



**NCPT**

**NORTHERN CAPE PROVINCIAL TREASURY**

# **Annual Performance Plan**

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**For the MTEF Period**

**2014/15 – 2016/17**

**NORTHERN CAPE PROVINCE**

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## FOREWORD

The 2014/15 Annual Performance plan is tabled during a momentous period for our country, the celebration of 20 years of Democracy. Northern Cape Provincial Treasury has over the past two decades ensured that the Northern Cape Government's financial resources are allocated and utilised in line with National and Provincial priorities.

When the current Government took over from the previous dispensation, it inherited a Province that had a huge amount of unauthorised expenditure. However despite this great challenge, Provincial Treasury implemented financially sound strategies, which amongst others included reducing unauthorised expenditure and maintaining a positive consolidated bank balance. A positive consolidated bank balance meant that interest could be generated that could be allocated to fund provincial priorities. This was further enhanced by the implementation of mechanisms and strategies that promote and enforce transparency and effective management in respect of revenue, expenditure and assets and liabilities of the Province. In the past five years significant work has been done in the local government environment. The Department has also assisted municipalities in turning around their financial management challenges in order to improve audit outcomes and financial sustainability.

Taking cognisance of the above, this Annual Performance Plan has been crafted to facilitate the implementation of the National Development Plan (NDP) and the Service Delivery Priority Outcomes in the Province. These plans and outputs were developed bearing in mind that Provincial Treasury is a key role player in facilitating and supporting service delivery departments to achieve their respective envisaged outcomes.

However, it needs to be noted that, faster economic growth in line with the NDP will require greater investment from the private sector, sound and sustainable strategies from the public-sector, additional electricity-generating capacity and a skilled workforce. Significant economic growth is possible for the Northern Cape. This is evidenced by the fact that the province is currently experiencing a robustly growing mining sector, significant capital investment in relation to the solar power plants, development of the Square Kilometre Array (SKA) and the newly established university. Therefore, as Provincial Treasury we need to, amongst others, facilitate the equitable allocation of resources to ensure that a conducive environment is created for socio-economic development.

The Provincial Treasury is also central to building the developmental state including improvement of public services. This will be achieved through the improvement of financial management in provincial departments, public entities and municipalities. We have reinforced our commitment to providing effective support in ensuring that all departments and municipalities are well on their way to receiving clean audits by 2014.

I hereby endorse the Provincial Treasury annual performance plan for 2014/15 and commit to do all in my power to support its implementation and the achievement of its objectives.



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**J Block, MPL**  
**Executive Authority**

## OFFICIAL SIGN-OFF

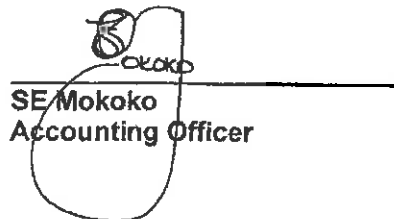
It is hereby certified that this Annual Performance Plan:

Was developed by the management of Northern Cape Provincial Treasury under the guidance of J Block, 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 2014/2015.

  
KE Mojanaga  
Chief Financial Officer

  
SE Mokoko  
Accounting Officer

Approved by:

  
J Block, MPL  
Executive Authority

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## **PART A: STRATEGIC OVERVIEW**

### **1. Updated Situational Analysis**

Provincial Treasury finds its expression in relation to the Medium Term Strategic Framework priorities, in the following outcomes:

**Outcome number 9** - A responsive, accountable, effective and efficient local government system; to this effect, Provincial Treasury plays a pivotal role in its approach of hands on support to municipalities towards the vision of 2014 Operation Clean Audit.

**Outcome number 12** – An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship;

During this current financial year, the Department has significantly embarked on strategies to ensure that the Province creates a responsible, accountable, effective and efficient local government system, especially within the financial management discipline. Provincial Treasury has been a pivotal stakeholder in the Operational Clean Audit Forum, and its participation has resulted in a new approach which will ensure that all municipalities which received negative audit outcomes show significant improvement by 2014. This new approach has and will continue to result in an increased demand from the current human resources, thus capacity will need to be increased.

Our mandate as oversight and as an enabler is to ensure prudent allocation and utilisation of resources by departments as well as providing hands on support and building capacity. The desired outcomes of our mandated are evident in the targets set here after. Implementing financial governance, sustainable resource utilisation and adequate management of provincial assets and liabilities has been an enormous task. Various challenges have been encountered. However, the Department is tirelessly devising means of improving the situation. It is in this spirit that our focus will be more on municipalities, capacity building and implementation of systems for effective and efficient provincial administration.

#### **1.1 Performance delivery environment**

The audit outcomes of the Province have brought about an increase in the scope of the Provincial Treasury's function. The Auditor General attributed these outcomes to poor management, leadership and disregard to the legislation and the relevant prescripts. Non- compliance to laws and regulations remains to be a serious challenge both at the provincial and local government level. Therefore, it is necessary to extend our capacity to further improve financial management delivery in the Province, especially in view of the assistance provided to municipalities.

Our current approach is that of analysing the current status, developing mitigation strategies, issuing recommendations based on how things should be and develop support plans/strategies to action those recommendations. The successful implementation of the support plans/strategies depends on the willingness from the departments, municipalities and public entities. Our oversight role will be strengthened through this approach as we will be in position to monitor the implementation of mentioned initiatives.

Provincial Treasury has been quite successful in ensuring that departments maintain fiscal discipline, amidst the many contesting demands, particularly that of rising personnel expenditures and service delivery demands. In the new financial year, Provincial Treasury will continue to closely monitor the Departments of Health and Education to ensure that they remain with the allocated funds without comprising service delivery. We will be assisting these departments to implement sound financial management controls to ensure sustainability.

## 1.2 Organisational environment

In order to respond adequately to the challenges facing us, especially in relation to our support to the municipalities, the organisational structure was reviewed with the intention to strengthen those directorates that are operating in the coalface of service delivery. The amendments that were proposed will indeed allow us to be more effective in the manner in which we approach our mandate. The proposed organogram is based on a stand-alone structure for municipal finance. The finalisation of the draft organogram will be in May 2014, thereafter due processes will follow in order to obtain approval from the relevant authorities.

To ensure that the targets as set in the APP are met, steps have been taken to intensify recruitment efforts with greater emphasis on the improvement of skills and competencies of the employees through training and development initiatives.

The tables below depict the employment and vacancies per programme as at 31 January 2014:

Detail of approved establishment and personnel numbers per programme								
Programme	Current establishment	Outcome			As at 31 January	Projections over the MTEF		
	No. of posts on approved establishment	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
		Headcounts	Headcounts	Headcounts	Headcounts	Headcounts	Headcounts	Headcounts
1 Administration	114	89	90	111	98	105	105	105
2 Sustainable Resource	73	61	56	63	64	71	71	71
3 Assets and Liabilities Management	76	46	48	58	59	59	59	59
4 Financial Governance	32	44	23	29	31	31	31	31
5 Provincial Internal Audit	25	21	26	26	34	50	50	50
<b>Total</b>	<b>320</b>	<b>261</b>	<b>243</b>	<b>287</b>	<b>286</b>	<b>316</b>	<b>316</b>	<b>316</b>

The significant increase in personnel numbers from 2013/14 to 2014/15 financial year is as result of appointments that will be made within Sustainable Resource Management programme which relates to assistant director positions within district offices that will be utilised to assist municipalities with financial management. Furthermore the internal audit will be appointing additional internal auditors who will service the various departments, thus reducing dependence on consultants.

### **1.3 Annual Performance Plan Review Process**

The Department engaged in a vigorous review of its Annual Performance Plan to ensure alignment with the National Development Plan and draft 2014 Medium Term Strategic Framework(14 Service Delivery Outcomes). This process commenced with an analysis of the 14 Service Delivery Outcomes to determine the level of facilitation or coordination that is required from Provincial Treasury. This was followed by alignment of performance indicators to key outputs of the service delivery outcomes to ensure inclusion in the Annual Performance Plan. Due to this process activity based performance indicators were removed from the Annual Performance Plan and incorporated into the Department's Operational Plan that will be utilised as an internal management tool to monitor and manage the Department's activities, which lead up to the achievement of the performance indicators included herein.

## **2. Revisions to legislative and other mandates**

Treasury Regulations were published for comments and are scheduled for implementation in 2014/15. The Department is currently reviewing the Provincial Supply Chain Management and Asset Management policies for implementation in the new financial year.



### 3. Overview of 2014/15 Budget and MTEF estimates

#### 3.1 Expenditure estimates

Table 2.3 : Summary of payments and estimates by programme: Provincial Treasury

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
1. Administration	57 629	55 986	64 720	67 856	70 504	70 504	69 915	73 601	77 582
2. Sustainable Resource	24 350	23 043	26 993	35 460	36 668	31 668	39 225	40 673	42 905
3. Assets And Liabilities Management	15 779	20 495	24 138	51 987	53 578	50 520	48 338	44 378	41 758
4. Financial Governance	10 956	11 807	23 037	19 438	43 347	32 607	20 238	20 993	22 191
5. Provincial Internal Audit	7 135	6 513	12 709	20 919	20 347	15 558	24 677	25 819	27 231
<b>Total payments and estimates</b>	<b>115 849</b>	<b>117 844</b>	<b>151 597</b>	<b>195 680</b>	<b>224 444</b>	<b>200 857</b>	<b>202 393</b>	<b>205 464</b>	<b>211 667</b>

Table 2.4 : Summary of provincial payments and estimates by economic classification: Provincial Treasury

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
<b>Current payments</b>	<b>114 255</b>	<b>115 915</b>	<b>146 221</b>	<b>193 033</b>	<b>212 067</b>	<b>187 503</b>	<b>198 302</b>	<b>203 373</b>	<b>208 465</b>
Compensation of employees	76 923	76 151	93 882	117 985	120 246	117 023	140 706	145 649	156 840
Goods and services	37 264	38 112	52 415	74 958	91 741	70 462	57 522	54 710	52 611
Interest and rent on land	70	1 152	124	80	80	18	14	14	15
Transfers and subsidies to:	267	292	351	301	301	234	634	656	681
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	6	-	-	6	8	10	11
Higher education institutions	-	-	-	101	101	80	376	386	417
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	102	62	37	-	-	12	50	50	53
Households	195	230	308	200	200	158	200	200	210
<b>Payments for capital assets</b>	<b>1 820</b>	<b>1 637</b>	<b>5 025</b>	<b>2 326</b>	<b>12 076</b>	<b>13 120</b>	<b>3 457</b>	<b>1 435</b>	<b>1 511</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	1 320	1 628	4 808	2 300	8 654	8 971	3 419	1 300	1 489
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	9	419	26	3 422	4 148	38	38	42
Payments for financial assets	7	-	-	-	-	-	-	-	-
<b>Total economic classification</b>	<b>115 849</b>	<b>117 844</b>	<b>151 597</b>	<b>195 680</b>	<b>224 444</b>	<b>200 857</b>	<b>202 393</b>	<b>205 464</b>	<b>211 667</b>

#### 3.2 Expenditure trends to strategic goals

The above table reflects decrease of 9.8 per cent from the adjusted appropriation in 2014/15, increase 1.5 per cent in 2015/16 and increase of 3 per cent in 2016/17. The reduction and minimal increase is as a result of the once-off funding provided during adjustment estimate and in the first year of the MTEF. The Department is human resources driven department, thus compensation of employees constitutes 70 per cent of the department's total budget allocation. The significant increase in the compensation of employees is as a result of the filling of funded vacancies, especially in the internal audit unit and municipal finance. Furthermore the impact of the implementation of Resolution 3, resulted in a higher wage bill.

## PART B: PROGRAMME AND SUBPROGRAMME PLANS

This section of the Annual Performance Plan is used to set performance targets for the upcoming budget year and over the MTEF for each strategic objective identified in Part B of the Strategic Plan. This is also where institutions must set out performance indicators that will facilitate the assessment of the overall performance of each programme, including issues of equity and value for money in relation to the use of resources.

Programme	Sub-programme
<b>1. Administration</b>	1.1. Office of the MEC 1.2. Management Services 1.3. Corporate Services 1.4. Financial Management (Office of the CFO) 1.5. Security and Records Management
<b>2. Sustainable Resource Management</b>	2.1. Programme Support 2.2. Economic Analysis 2.3. Fiscal Policy 2.4. Budget Management 2.5. Municipal Finance
<b>3. Assets and Liabilities Management</b>	3.1. Programme Support 3.2. Asset Management 3.3. Supporting and Interlinked Financial Systems 3.4. Public Private Partnership 3.5. Banking & Cash Flow Management
<b>4. Financial Governance</b>	4.1 Programme Support 4.2 Accounting Services 4.3 Norms and Standards 4.4 Risk Management
<b>5. Internal Audit</b>	5.1 Programme Support 5.2 Internal Audit (Education, Treasury and Economic Development) 5.3 Internal Audit (Health, Office of the Premier & Social Development) 5.4 Internal Audit (Agriculture, COGTA, Sports) 5.5 Internal Audit (Public Works, Transport & Environment)

## 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 utilization 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 and MTEF Targets

Strategic Objective:		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.	Provide Strategic Leadership to ensure effective administration and performance of department	Newly developed strategic objective	Newly developed strategic objective	Newly developed strategic objective	Effective execution of PT functions as per legislature	100% achievement of Provincial Treasury's targets indicated in the APP	100% achievement of Provincial Treasury's targets indicated in the APP	100% achievement of Provincial Treasury's targets indicated in the APP

#### 4.2.2 Annual Performance Indicators and Targets

Performance Indicator		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.1	Reports on the province's financial performance and compliance	-	-	-	4 quarterly budget performance report to Exco	4 quarterly budget performance report to MEC	4 quarterly budget performance report to MEC	4 quarterly budget performance report to MEC
1.2	Quarterly Departmental performance reports reviewed and approved	-	-	-	-	4 quarterly reports	4 quarterly reports	4 quarterly reports

#### 4.2.3 Quarterly Targets

Performance indicator		Reporting period	Annual target 2013/14	Quarterly targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.1	Reports on the province's financial performance and compliance	Quarterly	4	1	1	1	1
1.2	Quarterly performance reports reviewed and approved	Quarterly	-	1	1	1	1

### 4.3 Sub-Programme 1.3: Corporate Services

#### 4.3.1 Strategic Objectives and MTEF Targets

Strategic Objective:		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.	To render effective and timeous human resource management and support services to all programmes.	-	-	70% compliance to HRM regulations and prescripts	100% compliance to HRM regulations and prescripts	100% compliance to all HRM and support services regulations and prescripts.	100% compliance to all HRM and support services regulations and prescripts.	100% compliance to all HRM and support services regulations and prescripts.

#### 4.3.2 Annual Performance Indicators and Targets

Performance Indicator		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.1	Number of HR plans approved timeously and implemented.	-	-	New indicator	1	1	1	1
1.2	Number of human resource development implementation plan approved timeously and implemented.	-	-	1	1	1	1	1
1.3	Number of reports on the compliance rate of implementation rate of PMDS	-	-	4	4	4	4	4
1.4	Number of reports issued on departmental compliance with organisational	-	-	-	New indicator	4	4	4

Performance Indicator		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
	development							
1.5	Number of employee health and wellness pillars implemented in line with the EHW strategic framework.	-	-	-	4	4	4	4
1.6	Number of programmes developed and implemented focusing on gender, youth, people with disability and children.	-	-	-	10	10	10	10
1.7	Number of departmental communication strategy approved and implemented.	-	-	-	New indicator	1	1	1
1.8	Number of reports on legal matters and labour relations cases	100%	100%	100%	4	4	4	4

#### 4.3.3 Quarterly Targets

Performance indicator		Reporting period	Annual target 2014/15	Quarterly targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.1	Number of HR plans approved timeously and implemented.	Annually	1				1
1.2	Number human resources development implementation plan.	Annually	1	-	1	-	-
1.3	Number of reports on the compliance rate of implementation rate of PMDS	Quarterly	4	1	1	1	1
1.4	Number of reports issued on departmental compliance with organisational development prescripts matters co-ordinated.	Quarterly	4	1	1	1	1
1.5	Number of employee health and	Quarterly	4	1	1	1	1

Performance indicator		Reporting period	Annual target 2014/15	Quarterly targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
	wellness pillars implemented in line with the EHW strategic framework						
1.6	Number of programmes developed and implemented focusing on gender, youth, people with disability and children.	Quarterly	10	2	3	3	2
1.7	Number of departmental communication strategy approved and implemented.	Annually	1				1
1.8	Number of reports on legal matters and labour relations cases, submitted and managed.	Quarterly	4	1	1	1	1

#### 4.4 Sub Programme 1.4: Financial Management

##### 4.4.1 Strategic Objectives and MTEF Targets

Strategic Objective:		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.	Implementation of sound financial management within department evidenced by annual clean audit outcomes	Unqualified audit report	Unqualified audit report	Unqualified audit report	1 Clean Audit Report	1 Clean Audit Report	1 Clean Audit Report	1 Clean Audit Report

#### 4.4.2 Annual Performance Indicators and Targets

Performance indicator		Audited/Actual performance			Estimated performance € 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.1	Number of APPs and Estimate of Provincial Expenditure submitted timeously	1 APP 2 EPRE	1 APP 2 EPRE	1 APP 2 EPRE	1 APP 2 EPRE	1 APP 2 EPRE	1 APP 2 EPRE	1 APP 2 EPRE
1.2	Number of compliant financial statements and annual reports submitted timeously	4 IFS 1 AFS 1 AR	4 IFS 1 AFS 1 AR	4 IFS 1 AFS 1 AR	4 IFS 1 AFS 1 AR	4 IFS 1 AFS 1 AR	4 IFS 1 AFS 1 AR	4 IFS 1 AFS 1 AR
1.3	Number of compliance reports submitted	-	-	-	-	12 Monthly SCM, Salary and Financial Accounting Report	12 Monthly SCM, Salary and Financial Accounting Report	12 Monthly SCM, Salary and Financial Accounting Report

#### 4.4.3 Quarterly Targets

Performance indicator		Reporting period	Annual target 2013/14	Quarterly targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.1	Number of APPs and Estimate of Provincial Revenue and Expenditure submitted	March and Sept	1 APP 2 EPRE	-	-	1 AEPRE for 2014/15	1 APP 1 EPRE
1.2	Number of compliant Financial Statements and annual reports submitted	Quarterly	4 IFS 1 AFS 1 AR	1 AFS 1 IFS	1 AR 1 IFS	1 IFS	1 IFS
1.3	Number of compliance reports submitted	Monthly	-	3 Monthly SCM, Salary and Financial Accounting Report	3 Monthly SCM, Salary and Financial Accounting Report	3 Monthly SCM, Salary and Financial Accounting Report	3 Monthly SCM, Salary and Financial Accounting Report

## 4.5 Sub Programme 1.5: Security and Records Management

### 4.5.1 Strategic Objectives and MTEF Targets

#### 4.5.1 Strategic Objectives

Strategic Objective:		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.1	Effective implementation and monitoring of NCPT Security Policy and Procedures	-	-	NCPT Security Policy and Procedures implemented	100% compliance with NCPT Security Policy and Procedures	100% compliance with NCPT Security Policy and Procedures	100% compliance with NCPT Security Policy and Procedures	100% compliance with NCPT Security Policy and Procedures

#### 4.5.2 Annual Performance Indicators and Targets

Performance indicator		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.1	Number of security points manned	-	-	3	3	3	3	3
1.2	Number of buildings serviced and maintained	-	-	8	8	8	8	8
1.3	Number of vehicles managed and maintained	-	-	8	12	12	12	12
1.4	Number of Security and records management awareness workshops conducted	-	-	-	4	4	4	4
1.5	% Vetting files finalized internally within 30 days of receipt and send to SSA for further investigations	-	-	-	100%	100%	100%	100%



### 4.5.3 Quarterly Targets

Performance Indicator		Reporting period	Annual target 2014/15	Quarterly targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.1	Number of security points manned	Quarterly	3	3 (Metlife Towers, Deans Snyders and Kim Town building)	3 (Metlife Towers, Deans Snyders and Kim Town building)	3 (Metlife Towers, Deans Snyders and Kim Town building)	3 (Metlife Towers, Deans Snyders and Kim Town building)
1.2	Number of buildings serviced and maintained	Quarterly	8	8 (Metlife Towers, Deans Snyders, Kim Town, Telkom, Templar buildings and three regional offices)	8 (Metlife Towers, Deans Snyders, Kim Town, Telkom, Templar buildings and three regional offices)	8 (Metlife Towers, Deans Snyders, Kim Town, Telkom, Templar buildings and three regional offices)	8 (Metlife Towers, Deans Snyders, Kim Town, Telkom, Templar buildings and three regional offices)
1.3	Number of vehicles managed and maintained	Quarterly	12	12	12	12	12
1.4	Number of Security awareness workshops conducted	Quarterly	4	1 x Security Awareness workshop	1 x Security Awareness workshop	1 x Security Awareness workshop	1 x Security Awareness workshop
1.5	% Vetting files finalized internally within 30 days of receipt and send to SSA for further investigations	Quarterly	100% Vetting files finalized internally and send to SSA	100% Vetting files finalized internally and send to SSA	100% Vetting files finalized internally and send to SSA	100% Vetting files finalized internally and send to SSA	100% Vetting files finalized internally and send to SSA

## 4.6 Reconciling performance targets with the Budget and MTEF

### 4.6.1 Expenditure estimates

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

Table 2.10.1 : Summary of payments and estimates by sub-programme: Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
1. Office Of The Mec	7 056	8 146	9 031	8 463	9 126	9 126	8 982	9 576	10 100
2. Management Services	8 307	2 981	4 962	5 628	5 873	5 873	4 389	4 589	4 842
3. Corporate Services	12 853	13 508	18 040	18 717	19 026	18 570	19 946	21 111	22 263
4. Financial Management	13 228	14 535	14 512	17 459	16 630	15 280	18 217	19 007	20 012
5. Security And Records Management	16 185	16 815	18 175	17 589	19 849	21 655	18 381	19 318	20 364
<b>Total payments and estimates</b>	<b>57 629</b>	<b>55 986</b>	<b>64 720</b>	<b>67 856</b>	<b>70 504</b>	<b>70 504</b>	<b>69 915</b>	<b>73 601</b>	<b>77 582</b>

Table 2.12.1 : Summary of payments and estimates by economic classification: Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
<b>Current payments</b>	<b>58 807</b>	<b>55 148</b>	<b>62 335</b>	<b>66 863</b>	<b>68 950</b>	<b>68 988</b>	<b>68 597</b>	<b>72 587</b>	<b>76 512</b>
Compensation of employees	27 272	26 155	32 121	38 854	37 501	37 501	40 159	43 166	45 448
Goods and services	29 312	28 968	30 184	27 973	31 413	31 478	28 438	29 581	31 064
Interest and rent on land	23	26	30	36	36	9	-	-	-
<b>Transfers and subsidies to:</b>	<b>267</b>	<b>292</b>	<b>130</b>	<b>301</b>	<b>301</b>	<b>189</b>	<b>634</b>	<b>636</b>	<b>681</b>
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	6	-	-	6	8	10	11
Higher education institutions	-	-	-	101	101	80	378	396	417
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	102	62	37	-	-	12	50	50	52
Households	155	230	87	200	200	82	200	200	210
<b>Payments for capital assets</b>	<b>748</b>	<b>545</b>	<b>2 255</b>	<b>692</b>	<b>1 253</b>	<b>1 336</b>	<b>684</b>	<b>348</b>	<b>379</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	748	538	2 149	692	1 253	1 336	674	348	368
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	9	106	-	-	-	10	10	11
<b>Payments for financial assets</b>	<b>7</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total economic classification</b>	<b>57 629</b>	<b>55 986</b>	<b>64 720</b>	<b>67 856</b>	<b>70 504</b>	<b>70 504</b>	<b>69 915</b>	<b>73 601</b>	<b>77 582</b>

### 4.6.2 Expenditure trends

The above table shows a total increase of 7.1 per cent in compensation of employees from the adjusted appropriation to 2014/15, 7.3 per cent increase from 2014/15 to 2015/16 and a further increase of 5.4 per cent from 2015/16 to 2016/17.

Goods and services decrease by 9.5 per cent from the adjusted appropriation to 2014/15, 3.7 per cent from 2014/15 to 2015/16 and an increase of 5.4 per cent from 2015/16 to 2016/17 financial year. The decrease is mainly due to funding that was provided during the adjustment budget.

## 5. Programme 2: Sustainable Resource Management

### Programme Purpose

The aim of the programme is to provide professional advice and support to the head of department on provincial fiscal policy, public finance development and the management of the annual provincial budget process and to manage the provincial governments' fiscal resources effectively.

### 5.1 Sub-Programme 2.1 Economic Analysis

#### 5.1.1 Strategic Objectives and MTEF Targets

Strategic Objective:		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.	To provide provincial economic & social research and analysis that informs fiscal policy development	Provincial and District Socio-economic review produced	Provincial and District Socio-economic review produced	Provincial, District and Local Socio-economic review document produced	Provincial, District and Local Socio-economic review document produced	Provincial, District and Local Socio-economic review document tabled.	Provincial, District and Local Socio-economic review document tabled.	Provincial, District and Local Socio-economic review document tabled.
			Provincial Medium Term Budget Policy Statement tabled	Provincial Medium Term Budget Policy Statement tabled	Provincial Medium Term Budget Policy Statement tabled	Provincial Medium Term Budget Policy Statement tabled	Provincial Medium Term Budget Policy Statement tabled	Provincial Medium Term Budget Policy Statement tabled
2.	To Monitor and Evaluate the impact of the fiscal policy on service delivery.	Provincial departments' strategic plans, APPs	Provincial departments' strategic plans, APPs and Municipalities' IDPs assessed	13 Provincial departments' strategic plans, APPs and 8 Municipalities IDPs assessed	Provincial departments' strategic plans, APPs and Municipalities' IDPs assessed	Policy brief tabled and IDP assessments.	Policy brief tabled and IDP assessments.	Policy brief tabled and IDP assessments.

### 5.1.2 Annual Performance Indicators and Targets

Performance Indicator		Audited/Actual performance			Estimated performance	Medium-term targets		
		2010-11	2011-12	2012-13	2013/14	2014/15	2015/16	2016/17
1.1	Number of Socio-economic review publications	1	1	1	1	1	1	1
1.2	Number of MTBPS published and tabled	1	1	1	1	1	1	1
1.3	Number of Provincial policy briefs	4	4	5	4	4	4	4
1.4	Report on municipalities' IDPs assessed for socio-economic needs	-	-	-	-	1	1	1

### 5.1.3 Quarterly Targets

Performance indicator		Reporting period	Annual target 2013/14	Quarterly targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.1	Number of Socio economic review reports and publications.	Annually	1	-	-	-	1
1.2	Number of MTBPS tabled	Annually	1	-	-	1	-
1.3	Number of Provincial policy briefs published	Quarterly	4	1	1	1	1
1.4	Report on municipalities' IDPs assessed for socio-economic needs	Annually	1	1	-	-	-

## 5.2 Sub-Programme 2.2 Fiscal Policy

### 5.2.1 Strategic Objectives and MTEF Targets

Strategic Objective:		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.1	To assist in the optimisation of provincial and municipal revenue.	Approved revenue policy and strategy	Provincial revenue policy and strategy implemented	Provincial revenue policy and strategy formulated	Devise mechanisms for optimisation of revenue collection in the Province.	2 Strategies developed and implemented for optimisation of revenue collection in the Province.	2 Strategies developed and implemented for optimisation of revenue collection in the Province.	2 Strategies developed and implemented for optimisation of revenue collection in the Province.

### 5.2.2 Annual Performance Indicators and Targets

Performance Indicator		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.1	Number of own revenue IYM reports.	-	-	12	14	14	14	14
1.2	Number of provincial fiscal framework updates	-	-	2	3	3	3	3
1.3	Number of EXCO memorandums produced.	-	-	4	4	4	4	4
1.4	Number of own revenue database consolidated.	-	-	-	1	1	1	1
1.5	Number of research reports on revenue topics.	-	-	-	-	3	3	3
1.6	Number of consolidated municipal revenue analysis reports.	-	-	-	4	4	4	4
1.7	Number of reports on the status of government debts.	-	-	-	4	4	4	4
1.8	Number of reports on municipal own investments.	-	-	-	2	2	2	2
1.9	Number of revenue policy analysed and feedback provided.	-	-	-	1	1	1	1
1.10	Number of municipal revenue enhancement guide provided.	-	-	-	-	1	1	1

### 5.2.3 Quarterly Targets

Performance indicator		Reporting period	Annual target 2013/14	Quarterly targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.1	Number of own revenue IYM reports.	Quarterly	14	4	4	3	3
1.2	Number of provincial fiscal framework updates	Annually	3	-	-	2	1
1.3	Number of EXCO memorandums produced	Quarterly	4	1	1	1	1
1.4	Number of own revenue database consolidated.	Annually	1	-	-	-	1
1.5	Number of research reports on revenue topics.	Quarterly	3	-	1	1	1
1.6	Number of consolidated municipal revenue analysis reports.	Quarterly	4	1	1	1	1
1.7	Number of reports on the status of government debts.	Quarterly	4	1	1	1	1
1.8	Number of reports on municipal own investments.	Quarterly	2	-	1	-	1
1.9	Number of revenue policy analysed and feedback provided.	Annually	1	-	-	1	-
1.10	Number of municipal revenue enhancement guide provided.	Annually	1	-	-	-	1

## 5.3 Sub-Programme 2.3: Budget Management

### 5.3.1 Strategic Objectives and MTEF Targets

Strategic Objective:		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.1	Promote effective optimal financial resource allocation	Timeous and credible provincial budget relevant to government priorities	Timeous and credible provincial budget relevant to government priorities	Timeous and credible provincial budget relevant to government priorities	Timeous and credible provincial budget relevant to government priorities	Timeous and credible provincial budget relevant to government priorities	Timeous and credible provincial budget relevant to government priorities	Timeous and credible provincial budget relevant to government priorities
		Monitor expenditure trends against budget allocations	Monitor expenditure trends against budget allocations	Monitor expenditure trends against budget allocations	Monitor expenditure trends against budget allocations	Monitor expenditure trends against budget allocations	Monitor expenditure trends against budget allocations	Monitor expenditure trends against budget allocations

### 5.3.2 Annual Performance Indicators and Targets

Performance Indicator		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010/11	2011/12	2012/13		2014/15	2015/16	2016/17
1.1	Number of budgets tabled.	2	2	2	2	2	2	2
1.2	Provincial In Year Monitoring reports	14	14	14	14	14	14	14
1.3	Quarterly performance reports for provincial departments	4	4	4	4	4	4	4

### 5.3.3 Quarterly Targets

Performance indicator		Reporting period	Annual target 2013/14	Quarterly targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.1	Number of budgets tabled.	Annually	2	-	-	1	1
1.2	Provincial In Year Monitoring reports	Monthly	14	4	4	3	3
1.3	Quarterly performance reports for provincial departments	Quarterly	4	1	1	1	1

## 5.4 Sub-Programme 2.4: Municipal Finance

### 5.4.1 Strategic Objectives and MTEF Targets

Strategic Objective:		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.1	To promote sound and sustainable budgets of the municipalities	-	Municipal budgets evaluated for compliance with regulated format	Evaluate municipal budgets for sustainability	Evaluate municipal budgets for sustainability	31 municipalities assisted in achieving sustainable budget	31 municipalities assisted in achieving sustainable budget	31 municipalities assisted in achieving sustainable budget

### 5.4.2 Annual Performance indicators and Targets

Performance indicator		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.1	Number of gazettes produced on transfers to municipalities	1	1	1	1	1	1	1
1.2	Number of consolidated assessment reports on municipal budgets.	1	2	2	3	3	3	3
1.3	Number of budget benchmark exercises conducted.	-	2	6	10	5	5	5
1.4	Number of consolidated IYM reports	12	12	12	12	12	12	12
1.5	Number of quarterly consolidated municipal performance reports tabled	1	1	1	4	4	4	4
1.6	Number of gazettes produced on quarterly outcomes of municipal performance	-	4	5	4	4	4	4
1.7	Number of mid-year budget and performance engagement conducted	-	-	-	5	5	5	5



### 5.4.3 Quarterly Target

Performance indicator		Reporting period	Annual target 2013/14	Quarterly targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.1	Number of gazettes produced on transfers to municipalities	Annually	1	1	-	-	-
1.2	Number of assessment reports on municipal budgets	Quarterly	3	1	1	-	1
1.3	Number of budget benchmark exercises conducted	Annually	5	5	-	-	-
1.4	Number of consolidated IYM reports compiled	Monthly	12	3	3	3	3
1.5	Number of quarterly consolidated municipal performance reports tabled	Quarterly	4	1	1	1	1
1.6	Number of gazettes produced on quarterly outcomes of municipal performance	Quarterly	4	1	1	1	1
1.7	Number of mid-year budget and performance engagement conducted	Annually	5	-	-	-	5

## 5.5 Reconciling performance targets with the Budget and MTEF

### 5.5.1 Expenditure estimates

#### Summary of payments and estimates: Programme 2: Sustainable and Resource Management

Table 2.10.2 : Summary of payments and estimates by sub-programme: Sustainable Resource

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
1. Programme Support	1 204	1 361	1 348	1 563	1 698	1 698	1 569	1 833	1 933
2. Economic Analysis	2 818	3 319	4 547	4 567	4 716	4 716	5 474	5 442	5 740
3. Fiscal Policy	2 969	3 059	3 961	5 082	5 159	5 159	5 292	5 633	5 944
4. Budget Management	8 458	5 263	6 675	7 678	8 133	8 133	8 661	8 719	9 198
5. Municipal Finance	8 901	10 041	10 462	16 570	16 962	11 962	18 229	19 046	20 091
<b>Total payments and estimates</b>	<b>24 350</b>	<b>23 043</b>	<b>26 993</b>	<b>35 460</b>	<b>36 668</b>	<b>31 668</b>	<b>39 225</b>	<b>40 673</b>	<b>42 905</b>

Table 2.12.2 : Summary of payments and estimates by economic classification: Sustainable Resource

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
<b>Current payments</b>	<b>24 251</b>	<b>22 591</b>	<b>26 897</b>	<b>36 145</b>	<b>36 330</b>	<b>31 255</b>	<b>38 321</b>	<b>40 322</b>	<b>42 535</b>
Compensation of employees	20 738	18 832	22 146	26 215	26 736	27 599	33 263	34 974	36 898
Goods and services	3 487	3 732	3 720	8 906	7 568	3 381	5 058	5 348	5 635
Interest and rent on land	26	27	31	24	24	5	-	-	-
<b>Transfers and subsidies to:</b>	<b>-</b>	<b>-</b>	<b>210</b>	<b>-</b>	<b>-</b>	<b>43</b>	<b>-</b>	<b>-</b>	<b>-</b>
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	210	-	-	43	-	-	-
<b>Payments for capital assets</b>	<b>99</b>	<b>452</b>	<b>886</b>	<b>315</b>	<b>338</b>	<b>340</b>	<b>904</b>	<b>351</b>	<b>370</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	99	452	886	315	338	340	904	351	370
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total economic classification</b>	<b>24 350</b>	<b>23 043</b>	<b>26 993</b>	<b>35 460</b>	<b>36 668</b>	<b>31 668</b>	<b>39 225</b>	<b>40 673</b>	<b>42 905</b>

### 5.5.2 Expenditure trends

The table shows a total increase of 7 per cent from the adjusted appropriation to 2014/15 and an increase of 3.7 per cent from 2014/15 to 2015/16 and a further increase of 5.5 per cent from 2015/16 to 2016/17 financial year. Compensation of employees shows an increase of 16 per cent from the adjusted appropriation to 2014/15 due to appointments that will be made in the district within the municipal finance sub-programme. Increase of 5.3 per cent increase from 2014/15 to 2015/16 and a further increase of 5.5 per cent from 2015/16 to 2016/17.

## 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 and provide technical support on Public Private Partnership projects to municipalities and provincial departments in the province.

### 6.1 Sub-Programme 3.1: Asset Management

#### 6.1.1 Strategic Objectives and MTEF Targets

Strategic Objective:		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.1	Promote compliance with Supply Chain – and Asset Management regulations/guidelines to improve financial maturity capability to level 3 in the Province	-	-	12 departments, 5 listed public entities 10 targeted municipalities per annum	12 departments, 5 listed public entities 10 targeted municipalities per annum	Improve Financial Capability to level 3 for 12 departments  5 listed public entities 10 targeted municipalities per annum	Improve Financial Capability to level 3 for 12 departments  5 listed public entities 10 targeted municipalities per annum	Improve Financial Capability to level 3 for 12 departments  5 listed public entities 10 targeted municipalities per annum

#### 6.1.2 Annual Performance Indicators and Targets

Performance indicator		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.1	Assessment reports on Supply Chain Management Compliance	12 monthly reports received from provincial departments.	12 monthly reports received from provincial departments.	12 statically report x 9 departments	12 monthly reports received per departments.	12 monthly assessment reports per provincial departments  32 monthly assessment reports received from municipalities	12 monthly assessment reports per provincial departments  32 monthly assessment reports received from municipalities	12 monthly assessment reports per provincial departments  32 monthly assessment reports received from municipalities
1.2	Issuing of Asset Management guidelines	3	2	3	2	2	2	2
1.3	Demand research reports published and procurement guidelines published	2	2	2	2	2	2	2

Performance Indicator		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.4	Municipalities assisted to ensure full compliance with SCM minimum norms and standards within capacity constraints.	6	5	3	5	10	10	10
1.5	Capacity building initiatives within departments and municipalities to enhance compliance and effectiveness of supply chain management	-	-	-	-	1 accredited course	-	1 accredited course

### 6.1.3 Quarterly Targets

Performance Indicator		Reporting period	Annual target 2014/15	Quarterly targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.1	Assessment reports on SCM contracts awarded above R100 000 (inclusive of VAT)	Monthly	12 statically reports per department for 12 departments	3 x reports for each of 12 departments  3 reports for each 32 municipalities	3 x reports for each of 12 departments  3 reports for each 32 municipalities	3 x reports for each of 12 departments  3 reports for each 32 municipalities	3 x reports for each of 12 departments  3 reports for each 32 municipalities
1.2	Issuing of Asset Management guidelines	Quarterly	2	Circulate for inputs	Issue guideline	Circulate for inputs	Issue guideline
1.3	Demand research reports published	Quarterly	2	Circulate for inputs	Publish report	Circulate for inputs	Publish report
1.4	Municipalities assisted to ensure full compliance with SCM minimum norms and standards within capacity constraints.	Quarterly	10	Full implementation in 2 municipalities	Full implementation in 2 municipalities	Full implementation in 3 Municipalities	Full implementation in 3 Municipalities
1.5	Capacity building initiatives within departments and municipalities to enhance compliance and effectiveness of supply chain management	Quarterly	2 accredited courses	Needs analysis from departments and municipalities	1 accredited course	Needs analysis from departments and municipalities	1 accredited course

## 6.2 Sub-Programme 3.2: Supporting and Interlinked Financial Systems

### 6.2.1 Strategic Objectives and MTEF Targets

Strategic Objective:		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.1	Oversight and management of supporting and interlinked financial systems	-	-	100% of provincial calls resolved within 24 hours after being logged	100% of provincial calls resolved within 24 hours after being logged	100% availability of transversal systems	100% availability of transversal systems	100% availability of transversal systems

### 6.2.2 Annual Performance Indicators and Targets

Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.1	Management and provision of Technical and functional support; calls solved after being logged and the escalation of national calls to LOGIK where required. (Includes BAS, PERSAL, LOGIS, BACS and Departmental IT)	-	-	-	100% of calls resolved within 24 hours after being logged	100% of calls resolved within 24 hours after being logged	100% of calls resolved within 24 hours after being logged	100% of calls resolved within 24 hours after being logged
1.2	Capacity building in Provincial Departments to enhance effective utilisation of transversal systems and sub-systems	-	-	-	340 users trained 8 x Vulindlela sessions 12 User forums	340 users trained 8 x Vulindlela sessions 12 User forums	340 users trained 8 x Vulindlela sessions 12 User forums	340 users trained 8 x Vulindlela sessions 12 User forums
1.3	Reports to enhance monitoring compliance and enforcement of prescribed legislation, policies, and mechanisms such as MPAT and FMCMM	-	-	-	New Indicator	12 Reports	12 Reports	12 Reports
1.4	Sites prepared and activated for	-	-	-	12 sites prepared and	12 sites prepared and	12 sites prepared	12 sites prepared

Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
	implementing of LOGIS				activated	activated	and activated	and activated
1.5	Provide support and monitor the biometric headcount system to ensure PERSAL integrity	-	-	-	Implementation of Head Count Project	Support and monitor 13 departments' head count system	Support and monitor 13 departments' head count system	Maintain and support 13 departments' head count system
1.6	Ensure compliance with the corporate governance of ICT framework(GCICT)	-	-	-	New Indicator	80% Compliance	90% Compliance	100% Compliance
1.7	BAS System Controller services provided on behalf of provincial departments	-	-	-	New Indicator	13 Departments	13 Departments	13 Departments

### 6.2.3 Quarterly Targets

Performance indicator		Reporting period	Annual target 2014/15	Quarterly targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.1	Percentage of the number of provincial and departmental technical transversal and functional calls solved within 24 hours after being logged and the escalation of national calls to LOGIK where required.	Quarterly	100% of provincial calls resolved within 24 hours after being logged	100% of calls resolved within 24 hours after being logged	100% of calls resolved within 24 hours after being logged	100% of calls resolved within 24 hours after being logged	100% of calls resolved within 24 hours after being logged
1.2	Capacity building in Provincial Departments to enhance effective utilisation of transversal systems and sub-systems	Quarterly	100 x BAS 120 x PERSAL 120 x LOGIS 8 x Sessions, Vulindlela	20 x BAS 30x PERSAL 30 x LOGIS 2 Vulindlela 3 User forums	30 x BAS 30x PERSAL 30 x LOGIS 2 Vulindlela 3 User forums	30 x BAS 30x PERSAL 30 x LOGIS 2 Vulindlela 3 User forums	20 x BAS 30x PERSAL 30 x LOGIS 2 Vulindlela 3 User forums
1.3	Reports to enhance monitoring compliance and enforcement of prescribed legislation, policies, and mechanisms such as MPAT and FCMCM	Monthly	12 Reports	3 Reports	3 Reports	3 Reports	3 Reports
1.4	Sites prepared and activated for	Quarterly	12 sites prepared and activated	3 sites prepared and	3 sites prepared	3 sites prepared	3 sites prepared and

Performance indicator		Reporting period	Annual target 2014/15	Quarterly targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
	implementing of LOGIS			activated	and activated	and activated	activated
1.5	Provide support and monitor the biometric headcount system to ensure PERSAL integrity	Monthly	Support and monitor 13 departments' head count system	Support and monitor 13 departments' head count system	Support and monitor 13 departments' head count system	Support and monitor 13 departments' head count system	Support and monitor 13 departments' head count system
1.6	Ensure compliance with the Corporate Governance of ICT framework(GCICT)	Quarterly	80% compliance	20%	20%	20%	20%
1.7	BAS System Controller services provided on behalf of Provincial Departments	Monthly	13 Departments	13 Departments	13 Departments	13 Departments	13 Departments

## 6.3 Sub-Programme 3.3: Infrastructure Management and Public Private Partnership

### 6.3.1 Strategic Objectives and MTEF Targets

Strategic Objective:		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.1	Strengthening the effectiveness and improving the efficiency of sustainable infrastructure delivery in accordance with national and provincial strategies and priorities.	-	-	Institutionalize Infrastructure Delivery Management System (IDMS)	Development of NC Infrastructure Delivery Management Framework (IDMS)	7 Departments compliant with the Infrastructure Delivery Management Framework (IDMS)	7 Departments compliant with the Infrastructure Delivery Management Framework (IDMS)	13 Departments compliant with the Infrastructure Delivery Management Framework (IDMS)
1.2	Promote and Facilitate the implementation of sustainable Public Private Partnerships to achieve a socio-economic development.	-	-	Register 2 projects	Register projects 2	Register projects 2	Register projects 2	Register 2 projects

### 6.3.2 Annual Performance Indicators and Targets

Performance indicator		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.1	Conducting research and identification of potential PPP projects.	1	2	1 Registered NC Renal Replacement Therapy  1 In process-Die Bos Resort	4 Research documents developed.	4 Research documents developed;  2 Projects registered	4 Research documents developed;  2 Projects registered	4 Research documents developed;  2 Projects registered
1.2	Municipalities and provincial departments assessed, evaluated and supported in terms of PPP.	None	5 districts Municipalities & 4 Provincial Departments	6 districts Municipalities were visited	5 districts Municipalities & 4 Provincial Departments	5 districts Municipalities & 4 Provincial Departments	5 districts Municipalities & 4 Provincial Departments	5 districts Municipalities & 4 Provincial Departments



Performance indicator		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.3	Infrastructure Management workshops held to facilitate skills development.	2 workshops conducted	2 workshops conducted	2 workshop conducted	2 workshop conducted	2 workshop conducted	2 workshop conducted	2 workshop conducted
1.4	Conduct assessments to determine maturity levels of Provincial infrastructure Departments to deliver infrastructure and identify remedial steps	-	-	-	-	7 Departments Assessed	7 Departments Assessed	13 Departments Assessed
1.5	Infrastructure departments assessed in terms of expenditure trends against budget allocated.	4 Quarterly expenditure outcomes reports produced and 5 site visits conducted	4 Quarterly expenditure outcomes reports produced and 5 site visits conducted	28 quarterly infrastructure reports (IRM) assessed per department	4 Quarterly expenditure outcomes reports produced and 5 site visits conducted	4 Quarterly expenditure outcomes reports produced	4 Quarterly expenditure outcomes reports produced	4 Quarterly expenditure outcomes reports produced

### 6.3.3 Quarterly Targets

Performance indicator		Reporting period	Annual target 2013/14	Quarterly targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.1	Marketing PPP program and conducting research on potential PPP projects	Quarterly	4 Research documents developed	Research on new projects conducted	Research on new projects conducted	Research on new projects conducted	2 new projects identified, registered and implemented
1.2	Provide PPP support to municipalities and provincial departments	Quarterly	Visit 5 district municipalities; Visit 4 Provincial Departments	1 District 1 Department	1 District 1 Department	2 District 1 Department	1 District 1 Department
1.3	Conduct assessments to determine maturity levels of Provincial infrastructure Departments to deliver infrastructure and identify remedial steps	Monthly	7 Departments Assessed	7 Departments assessed	7 Departments assessed	7 Departments assessed	7 Departments assessed

Performance indicator		Reporting period	Annual target 2013/14	Quarterly targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.4	Infrastructure workshops held to facilitate infrastructure skills development.	Annually	2 workshops conducted	1	-	1	1
1.5	Infrastructure departments assessed in terms of expenditure trends against budget allocation.	Quarterly	4 Quarterly expenditure outcomes reports produced and 5 site visits conducted	1 expenditure reports	1 expenditure reports	1 expenditure reports	1 expenditure reports

## 6.4 Sub-Programme 3.3: Banking and Cash flow Management

### 6.4.1 Strategic Objectives and MTEF Targets

Strategic Objective:		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.1	Promote effective and efficient banking services and cash flow management for the Provincial Revenue Fund	Effective management of Provincial Revenue Fund (PRF)	Effective management of Provincial Revenue Fund (PRF)	Effective management of Provincial Revenue Fund (PRF)	Effective management of Provincial Revenue Fund (PRF)	Clean Audit Report on the Provincial Revenue Fund	Clean Audit Report on the Provincial Revenue Fund	Clean Audit Report on the Provincial Revenue Fund

### 6.4.2 Annual Performance Indicators and Targets

Performance indicator		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.1	Compliance certificates for Exchequer Account	12	12	12	12	12	12	12
1.2	Review banking contract and service level agreement (SLA) – Number of reviews of banking contract and service level agreement – banking services evaluation reports	0	ABSA Bank appointed with effect from 1 Feb 2012 SLA to be signed by the end of 1 <sup>st</sup> Quarter 2012/13.	2	2	2	2	2
1.3	Audited Provincial Revenue (PRF) annual financial statements produced.	1	1	1	1	1	1	1
1.4	Number of cash flow reports produced.	6	6	6	6	6	6	6

1.5	Review and maintain cash management framework.	1	1	1	1	1	1	1
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#### 6.4.3 Quarterly Targets

Performance Indicator		Reporting period	Annual target 2014/15	Quarterly targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.1	No of compliance certificates for Exchequer Account	Annually	12	3	3	3	3
1.2	Review banking contract and service level agreement ( SLA) - banking services evaluation reports	Half yearly	2	1	1	1	1
1.3	Audited Provincial Revenue (PRF) annual financial statements produced.	Annually	1	-	1	-	-
1.4	Number of cash flow reports produced.	Annually	6	1	2	1	2
1.5	Review and maintain cash management framework.	Annually	1	-	1	-	-

## 6.5 Reconciling performance targets with the Budget and MTEF

### 6.5.1 Expenditure estimates

#### Summary of payments and estimates: Programme 3: Assets and Liabilities Management

Table 2.10.3 : Summary of payments and estimates by sub-programme: Assets And Liabilities Management

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
1. Programme Support	1 300	912	535	1 615	1 547	1 547	1 782	1 748	1 839
2. Asset Management	5 992	5 606	5 746	7 879	7 583	7 583	8 478	8 722	9 204
3. Support And Interlinked Financial Systems	8 458	9 278	11 623	34 444	36 501	33 443	20 600	23 953	20 209
4. Public Private Partnership	29	1 168	3 637	4 690	5 108	5 108	5 257	5 411	5 708
5. Banking And Cashflow Management	-	3 831	2 597	3 359	2 839	2 839	4 221	4 544	4 798
<b>Total payments and estimates</b>	<b>15 779</b>	<b>20 495</b>	<b>24 138</b>	<b>51 987</b>	<b>53 578</b>	<b>50 520</b>	<b>48 338</b>	<b>44 378</b>	<b>41 758</b>

Table 2.12.3 : Summary of payments and estimates by economic classification: Assets And Liabilities Management

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
<b>Current payments</b>	<b>15 552</b>	<b>20 080</b>	<b>23 328</b>	<b>51 357</b>	<b>44 214</b>	<b>40 138</b>	<b>47 694</b>	<b>44 211</b>	<b>41 585</b>
Compensation of employees	13 629	16 897	20 766	24 291	25 777	25 303	31 074	32 428	34 211
Goods and services	1 613	2 099	2 511	27 055	16 126	14 828	16 606	11 789	7 559
Interest and rent on land	10	1 084	51	11	11	4	14	14	15
<b>Transfers and subsidies to:</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>-</b>
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organizations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	5	-	-	-
Households	-	-	4	-	-	5	-	-	-
<b>Payments for capital assets</b>	<b>227</b>	<b>415</b>	<b>806</b>	<b>630</b>	<b>5 942</b>	<b>6 227</b>	<b>616</b>	<b>138</b>	<b>142</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	227	415	806	604	5 942	6 227	616	138	142
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	26	3 422	4 149	28	29	31
Payments for financial assets	-	-	-	-	-	-	-	-	-
<b>Total economic classification</b>	<b>15 779</b>	<b>20 495</b>	<b>24 138</b>	<b>51 987</b>	<b>53 578</b>	<b>50 520</b>	<b>48 338</b>	<b>44 378</b>	<b>41 758</b>

### 6.5.2 Expenditure trends

The table also shows a total decrease of 9.7 per cent from the adjusted appropriation to 2014/15, 8 per cent decrease from 2014/15 to 2015/16 and a decrease of 5.9 per cent from 2014/15 to 2015/16 financial year. The decrease is as a result of once off funding provided for Biometric Access Control and Biometric Aided Head Count. Compensation of employees increased with 21 per cent from the adjusted appropriation to 2014/15, increase with 4.5 per cent from 2014/15 to 2015/16 and with another 5.5 per cent from 2015/16 to 2016/17. The significant increase is as a result of the implementation of Resolution 3 of 2013.

## 7. Programme 4: Financial Governance

### Programme Purpose

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

### 7.1 Sub-Programme 4.1: Accounting Services

#### 7.1.1 Strategic Objectives and MTEF Targets

Strategic Objective:		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.1	To provide support on accounting practices that will promote financial reporting to a level 3 financial management capability maturity (FMCM)	-	13 Departments, 2 listed public entities, 31 municipalities	13 Departments, 2 listed public entities, 31 municipalities	Credible financial reporting	FMCM level 3 reporting.	FMCM level 3 reporting.	FMCM level 3 reporting.

#### 7.1.2 Annual Performance Indicators and Targets

Performance Indicator		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.1	Number of assessment reports on compliance certificates received from departments		48 Quarterly assessments report	96	48 Quarterly assessment reports	48 Quarterly assessment reports	48 Quarterly assessment reports	48 Quarterly assessment reports
1.2	Number of assessment reports on monitoring tools received from municipalities	-	-	New Target	New Target	124	124	124
1.3	Number of capacity building programmes implemented	-	-	0 Training sessions	2 Training sessions	4 Workshops	4 Workshops	4 Workshops
				New Target	New Target	4 CFO Forums	4 CFO Forums	4 CFO Forums
1.4	Number of assessment reports on Audit action plans received			New Target	New Target	43	43	43
1.5	Consolidated Annual Financial Information tabled by 31 October	-	1	0	1	1	1	1
1.6	Number of targeted municipalities			New Target	New Target	6	-	-

	assisted with improving financial management (accuracy and completeness in accounting reporting)							
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### 7.1.3 Quarterly Targets

Performance indicator		Reporting period	Annual target 2014/15	Quarterly targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.1	Number of assessment reports on compliance certificates received from departments	Quarterly	48	12	12	12	12
1.2	Number of assessment reports on monitoring tool for municipalities	Quarterly	124	31	31	31	31
1.3	Number of capacity building programmes implemented	Quarterly	4 Workshops	1	1	1	1
			4 CFO Forums	1	1	1	1
1.4	Number of assessment reports on audit action plans received	Bi- Annually				12	31
1.5	Consolidated annual financial information tabled by 31 October	Annually	1	-	-	1	
1.6	Number of targeted municipalities assisted with improving financial management (accuracy and completeness in accounting reporting)	Quarterly	6	6	6	6	6

## 7.2 Sub-Programme 4.2: Norms and Standards

### 7.2.1 Strategic Objectives and MTEF Targets

Strategic Objective:		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.1	To monitor, promote and support the implementation of developed norms and standards that will improve financial management capability maturity within the province.	FMC Level 1 by departments	FMC level 2 by departments	FMC level 2 by departments	FMC level 2 by departments	FMC level 3 by departments	FMC level 3 by departments	FMC level 3 by departments
		New indicator	New indicator	New indicator	New indicator (Current baseline is FMC level 1 by municipalities)	FMC level 3 by municipalities	FMC level 3 by municipalities	FMC level 3 by municipalities

## 7.2.2 Annual Performance Indicators and Targets

Performance indicator		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	201/17
1.1	Number of FMC assessment reports compiled to determine the level of maturity on institutional arrangements, accountability, transparency and corporate governance areas presented to departments, public entities) and municipalities.	4	43	43	86 assessment and feedback reports	43 assessment and feedback	43 assessment and feedback reports	43 assessment and feedback reports
1.2	Number of compliance review reports presented to departments and municipalities on institutional arrangements, accountability, transparency and corporate governance areas to improve alignment with norms and standards.	New PI	New PI	New PI	New PI	12 review reports	12 review reports	12 review reports
1.3	Number of support programs initiated and implemented to promote the implementation of norms and standards.	3	4	-	3	4	4	4
1.4	Number of accredited/formal training programmes initiated and implemented for capacity development in departments and municipalities.	-	1	3	2	2	2	2
1.5	Number of officials received competency based accredited training in financial management to improve technical skills.	321 (Include d non-accredite d training)	388 (Included non-accredite d training)	325 (Included non-accredite d training)	132	63	30	30



### 7.2.3 Quarterly Targets

Performance indicator		Reporting period	Annual target 2013/14	Quarterly targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.1	Number of FMC assessment reports compiled to determine the level of maturity on institutional arrangements, accountability, transparency and corporate governance areas presented to departments, public entities) and municipalities.	Annual	43 assessments and quality feedback reports		31 assessment reports for municipalities		12 assessment reports for departments
1.2	Number of review reports presented to departments and municipalities on institutional arrangements, accountability, transparency and corporate governance areas to improve alignment with norms and standards.	Quarterly	12 review reports	3 review reports	4 review reports	4 review reports	1 review reports
1.3	Number of support programs initiated and implemented to promote the implementation of norms and standards.	Quarterly	4	1	2	1	-
1.4	Number of accredited training programmes initiated for capacity development in departments and municipalities.	Quarterly	2	1	-	1	-
1.5	Number of officials received competency based accredited training in financial management to improve technical skills.	Quarterly	23	23	-	-	-

## 7.3 Sub-Programme 4.4: Risk Management

### 7.3.1 Strategic Objectives and MTEF Targets

Strategic objective:		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.1	Monitor, oversee and evaluate implementation of risk management practices within the province.	-	-	12 Departments 31 Municipalities	Improved risk management maturity level of 3+ for 12 Departments  Improved risk management maturity level of 2+ for 31 Municipalities	Improved risk management maturity level of 3+ for 12 Departments  Improved risk management maturity level of 2+ for 31 Municipalities	Improved risk management maturity level of 4+ for 12 Departments  Improved risk management maturity level of 3+ for 31 Municipalities	Improved risk management maturity level of 5+ for 12 Departments  Improved risk management maturity level of 3+ for 31 Municipalities

### 7.3.2 Annual Performance Indicators and Targets

Performance indicator		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.1	Assessment and feedback reports compiled to monitor risk management implementation within the province.	New PI	New PI	43 assessment reports  30 monitoring reports	43 assessment reports  30 monitoring reports	101 assessment and feedback reports	101 assessment and feedback reports	101 assessment and feedback reports
1.2	Support on the development of Risk assessment reports, policies and strategies within the province.	-	-	-	14 Risk assessment reports Risk policies/strategies	14 Risk assessment reports Risk policies/strategies	14 Risk assessment reports Risk policies/strategies	14 Risk assessment reports Risk policies/strategies
1.3	Risk Management status of the province reported to EXCO, AC and other relevant stakeholders.	New PI	New PI	New PI	4 RM reports  (New target)	4 RM reports  2 consolidated risk registers per cluster	4 RM reports  2 consolidated risk registers per cluster	4 RM reports  2 consolidated risk registers per cluster
1.4	Number of capacity building programmes implemented within the Province.	-	-	4 RM forums	4 RM forums  2 provincial RMC workshops	4 RM forums  2 provincial RMC workshops	4 RM forums  2 provincial RMC workshops	4 RM forums 2 provincial RMC workshops

### 7.3.3 Quarterly Targets

Performance indicator		Reporting period	Annual target 2013/14	Quarterly targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.1	Assessment and feedback reports compiled to monitor risk management implementation within the province	Quarterly	101 assessment and feedback reports	12 assessment reports 4 feedback reports	43 assessment and feedback reports	19 assessment and feedback reports	23 assessments and feedback reports
1.2	Hands on support on the development of Risk assessment reports, policies and strategies within the province.	Quarterly	14 Risk assessment reports Risk policies/strategies	3 Risk assessment reports Risk policies/strategies	4 Risk assessment reports Risk policies/strategies	4 Risk assessment reports Risk policies/strategies	3 Risk assessment reports Risk policies/strategies
1.3	Risk Management status of the province reported to EXCO, AC and other relevant stakeholders.	Quarterly	4 RM reports 2 consolidated risk registers per cluster	1 RM report	1 RM report 1 consolidated risk register per cluster	1 RM report	1 RM report 1 consolidated risk register per cluster
1.4	Number of capacity building programmes implemented within the Province	Quarterly	4 RM forums 2 provincial RMC workshops	1 RM forum 1 RMC workshop	1 RM forum -	1 RM forum 1 RMC workshop	1 RM forum -

## 7.4 Reconciling performance targets with the Budget and MTEF

### 7.4.1 Expenditure estimates

#### Summary of payments and estimates: Programme 4: Financial Governance

Table 2.10.4 : Summary of payments and estimates by sub-programme: Financial Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
1. Programme Support	1 151	1 309	1 509	1 759	1 894	1 894	1 766	1 860	1 961
2. Accounting Services	4 450	4 238	14 143	8 566	30 078	20 078	8 136	8 475	8 933
3. Norms And Standards	2 952	3 489	3 818	4 238	6 148	5 408	5 191	5 336	5 623
4. Risk Management	2 403	2 771	3 567	4 875	5 227	5 227	5 145	5 322	5 673
<b>Total payments and estimates</b>	<b>10 956</b>	<b>11 807</b>	<b>23 037</b>	<b>19 438</b>	<b>43 347</b>	<b>32 607</b>	<b>20 238</b>	<b>20 993</b>	<b>22 191</b>

Table 2.12.4 : Summary of payments and estimates by economic classification: Financial Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
<b>Current payments</b>	<b>10 737</b>	<b>11 633</b>	<b>22 731</b>	<b>18 158</b>	<b>42 981</b>	<b>32 287</b>	<b>18 893</b>	<b>20 797</b>	<b>21 984</b>
Compensation of employees	8 737	8 795	10 565	14 938	15 463	14 847	15 387	16 195	17 134
Goods and services	1 991	2 327	12 167	4 213	27 513	17 440	4 526	4 602	4 851
Interest and rent on land	9	11	9	5	5	-	-	-	-
Transfers and subsidies to:	-	-	3	-	-	-	-	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	3	-	-	-	-	-	-
<b>Payments for capital assets</b>	<b>219</b>	<b>174</b>	<b>303</b>	<b>282</b>	<b>366</b>	<b>320</b>	<b>345</b>	<b>196</b>	<b>207</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	219	174	303	282	366	320	345	196	207
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
<b>Total economic classification</b>	<b>10 956</b>	<b>11 807</b>	<b>23 037</b>	<b>19 438</b>	<b>43 347</b>	<b>32 607</b>	<b>20 238</b>	<b>20 993</b>	<b>22 191</b>

### 7.4.2 Expenditure trends

The table also shows a total decrease of 54 per cent from the adjusted appropriation to 2014/15 due to funds allocated in 2013/14 for the support services for municipalities. The above table shows that compensation of employees decrease with 6 per cent from the adjusted appropriation to 2014/15 as a result of back pay implementation of job evaluation outcomes in 2013/14. Goods and services decreased with 82 per cent from the adjusted appropriation to 2014/15 due the additional funding allocated during the adjustment budget for the implementation of the Turn-Around Strategies of municipalities and approved roll overs. The funds were a once off allocation, thus there is no carry-through effect.

## 8. Programme 5: Internal Audit

### Programme Purpose

To render an independent, objective assurance and consulting activity designed to add value and improve the NC Provincial Government's operations

### 8.1 Strategic Objectives and MTEF Targets: Provincial Internal Audit

Strategic objective:		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.1	To render an independent, objective assurance and consulting activity designed to add value and improve the NC Provincial Government's operations.	19 Audit reports	40 Audit Reports	53 Audit Reports	133 Audit Reports	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

### 8.2 Sub-programme: Education Cluster

#### Annual Performance Indicators and Targets

Performance Indicator		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.1	Risk based plans approved by AC	0	3	3	3	3	3	3
1.2	% risk based audit coverage (number of audits completed vs. number of risk based audits identified/approved plan)	53%	88%	132 %	133%	100% of audit reports as per 12 approved departmental audit plans	100% of audit reports as per 12 approved departmental audit plans	100% of audit reports as per 12 approved departmental audit plans
1.3	Rating as assessed by departments on a scale of 1 to 5	Not rated	3	3	3	3	4	4
1.4	Rating as assessed by the audit committee on a scale from 1 to 5	Not rated	3	3	3	3	4	4
1.5	Internal and/or external periodic reviews of compliance to IIA standards two per cluster (DNC = Do not comply, PC = Partial compliance, GC = General compliance)	PC	PC	PC	PC	PC	GC	GC
1.6	Convene Audit Committee meetings, 4 per year for each of the 12 departments	New	New	New	12	12	12	12

### 8.2.1 Quarterly Targets: Education Cluster

Performance indicator		Reporting period	Annual target 2014/15	Quarterly targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.1	Risk based plan approved by AC	Annually	3	-	-	-	3
1.2	% risk based audit coverage (number of audits completed vs. number of risk based audits identified/approved plan)	Quarterly	100%	19%	28%	25%	28%
1.3	Rating as assessed by clients on a scale of 1 to 5	Annually	3	-	-	-	3
1.4	Rating as assessed by the audit committee on a scale from 1 to 5 (annually).	Annually	3	-	-	-	3
1.5	Internal and/or external review of compliance to IIA standards (DNC = Do not comply, PC = Partial compliance, GC = General compliance)	Quarterly	PC	PC	PC	PC	PC
1.6	Convene Audit Committee meetings, 4 per year for each of the 12 departments	Quarterly	12	3	3	3	3

### 8.3 Sub-programme: Health Cluster

#### Annual Performance Indicators and Targets

Performance indicator		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.1	Risk based plans approved by AC	3	3	3	3	3	3	3
1.2	% risk based audit coverage (number of audits completed vs. number of risk based audits identified/approved plan)	53%	88%	210 %	140%	100% of audit reports as per 12 approved departmental audit plans	100% of audit reports as per 12 approved departmental audit plans	100% of audit reports as per 12 approved departmental audit plans
1.3	Rating as assessed by departments on a scale of 1 to 5	Not rated	3	3	3	3	4	4
1.4	Rating as assessed by the audit committee on a scale from 1 to 5	Not rated	3	3	3	3	4	4
1.5	Internal and/or external periodic reviews of compliance to IIA standards two per cluster (DNC = Do not comply, PC = Partial compliance, GC = General compliance)	PC	PC	PC	PC	PC	GC	GC
1.6	Convene Audit Committee meetings, 4 per year for each of the 12 departments	New	New	New	12	12	12	12

### 8.3.1 Quarterly Targets: Health Cluster

Performance indicator		Reporting period	Annual target 2014/15	Quarterly targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.1	Risk based plan approved by AC	Annually	3	-	-	-	3
1.2	% risk based audit coverage (number of audits completed vs. number of risk based audits identified/approved plan)	Quarterly	100%	19%	28%	25%	28%
1.3	Rating as assessed by clients on a scale of 1 to 5	Annually	3	-	-	-	3
1.4	Rating as assessed by the audit committee on a scale from 1 to 5 (annually).	Annually	3	-	-	-	3
1.5	Internal and/or external review of compliance to IIA standards (DNC = Do not comply, PC = Partial compliance, GC = General compliance)	Quarterly	PC	PC	PC	PC	PC
1.6	Convene Audit Committee meetings, 4 per year for each of the 12 departments	Quarterly	12	3	3	3	3

### 8.4 Sub-programme: Agriculture Cluster

#### Annual Performance Indicators and Targets

Performance indicator		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.1	Risk based plans approved by AC	3	3	3	3	3	3	3
1.2	% risk based audit coverage (number of audits completed vs. number of risk based audits identified/approved plan)	n/a	n/a	130 %	136%	100% of audit reports as per 12 approved departmental audit plans	100% of audit reports as per 12 approved departmental audit plans	100% of audit reports as per 12 approved departmental audit plans
1.3	Rating as assessed by departments on a scale of 1 to 5	Not rated	3	3	3	3	4	4
1.4	Rating as assessed by the audit committee on a scale from 1 to 5	Not rated	3	3	3	3	4	4
1.5	Internal and/or external periodic reviews of compliance to IIA standards two per cluster (DNC = Do not comply, PC = Partial compliance, GC = General compliance)	PC	PC	PC	PC	PC	GC	GC
1.6	Convene Audit Committee meetings, 4 per year for each of the 12 departments	New	New	New	12	12	12	12

#### 8.4.1 Quarterly Targets: Agriculture Cluster

Performance indicator		Reporting period	Annual target 2014/15	Quarterly targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.1	Risk based plan approved by AC	Annually	3	-	-	-	3
1.2	% risk based audit coverage (number of audits completed vs. number of risk based audits identified/approved plan)	Quarterly	100%	19%	28%	25%	28%
1.3	Rating as assessed by clients on a scale of 1 to 5	Annually	3	-	-	-	3
1.4	Rating as assessed by the audit committee on a scale from 1 to 5 (annually).	Annually	3	-	-	-	3
1.5	Internal and/or external review of compliance to IIA standards (DNC = Do not comply, PC = Partial compliance, GC = General compliance)	Quarterly	PC	PC	PC	PC	PC
1.6	Convene Audit Committee meetings, 4 per year for each of the 12 departments	Quarterly	12	3	3	3	3

#### 8.5 Sub-programme: Public Works Cluster

##### Annual Performance Indicators and Targets

Performance indicator		Audited/Actual performance			Estimated performance 2013/14	Medium-term targets		
		2010-11	2011-12	2012-13		2014/15	2015/16	2016/17
1.1	Risk based plans approved by AC	3	3	3	3	3	3	3
1.2	% risk based audit coverage (number of audits completed vs. number of risk based audits identified/approved plan)	n/a	n/a	70 %	124%	100% of audit reports as per 3 approved departmental audit plans	100% of audit reports as per 3 approved departmental audit plans	100% of audit reports as per 3 approved departmental audit plans
1.3	Rating as assessed by departments on a scale of 1 to 5	Not rated	3	3	3	3	4	4
1.4	Rating as assessed by the audit committee on a scale from 1 to 5	Not rated	3	3	3	3	4	4
1.5	Internal and/or external periodic reviews of compliance to IIA standards two per cluster (DNC = Do not comply, PC = Partial compliance, GC = General compliance)	PC	PC	PC	PC	PC	GC	GC
1.6	Convene Audit Committee meetings, 4 per year for each of the 12 departments	New	New	New	12	12	12	12



### 8.5.1 Quarterly Targets: Public Works Cluster

Performance indicator		Reporting period	Annual target 2014/15	Quarterly targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.1	Risk based plan approved by AC	Annually	3	-	-	-	3
1.2	% risk based audit coverage (number of audits completed vs. number of risk based audits identified/approved plan)	Quarterly	100%	19%	28%	25%	28%
1.3	Rating as assessed by clients on a scale of 1 to 5	Annually	3	-	-	-	3
1.4	Rating as assessed by the audit committee on a scale from 1 to 5 (annually).	Annually	3	-	-	-	3
1.5	Internal and/or external review of compliance to IIA standards (DNC = Do not comply, PC = Partial compliance, GC = General compliance)	Quarterly	PC	PC	PC	PC	PC
1.6	Convene Audit Committee meetings, 4 per year for each of the 12 departments	Quarterly	12	3	3	3	3

## 8.6 Reconciling performance targets with the Budget and MTEF

### 8.6.1 Expenditure estimates

#### Summary of payments and estimates: Programme 5: Internal Audit

Table 2.10.5 : Summary of payments and estimates by sub-programme: Provincial Internal Audit

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
1. Programme Support	–	–	1 029	1 438	1 641	1 699	3 558	3 750	3 972
2. Internal Audit (Education)	–	3 420	3 494	5 761	5 475	4 387	4 600	4 824	5 084
3. Internal Audit (Health)	–	3 093	4 012	4 611	4 899	3 985	6 119	6 425	6 772
4. Internal Audit (Sector Departments)	7 135	–	4 174	4 611	4 080	2 499	5 646	5 927	6 247
5. Internal Audit (Dpw)	–	–	–	4 468	4 252	2 998	4 754	4 863	5 157
<b>Total payments and estimates</b>	<b>7 135</b>	<b>6 513</b>	<b>12 709</b>	<b>20 919</b>	<b>20 347</b>	<b>15 558</b>	<b>24 677</b>	<b>25 819</b>	<b>27 231</b>

Table 2.12.5 : Summary of payments and estimates by economic classification: Provincial Internal Audit

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
<b>Current payments</b>	<b>7 108</b>	<b>6 462</b>	<b>11 930</b>	<b>20 512</b>	<b>19 582</b>	<b>14 804</b>	<b>23 787</b>	<b>25 456</b>	<b>26 848</b>
Compensation of employees	6 247	5 972	8 084	13 687	12 767	11 467	20 903	21 946	23 149
Goods and services	859	486	3 843	6 821	6 821	3 337	2 894	3 510	3 700
Interest and rent on land	2	4	3	4	4	–	–	–	–
Transfers and subsidies to:	–	–	4	–	–	6	–	–	–
Provinces and municipalities	–	–	–	–	–	–	–	–	–
Departmental agencies and accounts	–	–	–	–	–	–	–	–	–
Higher education institutions	–	–	–	–	–	–	–	–	–
Foreign governments and international organisations	–	–	–	–	–	–	–	–	–
Public corporations and private enterprises	–	–	–	–	–	–	–	–	–
Non-profit institutions	–	–	–	–	–	–	–	–	–
Households	–	–	4	–	–	6	–	–	–
<b>Payments for capital assets</b>	<b>27</b>	<b>51</b>	<b>775</b>	<b>407</b>	<b>755</b>	<b>748</b>	<b>880</b>	<b>363</b>	<b>383</b>
Buildings and other fixed structures	–	–	–	–	–	–	–	–	–
Machinery and equipment	27	51	462	407	755	748	880	363	383
Heritage Assets	–	–	–	–	–	–	–	–	–
Specialised military assets	–	–	–	–	–	–	–	–	–
Biological assets	–	–	–	–	–	–	–	–	–
Land and sub-soil assets	–	–	–	–	–	–	–	–	–
Software and other intangible assets	–	–	313	–	–	–	–	–	–
<b>Payments for financial assets</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total economic classification</b>	<b>7 135</b>	<b>6 513</b>	<b>12 709</b>	<b>20 919</b>	<b>20 347</b>	<b>15 558</b>	<b>24 677</b>	<b>25 819</b>	<b>27 231</b>

### 8.6.2 Expenditure trends

The programme increases by 21 per cent from adjusted appropriation to 2014/15 as a result of funding provided to increase the capacity of the internal audit unit. An increase of 4.6 per cent from 2014/15 to 2015/16 and by 5.5 per cent from 2015/16 to 2016/17 financial year.

Compensation of employees increase of 64 per cent from the adjusted appropriation to 2014/15 is due to the envisage appointment of 13 additional staff members which will lessen the dependency on consultants. The increase is also due the reallocation of the audit committee from Administration. Increase of 5 per cent from 2014/15 to 2015/16 and a further increase of 5.5 per cent from 2015/16 to 2016/17.

Goods and services decreases due to reduction of consultant fees in order to appoint permanent staff members.

## **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 D

The purpose of annexure is to indicate changes that we made to strategic objectives or any aspect of the five year strategic plan. As the Department embarked on vigorous review of its annual performance plan it revisited its strategic objectives to ensure that they comply with the SMART principle as required by the framework. Furthermore additional strategic objectives were included to ensure that all the objectives of the Department were met. The following changes were effected:

### 1. Additional strategic objectives included:

<b>Strategic Objective</b>	Strategic leadership, to ensure effectiveness and efficiency of Provincial Treasury
<b>Objective statement</b>	Provide Strategic Leadership to ensure effective administration and performance of department
<b>Baseline</b>	Strategic leadership has been provided by HOD thorough senior management meetings, annual review and planning meetings and consultative sessions held regarding Provincial Treasury oversight role and the administration of the Department
<b>Justification</b>	In order for the Department to fulfil its legislative mandate, it requires the necessary strategic leadership is provided this will ensure achievement of strategic goals.
<b>Links</b>	Goal 1: Management and administration support

### 2. Amendments to strategic objective:

<b>Strategic Objective</b>	Promote prudent management of assets.
<b>Objective statement</b>	Promote compliance with Supply Chain – and Asset Management regulations/guidelines to improve Financial Maturity Capability to level 3 in the Province
<b>Baseline</b>	Monitoring of monthly procurement by departments and provision of support were needed
<b>Justification</b>	The objectives will promote optimal utilization of movable and immovable assets and support prescribed supply chain management policy and best practice in provincial departments and municipalities.
<b>Links</b>	Goal 2: Economic use of fiscal resources Goal 3: Prudent management of assets and liabilities

<b>Strategic Objective</b>	Facilitation of Public Private Partnership Projects
<b>Objective statement</b>	Strengthening the effectiveness and improving the efficiency of sustainable infrastructure delivery in accordance with national and provincial strategies and priorities.  Promote and Facilitate the implementation of sustainable Public Private Partnerships to achieve a socio-economic development.
<b>Baseline</b>	The sub-programme is fully operational with one provincial department project already implemented and one project from municipalities registered with National Treasury. All posts within the sub-programme are presently vacant.
<b>Justification</b>	Provision of technical support for the identified projects within departments and municipalities is imperative for the effective, efficient and economical management of resources
<b>Links</b>	Goal 2: Management and use of fiscal resources Goal 3: Prudent management of assets and liabilities

**Sub – Programme 4.2: Accounting Services**

<b>Strategic Objective</b>	To render effective technical support on accounting practices.
<b>Objective statement</b>	To provide support on accounting practices that will promote financial reporting to a level 3 financial management capability maturity (FMCM)
<b>Baseline</b>	Level 2 FMCM
<b>Justification</b>	There is a need to improve the quality of financial reporting and audit outcomes of departments, municipalities and public entities.
<b>Links</b>	Strategic goal 4: To enforce sound financial management within the province.

**Sub – Programme 4.3: Norms and Standards**

<b>Strategic Objective</b>	Development of financial norms and standards.
<b>Objective statement</b>	To monitor, promote and support the implementation of developed norms and standards that will improve financial management capability maturity within the province.
<b>Baseline</b>	Level 2 FMCM
<b>Justification</b>	The objective will contribute to tracking progress on implementation of PFMA and MFMA as well as the improvement of financial management in provincial department and municipalities.
<b>Links</b>	Strategic goal 4. To enforce sound financial management within the province

**Sub – Programme 4.4 Risk management**

<b>Strategic Objective</b>	Implementation of risk management
<b>Objective statement</b>	Monitor, oversee and evaluate implementation of risk management practices within the province.
<b>Baseline</b>	Sub programme became operational as from 1 <sup>st</sup> May 2009
<b>Justification</b>	To reduce the level of non-compliance regarding risk management in the province.
<b>Links</b>	Strategic goal 4: To enforce sound financial management within the province

**ANNEXURE E:****1. Programme Name : Administration****1.1 Sub-Programme : Management Services**

<b>1. Indicator title</b>	<b>Reports on the province's financial performance and compliance</b>
<b>Short definition</b>	Consolidated provincial report dealing with both financial performance and compliance which are prepared in line with Treasury's oversight functions
<b>Purpose/Importance</b>	In order to inform effective decision making for the province it is essential that the Executive Authority is provided with relevant and accurate information regarding the financial performance and compliance on various prescripts by all spheres of government
<b>Source/Collection of data</b>	Monitoring mechanisms/tools
<b>Method of calculation</b>	Simple Count
<b>Data limitations</b>	Lack of monitoring mechanisms/tools
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Timeous submission of accurate and complete information
<b>Indicator responsibility</b>	Head of Department

<b>2. Indicator title</b>	<b>Quarterly departmental performance reports reviewed and approved</b>
<b>Short definition</b>	Quarterly Departmental Performance report outlining progress on the departmental targets, and highlights on challenges and achievements.
<b>Purpose/Importance</b>	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
<b>Source/Collection of data</b>	Quarterly reports submitted by programmes
<b>Method of calculation</b>	Simple Count
<b>Data limitations</b>	Incomplete information submitted
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Timeous submission of accurate and complete information
<b>Indicator responsibility</b>	Head of Department

**1.2 Sub Programme : Human Resources Management****Strategic Objective : To render effective and timeous HRM and support services to all programmes**

<b>1. Indicator title</b>	<b>Number of HR plans approved</b>
<b>Short definition</b>	To maximise the potential of the officials of the department, through the identification of gaps, and the demand and supply of skills.
<b>Purpose/Importance</b>	To address the skills gaps and demand with regards to gender, race and disability within the department
<b>Source/Collection of data</b>	From the department's strategic plan, workplace skills plan and equity plan
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Incorrect and insufficient information is collected
<b>Type of indicator</b>	Outputs
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	New indicator
<b>Desired performance</b>	Targeted performance is desirable
<b>Indicator responsibility</b>	Senior Manager: Corporate Services

<b>2. Indicator title</b>	<b>HRD Strategic Framework Implementation plan</b>
<b>Short definition</b>	To maximise the potential of the officials of the department, through the acquisition of knowledge and skills, to work productively and competitively in order to achieve a rising quality of life for all, and to set in place an operational plan, together with the necessary institutional arrangements
<b>Purpose/Importance</b>	To address the demand for Human Resources Development within the department
<b>Source/Collection of data</b>	Inputs from different sub-directorates and directorates, including the Workplace Skills Plan and Sector Skills Plan
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	The lack of inputs from different directorates
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non- cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	New indicator
<b>Desired performance</b>	Targeted performance is desirable
<b>Indicator responsibility</b>	Senior Manager: Corporate Services

<b>3.Indicator title</b>	<b>Number of reports on the compliance rate of implementation rate of PMDS</b>
<b>Short definition</b>	An authoritative framework for managing employee performance, which includes performance planning and agreement; performance monitoring, review and control; performance appraisal and moderating; and managing the outcomes of appraisal
<b>Purpose/Importance</b>	The purpose of this indicator is to optimise employee's output in terms of quality and quantity, thereby improving the Department's overall performance and service delivery
<b>Source/Collection of data</b>	EPMDS documents which are completed by the officials on a quarterly basis
<b>Method of calculation</b>	Simple Count
<b>Data limitations</b>	Non-submission of EMPDS documents,
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly basis.
<b>New indicator</b>	No
<b>Desired performance</b>	Targeted performance is desirable
<b>Indicator responsibility</b>	Senior Manager: Corporate Services

<b>4. Indicator title</b>	<b>Number of reports issued on Departmental compliance with Organisational</b>
<b>Short definition</b>	To promote institutional efficiency and effectiveness in the department through the development of the departmental structure which includes the developing of job descriptions of post as well as the correct grading through Job Evaluation
<b>Purpose/Importance</b>	The purpose of this indicator is to promote institutional efficiency and effectiveness in the department through the optimal utilisation of organisational structure, uniformity in the formulation of Job Descriptions and the correct grading of the job s in the department
<b>Source/Collection of data</b>	Number requests submitted
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Non-compliance to DPSA Directives in terms of Organisational Development; Non-compliance with the advice given and the guide on job descriptions and requests for Job Evaluation
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	New Indicator
<b>Desired performance</b>	Targeted performance is desirable
<b>Indicator responsibility</b>	Senior Manager: Corporate Services

<b>5. Indicator title</b>	<b>Number of pillars implemented in line with the Employee Health and Wellness(EHW) strategic framework</b>
<b>Short definition</b>	To implement the four pillars, namely: Wellness management, health & safety management, HIV/AIDS & TB management
<b>Purpose/Importance</b>	Its intention is to ensure that all these pillars are implemented and reported accordingly
<b>Source/Collection of data</b>	From the EHW strategic framework, collected within the department guided by DPSA, information internally
<b>Method of calculation</b>	Calculated based on the number of reports per quarter, and implementation of the operational plan
<b>Data limitations</b>	Participation of officials
<b>Type of indicator</b>	Activities and outputs
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	New
<b>Desired performance</b>	Targeted performance is desirable
<b>Indicator responsibility</b>	Senior Manager: Corporate Services

<b>6. Indicator title</b>	<b>Number of programmes developed and implemented focusing on gender, Youth, people with disability and children</b>
<b>Short definition</b>	To implement the all programmes relating to gender equality issues
<b>Purpose/Importance</b>	Its intention is to ensure that all these focus areas are well coordinated and implemented
<b>Source/Collection of data</b>	From the Gender Equality and Job Access Strategic Framework guided by DPSA, from information internally
<b>Method of calculation</b>	Calculated based on the number of reports per quarter, and implementation of the operational plan
<b>Data limitations</b>	If wrong and insufficient statistics is collected
<b>Type of indicator</b>	Activities,
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	The indicator has significantly changed as the department must align with the two strategic
<b>Desired performance</b>	Should there be no limitations, then the actual performance will be higher than targeted performance is desirable
<b>Indicator responsibility</b>	Senior Manager: Corporate Services

<b>7. Indicator title</b>	<b>Number of departmental Communication Strategy approved and implemented</b>
<b>Short definition</b>	The dissemination of information for advancing the development mandate of the Department to ensure that we achieve the key Government priorities
<b>Purpose/Importance</b>	To foster two—way symmetrical communications between the department and its target audience. To increase and popularise initiatives that seeks to promote the image of the department
<b>Source/Collection of data</b>	Strategic Framework for Communication for 2009—2014 and Government Communicator's manual from GCIS.
<b>Method of calculation</b>	Simple Count
<b>Data limitations</b>	When officials leak information to the media
<b>Type of indicator</b>	Output and activities
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	New
<b>Desired performance</b>	Targeted performance is desirable
<b>Indicator responsibility</b>	Senior Manager: Corporate Services



<b>8. Indicator title</b>	<b>Number of reports on Legal matters and Labour Relations cases, submitted and managed</b>
<b>Short definition</b>	Reports on Legal matters and Labour relations cases in the department
<b>Purpose/Importance</b>	Reports on legal matters dealt with and labour cases and disputes being handled in the department
<b>Source/Collection of data</b>	The information is gathered from supervisors placed at different directorates within the department and the personnel records held by Registry unit
<b>Method of calculation</b>	The indicator is calculated per number of cases received and dealt with.
<b>Data limitations</b>	Cases initiated or lodged with other supervisors and managers and not forwarded to our unit for administrative processing
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	New
<b>Desired performance</b>	Targeted performance desired
<b>Indicator responsibility</b>	Manager: Legal Services and Labour Relations

**1.3 Sub-Programme : Financial Management**

**Strategic Objective : Implementation of Sound financial management within department evidenced by annual clean audit outcomes**

<b>1. Indicator title</b>	<b>Number of APPs and Estimate of Provincial Expenditure submitted timeously</b>
<b>Short definition</b>	Annual Performance Plan and Estimate of Provincial Expenditure (Budget) submitted
<b>Purpose/Importance</b>	Each Department should table an annual performance plan which is outlines key deliverables over the MTEF and it is essential that it is aligned to a 3 year budget
<b>Source/Collection of data</b>	APP submitted by programmes and budget tools
<b>Method of calculation</b>	Simple Count
<b>Data limitations</b>	Incorrect information that is not aligned correctly
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Timeous submission of accurate and aligned information
<b>Indicator responsibility</b>	Chief Financial Officer

<b>2. Indicator title</b>	<b>Number of compliant Financial Statements and annual reports submitted timeously</b>
<b>Short definition</b>	Annual and Interim Financial Statements and Annual Report submitted
<b>Purpose/Importance</b>	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. 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
<b>Source/Collection of data</b>	Monthly and Quarterly Disclosure Schedules, BAS & LOGIS Reports. Submission from programmes in relation to performance information
<b>Method of calculation</b>	Simple Count
<b>Data limitations</b>	Completeness of information
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annually and Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Timeous submission of accurate and complete information
<b>Indicator responsibility</b>	Senior Manager: Financial Management

<b>3. Indicator title</b>	<b>Number of compliance reports submitted</b>
<b>Short definition</b>	Compliance reports compiled and reviewed on Financial Accounting, Supply Chain Management and Salary Administration requirements
<b>Purpose/Importance</b>	To monitor compliance with all financial management prescripts in order to ensure clean audit
<b>Source/Collection of data</b>	Different BAS, LOGIS and PERSAL Reports
<b>Method of calculation</b>	Simple Count
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Monthly
<b>New indicator</b>	YES
<b>Desired performance</b>	Complete and timeously submitted reports

**1.3 Sub-Programme : Security and Records Management**

**Strategic Objective : Effective Implementation and monitoring of NCPT Security Policy and Procedures**

<b>1. Indicator title</b>	<b>Number of security points manned</b>
<b>Short definition</b>	Office accommodation provided with security services
<b>Purpose/Importance</b>	To ensure the safe-guarding of assets and personnel of the department
<b>Source/Collection of data</b>	Number of offices provided with outsourced security services
<b>Method of calculation</b>	Simple Count
<b>Data limitations</b>	None
<b>Type of indicator</b>	Activity output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Actual targeted goal
<b>Indicator responsibility</b>	Manager: Security and Records Management

<b>2. Indicator title</b>	<b>Number of buildings serviced and maintained</b>
<b>Short definition</b>	Office accommodation maintained
<b>Purpose/Importance</b>	To ensure the provision of adequate office accommodation that compliance with user requirements
<b>Source/Collection of data</b>	Number of offices
<b>Method of calculation</b>	Simple Count
<b>Data limitations</b>	None
<b>Type of indicator</b>	Activity output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Actual targeted goal
<b>Indicator responsibility</b>	Manager: Security and Records Management

<b>3. Indicator title</b>	<b>Number of vehicles managed and maintained</b>
<b>Short definition</b>	Vehicles maintained
<b>Purpose/Importance</b>	To ensure the provision of adequate transport facilities which assist users to perform their respective performance
<b>Source/Collection of data</b>	Number of vehicles
<b>Method of calculation</b>	Simple Count
<b>Data limitations</b>	None
<b>Type of indicator</b>	Activity output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Actual targeted goal
<b>Indicator responsibility</b>	Manager: Security and Records Management

<b>4. Indicator title</b>	<b>Number of Security and records management awareness workshops conducted</b>
<b>Short definition</b>	Awareness workshops conducted on security and records management requirements
<b>Purpose/Importance</b>	To ensure the provision of security and office facilities which assist users to perform their respective performance adequately
<b>Source/Collection of data</b>	Workshops conducted
<b>Method of calculation</b>	Simple Count
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Actual targeted goal
<b>Indicator responsibility</b>	Manager: Security and Records Management

<b>5. Indicator title</b>	<b>% Vetting files finalized internally within 30 days of receipt and send to SSA for further investigations</b>
<b>Short definition</b>	Timeous vetting of officials and submission to SSA for further investigation were required
<b>Purpose/Importance</b>	To ensure that the Department only appoints members that have no criminal records
<b>Source/Collection of data</b>	Vetting files
<b>Method of calculation</b>	Simple Count
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Actual targeted goal
<b>Indicator responsibility</b>	Manager: Security and Records Management

**2. Programme Name : Sustainable Resource Management**

**2.1 Sub-Programme : Economic Analysis**

**Strategic Objective : To provide for provincial economic & social research and analysis that informs fiscal policy development**

<b>6. Indicator title</b>	<b>Number of municipalities' IDPs assessed for socio- economic needs</b>
<b>Short definition</b>	Assess alignment of IDP's with National, Provincial and District priorities
<b>Purpose/Importance</b>	To provide for provincial economic & social research and analysis that informs fiscal policy development
<b>Source/Collection of data</b>	Municipal IDP's, Global Insight, National and Provincial Policy
<b>Method of calculation</b>	Simple Count
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Actual performance equal to targeted performance is desirable
<b>Indicator responsibility</b>	Senior Manager: Economic Analysis

<b>7. Indicator title</b>	<b>Number of MTBPS published and tabled</b>
<b>Short definition</b>	To give an assessment of the fiscal position and policy priorities of the Northern Cape in order to inform future planning and resource allocation

<b>Purpose/Importance</b>	To inform planning and fiscal policy development and adequate resource allocation
<b>Source/Collection of data</b>	Desktop Research- Global Insight, Statistic South Africa
<b>Method of calculation</b>	Analysis and Simple Count
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Actual performance equal to targeted performance is desirable
<b>Indicator responsibility</b>	Senior Manager

<b>8. Indicator title</b>	<b>Number of Socio-economic review publication</b>
<b>Short definition</b>	Analysis of socio-economic conditions of the provincial, district and local municipality
<b>Purpose/Importance</b>	To provide for provincial economic & social research and analysis that informs fiscal policy development
<b>Source/Collection of data</b>	Desktop Research- Global Insight, Statistics South Africa and some departmental information such as health and education information from departments of health and education
<b>Method of calculation</b>	Analysis and Simple Count
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Actual performance equal to targeted performance is desirable
<b>Indicator responsibility</b>	Senior Manager: Economic Analysis

<b>9. Indicator title</b>	<b>Number of Provincial policy briefs</b>
<b>Short definition</b>	To give an analysis on the impact of resource allocation on economic and social issues in the Northern cape
<b>Purpose/Importance</b>	To Monitor and Evaluate the impact of the fiscal policy on service delivery as well as proposing relevant policy interventions where a challenge is identified
<b>Source/Collection of data</b>	Desktop Research- Global Insight, Statistic South Africa and relevant department in which the policy brief topic relates to
<b>Method of calculation</b>	Analysis and Simple Count
<b>Data limitations</b>	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
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Actual performance equal to targeted performance is desirable
<b>Indicator responsibility</b>	Senior Manager: Economic Analysis
<b>Risk</b>	The unavailability of some data will results in some relevant section not completed or not done at all. In order to mitigate the risk, departments or any other data providers should be workshopped on the relevance of the publication in which the data is being requested



## 2.2 Sub-Programme : Fiscal Policy

Strategic Objective : To assist in the optimisation of provincial and municipal revenue

1. Indicator title	Number of Own Revenue IYM reports
Short definition	Number of reports monitoring revenue in order to encourage efficient and effective collection of own revenue by departments
Purpose/Importance	To provide support to departments in order to reduce the risk of under collection of own revenue through monthly monitoring
Source/Collection of data	Data file from departments-IYM report; BAS reports
Method of calculation	Simple count of the number of reports produced
Data limitations	Subject to quality, accuracy, timeliness, and completeness of information provided by the departments
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	To ensure timeous production of revenue reports
Indicator responsibility	Sub-programme manager

2. Indicator title	Number of provincial fiscal framework updates
Short definition	Number of reports produced on the structure of the national allocations to the province
Purpose/Importance	To present the revenue allocation for the province and note specific priority programmes that are taken into account when considering revisions to the provincial equitable share, conditional grant baseline allocations, and revisions to the baseline of the provincial revenue receipts
Source/Collection of data	National Treasury allocation data; Data file-IYM reports
Method of calculation	Simple count of the number reports produced
Data limitations	Limitation to access to certain information with respect to the underlying formula driving the fiscal framework
Type of indicator	Out-put indicator
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To encourage discussions on the fiscal transfer framework in order to maximise service delivery
Indicator responsibility	Sub-programme manager

3. Indicator title	Number of EXCO memorandums produced
Short definition	Quarterly own revenue reports assessing provincial own revenue performance
Purpose/Importance	To monitor, evaluate and report on the progress of departments in terms of own revenue budget performance
Source/Collection of data	Database-IYM reports; BAS reports
Method of calculation	Simple count of the number of reports produced
Data limitations	Subject to quality, accuracy, and timeliness of departmental reporting
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Evaluation/assessment of all provincial departments' own revenue
Indicator responsibility	Sub-programme manager

4. Indicator title	Number of own revenue database analysed and consolidated
Short definition	A report on the consolidation of the database received from departments
Purpose/Importance	To determine the bases of the budgets set by department for revenue to be collected so to ensure credible budgets
Source/Collection of data	Database received from departments; BAS reports; Departmental policies; and Tariff documents
Method of calculation	Simple count of the reports produced

<b>Data limitations</b>	Subject to quality, accuracy, timeliness, and completeness of information provided by the departments
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Assessment of provincial own revenue budgets so to facilitate the benchmark discussions at National Treasury
<b>Indicator responsibility</b>	Sub-programme manager

<b>5. Indicator title</b>	<b>Number of research reports on revenue topics</b>
<b>Short definition</b>	Quarterly research reports written on the revenue sources of the province
<b>Purpose/Importance</b>	To improve the revenue sources and the management of revenue of the province
<b>Source/Collection of data</b>	Provincial Treasury and provincial department's data
<b>Method of calculation</b>	Simple count of the number of reports produced
<b>Data limitations</b>	Limitation to access certain information with regards to the topics researched on
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired performance</b>	3 research reports that will assist in improving revenue budget and performance in the province
<b>Indicator responsibility</b>	Sub-programme manager

<b>6. Indicator title</b>	<b>Number of consolidated municipal revenue analysis reports</b>
<b>Short definition</b>	Number of reports monitoring revenue in order to encourage efficient and effective collection of own revenue
<b>Purpose/Importance</b>	To provide support to municipalities in order to reduce the risk of under collection through monitoring
<b>Source/Collection of data</b>	National Treasury LG Database/Municipalities
<b>Method of calculation</b>	Simple count of the number of reports produced.
<b>Data limitations</b>	Subject to quality and accuracy of municipality reporting.
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired performance</b>	To ensure timeous production of own revenue reports
<b>Indicator responsibility</b>	Sub-programme manager

<b>7. Indicator title</b>	<b>Number of reports on the status of government debts</b>
<b>Short definition</b>	Quarterly monitoring of government debts for Municipalities
<b>Purpose/Importance</b>	To monitor and report on the progress of municipalities in terms recovering government debts
<b>Source/Collection of data</b>	National Treasury LG Database, Municipalities
<b>Method of calculation</b>	Simple count of the number of reports produced
<b>Data limitations</b>	Subject to quality and accuracy of municipal reporting
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired performance</b>	Optimization of available cash resources in order to ensure adherence to cash availability
<b>Indicator responsibility</b>	Sub-programme manager

<b>8. Indicator title</b>	<b>Number of reports on municipal own investments</b>
<b>Short definition</b>	Bi-Annually monitoring of municipal own investments
<b>Purpose/Importance</b>	To monitor and report on the progress of municipalities in terms of municipal investments performance
<b>Source/Collection of data</b>	National Treasury Website, Municipalities
<b>Method of calculation</b>	Simple count of reports produced
<b>Data limitations</b>	Subject to quality and accuracy of municipal reporting
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Bi-Annually
<b>New indicator</b>	Yes
<b>Desired performance</b>	Optimization of available cash resources in order to ensure adherence to cash availability
<b>Indicator responsibility</b>	Sub-programme manager

<b>9. Indicator title</b>	<b>Number of revenue policy analysed and feedback provided</b>
<b>Short definition</b>	Annually monitoring of compliance to municipal revenue related policies
<b>Purpose/Importance</b>	To analyse and provide feedback to municipalities on the revenue policies
<b>Source/Collection of data</b>	Municipalities
<b>Method of calculation</b>	Simple count
<b>Data limitations</b>	Subject to quality and accuracy of municipal reporting
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	Yes
<b>Desired performance</b>	Optimization of available cash resources in order to ensure adherence to cash availability
<b>Indicator responsibility</b>	Sub-programme manager

<b>10. Indicator title</b>	<b>Number of municipal revenue enhancement guide provided.</b>
<b>Short definition</b>	Guide document that will assist municipalities on revenue collection
<b>Purpose/Importance</b>	To provide guidance on how the municipality can enhance its revenue
<b>Source/Collection of data</b>	Research through internet, Province to Province benchmarking, and Municipalities
<b>Method of calculation</b>	Simple count of guide documents produced
<b>Data limitations</b>	Subject to quality and accuracy of information obtained
<b>Type of indicator</b>	Output indicator
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	Yes
<b>Desired performance</b>	To have a revenue enhancement strategy document
<b>Indicator responsibility</b>	Sub-programme manager

### 2.3 Sub-Programme : Budget Management

Strategic Objective : Promote effective optimal financial resource allocation

<b>1. Indicator title</b>	<b>No. of budgets tabled</b>
<b>Short Definition</b>	Annual Main and Adjustment Budget outlining estimates of expenditure for the ensuing MTEF
<b>Purpose / importance</b>	Outlines national and provincial policy priorities funded for publication
<b>Source / Collection of data</b>	Allocation letters from National Treasury, databases from provincial departments
<b>Method of calculation</b>	Count
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	2 Budgets tabling in a year
<b>Indicator responsibility</b>	Senior Manager: Budget Management

<b>2. Indicator title</b>	<b>No of consolidated In Year Monitoring reports</b>
<b>Short Definition</b>	Monitoring of monthly expenditure trends (financial information)
<b>Purpose / Importance</b>	Provide departmental policy advice, ensure budget implementation and enhance service delivery
<b>Source / Collection of data</b>	Provincial department's IYM data file and / or models
<b>Method of calculation</b>	Count
<b>Data limitations</b>	Non – submission by provincial departments
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Monthly
<b>New indicator</b>	No
<b>Desired performance</b>	14 IYMS
<b>Indicator responsibility</b>	Senior Manager: Budget Management

<b>3. Indicator title</b>	<b>No of consolidated quarterly performance reports</b>
<b>Short Definition</b>	Monitoring of quarterly performance reports (non-financial information)
<b>Purpose / importance</b>	Monitoring of non-financial information (Performance Management)
<b>Source / Collection of data</b>	Provincial department's QPR data file and / or models
<b>Method of calculation</b>	Count
<b>Data limitations</b>	Non – submission by provincial departments and inaccuracy of data provided
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	4
<b>Indicator responsibility</b>	Senior Manager: Budget Management

**2.4 Sub-Programme : Municipal Finance**

**Strategic Objective : To promote and support sound and sustainable budgets of the municipalities**

<b>1. Indicator title</b>	<b>Number of gazettes produced on transfers to municipalities</b>
<b>Short definition</b>	The gazettement of transfers from provincial departments to municipalities
<b>Purpose/Importance</b>	To inform municipalities of grants that they will be getting from provincial departments in compliance with the Annual Division of Revenue Act (DORA)
<b>Source/Collection of data</b>	Information from provincial departments
<b>Method of calculation</b>	Count
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	1 Gazette in the year
<b>Indicator responsibility</b>	Senior Manager: Municipal Finance

<b>2. Indicator title</b>	<b>Number of assessment reports on municipal budgets</b>
<b>Short definition</b>	Assess municipal budgets and comment to municipalities
<b>Purpose/Importance</b>	Assessment budgets from municipalities for sustainability and comment
<b>Source/Collection of data</b>	Budgets submitted
<b>Method of calculation</b>	Count
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	3 Reports in the year



<b>Indicator responsibility</b>	Senior Manager: Municipal Finance
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<b>1. Indicator title</b>	<b>Number of budget benchmark exercises conducted</b>
<b>Short definition</b>	Conduct benchmark exercises of municipal budgets
<b>Purpose/Importance</b>	Compare budgets on different municipalities
<b>Source/Collection of data</b>	Budgets submitted
<b>Method of calculation</b>	Count
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	2 Reports in the year
<b>Indicator responsibility</b>	Senior Manager: Municipal Finance

<b>2. Indicator title</b>	<b>Number of consolidated IYM reports compiled</b>
<b>Short definition</b>	Consolidated monthly reports on the performance of municipalities
<b>Purpose/Importance</b>	Assess the monthly performance of municipalities on their budgets
<b>Source/Collection of data</b>	Database of National Treasury/Input by municipalities
<b>Method of calculation</b>	Count
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Monthly
<b>New indicator</b>	No
<b>Desired performance</b>	12 Reports in the year
<b>Indicator responsibility</b>	Senior Manager: Municipal Finance

<b>3. Indicator title</b>	<b>Number of quarterly consolidated municipal performance reports tabled</b>
<b>Short definition</b>	Table report on municipal performance quarterly to the Legislature
<b>Purpose/Importance</b>	Inform the Legislature on performance of municipalities to support their oversight responsibilities
<b>Source/Collection of data</b>	Local Government Database at National Treasury/Inputs from municipalities
<b>Method of calculation</b>	Count
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	4 Reports in the year
<b>Indicator responsibility</b>	Senior Manager: Municipal Finance

<b>4. Indicator title</b>	<b>Number of gazettes produced on quarterly outcomes of municipal performance</b>
<b>Short definition</b>	The gazetting of municipal performance of municipalities in the province at the end of each quarter
<b>Purpose/Importance</b>	Publish the municipal performance at the end of each quarter
<b>Source/Collection of data</b>	Database of National Treasury/Input by municipalities
<b>Method of calculation</b>	Count
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	None
<b>Desired performance</b>	4 Gazettes in the year
<b>Indicator responsibility</b>	Senior Manager: Municipal Finance

<b>5. Indicator title</b>	<b>Number of mid-year budget and performance engagement</b>
<b>Short definition</b>	The engagement with municipalities to assess half year performance

<b>Purpose/Importance</b>	Assess the budget performance of municipalities half-way through the year and determine if it is necessary to table an adjustment budget
<b>Source/Collection of data</b>	Reports from municipalities
<b>Method of calculation</b>	Count
<b>Data limitations</b>	Non-submission of reports
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	5 Reports in the year
<b>Indicator responsibility</b>	Senior Manager: Municipal Finance

**3. Programme Name** : Assets and Liabilities Management

**3.1 Sub-Programme** : Assets Management

**Strategic Objective** : Promote compliance with Supply Chain and Asset management regulation to improve Financial Maturity Capability to level 3 in the Province

<b>1. Indicator title</b>	<b>Assessment reports on Supply Chain Management Compliance</b>
<b>Short definition</b>	Compliance reports issued on statistical reports of departments and municipalities
<b>Purpose/Importance</b>	Reporting in line with the procurement plan
<b>Source/Collection of data</b>	Statistical Reports submitted by departments and municipalities
<b>Method of calculation</b>	Accumulation
<b>Data limitations</b>	Partial submission of Reports
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Accumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Actual performance equal to targeted performance is desirable
<b>Indicator responsibility</b>	Senior Manager: Asset Management

<b>2. Indicator title</b>	<b>Demand research Report and procurement guidelines published</b>
<b>Short definition</b>	Reporting in demand research of commodities
<b>Purpose/Importance</b>	Compliance with Supply Chain Management policies and procedures
<b>Source/Collection of data</b>	Demand Research analysis and inputs
<b>Method of calculation</b>	Accumulation
<b>Data limitations</b>	Non submission inputs by departments
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Accumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Actual performance equal to targeted performance is desirable
<b>Indicator responsibility</b>	Senior Manager: Asset Management

<b>3. Indicator title</b>	<b>Municipalities assisted to ensure full compliance with SCM minimum norms and standards within capacity constraints</b>
<b>Short definition</b>	Reporting on full compliance on minimum norms and standards.
<b>Purpose/Importance</b>	Ensure full compliance with Supply Chain Management policies and procedures
<b>Source/Collection of data</b>	Supply Chain Management Implementation Checklists
<b>Method of calculation</b>	Accumulation
<b>Data limitations</b>	Non submission inputs by departments
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Accumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Actual performance equal to targeted performance is desirable
<b>Indicator responsibility</b>	Senior Manager: Asset Management

<b>4. Indicator title</b>	<b>Capacity Building initiatives within departments and municipalities to enhance compliance and effectiveness of SCM</b>
<b>Short definition</b>	Capacitate departments as well as municipalities
<b>Purpose/Importance</b>	Ensure SCM practitioners in departments and municipalities are skilled and knowledgeable with SCM processes and procedures
<b>Source/Collection of data</b>	Training needs
<b>Method of calculation</b>	Accumulation
<b>Data limitations</b>	Partial submission of training needs from departments and municipalities
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Accumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Actual performance equal to targeted performance is desirable
<b>Indicator responsibility</b>	Senior Manager: Asset Management

**3.2 Sub Programme : Infrastructure Management & Public Private Partnership**

**Strategic Objective : Strengthening the effectiveness and improving the efficiency of sustainable infrastructure delivery in accordance with national and provincial strategies and priorities. Promote and facilitate the implementation of sustainable Public Private Partnerships to achieve socio-economic development**

<b>1. Indicator title</b>	<b>Conducting research and identification of potential PPP projects</b>
<b>Short definition</b>	Research analysis conducted on potential PPP projects at provincial and municipal level and the registration of a minimum of two projects
<b>Purpose/Importance</b>	To leverage
<b>Source/Collection of data</b>	Data will be sourced from the Provincial Departments and Municipalities through their Strategic Plans, APP and IDP's as well as SDFP and UDFP
<b>Method of calculation</b>	Describes clearly and specifically how the indicator is calculated
<b>Data limitations</b>	Data limitation might be but not limited to the availability of the respective plans and the inclusion of data that would warrant a PPP
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	quarterly
<b>New indicator</b>	Existing indicator that has been revised to be SMART
<b>Desired performance</b>	Desired performance against indicator is higher than the set targets
<b>Indicator responsibility</b>	Senior Manager Public Private Partnership

<b>2. Indicator title</b>	<b>Municipalities and provincial departments assessed, evaluated and supported in terms of PPP</b>
<b>Short definition</b>	Provide Technical advisory services to provincial departments and municipalities on all registered PPP projects in line with respective PPP cycles
<b>Purpose/Importance</b>	Purpose of this indicator is to ensure that the methodologies of PPP for Provincial departments and Municipalities are adhered to and projects are implemented
<b>Source/Collection of data</b>	PPP Manuals and guidelines as prescribe by National Treasury, as well as Feasibility studies conducted by Transaction advisors
<b>Method of calculation</b>	Method of calculation would be in terms of project milestone and deliverables as per PPP guidelines
<b>Data limitations</b>	Lack of stakeholder involvement and poor data collection
<b>Type of indicator</b>	Process indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Existing indicator revised to be SMART
<b>Desired performance</b>	Desired performance is in line with indicator targets
<b>Indicator responsibility</b>	Senior Manager Infrastructure & Public Private Partnership

<b>3. Indicator title</b>	<b>Infrastructure Management workshops held to facilitate skills development</b>
<b>Short definition</b>	Conduct visualisation and change enablement workshops. Facilitate vision ownership and change enablement. Monitor change. Execute training schedule and monitor progress
<b>Purpose/Importance</b>	Mentorship and coaching training programs for infrastructure Champions and Senior Officials in participating Provincial Departments to ensure Knowledge Management Community of Practice (KM COP) are established and functional for transfer of skills
<b>Source/Collection of data</b>	NC IDMS and IDMBOK Methodologies and National best practices
<b>Method of calculation</b>	Record of Workshops; KM COP meetings (Attendance Register and Minutes) Case Studies and Best Practice methodologies developed and recorded in accordance with KM guidelines
<b>Data limitations</b>	none
<b>Type of indicator</b>	Impact
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Existing indicator revised to be SMART
<b>Desired performance</b>	Desired performance is in line with indicator targets
<b>Indicator responsibility</b>	Senior Manager Infrastructure & Public Private Partnership

<b>4. Indicator title</b>	<b>Conduct assessments to determine maturity levels of Provincial Infrastructure Departments to deliver infrastructure and identify remedial steps</b>
<b>Short definition</b>	Conduct assessments to determine maturity levels of Provincial infrastructure Departments to deliver infrastructure and identify remedial steps
<b>Purpose/Importance</b>	The indicator is an indication of the capacity of the infrastructure departments to deliver on infrastructure and to implement remedial steps to improve
<b>Source/Collection of data</b>	IRM & IYM submitted to Provincial Treasury and monthly PIC meetings and progress reports
<b>Method of calculation</b>	Monthly assessment meetings and expenditure analysis conducted
<b>Data limitations</b>	Lack of or poor stakeholders involvement
<b>Type of indicator</b>	Process indicator to measure efficiency, effectiveness
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Integration of two indicators to formulate one SMART indicator
<b>Desired performance</b>	Desired performance is in line with set targets
<b>Indicator responsibility</b>	Senior Manager Infrastructure & Public Private Partnership

<b>5. Indicator title</b>	<b>Infrastructure departments assessed in terms of expenditure trends against budget allocated</b>
<b>Short definition</b>	To ensure effective and efficient delivery of infrastructure through the optimal utilisation of the allocated infrastructure budgets
<b>Purpose/Importance</b>	To ensure value for money and to facilitate/ensure proper alignment to initial plans and budget allocation
<b>Source/Collection of data</b>	IRM & IYM submitted to Provincial Treasury and monthly PIC meetings and progress reports
<b>Method of calculation</b>	Monthly assessment meetings and expenditure analysis conducted
<b>Data limitations</b>	Lack of proper reporting or poor stakeholders involvement
<b>Type of indicator</b>	Process indicator to measure efficiency, effectiveness
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Existing indicator revised to be SMART
<b>Desired performance</b>	Desired performance is in line with set targets
<b>Indicator responsibility</b>	Senior Manager Infrastructure & Public Private Partnership



**3.3 Sub Programme : Supporting and Interlinked Financial Systems**

**Strategic Objective : Oversight and management of Supporting and Interlinked Financial Systems**

<b>1. Indicator title</b>	<b>Management and provision of Technical and functional support, calls solved after being logged and the escalation of national calls to LOGIK where required. (Includes BAS, PERSAL, LOGIS, BACS and Departmental IT)</b>
<b>Short definition</b>	The indicator is a metric that measures time of logging a call to time that the call is resolved. The measurement is evidenced by a call register. The target for calls to be resolved is 24 hours
<b>Purpose/Importance</b>	The indicator shows the level of support users are getting from NCPT and is important because users are processing PERSAL, BAS, and LOGIS transactions on a daily basis which affects service delivery of departments
<b>Source/Collection of data</b>	The information is recorded in a call register that is kept per person
<b>Method of calculation</b>	Calculation is done by subtracting call logging time from call resolve time. The target for calls to be resolved is within 24 hours
<b>Data limitations</b>	Certain calls have to be escalated to National Treasury to be resolved over which NCPT have no control. The call register is also not a proper incident and call logging system that consolidates and measures calls on a real time basis and is open to human manipulation
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	The indicator is reported quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Targeted performance is desirable
<b>Indicator responsibility</b>	Senior Manager: SIFS

<b>2. Indicator title</b>	<b>Capacity building in Provincial Departments to enhance effective utilisation of transversal systems and sub-systems</b>
<b>Short definition</b>	The indicator entails training and user forums. The objective is to capacitate user to use the transversal systems optimally and to communicate system related information regularly
<b>Purpose/Importance</b>	The indicator shows the number of users trained as per targets set out in the APP. The importance of showing it is to demonstrate continuous effort to enhance the skill of users
<b>Source/Collection of data</b>	The information comes from a training database that is kept per system.
<b>Method of calculation</b>	Calculation is done by counting the numbers of users on the database that was trained over a period of time
<b>Data limitations</b>	It is to the department's discretion to nominate employees. If departments nominate less people it affects training targets
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Targeted performance is desirable
<b>Indicator responsibility</b>	Senior Manager: SIFS

<b>3. Indicator title</b>	<b>Reports to enhance monitoring compliance and enforcement of prescribed legislation, policies, and mechanisms such as MPAT and FMCMM</b>
<b>Short definition</b>	The objective of the indicator is to assist other oversight units to fulfil its role of monitoring compliance. The reports must also give input into the monitoring and measuring tools such as MPAT and FMCMM
<b>Purpose/Importance</b>	The indicator shows to what extent the directorate is assisting other oversight units to fulfil its role of monitoring compliance
<b>Source/Collection of data</b>	Data is sourced from BAS, PERSAL and LOGIS
<b>Method of calculation</b>	The number of reports produced are counted

<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired performance</b>	Targeted performance is desirable
<b>Indicator responsibility</b>	Senior Manager: SIFS

<b>4. Indicator title</b>	<b>Sites prepared and activated for implementing of LOGIS</b>
<b>Short definition</b>	The indicator explains to what extent NCPT is assisting non-Logis sites to prepare and implement the system
<b>Purpose/Importance</b>	The indicator explains the number of sites that are prepared for and activated on Logis
<b>Source/Collection of data</b>	The information is sourced from Logis
<b>Method of calculation</b>	The sites are accounted for after preparation and activation steps have been concluded
<b>Data limitations</b>	Targets are affected by the cooperation from departments as well as constraints out of control of NCPT
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	The indicator continuous from previous years
<b>Desired performance</b>	Targeted performance is desirable
<b>Indicator responsibility</b>	Senior Manager: SIFS

<b>5. Indicator title</b>	<b>Provide support and monitor the biometric headcount system to ensure PERSAL integrity</b>
<b>Short definition</b>	The indicator identifies the role that the unit is playing in assisting the head count processes and system to be undertaken
<b>Purpose/Importance</b>	The indicator intends to show progress of the process and how the headcount system is supported by PERSAL information
<b>Source/Collection of data</b>	PERSAL and Headcount information System
<b>Method of calculation</b>	The number of exception reports generated from PERSAL for 13 departments are counted
<b>Data limitations</b>	Identifies any limitation with the indicator data, including factors that might be beyond the department's control
<b>Type of indicator</b>	Activities
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired performance</b>	Targeted performance is desirable
<b>Indicator responsibility</b>	Senior Manager: SIFS

<b>6. Indicator title</b>	<b>Ensure compliance with the Corporate Governance of ICT framework(GCICT)</b>
<b>Short definition</b>	The indicator shows compliance of ICT policies and procedures with the frameworks prescribed by DPSA OTP and AG directives
<b>Purpose/Importance</b>	All departments need to implement the principles of CGICT in ICT department over a period of three years and the indicator shows percentage of compliance over the period
<b>Source/Collection of data</b>	Policies and procedures
<b>Method of calculation</b>	Percentage compliance to the stages of implementation according to the framework
<b>Data limitations</b>	None
<b>Type of indicator</b>	Outcomes
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annual
<b>New indicator</b>	Yes
<b>Desired performance</b>	Targeted performance is desirable
<b>Indicator responsibility</b>	Senior Manager: SIFS

<b>7. Indicator title</b>	<b>BAS System Controller services provided to behalf of Provincial Departments</b>
<b>Short definition</b>	The indicator explains the support role provided the unit to departments that does not have a system controller
<b>Purpose/Importance</b>	Explains what the indicator is intended to show and why it is important
<b>Source/Collection of data</b>	Describes where the information comes from and how it is collected BAS
<b>Method of calculation</b>	Number of departments serviced
<b>Data limitations</b>	None
<b>Type of indicator</b>	Activities
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired performance</b>	Targeted performance is desirable
<b>Indicator responsibility</b>	Senior Manager: SIFS

**3.4 Sub Programme : Banking and Cash Flow Management**

**Strategic Objective : Promote effective and efficient banking services and cash flow management for the Provincial Revenue Fund**

<b>1. Indicator title</b>	<b>Compliance certificates (bank reconciliations) for Exchequer Account</b>
<b>Short definition</b>	Accounting services for the Provincial Revenue Account (Exchequer Account)
<b>Purpose/Importance</b>	Reconciliation of financial transactions in the Provincial Revenue Account
<b>Source/Collection of data</b>	BAS Appropriated Budget Bank account statements Financial records/ batch control
<b>Method of calculation</b>	Accounting months closed monthly on BAS
<b>Data limitations</b>	None
<b>Type of indicator</b>	Efficiency and effectiveness as well as reliability of financial reporting for PRF
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Monthly
<b>New indicator</b>	No
<b>Desired performance</b>	Performance can't be lower or higher than target as there is twelve (12) months in a financial year and bank reconciliation must be done for every month and the months has to be closed one by one
<b>Indicator responsibility</b>	Manager: Cashflow Management

<b>2. Indicator title</b>	<b>Review banking contract and service level agreement ( SLA) – Banking services evaluation reports</b>
<b>Short definition</b>	Evaluation of commercial banking service for the PRF
<b>Purpose/Importance</b>	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
<b>Source/Collection of data</b>	Questionnaire completed by stakeholders bi-annually CSI Report submitted by banker bi-annually
<b>Method of calculation</b>	As per agreement/ arrangement with stakeholders
<b>Data limitations</b>	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 Prov 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
<b>Type of indicator</b>	Measuring efficiency of commercial banking services as well as the institutions CSI contribution

<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Twice annually
<b>New indicator</b>	No
<b>Desired performance</b>	Actual performance can't be higher than target as only 2 reports per year is required. Lower performance than target is not desirable however cognisance must be taken of the fact that in the event of EXCO deciding that the contract will not be extended, bidding for appointment of a new service provider will start resulting in a lower target
<b>Indicator responsibility</b>	Manager: Cashflow Management

<b>3. Indicator title</b>	<b>Audited Provincial Revenue Fund (PRF) annual financial statements produced</b>
<b>Short definition</b>	Annual Financial Statements produced for the Provincial Revenue Fund audited by the Auditor-General
<b>Purpose/Importance</b>	Report on the financial position of the Provincial Revenue Fund
<b>Source/Collection of data</b>	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. Although not required by legislation the statements form part of the consolidated annual financial statements compiled by Provincial Treasury and which is required in terms of the PFMA
<b>Method of calculation</b>	As per agreement/ arrangement with stakeholders
<b>Data limitations</b>	None
<b>Type of indicator</b>	Measuring efficiency, economy and equity (reporting financial position of Provincial Revenue Fund)
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Actual performance can't be higher or lower than target as financial statements is prepared once annually
<b>Indicator responsibility</b>	Manager: Cashflow Management

<b>4. Indicator title</b>	<b>Cash Flow Reports produced</b>
<b>Short definition</b>	Compile reports to report on the cash flow position of the province
<b>Purpose/Importance</b>	Report the provincial cash flow position to all relevant stakeholders i.e. EXCO, National Treasury etc.
<b>Source/Collection of data</b>	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
<b>Method of calculation</b>	EXCO requires quarterly reports National Treasury requires report for visit during July/August and for benchmarking in January
<b>Data limitations</b>	None
<b>Type of indicator</b>	Measuring liquidity
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Although six (6) reports is required for the year stakeholders, especially EXCO, may request a report on provincial cash flow position at any time
<b>Indicator responsibility</b>	Manager: Cashflow Management

<b>5. Indicator title</b>	<b>Review and maintain cash management framework</b>
<b>Short definition</b>	Framework in which the Provincial Revenue Fund is managed



<b>Purpose/Importance</b>	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
<b>Source/Collection of data</b>	PFMA Treasury Regulations Bid for commercial banking services Cash Flow Circulars Operating systems for PRF (BAS, PERSAL, On-line Banking)
<b>Method of calculation</b>	Monitoring and compliance
<b>Data limitations</b>	None
<b>Type of indicator</b>	Efficiency, effectiveness and compliance
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Framework is reviewed annually. Amendments and additions as a result of changes in operations is done throughout the year
<b>Indicator responsibility</b>	Manager: Cashflow Management

**4. Programme Name** : Financial Governance

**4.1 Sub Programme** : Accounting Services

**Strategic Objective** : To provide support on accounting practices that will promote financial reporting to a level 3 financial management capability maturity (FMCN)

<b>1. Indicator title</b>	<b>Assessment reports on compliance certificates received from departments</b>
<b>Short definition</b>	To compile quarterly assessment reports with recommended corrective actions on Monthly compliance certificates received from departments
<b>Purpose/Importance</b>	To monitor the implementation of month-end procedures to meet reporting requirements in terms of the prescripts
<b>Source/Collection of data</b>	Compliance Certificates received from departments
<b>Method of calculation</b>	Simple count of the number of reports produced
<b>Data limitations</b>	Non submission of required information Subject to quality, accuracy, timeliness and completeness of information submitted by the departments
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Improvement in the level of compliance
<b>Indicator responsibility</b>	Senior Manager: Accounting Services

<b>2. Indicator title</b>	<b>Assessment reports on monitoring tools received from municipalities</b>
<b>Short definition</b>	To compile quarterly assessment reports with recommended corrective actions on the monitoring tools received from municipalities
<b>Purpose/Importance</b>	To monitor the implementation of month-end procedures to meet reporting requirements in terms of the prescripts
<b>Source/Collection of data</b>	Monitoring tool received from municipalities
<b>Method of calculation</b>	Simple count of the number of reports produced
<b>Data limitations</b>	Non submission of required information Subject to quality, accuracy, timeliness and completeness of information submitted by the municipalities
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired performance</b>	Improvement in the level of compliance
<b>Indicator responsibility</b>	Senior Manager: Accounting Services

<b>3. Indicator title</b>	<b>Number of capacity building programmes implemented</b>
<b>Short definition</b>	Arrangement of training sessions and CFO forums
<b>Purpose/Importance</b>	To share information and best practices and to capacitate financial practitioners on accounting frameworks and latest developments
<b>Source/Collection of data</b>	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
<b>Method of calculation</b>	Simple count of the number of training sessions and CFO Forums held
<b>Data limitations</b>	Non participation of financial practitioners in conduction of the training needs, lack of information on latest developments No agenda inputs provided by CFOs and financial practitioners
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Capacitated and skilled officials
<b>Indicator responsibility</b>	Senior Manager: Accounting Services

<b>4. Indicator title</b>	<b>Number of assessment reports on Audit action plans</b>
<b>Short definition</b>	To compile assessment reports with recommended corrective actions on audit action plans received from stakeholders
<b>Purpose/Importance</b>	To monitor progress made by departments, entities and municipalities in addressing past audit findings to prevent repetition of findings
<b>Source/Collection of data</b>	Audit action plans received from departments, entities and municipalities
<b>Method of calculation</b>	Simple count of the number of reports produced
<b>Data limitations</b>	Non submission of required information Subject to quality, accuracy, timeliness and completeness of information submitted by the departments, entities and municipalities
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired performance</b>	Reduction in issues raised by the Auditor General
<b>Indicator responsibility</b>	Senior Manager: Accounting Services

<b>5. Indicator title</b>	<b>Consolidated Annual Financial Information tabled by 31 October</b>
<b>Short definition</b>	To compile the Consolidated Financial statements of departments and public entities
<b>Purpose/Importance</b>	To table the consolidated financial statements of the Province as required by to Section 19 of the PFMA
<b>Source/Collection of data</b>	Annual financial statement received from departments and public entities
<b>Method of calculation</b>	Importing and consolidation of AFS templates
<b>Data limitations</b>	The quality, accuracy, timeliness and completeness of information submitted by the departments and entities
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Tabling the Consolidated Financial Statements inclusive of all departments and entities within the legislated timeframe
<b>Indicator responsibility</b>	Senior Manager: Accounting Services

#### 4.2 Sub Programme

: Norms and Standards

#### Strategic Objective

: To monitor promote and support the implementation of developed norms and standards that will improve financial management capability maturity within the province

1. Indicator title	Assessment reports
Short definition	Number of FMC assessment reports compiled to determine the level of maturity on institutional arrangements, accountability, transparency and corporate governance areas presented to departments, public entities) and municipalities
Purpose/importance	To determine the level of financial management maturity in departments and municipalities by analysing results of the survey in areas of institutional arrangements, accountability, transparency and corporate governance. Identified gaps and recommended corrective steps communicated to departments for implementation strategically supported by the directorate to improve maturity level
Source/collection of data	Financial Management Capability Maturity Model
Method of calculation	Analysed assessment results of department and municipalities
Data limitations	Lack of cooperation from department and municipalities Non submission of required information
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Achievement of level 3 of financial capability maturity in the province
Indicator responsibility	Senior Manager –Norms and Standards

2. Indicator title	Review reports
Short definition	Number of review reports presented to departments and municipalities on institutional arrangements, accountability, transparency and corporate governance areas to improve alignment with norms and standards
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 schedules
Method of calculation	Reports compiled on all reviews conducted
Data limitations	Lack of cooperation from department and municipalities Non submission of required information
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Alignment and compliance with minimum norms and standards at level 3 of financial capability maturity
Indicator responsibility	Senior Manager – Norms and Standards

3. Indicator title	Support initiated
Short definition	Number of support programs initiated to promote the implementation of norms and standards
Purpose/importance	To fast-track implementation of recommend corrective steps from identified gaps during assessment and review processes
Source/collection of data	Documented support proposals submitted to top management or beneficial /receiver of support
Method of calculation	Number of documented support proposals submitted to top management or beneficial /receiver of support
Data limitations	Non-acceptance of proposal

<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	To address identified gaps and improve financial capability maturity
<b>Indicator responsibility</b>	Senior Manager –Norms and Standards

<b>4. Indicator title</b>	<b>Training programs initiated</b>
<b>Short definition</b>	Number of accredited training programs initiated for capacity development in departments and municipalities
<b>Purpose/importance</b>	Capacitated finance teams based on needs analysis
<b>Source/collection of data</b>	Documented training proposal
<b>Method of calculation</b>	Number of documented training proposal submitted to funders, implementers or training providers
<b>Data limitations</b>	Lack of document keeping/None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Positively respond to the capacity gaps and training needs of financial officials
<b>Indicator responsibility</b>	Senior Manager –Norms and Standards

<b>5. Indicator title</b>	<b>Trained officials</b>
<b>Short definition</b>	Number of officials received competency based accredited training in Financial Management to improve technical skills
<b>Purpose/importance</b>	Skilled personnel and improve in performance that will result in better audit reports
<b>Source/collection of data</b>	Attendance registers Learner evaluation checklist
<b>Method of calculation</b>	Number of each learner in the register/enrolled with training
<b>Data limitations</b>	Attendance registered not duly completed and signed
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Capacitated and skilled finance officials
<b>Indicator responsibility</b>	Senior Manager – Norms and Standards

**4.3 Sub Programme : Risk Management**

**Strategic Objective : Monitor, oversee and evaluate implementation of risk management practices within the province**

<b>1. Indicator title</b>	<b>Assessment and feedback reports</b>
<b>Short definition</b>	Number of assessment and feedback reports compiled to monitor the implementation of risk management in provincial departments and municipalities
<b>Purpose/importance</b>	To determine the level of compliance with risk management framework, relevant prescripts and best practices. To further determine as to what extent are the institutions implementing risk management practices
<b>Source/collection of data</b>	Risk management monitoring tool/template
<b>Method of calculation</b>	Rolling out of the monitoring tool on quarterly basis
<b>Data limitations</b>	Lack of cooperation from departments and municipalities Non submission of required information
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Achievement of level 3 of financial capability maturity in the province
<b>Indicator responsibility</b>	Senior Manager

<b>2. Indicator title</b>	<b>Risk assessment reports, risk management policies and strategies</b>
<b>Short definition</b>	To provide hands-on-support to departments and municipalities on conducting risk assessments and developing policies/strategies
<b>Purpose/importance</b>	To ensure improvement of governance matters within the province
<b>Source/collection of data</b>	Engagement meetings with institutions, risk management monitoring tool/template
<b>Method of calculation</b>	Meetings held with management of the institutions, monitoring tool rolled out to institutions
<b>Data limitations</b>	Lack of cooperation from departments and municipalities Non submission of required information
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Achievement of level 3 of financial capability maturity in the province.
<b>Indicator responsibility</b>	Senior Manager
<b>Indicator title</b>	<b>Risk management status report</b>
<b>Short definition</b>	Provide report on status of risk management within the province to relevant stakeholders
<b>Purpose/importance</b>	To provide management, AC and relevant stakeholders with reports that the risks are identified and addressed and that there is improvement in levels of compliance with prescripts and risk management framework
<b>Source/collection of data</b>	Reports and risk registers compiled in consultation with departments
<b>Method of calculation</b>	Discussion meetings regarding progress in risk management held with various departments
<b>Data limitations</b>	Departments not being able to conduct risk assessments
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	To address identified gaps, recommend corrective actions and improve levels of compliance
<b>Indicator responsibility</b>	Senior Manager

<b>3. Indicator title</b>	<b>Capacity building programmes</b>
<b>Short definition</b>	Number of capacity building programmes implemented
<b>Purpose/importance</b>	To share information and best practices, capacitate risk officers in areas of risk management
<b>Source/collection of data</b>	Training needs, information on latest developments within the discipline
<b>Method of calculation</b>	Number of training needs conducted and information collected in terms of new developments within the discipline
<b>Data limitations</b>	Non participation of risk officers in conduction the training needs, lack of information about latest developments
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Positively respond to the capacity gaps and training needs of risk management practitioners
<b>Indicator responsibility</b>	Senior Manager



6. Programme Name : Internal Audit

Strategic Objective : To render an independent, objective assurance and consulting activity designed to add value and improve the Northern Cape Provincial Government's operations

<b>1. Indicator title</b>	<b>Risk based plans to be approved by AC.</b>
<b>Short definitions</b>	Approval of annual plans by the AC members, HOD and CAE
<b>Purpose/Importance</b>	This approval is a requirement of the IIA Standards and PFMA
<b>Source/collection of data</b>	Secretariat of AC should provide signed audit plans subsequent to AC meeting
<b>Method of calculation</b>	IA serves 12 departments and 12 plans need to be approved by the AC
<b>Data limitation</b>	No AC in place or AC not quorate to approve audit plan
<b>Type of indicator</b>	Output = approved annual audit plan
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	Minor change to indicator from prior year. Timing aspect to measure was deleted as it is not required by legislation
<b>Desired performance</b>	Maximum and required minimum performance equals 12 plans to be approved.
<b>Indicator responsibility</b>	SMs

<b>2. Indicator title</b>	<b>% risk based audit coverage</b>
<b>Short definitions</b>	Number of audits completed vs. number of risk based audits identified/approved plan
<b>Purpose/Importance</b>	To render assurance and consulting services, as the main mandate of internal audit, assignments should be completed as planned in the annual audit plan.
<b>Source/collection of data</b>	Signed audit reports collected quarterly from the SM in charge of the cluster.
<b>Method of calculation</b>	Number of signed audit reports vs. number of risk based audits in the APP/ approved audit plans of departments
<b>Data limitation</b>	Delays in departments finalising the reports
<b>Type of indicator</b>	Outputs
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No change from the previous year
<b>Desired performance</b>	Actual performance that is higher than targeted performance is desirable
<b>Indicator responsibility</b>	SMs

<b>3. Indicator title</b>	<b>Rating as assessed by departments on a scale of 1 to 5</b>
<b>Short definitions</b>	Client satisfaction assessment by departments
<b>Purpose/Importance</b>	The rating by the client department would provide IA and the AC with a sense of the client department satisfaction with IA services and value added
<b>Source/collection of data</b>	An assessment sourced from each of the 12 client departments
<b>Method of calculation</b>	Average score out of 5 of the 12 assessments
<b>Data limitation</b>	No submission of assessments by clients
<b>Type of indicator</b>	Outcome
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No change from the previous year
<b>Desired performance</b>	Actual performance that is higher than targeted performance is desirable
<b>Indicator responsibility</b>	SMs and M

<b>4. Indicator title</b>	<b>Rating as assessed by the audit committee on a scale from 1 to 5</b>
<b>Short definitions</b>	AC assessment of IA overall performance
<b>Purpose/Importance</b>	Requirement from the IIA Standards
<b>Source/collection of data</b>	An assessment sourced from AC members
<b>Method of calculation</b>	Average score out of 5 of the 4 clusters
<b>Data limitation</b>	No AC in place or AC not quorate to approve audit plan
<b>Type of indicator</b>	Outcome

<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No change from the previous year
<b>Desired performance</b>	Actual performance that is higher than targeted performance is desirable
<b>Indicator responsibility</b>	SMs

<b>5. Indicator title</b>	<b>Internal and/or external periodic reviews of compliance to IIA standards (DNC = Do not comply, PC = Partial conformance, GC = General conformance)</b>
<b>Short definitions</b>	Quality assurance reviews performed in terms of the IIA Standards and Code of Ethics
<b>Purpose/Importance</b>	Compliance to the IIA Standards and Code of Ethics.
<b>Source/collection of data</b>	Peer review outcomes and external review conformance assessments
<b>Method of calculation</b>	DNC = Do not comply, PC = Partial conformance, GC = General conformance (as per IIA criteria) Average between internal and external assessments
<b>Data limitation</b>	None
<b>Type of indicator</b>	Outcome
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No change from the previous year.
<b>Desired performance</b>	Higher than targeted performance is desirable.
<b>Indicator responsibility</b>	GM and SMs

<b>6. Indicator title</b>	<b>Convene Audit Committee meetings, 4 per year for each of the 12 departments</b>
<b>Short definitions</b>	Audit Committee meetings to provide oversight over departments and assurance providers
<b>Purpose/Importance</b>	Adherence to Audit Committee Charter, PFMA and Treasury Regulations
<b>Source/collection of data</b>	Minutes of Audit Committee meetings
<b>Method of calculation</b>	Total of minutes of each department's Audit Committee meetings
<b>Data limitation</b>	Absence of minutes
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired performance</b>	Meet the targeted performance is desirable
<b>Indicator responsibility</b>	GM and SMs