources Management, Financial Management, Information and Communication Technology, Public Entities Oversight Unit, Internal Audit, Enterprise Risk Management and Strategic Planning, Monitoring and Evaluation. These obligations have been originated from various government-wide forums and special initiatives as well as the policy generating departments of government. These obligations are separately and discreetly developed with seemingly no contemplation of existing planning and reporting instruments. Consequently, there is a prevailing risk that the information collected is duplicated between processes, is voluminous but not useful and is collected but not used. These challenges are exemplified in the departmental performance reporting ecosystem.

It is worth noting that the intention of Department of Planning, Monitoring and Evaluation was in part to consolidate these processes by housing them in a single department to enable streamlining however this has not been realised and the number of instruments have tripled with increased requirements from, but not limited to, MTSF, Clusters, Presidential special projects, Department of Planning, Monitoring and Evaluation, Department of Women, Youth and Persons with Disabilities, Department of Public Service and Administration and with the introduction of spending reviews and intended zero-based budget, NT. This has resulted in 50 planned submissions required annually and indicative based on history as many ad hoc. While NT has institutionalised the departmental performance planning and monitoring ecosystem into the decision-making

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systems of the department, it is not evident how government-wide performance reports inform the policy making process in government.

3 PROBLEM STATEMENT

There appears to be a plethora of planning and reporting statutory obligations that seems to be creating cumbersome processes that tend to generate voluminous plans and reports that do not seem to be optimally used to enhance effectiveness and efficiency.

There is a cost to planning, monitoring and evaluation in Programme 1 and in particular compensation of employees. The increased obligations placed on Programme 1 seems to have resulted in increasing capacitation of these support units, or an increase in the utilisation of consulting services. Given that there appears to be little to no tangible utilisation of reports outside of the department the full benefit of the current government-wide planning, monitoring and reporting model does not seem to have been fully realised.

4 PURPOSE OF THE SPENDING REVIEW

To calculate the cost of delivering on all planning, monitoring and reporting obligations required within Programme 1, functions Human Resources Management, Financial Management, Information and Communication Technology, Public Entities Oversight Unit, Internal Audit, Enterprise Risk Management and Strategic Planning, Monitoring and Evaluation.

Informed by the findings, the process to streamline planning, monitoring and reporting across all policy departments can be accelerated and mechanisms introduced to modernise and automate systems thereby enhancing efficiency and effectiveness towards public accountability.

The following centre of government departments are the principle departments that consistently require reports from Programme 1:

- Department of Planning, Monitoring and Evaluation (DPME);
- National Treasury (NT);
- Department of Public Service and Administration (DPSA);
- Department of Women, Youth and Persons with Disabilities (DWYPD);

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- Auditor-General South Africa (AGSA);
- Presidency; and
- Parliament.

5 APPROACH AND METHODOLOGY

The cost of planning, monitoring and reporting in programme 1 is the total cost incurred by programme 1 subprogrammes: Human Resources Management, Financial Management, Information and Communication Technology, Public Entities Oversight Unit, Internal Audit, Enterprise Risk Management and Strategic Planning, Monitoring and Evaluation to produce the reports.

To guide this spending review, the following questions are addressed in the report:

- How many reports are produced by each Programme 1 sub-programme?
- How frequent are these reports produced?
- How much time does it take to produce each report?
- How much is the overall cost of reporting in Programme 1? and
- How useful are these reports perceived to be?

These questions are addressed through a combination of desk-top analysis and key stakeholder consultation.

5.1 DATA COLLECTION

Every subprogramme in Programme 1 that produces statutory reports and ad-hoc reports was requested to provide the list of all the reports produced by the subprogrammes. Key fields that are part of the excel spreadsheet that was used to record this data included: the number of all resources involved in the production of the report and their designations; time taken to produce each report; the frequency of each report produced (whether the report is required weekly, monthly, quarterly, annually etc.); approach used to gather the inputs required to compile the report (whether the inputs are sourced from an IT system).

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The Department of Public Service and Administration salary scales are utilised to calculate the cost of each report produced.

Table 1: DPSA salary levels

Designation	Salary Level	Annual Remuneration
Director General	16	R2 131 458,00
Deputy Director General	15	R1 639 194,00
Chief Director	14	R1 347 897,00
Director	13	R1 139 058,00
Deputy Director	11	R789 936,00
Assistant Director	9	R555 808,00
Highly skilled	8	R467 554,00

5.2 LIMITATIONS

The cost calculations only includes statutory reports. It must be emphasised that the historical trend indicates as many ad hoc reports are produced however given their unpredictability these costs have been excluded from this review.

6 OVERSIGHT INSTITUTIONS AND CENTRE OF GOVERNMENT DEPARTMENTS

Parliament

The mandate of Parliament derives from the Constitution of the Republic of South Africa, 1996, establishing Parliament and setting out the functions it performs. Parliament's role and outcomes are to represent the people and ensure government by the people under the Constitution, as well as to represent the provinces and local government in the national sphere of government. The mandate and functions of Parliament are based on the following legislation: Constitution of the Republic of South Africa, 1996; Powers, Privileges and Immunities of Parliament and Provincial Legislatures Act, Act 4 of 2004; Money Bills Amendment Procedure and Related Matters Act, Act 9 of 2009; Financial Management of Parliament and Provincial Legislatures Act, Act 10 of 2009; National Council of Provinces (Permanent Delegates Vacancies) Act, Act 17 of 1997; Determination of Delegates (National Council of Provinces) Act, Act 69 of 1998; Mandating Procedures of Provinces Act, Act 52 of 2008; and Remuneration of Public Office Bearers Act, Act 20 of 1998.

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The various committees of Parliament, especially the Portfolio Committees, use M&E information to strengthen their oversight over the Executive. Portfolio Committees obtain M&E information from a range of sources, including from the Public Service Commission (PSC), Chapter 9 institutions, National Treasury, the DPSA, DPME, line function departments, as well as from non-state bodies.

The Presidency

The Constitution of the Republic of South Africa, Act 108 of 1996, as amended, is the supreme law of the Republic. Along with the Bill of Rights, the Constitution forms the legal foundation of a democratic South Africa and sets out the rights and duties of its citizens and defines the structure of the government. The Presidency houses the President and the Deputy President of the Republic, and is therefore a unique institution in the Public Service. It is in this constitutional context that the broad parameters of the role and responsibilities of the Presidency are defined.

A number of Acts administered by other public institutions have a direct bearing on the work of the Presidency like the Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005) – the “IGR Act”, which establishes a framework for the national government, provincial governments and local governments to promote and facilitate intergovernmental relations and to provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes.

The “IGR Act” further seeks to promote cooperative governance as espoused by Chapter 3 of the Constitution of South Africa and informed the formation of the President’s Coordinating Council (PCC), the Cabinet Cluster System, the FOSAD and the formation of Inter-Ministerial Committees (IMCs) are also specifically aimed at enhancing coordination and integration across government. • The legislation that governs formation and work of the Statutory Bodies, (e.g. Infrastructure Development Act (PICC), the Broad Based Black Economic Empowerment (BBBEE Act as amended and establishes the BBBEE Advisory Council), etc.

National Treasury

National Treasury’s legislative mandate is based on Chapter 13, Section 216(1) of the Constitution, which calls for the establishment of a national treasury to ensure transparency, accountability and sound financial controls in the management of the

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country's public finances. This role is further elaborated in the Public Finance Management Act (1999).

The department is mandated to promote the national government's fiscal policy and the coordination of macroeconomic policy; ensure the stability and soundness of the financial system and financial services; coordinate intergovernmental financial and fiscal relations; manage the budget preparation process; and enforce transparency and effective management in respect of revenue and expenditure, assets and liabilities, public entities and constitutional institutions.

Department of Public Service and Administration

The Department of Public Service and Administration draws its mandate from Section 197 (1) and (2) of the Constitution, which provides that within the public administration there is a Public Service for the Republic, which must function, and be structured, in terms of national legislation, and which must loyally execute the lawful policies of the government of the day.

Section 7B (4) (C) of the Public Service Act of 1994 outlines that "the Executive Authority shall, subject to applicable legislation determine the reporting requirements to the head of the department, including, but not limited, to enabling that head to advise the relevant executive authority on the oversight of the unit on policy implementation, performance, integrated planning, budgeting and service delivery". Annual reporting requirements are prepared pursuant to Chapter II, Section 6 (1), (2) of the Public Service Act 1994, (Proclamation 103 of 1994) as substituted by section 3 of Act 47 of 1997 and by section 8 of Act 30 of 1997 on "Access to documents and information by the Minister for Public Service and Administration (MPSA)";

Chapter VIII of the Public Service Act, section 41 on "Regulations" prescribes that the Minister may make regulations regarding the reporting and assessment of compliance with this Act and the review of appropriateness and effectiveness of any regulations, determinations and directives made under this Act.

Department of Planning, Monitoring and Evaluation

Section 85(2) of the Constitution of the Republic of South Africa empowers the President to exercise executive authority, together with other members of Cabinet by: implementing national legislation; developing and implementing national policy; co-coordinating the

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functions of state departments and administrations; preparing and initiating legislation; and performing any other executive function provided for in the Constitution or in national legislation.

Presidential Proclamation no.47 of 2014; Section 3.3 of the proclamation establishes and entrusts the functions of Planning, Monitoring and Evaluation to the Minister in the Presidency through Proclamation 47, July 2014 in terms of Section 97 of the Constitution.

The authority of the Minister in the Presidency responsible for Planning, Monitoring and Evaluation to implement national planning is derived from the Sections 85 (1) and 85(2) of the Constitution. This authority entails the Minister leading processes of national planning and being the custodian of planning, monitoring and evaluation systems in government

Department of Women, Youth and Persons with Disabilities (DWYPD)

The mandate of the department is to regulate the socio-economic transformation and implementation of the empowerment and participation of women, youth and persons with disabilities.

Section 1 of the Constitution provides that the founding values of the democratic state of the Republic of South Africa are human dignity, the achievement of equality and the advancement of human rights and freedoms, non-racialism and non-sexism. Section 2 of the Constitution provides that obligations imposed by the Constitution as the supreme law of the Republic must be fulfilled.

Section 9 of the Constitution creates the basis for the obligation of the public sector, the private sector and civil society to eliminate and remedy gender and race inequalities. Section 9(2) of the Constitution guarantees the full and equal enjoyment of all rights and freedoms by people of all genders. Section 9(2) of the Constitution furthermore provides that legislative and other measures designed to protect or advance persons or categories of persons disadvantaged by unfair discrimination, may be taken to promote the achievement of equality.

Based on section 9(2) of the Constitution, legislation such as the Employment Equity Act No. 55 of 1998 and the Broad Based Black Economic Empowerment Act No. 53 of 2003 seek to provide for the implementation of affirmative action programmes aimed at advancing black people, women and people with disabilities.

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Auditor-General South Africa (AGSA)

Chapter 9 of the Constitution of the Republic of South Africa, 1996 establishes the Auditor-General of South Africa as one of the state institutions supporting constitutional democracy. The Constitution recognises the importance and guarantees the independence of the Auditor-General of South Africa (AGSA), stating that the AGSA must be impartial and must exercise its powers and perform its functions without fear, favour or prejudice.

The functions of the AGSA are described in section 188 of the Constitution and further regulated in the Public Audit Act, 2004 (Act No. 25 of 2004) (PAA), which mandates the AGSA to perform constitutional and other functions. Constitutional functions are those which the AGSA performs to comply with the broader mandate described in the Constitution. Section 4 of the PAA makes a further distinction between mandatory and discretionary audits.

7 POLICIES, LAWS AND REGULATIONS

Public Finance Management Act and Treasury Regulations

Chapter 4 of the PFMA and Chapter 6 of the Treasury Regulations set out the legal requirements for annual budgets. Section 53 of the PFMA deals with the legal requirements for annual budgets and the Medium Term Expenditure Framework (MTEF) budgets of public entities.

Section 27(4) read with Section 36(5) of the PFMA requires that the Accounting Officer of each department when introducing the annual budget in the National Assembly must submit, as may be appropriate, measurable objectives for each main division within the department's vote.

Treasury Regulation 5.3.1: Evaluation of performance - requires the Accounting Officer of an institution to establish procedures for quarterly reporting to the Executive Authority to facilitate effective performance monitoring, evaluation and corrective action.

In terms of the Guide on In-Year Management, Monitoring and Reporting issued by the National Treasury, Accounting Officers must monitor progress on the department's operational plan (which includes the budget), and produce, consider and act on monthly

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and quarterly reports, which are to be submitted to the Executive Authority and the Treasury.

2019-2024 Medium Term Strategic Framework (MTSF)

The MTSF outlines the country priorities based on the electoral mandate and provides a medium-term roadmap for the development of five-year institutional plans to enable the NDP's goals to be achieved. The MTSF promotes the establishment of critical systems for coordination and alignment of priorities across all spheres of government and with non-government stakeholders and assists with integrating all components of national development into mainstream planning processes. The MTSF outlines seven priorities arising from the electoral mandate of the ruling party and cross cutting issues relating to women, youth and persons with disabilities. Government's contribution to the MTSF is measured through the monitoring framework with indicators and targets. All government institutions must reflect the MTSF deliverables that are their direct responsibility into the performance information sections of their Strategic and Annual Performance Plans, Integrated Development Plans, and Service Delivery and Budget Implementation Plans. The DPME in collaboration with the Presidency has engaged with non-government institutions to secure their commitment to contribute to MTSF priorities through the implementation of specific projects and programmes.

Revised Framework for Strategic Plans and Annual Performance Plans, 2019

The Revised Framework for SP and APPs (2019) outlines the processes that must be followed by national and provincial government institutions in developing their Strategic Plans, Annual Performance Plans and Annual Operational Plans. It institutionalises result based planning in government to enable the achievement of the development agenda. The Strategic Plans and Annual Performance Plans of government institutions must reflect the seven priorities, and the issues relating to women, youth and persons with disabilities; and their related interventions as reflected in the MTSF which are within the responsibility of the institution. The Annual Performance Plans are monitored and reported on a quarterly basis using the electronic quarterly performance reporting system of government and the annual report which is subjected to auditing processes by the Auditor-General of South Africa. The Annual Operational Plans (AOP) are institutional plans which outline the activities that will assist the institution in achieving the outputs that are outlined in the APP and other outputs that are not included in the APP. The AOP will

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be used as management tools and the monitoring of the AOP will be determined by the institutions.

Framework for Managing Programme Performance Information, 2007

The FMPPI outlines key concepts in the design and implementation of management systems to define, collect, report and use performance information in the public sector. The FMPPI emphasises that performance information is essential to focus the attention of the public and oversight bodies on whether public institutions are delivering value for money, by comparing their performance against the budgets and service delivery plans, and to alert managers to areas where corrective measures are required.

Framework for Gender-Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing (GRPBMEA)

Gender-responsive planning, budgeting, monitoring, evaluation and auditing (GRPBMEA) is aimed at ensuring better outcomes for women and girls and more tangible gender impacts in South Africa.

The key aim of the framework is to achieve gender equality and the full realisation of the rights of women and girls, men and boys. The Framework outlines the importance of gender mainstreaming in planning, budgeting, monitoring, evaluation and auditing processes in government to ensure that the needs of the women and girls are also considered in government priorities. Government institutions are required to ensure that during the planning, budgeting, monitoring and evaluation the plans are gender responsive.

Public Service Regulations, 2016

Chapter 3 of the Public Service Regulations gives the requirements for preparing SPs, Annual Reports (ARs) and Service Delivery Improvement Plans (SDIPs). Regulation 25 describes the requirements for developing SPs and related reporting systems. Regulation 31 provides the basis for the development, tabling and submission of ARs. Regulations 36, 37 and 38 gives the requirements for developing SDIPs, which must be informed by SPs.

National Evaluation Policy Framework, 2019

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The National Evaluation Policy Framework (NEPF) provides both the basis for a minimum system of evaluation across government and a common language for evaluation in the public service. Its purpose is to ensure good-quality evaluations that inform on what is working and what is not and, in this way, helps to improve the effectiveness and the impact of government's work. To improve performance, the framework underlines the need to use credible and objective evaluation-derived evidence in planning, budgeting, organisational improvement and policy review, and in programme and project management.

Broad-based Black Economic Empowerment Act 53 of 2003 (B-BBEE Act)

In terms of section 10 (1) of the B-BBEE Act, all organs of state and public entities must apply any relevant Codes of Good Practice issued by Trade, Industry and Competition Minister in terms of section 9 of the B-BBEE Act in:

- Determining qualification criteria for the issuing of licenses concessions or other authorisations in respect of economic activity in terms of any law;
- Developing and implementing a preferential procurement policy;
- Determining qualification criteria for the sale of state-owned enterprises;
- Developing criteria for entering into partnerships with the private sector; and
- Determining criteria for the awarding of incentives, grants and investment schemes in support of broad-based black economic empowerment.

8 PRINCIPLES OF MONITORING & EVALUATION

The Policy Framework for the Government-wide Monitoring and Evaluation System lists the following principles of monitoring and evaluation:

Table 2: Principles of monitoring & evaluation

- M&E should contribute to improved governance	
<ul style="list-style-type: none"> - Transparency - Accountability - Participation 	<ul style="list-style-type: none"> - All findings are publicly available unless there are compelling reasons otherwise. - Use of resources is open to public scrutiny.

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<ul style="list-style-type: none"> - Inclusion 	<ul style="list-style-type: none"> - Voice is provided to historically marginalized people. - Traditionally excluded interests are represented throughout the M&E processes.
<ul style="list-style-type: none"> - M&E should be rights based 	
<ul style="list-style-type: none"> - Bill of Rights 	<ul style="list-style-type: none"> - A rights-based culture is promoted and entrenched by its inclusion in the value base for all M&E processes.
<ul style="list-style-type: none"> - M&E should be development-oriented – nationally, institutionally and locally 	
<ul style="list-style-type: none"> - Pro-poor orientation - Service delivery and performance - Learning - Human resource management - Impact awareness 	<ul style="list-style-type: none"> - Poverty’s causes, effects and dynamics are highlighted and the interests of poor people are prioritized above those of more advantaged groups. - Variables reflecting institutional performance and service delivery are analysed and reviewed, links are identified and responsive strategies are formulated. - Knowledge and an appetite for learning are nurtured in institutions and individuals. - The skills required for deliberative M&E are available, fostered and retained while the knowledge needed for strategic HR utilization is available and used. - The possible impacts of M&E interventions are considered and reflected upon in plans and their actual outcomes are tracked and analysed systematically and consistently.
<ul style="list-style-type: none"> - M&E should be undertaken ethically and with integrity 	

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<ul style="list-style-type: none"> - Confidentiality - Respect - Representation of competence - Fair reporting 	<ul style="list-style-type: none"> - Processes ensure the responsible use of personal and sensitive information. - Promises of anonymity and non-identifiability are honoured and relied upon. - Dignity and self-esteem are built amongst stakeholders and affected people. - There is skilful and sensitive implementation of M&E processes. - Those engaged in monitoring and evaluation fairly represent their competence and the limitations of their reports. - Reporting provides a fair and balanced account of the findings.
<p>- M&E should be utilisation oriented</p>	
<ul style="list-style-type: none"> - Defining and meeting expectations - Supporting utilisation 	<ul style="list-style-type: none"> - M&E products meet knowledge and strategic needs. - A record of recommendations is maintained and their implementation followed up. - An accessible central repository of evaluation reports and indicators is maintained.
<p>- M&E should be methodologically sound</p>	
<ul style="list-style-type: none"> - Consistent indicators - Data/evidence based - Appropriateness - Triangulated 	<ul style="list-style-type: none"> - Common indicators and data collection methods are used where possible to improve data quality and allow trend analysis. - Findings are clearly based on systematic evidence and analysis. - Methodology matches the questions being asked. - Multiple sources are used to build more credible findings.

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– M&E should be operationally effective	
<ul style="list-style-type: none"> – Planned – Scope – Managed – Cost effective – Systematic 	<ul style="list-style-type: none"> – As an integrated component of public management, M&E is routine and regularized. – The scale of M&E reflects its purpose, level of risk and available resources. – Conscientious management of the function leads to sustained on-time delivery of excellence. – The benefits of M&E are clear and its scale is appropriate given resource availability. – Robust systems are built up that are resilient and do not depend on individuals or chance.

The reports produced by the various subprogrammes in Programme 1 which are an end result of the M&E processes should be informed by the aforementioned M&E principles. The M&E principles provide guidance on the practices that should be followed by all public service institutions. The last principle that states that M&E should be operationally effective is the most relevant to this spending review. The benefits of the reports produced through the M&E processes should be clear to everyone and its scale should consider the availability of resources.

9 PROFILE OF PROGRAMME 1

9.1 PURPOSE AND STRUCTURE

The purpose of Programme 1 in terms of the budget programme structure is to provide strategic leadership, management and support services to the department. The following sub-programmes are the most affected by the reporting requirements and the functions are explained below:

Financial Management administers compliance with all relevant financial statutes and regulations, the most important of which is the Public Finance Management Act (PFMA).

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In ensuring compliance, the unit strives to attain a balance between achieving service excellence and maintaining administrative controls

Strategic Planning, Monitoring and Evaluation is tasked with embedding planning into National Treasury including facilitating the department's short, medium and long term strategic planning processes and ensuring that plans are aligned to legislative mandates and broader government imperatives. The unit develops and administers systems and processes that entrench effective and efficient monitoring, evaluation and reporting on departmental performance delivery and facilitates the development and implementation of service delivery improvement.

Information and Communication Technology improves National Treasury's operational efficiency, optimises costs, drives innovation and accelerates the delivery of services. The unit provides long-term planning and day-to-day support in respect of ICT-enabled delivery using ICT services and systems.

Human Resources Management ensures transactional and transformational human resources support so that National Treasury can attract, develop and retain the skills needed to deliver on the department's mandate and objectives.

Public Entities Oversight Unit ensures that entities reporting to the Minister of Finance are compliant with relevant governance and reporting requirements and reports progress made in this regard to the Minister of Finance.

Internal Audit contributes to the strengthening of National Treasury's accountability and enhancing public stewardship by evaluating and improving the adequacy and effectiveness of governance, risk management and control processes. The unit provides robust and practical strategic advice and recommendations founded on aligning the business with best practice. By acting as a frame of reference, the unit also supports the OAG in providing guidance and support to internal audit functions in government.

Enterprise Risk Management improves organisational risk communication and knowledge sharing, developing a common risk language that ensures that a risk management culture is embedded in National Treasury. The unit supports evidence based decision making by reducing uncertainty. This is realised by providing a holistic view of risk and the application of a robust risk management system. Fraud prevention is an integral part of the strategy, operations and administration function. The unit ensures

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that National Treasury has a strategic risk profile register that enables coordination and alignment of strategic initiatives across the department.

9.2 PERSONNEL INFORMATION

Table 3: Personnel information

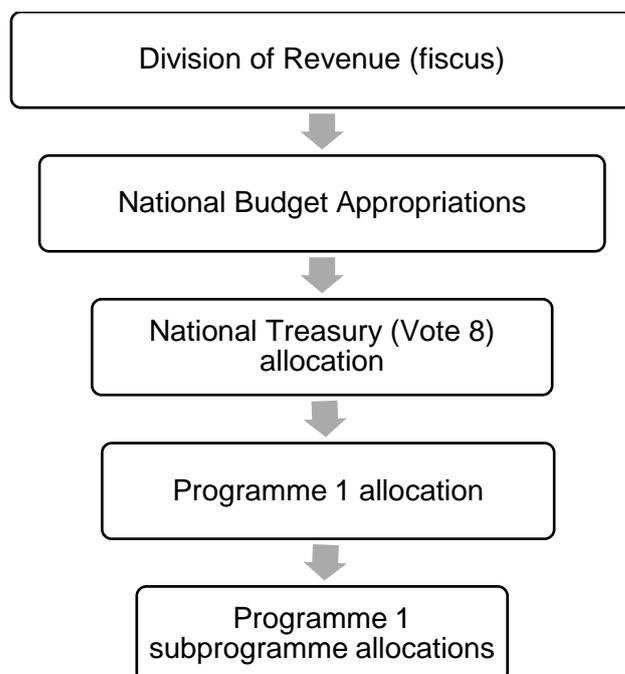
Subprogrammes	Number of filled positions					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Financial Management	35	27	27	27	30	30
Enterprise Risk Management	9	9	8	7	6	6
Human Resource Management	48	44	41	40	38	38
Strategic Planning, Monitoring and Evaluation	1	4	5	7	7	7
PEOU	5	5	2	2	3	2
Internal Audit	32	27	27	27	21	19
Total	130	116	110	110	115	102

As at 30 September 2021, the programme 1 subprogrammes had 102 filled positions. The total number of positions has increased over the period under review with the filled positions having decreased due to a moratorium on filling vacant positions that was put in place to bring the department's compensation of employees to sustainable levels.

10 FLOW OF FUNDS TO PROGRAMME 1

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11 REPORTS PRODUCED BY PROGRAMME 1 SUBPROGRAMMES

11.1 NUMBER OF LEGISLATED REPORTS AS AT FINANCIAL YEAR 2021

Planning	Strategic Plan
	Annual Performance Plan
	Annual Operational Plans
	HR Plans
	ICT Plan
	SDIPs
Annual National Budget and MTEF – Upcoming Financial year	Annual National Budget and MTEF – Upcoming Financial year
Reporting	QPRs
	ERRP Reports
	MTSF
	SONA Report

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	Monthly report on the implementation of NSP on GBVF Report
	Annual Report
	Mid and End term reports
	HR Plan Implementation Reports
	ICT Plan Reports
	SDIP Reports
	Expenditure Report
	Financial Statements
Auditing	Internal Audit reports

11.2 COMPARISON OF THE NUMBER OF REPORTS PRODUCED IN 2015/16 TO 2020/21
Table 4: Comparison of the number of reports in 2015/16 and 2020/21.

SUBPROGRAMME	NUMBER OF REPORTS PER BUSINESS UNIT		
	2015/16	2020/21	Percentage change
SPME	19	24	26.32%
PEOU	5	5	0.00%
Financial Management (FMCD)	17	21	23.53%
Human Resource Management (HR)	16	20	25.00%
Enterprise Risk Management	6	7	16.67%
Internal Audit	2	2	0.00%
Total	65	79	21.54%

In comparing 2015/16 and 2020/21 financial years, Strategic Planning, Monitoring and Evaluation Unit had the highest increase in the number of reports produced at 26,32%, followed by Human Resources Management at 25,00%, Financial Management at 23,53% and Enterprise Risk Management at 16,67%. There was no increase in the number of reports that are produced by Internal Audit and the Public Entities Oversight Units.

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Overall, the data shows that there has been an increase of 21,54% in the number of reports that Programme 1 is required to produce on a regular basis in the period of five years

11.3 DESCRIPTION OF KEY REPORTS

Medium Term Strategic Framework Quarterly and Bi-annual Reports

These reports provide progress on the attainment of targets set out in the 2019-2024 Medium Term Strategic Framework. The progress is provided on the outcomes, indicators and targets towards the achievement of the seven priorities and related interventions of the sixth administration of government. The reports also detail the major challenges and blockages affecting implementation, the interventions needed to address the constraints and challenges, and recommendations for any decisions or guidance required from Cabinet to improve delivery.

Cluster Programme of Action (POA) Plan and Reports

Cluster Programme of Action (POA) Plan and Reports are produced to enable Clusters to effectively oversee the implementation of the interventions detailed in the Programme of Actions for the realisation of priority outcomes as well as insights into the impacts on society.

Economic Recovery Plan Report

This document sets out a reconstruction and recovery plan for the South African economy that is aimed at stimulating equitable and inclusive growth. The monthly reports are provided on the implementation of the interventions that are identified in the plan.

Strategic Plan

This document sets out the institution's policy priorities, programmes and project plans over a five-year period and is approved by the executive authority. The document covers a period from the first planning cycle following an election and is linked to the priorities of the new government administration. The document lays the foundation for the development of Annual Performance Plans.

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Chapter 5 and 30 of the Treasury Regulations and Part 3B of the Public Service Regulations set out the legal requirements for Strategic Plans.

Annual Performance Plan

This document sets out what the institution intends on doing in the upcoming financial year and during the MTEF to implement its Strategic Plan. The document sets output indicators and targets for budget programmes, and sub-programmes, to facilitate the institutions realising its institutional outcomes set out in the Strategic Plan. The plan includes a quarterly breakdown of performance targets for the upcoming financial year. The Annual Performance Plan covers the upcoming financial year and the MTEF period.

Chapters 5 and 30 of the Treasury Regulations set out the legal requirements.

Annual Operational Plan

The Annual Operational Plan details the activities and budget for each of the outputs and output indicators in the Annual Performance Plan. The Annual Operational Plans also includes operational outputs which are not reflected in the Annual Performance Plan.

Quarterly Performance Reports

Quarterly performance reports provide progress updates on the implementation of the department's Annual Performance Plan in the previous quarter, with particular focus on performance against set quarterly targets. A quarterly performance report provides the executive authority and the accounting officer with information on performance against plans.

Chapters 5 and 30 of the Treasury Regulations set out the legal requirements.

Annual Report

The Annual Report provides information on the performance of the department in the preceding financial year for the purposes of oversight. This document details the institution's performance relative to the targets set in the Annual Performance Plan and provides the audited annual financial statements. Moreover, it reveals how the budget was implemented and the state of the institution's financial management systems.

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Section 40 of the PFMA and Chapter 18 of the Treasury Regulations set out the legal requirements for departments' annual reports. Section 55 of the PFMA and Chapter 28 of the Treasury Regulations set out the legal requirements for public entities' annual reports.

Medium Term Expenditure Framework

The MTEF is a budgeting framework that translates the policies and plans of national, provincial and local government into a three-year rolling spending plan. The purpose is to promote transparency, accountability and effective public financial management. It is published by National Treasury at the time of the national budget.

Adjusted Estimates of National Expenditure

The Adjusted Estimates of National Expenditure is a process whereby departments are given an opportunity to revise their allocated budgets during the financial year. The adjustment budget is captured in October based on inputs received during the AENE process. Progress on the achievement of performance targets set in the ENE is reported for the first six months of the financial year. The approved roll-over will be incorporated during the adjustment estimate process. The Adjusted Estimates of National Expenditure is guided by specific principles and regulations stipulated in section 30(2) of the PFMA and TR 6.6, which provide for the reprioritisation of funds through the adjusted budget during the financial year.

Estimates of National Expenditure

This publication provides comprehensive information about how national departments and entities have spent their past budgets and how they plan to spend their future budgets, and about revenue collected by institutions. The Estimates of National Expenditure provides information about the past three financial years, the current financial year and the coming three financial years.

Mid-term and End-term Reports

Reviews are periodic or ad hoc assessments of performance carried out in relation to the SP and are typically conducted internally.

State of the Nation Address (SONA) Report

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The report is produced in preparation for the upcoming years' State of the Nation Address (SoNA). The department provides progress on commitments made in previous SoNA and in the department's budget vote.

National Level Progress Report: National Strategic Plan on Gender-Based Violence and Femicide: NSP on GBVF

The progress report on the on the implementation of the National Strategic Plan on Gender-Based Violence and Femicide (NSP on GBVF). The report details an overall overview of the current status regarding progress in the operationalisation and implementation of the NSP on GBVF.

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11.4 REPORTING TIMEFRAMES

The table below details the submissions and timelines that the departments must comply with noting that ad-hoc reports that are requested by other government institutions are not part of this review

Table 5: Reporting Timeframes

Processes		April	May	June	July	August	September	October	November	December	January	February	March
Planning	SP	N/A	N/A	N/A	N/A	N/A	N/A	Submission of the Draft SPs to DPME	N/A	N/A	Public entities (3A) submission of the final draft SPs to the oversight departments in preparation for tabling	N/A	N/A
	APPs	N/A	N/A	N/A	N/A	N/A	N/A	Submission of the Draft APPs to DPME	N/A	N/A	N/A	N/A	N/A
	AOPs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Approval of the Annual Operational Plans by the Accounting Officers
	HR Plans	N/A	N/A	Departments submit Adjusted MTEF HR Plans to DPSA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Departments submit HR Plans to DPSA - 31 March – once every three years

Processes		April	May	June	July	August	September	October	November	December	January	February	March
	SDIPs	Submit Departmental Service Delivery Improvement Plans	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Annual National Budget and MTEF – Upcoming Financial year	Annual National Budget and MTEF – Upcoming Financial year	N/A	N/A	N/A	Medium-Term Expenditure Framework (MTEF) submission	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		N/A	N/A	N/A	N/A	N/A	Submission of Adjustments Estimates of National Expenditure	N/A	N/A	N/A	N/A	N/A	N/A
		N/A	N/A	N/A	N/A	N/A	N/A	N/A	Submission of the Estimates of National	N/A	N/A	N/A	N/A

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Processes		April	May	June	July	August	September	October	November	December	January	February	March
									Expenditure				
Reporting	QPRs	Institutions submit 4th Quarterly Performance Reports by end of April	DPME issues QPRs Guidelines	N/A	Institutions submit 1st Quarterly Performance Reports by end of July	N/A	N/A	Institutions submit 2nd Quarterly Performance Reports by end of October	N/A	N/A	Institutions submit 3rd Quarterly Performance Reports by end of January	N/A	N/A
	ERRP Reports	Monthly report – 10 days after the end of the month	Monthly report – 10 days after the end of the month	Monthly report – 10 days after the end of the month	Monthly report – 10 days after the end of the month	Monthly report – 10 days after the end of the month	Monthly report – 10 days after the end of the month	Monthly report – 10 days after the end of the month	Monthly report – 10 days after the end of the month	Monthly report – 10 days after the end of the month	Monthly report – 10 days after the end of the month	Monthly report – 10 days after the end of the month	Monthly report – 10 days after the end of the month
	MTSF	Institutions submit 4th quarter MTSF reports by end of April	N/A	First Bi-annual Report	Institutions submit 1 st Quarter MTSF reports by end of July	N/A	N/A	Institutions submit 2nd Quarter MTSF reports by end of October	Second Bi-annual report	N/A	Institutions submit 3rd Quarter MTSF reports by end of January	N/A	N/A
	SONA Report								Submission of the				

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Processes	April	May	June	July	August	September	October	November	December	January	February	March
								SONA report				
Monthly report on the implementation of NSP on GBVF Report	Monthly report on the implementation of NSP on GBVF Report	Monthly report on the implementation of NSP on GBVF Report	Monthly report on the implementation of NSP on GBVF Report	Monthly report on the implementation of NSP on GBVF Report	Monthly report on the implementation of NSP on GBVF Report	Monthly report on the implementation of NSP on GBVF Report	Monthly report on the implementation of NSP on GBVF Report	Monthly report on the implementation of NSP on GBVF Report	Monthly report on the implementation of NSP on GBVF Report	Monthly report on the implementation of NSP on GBVF Report	Monthly report on the implementation of NSP on GBVF Report	Monthly report on the implementation of NSP on GBVF Report
ARs	N/A	Submit the pre-audited AR for auditing by end of May to DPME, NT and AGSA	N/A	N/A	N/A	Institutions Submit tabled AR by end of September to DPME and National Treasury	N/A	N/A	N/A	N/A	N/A	N/A

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Processes	April	May	June	July	August	September	October	November	December	January	February	March
Mid and End term reports	N/A	N/A	N/A	End-term assessment reports by the end of July in the first financial year of the new planning cycle	N/A	N/A	N/A	Mid-term assessment reports by the end of November in the third year of implementation of the SP during a five year planning cycle	N/A	N/A	N/A	N/A
HR Plan Implementation Reports	N/A	N/A	Report on % on Employment Equity Targets	N/A	N/A	Submit six month HR Planning Implementation report	N/A	N/A	N/A	N/A	N/A	<ul style="list-style-type: none"> • Submit Annual HR Planning Implementation report • Submit HRD implementation plan
SDIP Reports	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Submit report on the

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Processes		April	May	June	July	August	September	October	November	December	January	February	March
													implementation of the Departmental Service Delivery Improvement Plans
	Expenditure Report	Monthly expenditure reports – 15 days after the end of the month	Monthly expenditure reports – 15 days after the end of the month	Monthly expenditure reports – 15 days after the end of the month	Monthly expenditure reports – 15 days after the end of the month	Monthly expenditure reports – 15 days after the end of the month	Monthly expenditure reports – 15 days after the end of the month	Monthly expenditure reports – 15 days after the end of the month	Monthly expenditure reports – 15 days after the end of the month	Monthly expenditure reports – 15 days after the end of the month	Monthly expenditure reports – 15 days after the end of the month	Monthly expenditure reports – 15 days after the end of the month	Monthly expenditure reports – 15 days after the end of the month
	Financial Statements	N/A	Submit the annual financial statements for auditing by end of May to NT and AGSA	N/A	Submit the audited annual financial statements for auditing by end of July to NT	N/A							

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Processes		April	May	June	July	August	September	October	November	December	January	February	March
Auditing	Internal Audit reports	IAA 4 th Quarterly Report to EXCO and Audit Committee	N/A	N/A	IAA 1 st Quarterly Report to EXCO and Audit Committee	N/A	N/A	IAA 2 nd Quarterly Report to EXCO and Audit Committee	N/A	N/A	IAA 3 rd Quarterly Report to EXCO and Audit Committee	N/A	IA Three Year Rolling Plan IA Annual Audit Plan

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12 REVIEW OF REPORTS

12.1 TIME SPENT ON PRODUCING REPORTS

Table 6: Number of days required to produce reports

SUB PROGRAM	TOTAL NUMBER OF REPORTS PER BUSINESS UNIT	ANNUALLY	AVERAGE NUMBER OF PERSONS DAY REQUIRED TO PRODUCE REPORTS (MEAN)	Bi-ANNUALLY	AVERAGE NUMBER OF PERSONS DAY REQUIRED TO PRODUCE REPORTS (MEAN)	QUARTERLY	AVERAGE NUMBER OF PERSONS DAY REQUIRED TO PRODUCE REPORTS (MEAN)	MONTHLY	AVERAGE NUMBER OF PERSONS DAY REQUIRED TO PRODUCE REPORTS (MEAN)	OTHER (LATER THAN 12 MONTHS)	AVERAGE NUMBER OF PERSONS DAY REQUIRED TO PRODUCE REPORTS (MEAN)
SPME	24	10	30,90 person days	1	14 person days	7	14,42 person days	2	8 person days	4	78,50 person days
PEOU	5	4	37,50 person days	0	N/A	1	30 person days	0	N/A	0	N/A
Financial Management (FMCD)	21	8	25,62 person days	0	N/A	7	12,57 person days	6	6,16 person days	0	N/A
Human Resource	20	15	16,13 person days	2	8 person days	3	4 person days	0	0	0	N/A

Management (HR)											
Enterprise Risk Management	7	0	N/A	0	N/A	4	32,75 person days	0	N/A	3	16 person days
Internal Audit	2	0	N/A	0	N/A	2	16 person days	0	N/A	0	N/A
Total	79	37	24,48 person days	3	10 person days	24	16,42 person days	8	6,63 person days	7	51,71 person days
% Percentage	100%	46,84%		3,80%		30,38%		10,13%		8,86%	

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Programme 1 generates a total of 79 reports, and 37 (46,84%) of these reports are produced on an annual basis and takes an average of 24,48 days per annum to produce. Furthermore, it takes an estimated 16,42 days to produce 24 (30%) quarterly reports, while it takes 6,63 days to produce 8 (10,13%) bi-annual reports, and around 10 days on average to generate 3 (3,80%) reports which are produced monthly. There are also 7 (8,86%) reports that are produced periodically (every 2 – 5 years) which takes around 51,71 days to generate on average. This time includes the preparation of reporting templates, data collection, consolidation, and writing up the report.

This indicates that the plans and reports produced by the various business unit across Programme 1 require substantive time and resources to compile.

13 COST OF REPORTING

13.1 CALCULATION OF REMUNIRATION RATE:

The annual package of each employee that plays a role in the production of a report has been determined (inclusive of 37% in lieu benefit was added to the annual package for employees below level 11) as well as the daily and hourly remuneration rate calculated

Table 7: Calculation of daily rates

Designation	Salary Level	Annual Remuneration	Remuneration per working day(R per year/260 wd)
Director General	16	R2 131 458,00	R8 197,92
Deputy Director General	15	R1 639 194,00	R6 304,59
Chief Director	14	R1 347 897,00	R5 184,22
Director	13	R1 139 058,00	R4 380,99
Deputy Director	11	R789 936,00	R3 038,22
Assistant Director	9	R555 808,00	R2 137,72
	8	R467 554,00	R1 798,28

Table 8: Calculation of hourly rates

Designation	Salary Level	Annual Remuneration	Remuneration per working hour(daily rate/8 working hours per day)
Director General	16	R2 131 458,00	R1 024,74
Deputy Director General	15	R1 639 194,00	R788,07
Chief Director	14	R1 347 897,00	R648,03
Director	13	R1 139 058,00	R547,62
Deputy Director	11	R789 936,00	R379,78
Assistant Director	9	R555 808,00	R267,22
Highly skilled	8	R467 554,00	R224,79

13.2 TOTAL COST OF REPORTING

The total cost of reporting has been calculated with the formula

Sum of (Each employee that has a role to play hours spent on the report x hourly rate)=total cost per report

Table 9: Total cost of reporting per subprogramme

SUBPROGRAMMES	TOTAL	TOTAL COST OF REPORTING PER BUSINESS UNIT IN PROGRAMME 1	TOTAL COST OF LEGISLATED REPORTS	% OF COST OF LEGISLATED REPORTS AGAINST TOTAL COST OF REPORTING PER UNIT	TOTAL COST OF NON LEGISLATED REPORTS	% OF NON-LEGISLATED COST AGAINST TOTAL COST OF REPORTING PER UNIT
Strategic Planning Monitoring and Evaluation	24	R11,529,643,00	R9,501,323,00	82,41%	R2,028,320,00	17,59%
PEOU	5	R900,840,00	R900,840,00	100%	R0	0%
Financial Management	21	R4,486,474,00	R4,245,502,00	94,63%	R240,972,00	5,37%
Human Resource Management	20	R1,164,974,00	R1,081,948,00	92,87%	R83,026,00	7,13%
Enterprise Risk Management	7	R6,229,734,00	R5,542,134,00	88,96%	R687,600	11,04%
Internal Audit	2	R583,472,00	R583,472,00	100%	R0	0%
Total	79	R24,895,137,00	R21,855,219,00	87,79%	R3,039,918,00	12,21%

The total cost of producing 79 reports that are generated by Programme 1 amounts to an estimated R24,895,137,00. Of this amount, R21,855,219,00 (87,79%) is spent on producing legislated reports, whereas, the amount spent on non-legislated reports is estimated at R3,039,918,00 (12,21%).

The Strategic Planning, Monitoring and Evaluation unit spends most on reporting at R11,529,643,00, followed by Enterprise Risk Management, which spend R6,229,734,00 and Financial Management with an estimated spending of R4,486,474,00 to produce reports.

The business units that spend less on reporting include, Human Resources Management which spends around R1,164,974,00, with Public Entities Oversight Unit spending R900,840,00, and the Internal Audit with an estimated R583,472,00 spent on producing reports. This shows positive correlation between the cost of producing reports and the number of reports produced by the subprogrammes.

13.3 EVALUATION OF REPORTS

In order to assess the usefulness and utilisation of the reports produced by programme 1 subprogrammes, the reports were assessed by applying a requisite, efficacy and employment measure

Table 10: Explanation of categories of reports

Reports	Explanation
Legislated	These are reports that are required in terms of the legislative frameworks
Clear purpose	These are reports with a clearly articulated purpose
Extensive and cumbersome	These are reports that are onerous, detailed and complex report that requires more than one resource to compile, take more than 24 hours
Feedback received from the requesting department	These are reports for which feedback is received from the requesting institution
Usefulness of feedback to the department	These are the reports for which according to the recipients useful feedback is provided to the department
Inform decision-making	These are reports that obviously are utilised to inform decision making processes

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Table 11: Categorisation of reports

SUBPROGRAMMES	TOTAL NUMBER OF REPORTS	LEGISLATED	CLEAR PURPOSE	EXTENSIVE & CUMBERSOME	FEEDBACK TO THE DEPARTMENT	USEFULNESS OF THE FEEDBACK TO THE DEPARTMENT	REPORT IS USED TO INFORM DECISION-MAKING
#	Total number of reports produced	Statutory obligations	Purpose of the report is clearly articulated	Onerous, detailed, and complex report that requires more than one resource to compile, take more than 24 hours	Evidence of feedback provided to NT	Feedback to the Department is useful	Evidence to show that the report used to inform decision-making
Strategic Planning, Monitoring and Evaluation	24	20	24	19	18	17	16
Public Entities Oversight	5	5	5	5	5	5	5
Financial Management	21	17	21	21	17	17	19
Human Resource Management	20	19	19	4	9	10	9
Risk Management	7	6	7	2	7	7	7
Internal Audit	2	2	2	2	2	2	2

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Total Reports	79	69	78	53	58	58	58
% Percentage	100%	87,34%	98,73%	67,09%	73,42%	73,42%	73,42%

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Programme 1 has a total of 79 reports that are produced by the different Chief Directorates within the Programme. Seventy-eight (98,73%) of these reports are considered as having a clear purpose, while 69 (87,34%) reports are mandatory and are required in terms of various legislations. The subprogrammes indicated that 53 (67,09%) of the reports are extensive and cumbersome to compile, while 58 (73,42%) of the reports are useful to the institution as feedback is received and is being used to influence decision making.

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14 FINDINGS

14.1 INCREASING SIZE, SCALE AND COMPLEXITY OF PLANNING AND REPORTING

The combined total number of planning and reporting outputs produced by Programme 1 has substantially increased over the medium term. In addition, individually the majority of unit's number of reports produced has equally increased over the review study period.

This increase in the number of planning and reporting outputs has been further compounded by an increase in the frequency of reports and their complexity.

14.2 INCREASING COST OF PLANNING AND REPORTING

The increased obligations placed on Programme 1 has consequently required an increase capacitation of Programme 1 sub-programmes increasing the compensation of employees and the utilisation of consultant services. This is at a time when government is having to control cost of employees (COE) as part of expenditure adjustments and maintaining fiscal discipline. This measure has particularly been applied to Programme 1 cost structures.

This increased cost diverts resources from core programmes to Programme 1 in order to attend to the increased planning and reporting burden placed on the programme.

14.3 REPORTS PRODUCED BUT NOT INFORMING DECISION MAKING

The review found that officials are of the view that 27 per cent of the reports produced have no impact on decision making processes.

Reports should only be produced to improve accountability and transparency through providing evidence of the impact, effectiveness and efficiency of work undertaken by the department; and to support decision making processes based on the objectively produced evidence relating to the implications of options to be considered.

14.4 REPORTING PROCESSES SHOULD BE USEABLE AND USEFUL

The review found that 67 percent of the reports produced are extensive and cumbersome.

An increase in the volume of data collected, does not translate into an increase in relevancy and expediency. An increase in volume of data collected increases the burden of reporting leading to reluctant compliance with decreasing quality of information provided. Additionally

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an increase in data decreases information generation as often the sheer volume of data at such a level of detail hinders useful and timeous analysis. Information overload is as great a risk as information absence when needing to understand an issue and effectively make decisions.

14.5 LACKING PLANNING AND REPORTING SYSTEMS

There is duplication of data collection within single requesting departments and significantly across all requesting departments. This adds to the burden of reporting and the size of data repositories.

In the absence of automated and modernised systems that can analyse big data the trove of statistics collected will not become processed, organised, structured useful information.

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15 RECOMMENDATIONS

15.1 STREAMLINE PLANNING, MONITORING AND REPORTING ACROSS ALL POLICY DEPARTMENTS TO ENHANCE EFFICIENCY AND EFFECTIVENESS TOWARDS PUBLIC ACCOUNTABILITY

- i. DPME should ensure that the streamlining of planning, monitoring and reporting requirements is enforced across government departments;
- ii. A comprehensive assessment of the burden of compliance with planning, monitoring and reporting across all policy departments should be conducted in earnest.

15.2 THE COMPLIANCE COST FOR PLANNING AND REPORTING REQUIREMENTS CAN BE REDUCED THROUGH RATIONALISED, COORDINATED AND AUTOMATED DEMAND FOR REPORTING DATA.

- iii. Request for new reporting requirements must be formally approved in government clusters to ensure usefulness and standardisations;
- iv. Reporting requirements must be based on centralised automated system with standardisation of business processes, optimal use of ICT to automate routine administrative data processing and quality assurance and big data capabilities to analyse government wide planning and performance

15.3 THE BURDEN FOR PLANNING AND REPORTING CAN BE STREAMLINED AND REDUCED THROUGH EFFICIENT USAGE OF THE INTEGRATED PLANNING AND REPORTING DATA SUBMITTED TO THE REQUESTING AUTHORITIES.

- v. All departments requesting reports must be held in share evidence repositories so that information is available to all units in a requesting department and across all requesting departments.

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