



NCPT

NORTHERN CAPE PROVINCIAL TREASURY

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Annual Performance Plan

**for the MTEF Period
2019/20 - 2021/22**

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LIST OF ACRONYMS

ACRONYMY	NAME
FMCM	Financial Management Capability Maturity
FMCM	Financial Management Capability Maturity Model
MSCOA	Municipal Standard Chart of Accounts
MTEF	Medium Term Expenditure Framework
APP	Annual Performance Plan
EPRE	Estimate of Provincial Revenue and Expenditure
IFS	Interim Financial Statement
AFS	Annual Financial Statements
IYM	In-year Monitoring Model
SCM	Supply Chain Management
PMDS	Performance Management Development System
HRD	Human Resource Development
EHW	Employee Health and Wellness
AR	Annual Report
NCIDMS	Northern Cape Infrastructure Delivery Management System
PIC	Provincial Infrastructure Committee
PRF	Provincial Revenue Fund
RM	Risk Management
MPAT	Monitoring Performance Assessment Tool
AC	Audit Committee

FOREWORD BY THE MEC

This year marks the end of the 2014 Medium Term Strategic Framework (MTSF), which was aimed at implementing the National Development Plan (NDP) and served as the principal guide for the planning and allocation of resources. The efficient implementation of the MTSF and NDP is imperative to enable us to improve the living conditions of our citizens. In achieving these objectives, we were faced with various challenges, namely, economic growth rates that were below projections, increase in unemployment rates and downgrades by financial institutions thus necessitating the implementation of cost containment measures.

However, our country has remained resilient and hopeful through these turbulent periods. We are very cognizant of the fiscal constraints in which our country and province currently finds itself, thus our financial decisions are based on the following principles:

- Improvement of allocative efficiency;
- Scaling up efficiency gains,
- Building necessary buffers in a narrow fiscal space for long-term sustainability,
- Maintaining the current fiscal consolidation,
- Enforcing fiscal discipline and implementing consequence management for non-compliance,

It has become even more essential that public spending be managed effectively to ensure sustainability of the fiscal framework. In the 2019 MTEF, there was an additional baseline cut requiring all departments to reprioritise their budgets.

Our role as Provincial Treasury has become more critical under this economic climate, therefore, in the 2019 MTEF special focus will be placed on increasing revenue collection both at a Provincial and Local Government level. It is our collective responsibility to ensure that we optimize revenue collection in order to bridge the funding gap. Additional Provincial revenue will allow the province to fund and implement provincial specific priorities, therefore improving the living conditions of our communities.

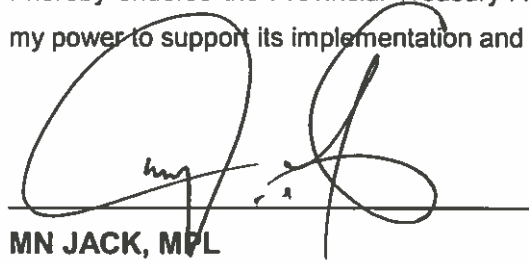
The financial viability of municipalities will also receive significant attention and support. A municipal intervention unit will be established to address critical and pressing issues at municipalities. The unit will be a temporary measure while the department builds internal capacity. Two main objectives of the intervention unit is, amongst others, to develop and implement financial recovery plans and to support municipalities to improve financial governance.

Provincial Treasury has intensified monitoring and advisory support with respect to supply chain management processes and financial management. Extensive work has been done to address legacy issues relating to irregular and fruitless and wasteful expenditure. The reduction of these unwanted expenditure will be prioritised in the new financial year.

The service delivery environment and demands has necessitated that Provincial Treasury should invest in capacity building initiatives in order to provide efficient oversight to provincial departments and

municipalities. The organisational structure is at its final stages and will be implemented in the new financial year. This investment is essential to Provincial Treasury's ability to respond to growth and developmental objectives.

I hereby endorse the Provincial Treasury Annual Performance Plan for 2019/20 and commit to do all in my power to support its implementation and the achievement of its objectives.

A handwritten signature in black ink, consisting of a large, stylized 'M' and 'J' followed by a horizontal line and a small flourish.

MN JACK, MPL
Executive Authority

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

Was developed by the management of Northern Cape Provincial Treasury under the guidance of MN Jack, MEC;

Was prepared in line with the current Strategic Plan of Northern Cape Provincial Treasury;

Accurately reflects the performance targets which Northern Cape Provincial Treasury will endeavour to achieve given the resources made available for 2019/2020.


KE Mojanaga
Chief Financial Officer


ATM Mabija
Acting Accounting Officer

Approved by:


MN-JACK, MPL
Executive Authority

PART A: STRATEGIC OVERVIEW

1. Updated Situational Analysis

The South African Constitution, Chapter 10, section 195 states that Public Administration should be governed by amongst others, the following democratic values and principles:

- Promotion and maintenance of high standard of professional ethics;
- Promotion of efficient, economic and effective utilisation of resources;
- Services must be provided impartially, fairly, equitably and without bias;
- People's needs must be responded to and the public must be involved in policy making; and most of all;
- Public administration must be accountable.

Furthermore, Provincial Treasury is required to ensure that:

- Higher economic growth rates are achieved;
- Revenue enhancement and collection;
- Prudent management of provincial expenditure;
- Reduction of debt and unauthorised expenditure;
- Improvement of financial governance; and
- Management of the public sector wage bill.

The current economic environment poses a significant challenge in the fulfilment of the above objectives. There needs to be a balance between the fulfilment of the above and the achievement of key targets set out in the service delivery outcomes.

In view of the Service Delivery Outcomes, Provincial Treasury is responsible for assisting municipalities to improve their financial position and governance as indicated in **Outcome 9**. In an attempt to achieve this, revenue enhancement strategies and projects have been implemented to improve revenue collection for municipalities. The financial viability of municipalities was extensively addressed in the assessments that were conducted. The municipal sphere faces considerable challenges and these will be addressed in the service delivery environment hereunder.

Concerning **Outcome 12**, support was rendered to departments in improving audit outcomes, ensuring compliance with supply chain management prescripts and ensuring payment of creditors within 30 days. These will be discussed under the performance delivery environment.

1.1 Performance delivery environment

In contrast to the developing countries, South Africa's growth forecast has been revised from 1.5 per cent to 0.7 per cent in 2018 after which it is forecasted to accelerate slightly to 1.5 per cent in 2019 and over 2.1 per cent in 2021. Tax revenues have also been revised down by R15.4 billion. This clearly indicates that the fiscal environment is significantly constrained.

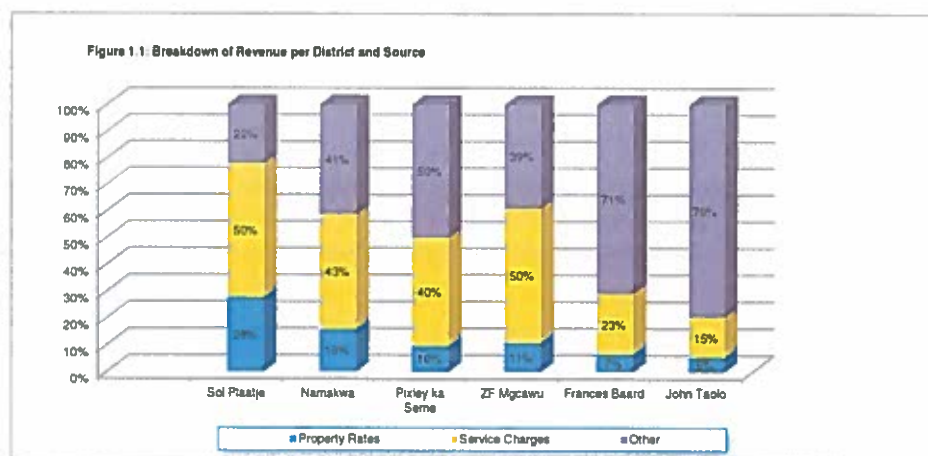
According to Statistics South Africa, the Northern Cape economy grew in 2016 at a very slow rate of **0.3 per cent**, which was even slower than the **0.8 per cent** growth in 2015. Mining and quarrying and general government services made the largest contribution to the provincial GDP.

The average growth of the provincial budget over the 2019 Medium Term Expenditure Framework is **5.6 per cent** whilst the equitable share grows with an average of **7.4 per cent** over the same period. The growth in the equitable share is mainly driven by additional resources earmarked for various national priority programmes such as the sanitary dignity project as well as the phasing in of the substance abuse treatment and social worker grants into Equitable Share.

The province continues to contribute around 2 per cent to the national economy, with community services and mining remaining the largest industries. Government spending has increased substantially and measures have been put in place to reduce spending, increase revenue and reduce debt. In an effort to improve our obligations and ensure that the province restores a sound fiscal trajectory, Provincial Treasury has continued to implement the fiscal measures approved by the Executive Council.

1.1.1 Municipal Performance Delivery Environment:

Financial viability of municipalities has been receiving much attention over the past years. The MFMA requires that municipal councils approve budgets that are funded by realistically anticipated revenue to be collected. In 2018, only five municipalities had tabled cash-funded budgets, which is of a great concern, as this will affect service delivery to communities. Municipalities are largely self-financing which means that the bulk of their resources should be raised from own resources such as rates and taxes. However, most municipalities are dependent on grants and other sources of income as illustrated below:



Effective and efficient revenue management can be classified as the most critical part of local municipalities as most of their revenue generated through the delivery of services.

It is however worth mentioning that when analysing individual municipal performance there are some municipalities that can be identified as being in financial distress and needs urgent intervention to ensure sustainability. Municipalities that reported the lowest collection rates are: Gamagara municipality at 50 per cent, Joe Morolong municipality at 37 per cent and the Phokwane municipality at only 12 per cent. Overall 18 municipalities in the province have been identified for special intervention with regards to governance, financial management and revenue management. The table below shows the financial status of municipalities and highlights those that need urgent attention.

CASH FLOW MANAGEMENT STATUS SUMMARY PER DISTRICT.

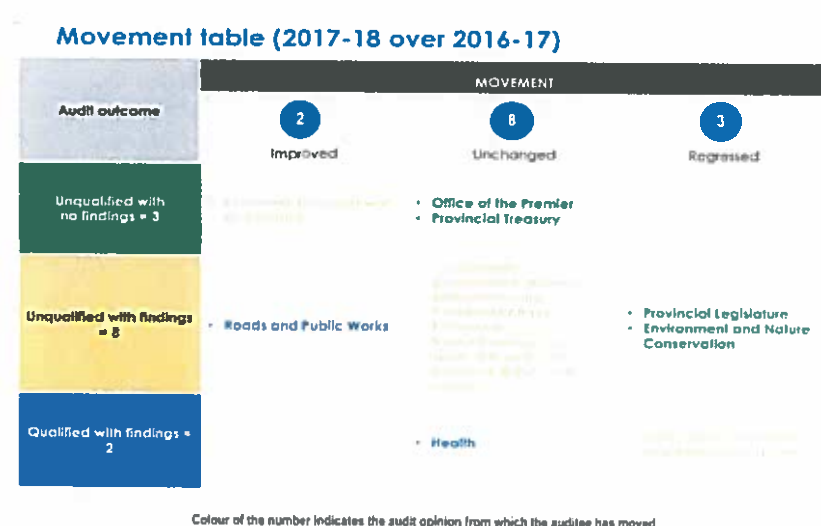
Municipalities	Net Cash Position	Cash Cost Coverages	Debt Management	Creditors Management	Functional	Dysfunctional	Distressed
Frances Baard District							
Sol Plaatje	✓	✗	✓	✓	●		●●●
Dikgatlong	✗	✗	✗	✗			●●●
Magareng	✗	✗	✗	✗			●●●
Phokwane	✓	✓	✗	✗		●	●●●
ZF Mgcawu District							
Kaif Garib	✗	✗	✗	✗			●●●
Dawid Kruiper	✓	✓	✓	✓	●		●●●
IKhes	✗	✗	✗	✗			●●●
Tsantsabane	✗	✗	✗	✗			●●●
Kgatelopele	✗	✗	✗	✗			●●●
Namakwa District							
Richtersveld	✗	✗	✗	✗			●●●
Nama Kloof	✗	✗	✗	✗			●●●
Kamveberg	✗	✗	✗	✗			●●●
Hantam	✗	✗	✗	✗			●●●
Karoo Hoogland	✗	✗	✗	✗			●●●
Khal Ma	✗	✗	✗	✗			●●●
John Taolo Gaetsewe District							
Joe Morolong	✗	✗	✗	✗			●●●
Ga Segonyana	✗	✗	✓	✓		●	●●●
Gamagara	✗	✗	✗	✗			●●●
Pixley Ka Seme District							
Ubuntu	✓	✗	✗	✓		●	
Umsobomvu	✓	✗	✗	✓		●	
Emthanjeni	✗	✗	✓	✓		●	
Kareeberg	✓	✓	✓	✓	●	●	
Kenosterberg	✓	✗	✗	✗		●	
Thembelihle	✓	✗	✗	✗		●	
Siyathemba	✓	✓	✗	✗		●	
Siyancuma	✓	✗	✗	✗		●	

With regards to audit outcomes, the overall outcomes remained unchanged (two municipalities improved and two regressed). The stagnation confirms that our previous year's message of

mayors, municipal managers and senior management needing to hold each other and their subordinates accountable, was blatantly disregarded, resulting in many instances where similar findings were raised during the audit process.

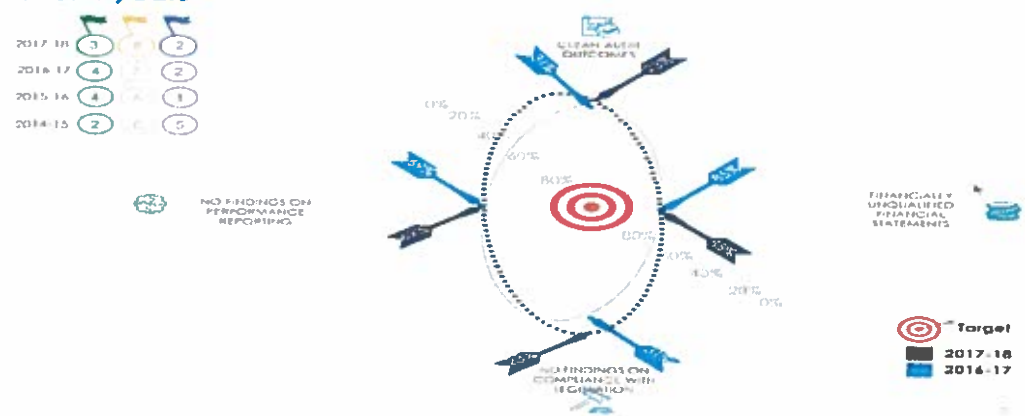
1.1.2 Provincial Departments performance delivery environment

Provincial Departments have remained reasonably stable over the years. Support was provided to departments with regards to the improvement of audit outcomes, however, there was a slight regression as indicated in the diagram below:



The table indicates the progression for the past four years:

Audit outcomes regressed from previous year but Improved over 4 years

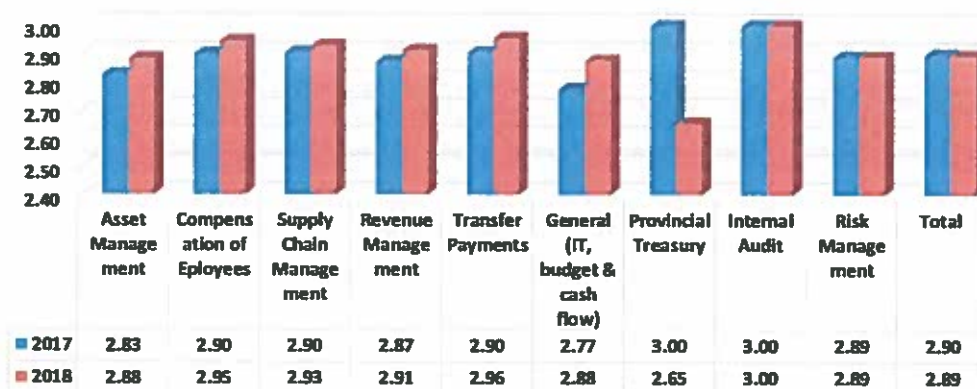


With regards to public entities, 3 received clean audit opinions, 4 received unqualified and 3 qualifications. In the 2018/19, entities were supported to improve financial governance issues and this will be intensified in the new financial year.

When analysing the audit outcomes it can be noted that it's a reflection of the FMMCM assessment.

The outcomes for 2018 are as follows as compared to 2017:

Assessment results (PFMA)



Based on the above outcomes, we will continue to emphasise the implementation of support plans. Implementation of the support plans by departments will result in an improvement in the audit outcomes.

The rate of non-compliance with supply chain management prescripts necessitates us to implement more strategies to curb and identify irregularities timeously. The 2017/18 audit outcomes has reinforced this by indicating that there are four main non-compliance areas:

- Prevention of unauthorised, irregular and fruitless and wasteful expenditure,
- Management of procurement and/or contracts,
- Payments not settled within 30 days; and
- Implementation of consequence management.

In fulfilling the objectives of Outcome 12, i.e. ensuring an efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship, the department has committed itself to enhancing monitoring and advisory support with respect to supply chain management processes. Furthermore, Provincial Treasury will provide training and support services to all departments and municipalities in an effort to improve the skills base of supply chain practitioners.

1.2 Organisational environment

The organisational environment of the department has been significantly stable over the MTEF period. The process of revising and realigning the organisational structure is at its final stage. It is envisaged that feedback from oversight bodies will be obtained by the end of the 2018/19 financial year. It needs to be noted that the outcome of the generic job evaluation on provincial treasury posts will have an effect on the retention of officials in the department. We have concluded that in line with the new organisational structure some units will need to be exempted from the coordinated process as their functions are still consolidated.

The following table reflects the current staff establishment and the projected appointments.

Table 17.2 : Summary of departmental personnel numbers and costs by component

R Recruits	Actual				Revised estimate				Medium term expenditure estimate				Average annual growth over MTEF				
	2015/16		2016/17		2017/18		2018/19		2019/20		2020/21		2021/22		2016/17 - 2021/22		
	Personnel numbers¹	Costs	Personnel numbers¹	Costs	Personnel numbers¹	Costs	Filled posts	Additional posts	Personnel numbers¹	Costs	Personnel numbers¹	Costs	Personnel numbers¹	Costs	Personnel growth rate	Costs growth rate	% Cum of Total
Salary level																	
1 - 6	57	11 472	57	12 243	118	14 875	129	7	136	22 705	58	16 853	58	18 225	24.7%	6.4%	8.2%
7 - 10	178	70 217	187	71 479	185	82 671	186	10	246	101 881	212	105 607	224	111 285	2.8%	4.0%	44.8%
11 - 17	52	42 983	64	45 027	67	56 647	67	6	73	58 065	74	60 108	77	63 427	7.8%	4.9%	25.6%
18 - 19	27	34 258	27	38 724	27	43 678	25	2	27	47 045	27	50 985	27	54 083	-	8.6%	21.5%
Other	11	636	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	328	168 343	335	168 548	397	191 871	408	30	442	238 882	369	233 547	369	246 986	-4.6%	6.3%	100.0%
Programmes																	
1 Administration	122	43 021	112	46 730	142	54 151	127	8	135	83 439	110	86 245	115	88 833	-4.2%	4.0%	27.8%
2 Sustainable Resource	57	32 847	60	30 027	60	46 775	116	1	117	54 202	76	32 838	82	54 903	-11.5%	2.2%	22.7%
3 Assets And Liabilities Management	88	31 370	88	33 851	88	38 985	88	2	81	48 842	82	50 981	87	54 138	-1.5%	4.0%	21.9%
4 Finance & Governance	27	16 210	32	18 147	35	23 187	36	4	40	39 045	40	35 387	41	32 283	8.8%	5.0%	12.9%
5 Financial Internal Audit	55	24 154	54	26 764	55	27 883	41	10	59	33 191	59	34 806	61	36 683	1.7%	5.5%	14.8%
Direct charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	328	147 942	335	164 239	397	191 871	408	30	442	238 882	369	233 547	369	246 986	-4.6%	6.3%	100.0%
Employment deployment classification																	
Public Serv vs Act appointments not covered by OGA	-	-	342	171 674	342	191 871	440	-	440	229 882	372	233 547	372	246 986	6.4%	4.3%	100.0%
Public Serv vs Act appointments will be covered by OGA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional Nurses, Staff Nurses and Nursing Assistants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Legal Professionals	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Social Services Professionals	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Engineering Professionals and related occupations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Medical and related professionals	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Therapeutic, Diagnostic and other related	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Adult Health Professionals	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Educators (with related professionals)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Others (with or without EPSP)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Relationships etc	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	342	171 674	342	191 871	440	-	440	229 882	372	233 547	372	246 986	-4.6%	6.3%	100.0%

1.3 Annual Performance Plan Review Process

Key priorities were identified by the Executive Authority and Acting Head of Department and these were incorporated in the Annual Performance Plan.

Consensus was reached that it is important that proper synergy and coordination occurs if the department wishes to succeed in its mandate. It was also agreed that strengthening the municipal function within the districts and improving the financial governance in public entities will find special focus.

All performance indicators were reviewed with their related technical indicators to ensure compliance with the Performance Information Framework.

2. Revisions to legislative and other mandates

The Draft Treasury Regulations have not been approved for implementation and the envisaged date has not been provided as yet. The Public Audit Act has been signed and will be implemented in the new financial year. This will require more stringent controls to be implemented by organisations and implementation of consequence management.

3. Overview of 2017/18 Budget and MTEF estimates

3.1 Expenditure estimates

Table 2.1 provides summary of payments and estimates by programme.

Table 2.1 : Summary of payments and estimates by programme: Provincial Treasury

R thousand	Outcome			Main appropriation	Adjusted appropriation 2018/19	Revised estimate	Medium-term estimates		
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22
1. Administration	81 851	86 138	92 803	100 599	93 608	95 649	106 455	117 947	124 429
2. Sustainable Resource	36 839	47 954	57 070	68 327	61 592	60 336	79 354	81 032	84 795
3. Assets And Liabilities Management	51 720	59 811	80 724	59 535	51 823	59 829	59 051	64 656	68 211
4. Financial Governance	20 994	26 557	30 058	36 333	33 123	33 332	29 772	32 932	34 740
5. Provincial Internal Audit	27 162	31 463	32 041	37 439	34 166	34 166	38 974	42 253	44 582
Total payments and estimates	218 566	242 923	292 696	302 232	274 312	274 312	313 606	338 820	356 757

The above table reflects an increase of 3.8 per cent in 2019/20 from the 2018/19 main budget. This increase includes a baseline cut amounting to R7, 350 million. There is an increase of 8 per cent in the 2020/21 and 5.3 per cent in 2021/22 financial years. The increase in 2020/21 is due to the additional allocation for building capacity in the districts for provision of services to municipalities. Additional allocation was also provided for building capacity in the Infrastructure Performance Management sub-programme.

Table 2.2 provides summary of payments and estimates by economic classification.

Table 2.2 : Summary of provincial payments and estimates by economic classification: Provincial Treasury

R thousand	Outcome			Main appropriation	Adjusted appropriation 2018/19	Revised estimate	Medium-term estimates		
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22
Current payments	296 364	219 474	265 468	298 708	266 908	266 798	306 885	334 051	351 726
Compensation of employees	147 582	164 259	185 341	229 683	193 477	194 868	224 773	258 696	272 230
Goods and services	58 775	55 198	80 107	68 790	73 432	71 930	81 762	75 096	79 223
Interest and rent on land	7	17	20	233	-	-	150	259	273
Transfers and subsidies to:	8 022	17 065	21 160	259	421	498	309	309	327
Provinces and municipalities	4 709	16 528	20 590	-	-	-	-	-	-
Departmental agencies and account	8	8	13	9	9	15	9	9	9
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and internatio	-	-	-	-	-	-	-	-	-
Public corporations and private ent	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	66	60	150	150	55	200	200	212
Households	1 305	463	497	100	262	428	100	100	106
Payments for capital assets	6 176	6 384	5 819	3 258	6 982	7 616	6 612	4 460	4 704
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	5 787	6 214	5 819	3 255	6 461	6 509	6 512	4 445	4 688
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	389	170	-	13	521	507	100	15	16
Payments for financial assets	4	-	249	-	-	-	-	-	-
Total economic classification	218 566	242 923	292 696	302 232	274 312	274 312	313 606	338 820	356 757

The department is a human resources driven department, thus compensation of employees constitutes 72 per cent of the department's total budget allocation. There is a decrease of 2 per cent from the main budget of 2018/19 to the 2019/20 financial year as a reprioritisation to goods and education institutions to fund municipal related projects. Furthermore, there is an increase of 15 per cent for the 2020/21 financial year as a result of the full provision of filled vacancies and 5.2 per cent increase in the 2021/22 financial year.

The goods and service budget increases by 19 per cent from the 2018/19 financial year to the 2019/20 as a result of once off funding allocated to municipal related projects. Furthermore, there

is a decrease of 8 per cent in the 2020/21 and an increase of 5.5 per cent in 2021/22 financial years.

The budget of 2019/20 for machinery and equipment indicates an increase of 100 per cent from the 2018/19 financial year as a result of renewal of laptops and desktops.

4. Programme 1: Administration

Programme Purpose

To provide and maintain high quality support services to the Executive Authority and the department pertaining to sound financial management, human resource management and administration.

4.1 Sub-Programme 1.1: Office of the MEC

The Executive Authority provides Strategic and Political Leadership, to ensure effective and efficient utilisation of provincial resources in line with all prescripts and effective administration of the department; this is evidenced by the achievement of targets set out below in each programme.

4.2 Sub-Programme 1.2: Management Services

4.2.1 Strategic Objectives

Strategic Objective	Provide strategic leadership for the effective administration and performance of the department
Objective statement	Strategic Leadership to ensure effective administration and performance of department
Baseline	98% achievement of Provincial Treasury's targets indicated in the APP
Justification	Strategic leadership is essential in ensuring that the organisation achieves its objectives and fulfils its mandate
Links	Goal 1: Management and administration support

4.2.2 Strategic Objectives performance indicator and MTEF targets

Strategic Objective performance indicators:	5 year Strategic plan target	Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1 Achievement of all Provincial Treasury's performance targets indicated in the APP	Achievement of all Provincial Treasury's performance targets indicated in the APP	84% achievement of Provincial Treasury's targets as indicated in the APP	96% of performance targets achieved	96.9% of targets achieved	Achievement of all Provincial Treasury's performance targets indicated in the APP	Achievement of all Provincial Treasury's performance targets indicated in the APP	Achievement of all Provincial Treasury's performance targets indicated in the APP	Achievement of all Provincial Treasury's performance targets indicated in the APP

4.2.3 Annual Performance Indicators and Targets

Performance Indicator		Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1	Number of risk register review sessions completed	New indicator	1	1	1	1	1	1
1.2	Number of risk management committee reports issued	New indicator	4	4	4	4	4	4

4.2.4 Quarterly Targets

Performance Indicator		Reporting period	Annual target 2019/20	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1.1	Number of risk register review sessions completed	Annually	1	-	-	-	1
1.2	Number of risk management committee reports issued	Quarterly	4	1	1	1	1

4.3 Sub-Programme 1.3: Corporate Services

4.3.1 Strategic Objectives

Strategic Objective	Provide an internal enabling environment and support service to other programmes with regard to human resource management and development, labour relations, information technology, diversity management, communications, security and facilities management.
Objective statement	Rendering effective and timeous human resource management and corporate support services to all programmes.
Baseline	Policies and systems exists resulting in no matters of emphasis in the audit report
Justification	In order for the Department to fulfil its legislative mandate, it requires the necessary staff compliment through proper and on time recruitment, up-to-date wellness programme, labour peace, capacitated employees, performance management, information technology, security and well -structured communication systems.
Links	Goal 1: Management and administration support

4.3.2 Strategic Objectives Performance Indicators

Strategic Objective performance indicators:		5 year Strategic plan target	Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
			2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1	Compliance to all HRM and corporate support services regulations and prescripts	No matters of emphasis reported in the audit reports.	No matters of emphasis reported in the audit report.	No matters of emphasis reported in the audit report.	No matters of emphasis reported in the audit report.	No matters of emphasis reported in the audit report.	No matters of emphasis reported in the audit report.	No matters of emphasis reported in the audit report.	No matters of emphasis reported in the audit report.

4.3.3 Annual Performance Indicators and Targets

Performance Indicator		Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1	Number of HRM compliance reports submitted	4 x PMDS & OE 1 x HRD -	4 x PMDS & OE 4 x HRD 4 x EHW	16 Reports	12	13	13	13
1.2	Number of HRM plans	1	1	1	2	2	2	2

Performance Indicator		Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.3	Number of progress reports on the Implementation Corporate Governance of ICT (CGICT) framework	93%	Approved ICT strategic plan, Approved ICT Implementation Plan, Approved ICT operational Plan	Partial compliance with the corporate governance of ICT framework (CGICT) = 4 documents approved)	4	4	4	4
1.4	Percentage of misconduct cases received and finalised internally within 90 days	100%	100%	100%	100%	100%	100%	100%
1.5	Number of support interventions implemented to advance vulnerable groups	New indicator	New indicator	New indicator	4	4	4	4
1.6	Number of Security Management reports	4	4	4	4	4	4	4
1.7	Number of Facilities Management reports	New indicator	4	4	4	4	4	4

4.3.4 Quarterly Targets

Performance Indicator		Reporting Period	Annual target 2019/20	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
1.1	Number of HRM compliance reports submitted	Quarterly	13	3	4	2	4
1.2	Number of HRM plans	Annually	2	2	-	-	-
1.3	Number of progress reports on the implementation Corporate Governance of ICT (CGICT) framework	Quarterly	4	1	1	1	1
1.4	Percentage of misconduct cases received and finalised internally within 90 days	Quarterly	100%	100%	100%	100%	100%
1.5	Number of support interventions implemented to advance vulnerable groups	Quarterly	4	1	1	1	1
1.6	Number of security management reports	Quarterly	4	1	1	1	1
1.7	Number of facilities management reports	Quarterly	4	1	1	1	1

4.4 Sub Programme 1.4: Financial Management

4.4.1 Strategic Objectives

Strategic Objective	To ensure implementation of sound financial management within department
Objective statement	Implementation of sound financial management, through policies and procedures and continuous monitoring of systems and internal controls within department.
Baseline	Clean Audit report
Justification	Sound financial management within the department reflects accountability and effective management as required by the Public Financial Management Act.
Links	Goal 1: Management and administration support

4.4.2 Strategic Objectives performance indicator and MTEF Targets

Strategic Objective performance indicators:	5 year Strategic plan target	Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1 Implementation of sound financial management within the department evidenced by annual clean audit outcomes	5 year Clean Audit Report	1 Clean Audit Report	1 Clean Audit Report	1 Clean Audit Report	1 Clean Audit Report	1 Clean Audit Report	1 Clean Audit Report	1 Clean Audit Report

4.4.3 Annual Performance Indicators and Targets

Performance Indicator		Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1	Number of APPs submitted timeously	1 APP	1 APP	1 APP	1	1	1	1
1.2	Number of Estimate Provincial Expenditure (EPRE) submitted timeously	2 EPRE	2 EPRE	2 EPRE	2	2	2	2
1.3	Number of complaint annual report submitted timeously	1 AR	1 AR	1 AR	1	1	1	1
1.4	Number of complaint financial statements submitted timeously	3 IFS 1 AFS	3 IFS 1 AFS	3 IFS 1 AFS	4	4	4	4
1.5	Quarterly departmental performance reports submitted timeously	4	4	4	4	4	4	4
1.6	Number of compliance and financial management reports submitted timeously	- 12 x Monthly SCM reports 12 x Salary reports 12 x Financial Compliance reports	14 IYM reports 12 x Monthly SCM reports 12 x Salary reports 12 x Financial Compliance reports	14 IYM reports 12 x Monthly SCM reports 12 x Salary reports 12 x Financial Compliance reports	26	26	26	26

4.4.4 Quarterly Targets

Performance indicator		Reporting period	Annual target 2019/20	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1.1	Number of APPs submitted timeously	Annually	1	-	-	-	1
1.2	Number of Estimate Provincial Expenditure (EPRE) submitted timeously	Quarterly	2	-	-	1	1
1.3	Number of complaint annual report submitted timeously	Annually	1	-	1	-	-
1.4	Number of complaint financial statements submitted timeously	Quarterly	4	1	1	1	1
1.5	Quarterly departmental performance reports submitted timeously	Quarterly	4	1	1	1	1
1.6	Number of compliance and financial management reports submitted timeously	Quarterly	26	7	7	6	6

4.5 Reconciling performance targets with the Budget and MTEF

4.5.1 Expenditure estimates

Table 3.1 provides summary of payments and estimates by sub programme

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2018/19	Revised estimate	Medium-term estimates		
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22
1 Office Of The Mec	0 485	11 979	11 785	12 519	11 071	11 071	13 091	14 045	14 818
2 Management Services	2 264	2 706	2 371	5 341	2 550	2 550	6 437	8 943	9 433
3 Corporate Services	22 187	21 611	24 721	31 102	27 950	27 155	32 574	35 211	37 149
4 Financial Management	21 487	21 509	24 901	24 219	24 220	23 350	26 206	29 012	30 605
5 Security And Records Management	26 428	28 333	29 025	27 417	27 817	31 523	28 217	30 736	32 424
Total payments and estimates	81 851	86 138	92 803	100 599	93 608	95 649	106 455	117 947	124 429

The table shows an increase of 5.8 per cent in the 2019/20 financial year from 2018/19. Over the MTEF the allocation increases by 11 per cent in 2020/21 and 5.5 per cent in 2021/22. The increase is attributed to the establishment of the monitoring and evaluation unit in the HoD's office.

Table 3.2 provides summary of payments and estimates by economic classification.

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2018/19	Revised estimate	Medium-term estimates		
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22
Current payments	78 080	82 789	89 578	98 908	81 085	83 109	104 221	115 766	122 128
Compensation of employees	43 001	46 730	51 953	62 460	54 983	54 521	66 643	72 133	76 095
Goods and services	35 079	36 059	37 625	36 448	36 102	38 588	37 578	43 633	46 033
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subgrants to:	956	470	319	259	350	313	309	309	327
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and account	8	8	13	9	9	15	9	9	9
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and internatio	-	-	-	-	-	-	-	-	-
Public corporations and private entit	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	68	60	150	150	55	200	200	212
Households	948	396	246	100	191	243	100	100	106
Payments for capital assets	2 811	2 679	2 679	1 432	2 173	2 227	1 925	1 872	1 974
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	2 811	2 732	2 679	1 419	2 118	2 186	1 825	1 857	1 958
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	147	-	13	55	41	100	15	16
Payments for financial assets	4	-	227	-	-	-	-	-	-
Total economic classification	81 851	86 138	92 803	100 599	93 608	95 649	106 455	117 947	124 429

Compensation of employees shows an increase of 6.7 per cent in the 2019/20 financial year. Over the MTEF the allocation increases by 8.2 per cent in 2020/21 and 5.5 per cent in 2021/22.

Goods and services increases by 3 per cent in 2019/20, 16 per cent in 2020/21 due to increase in contractual obligation as a result of growth in the department and 5.5 per cent in 2021/22.

5. Programme 2: Sustainable Resource Management

Programme Purpose

The aim of the programme is to enhance the effective utilisation of available fiscal resources by informing financial resource allocation, managing the provincial budgets and monitoring the implementation of provincial, municipal and entities budgets.

5.1 Sub-Programme 2.2 Economic Analysis

5.1.1 Strategic Objectives

Strategic Objective	To provide provincial economic & social research to inform the provincial budget and planning process.
Objective statement	To provide for provincial economic and social research and analysis that informs provincial fiscal policy development.
Baseline	Published the provincial Medium Term Budget Policy Statement, Provincial Socio-Economic Review, the District Municipalities Socio-Economic Reviews and the Quarterly Policy Briefs.
Justification	To conduct socio-economic research and analysis to inform budget allocations and assess the alignment of sector departments' strategic plans with the government policy priorities.
Links	Goal 2: Management and use of fiscal resources.

5.1.2 Strategic Objectives performance indicator & MTEF Targets

Strategic Objective performance indicators:	5 year Strategic plan target	Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1 Provincial economic & social research and analysis published	5 Provincial Socio-economic review and outlook published	Annual Provincial Socio-economic review and outlook tabled	Annual Provincial Socio-economic review and outlook tabled.	Provincial economic & social research and analysis published	Provincial Socio-economic review and outlook published	Provincial Socio-economic review and outlook published	Provincial Socio-economic review and outlook published	Provincial Socio-economic review and outlook published

5.1.3 Annual Performance Indicators and Targets

Performance Indicator		Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1	Number of MTBPS produced	1	1	1	1	1	1	1
1.2	Number of provincial policy briefs produced	5	4	4	4	4	4	4
1.3	Number of municipal comparative reports produced	1	1	1	1	1	1	1

5.1.4 Quarterly Targets

Performance Indicator		Reporting period	Annual target 2019/20	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1.1	Number of MTBPS produced	Annually	1	-	-	1	-
1.2	Number of provincial policy briefs produced	Quarterly	4	1	1	1	1
1.3	Number of municipal comparative reports produced	Annually	1	-	-	-	1

5.2 Sub-Programme 2.3 Fiscal Policy

5.2.1 Strategic Objectives

Strategic Objective	To promote optimisation and efficiency of provincial and municipal revenue collection.
Objective statement	Sustainable and efficient revenue sources and fiscal policy that addresses financing requirements.
Baseline	Annual revenue budgets for provincial departments evaluated. Developed revenue enhancement strategy for departments. Reports on the status of government debts, revenue and cash flow performance of municipalities.
Justification	Limited and constrained fiscal resources require provincial departments and municipalities to ensure the optimisation and efficient collection of all potential revenue sources.
Links	Goal 2: Management and use of fiscal resources.

5.2.2 Strategic Objectives performance indicators and MTEF Targets

Strategic Objective performance indicators:	5 year Strategic plan target	Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1 Monitoring Report on Provincial and Municipal revenue performance	5 Monitoring reports on provincial and municipal revenue performance	New indicator	2 Monitoring reports on provincial and municipal revenue generation	1 Monitoring reports on provincial and municipal revenue generation	1 Monitoring report on provincial and municipal revenue generation	1 Monitoring report on provincial and municipal revenue performance	1 Monitoring report on provincial and municipal revenue performance	1 Monitoring report on provincial and municipal revenue performance

5.2.3 Annual Performance indicators and Targets

Performance indicator		Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1	Number of consolidated revenue performance reports	4	4 Departmental reports 4 Municipal reports	4 Departmental reports 4 Municipal reports	8	8	8	8
1.2	Number of consolidated municipal cash flow performance reports	New indicator	4	4	4	4	4	4
1.3	Number of provincial fiscal framework reports	3	-	1	1	1	1	1
1.4	Number of consolidated reports on reviewed tariff submissions	New indicator	New indicator	1	1	1	1	1
1.5	Number of progress reports on support provided on revenue management and debt collection in municipalities.	New indicator	New indicator	4	4	4	4	4
1.6	Number of municipal support intervention reports on indigent policy management	New indicator	New indicator	1	1	1	1	1

5.2.4 Quarterly Targets

Performance Indicator		Reporting period	Annual target 2019/20	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1.1	Number of consolidated revenue performance reports.	Quarterly	8	2	2	2	2
1.2	Number of consolidated municipal cash flow performance reports.	Quarterly	4	1	1	1	1
1.3	Number of provincial fiscal framework reports	Annually	1	-	-	-	1
1.4	Number of consolidated reports on reviewed tariff submissions.	Annually	1	-	-	1	-
1.5	Number of progress reports on support provided on revenue management and debt collection in municipalities	Quarterly	4	1	1	1	1
1.6	Number of municipal support intervention reports on indigent policy management	Annually	1	-	-	-	1

5.3 Sub-Programme 2.4: Budget Management

5.3.1 Strategic Objectives

Strategic Objective	Promote equitable financial resource allocation, monitor and report on budget outcomes.
Objective statement	To ensure that resources are utilised effectively, efficiently and economically.
Baseline	Timeously tabled the main and adjustment budgets.
Justification	Improve the sustainability and credibility of provincial budgets, the monitoring of implementation to enhance expenditure efficiency, financial prudence and fiscal discipline in order to maximise the capacity of provincial departments to deliver services.
Links	Goal 2: Management and use of fiscal resources.

5.3.2 Strategic Objectives performance indicator & MTEF targets

Strategic Objective performance indicators:	5 year Strategic plan target	Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1 Promote effective optimal financial resource allocation	10 Provincial fiscal frameworks produced.	Tabled 3 provincial budgets	2 Provincial fiscal frameworks produced.	2 Provincial fiscal frameworks produced.	2 Provincial fiscal frameworks produced.	2 Provincial fiscal frameworks produced.	2 Provincial fiscal frameworks produced.	2 Provincial fiscal frameworks produced.

5.3.3 Annual Performance indicators and Targets

Performance Indicator		Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1	Number of budgets tabled.	3	2	2	2	2	2	2
1.2	Provincial In Year Monitoring reports.	14	14	14	14	14	14	14
1.3	Quarterly consolidated Performance Assessment report	4	4	4	4	4	4	4
1.4	Public Entities In-Year Monitoring reports	New Indicator	New Indicator	New Indicator	4	4	4	4

5.3.4 Quarterly Targets

Performance indicator		Reporting period	Annual target 2019/20	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1.1	Number of budgets tabled.	Quarterly	2	-	-	1	1
1.2	Provincial In Year Monitoring reports	Quarterly	14	4	4	3	3
1.3	Quarterly consolidated Performance Assessment report	Quarterly	4	1	1	1	1
1.4	Public Entities In-Year Monitoring reports	Quarterly	4	1	1	1	1

5.4 Sub-Programme 2.5: Municipal Finance

5.4.1 Strategic Objectives

Strategic Objective	To enhance effective, efficient and credible budgets within municipalities.
Objective statement	To promote the development of responsive municipal budgets that contributes to the improvement of service delivery to communities.
Baseline	Municipal budgets evaluated, benchmark exercises conducted in each district to ensure responsive municipal budgets that contribute to the improvement of service delivery to communities
Justification	<p>Municipal budgets are meant to play key role as policy instruments to address social and economic challenges. The achievements of socio-economic imperatives need to be supported with appropriate policy and budgetary allocations.</p> <p>Budgets that address selected socio economic outcomes as set out in government priorities are important to realise effective resource allocation.</p>
Links	Goal 2: Management and use of fiscal resources.

5.4.2 Strategic Objectives performance indicators & MTEF targets

Strategic Objective performance indicators:	5 year Strategic plan target	Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1 Municipalities supported to promote sustainable budgets	30 municipalities assisted in achieving sustainable budget	31 municipalities assisted in achieving sustainable budget	31 municipalities assisted in achieving sustainable budget	30 municipalities assisted in achieving sustainable budget	30 municipalities assisted in achieving sustainable budget	30 municipalities assisted in achieving sustainable budget	30 municipalities assisted in achieving sustainable budget	30 municipalities assisted in achieving sustainable budget

5.4.3 Annual Performance indicators and Targets

Performance indicator		Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1	Number of gazettes produced on transfers to municipalities	2	2	2	1	1	1	1
1.2	Number of consolidated assessment reports on municipal budgets	3	3	1	1	1	1	1
1.3	Number of Consolidated municipal Budgets outcomes	12	12	12	12	8	8	8
1.4	Number of quarterly consolidated municipal performance reports produced	4	4	4	4	4	4	4
1.5	Number of Gazettes on Municipal Consolidated Budget Outcomes	2	4	4	4	4	4	4

Performance indicator		Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.6	Number of consolidated progress reports on the Municipal support strategy	New Indicator	2	4	4	4	4	4

5.4.4 Quarterly Target

Performance indicator		Reporting period	Annual target 2019/20	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1.1	Number of gazettes produced on transfers to municipalities	Annually	1	-	-	-	1
1.2	Number of consolidated assessment reports on municipal budgets	Annually	1	1	-	-	-
1.3	Number of Consolidated municipal Budgets outcomes	Quarterly	8	2	2	2	2
1.4	Number of quarterly consolidated municipal performance reports produced	Quarterly	4	1	1	1	1
1.5	Number of Gazettes on Municipal Consolidated Budget Outcomes	Quarterly	4	1	1	1	1
1.6	Number of consolidated progress reports on the Municipal support strategy	Quarterly	4	1	1	1	1

5.5 Reconciling performance targets with the Budget and MTEF

5.5.1 Expenditure estimates

Table 4.1 provides summary of payments and estimates by sub programme

Table 4.1 : Summary of payments and estimates by sub-programme: Programme 2: Sustainable Resource

R thousand	Outcome			Main appropriation	Adjusted appropriation 2018/19	Revised estimate	Medium-term estimates		
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22
1. Programme Support	2 103	2 066	1 924	2 009	1 909	1 999	2 184	2 434	2 568
2. Economic Analyses	4 803	5 354	4 122	6 649	4 149	4 109	6 924	7 484	7 894
3. Fiscal Policy	4 889	6 466	16 062	21 625	18 345	17 329	8 385	9 164	9 668
4. Budget Management	8 111	8 835	12 344	14 111	13 357	13 357	11 625	13 371	14 105
5. Municipal Finance	16 933	25 233	22 618	23 842	23 742	23 542	50 236	48 579	50 560
Total payments and estimates	38 839	47 954	57 070	68 327	61 592	60 336	79 354	81 632	84 795

The table shows an increase of 16 per cent from 2018/19 to 2019/20 due to the allocation provided to build capacity in the regions and it further increases by 2.1 per cent in the 2020/21, 4.6 per cent in the outer year of the MTEF.

Table 4.2 provides summary of payments and estimates by economic classification.

Table 4.2 : Summary of payments and estimates by economic classification: Programme 2: Sustainable Resource

R thousand	Outcome			Main appropriation	Adjusted appropriation 2018/19	Revised estimate	Medium-term estimates		
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22
Current payments	35 878	42 137	56 013	67 681	60 579	59 293	77 664	79 765	83 480
Compensation of employees	32 847	39 027	46 297	57 614	50 536	50 983	57 118	67 103	70 103
Goods and services	3 031	3 110	9 716	10 067	10 043	8 310	20 546	12 662	13 357
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	10	5 000	84	-	-	30	-	-	-
Provinces and municipalities	-	5 000	-	-	-	-	-	-	-
Departmental agencies and account	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and internatio	-	-	-	-	-	-	-	-	-
Public corporations and private ente	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	10	-	84	-	-	30	-	-	-
Payments for capital assets	951	817	973	646	1 013	1 013	1 600	1 267	1 335
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	951	817	973	646	1 007	1 007	1 600	1 267	1 335
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	6	6	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total economic classification	36 839	47 954	57 070	68 327	61 592	60 336	79 354	81 032	84 795

The above table shows an increase of 17 per cent in 2020/21 and 4.5 per cent in the 2021/22 financial years. Compensation of employees shows a decrease of 0.86 per cent from 2018/19 to 2019/20 due to reprioritisation towards municipal projects.

Goods and services show an increase of 104 per cent from 2018/19 to 2019/20 due to once off funding for municipal related projects.

6. Programme 3: Assets and Liabilities Management

Programme Purpose

This programme's aim is to provide policy direction, facilitating the effective and efficient management of physical assets, ensure sound supply chain management policies and procedures, maintain and manage all financial systems, Banking and Cash Flow Management and provide technical support on Infrastructure Performance Management to municipalities and provincial departments in the province.

6.1 Sub-Programme 3.2: Asset Management

Strategic Objective	To provide effective support to ensure sound asset and supply chain management(SCM) practices within the province
Objective statement	Provide effective support through issuing of circulars, practice notes, technical assistance and capacity building initiatives to ensure sound asset and supply chain management practices within the province.
Baseline	Issued asset management guidelines, developed draft provincial asset and supply chain management policies for the province. Assisted departments and municipalities with developing asset and supply chain management policies from the provincial policy. Issued amended bid documents (NCPT 1, 4, 6.1, 8 and 9). SCM and asset technical assistance, capacity building and support within the province.
Justification	The objectives will promote optimal utilization of supply chain management and asset management policies and best practice for provincial departments and municipalities.
Links	Goal 2: Management and of fiscal resources Goal 3: Prudent management of assets and liabilities Goal 4: Sound financial management and governance

6.1.1 Strategic Objectives performance indicators and MTEF Targets

Strategic Objective performance indicators:	5 year Strategic plan target	Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1 Level of financial maturity capability on Asset and Supply Chain Management	Financial Capability to level 3 for: 12 Depts.	Depts: 2.88	2.90 for 12 departments	Average score: 2.95	Financial Capability to level 3 for: 12 Depts.	Financial Capability to level 3 for: 12 Depts.	Financial Capability to level 3 for: 12 Depts.	Financial Capability to level 3 for: 12 Depts.
	Financial Capability to level 3 for: 30 municipalities	Mun 2.55	2.64 for 30 municipalities	Average score: 2.67	Financial Capability to level 2 for: 30 municipalities	Financial Capability to level 3 for: 30 municipalities	Financial Capability to level 3 for: 30 municipalities	Financial Capability to level 3 for: 30 municipalities

6.1.2 Annual Performance Indicators and MTEF Targets

Performance Indicator	Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1 Monitor and analyse compliance of Provincial Stakeholders to the requirements of the Central Supplier Database	New indicator	New indicator	New indicator	4	4	4	4
1.2 Number of Assessment reports on support intervention implemented to address compliance with SCM and Asset Management gaps identified during the FMCMM assessment	New indicator	2	3	8	8	8	8
1.3 Capacity building within departments and municipalities to enhance compliance and effectiveness of supply chain management	1	1 accredited course (MFMA)	1	7	9	9	9
1.4 Analysis conducted on Strategic Procurement at all departments; municipalities and public entities in line with provincial preferential procurement priorities	New Indicator	New Indicator	New Indicator	New Indicator	1	1	1

6.1.3 Quarterly Targets

Performance indicator		Reporting period	Annual target 2019/20	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1.1	Monitor and analyse of compliance of Provincial Stakeholders to the requirements of the Central Supplier Database	Quarterly	4	1	1	1	1
1.2	Number of Assessment reports on support intervention implemented to address compliance with SCM and Asset Management gaps identified during the FMCMM assessment	Quarterly	8	2	2	2	2
1.3	Capacity building within departments and municipalities to enhance compliance and effectiveness of supply chain management	Quarterly	9	2	2	3	2
1.4	Analysis conducted on Strategic Procurement at all departments; municipalities and public entities in line with provincial preferential procurement priorities	Annually	1	-	-	-	1

6.2 Sub-Programme 3.3: Supporting and Interlinked Financial Systems

6.2.1 Strategic Objectives

Strategic Objective	To provide oversight and management of interlinked financial systems and enhancing compliance with the PFMA and other relevant legislation within the provincial administration
Objective statement	Provide oversight and management of interlinked financial systems by promoting effective utilisation of transversal systems to enhance credibility of financial information within the provincial administration
Baseline	Implemented Logis to enhance supply chain compliance, Conducted a biometric aided headcount to enhance credibility of employee data and Implemented Biometric Access Control system to enhance security on financial transactions; IT Service Management Tool
Justification	The sub-programme will ensure that technical and functional support on interlinked financial systems is provided, including the rollout of LOGIS to all provincial departments.
Links	Goal 1: Strategic leadership and administrative support Goal 3: Prudent management of assets and liabilities Goal 4: Sound financial management and governance

6.2.2 Strategic Objectives Performance Indicators & MTEF Targets

Strategic Objective performance indicators:	5 year Strategic plan target	Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1 Monitoring Reports on utilisation and compliance of transversal and support sub-systems	16 Consolidated Reports	New indicator	4 Consolidated Reports	4 Consolidated Reports	4 Consolidated Reports	4 Consolidated Reports	4 Consolidated Reports	4 Consolidated Reports

6.2.3 Annual Performance Indicators and Targets

Performance indicator		Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1	Percentage of calls resolved within 24 working hours	98% of calls resolved within 24 hours after being logged	97.5% of calls resolved within 24 hours after being logged	98%	98%	98%	98%	98%
1.2	Capacity building sessions for Provincial Departments to enhance effective utilisation of transversal systems and sub-systems	430 x users trained 23 x User forums	10 x BAS 15 x PERSAL 16 x LOGIS Training Sessions 16 x User forums	60	58	57	57	57
1.3	Reports to enhance monitoring and compliance of prescribed legislation and policies	8 Consolidated Reports	12 Reports	12 Reports	12 Reports	12 Reports	12 Reports	12 Reports
1.4	Assessment Reports on Optimal Utilisation of LOGIS	New Indicator	52 reports	52	52	48	48	48
1.5	Percentage of new employees head counted within 90 days	Support and monitor 13 departments' head count system	10% enrolled within 6 months.	40%	90%	90%	90%	90%
1.6	BAS System Controller services provided on behalf of provincial departments	13 Departments	52 reports	52	52	52	52	52

6.2.4 Quarterly Targets

Performance Indicator		Reporting period	Annual target 2019/20	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1.1	Percentage of calls resolved within 24 working hours	Quarterly	98%	98%	98%	98%	98%
1.2	Capacity building sessions for Provincial Departments to enhance effective utilisation of transversal systems and sub-systems	Quarterly	57	15	16	13	13
1.3	Reports to enhance monitoring and compliance of prescribed legislation and policies	Quarterly	12	3	3	3	3
1.4	Assessment Reports on Optimal Utilisation of LOGIS	Quarterly	48	12	12	12	12
1.5	Percentage of new employees head counted within 90 days	Annually	90%	-	-	-	90%
1.6	BAS System Controller services provided on behalf of Provincial Departments	Quarterly	52	13	13	13	13

6.3 Sub-Programme 3.4: Infrastructure Performance Management

6.3.1 Strategic Objectives

Strategic Objective	To promote and facilitate the strengthening of infrastructure performance management within provincial and local government through the utilisation of best practice methodology.
Objective statement	Promote and facilitate the strengthening of infrastructure performance management within Provincial and Local government by providing technical assistance and support on all Infrastructure Procurement and Delivery Management through the NCIDMS.
Baseline	Quarterly assessments to determine Institutionalization of Infrastructure Delivery Management (IDMS) in Provincial and Local government.
Justification	Provision of technical support for the identified projects within departments and municipalities is imperative for the effective, efficient and economical management of resources
Links	Goal 2: Management and use of fiscal resources Goal 3: Prudent management of assets and liabilities

6.3.2 Strategic Objectives Performance Indicators & MTEF Targets

Strategic Objective performance indicators:		5 year Strategic plan target	Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
			2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1	Number of departments and municipalities compliant with the NCIDMS Framework	7 Departments and 30 municipalities managing infrastructure effectively and efficiently in line with NCIDMS	7 Infrastructure Departments compliant with IDMS	NCIDMS reviewed in support to Municipal Infrastructure Municipal infrastructure delivery framework developed	7 Departments and 12 municipalities	7 Departments and 20 municipalities	7 Departments and 25 municipalities	7 Departments and 25 municipalities	7 Departments and 30 municipalities

6.3.3 Annual Performance Indicators and Targets

Performance indicator		Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1	Assessments conducted on integrated infrastructure Delivery management process for municipalities and departments in line with infrastructure delivery management standards.	New indicator	New indicator	4	4	4	4	4
1.2	Capacity Building sessions conducted in accordance with the approved Provincial IDMS and Control Frameworks in support of the institutionalisation of Infrastructure best Practices	2 workshops conducted	3 workshops conducted	5	4	4	4	4
1.3	Assessments reports produced on capital expenditure outcome and capability of Municipalities and Departments' to manage infrastructure delivery	4 Quarterly expenditure outcomes reports produced	4 Quarterly expenditure outcomes reports produced	4 Quarterly expenditure outcomes reports produced	4	8	8	8
1.4	Physical verification and Value for Money Assessments of infrastructure projects for departments and municipalities	4 site visits conducted	4 site visits conducted	5 site visits conducted	4 Site Visit Reports	4	4	4

6.3.4 Quarterly Targets

Performance indicator		Reporting period	Annual target 2019/20	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1.1	Assessments conducted on integrated infrastructure Delivery management process for municipalities and departments in line with infrastructure delivery management standards.	Quarterly	4	1	1	1	1
1.2	Capacity Building sessions conducted in accordance with the approved Provincial IDMS and Control Frameworks in support of the institutionalisation of Infrastructure best Practices	Quarterly	4	1	1	1	1
1.3	Assessment reports produced on capital expenditure outcome and capability of Municipalities and Departments' to manage infrastructure delivery	Quarterly	8	2	2	2	2
1.4	Physical verification and Value for Money Assessments of infrastructure projects for departments and municipalities	Quarterly	4	1	1	1	1

6.4 Sub-Programme 3.5: Banking and Cash flow Management

6.4.1 Strategic Objectives and MTEF Targets

Strategic Objective	To provide technical advice and support on banking and cashflow management to the departments to ensure effectiveness and efficiency of Banking Services and Cash flow Management in the province.
Objective statement	Promote effective and efficient banking services and cash flow management for provincial revenue fund by implementing cash management framework and providing technical advice and support.
Baseline	Clean Audit Report on Provincial Revenue Fund Maintaining healthy provincial liquidity
Justification	Provide support to provincial department in terms of banking services and cash flow Management
Links	Goal 2: Management and use of fiscal resources Goal 3: Promote prudent management of assets. Goal 4: Sound Financial Management of Resources

6.4.2 Strategic Objectives Performance Indicator and MTEF Targets

Strategic Objective performance indicators:		5 year Strategic plan target	Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
			2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1	Audit outcome for the Provincial Revenue Fund reflecting the effectiveness and efficiency of banking services and cash flow management	5 Clean Audit Report on the Provincial Revenue Fund	Clean Audit Report on the Provincial Revenue Fund	Clean Audit Report on the Provincial Revenue Fund	Clean Audit Report on the Provincial Revenue Fund	Clean Audit Report on the Provincial Revenue Fund	Clean Audit Report on the Provincial Revenue Fund	Clean Audit Report on the Provincial Revenue Fund	Clean Audit Report on the Provincial Revenue Fund

6.4.3 Annual Performance Indicators and Targets

Performance indicator		Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1	Number of Bank Reconciliations for Exchequer Account	12	12	12	12	12	12	12
1.2	Banking services evaluation reports	2	2	2	2	2	2	2
1.3	Audited Provincial Revenue Fund (PRF) annual financial statements produced.	1	1	1	1	1	1	1
1.4	Number of cash flow reports produced.	6	6	6	4	4	4	4
1.5	Reviewed and implemented cash management framework.	1	1	1	1	1	1	1
1.6	Reviewed and implemented Investment Policy	2	4	4	4	1	1	1

6.4.4 Quarterly Targets

Performance indicator		Reporting period	Annual target 2019/20	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1.1	Number of Bank Reconciliations for Exchequer Account	Quarterly	12	3	3	3	3
1.2	Banking services evaluation reports	Bi-annual	2	1	-	1	-
1.3	Audited Provincial Revenue Fund (PRF) annual financial statements produced.	Annually	1	-	-	1	-
1.4	Number of cash flow reports produced.	Quarterly	4	1	1	1	1
1.5	Reviewed and implemented cash management framework.	Annually	1	-	-	-	1
1.6	Reviewed and implemented Investment Policy	Annually	1	-	-	-	1

6.5 Reconciling performance targets with the Budget and MTEF

6.5.1 Expenditure estimates

Table 5.1 provides summary of payments and estimates by sub programme

Table 5.1 : Summary of payments and estimates by sub-programme: Programme 3: Assets And Liabilities Management

R thousand	Outcome			Main appropriation	Adjusted appropriation 2018/19	Revised estimate	Medium-term estimates		
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22
1. Programme Support	1 490	1 255	1 933	2 070	2 370	2 370	2 151	2 344	2 472
2. Asset Management	18 140	22 275	44 626	20 123	17 644	18 213	13 069	15 163	15 996
3. Support And Interlinked Financial Sy	22 144	16 861	23 135	21 117	20 189	18 827	21 968	23 661	24 963
4. Infrastructure Performance Managen	6 023	6 208	6 411	9 579	7 079	6 879	14 946	16 046	16 928
5. Banking And Cashflow Management	3 923	4 212	4 619	6 645	4 541	4 540	6 917	7 442	7 852
Total payments and estimates	51 720	50 811	80 724	59 535	51 823	50 829	59 051	64 656	68 211

The table shows a decrease of 0.8 per cent from 2018/19 to 2019/20 due to the once off funding for the Health Intervention Project provided in the 2018/19 financial year. In the 2020/21 financial year there is an increase of 9.4 per cent and a further increase of 5.5 per cent in 2021/22. This includes earmarked funding provided for capacity building in the Infrastructure Performance Management sub-programme.

Table 5.2 provides summary of payments and estimates by economic classification.

Table 5.2 : Summary of payments and estimates by economic classification: Programme 3: Assets And Liabilities Management

R thousand	Outcome			Main appropriation	Adjusted appropriation 2018/19	Revised estimate	Medium-term estimates		
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22
Current payments	45 068	40 935	60 298	58 777	50 423	49 429	57 337	63 891	67 404
Compensation of employees	31 370	33 651	37 326	49 272	36 419	37 825	45 194	54 316	57 304
Goods and services	13 691	7 267	22 952	9 272	14 004	11 604	11 993	9 316	9 827
Interest and rent on land	7	17	20	233	-	-	150	259	273
Transfers and subsidies to:	5 043	8 295	19 568	-	6	16	-	-	-
Provinces and municipalities	4 709	8 228	19 426	-	-	-	-	-	-
Departmental agencies and account	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and internatio	-	-	-	-	-	-	-	-	-
Public corporations and private ente	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	334	67	142	-	6	16	-	-	-
Payments for capital assets	1 609	1 581	841	757	1 394	1 384	1 714	765	807
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	1 239	1 558	841	757	1 394	1 384	1 714	765	807
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	370	23	-	-	-	-	-	-	-
Payments for financial assets	-	-	17	-	-	-	-	-	-
Total economic classification	51 720	50 811	80 724	59 535	51 823	50 829	59 051	64 656	68 211

The above table shows that compensation of employees decrease with 8 per cent from 2018/19 to 2019/20 financial year. In the 2020/21 financial year, it increases by 20 per cent and 5.5 per cent in the outer year.

7. Programme 4: Financial Governance

Programme Purpose

To promote accountability and good governance through substantive reflection of financial activities of the province as well as compliance with financial norms and standards.

7.1 Sub-Programme 4.2: Accounting Services

7.1.1 Strategic Objectives

Strategic Objective	To provide support on accounting practices that will promote financial reporting to a level 3 financial management capability maturity level (FMCMM).
Objective statement	To provide ongoing technical support on accounting practice to departments, municipalities and entities.
Baseline	FMCMM level 2 – departments FMCMM level 2 – municipalities
Justification	There is a need to improve the quality of financial reporting and audit outcomes of departments, municipalities and entities.
Links	To promote sound financial management and good governance within the province.

7.1.2 Strategic Objectives performance indicators & MTEF targets

Strategic Objective performance indicators:	5 year Strategic plan target	Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1 Improved financial management capability maturity (FMCMM) to level 3 on financial reporting	FMCMM level 3 reporting for departments.	2.97	2.78	2.95	FMCMM level 3 reporting for departments	FMCMM level 3 reporting for departments	FMCMM level 3 reporting for departments	FMCMM level 3 reporting for departments
	FMCMM level 3 reporting for municipalities.	2.48	2.95	2.77	FMCMM level 2 reporting for municipalities	FMCMM level 3 reporting for municipalities	FMCMM level 3 reporting for municipalities	FMCMM level 3 reporting for municipalities

7.1.3 Annual Performance Indicators and Targets

Performance indicator		Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1 Number of compliance reports on accounting practices.	48 Quarterly assessment reports	4	4		4	4	4	4
	42 compliance reports on monitoring tools of municipalities	4	4					
	73 assessments reports on audit action plans.	4	5					
1.2 Number of capacity building programmes implemented	13 workshops.	7 workshops	5 Workshops		6	6	6	6
	7 CFO Forums.	6 CFO session	5 CFO Forums					
1.3 Consolidated annual financial Information tabled timeously		1	1	1	1	1	1	1

Performance indicator		Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.4	Number of municipalities supported and monitored on implementation of mSCOA	New indicator	30	30	30	30	-	-

7.1.4 Quarterly Targets

Performance indicator		Reporting period	Annual target 2019/20	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1.1	Number of compliance reports on accounting practices.	Quarterly	4	1	1	1	1
1.2	Number of capacity building programmes implemented	Quarterly	6	1	1	1	3
1.3	Consolidated annual financial information tabled timeously	Annual	1	-	-	1	-
1.4	Number of municipalities supported and monitored on implementation of mSCOA	Annual	30	-	-	-	30

7.2 Sub-Programme 4.3: Norms and Standards

7.2.1 Strategic Objectives

Strategic Objective	To monitor, promote and support the implementation of developed norms and standards that will improve financial management capability maturity within the province.
Objective statement	Improvement of financial management capability maturity within the province on institutional arrangements, accountability, transparency and corporate governance areas.
Baseline	FMCMM level 2 – departments FMCMM level 2 – municipalities
Justification	The objective will contribute to tracking progress on implementation norms and standards as well as the improvement of financial management within the province.
Links	To promote sound financial management and good governance within the province.

7.2.2 Strategic Objectives performance indicators & MTEF targets

Strategic Objective: To monitor, promote and support the implementation of developed norms and standards that will improve financial management capability maturity within the province.								
Strategic Objective performance indicators:	5 year Strategic plan target	Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1 Improved financial management capability maturity to level 3 on compliance, institutional arrangements, accountability and transparency within the Province.	FMCM level 3 by departments	FMCM level 2.88 by departments	2.95	2.92	FMCM level 3 by departments	FMCM level 3 by departments	FMCM level 3 by departments	FMCM level 3 by departments
	FMCM level 3 by municipalities	FMCM level 2.48 by Municipalities	2.57	2.62	FMCM level 3 by municipalities	FMCM level 3 by municipalities	FMCM level 3 by municipalities	FMCM level 3 by municipalities

7.2.3 Annual Performance Indicators and Targets

Performance indicator		Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1	Report on payment of creditors within 30 days by provincial departments	New indicator	New indicator	New indicator	New indicator	3	3	3
1.2	Number of reports compiled on PFMA and MFMA compliance as per legislated reporting requirements.	10 reports	4 report	4	3	3	3	3
1.3	Number of improvement plans developed to address gaps identified during the FMCM assessments.	New indicator	New indicator	New indicator	New indicator	16	16	16
1.4	Number of capacity building programmes implemented.	New indicator	9	8	8	8	8	8

7.2.4 Quarterly Targets

Performance indicator		Reporting period	Annual target 2019/20	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1.1	Report on payment of creditors within 30 days by provincial departments	Quarterly	3	1	1	-	1
1.2	Number of reports compiled on PFMA and MFMA compliance as per legislated reporting requirements.	Quarterly	3	1	1	-	1
1.3	Number of improvement plans developed to address gaps identified during the FMCM assessments.	Annually	16	-	-	-	16
1.4	Number of capacity building programmes implemented.	Quarterly	8	2	2	3	1

7.3 Sub-Programme 4.4: Risk Management

7.3.1 Strategic Objectives

Strategic Objective	Monitor, oversee and evaluate implementation of risk management practices in order to improve capability maturity level within the province
Objective statement	To improve compliance and implementation of risk management practices to risk maturity level 3.
Baseline	FMCM level 2 – departments Local Government risk survey level 2 – municipalities
Justification	Continuous improvement in compliance regarding risk management in the province
Links	Continuous improvement in compliance regarding risk management in the province

7.3.2 Strategic Objectives and MTEF Targets

Strategic Objective performance indicators:		5 year Strategic plan target	Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
			2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1	Improved financial management capability maturity to level 3 on risk management practices by departments	FMCM level 3 reporting for departments	Improved risk management maturity level of 2,85 for 12 Departments	2.89	2.94	Risk management maturity level of 3 for 12 Departments	Risk management maturity level of 3 for 12 Departments	Risk management maturity level of 3 for 12 Departments	Risk management maturity level of 3 for 12 Departments

Strategic Objective performance indicators:	5 year Strategic plan target	Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
and municipalities	FMCM level 3 reporting for municipalities	Risk management maturity level of 2.11 for 31 Municipalities	2.14	2.30	Risk management maturity levels of 3 for 30 Municipalities	Risk management maturity levels of 3 for 30 Municipalities	Risk management maturity levels of 3 for 30 Municipalities	Risk management maturity levels of 3 for 30 Municipalities

7.3.3 Annual Performance Indicators and Targets

Performance indicator		Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1	Number of progress reports on support provided to departments, Municipalities and Public entities	New indicator	New indicator	4	2	2	2	2
1.2	Report on the Risk Management status of the province	5 RM reports	4 RM reports	4 RM reports	4	4	4	4
1.3	Provincial risk register developed	1 consolidated risk registers per cluster	1 consolidated risk registers per cluster	1 consolidated risk registers per cluster	1	1	1	1
1.4	Number of capacity building programmes implemented within the Province.	5 RM forums 2 provincial RMC workshops	5 RM forums 4 provincial RMC workshops	5 RM forums 4 Risk Management workshops	6	6	6	6
1.5	Number of progress reports on establishment of Internal Audit Units and Audit Committees in Municipalities	New indicator	New indicator	4	2	2	2	2

7.3.4 Quarterly Targets

Performance indicator		Reporting period	Annual target 2019/20	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1.1	Number of progress reports on support provided to departments, Municipalities and Public entities	Bi-Annually	2	-	1	-	1
1.2	Report on the Risk Management status of the province	Quarterly	4	1	1	1	1
1.3	Provincial risk register developed	Annually	1	-	-	-	1
1.4	Number of capacity building programmes implemented within the Province	Quarterly	6	1	2	2	1
1.5	Number of progress reports on establishment of Internal Audit Units and Audit Committees in Municipalities	Bi-Annually	2	-	1	-	1

7.4 Reconciling performance targets with the Budget and MTEF

7.4.1 Expenditure estimates

Table 6.1 provides summary of payments and estimates by sub programme.

Table 6.1 : Summary of payments and estimates by sub-programme: Programme 4: Financial Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation 2018/19	Revised estimate	Medium-term estimates		
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22
1. Programme Support	1 609	1 577	1 911	2 098	2 098	2 098	2 188	2 369	2 499
2. Accounting Services	8 358	8 818	12 050	15 894	13 044	12 363	10 552	11 857	12 510
3. Norms And Standards	5 759	6 901	8 053	10 766	11 165	11 166	9 154	9 897	10 440
4. Risk Management	5 268	9 161	8 044	7 575	6 816	7 705	7 878	8 809	9 291
Total payments and estimates	20 994	28 557	30 058	36 333	33 123	33 332	29 772	32 932	34 740

The table shows relatively decrease of 18 per cent from 2018/19 to 2019/20 due to once off funding that was allocated for the Health Intervention Project in 2018/19 and the reallocation of mSCOA funding to Municipal Finance sub-programme. In 2020/21 there is an increase of 10.6 per cent and 5.5 per cent increase in the 2021/22 financial year.

Table 6.2 provides summary of payments and estimates by economic classification.

Table 6.2 : Summary of payments and estimates by economic classification: Programme 4: Financial Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation 2018/19	Revised estimate	Medium-term estimates		
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22
Current payments	20 397	22 745	28 244	36 116	32 863	32 854	29 360	32 802	34 362
Compensation of employees	16 210	18 147	22 429	27 645	24 062	24 062	25 385	28 251	29 805
Goods and services	4 187	4 598	5 815	8 470	8 601	8 792	3 975	4 351	4 587
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	6	3 300	1 165	-	33	52	-	-	-
Provinces and municipalities	-	3 300	1 164	-	-	-	-	-	-
Departmental agencies and account	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international	-	-	-	-	-	-	-	-	-
Public corporations and private entities	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	6	-	1	-	33	52	-	-	-
Payments for capital assets	591	512	644	217	427	426	412	330	348
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	591	512	644	217	427	426	412	330	348
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	5	-	-	-	-	-	-
Total economic classification	20 994	28 557	30 058	36 333	33 123	33 332	29 772	32 932	34 740

The above table shows that compensation of employee's decrease by 8.2 per cent from 2018/19 to 2019/20 due to relocation of mSCOA funds to Municipal Finance sub-programme. In 2020/21, there is an increase of 11 per cent and 5.5 per cent in 2021/22 financial year.

Goods and services decrease by 53 per cent due to the once off funding for Health Intervention Project and relocation of mSCOA funds to Municipal Finance sub-programme.

8. Programme 5: Internal Audit and Audit Committees

Programme Purpose

- a) To provide internal audit service to the Northern Cape Provincial Departments and listed public entities.
- b) To provide audit committee oversight services to the Northern Cape Provincial Departments and listed public entities.

8.1 Sub – Programme 5.1: Programme Support & Audit Committee

8.1.1 Strategic Objectives

Strategic Objective	Provision of shared Audit Committees oversight services to the 12 Northern Cape Provincial Departments and 6 listed public entities over the next 5 years.
Objective statement	The audit committee provides oversight over the financial reporting process, the system of internal control, the audit process, the process for monitoring compliance with laws and regulations and the code of conduct
Baseline	4 Audit Committees rendering oversight over 12 Departments and 6 listed public entities and fully compliant with the Audit Charter and MPAT
Justification	To comply with the PFMA section 38(1)(a)(ii) and 51(1)(a)(ii) which requires the existence of audit committees. To improve the effectiveness of risk management, control, and governance processes in the Northern Cape Provincial Government.
Links	Strategic goal 5: Sound governance through internal audit and audit committees

8.1.2 Strategic Performance Indicators and Targets

Strategic objective performance indicators:	5 year strategic plan target	Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
Audit Committee								
1 Number of Compliance Assessments to the Audit Committee Charter	20	Assessment of 4 out of 5	1	4	4	4	4	4

8.1.3 Annual Performance Indicators and Targets

Performance indicator		Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1	Convene Audit Committee meetings in adherence to the legislative requirements	61	87	99	99	99	99	99

8.1.4 Quarterly Targets

Performance indicator		Reporting period	Annual target 2019/20	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1.1	Convene Audit Committee meetings in adherence to the legislative requirements	Quarterly	99	20	39	20	20

8.2 Sub- programme 2 – 5: Education, Health, Agriculture & Public Works

Sub-programmes 2 to 5 have the same strategic indicators:

8.2.1 Strategic Objectives

Strategic Objective	Provision of shared internal audit service to the 12 Northern Cape Provincial departments and 6 listed entities over the next 5 years.
Objective statement	Shared Internal Audit Unit provides an independent assurance and consulting services to help the Northern Cape Provincial Departments and listed public entities accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.
Baseline	General conformance compliance to International Standards for the Professional Practice of Internal Auditing. The Auditor-General did not raise any findings on the internal audit function. Full compliance to MPAT
Justification	To comply with the Treasury Regulation 3.2.2 this requires the existence of internal audit function. To improve the effectiveness of risk management, control, and governance processes in the Northern Cape Provincial Departments and listed public entities.
Links	Strategic goal 5: Sound governance through internal audit and audit committees.

8.2.2 Strategic Objectives Performance Indicators

Strategic objective performance indicators:	5 year Strategic Plan Target	Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
Outcome ratings received on annual client satisfaction surveys for internal audit services	3	New Indicator	New Indicator	New Indicator	New Indicator	3	3	3

8.3 Sub-programme 5.2: Education Cluster

8.3.1 Annual Performance Indicators and Targets

Performance Indicator		Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1	Number of risk based plans approved by AC	3	6	7	7	7	7	7
1.2	Number of audit reports issued	152%	66	100	65	71	74	74
1.3	Outcome of client satisfaction surveys received on audits completed	4	14 (surveys received)	4	3	3	3	3
1.4	Outcome of audit committee satisfaction survey received	4	1 (surveys received)	4	3	3	3	3
1.5	Number of internal quality peer reviews conducted	New indicator	4	4	4	4	4	4

8.3.2 Quarterly Targets

Performance Indicator		Reporting period	Annual target 2019/20	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1.1	Number of risk based plans approved by AC	Annually	7	-	-	-	7
1.2	Number of audit reports issued	Quarterly	71	14	19	18	20
1.3	Outcome of client satisfaction surveys received on audits completed	Quarterly	3	3	3	3	3

Performance indicator		Reporting period	Annual target 2019/20	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1.4	Outcome of audit committee satisfaction survey received	Annually	3	-	-	-	3
1.5	Number of internal quality peer reviews conducted	Quarterly	4	1	1	1	1

8.4 Sub-programme 5.3: Health Cluster

8.4.1 Annual Performance Indicators and Targets

Performance indicator		Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1	Number of risk based plans approved by AC	3	3	3	3	3	3	3
1.2	Number of audit reports issued	100%	52	51	33	39	42	42
1.3	Outcome of client satisfaction surveys received on audits completed	4	12 (surveys received)	4	3	3	3	3
1.4	Outcome of audit committee satisfaction survey received.	4	1 (surveys received)	4	3	3	3	3
1.5	Number of internal quality peer reviews conducted	New indicator	4	4	4	4	4	4

8.4.2 Quarterly Targets

Performance indicator		Reporting period	Annual target 2019/20	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1.1	Number of risk based plans approved by AC	Annually	3	-	-	-	3
1.2	Number of audit reports issued	Quarterly	39	9	11	9	10
1.3	Outcome of client satisfaction surveys received on audits completed	Quarterly	3	3	3	3	3
1.4	Outcome of audit committee satisfaction survey received.	Annually	3	-	-	-	3
1.5	Number of internal quality peer reviews conducted	Quarterly	4	1	1	1	1

8.5 Sub-programme 5.4: Agriculture Cluster

8.5.1 Annual Performance Indicators and Targets

Performance indicator		Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1	Number of risk based plans approved by AC	3	5	5	5	5	5	5
1.2	Number of audit reports issued	126%	73	72	49	55	58	58
1.3	Outcome of client satisfaction surveys received on audits completed	4	12 (surveys received)	4	3	3	3	3
1.4	Outcome of audit committee satisfaction survey received.	4	1 (surveys received)	5	3	3	3	3
1.5	Number of internal quality peer reviews conducted	New indicator	4	4	4	4	4	4

8.5.2 Quarterly Targets

Performance indicator		Reporting period	Annual target 2019/20	Quarterly targets			
				1st	2nd	3rd	4th
1.1	Number of risk based plans approved by AC	Annually	5	-	-	-	5
1.2	Number of audit reports issued	Quarterly	55	14	14	13	14
1.3	Outcome of client satisfaction surveys received on audits completed	Quarterly	3	3	3	3	3
1.4	Outcome of audit committee satisfaction survey received.	Annually	3	-	-	-	3
1.5	Number of internal quality peer reviews conducted	Quarterly	4	1	1	1	1

8.6 Sub-programme 5.5: DPW Cluster

8.6.1 Annual Performance Indicators and Targets

Performance indicator		Audited/Actual performance			Estimated performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1	Number of risk based plans approved by AC	4	3	4	4	4	4	4
1.2	Number of audit reports issued	114%	66	56	40	42	44	44
1.3	Outcome of client satisfaction surveys received on audits completed	4	13 (surveys received)	4	3	3	3	3
1.4	Outcome of audit committee satisfaction survey received.	4	1 (surveys received)	4	3	3	3	3
1.5	Number of internal quality peer reviews conducted	New indicator	4	4	4	4	4	4

8.6.2 Quarterly Targets

Performance indicator		Reporting period	Annual target 2019/20	Quarterly targets			
				1st	2nd	3rd	4th
1.1	Number of risk based plans approved by AC	Annually	4	-	-	-	4
1.2	Number of audit reports issued	Quarterly	42	5	6	9	22
1.3	Outcome of client satisfaction surveys received on audits completed	Quarterly	3	3	3	3	3
1.4	Outcome of audit committee satisfaction survey received.	Annually	3	-	-	-	3
1.5	Number of internal quality peer reviews conducted	Quarterly	4	1	1	1	1

8.7 Reconciling performance targets with the Budget and MTEF

8.7.1 Expenditure estimates

Table 7.1 provides summary of payments and estimates by sub programme

Table 7.1 : Summary of payments and estimates by sub-programme: Programme 5: Provincial Internal Audit

R thousand	Outcome			Main appropriation	Adjusted appropriation 2018/19	Revised estimate	Medium-term estimates		
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22
1. Programme Support	4 537	7 769	7 359	8 353	10 227	10 002	9 697	9 168	9 672
2. Internal Audit (Education)	5 670	5 962	6 489	7 305	6 043	6 043	7 472	8 407	8 871
3. Internal Audit (Health)	6 028	5 945	6 186	7 437	6 439	6 439	7 494	8 407	8 871
4. Internal Audit (Agriculture)	5 223	5 915	5 648	7 149	5 972	5 972	7 146	8 105	8 552
5. Internal Audit (Dpw)	5 704	5 872	6 159	7 196	5 485	5 710	7 165	8 166	8 616
Total payments and estimates	27 162	31 463	32 841	37 439	34 166	34 166	38 974	42 253	44 582

The programme increases by 4.1 per cent in 2019/20 from the 2018/19 financial year. The table also shows an increase of 8 per cent and 5.5 per cent respectively in the outer years of the MTEF

Table 7.2 provides summary of payments and estimates by economic classification.

Table 7.2 : Summary of payments and estimates by economic classification: Programme 5: Provincial Internal Audit

R thousand	Outcome			Main appropriation	Adjusted appropriation 2018/19	Revised estimate	Medium-term estimates		
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22
Current payments	26 941	30 868	31 335	37 223	32 159	32 113	38 103	42 027	44 342
Compensation of employees	24 154	26 704	27 336	32 691	27 477	27 477	30 433	36 893	38 923
Goods and services	2 787	4 164	3 999	4 532	4 682	4 638	7 670	5 134	5 419
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	7	-	24	-	32	87	-	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and account	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and internatio	-	-	-	-	-	-	-	-	-
Public corporations and private ente	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	7	-	24	-	32	87	-	-	-
Payments for capital assets	214	595	682	216	1 975	1 966	871	226	240
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	195	595	682	216	1 515	1 506	871	226	240
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	19	-	-	-	460	460	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total economic classification	27 162	31 463	32 841	37 439	34 166	34 166	38 974	42 253	44 582

Compensation of employees shows an increase of 6.9 per cent from 2018/19 to 2019/20 due to reprioritisation to goods and services, 21 per cent increase from 2019/20 to 2020/21 and a 5.5 per cent increase from 2020/21 to 2021/22.

Goods and services increase by 69 per cent in the 2019/20 financial year. In 2020/21 there is a decrease of 33 per cent and an increase of 5.5 per cent in the outer year of the MTEF.

PART C: LINKS TO OTHER PLANS

7. Links to the long-term infrastructure and other capital plans

This section is not applicable to the Provincial Treasury, as its functional responsibilities do not relate to the capital investment.

8. Conditional grants

Not applicable

9. Public entities

Not applicable

10. Public-private partnerships

The Provincial Treasury is responsible to provide the technical support to the Provincial Departments and Municipalities with regards to implementation and creation of Public Private Partnership.

ANNEXURE A: AMENDMENTS TO THE STRATEGIC PLAN 2015 - 2020

The following strategic objective indicators were amended in order to fulfil the requirements of the Performance Information Framework, i.e. include five-year targets and to adequately align reporting processes. Furthermore, where there were changes to either the strategic objective, performance indicator or targets, these will be included here under.

1. Administration

1.2 Management Services

2015 - 2020 Approved Strategic Plan						
Strategic Objective performance indicators:		Medium-term targets				
		2015/16	2016/17	2017/18	2018/19	2019/20
1	Number of performance targets achieved as indicated in the strategic plan	Achievement of all Provincial Treasury's targets indicated strategic plan	Achievement of all Provincial Treasury's targets indicated strategic plan	Achievement of all Provincial Treasury's targets indicated strategic plan	Achievement of all Provincial Treasury's targets indicated strategic plan	Achievement of all Provincial Treasury's targets indicated strategic plan

Revised 2015 - 2020 Approved Strategic Plan							
Strategic Objective performance indicators:		5 year target	Medium-term targets				
			2015/16	2016/17	2017/18	2018/19	2019/20
1	Achievement of all Provincial Treasury's performance targets indicated in the APP	Achievement of all Provincial Treasury's performance targets indicated in the APP	Achievement of all Provincial Treasury's targets indicated in the APP	Achievement of all Provincial Treasury's targets indicated in the APP	Achievement of all Provincial Treasury's targets indicated in the APP	Achievement of all Provincial Treasury's performance targets indicated in the APP	Achievement of all Provincial Treasury's performance targets indicated in the APP

1.3 Corporate Services

2015 – 2020 Strategic Objective	Provide an internal enabling environment and support service to other programmes with regard to human resource management and development, information technology, records management, security and facilities management.
Revised Strategic Objective	Provide an internal enabling environment and support service to other programmes with regard to human resource management and development, labour relations, information technology, diversity management, communications, security and facilities management.

1.3 Corporate Services

2015 - 2020 Approved Strategic Plan						
Strategic Objective performance indicators:		Medium-term targets				
		2015/16	2016/17	2017/18	2018/19	2019/20
1	Compliance to all HRM and corporate support services regulations and prescripts	No matters of emphasis reported in the audit report.	No matters of emphasis reported in the audit report.	No matters of emphasis reported in the audit report.	No matters of emphasis reported in the audit report.	No matters of emphasis reported in the audit report.

Revised 2015 - 2020 Approved Strategic Plan							
Strategic Objective performance indicators:		5 year target	Medium-term targets				
			2015/16	2016/17	2017/18	2018/19	2019/20
1	Compliance to all HRM and corporate support services regulations and prescripts	No matters of emphasis reported in the audit report.	No matters of emphasis reported in the audit report.	No matters of emphasis reported in the audit report.	No matters of emphasis reported in the audit report.	No matters of emphasis reported in the audit report.	No matters of emphasis reported in the audit report.

1.3 Financial Management

2015 - 2020 Approved Strategic Plan						
Strategic Objective performance indicators:		Medium-term targets				
		2015/16	2016/17	2017/18	2018/19	2019/20
1	Implementation of sound financial management within department evidenced by annual clean audit outcomes	1 Clean Audit Report	1 Clean Audit Report	1 Clean Audit Report	1 Clean Audit Report	1 Clean Audit Report

Revised 2015 - 2020 Approved Strategic Plan							
Strategic Objective performance indicators:		5 year target	Medium-term targets				
			2015/16	2016/17	2017/18	2018/19	2019/20
1	Implementation of sound financial management within department evidenced by annual clean audit outcomes	5 Clean Audit Report	1 Clean Audit Report	1 Clean Audit Report	1 Clean Audit Report	1 Clean Audit Report	1 Clean Audit Report

2. Sustainable Resource Management

2.2 Economic Analysis

2015 - 2020 Approved Strategic Plan						
Strategic Objective performance indicators:		Medium-term targets				
		2015/16	2016/17	2017/18	2018/19	2019/20
1	Provincial economic & social research and analysis published	Annual Provincial Socio-economic review tabled & published	Annual Provincial Socio-economic review tabled & published	Annual Provincial Socio-economic review tabled & published	Annual Provincial Socio-economic review tabled & published	Annual Provincial Socio-economic review tabled & published

Revised 2015 - 2020 Approved Strategic Plan							
Strategic Objective performance indicators:		5 year target	Medium-term targets				
			2015/16	2016/17	2017/18	2018/19	2019/20
1	Provincial economic & social research and analysis published	5 Provincial Socio-economic review and outlook published	Annual Provincial Socio-economic review tabled & published	Annual Provincial Socio-economic review tabled & published	Provincial economic & social research and analysis published	Provincial Socio-economic review and outlook published	Provincial Socio-economic review and outlook published

2.3 Fiscal Policy

2016 – 2021 Objective statement	Efficient revenue sources and fiscal policy that addresses financing requirements.
Revised Objective statement	Sustainable and efficient revenue sources and fiscal policy that addresses financing requirement

2.3 Fiscal Policy

2015 - 2020 Approved Strategic Plan						
Strategic Objective performance indicators:		Medium-term targets				
		2015/16	2016/17	2017/18	2018/19	2019/20
1	Revenue collection strategies developed and implemented for optimisation of revenue	2 Strategies (1 Provincial and 1 Municipal) developed and implemented for optimisation of revenue collection in the Province	2 Strategies (1 Provincial and 1 Municipal) developed and implemented for optimisation of revenue collection in the Province	2 Strategies (1 Provincial and 1 Municipal) developed and implemented for optimisation of revenue collection in the Province	2 Strategies (1 Provincial and 1 Municipal) developed and implemented for optimisation of revenue collection in the Province	2 Strategies (1 Provincial and 1 Municipal) developed and implemented for optimisation of revenue collection in the Province

Revised 2015 - 2020 Approved Strategic Plan							
Strategic Objective performance indicators:		5 year target	Medium-term targets				
			2015/16	2016/17	2017/18	2018/19	2019/20
1	Monitoring Report on Provincial and Municipal revenue performance	5 Monitoring reports on provincial and municipal revenue performance	New indicator	2 Monitoring Report on Provincial and Municipal revenue generation	1 Monitoring Report on Provincial and Municipal revenue generation	1 Monitoring Report on Provincial and Municipal revenue generation	1 Monitoring Report on Provincial and Municipal revenue performance

2.4 Budget Management

2015 - 2020 Approved Strategic Plan						
Strategic Objective performance indicators:		Medium-term targets				
		2015/16	2016/17	2017/18	2018/19	2019/20
1	Promote effective optimal financial resource allocation	Annual Provincial Budgets tabled	Annual Provincial Budgets tabled	Annual Provincial Budgets tabled	Annual Provincial Budgets tabled	Annual Provincial Budgets tabled

Revised 2015 - 2020 Approved Strategic Plan							
Strategic Objective performance indicators:		5 year target	Medium-term targets				
			2015/16	2016/17	2017/18	2018/19	2019/20
1	Promote effective optimal financial resource allocation	10 Provincial fiscal frameworks produced	2 Provincial fiscal frameworks produced	2 Provincial fiscal frameworks produced	2 Provincial fiscal frameworks produced	2 Provincial fiscal frameworks produced	2 Provincial fiscal frameworks produced

2.5 Municipal Finance

2015 - 2020 Approved Strategic Plan						
Strategic Objective performance indicators:		Medium-term targets				
		2015/16	2016/17	2017/18	2018/19	2019/20
1	Municipalities supported to promote sustainable budgets of the municipalities	31 Municipalities	31 Municipalities assisted in achieving sustainable budget	31 Municipalities assisted in achieving sustainable budget	31 Municipalities assisted in achieving sustainable budget	31 Municipalities assisted in achieving sustainable budget

Revised 2015 - 2020 Approved Strategic Plan							
Strategic Objective performance indicators:		5 year target	Medium-term targets				
			2015/16	2016/17	2017/18	2018/19	2019/20
1	Municipalities supported to promote sustainable budgets	30 Municipalities assisted in achieving sustainable budget	31 Municipalities assisted in achieving sustainable budget	31 Municipalities assisted in achieving sustainable budget	30 Municipalities assisted in achieving sustainable budget	30 Municipalities assisted in achieving sustainable budget	30 Municipalities assisted in achieving sustainable budget

3. Assets and Liabilities Management

3.2 Asset Management

2015 - 2020 Approved Strategic Plan						
Strategic Objective performance indicators:		Medium-term targets				
		2015/16	2016/17	2017/18	2018/19	2019/20
1	Level of financial maturity capability on Asset and Supply Chain Management	Financial Capability to level 3 for 12 Departments, 5 public entities	Financial Capability to level 3 for 12 Departments, 5 public entities	Financial Capability to level 3 for 12 Departments, 5 public entities	Financial Capability to level 3 for 12 Departments, 5 public entities	Financial Capability to level 3 for 12 Departments, 5 public entities

	Number of municipalities assisted in improving compliance with Asset and Supply Chain Management Prescripts	16 targeted municipalities per annum	16 targeted municipalities per annum	16 targeted municipalities per annum	16 targeted municipalities per annum	16 targeted municipalities per annum
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Revised 2015 - 2020 Approved Strategic Plan							
Strategic Objective performance indicators:		5 year target	Medium-term targets				
			2015/16	2016/17	2017/18	2018/19	2019/20
1	Level of financial maturity capability on Asset and Supply Chain Management	Financial Capability to level 3 for: 12 Depts	Financial Capability to level 3 for: 12 Depts	Financial Capability to level 3 for: 12 Depts	Financial Capability to level 3 for: 12 Depts	Financial Capability to level 3 for: 12 Depts	Financial Capability to level 3 for: 12 Depts
		Financial Capability to level 3 for: 30 municipalities	Financial Capability to level 2 for: 30 municipalities	Financial Capability to level 2 for: 30 municipalities	Financial Capability to level 2 for: 30 municipalities	Financial Capability to level 2 for: 30 municipalities	Financial Capability to level 3 for: 30 municipalities

3.3 Supporting and Interlinked Financial Systems

2015 - 2020 Approved Strategic Plan						
Strategic Objective performance indicators:		Medium-term targets				
		2015/16	2016/17	2017/18	2018/19	2019/20
1	Percentage of users provided with valid access to transversal system	100% of users provided access within 24 hours after being logged	100% of users provided access within 24 hours after being logged	100% of users provided access within 24 hours after being logged	100% of users provided access within 24 hours after being logged	100% of users provided access within 24 hours after being logged

Revised 2015 - 2020 Approved Strategic Plan							
Strategic Objective performance indicators:		5 year target	Medium-term targets				
			2015/16	2016/17	2017/18	2018/19	2019/20
1	Monitoring Reports on utilisation and compliance of transversal and support sub-systems	16 Consolidated Reports	New indicator	4 Consolidated Reports	4 Consolidated Reports	4 Consolidated Reports	4 Consolidated Reports

3.4 Infrastructure Performance Management

2015 – 2020 Strategic Objective	To promote and facilitate the strengthening of immovable asset management within provincial and local government through the utilisation of best practice methodology.
Objective statement	Promote and facilitate the strengthening of Immovable Asset Management within provincial and local government by providing technical assistance and support on all PPP and infrastructure projects.
Revised Strategic Objective	To promote and facilitate the strengthening of Infrastructure Delivery Management within provincial and local government through the utilisation of best practice methodology.
Revised Objective Statement	Promote and facilitate the strengthening of infrastructure delivery management within provincial and local government by providing technical assistance and support on all infrastructure procurement and delivery management through the NCIDMS

015 - 2020 Approved Strategic Plan						
Strategic Objective performance indicators:		Medium-term targets				
		2015/16	2016/17	2017/18	2018/19	2019/20
1	Departments and municipalities assessed and supported to ensure compliance with Infrastructure Management	7 Infrastructure Department compliant with Infrastructure Delivery Management Framework(IDMS)	7 Infrastructure Department compliant with Infrastructure Delivery Management Framework(IDMS)	13 Infrastructure Department compliant with Infrastructure Delivery Management Framework(IDMS)	13 Infrastructure Department compliant with Infrastructure Delivery Management Framework(IDMS)	13 Infrastructure Department compliant with Infrastructure Delivery Management Framework(IDMS)
		10 Municipalities Reviewed and Municipal Infrastructure Framework Developed	10 Municipalities assisted with Infrastructure Management Framework	10 Municipalities assisted with Infrastructure Management Framework	10 Municipalities assisted with Infrastructure Management Framework	10 Municipalities assisted with Infrastructure Management Framework

Revised 2015 - 2020 Approved Strategic Plan							
Strategic Objective performance indicators:		5 year target	Medium-term targets				
			2015/16	2016/17	2017/18	2018/19	2019/20
1	Number of departments and municipalities compliant with the NCIDMS Framework	7 Departments and 30 municipalities managing infrastructure effectively and efficiently in line with NCIMDS	7 Departments and 10 municipalities	7 Departments and 10 municipalities	7 Departments and 12 municipalities	7 Departments and 20 municipalities	7 Departments and 25 municipalities

3.5 Banking and Cash Flow Management

2015 – 2020 Strategic Objective	To promote effective and efficient banking services and cash flow management for the provincial revenue fund
Objective statement	Promote effective and efficient banking services and cash flow management for provincial revenue fund by implementing cash management framework and providing technical advice and support.
Revised Strategic Objective	To provide technical advice and support on banking and cashflow management to the departments to ensure effectiveness and efficiency of Banking Services and Cash flow Management in the province.
Revised Objective Statement	Promote effective and efficient banking services and cash flow management for provincial revenue fund by implementing cash management framework and providing technical advice and support

2015 - 2020 Approved Strategic Plan						
Strategic Objective performance indicators:		Medium-term targets				
		2015/16	2016/17	2017/18	2018/19	2019/20
1	Audit outcome for the Provincial Revenue Fund reflecting the effectiveness and efficiency of banking services and cash flow management	Clean Audit Report on the Provincial Revenue Fund	Clean Audit Report on the Provincial Revenue Fund	Clean Audit Report on the Provincial Revenue Fund	Clean Audit Report on the Provincial Revenue Fund	Clean Audit Report on the Provincial Revenue Fund

Revised 2015 - 2020 Approved Strategic Plan						
Strategic Objective performance indicators:		5 year target	Medium-term targets			
			2015/16	2016/17	2017/18	2018/19
1	Audit outcome for the Provincial Revenue Fund reflecting the effectiveness and efficiency of banking services and cash flow management	5 Clean Audit Report on the Provincial Revenue Fund	Clean Audit Report on the Provincial Revenue Fund	Clean Audit Report on the Provincial Revenue Fund	Clean Audit Report on the Provincial Revenue Fund	Clean Audit Report on the Provincial Revenue Fund

4. Financial Governance

4.1 Strategic Objective: Accounting Services

2015 – 2020 Objective statement	Providing ongoing technical support on accounting practice to departments, municipalities and entities.
Revised Objective statement	To provide ongoing technical support on accounting practice to departments, municipalities and entities.

4.1 Strategic Objective Performance Indicator: Accounting Services

2015 - 2020 Approved Strategic Plan						
Strategic Objective performance indicators:		Medium-term targets				
		2015/16	2016/17	2017/18	2018/19	2019/20
1	Improved financial management capability maturity (FCCM) to level 3 on financial reporting	FCCM level 3 reporting	FCCM level 3 reporting	FCCM level 3 reporting	FCCM level 3 reporting	FCCM level 3 reporting

Revised 2015 - 2020 Approved Strategic Plan							
Strategic Objective performance indicators:		5 year target	Medium-term targets				
			2015/16	2016/17	2017/18	2018/19	2019/20
1	Improved financial management capability maturity (FCCM) to level 3 on financial reporting	FCCM level 3 reporting for departments	FCCM level 3 reporting for departments	FCCM level 3 reporting for departments	FCCM level 3 reporting for departments	FCCM level 3 reporting for departments	FCCM level 3 reporting for departments
		FCCM level 3 reporting for municipalities	FCCM level 2 reporting for municipalities	FCCM level 2 reporting for municipalities	FCCM level 2 reporting for municipalities	FCCM level 2 reporting for municipalities	FCCM level 3 reporting for municipalities

4.2 Strategic Objective Performance Indicator: Norms and Standards

2015 - 2020 Approved Strategic Plan						
Strategic Objective performance indicators:		Medium-term targets				
		2015/16	2016/17	2017/18	2018/19	2019/20
1	Improved financial management capability maturity to level 3 on compliance, institutional arrangements, accountability and transparency within the Province	FCCM level 3 by departments	FCCM level 3 by departments	FCCM level 3 by departments	FCCM level 3 by departments	FCCM level 3 by departments
		FCCM level 3 by municipalities	FCCM level 3 by municipalities	FCCM level 3 by municipalities	FCCM level 3 by municipalities	FCCM level 3 by municipalities

2015 - 2020 Approved Strategic Plan							
Strategic Objective performance indicators:		5 year target	Medium-term targets				
			2015/16	2016/17	2017/18	2018/19	2019/20
1	Improved financial management capability maturity to level 3 on compliance, institutional arrangements, accountability and transparency within the Province	FCCM level 3 by departments	FCCM level 3 by departments	FCCM level 3 by departments	FCCM level 3 by departments	FCCM level 3 by departments	FCCM level 3 by departments
		FCCM level 3 by municipalities	FCCM level 2 by municipalities	FCCM level 2 by municipalities	FCCM level 2 by municipalities	FCCM level 2 by municipalities	FCCM level 3 by municipalities

4.4 Strategic Objective Performance Indicator: Risk Management

2015 - 2020 Approved Strategic Plan						
Strategic Objective performance indicators:		Medium-term targets				
		2015/16	2016/17	2017/18	2018/19	2019/20
1	Improved financial management capability maturity to level 3 on risk management practices by departments and municipalities	Risk management maturity level of +4 for 12 Departments	Risk management maturity level of +5 for 12 Departments	Risk management maturity level of +5 for 12 Departments	Risk management maturity level of +5 for 12 Departments	Risk management maturity level of +5 for 12 Departments
		Risk management maturity levels of 3+ for 31 Municipalities	Risk management maturity levels of 4+ for 31 Municipalities	Risk management maturity levels of 4+ for 31 Municipalities	Risk management maturity levels of 3+ for 31 Municipalities	Risk management maturity levels of 4+ for 31 Municipalities

Revised 2015 - 2020 Approved Strategic Plan							
Strategic Objective performance indicators:		5 year target	Medium-term targets				
			2015/16	2016/17	2017/18	2018/19	2019/20
1	Improved financial management capability maturity to level 3 on risk management practices by departments and municipalities	FMCM level 3 reporting for departments	Risk management maturity level of 3 for 12 Departments	Risk management maturity level of 3 for 12 Departments	Risk management maturity level of 3 for 12 Departments	Risk management maturity level of 3 for 12 Departments	Risk management maturity level of 3 for 12 Departments
		FMCM level 3 reporting for municipalities	Risk management maturity levels of 2 for 31 Municipalities	Risk management maturity levels of 2 for 31 Municipalities	Risk management maturity levels of 3 for 30 Municipalities	Risk management maturity levels of 3 for 30 Municipalities	Risk management maturity levels of 3 for 30 Municipalities

5. Internal Audit

5.1 Programme Support & Audit Committee

2015 – 2020 Strategic Objective	Existence and function of four audit committees to provide oversight over the Northern Cape Provincial Government, 12 Departments
Revised Strategic Objective	Provision of shared Audit Committees oversight services to the 12 Northern Cape Provincial Departments and 6 listed public entities over the next 5 years.

5.1 Programme Support & Audit Committee

2015 - 2020 Approved Strategic Plan					
Strategic Objective performance indicators:		Medium-term targets			
		2015/16	2016/17	2017/18	2018/19
1	Convene Audit Committee meetings, 4 per year for each of the 12 departments and 4 quarterly Joint Audit Committee meetings	52	52	52	52

Revised 2015 - 2020 Approved Strategic Plan							
Strategic Objective performance Indicators:		5 year target	Medium-term targets				
			2015/16	2016/17	2017/18	2018/19	2019/20
1	Number of Compliance Assessments to the Audit Committee Charter	20	4	4	4	4	4

5.2 Internal Audit

2015 – 2020 Strategic Objective	Existence and function of independent objective internal audit assurance and consulting activity designed to add value and improved the Northern Cape Provincial Government in 12 Departments
Revised Strategic Objective	Provision of shared internal audit service to the 12 Northern Cape Provincial Departments and 6 listed public entities over the next 5 years.
2015 – 2020 Objective statement	Shared Internal Audit Unit provides an independent assurance and consulting services to help the Northern Cape Provincial Departments accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.
Revised Objective statement	Shared Internal Audit Unit provides an independent assurance and consulting services to help the Northern Cape Provincial Departments and listed public entities accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

2015 - 2020 Approved Strategic Plan						
Strategic Objective performance indicators:		Medium-term targets				
		2015/16	2016/17	2017/18	2018/19	2019/20
1	Execution of the approved annual audit plans.	100% of audit reports as per approved audit plans	100% of audit reports as per approved audit plans	100% of audit reports as per approved audit plans	100% of audit reports as per approved audit plans	100% of audit reports as per approved audit plans

Initial revision 2015 - 2020 Approved Strategic Plan							
Strategic Objective performance indicators:		5 year target	Medium-term targets				
			2015/16	2016/17	2017/18	2018/19	2019/20
1	Execution of the approved annual audit plans.	1029	200	200	255	187	218

Revised 2015 - 2020 Approved Strategic Plan							
Strategic Objective performance indicators:		5 year target	Medium-term targets				
			2015/16	2016/17	2017/18	2018/19	2019/20
	Outcome ratings received on annual client satisfaction surveys for internal audit services	3	New indicator	New indicator	New indicator	New indicator	3

TECHNICAL INDICATORS ON STRATEGIC OBJECTIVE INDICATORS: ANNEXURE E.1

1. ADMINISTRATION

1.2 Management Services

Strategic objective performance indicator	Achievement of all Provincial Treasury's performance targets indicated in the APP
Short definition	Strategic leadership will ensure effective and efficient administration and performance of the department
Purpose/Importance	Effective and efficient administration and performance of the department is reflected in the achievement of its set objectives
Source/Collection of data	Annual Report
Method of calculation	No. of targets achieved/No. of targets planned
Data limitations	None
Type of indicator	Outcome
Calculation type	Non – Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	100% Achievement of all set performance targets
Indicator responsibility	Head of Department

1.3 Corporate Services

Strategic objective performance indicator	Compliance to all HRM and corporate support services regulations and prescripts
Short definition	Rendering effective and timeous human resource management and corporate support services to all programmes
Purpose/Importance	In order for the department to fulfil its legislative mandate, it requires the necessary staff compliment through proper and on time recruitment, wellness programme, labour peace, capacitated employees, performance management, security, IT and well-structured communication systems
Source/Collection of data	Annual Report and Audit Report
Method of calculation	Audit opinion on compliance of HRM and Corporate Support Services
Data limitations	None
Type of indicator	Outcome
Calculation type	Non – Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	No matters of emphasis on HRM and Corporate Supports matters
Indicator responsibility	General Manager: Corporate Services

1.4 Financial Management

Strategic objective performance indicator	Implementation of sound financial management within department evidenced by annual clean audit outcomes
Short definition	Implementation of sound financial management, through policies and procedures and continuous monitoring of systems and internal controls within department
Purpose/Importance	Sound financial management within the department reflects accountability and effective management as required by the Public Financial Management Act.
Source/Collection of data	Annual Report and Audit Report
Method of calculation	Audit Opinion
Data limitations	None
Type of indicator	Outcome
Calculation type	Non – Cumulative
Reporting cycle	Annual
New Indicator	No
Desired performance	Clean Audit Outcome
Indicator responsibility	Chief Financial Officer

2. SUSTAINABLE RESOURCE MANAGEMENT

2.2. Economic Analysis

Strategic objective performance indicator	Provincial economic & social research and analysis published
Short definition	Provision of provincial economic and social research and analysis that informs provincial fiscal policy development.
Purpose/Importance	To conduct socio-economic research and analysis to inform budget allocations.
Source/Collection of data	Global Insight, Statistics South Africa, International Monetary Fund, World Bank and some departmental and municipalities information.
Method of calculation	5 Provincial economic & social research and analysis published
Data limitations	Non-submission of information from departments and municipalities.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Timeous publishing of Provincial economic & social research and analysis
Indicator responsibility	Director: Economic Analysis

2.3 Fiscal Policy

Strategic objective performance indicator	Monitoring Report on Provincial and Municipal revenue performance
Short definition	Consolidated revenue report assessing provincial and municipal own revenue performance.
Purpose/Importance	To monitor, evaluate and report the progress of departments and municipalities in terms of achieving own revenue collection.
Source/Collection of data	Municipalities: LG database Provincial: Data file – IYM reports, BAS reports.
Method of calculation	1 Monitoring report on provincial and municipal revenue performance per year
Data limitations	Subject to quality, accuracy, timeliness, and completeness of information provided by the departments and municipalities.

Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Annual Monitoring reports, reporting on provincial departments and municipalities revenue performance.
Indicator responsibility	Director: Fiscal Policy

2.4 Budget Management

Strategic objective performance indicator	Promote effective optimal financial resource allocation
Short definition	Promotion of equitable financial resource allocation, monitoring and reporting on budget outcomes.
Purpose/Importance	Improve the sustainability and credibility of provincial budgets, the monitoring of implementation to enhance expenditure efficiency, financial prudence and fiscal discipline in order to maximise the capacity of provincial departments to deliver services
Source/Collection of data	National Treasury allocation data; Datafile-IYM reports and budget guideline, databases from provincial departments and PMTEC submissions
Method of calculation	2 frameworks per annum: 1 framework for main budget: 4 th quarter and the adjustment budget: 3 rd quarter
Data limitations	Limitation to access to certain information with respect to the underlying formula driving the fiscal framework.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Two provincial fiscal frameworks produced
Indicator responsibility	Director: Budget Management

2.5 Municipal Finance

Strategic objective performance indicator	Municipalities supported to promote sustainable budgets
Short Definition	To promote the development of responsive municipal budgets that contributes to the improvement of service delivery to communities.
Purpose / importance	Municipal budgets are meant to play key role as policy instruments to address social and economic challenges. The achievements of socio-economic imperatives need to be supported with appropriate policy and budgetary allocations. Budgets that address selected socio economic outcomes as set out in government priorities are important to realise effective resource allocation.
Source/ Collection of data	Municipalities' budgets, IDP, SDBIP, Financial Statements and Section 71& 72 Reports
Method of calculation	30 Municipalities supported
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-cumulative

Reporting cycle	Annual
New indicator	No
Desired performance	30 Municipalities supported to ensure sustainable budgets
Indicator responsibility	Director: Municipal Finance

3. ASSETS AND LIABILITIES MANAGEMENT

3.2 Asset Management

Strategic objective performance indicator	Level of financial maturity capability on Asset and Supply Chain Management
Short Definition	To provide effective support to ensure sound asset and supply chain management(SCM) practices within the province
Purpose / importance	Promote optimal utilization of supply chain management and asset management policies and best practice for provincial departments and municipalities to for service delivery purposes
Source / Collection of data	Results of the Financial Management Capability Maturity assessment on supply chain management on models submitted by Departments and Municipalities
Method of calculation	FMCM score for SCM reporting.
Data limitations	Credibility of answers provided in the survey.
Type of Indicator	Outcome
Calculation type	Non-incremental as the highest level to be obtained is 3 for Departments Incremental for municipalities as they are still at level 2
Reporting cycle	Annual
New indicator	No
Desired performance	Maturity level 3 and above on financial reporting.
Indicator responsibility	Director: Assets Management

3.3 Supporting and Interlinked Financial Systems

Strategic objective performance indicator	Monitoring reports on utilisation and compliance of transversal and support sub-systems
Short Definition	Provide oversight and management of interlinked financial systems by promoting effective utilisation of transversal systems to enhance credibility of financial information within the provincial administration
Purpose / importance	The sub-programme should ensure that technical and functional support on interlinked financial systems is provided, including the utilization of LOGIS at all provincial departments to ensure credible reporting and continuity of service delivery
Source / Collection of data	The information is recorded in an electronic call register that is kept on the SMART Service Desk System. The system produces the information in an Excel format. Calls escalated to National Treasury/SITA are placed on hold and are excluded from the calculation of 24 working hours. Calls are separated into incidents and requests.
Method of calculation	4 reports per year: Number of reports issued on the utilisation of transversal and support systems (BAS, PERSAL, LOGIS & Transversal Technical).
Data limitations	None

Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Four reports on utilisation of sub-systems – one report per quarter for calls handled
Indicator responsibility	Director: Supporting Interlinked Financial Systems

3.4 Infrastructure Performance Management

Strategic objective performance indicator	Number of departments and municipalities compliant with the NCIDMS Framework
Short Definition	Departments and municipalities complying to the Northern Cape Infrastructure Delivery Management Framework
Purpose / importance	The NCIDMS is essential in facilitating the integration of governance structures between provincial and local government and to create a framework for infrastructure delivery management within the Province.
Source / Collection of data	Data will be sourced from the Provincial Departments' Strategic Plans, APP, User asset management plans, Infrastructure Programme Management Plans, Infrastructure Programme Implementation Plans and stakeholders engagement forums(attendance registers and minutes of meetings) Data will be sourced from Municipalities through their and IDP's, Implementation Plans and stakeholders engagement forums (attendance registers and minutes of meetings). Assessment report against the prescripts of the NCIDMS
Method of calculation	Non incremental for departments - 7 Departments, Incremental for municipalities – 30 Municipalities
Data limitations	Data limitation might be due to the availability of the respective plans to ensure the integration of planning methodologies.
Type of indicator	Outcome
Calculation type	Non- cumulative with regards to departments Incremental with regards to municipalities over the MTSF
Reporting cycle	Annual
New indicator	No
Desired performance	Institutionalised NCIDMS in departments and municipalities
Indicator responsibility	Director: Infrastructure Performance Management

3.5 Banking Services and Cash Flow Management

Strategic objective performance indicator	To provide technical advice and support to the departments that will result in an Audit outcome for the Provincial Revenue Fund reflecting the effectiveness and efficiency of banking services and cash flow management
Short Definition	Promote effective and efficient banking services and cash flow management for provincial revenue fund by implementing cash management framework and providing technical advice and support.
Purpose / importance	To reflect the effectiveness and efficiency of Banking Services and Cash flow Management

Source / Collection of data	Annual Report and Audit Report
Method of calculation	Audit report
Data limitations	None
Type of indicator	Outcome
Calculation type	Non – Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Clean Audit
Indicator responsibility	Director: Banking and Cash flow Management

4. FINANCIAL GOVERNANCE

4.1 Accounting Services

Strategic objective performance indicator	Improved financial management capability maturity (FMCM) to level 3 on financial reporting.
Short definition	Accounting practises that promotes levels 3 capability maturity.
Purpose/Importance	Financial reporting is an integral element of transparency and accountability, which are the requirement for good governance.
Source/Collection of data	Results of the Financial Management Capability Maturity assessment on financial reporting.
Method of calculation	Maturity score on financial reporting
Data limitations	Credibility of answers provided in the survey.
Type of indicator	Outcome
Calculation type	Non-incremental as the highest level to be obtained is 3 for departments Incremental for municipality
Reporting cycle	Annual
New indicator	No
Desired performance	Maturity level 3 and above on financial reporting.
Indicator responsibility	Director: Accounting Services

4.2 Norms and Standards

Strategic objective performance indicator	Improved financial management capability maturity to level 3 on compliance, institutional arrangements, accountability and transparency within the Province.
Short definition	Financial norms and standards that will improve financial management capability maturity.
Purpose/Importance	Improved capability maturity on institutional arrangements, accountability and transparency that will result in full compliance.

Source/Collection of data	Results of the Financial Management Capability Maturity assessment from models submitted by departments and municipalities
Method of calculation	Maturity score on institutional arrangements, accountability, transparency and corporate governance.
Data limitations	Credibility of answers provided in the survey.
Type of indicator	Outcome
Calculation type	Non-incremental as the highest level to be obtained is 3 for departments & municipalities
Reporting cycle	Annual
New indicator	No
Desired performance	Maturity level 3 and above
Indicator responsibility	Director: Norms and Standards

4.4 Risk Management

Strategic objective performance indicator	Improved financial management capability maturity to level 3 on risk management practices by departments and municipalities.
Short definition	Monitor, oversee and evaluate implementation of risk management practices
Purpose/Importance	To promote good governance principles (risk management) in the province.
Source/Collection of data	Results of the Financial Management Capability Maturity assessment (Risk Management) models submitted by departments and municipalities
Method of calculation	Maturity score on risk management.
Data limitations	Credibility of answers provided in the survey.
Type of indicator	Non-incremental as the highest level to be obtained is 3
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Maturity level 3 and above on risk management
Indicator responsibility	Director: Risk Management

5. INTERNAL AUDIT

5.1 Programme Support & Audit Committee

Strategic objective performance indicator	Number of Compliance Assessments to the Audit Committee Charter
Short definitions	Audit Committees need to assess their adherence to the Audit Committee Charter, that is revised annually and approved by the MEC Treasury
Purpose/Importance	Adherence to Audit Committee Charter which is aligned to the PFMA and Treasury Regulations
Source/collection of data	Assessment of Audit Committees

Strategic objective performance indicator	Number of Compliance Assessments to the Audit Committee Charter
Method of calculation	Number of Audit Committee assessments
Data limitation	Absence of assessments
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	4, one assessment for each of the 4 Audit Committees
Indicator responsibility	Chief Director & Directors

5.2 Internal Audit

Strategic objective performance indicator	Outcome ratings received on annual client satisfaction surveys for internal audit services
Short definitions	Annual client satisfaction survey by departments/entities.
Purpose/importance	The rating by the clients would provide IA with a sense of the clients' satisfaction with IA services and value added.
Source/collection of data	An assessment sourced from each of the clients with satisfaction ratings from 1 to 5 with 1 being the lowest rating and 5 being the highest rating, and 3 is meeting the expectation.
Method of calculation	Average of annual client satisfaction surveys received.
Data limitation	No submission of surveys by clients
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	3 out of 5 (where 3 means IA provides the required services)
Indicator responsibility	Chief Director

TECHNICAL INDICATORS ON PERFORMANCE INDICATORS: ANNEXURE E.2

1. ADMINISTRATION

1.2 Management Services

1.1 Indicator title	Number of risk register review sessions completed
Short definition	Annual assessment of departmental strategic and operational risk register
Purpose/Importance	In order to ensure effective functioning of risk management, it is essential that the Chief Risk Officer conduct annual risk register review sessions to identify and assess risks that might prevent the achievement of set objectives
Source/Collection of data	Previous audit reports; Interviews, strategic review sessions
Method of calculation	1 x Annual session
Data limitations	Late or Non-submission of information
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Complete strategic and operational risk register
Indicator responsibility	Chief Risk Officer

1.2 Indicator title	Number of risk management committee reports issued
Short definition	Quarterly reporting on the action and implementation plan
Purpose/Importance	In order to ensure optimal functioning of the department it is essential that the Department have a functional risk management committee to assist the Accounting Officer to discharge their responsibilities for risk management.
Source/Collection of data	Departmental Risk register, Risk Implementation Plan, and the Chief Risk Officer's report informs the Risk Management Committee's report
Method of calculation	1 x Risk management committee report per quarter
Data limitations	Incomplete risk register; Late or Non-submission of information, RMC and SMS meetings not convening quarterly
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	4 Risk Management Committee reports

Indicator responsibility	Chief Risk Officer
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1.3 Corporate Services

1.1 Indicator title	Number of HRM compliance reports submitted
Short definition	Human resource management reports submitted to external stakeholders on compliance with prescripts and legislation
Purpose/Importance	The purpose of this indicator is ensure adherence to prescripts on human resource management
Source/Collection of data	EPMDS assessments; Workplace Skills Plan; Employment Equity Plan; Employee Health and Wellness Operational Plans HRM Plan
Method of calculation	Q 1: 1 X HRM Implementation Report, 1 x HRD & 1 X EHW Q 2: 1 x HRD; 1 x SMT; 1 X EHW & 1X EPMDS Q 3: 1 x HRD & 1 X EHW Q 4: 1 x HRD, 1 x EE, 1 X EHW & 1X EPMDS
Data limitations	Non-submission of documents from officials, Non-alignment of training needs to departmental skills gap Incorrect stats on EE Non participation of SHE representatives
Type of Indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	13 compliance reports submitted on time
Indicator responsibility	Director: HRM

1.2 Indicator title	Number of HRM plans
Short definition	Human Resource Management Plans submitted to identify and address skills gap, employee wellness and employment equity requirements
Purpose/Importance	To maximise the potential of the officials in the department through the identification of gaps and demand and supply of skills.
Source/Collection of data	From the department's strategic plan, PERSAL, EAP reports and Economical Active Populations quarterly survey.
Method of calculation	1 x HRD Plan 1 X WSP
Data limitations	Non-submission of documents from officials, Non-alignment of training needs to departmental skills gap, Incorrect stats on EE, Outdated organisational structure
Type of Indicator	Outputs
Calculation type	Non – Cumulative
Reporting cycle	Annually
New indicator	No

1.2 Indicator title	Number of HRM plans
Desired performance	2 plans submitted on time
Indicator responsibility	Director: HRM

1.3 Indicator title	Number of progress reports on the implementation Corporate Governance of ICT (CGICT) framework
Short definition	To show progress on compliance with the DPSA Corporate Governance of ICT (CGICT) framework.
Purpose/Importance	To effectively monitor the department's compliance with the DPSA Corporate Governance of ICT (CGICT) framework.
Source/Collection of data	Corporate Governance of ICT Policy Framework IT Implementation Plan IT Steering Committee Minutes SMS meeting minutes Provincial GITO forum minutes ICT procurement Plan
Method of calculation	1 x CGICT progress report per quarter
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	4 Reports
Indicator responsibility	Director: Corporate Support

1.4 Indicator title	Percentage of misconduct cases received and finalised internally within 90 days
Short definition	Misconduct cases managed in the department
Purpose/Importance	Maintain speedy and prompt handling of cases in the department
Source/Collection of data	Charge sheet and Disciplinary cases heard and finalised
Method of calculation	Percentage of cases finalised within 90 working days after the charge sheet has been issued. Number of cases received/number of cases finalised
Data limitations	Cases initiated or lodged with other supervisors and managers and not forwarded to our unit for administrative processing
Type of indicator	Output, cases that are finalised within the prescribed timeframes
Calculation type	Non-Cumulative(max cases resolved within 90 days)
Reporting cycle	Quarterly
New indicator	No

1.4 Indicator title	Percentage of misconduct cases received and finalised internally within 90 days
Desired performance	100 percent of cases finalised within 90 days
Indicator responsibility	Director: Corporate Support

1.5 Indicator title	Number of support interventions implemented to advance vulnerable groups
Short definition	Support programmes targeting, vulnerable groups, i.e. women, youth, children and people with disabilities
Purpose/Importance	Empowerment of vulnerable groups to improve their living conditions and provide them with equal opportunities
Source/Collection of data	CSI policy indicating targeted groups; Request from NGOs; Site visits during EXCO Outreaches Gender Strategic Framework implementation plan; Job Access Framework Implementation plan.
Method of calculation	Four interventions Q 1: 1 x Youth interventions report Q 2: 1 x Women interventions report Q 3: 1 x People with disability interventions report Q 4: 1 x Children interventions report
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Implementation of four support interventions
Indicator responsibility	Director: Corporate Support

1.6 Indicator title	Number of Security management reports
Short definition	To ensure that all security risks are identified and monitored to limit the exposure of the department
Purpose/Importance	Reduce security risks of the department
Source/Collection of data	Security monthly reports from service provider; Assessment reports; Vetting & Security Clearance Result; MISS Checklist & SSA Reports
Method of calculation	1 x Security management report per quarter
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly

1.6 Indicator title	Number of Security management reports
New indicator	No
Desired performance	4 quarterly reports
Indicator responsibility	Director: Corporate Support

1.7 Indicator title	Number of facilities management reports
Short definition	To monitor and assess the management of departmental facilities in line with GIAMA
Purpose/Importance	To adequately manage facilities services in the department in order to render effective and efficient support services
Source/Collection of data	Facilities inspection report, end-user queries and maintenance database
Method of calculation	1 x Facilities management reports per quarter
Data limitations	Calls not reported by users
Type of Indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	4 quarterly reports
Indicator responsibility	Director: Corporate Support

1.4 Financial Management

1.1 Indicator title	Number of APPs submitted timeously
Short definition	Annual Performance Plan submitted
Purpose/Importance	Each Department should table an annual performance plan which outlines key deliverables over the MTEF and it is essential that it is aligned to a 3 year budget
Source/Collection of data	APP submitted by programmes, strategic planning session's resolutions and OTP assessments on draft APPs
Method of calculation	1 x APP tabled annually
Data limitations	Incorrect information that is not aligned correctly
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Timeous submission of accurate and aligned information

1.1 Indicator title	Number of APPs submitted timeously
Indicator responsibility	Chief Financial Officer

1.2 Indicator title	Number of Estimate of Provincial Expenditure(EPRE) submitted timeously
Short definition	Estimate of Provincial Expenditure (Budget) submitted
Purpose/Importance	Each Department should table a budget which outlines key deliverables over the MTEF and it is essential that it is aligned to a 3 year budget. (Q3 = Adjusted EPRE -2018/19, Q4 = Main EPRE - 2019/20)
Source/Collection of data	Budget Tools submitted by programmes
Method of calculation	Adjustment EPRE – Q 3 Main EPRE – Q4
Data limitations	Incorrect information that is not aligned correctly
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Timeous submission of accurate and aligned information
Indicator responsibility	Chief Financial Officer

1.3 Indicator title	Number of compliant annual reports submitted timeously
Short definition	Annual Report submitted
Purpose/Importance	The Annual Report reflects on the performance and financial status of the Department in the previous year. The annual Report includes the Audit Committee and Auditor General Reports which provide level of assurance on the information presented by management of the Department.
Source/Collection of data	Submission from programmes in relation to performance information, HR statistics, audit committee and risk management reports.
Method of calculation	1 x Annual Report
Data limitations	Incompleteness of information
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Timeous submission of accurate and complete information
Indicator responsibility	Director: Financial Management

1.4 Indicator title	Number of compliant Financial Statements submitted timeously
Short definition	Annual and Interim Financial Statements submitted
Purpose/Importance	Financial Statements provide various stakeholders with financial information regarding the financial position and performance of the Department which will assist in monitoring compliance and informing decision making in the future
Source/Collection of data	Monthly and Quarterly Disclosure Schedules, BAS & LOGIS Reports for compilation of IFS Annual disclosure Schedule , BAS & LOGIS Reports for compilation of AFS
Method of calculation	1 x AFS: Q1 3 x IFS : Q2, Q3 and Q4
Data limitations	Completeness of information
Type of Indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Timeous submission of accurate and complete information
Indicator responsibility	Director: Financial Management

1.5 Indicator title	Quarterly departmental performance reports submitted timeously
Short definition	Quarterly Departmental Performance report outlining progress on the departmental targets, and highlights on challenges and achievements.
Purpose/Importance	In order to inform effective decision making for the department it is essential that the Head of Department is provided with relevant and accurate information regarding the performance of the Department
Source/Collection of data	Quarterly reports submitted by programmes
Method of calculation	1 x quarterly performance report
Data limitations	Incomplete information submitted
Type of Indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Four quarterly reports
Indicator responsibility	Director: Financial Management

1.6 Indicator title	Number of compliance and financial management reports submitted
Short definition	Compliance reports on financial management matters
Purpose/Importance	To monitor compliance with all financial management prescripts in order to ensure clean audit (14 IYM reports, 12 financial compliance reports)
Source/Collection of data	Different BAS, LOGIS, PERSAL Reports and IYM projections from managers

Method of calculation	Q1: 4 x IYM and 3 x financial compliance reports Q2: 4 x IYM and 3 x financial compliance reports Q3: 3 x IYM and 3 x financial compliance reports Q4: 3 x IYM and 3 x financial compliance reports
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Complete and timeously submitted reports
Indicator responsibility	Director: Financial Management

2. SUSTAINABLE RESOURCE MANAGEMENT

2.2 Economic Analysis

1.1 Indicator title	Number of MTBPS Produced
Short definition	To give an assessment of the fiscal position and policy priorities of the Northern Cape in order to inform future planning and resource allocation
Purpose/Importance	To inform planning and fiscal policy development and adequate resource allocation.
Source/Collection of data	Desktop Research- Global Insight, Statistic South Africa
Method of calculation	1 x Medium Term Budget Policy Statement
Data limitations	None
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	MTBPS produced and tabled
Indicator responsibility	Director: Economic Analysis

1.2 Indicator title	Number of Provincial policy briefs produced
Short definition	To give an analysis of the economic and social issues in the Northern cape
Purpose/Importance	To Monitor and Evaluate the impact of economic and social issues as well as proposing relevant policy interventions where a challenge is identified.
Source/Collection of data	Desktop Research- Global Insight, Statistic South Africa and relevant department in which the policy brief topic relates to.
Method of calculation	1 x Policy brief published per quarter

Data limitations	Getting data or any requested information late especially from departments as they have to liaise with their regional offices to give consolidated data or sometimes get approval from their senior management to release requested data or information.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	4 Policy Briefs produced
Indicator responsibility	Director: Economic Analysis

1.3 Indicator title	Number of municipal comparative reports produced
Short definition	To give a municipal comparative report in terms of socio-economic indicators
Purpose/Importance	To evaluate the impact on service delivery as well as proposing relevant policy interventions and where a challenge is identified
Source/Collection of data	Desktop Research- Global Insight, Statistics South Africa and relevant municipality reports
Method of calculation	1 x Municipal comparative report
Data limitations	Getting data or any requested information late especially from municipalities
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	One municipal comparative report produced
Indicator responsibility	Director: Economic Analysis

2.3 Fiscal Policy

1.1 Indicator title	Number of consolidated revenue performance reports produced.
Short definition	Quarterly revenue report assessing provincial and municipal own revenue performance, including cash flow of municipalities
Purpose/Importance	To monitor, evaluate and report the progress of departments and municipalities in terms of achieving own revenue collection (8 reports: 4 departmental reports and 4 Municipal reports).
Source/Collection of data	Municipalities: LG database. Provincial: Data file-IYM reports; BAS reports.
Method of calculation	1 x Departmental report and 1 x Municipal report per quarter
Data limitations	Subject to quality, accuracy, timeliness, and completeness of information provided by the departments and municipalities
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No

Desired performance	Quarterly report of all provincial departments and municipalities own revenue performance.
Indicator responsibility	Director: Fiscal Policy

1.2 Indicator title	Number of consolidated municipal cash flow performance reports.
Short definition	A report on the consolidated municipal cash-flow
Purpose/Importance	To determine the status of cash flow performances of municipalities.
Source/Collection of data	LG database indicating the cash flow positions of municipalities
Method of calculation	1 x Municipal report per quarter
Data limitations	Subject to quality, accuracy, timeliness, and completeness of information provided by municipalities.
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Consolidated report on Cash flow performance.
Indicator responsibility	Director: Fiscal Policy

1. 3 Indicator title	Number of provincial fiscal framework reports.
Short definition	Number of reports produced on the structure of the national allocations to the province.
Purpose/Importance	To report on the status of the fiscal framework of the province.
Source/collection of data	National Treasury allocation data.
Method of calculation	1 x Provincial fiscal framework report
Data limitations	Limitation to access to certain information with respect to the underlying formula driving the fiscal framework.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Report on the fiscal framework of the province.
Indicator responsibility	Director: Fiscal Policy

1.4 Indicator title	Number of consolidated reports on reviewed tariff submissions
Short definition	Report outlining the tariff submissions reviewed.
Purpose/importance	To assess and review the submissions of tariffs from departments and provide a report.
Source/Collection of data	Tariff submissions from the departments.
Method of calculation	1 x Consolidated report on reviewed tariff
Data limitations	Non-submission of tariffs as well as non-cooperation by departments.
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Reviewed tariff submissions report.
Indicator responsibility	Director: Fiscal Policy

1.5 Indicator title	Number of progress reports on support provided on revenue management and debt collection in municipalities.
Short definition	Progress report on municipal support interventions to improve revenue management and debt collection.
Purpose/importance	Report on the progress made with respect to support interventions on revenue management and debt collection in municipalities.
Source/collection of data	Fact finding report on status-quo of municipal revenue and debt collection performance.
Method of calculation	1 x Progress report per quarter
Data limitations	Non-cooperation by municipalities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Reports on revenue management and debt collection support provided to municipalities.
Indicator responsibility	Director: Fiscal Policy

1.6 Indicator title	Number of municipal support intervention reports on indigent policy management
Short definition	Progress report on municipal support interventions to improve on indigent policy management in municipalities.
Purpose/importance	Report on support interventions made on improving indigent policy management in municipalities.
Source/collection of data	Indigent policies, Indigent registers and municipal support plans
Method of calculation	1 x Municipal support intervention report
Data limitations	Non-cooperation by municipalities

1.6 Indicator title	Number of municipal support intervention reports on indigent policy management
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Support interventions report on indigent policy management.
Indicator responsibility	Director: Fiscal Policy

2.4 Budget Management

1.1 Indicator title	Number of budgets tabled
Short Definition	Annual Main and Adjustment Budget outlining estimates of expenditure for the ensuing MTEF
Purpose / Importance	Outlines national and provincial policy priorities funded for publication
Source / Collection of data	Allocation letters from National Treasury, databases from provincial departments
Method of calculation	Q3: Adjusted EPRE 2019/20 Q4: EPRE 2020/19
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	2 Budgets tables in a year
Indicator responsibility	Director: Budget Management

1.2 Indicator title	Provincial In Year Monitoring reports
Short Definition	Monitoring of monthly expenditure trends (financial information)
Purpose / Importance	Provide departmental policy advice, ensure budget implementation and enhance service delivery
Source / Collection of data	Provincial department's IYM data file and / or models
Method of calculation	Q1: 4 x IYM Q2: 4 x IYM Q3: 3 x IYM Q4: 3 x IYM
Data limitations	Non – submission by provincial departments
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	14 IYMS

Indicator responsibility	Director: Budget Management
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1.3 Indicator title	Quarterly consolidated performance assessment reports
Short Definition	Monitoring of quarterly performance reports (non-financial information)
Purpose / importance	Monitoring of non-financial information (Performance Management)
Source / Collection of data	Provincial department's QPR data file and / or models
Method of calculation	1 x Quarterly consolidated performance assessment reports
Data limitations	Non – submission by provincial departments and inaccuracy of data provided
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	4 reports
Indicator responsibility	Director: Budget Management

1.4 Indicator title	Public Entities In Year Monitoring reports
Short Definition	Monitoring of monthly expenditure trends (financial information) of Public entities
Purpose / importance	Provide departmental policy advice, ensure budget implementation and enhance service delivery
Source / Collection of data	Public Entity's IYM data file and / or models
Method of calculation	1 Quarterly Public Entities In Year Monitoring reports
Data limitations	Non – submission by provincial departments
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	4 IYMS
Indicator responsibility	Director: Budget Management

2.5 Municipal Finance

1.1 Indicator title	Number of gazettes produced on transfers to municipalities
Short definition	The gazetting of transfers from provincial departments to municipalities
Purpose/Importance	To inform municipalities of grants that they will be getting from provincial departments in compliance with the Annual Division of Revenue Act (DORA)
Source/Collection of data	Information from provincial departments regarding transfers
Method of calculation	1 x Gazette on transfers to municipalities
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative

Reporting cycle	Annually
New indicator	No
Desired performance	Timeous submission 1 Gazette in the year per annum
Indicator responsibility	Director: Municipal Finance

1.2 Indicator title	Number of consolidated assessment reports on municipal budgets
Short definition	Produce an annual consolidated report on budgets tabled by municipalities in the province for sustainability
Purpose/Importance	To inform the executive authority on the sustainability of the municipal budgets tabled
Source/Collection of data	Municipal budgets submitted, assessment conducted by regional offices
Method of calculation	1 x consolidated assessment reports on municipal budgets
Data limitations	Non-submission of municipalities
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	1 Report in the year
Indicator responsibility	Director: Municipal Finance

1.3 Indicator title	Number of consolidated Municipal budget outcomes
Short definition	Consolidated monthly reports on the performance of municipalities budget
Purpose/Importance	Assess the monthly performance of municipalities on their budgets
Source/Collection of data	Database of National Treasury/Input by municipalities
Method of calculation	2 x Consolidated Municipal budget outcomes reports per quarter
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative – year end
Reporting cycle	Quarterly
New indicator	No
Desired performance	8 Reports per annum
Indicator responsibility	Director: Municipal Finance

1.4 Indicator title	Number of quarterly consolidated municipal performance reports produced
Short definition	Submit report on municipal performance quarterly to the Legislature
Purpose/Importance	Inform the Legislature on performance of municipalities to support their oversight responsibilities
Source/Collection of data	Local Government Database at National Treasury/Inputs from municipalities

Method of calculation	1 x Quarterly consolidated municipal performance report
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative – year end
Reporting cycle	Quarterly
New indicator	No
Desired performance	4 Reports per annum
Indicator responsibility	Director: Municipal Finance

1.5 Indicator title	Number of gazettes on Municipal consolidated budget outcomes
Short definition	The gazetting of municipal performance of municipalities in the province at the end of each quarter
Purpose/Importance	Publish the municipal performance at the end of each quarter
Source/Collection of data	Database of National Treasury/Input by municipalities
Method of calculation	1 x Gazette on Municipal consolidated budget outcomes per quarter
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	4 Gazettes per annum
Indicator responsibility	Director: Municipal Finance

1.6 Indicator title	Number of consolidated progress reports on the municipal support strategy
Short definition	Progress reports on the municipal support strategy
Purpose/Importance	To fast-track implementation of the municipal support strategy and review interventions where necessary
Source/collection of data	Municipal support strategy operational plan Minutes of Northern Cape Provincial Treasury oversight meetings
Method of calculation	1 x Consolidated progress report per quarter
Data limitations	Non-acceptance of proposal
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Four reports monitoring progress on implementation of municipal support strategy

Indicator responsibility	Director: Municipal Finance
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3. ASSET AND LIABILITIES MANAGEMENT

3.2 Assets Management

1.1 Indicator title	Monitor and analyse compliance of Provincial Stakeholders to the requirements of the Central Supplier Database
Short definition	Compliance to the National Central Supplier Database & Preferential Procurement Policy Framework
Purpose/importance	National Central Supplier Database is essential in ensuring compliance with the Supply Chain Management prescripts. Registration and support of suppliers will ensure that they are exposed to government procurement.
Source/Collection of data	Workshops conducted, suppliers registered and Central Supplier Database verification reports
Method of calculation	1 x Report per quarter
Data limitations	Incomplete supplier information on Central Supplier Database
Type of indicator	Output
Calculation type	Cumulative.
Reporting cycle	Quarterly
New indicator	No
Desired performance	4 quarterly reports
Indicator responsibility	Director: Asset Management

1.2 Indicator title	Number of Assessment reports on support intervention implemented to address compliance with SCM and Assets management gaps identified during the FCMCM assessment.
Short definition	Compliance with Supply Chain Management and Asset Management prescripts
Purpose/importance	Monitor procurement and demand plans to determine compliance with Preferential Procurement Regulations in terms of designated groups. Monitor compliance with Supply Chain Management policies and procedures to support organisations in the prevention and detection of irregular expenditure. Compliance with Asset Management prescripts, policies, procedures and utilisation of LOGIS
Source/collection of data	Procurement and demand management plans, Central Supplier Database and LOGIS. Bid Committees and reports. LOGIS, Asset Management policies and procedures FMMCM Model Documented support plans implemented. <ul style="list-style-type: none"> • Supply chain management • Asset Management
Method of calculation	1 SCM report and 1 Asset Management report per quarter
Data limitations	Non-acceptance of proposal
Type of indicator	Output
Calculation type	Cumulative – year end
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improvement of financial capability maturity on SCM and Asset Management

Indicator responsibility	Director: Asset Management
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1.3 Indicator title	Capacity building within departments and municipalities to enhance compliance and effectiveness of supply chain management
Short definition	Capacitate departments as well as municipalities.
Purpose/Importance	Ensure SCM practitioners in departments and municipalities are skilled and knowledgeable with SCM processes and procedures
Source/Collection of data	Nomination forms, Attendance Register and evaluation report
Method of calculation	1 x Departments forum & 1 x Municipal forum per quarter Q3 - One Accredited training on SCM for Departments(MFMA)
Data limitations	Partial submission of training needs from departments and municipalities
Type of indicator	Output
Calculation type	Cumulative – year end
Reporting cycle	Quarterly
New indicator	No
Desired performance	Eight forums and one accredited training conducted
Indicator responsibility	Director: Asset Management

1.4 Indicator title	Analysis conducted on Strategic Procurement at all departments; municipalities and public entities in line with provincial preferential procurement priorities
Short definition	Strategic Sourcing Service Solution for the Province.
Purpose/Importance	Ensure SCM practitioners in departments, municipalities and public entities are skilled and knowledgeable about procurement strategies and procurement solutions
Source/Collection of data	Attendance Register and evaluation analysis report
Method of calculation	1 x Analysis report on Preferential Procurement Framework implementation
Data limitations	Partial submission of market research and sourcing/procurement data
Type of indicator	Output
Calculation type	Non-Cumulative.
Reporting cycle	Annually
New indicator	Yes
Desired performance	Analysis report to assess implementation of framework
Indicator responsibility	Director: Asset Management

3.3 Supporting and Interlinked Financial Systems

1.1 Indicator title	Percentage of calls resolved within 24 working hours
Short definition	To render a Support Service to BAS, PERSAL, LOGIS users, as well as Transversal Technical support relating to these systems.
Purpose/Importance	The indicator shows the level of support users are getting from the BAS, PERSAL, LOGIS and Transversal Technical Support Helpdesks and how timeously the calls are resolved.
Source/Collection of data	The data is collected from an electronic call register viz. SMART Service Desk.

Method of calculation	Calls are measured from the time of logging to the time the call is resolved. A electronic SMART Service Desk system report in excel format is generated, after automatically calculating the number of calls resolved within 24 working hours by adding all the call logged, subtracting the calls that were escalated to National Treasury/SITA or placed on hold and dividing the calls resolved by the remaining total, thus determining the percentage calls resolved within 24 working hours.
Data limitations	Certain calls have to be escalated to National Treasury/SITA to be resolved or placed on hold awaiting additional information from a third party/caller over which NCPT have no control.
Type of indicator	Output
Calculation type	Non-cumulative, total calls logged for the year vs total resolved within 24hours on a quarterly basis
Reporting cycle	Quarterly
New indicator	No
Desired performance	98 % of call logged resolved within 24 working hours
Indicator responsibility	Director: Supporting and Interlinked Financial Systems

1.2 Indicator title	Capacity building sessions for Provincial Departments to enhance effective utilisation of transversal systems and sub-systems
Short definition	The indicator entails the holding of transversal training sessions and user forums. (Sessions being a formal course, a meeting where training is given or training workshop)
Purpose/Importance	To ensure that transversal systems users are capacitated in order to optimally utilize the systems and to communicate system related information regularly.
Source/Collection of data	For the Training Sessions: Attendance Registers For the Forums: E-mail to departments informing them of Forum, Agenda and Attendance Register
Method of calculation	Q 1: 2 x BAS; 5 x PERSAL; 4 x LOGIS & 4 User Forums Q 2: 4 x BAS; 4 x PERSAL; 4 x LOGIS & 4 User Forums Q 3: 2 x BAS; 3 x PERSAL; 4 x LOGIS & 4 User Forums Q 4: 2 x BAS; 3 x PERSAL; 4 x LOGIS & 4 User Forums
Data limitations	Re-prioritisation/re-scheduling due to non-availability of venue.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	41 Training Sessions and 16 User Forums held for the year
Indicator responsibility	Director: Supporting and Interlinked Financial Systems

1.3 Indicator title	Reports to enhance monitoring and compliance of prescribed legislation and policies
Short definition	The objective of the indicator is to assist other oversight units to fulfil their role of monitoring and compliance.
Purpose/Importance	The indicator shows to what extent the directorate is assisting other oversight units to fulfil their monitoring role and departments to comply with legislation and policies. The reports also give input into the monitoring and measuring tools such as MPAT and FMCMM.
Source/Collection of data	Data is sourced from BAS: 30 day payments Report PERSAL Status Report LOGIS commitments, accruals and spend analysis

Method of calculation	3 x Reports per quarter (BAS: 30 day payments report PERSAL status report and LOGIS commitments, accruals and spend analysis report)
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	3 reports per quarterly (BAS, PERSAL & LOGIS)
Indicator responsibility	Director: Supporting and Interlinked Financial Systems

1.4 Indicator title	Assessment reports on optimal utilisation of LOGIS
Short definition	Analyses and assessment of expenditure to ensure that LOGIS is optimally utilised for the procurement of goods and services
Purpose/Importance	Compliance with EXCO resolution i.e. LOGIS need to be implemented in all departments to ensure the accuracy of accrual and commitment information.
Source/Collection of data	Analysed BAS Register of Payment Reports and assessment reports to departments
Method of calculation	12 x Assessment reports per quarter (1 x Report per department)
Data limitations	BAS consolidated Register of Payments of departments not timeously available
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Quarterly analyses and assessment reports for 12 Departments
Indicator responsibility	Director: Supporting and Interlinked Financial Systems

1.5 Indicator title	Percentage of new employees head counted within 90 days
Short definition	Percentage of new employees head counted within 90 days
Purpose/Importance	To show the percentage of new employees head counted within 90 days
Source/Collection of data	Persal appointment report, service termination report and employees unverified list from the service provider
Method of calculation	Number of Headcount enrolment divided by number of new appointments (New appointment = new appointment minus service termination within 90day minus new appointment previously enrolled) Annually measured
Data limitations	Officials not presenting themselves for verification timeously and misalignment of databases.
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	90 percent of Headcount enrolment

Indicator responsibility	Director: Supporting and Interlinked Financial Systems
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1.6 Indicator title	BAS System Controller services provided on behalf of Provincial Departments
Short definition	Performing of BAS System Controller functions for all 13 departments.
Purpose/Importance	To prevent the occurrence of fraud, protect the authenticity of BAS and the optimal utilisation of the system
Source/Collection of data	Information contained in the report of each department are extracted from the SMART Service Desk w.r.t the calls logged by the department and from other BAS monitoring reports, e.g. Accounting Month Closure's, etc.
Method of calculation	13 x Reports per quarter (1 x Report per department)
Data limitations	None
Type of Indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Quarterly Summarized BAS System Controller Function Reports for 13 departments
Indicator responsibility	Director: Supporting and Interlinked Financial Systems

3.4 Infrastructure Performance Management

1.1 Indicator title	Assessments conducted on integrated Infrastructure Delivery management process for municipalities and departments in line with infrastructure delivery management standards.
Short definition	Provide Technical advisory support to provincial departments and municipalities on effective and efficient integrated infrastructure delivery management in line with infrastructure delivery management standard at a provincial and local government level.
Purpose/Importance	The indicator is an indication of the capability of the departments and municipalities to manage an integrated infrastructure approach in terms of their planning for infrastructure and to implement remedial steps to improve thus ensuring efficiency and effectiveness and value for money (4 Quarterly Assessment Reports of 7 infrastructure Departments & 25 Municipalities)
Source/Collection of data	PFMA: DORA Frameworks, U-AMP, IPMP, EOY Reports, IYM (section 40 projections), ECE, CPS and PIC progress meetings MFMA: DORA Frameworks, A1 Schedules (Table 36 a,b,c, IDP, SDF, MFMA Budget Circular
Method of calculation	1 x Consolidated report per quarter (PFMA. & MFMA.)
Data limitations	Lack of stakeholder involvement and poor submission of relevant plans.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	Four assessment reports on effective and efficient integrated planning and performance on provincial infrastructure
Indicator responsibility	Director: Infrastructure Performance Management

1.2 Indicator title	Facilitate Capacity Building and training in accordance with the approved Provincial IDMS and Control Frameworks in support of the institutionalisation of Infrastructure best Practices
Short definition	Conduct visualisation and change enablement workshops and training in a bid to facilitate the institutionalization of reforms from National Treasury and in order to monitor stakeholders progression
Purpose/Importance	Mentorship and coaching training programs for infrastructure Champions and Senior Officials in participating Provincial Departments and Municipalities to ensure Knowledge Management Community of Practice (KM COP) are established and functional for transfer of skills (2 provincial workshops & 2 municipal workshops conducted & workshop assessment).
Source/Collection of data	Assessment against the NC IDMS and IDMBOK Methodologies and National best practices. Reports of workshops held; Knowledge Management COP meetings (Attendance Register and Minutes) Case Studies and Best Practice methodologies developed and recorded in accordance with KM guidelines, National Treasury Reforms
Method of calculation	2 x PFMA workshops - Q 1 & 4 2 x MFMA workshops - Q 2 & 3
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Two provincial and two municipal workshops
Indicator responsibility	Director: Infrastructure Performance Management

1.3 Indicator title	Assessments reports produced on capital expenditure outcome and capability of Municipalities and Departments' to manage infrastructure delivery
Short definition	Conduct assessments on capability of infrastructure stakeholders to performance against infrastructure guidelines and standards
Purpose/Importance	The indicator is an indication of the capacity of the departments and municipalities to manage infrastructure and to implement remedial steps to improve thus ensuring efficiency and effectiveness (4 Quarterly Assessment Reports of 7 Departments & 4 Quarterly Assessment Reports of 25 Municipalities)
Source/Collection of data	PFMA: End of Year reports Infrastructure Progression Model IRM & IYM submitted to Provincial Treasury and monthly PIC meetings and progress reports MFMA: Municipal Finance Sec.71 & 72 Reports; MFMA LG Database Monthly assessment meetings and expenditure analysis conducted. MIG Expenditure reports; Monthly Human Settlements DoRA Reports
Method of calculation	1 x PFMA report and 1 x MFMA report per quarter
Data limitations	- Poor stakeholder involvement - credibility and quality of source information - late/ none submission of reports
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Eight assessments reports: 4 x Provincial Departments, 4 x Municipalities

1.3 Indicator title	Assessments reports produced on capital expenditure outcome and capability of Municipalities and Departments' to manage infrastructure delivery
Indicator responsibility	Director: Infrastructure Performance Management

1.4 Indicator title	Physical verification and Value for Money Assessments of infrastructure projects for departments and municipalities
Short definition	To ensure effective and efficient delivery of infrastructure through the optimal utilisation of the allocated infrastructure budgets.
Purpose/Importance	To ensure value for money and to facilitate/ensure proper alignment to initial plans and budget allocation (4 Quarterly Site visit assessment reports).
Source/Collection of data	PFMA: IRM: Project Status reports submitted Provincial Treasury, PIC meetings, progress report, assessment meetings, site visit conducted MFMA: Section 72 & 71 reports, transferring sector reports
Method of calculation	2 x PFMA: Q 1 & 3 2 x MFMA : Q 2 & 4
Data limitations	Lack of proper reporting or poor stakeholders involvement
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	4 Quarterly site visits assessment reports (2 PFMA & 2 MFMA)
Indicator responsibility	Director: Infrastructure Performance Management

3.5 Banking and Cash Flow Management

1.1 Indicator title	Number of Bank Reconciliations for Exchequer Account
Short definition	Accounting services for the Provincial Revenue Account (Exchequer Account)
Purpose/Importance	Reconciliation of financial transactions in the Provincial Revenue Account
Source/Collection of data	BAS Cash Book Appropriated Budget Bank account statements Financial records/ batch control
Method of calculation	3 x Bank reconciliation reports per quarter
Data limitations	Outstanding source documentation
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	12 Bank reconciliations for exchequer Account
Indicator responsibility	Director: Banking and Cash flow Management

1.2 Indicator title	Banking services evaluation reports
Short definition	Evaluation of commercial banking service for the PRF
Purpose/Importance	Services rendered by the banker must be monitored and evaluated in terms of a bid for compliance. Furthermore the evaluation is needed to ascertain as to whether the contract needs to be extended or terminated
Source/Collection of data	Questionnaire completed by stakeholders bi-annually CSI Report submitted by banker bi-annually
Method of calculation	1 x Banking services evaluation reports bi-annually
Data limitations	The contract for commercial banking services is awarded for 3 years with the option to extend for a period not exceeding 24 months. During the second year a directive is sought from EXCO as to whether the contract must be extended or terminated at expiry of third year. If EXCO decide on termination the evaluation in the third year is not done, but instead the bidding process for appointment of a new banker start. In terms of NC Provincial Supply Chain Policy bidding must commence within nine (9) months before expiry of the contract. This however impact negative on the indicator as it is seen as non-performance
Type of indicator	Output : Measuring efficiency of commercial banking services as well as the institutions CSI contribution
Calculation type	Cumulative
Reporting cycle	Bi-Annually
New indicator	No
Desired performance	2 Banking services evaluation reports
Indicator responsibility	Director: Banking and Cash flow Management

1.3 Indicator title	Audited Provincial Revenue Fund (PRF) annual financial statements produced
Short definition	Annual Financial Statements produced for the Provincial Revenue Fund audited by the Auditor-General
Purpose/Importance	Report on the financial position of the Provincial Revenue Fund
Source/Collection of data	Recording of financial transactions for the Exchequer Account in BAS Bank account statements Recordkeeping/ batch control Appropriated budgets Bank reconciliations Framework/ guideline/ template provided by National Treasury.
Method of calculation	1 x Audited Provincial Revenue Fund annual financial statements
Data limitations	None
Type of indicator	Output : Measuring efficiency, economy and equity (reporting financial position of Provincial Revenue Fund)
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	1 Annual Provincial Revenue Fund Annual Financial Statement produced
Indicator responsibility	Director: Banking and Cash flow Management

1.4 Indicator title	Number of Cash Flow Reports produced
Short definition	Compile reports to report on the cash flow position of the province
Purpose/Importance	Report the provincial cash flow position to all relevant stakeholders i.e. EXCO, National Treasury etc.
Source/Collection of data	Bank account statements Departmental and Provincial cash flow projections IYM Sect 40(4)(a) cash flows, Daily bank reconciliations, BAS Expenses per month reports PERSAL Reports, Requests for On-line banking transfers, Appropriated budgets PowerPoint presentations and memorandum to EXCO
Method of calculation	1 x Cash Flow Reports per quarter
Data limitations	None
Type of indicator	Output : Measuring liquidity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	4 Cash flow reports
Indicator responsibility	Director: Banking and Cash flow Management

1.5 Indicator title	Reviewed and implemented cash management framework
Short definition	Framework in which the Provincial Revenue Fund is managed
Purpose/Importance	Required in terms of legislation. To inform Accounting Officers of the framework in which Provincial Treasury exercises control over the Provincial Revenue Fund as well as to provide additional prescripts that will ensure the effective and efficient execution of its banking services and cash management responsibilities. Furthermore to ensure sound cash management practices within the Northern Cape Provincial Government
Source/Collection of data	Approved Cash Management Framework
Method of calculation	1 x Report
Data limitations	None
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	1 Cash management framework reviewed and maintained
Indicator responsibility	Director: Banking and Cash flow Management

1.6 Indicator title	Reviewed and implemented investment policy
Short definition	Framework in which investment of unused or surplus funds are managed
Purpose/Importance	Required in terms of legislation. To provide guidelines and directives from officials responsible for the management of the Provincial Revenue Fund (PRF) specifically dealing with the investment of state money from the PRF. To ensure accountability for taking decisions on investments of state funds and to promote transparency and effective management of funds invested from PRF. To determine acceptable risk levels at which public funds may be invested as well as the period and amount of investment.
Source/Collection of data	Credit Ratings from registered Credit Rating Agencies Minutes of the meeting on investments
Method of calculation	1 x Report
Data limitations	None
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	1 Investment policy reviewed and implemented
Indicator responsibility	Director: Banking and Cash flow Management

4. FINANCIAL GOVERNANCE

4.1 Accounting Services

1.1 Indicator title	Number of compliance reports on accounting practices
Short definition	To compile quarterly compliance reports on accounting practices
Purpose/Importance	To monitor the implementation of accounting practices to meet reporting requirements in terms of the prescripts
Source/Collection of data	Compliance Certificates received from departments Monitoring tools received from municipalities Audit action plans for departments, municipalities and public entities
Method of calculation	1 x Compliance report per quarter
Data limitations	Non submission of required information Subject to quality, accuracy, timeliness and completeness of information submitted by the department, municipalities and public entities.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improvement in the level of compliance
Indicator responsibility	Director: Accounting Services

1.2 Indicator title	Number of capacity building programmes implemented
Short definition	Arrangement/facilitation of training sessions and CFO forums
Purpose/Importance	To share information and best practices and to capacitate financial practitioners on accounting frameworks and latest developments (2 Workshops & 4 CFO Forums).
Source/Collection of data	Practice notes, Frameworks, Circulars; guides and templates issued by the Office of the Accountant – General; GRAP Standards from the Accounting Standards Board as well as agenda inputs from departments.
Method of calculation	Q 1: 1 CFO Forums Q 2: 1 CFO Forums Q 3: 1 CFO Forums Q 4: 1 CFO Forums & 2 Workshops (Developments in GRAP & Modified cash standards)
Data limitations	Non participation of financial practitioners in identification of the training needs, lack of information on latest developments No agenda inputs provided by CFOs and financial practitioners.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Capacitated and skilled officials
Indicator responsibility	Director: Accounting Services

1.3 Indicator title	Consolidated Annual Financial Information tabled
Short definition	To compile the Consolidated Financial statements of the legislature, departments, revenue fund and public entities
Purpose/Importance	To table the consolidated financial statements of the Province as required by Section 19 of the PFMA
Source/Collection of data	Annual financial statement received from legislature, departments, revenue fund and public entities
Method of calculation	1 x Report Consolidated financial statements tabled one month after receipt of audit report
Data limitations	The quality, accuracy, timeliness and completeness of information submitted by the legislature, departments, revenue fund and public entities
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Tabling the Consolidated Financial Statements inclusive of all departments and entities within the legislated timeframe
Indicator responsibility	Director: Accounting Services

1.4 Indicator title	Number of municipalities supported and monitored on implementation of mSCOA
Short definition	To support and monitor the implementation of municipal standard chart of accounts in all delegated municipalities in the Province.
Purpose/Importance	To ensure that the municipalities meet the implementation deadline as per the municipal regulations on MSCOA
Source/Collection of data	Readiness assessment reports
Method of calculation	30 Municipalities

1.4 Indicator title	Number of municipalities supported and monitored on implementation of mSCOA
Data limitations	The quality, accuracy, timeliness and completeness of information submitted by the municipalities
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Implementation of MSCOA by municipalities as per the legislated timeframe
Indicator responsibility	Director: Accounting Services

4.2 Norms and Standards

1.1 Indicator title	Report on payment of creditors within 30 days by provincial departments.
Short definition	Report compiled on payment of creditors within 30 days by provincial departments
Purpose/importance	Monitoring payment of creditors within 30 days as per National Treasury Instruction note 34 in line with the Programme of Action target.
Source/collection of data	Submitted returns by departments, submission checklist, follow – up schedule. Reports compiled on all reviews conducted.
Method of calculation	3x Reports: Qrt 1, Qrt 2 and Qrt 4)
Data limitations	Lack of cooperation from department and municipalities Non submission of required information
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Reporting to the Office of the Premier.
Indicator responsibility	Director: Norms and Standards

1.2 Indicator title	Number of reports compiled on PFMA and MFMA compliance as per legislated reporting requirements.
Short definition	Number of reports compiled on PFMA and MFMA compliance as per legislated reporting requirements.
Purpose/importance	To tighten internal controls, strengthen governance and promotes transparency by verifying information submitted by departments and municipalities by providing credible and informative review reports for decision making and advice/recommend corrective steps on compliance with minimum requirements.
Source/collection of data	Submitted documents, submission checklist, follow – up schedule. Reports compiled on all reviews conducted.
Method of calculation	Simple count of reports compiled per quarter based on the following topics: <ul style="list-style-type: none"> • Consolidated FCMCM assessment • Municipal website • Unauthorised, Irregular, Fruitless & Wasteful expenditure • Financial misconduct • MFMA delegations • Capacity Building
Data limitations	Lack of cooperation from department and municipalities Non submission of required information

1.2 Indicator title	Number of reports compiled on PFMA and MFMA compliance as per legislated reporting requirements.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Escalation of financial governance issues to the executive management of the department for effective decision making, consequence management and compliance enforcement.
Indicator responsibility	Director: Norms and Standards

1.3 Indicator title	Number of improvement plans developed to address gaps identified during the FCM assessments.
Short definition	Number of improvement plans developed for implementation by municipalities, departments and public entities with a maturity level less than 2.6 to address gaps identified during the FCM assessments.
Purpose/importance	To fast-track the implementation of recommended corrective steps from identified gaps during assessments and review process.
Source/collection of data	FCM improvement plans
Method of calculation	Number of FCM improvement plans developed: Municipalities Kammiesberg, Dikgallong, Joe Morolong, Tsantsabane, Magareng, Kheis Kgatelopele, Kai Garib, Phokwane, Ga-segonyana, Khai Ma, Richtersveld, Renosterberg, Thembelihle and Ubuntu. Departments Health
Data limitations	Non acceptance of proposal by public entities Senior Management vacancies in municipalities
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	To address identified gaps and improved financial capability maturity
Indicator responsibility	Director: Norms and Standards

1.4 Indicator title	Number of capacity building programmes implemented.
Short definition	Number of capacity building programmes implemented.
Purpose/importance	Capacitated finance teams based on needs analysis informed by gaps identifies by FCM results and audit outcomes.
Source/collection of data	Training, workshop or forum proposal. Invitation to participants Commitment forms/confirmation letters by participants Attendance Registers Evaluation forms
Method of calculation	Number of documented capacity building programmes implemented. • Capacity building workshop (Bi-annual)

	<ul style="list-style-type: none"> • MFMA workshop • Municipal Finance Management Programme • Northern Cape PFMA forum (Bi-annual)
Data limitations	Lack of document keeping
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To address identified gaps and improve financial capability maturity.
Indicator responsibility	Director: Norms and Standards

4.3 Risk Management

1.1 Indicator title	Number of progress reports on support provided to departments, Municipalities and Public entities
Short definition	Risk Management support provided
Purpose/importance	To monitor the implementation of recommended corrective steps from identified gaps during assessment processes.
Source/collection of data	FMCMM assessment report Risk Management reports
Method of calculation	Consolidated report on progress on support provided on key risk management matters such as: <ul style="list-style-type: none"> • Advice/recommendations on establishment of Governance structures • Development of Provincial Risk Management norms & standards to enhance the implementation of the Risk Management framework • Technical support on Nationally prescribed frameworks, best practices and latest developments within the risk management discipline
Data limitations	Non-acceptance of proposal and lack of co-operation Non availability of resources
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Bi-Annually
New indicator	No
Desired performance	To address identified gaps and improve compliance levels and financial management capability maturity.
Indicator responsibility	Director: Risk Management

1.2 Indicator title	Report on the Risk Management status of the province
Short definition	Provide report on status of risk management within the province to relevant stakeholders
Purpose/importance	To provide relevant stakeholders with the status of Risk Management within Provincial Departments
Source/collection of data	FMCMM progress report Support plans Risk registers
Method of calculation	1 x Report per quarter

Data limitations	Credibility of information and risk registers Lack of adequately skilled risk officers Lack of buy-in by management
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improved levels of compliance
Indicator responsibility	Director: Risk Management

1.3 Indicator title	Provincial risk registers developed
Short definition	Provincial Risk Register
Purpose/importance	To provide relevant stakeholders with a set/list of risks identified within the Provincial Departments (1 consolidated risk register)
Source/collection of data	Risk registers from departments
Method of calculation	1 x Risk register
Data limitations	Credibility of information and risk registers
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Improved levels of compliance
Indicator responsibility	Director: Risk Management

1.4 Indicator title	Number of capacity building programmes implemented within the Province.
Short definition	Number of capacity building programmes implemented
Purpose/importance	To share information and best practices, capacitate risk officers in areas of risk management (4 Risk Management forums & 2 Risk Management workshops)
Source/collection of data	Training needs, information on latest developments within the discipline, notices by Institute of Risk Management of latest developments in the profession
Method of calculation	Simple count: 1 x Forum per quarter 1 x Workshop in the 2 nd and 3 rd quarters
Data limitations	Non participation of risk officers in conduction the training needs delays in receiving information about latest developments
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New Indicator	No

1.4 Indicator title	Number of capacity building programmes implemented within the Province.
Desired performance	Improved levels of skills Informed and performance of risk officers at an acceptable level of performance
Indicator responsibility	Director: Risk Management

1.5 Indicator title	Number of progress reports on establishment of Internal Audit Units and Audit Committees in Municipalities
Short definition	Progress reports on the Internal Audit Units and Audit Committees in Municipalities
Purpose/importance	To monitor the functioning of internal audits units and audit committee in municipalities
Source/collection of data	Reports from municipalities on Internal Audit and Audit Committees Minutes of meetings
Method of calculation	1 x Report bi-annually
Data limitations	Non-submission of information by municipalities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Bi - Annually
New indicator	No
Desired performance	Functional Internal Audit Units and Audit Committees in Municipalities
Indicator responsibility	Director: Risk Management

5. INTERNAL AUDIT

5.1 Audit Committee

Indicator title	Convene Audit Committee meetings in adherence to the legislative requirements
Short definitions	The audit committee provides oversight over the financial reporting process, the system of internal control, the audit process for monitoring compliance with laws and regulation and the code of conduct.
Purpose/importance	Compliance to the Audit Committee Charter
Source/collection of data	Minutes of Audit Committee meetings
Method of calculation	99 meetings (12 departments, 1 trading acc and 6 entities = 19 x 5 meetings per year = 95 + 4 joint audit committee meetings)
Data limitation	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	99 meetings (12 departments, 1 trading acc and 6 entities = 19 x 5 meetings per year = 95 + 4 joint audit committee meetings)
Indicator responsibility	Chief Director: IA

5.2 Internal Audit

1.1 Indicator title	Number of risk based plans to be approved by AC
Short definitions	Approval of annual plans by the AC members, HOD and CAE.
Purpose/Importance	This approval is a requirement of the IIA Standards and PFMA.
Source/collection of data	Secretariat of AC should provide signed audit plans subsequent to AC meeting
Method of calculation	12 departments, 1 trading entity and 6 listed public entities, thus 19 plans need to be approved by the AC.
Data limitation	No AC in place or AC not quorate to approve audit plan.
Type of indicator	Output = approved annual audit plan.
Calculation type	Non-cumulative.
Reporting cycle	Annually
New indicator	No
Desired performance	All 19 plans to be approved.
Indicator responsibility	Directors

1.2 Indicator title	Number of audit reports issued
Short definitions	Number of internal audit reports issued to provincial departments and entities that will improve risk management, governance and internal control.
Purpose/Importance	To render assurance and consulting services, as the main mandate of internal audit, assignments should be completed as planned in the annual audit plan.
Source/collection of data	Signed audit reports collected quarterly from the Director in charge of the cluster.
Method of calculation	Number of signed assurance, consulting and ad hoc audit reports.
Data limitation	Delays in departments finalising the reports
Type of indicator	Outputs
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No change from the previous year
Desired performance	Actual performance that is higher than targeted performance is desirable.
Indicator responsibility	Directors

1.3 Indicator title	Outcome of client satisfaction surveys received on audits completed
Short definitions	Client satisfaction survey by departments/entities.
Purpose/Importance	The rating by the clients would provide IA and the AC with a sense of the clients' satisfaction with IA services and value added (3 out of 5)
Source/collection of data	An assessment sourced from each of the clients with satisfaction ratings from 1 to 5 with 1 being the lowest rating and 5 being the highest rating.
Method of calculation	Average rating of client satisfaction surveys received.
Data limitation	Non submission of surveys by clients
Type of indicator	Outcome

Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	3 out of 5 (where 3 means IA provides the required services)
Indicator responsibility	Directors

1.4 Indicator title	Outcome of audit committee satisfaction survey received.
Short definitions	AC assessment of IA overall performance.
Purpose/Importance	Requirement from the IIA Standards (3 out of 5)
Source/collection of data	A survey sourced from AC members with satisfaction ratings from 1 to 5 with 1 being the lowest rating and 5 being the highest rating.
Method of calculation	Average of audit committee satisfaction surveys received.
Data limitation	No AC in place or AC not quorate
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	3 out of 5(where 3 means IA provides the required service)
Indicator responsibility	Directors

1.5 Indicator title	Number of internal quality peer reviews conducted
Short definitions	Quality assurance reviews performed in terms of the IIA Standards and Code of Ethics
Purpose/Importance	Compliance to the IIA Standards and Code of Ethics.
Source/collection of data	Audit file and team file
Method of calculation	One quality assurance review conducted per quarter in each Cluster
Data limitation	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	4, one quality review conducted each quarter
Indicator responsibility	Directors