

ANNEXURE E – TECHNICAL INDICATOR DESCRIPTION

PROGRAMME 1 – ADMINISTRATION

Sub-programme 1.1: Office of the Minister

Strategic Objective Performance Indicator

Indicator title 1.	Strategic administrative and communication and events support services in line with predetermined targets
Short definition	The highly efficient and effective rendering of support services in line with the predetermined targets set out in the Operational Plan of the Ministry
Purpose/importance	To ensure that the Office of the Minister becomes highly efficient and effective
Source/collection of data	Quarterly Operational Plan reports
Method of calculation	Actual performance against predetermined targets
Data limitations	Predominantly manual, therefore the accuracy of information depends on the inputs
Type of indicator	Outputs
Calculation type	Cumulative and non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Target achieved or target over-achieved
Indicator responsibility	Head of Office, Private Secretary, Media Liaison Officer, Administrative Secretary, Secretary/receptionist, Registry Clerk, Driver
Key risk	Highly effective and efficient performance of staff is critical to the achievement of this objective. Performance monitoring will occur on a bi-annual basis.

Performance Indicator:

Indicator title 1.1	Number of reports on implementation of Operational Plan
Short definition	Compilation of 4 quarterly activity reports on the implementation of the targets set out in the Operational Plan
Purpose/importance	Monitoring of the Ministry's progress against set targets to ensure that it meets its objective of becoming highly efficient and effective
Source/collection of data	<ul style="list-style-type: none"> • Q1 Evidence File • Q2 Evidence File • Q3 Evidence File • Q4 Evidence File
Method of calculation	Actual performance against predetermined target
Data limitations	Predominantly manual, therefore the accuracy of information depends on the inputs
Type of indicator	Outputs
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Target achieved
Indicator responsibility	Head of Office
Key Risk	If the Operational Plan of the Ministry is not monitored properly, key

	targets may not be achieved resulting in the possibility of the Ministry not performing in a highly efficient and effective manner. To mitigate this risk, dates for the completion of the report will be defined and submitted to the HOD and Minister. They will also be added to the Ministry calendar of events.
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Performance Indicator:

Indicator title 1.2	Number of strategic Ministerial engagements with Top Management
Short definition	The facilitation of 20 strategic engagements between the Minister and Top Management
Purpose/importance	Facilitation of strategic leadership by the Minister so as to ensure that his portfolio makes a positive impact in society
Source/collection of data	20 agendas, 20 signed minutes, 20 attendance registers
Method of calculation	Actual performance against predetermined targets
Data limitations	Predominantly manual, therefore the accuracy of information depends on the inputs
Type of indicator	Outputs
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Target achieved or target over-achieved
Indicator responsibility	Head of Office, Private Secretary, Administrative Assistant
Key risk	Meetings are cancelled due to urgent matters, resulting in a lack of opportunity for the Minister to provide strategic leadership. Private Secretary will endeavour to reschedule all cancelled meetings.

Performance Indicator:

Indicator title 1.3	Number of positive on-theme media hits
Short definition	The facilitation of 600 on-theme media hits
Purpose/importance	To inform the public about the work of the Minister and his departments
Source/collection of data	600 Media articles
Method of calculation	Cumulative
Data limitations	Predominantly manual, therefore the accuracy of information depends on the inputs
Type of indicator	Outputs
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Target achieved or target over-achieved
Indicator responsibility	Media Liaison Officer
Key risk	Media hits not achieved due to lack of proactive communication and/or media choosing not to publish releases from our office which is outside of our control. Monthly media plans will be devised to ensure proactive approach by Media Liaison Officer.

Sub-programme 1.2: Management Services

Strategic Objective Performance Indicators

Indicator title 2.1	Number of directorates assisted with the implementation of departmental secretarial and administrative services standards
Short definition	Provide assistance to 2 Office Managers and 24 Personal Assistants to implement approved departmental secretarial and administrative services standards
Purpose/importance	The implementation of departmental secretarial and administrative service standards will ensure compliance to all financial and human resource management prescripts and that support services are rendered in a consistent and in a professional manner across all units within the Provincial Treasury
Source/collection of data	Bi-monthly report on assistance provided
Method of calculation	Simple count - Number of directorates assisted with the implementation of the approved secretarial and administrative standards
Data limitations	Dependent on the manual input of Office Managers and Personal Assistants on assistance provided
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	New indicator
Desired performance	Actual performance equal to targeted performance is desirable
Indicator responsibility	Office Manager: Office of the Head Official / Director: Strategic and Operational Management Support Services
Key risk	<p>Non-compliance of the approved secretarial and administrative services standards by the all Personal Assistants will have a negative effect on all financial and human resource management prescripts that Support Services are required to render in a consistent and a professional manner across all Units within the Provincial Treasury.</p> <p>Mitigation measures would be for Office Managers to ensure that all Personal Assistants comply with the services standards and to use the performance agreements as a monitoring tool.</p>

Strategic Objective Performance Indicators

Indicator title 2.2	Timeous publication of Annual Performance Plan
Short definition	Publication of the Annual Performance Plan compliant with the National Treasury Instruction Note 33 and the Provincial Guide for Development of the Annual Performance Plans on the date, in March, as determined by the Provincial Treasury
Purpose/importance	The annual Performance Plan sets the objectives, performance indicators and targets that the department will seek to achieve in the upcoming financial year and during the MTEF to implement its Strategic Plan.
Source/collection of data	Provincial Parliament's Announcements, Tabling and Committee reports document for the tabling of Vote 3 – Provincial Treasury; hardcopy APP and e-copy APP
Method of calculation	Not applicable
Data limitations	Not applicable
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No – Financial Management previously responsible for APP
Desired performance	Actual performance equal to targeted performance is desirable
Indicator responsibility	Deputy Director: Strategic Management Support Services/Director: Strategic and Operational Management Support
Key risk	<p>Risk: Material misstatement of Predetermined Objectives (PDOs) resulting in a negative audit outcome.</p> <p>Mitigation: The risk will mainly be mitigated by capacitating the Strategic Management Support Service unit, improving the planning, monitoring and reporting processes and assessing all inputs against a predetermined checklist.</p>

Strategic Objective Performance Indicators

Indicator title 2.3	Number of progress reports on the implementation of the Human Resource Plan (HRP)
Short definition	4 reports on the progress regarding the implementation of the identified interventions contained in the HRP.

Purpose/importance	To keep management informed of the implementation of interventions and progress regarding the achievement of targets outlined in the HRP.
Source/collection of data	PERSAL, Employee Health and Wellness calendar; databases and inputs from directorates and Employment Equity Statistics are used to compile the reports
Method of calculation	Simple count - Number of reports submitted
Data limitations	Information in reports is based on information collected manually.
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No – previously part of another performance indicator
Desired performance	Actual performance equal to targeted performance is desirable
Indicator responsibility	Deputy Director: Corporate Services Relations Management/Director: Strategic and Operational Management Support
Key risk	The non- presentation of the progress reports will result in non-compliance in terms of the implementation of interventions identified in the HRP and negative feedback to the Department. In order to mitigate the risk the progress reports must be submitted as agreed, must contain evident progress in terms of the identified interventions to ensure timeous responses to possible barriers/challenges.

Performance Indicator:

Indicator title 2.1	Number of Personal Assistants Forum (PAF) meetings held
Short definition	Conduct 6 meetings with PAs to monitor implementation of secretarial and administrative standards
Purpose/importance	The PAF serve as vehicle for the implementation of secretarial and administrative support service standards that would support effective delivery and operation of the relevant programme and to introduce remedial steps as necessary. It also serve as a clearing house for PA empowerment/to strengthen PA's capacity; to share knowledge; to become more expert and effective; to deliberate on current issues so as to find effective and practical solutions to challenges facing PA's in the execution of their responsibilities

Source/collection of data	Agendas and Minutes of PAF meetings
Method of calculation	Simple count – Number of PAF meetings
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	New indicator
Desired performance	Actual performance higher than targeted performance is desirable
Indicator responsibility	Office Manager: Office of the Head Official
Key risk	<p>Personal Assistants not attending the PA Forum meetings would negatively impact on information sharing and deliberation on current issues that could lead to effective service delivery.</p> <p>Mitigation measures would be to have regular meetings with the Office Managers to ensure that all Personal Assistants attend all meetings.</p>

Performance Indicator:

Indicator title 2.2.1	Timeous publication of Annual Performance Plan
Short definition	The publication of the Annual Performance Plan within the stipulated timeframes as guided in the National Treasury Framework for Strategic Plans and Annual Performance Plans, August 2010.
Purpose/importance	The annual Performance Plan sets the objectives, performance indicators and targets that the department will seek to achieve in the upcoming financial year and during the MTEF to implement its Strategic Plan.
Source/collection of data	Provincial Parliament's Announcements, Tabling and Committee reports document for the tabling of Vote 3 – Provincial Treasury; hardcopy APP and e-copy APP
Method of calculation	Not applicable
Data limitations	Not applicable
Type of indicator	Output
Calculation type	Non-cumulative

Reporting cycle	Annually
New indicator	No – Financial Management previously responsible for APP
Desired performance	Actual performance equal to targeted performance is desirable
Indicator responsibility	Deputy Director: Strategic Management Support Services
Key risk	<p>Risk: Late publication will impact the reporting of performance or good practice as aligned to the budget process to Parliament and National Treasury.</p> <p>Mitigation: Capacitating the Strategic Management Support Services unit to influence planning, information submission process, advisory role regarding the developing of SMART indicators.</p>

Performance Indicator:

Indicator title 2.2.2	Number of performance reports submitted compliant with Treasury Regulations and reporting guidelines
Short definition	4 Quarterly performance reports (QPRs) and Part 2 – Information on Pre-determined Objectives of the Annual Report compliant with Treasury Regulations and reporting guidelines
Purpose/importance	Quarterly Performance Reports provides progress updates on the implementation of the department's Annual Performance Plan in the previous quarter, with particular reference to monitoring delivery against quarterly performance targets. The Annual Report provides information on the performance of the organization in the preceding financial year for the purposes of oversight
Source/collection of data	QPR submitted to Provincial and National Treasury and tabled Annual Report
Method of calculation	Simple count – Number of performance reports
Data limitations	Information that is not accurate and timeously supplied by managers.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No – Financial Management previously responsible for QPRs and Part 2 of the AR
Desired performance	Actual performance equal to targeted performance is desirable
Indicator responsibility	Deputy Director: Strategic Management Support Services
Key risk	Risk: Provincial Treasury Budget Management unit will not be able to fulfil a monitoring role from an accountability perspective within the performance reporting paradigm and the Accounting Officer

	<p>will not be able to track progress against what has been planned and what has actually been achieved in the form of service delivery. The Auditor-General will not be able to audit the information and express the opinion for a cycle in terms of Section 20(2)(c) or Section 28(1) (c) of the Public Audit Act (PAA).</p> <p>Mitigation: Capacitating the Strategic Management Support Services unit to influence planning, information submission process,</p>
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Performance Indicator:

Indicator title 2.3.1	Number of progress reports on the implementation of the HRP
Short definition	4 reports on the progress regarding the implementation of the identified interventions contained in the HRP
Purpose/importance	To keep management informed of the implementation of interventions and progress regarding the achievement of targets outlined in the HRP
Source/collection of data	PERSAL, EHW calendar; databases and inputs from directorates, EE Statistics are used to compile the reports
Method of calculation	Simple count - Number of reports submitted
Data limitations	Information in reports is predominantly based on information collected manually.
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No – previously part of another performance indicator
Desired performance	Actual performance equal to targeted performance is desirable
Indicator responsibility	Deputy Director: Corporate Services Relations Management
Key risk	The non- presentation of the progress reports will result in non-compliance in terms of the implementation of interventions identified in the HRP and negative feedback to the Department. In order to mitigate the risk the progress reports must be submitted as agreed, must contain evident progress in terms of the identified interventions to ensure timeous responses to possible barriers/challenges.

Performance Indicator:

Indicator title 2.3.2	Number of reports on compliance with the Corporate Services Centre Services Schedules
Short definition	12 reports on the delivery of services from CSC and the

	compliance in terms of departmental obligations
Purpose/importance	To report to management on compliance to the obligations of CSC and department respectively and to communicate to the CSC on non-compliance of services rendered
Source/collection of data	Services Schedules, Databases, monitoring and reporting tool, document register, 7 checklists, i.e. Leave, Home Owners Allowances, Overtime, Acting Allowances, Recruitment and Selection, Performance documents and Appointment of PAY interns checklists will be used to compile these reports
Method of calculation	Simple count – Number of reports submitted
Data limitations	Information in reports is predominantly based on information collected manually
Type of indicator	Output Indicator
Calculation type	cumulative
Reporting cycle	Monthly
New indicator	Yes
Desired performance	Actual performance equal to targeted performance is desirable
Indicator responsibility	Deputy Director: Corporate Services Relations Management
Key risk	The possible risks are dual, both department and CSC in terms of non-compliance in respect of turnaround times on services required and delivered as per the agreed SLA. Continuous monitoring and reporting (departmentally and CSC) will ensure compliance to turnaround times, effective implementation of SOP's will ensure improved quality of required output.

Sub-programme 1.4 Financial Management

Strategic Objective Performance Indicator

Indicator title 3.	Audit outcome of the Auditor –General for Financial Statements
Short definition	To maintain and set all the processes in place with the assistance of all the managers (joint accountability) to receive a clean audit report for the department.
Purpose/importance	High priority and the main focus for the Directorate and the department's other managers.
Source/collection of data	Auditor General Report
Method of calculation	Compliance to prescripts from PT and NT
Data limitations	1) Poor discipline of Managers and prioritising work flow. 2) Pending Internal Control investigations. 3) Limitations of preparation guide and AFS template
Type of indicator	Output
Calculation type	-
Reporting cycle	Annually

New indicator	Yes
Desired performance	To achieve a clean audit report for the Provincial Treasury
Indicator responsibility	Chief Financial Officer

Performance Indicator

Indicator title 3.1	Number of In Year Monitoring reports to PT via the IYM Committee
Short definition	12 IYM's submitted to the Provincial Treasury after discussion and approval of the IYM committee.
Purpose/importance	Cash flow that represents the department's current/true state of affairs
Source/collection of data	IYM Reports
Method of calculation	Compliance to Legislation, prescripts
Data limitations	Projections are currently not being done at an acceptable level and misallocation of expenditure still occurs.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Minimum variances between the projected cash flow and expenditure during the financial year with minimum misallocations of expenditure incurred.
Indicator responsibility	Deputy Director: Management Accounting

Performance Indicator:

Indicator title 3.2	Number of budgets submissions
Short definition	4 budget submission that is realistically costed and discussed with the AO to PT
Purpose/importance	A performance based budget that is appropriated and realistically costed to reflect what the department will achieve its objectives
Source/collection of data	, MTEC database, MTEC 1 submission, MTEC 2 Submission, Estimates of Provincial, Revenue and Expenditure
Method of calculation	Compliance to Legislation, prescripts
Data limitations	Costing of the budget is currently not credible and cash flow projections are not being done.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Minimum shifting of funds in the Adjustments Estimate and at financial year end, which are within 2% of the appropriated budgets.
Indicator responsibility	Deputy Director: Management Accounting

Performance Indicator:

Indicator title 3.3	Audit outcome of the Auditor-General for Financial Statements
Short definition	To have a fully functional payment system and clear ledger accounts to pre-determined standards and thereby enabling the

	compiling and submitting of annual financial statements in terms of the PFMA.
Purpose/importance	Maintain a sound set of financial records culminating in the annual financial statements, which represents the state of affairs of the department, its business, its financial results and its financial position as at the end of the financial year.
Source/collection of data	Auditor General Report
Method of calculation	Compliance to prescripts from PT and NT Clearance of ledger accounts.
Data limitations	Unavailability of BAS Unavailability of LOGIS Reports not being printed on certain dates. Pending Internal Control investigations. Limitations of preparation guide and AFS template.
Type of indicator	Output
Calculation type	-
Reporting cycle	Annually
New indicator	No
Desired performance	Improve the department's financial performance to level 4.
Indicator responsibility	Manager: Financial Accounting

Performance Indicator:

Indicator title 3.4	Audit outcome of the Auditor-General for supply chain management
Short definition	Demand, Acquisition, Logistics and Disposal Management to pre-determined standards
Purpose/importance	<ol style="list-style-type: none"> 1) To determine whether the needs analysis are aligned with the budgetary allocation of the department and to follow the relevant SCM processes, which is covered by the AO system that is in line with the requirements of the Provincial Treasury. 2) To ensure proper stock levels, timeous placing of orders to secure good store and asset management. 3) To ensure the timeous placing of orders and proper management of stock and assets
Source/collection of data	Auditor General Report
Method of calculation	Compliance to Legislation, prescripts, AO System and delegations.
Data limitations	<ol style="list-style-type: none"> 1) Poor discipline of Managers and prioritising work flow. 2) Operating within a limited environment and time constraints which renders it difficult to test the market.
Type of indicator	Outputs
Calculation type	Cumulative
Reporting cycle	Weekly to CFO, Monthly to PT and Quarterly for QPR purposes.
New indicator	Yes
Desired performance	<ol style="list-style-type: none"> 1) To facilitate proper planning for goods and services 2) Full compliance to the SCM processes and proper management of contracts. 3) Asset and stock levels that meet the demand of the department that is also compliant with SCM prescripts. 4) To ensure the timeous placing of orders and proper management of stock and assets
Indicator responsibility	Manager: Supply Chain Management

PROGRAMME 2 – SUSTAINABLE RESOURCE MANAGEMENT

ANNEXURE E – TECHNICAL INDICATOR DESCRIPTION

Sub-programme 2.1: Programme Support

Strategic Objective Performance Indicator

Indicator title 4.	Number of performance plans achieved by the programme.
Short definition	3 performance plans on specific provincial outputs completed
Purpose/importance	The Performance Plan is developed for each sub-programme to provide how it will give effect in reaching the requirements as set out in the dashboard and QPR
Source/collection of data	3 Consolidated performance reports derived from the APP, SDIP, PQR and PSO12 reporting mechanism
Method of calculation	Simple count checking for compliance to APP, SDIP, QPR and PSO12 requirements
Data limitations	Non-adherence to performance plans
Type of indicator	Activities and output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	New
Desired performance	Performance plan is developed that meets the requirements as set out in the dashboard and QPR
Indicator responsibility	Head of Office
Key Risks	Non-adherence to performance plans

Performance Indicator:

Indicator title 4.1	Number of training initiatives attended by staff
Short definition	Number of training courses attended by the staff
Purpose/importance	In aid of developing staff
Source/collection of data	Attendance certificates or registers
Method of calculation	Simple count by using the signed attendance registers
Data limitations	Non-availability of attendance registers
Type of indicator	output
Calculation type	Cumulative

Reporting cycle	Quarterly
New indicator	New
Desired performance	A development plan is completed that meets the requirements as set out in dashboard and QPR
Indicator responsibility	Head of Office
Key Risks	Staff not attending the training initiatives

Performance Indicator:

Indicator title 4.2	Timeous completion of operational plan
Short definition	Operational Plan completed by 30 April 2013
Purpose/importance	The Operational Plan is developed for each sub-programme to provide how it will give effect in reaching the requirements as set out in the PO12, APP, SDIP, OPS Plan and QPR
Source/collection of data	Operational Plan as at 30 April derived from the APP and Performance Agreements
Method of calculation	Detailed population of an Excel spread sheet with set targets and goals
Data limitations	Non-adherence to the Operational Plan, as a guide, to execute
Type of indicator	Activities and output
Calculation type	None
Reporting cycle	Annually
New indicator	New
Desired performance	An Operational Plan is developed that meets the requirements as set out in the dashboard and QPR
Indicator responsibility	Head of Office
Key Risks	Non-adherence to APP

Performance Indicator:

Indicator title 4.3	Number of reports on the implementation of SOP
Short definition	4 reports on SOP's implemented
Purpose/importance	SOP's act as guide in performing tasks
Source/collection of data	4 progress reports regarding the implementation of SOP's
Method of calculation	Number of SOP's implemented
Data limitations	Non-implementation of finalised SOP's

Type of indicator	Activities and output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Implementation of finalised SOP's
Indicator responsibility	Head of Office
Key Risks	Milestones as set out in APP not reached

Sub programme 2.2 Fiscal Policy

Strategic Objective Indicators

Strategic Objective Indicator 11	Number of research reports on the Fiscal Transfer System
Short definition	Research report written and sent to National Treasury to encourage debate and to take recommendations into account on future design of the Fiscal transfer system.
Purpose/importance	To encourage discussion on the Fiscal Transfer System.
Source/collection of data	T:\PT DATA\w Revenue Issues
Method of calculation	Simple count
Data limitations	Limitation to access certain information with regards to underlying formula driving fiscal framework
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To encourage discussion of the Fiscal Transfer System in order to maximise service delivery.
Indicator responsibility	Sub-sub programme manager
Key Risk	Dependent on the responsiveness of national treasury and other stakeholders to engage with research findings. Lack of specialised

	research skills internally.
Risk Mitigation	Engage National Treasury regarding development of terms of reference for research paper. Outsource the research project.

Strategic Objective Indicator 12	Number of revenue and cash management reports
Short definition	Number of reports monitoring revenue and cash flows in order to encourage efficient and effective collection of own revenue and cash flows.
Purpose/importance	To provide support to departments and municipalities in in order to reduce the risk of under collection through monthly monitoring.
Source/collection of data	IYM; T:\PT DATA\w Revenue Issues
Method of calculation	Simple count
Data limitations	Subject to quality and accuracy of department and municipal reporting
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Monthly
New indicator	Yes
Desired performance	To ensure timeous production of own revenue and cash management reports.
Indicator responsibility	Sub-sub programme manager
Key Risk	Accuracy of information supplied
Risk Mitigation	Engagement with departments to improve accuracy of own revenue projections. Engagement with municipalities to improve reporting on cash flows.

Programme Performance Indicator 5.1	Number of research reports on the provincial Fiscal Transfer System
Short definition	Research report written on the National Fiscal Transfer System to

	provinces
Purpose/importance	To present a research base allowing for discussion at National level regarding the Fiscal Transfer System to provinces
Source/collection of data	T:\PT DATA\w Revenue Issues
Method of calculation	Simple count
Data limitations	Limitation to access certain information with regards to underlying formula driving fiscal framework
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	1 Research Reports to encourage discussion at National Treasury
Indicator responsibility	Sub-sub programme manager
Key Risk	Dependent on the responsiveness of national treasury and other stakeholders to engage with research findings. Lack of specialised research skill.
Risk Mitigation	Engage National Treasury regarding development of terms of reference for research paper. Outsource the research project.

Programme Performance Indicator 5.2	Number of research reports on Local Government Fiscal Transfer System
Short definition	Research report written on the National Fiscal Transfer System to local government
Purpose/importance	To present a research base allowing for discussion at National level regarding the Fiscal Transfer System to local government.
Source/collection of data	T:\PT DATA\w Revenue Issues
Method of calculation	Simple count
Data limitations	Limitation to access certain information with regards to underlying formula driving fiscal framework

Type of indicator	Output indicator
Calculation type	non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	1 Research Report to encourage discussion at National Treasury
Indicator responsibility	Sub-sub programme manager
Key Risk	Dependent on the responsiveness of national treasury and municipalities to engage with research findings. Lack of specialised research skill
Risk Mitigation	Engage National Treasury regarding development of terms of reference for research paper. Outsource the research project.

Programme Performance Indicator 6.1	Number of Provincial Own Revenue Management Reports
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	IYM; T:\PT DATA\w Revenue Issues
Method of calculation	Simple count
Data limitations	Subject to quality, accuracy and timeliness of departmental reporting
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Evaluations/assessment of all Provincial Departments own revenue.
Indicator responsibility	Sub-sub programme manager

Key Risk	Accuracy of information supplied
Risk Mitigation	Engagement with departments to improve accuracy of own revenue projections.

Programme Performance Indicator 6.2	Number of monthly Cash Management Reports for provincial government and municipalities
Short definition	Monthly monitoring of cash flow of departments and municipalities.
Purpose/importance	To monitor, evaluate and report on the progress of departments and municipalities in terms of cash performance.
Source/collection of data	IYM; T:\PT DATA\w Revenue Issues
Method of calculation	Simple count
Data limitations	Subject to quality and accuracy of department and municipal reporting
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	Optimisation of available cash sources in order to ensure adherence to cash availability
Indicator responsibility	Sub-sub programme manager
Key Risk	Timeous availability of reliable information from municipalities
Risk Mitigation	Engagement with municipalities to improve reporting on cash flows.

Programme Performance Indicator 6.3	Number of reports on the performance of the WCGRB.
Short definition	Quarterly report on the financial and non-financial performance of the WCGRB presented to the MEC in order to promote good

	governance of the WCGRB.
Purpose/importance	To monitor, the performance of the WCGRB in order to promote good governance.
Source/collection of data	T:\PT DATA\w Revenue Issues
Method of calculation	Simple Count
Data limitations	None
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Strengthen oversight and promote good governance of the WCGRB
Indicator responsibility	Sub-sub programme manager
Key Risk	Human Resource Capacity
Risk Mitigation	Intern to assist with monthly monitoring of Western Cape Gambling and Racing Board. Quarterly engagement with the Board.

Sub-programme 2.3: Budget Management

Element: Provincial Government Budgets

Strategic Objective Performance Indicator

Strategic Objective Indicator 7	Timeous Publication of the Overview of Provincial Revenue and Expenditure
Short definition	Publication of the Overview of Provincial Revenue and Expenditure (the Provincial Budget Overview) within two weeks of the tabling of the national budget.
Purpose/importance	To provide a high-level overview of the main components of the provincial budget and in line with section 27(2) of the PFMA which requires the MEC for finance in a province to table a provincial annual budget for a financial year in the provincial legislature not later than two weeks after the tabling of the national annual budget.
Source/collection of data	The Overview of Provincial Revenue and Expenditure is available in hard copy and e-copy on database [T:\PT DATA\α Budget\2014\04 Final\α BS Overview]
Method of calculation	-
Data limitations	-
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Tabling and publication within two weeks of tabling of the national budget.
Indicator responsibility	Sub sub programme manager
Key risk	Non-compliance of provincial departments and entities in submitting draft and final budgetary documentation.

Strategic Objective Indicator 8	Timeous Publication of the MTBPS
Short definition	Timeous Publication of the 2014/15 Medium Term Budget Policy Statement (MTBPS) to inform the preliminary and final budget allocations.
Purpose/importance	To provide the strategic direction and policy framework that informs the provincial budget.
Source/collection of data	The Western Cape Medium Term Budget Policy Statement (WC_MTBPS) available in hard copy an e-copy on database. [T:\PT DATA\j MTBPS (old Fiscal Policy)\2014\05 2014 - 2017 MTBPS]
Method of calculation	Simple count
Data limitations	-
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No

Desired performance	To publish timeously by November to inform the preliminary and final budget allocations.
Indicator responsibility	Sub sub programme manager
Key risk	Lack of credible and up to date socio-economic information.

Programme Performance Indicator 7.1	Number of Provincial APP budget assessments
Short definition	Annual Performance Plans (APP) and budget submissions assessed as part of the Medium Term Expenditure Committee (MTEC) for conformance and responsiveness.
Purpose/importance	To enhance conformance to prescribed guidelines and requirements and responsiveness of the budget to socio-economic needs and national and provincial priorities.
Source/collection of data	Medium Term Expenditure Committee (MTEC) assessment reports e-copy available on database. [T:\PT DATA\g MTEC (Bilateral Discussion)\2013-2014] – in MTEC 1 and MTEC 2 folders – vote folders – PT inputs folder.
Method of calculation	Simple Count (1 assessment per vote per PG MTEC)
Data limitations	-
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Bi-Annual
New indicator	No
Desired performance	Assessment Reports on all votes
Indicator responsibility	Sub sub programme manager
Key risk	Non-compliance of provincial departments and entities in submitting draft and final budgetary documentation.

Programme Performance Indicator 7.2	Number of Quarterly Performance Reports (QPRs) evaluated on the implementation of budget.
Short definition	Quarterly Performance Reports (QPRs) submitted by provincial departments evaluated.
Purpose/importance	To monitor, evaluate and report on the progress of departments in terms of the implementation of the annual performance plans (APPs).
Source/collection of data	Assessment reports and Cabinet submissions available on database [T:\PT DATA\I IYM Model\2013-14]: Month and quarter folder – PT Non Fin folder – Vote folder
Method of calculation	Simple count (1 QPR assessment per vote per quarter)
Data limitations	-
Type of indicator	Output indicator
Calculation type	cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Evaluations/assessment of all votes quarterly performance reports submitted
Indicator	Sub sub programme manager

responsibility	
Key risk	Non-compliance of provincial departments and entities in submitting Quarterly Performance Reports.

Programme Performance Indicator 8.1	Timeous publication of the PERO
Short definition	The publication of research on the Provincial Economic Review and Outlook (PERO) which is tabled in the Provincial Parliament.
Purpose/importance	The PERO provides an updated review and outlook with a particular focus on the Western Cape economy that provides the backdrop for the annual Western Cape Medium Term Budget Policy Statement and Provincial Overview of Revenue and Expenditure.
Source/collection of data	Publication stored electronically on Provincial Treasury database and hard copy publication [T:\PT DATA\i PER&O (old Socio-Economic Review)\2013\10 PERO 2013]
Method of calculation	-
Data limitations	-
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To publish timeously to feed into the Medium Term Budget Policy Statement.
Indicator responsibility	Sub sub programme manager
Key risk	Lack of credible and up to date socio-economic information.

Programme Performance Indicator 8.2	Number of budget policy working papers
Short definition	Budget policy working papers on selected topics of strategic importance.
Purpose/importance	The working papers are to share ideas about a topic or to elicit feedback on topics of strategic importance that have a bearing on budget policy decision making.
Source/collection of data	Publication stored electronically on Provincial Treasury database [T:\PT BOPG (T09)\08 Budget policy working papers].
Method of calculation	Simple count
Data limitations	-
Type of indicator	Output indicator
Calculation type	cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	2 working papers in the 3 rd and 4 th quarter each
Indicator responsibility	Sub sub programme manager
Key risk	Lack of credible and up to date socio-economic information.

Sub-programme 2.3: Budget Management

Element: Local Government Budgets

Strategic Objective Performance Indicator

Indicator title 9.	Number of Municipal annual budget assessments
Short definition	Annual municipal budget assessments for the local Medium Term Expenditure Committee (LG-MTEC)
Purpose/importance	To enhance conformance and responsiveness of the budget documentation
Source/collection of data	Local Government Medium Term Expenditure Committee (LG_MTEC) assessment reports e-copy available on database.
Method of calculation	Simple count
Data limitations	-
Type of indicator	Output indicator
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	Not a new indicator
Desired performance	Assessment Reports on all municipalities
Indicator responsibility	Sub sub-programme manager
Key risk	Late submission of municipal budget documentation

Strategic Objective Performance Indicator

Indicator title 10.	Timeous Publication of the MERO
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Short definition	The publication of research on the Municipal Economic Review and Outlook which is tabled in the Provincial Parliament.
Purpose/importance	The annual Municipal Economic Review and Outlook (MER&O) provides credible and relevant social and economic development information to inform municipal planning and budgeting processes within the Province.
Source/collection of data	T:\PT LG DATA\h Reviews (Working Paper)\04 MERO
Method of calculation	-
Data limitations	-
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To publish timeously to feed into the municipal planning and budgeting processes
Indicator responsibility	Sub sub-programme manager
Key risk	Lack of credible, relevant and up to date social and economic information at a municipal level.

Performance Indicator:

Indicator title 9.1	Number of Municipal annual budget assessments
Short definition	Annual municipal budget assessments for the local Medium Term Expenditure Committee (LG-MTEC)
Purpose/importance	To enhance conformance and responsiveness of the budget.
Source/collection of data	Local Government Medium Term Expenditure Committee (LG_MTEC) assessment reports e-copy available on database.
Method of calculation	Simple count
Data limitations	-
Type of indicator	Output indicator
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	Not a new indicator
Desired performance	Assessment Reports on all municipalities
Indicator responsibility	Sub sub-programme manager
Key risk	Late tabling of municipal budget assessment

Performance Indicator:

Indicator title 9.2	Number of Quarterly Performance Reports evaluated on the implementation of municipal budgets
Short definition	Evaluation of Quarterly Performance Reports of municipalities on the implementation of the budget
Purpose/importance	To perform periodic in-year assessments on the performance of municipal budgets
Source/collection of data	QPR assessments available on the database
Method of calculation	Simple count
Data limitations	-
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Evaluations/assessment of all Quarterly performance reports submitted
Indicator responsibility	Sub sub-programme manager
Key risk	Late or no submission of annual, quarterly service delivery and SDBIP's and mid-year reports.

Performance Indicator:

Indicator title 10.1	Timeous publication of SEP-LGs
Short definition	The publication of the Socio-economic Profiles for Local Government (SEPL-LG) 2013 for municipal planning purposes.
Purpose/importance	The annual Socio-economic Profiles for Local Government (SEPL-LG) provides credible and relevant social and economic development information to inform municipal planning and budgeting processes within the Province.
Source/collection of data	T:\PT LG DATA\m Macro-economic Data\Socio-economic profiles
Method of calculation	-
Data limitations	-
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To publish timeously to feed into the municipal planning and

	budgeting processes
Indicator responsibility	Sub sub programme manager
Key risk	Lack of credible information and data for inclusion into SEP-LG's Profiles

Performance Indicator:

Indicator title 10.2	Timeous publication of the MERO
Short definition	The publication of research on the Municipal Economic Review and Outlook which is tabled in the Provincial Parliament.
Purpose/importance	The annual Municipal Economic Review and Outlook (MER&O) provides credible and relevant social and economic development information to inform municipal planning and budgeting processes within the Province.
Source/collection of data	T:\PT LG DATA\h Reviews (Working Paper)\04 MERO
Method of calculation	-
Data limitations	-
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To publish timeously to feed into the municipal planning and budgeting processes
Indicator responsibility	Sub sub-programme manager
Key risk	Lack of credible, relevant and up to date social and economic information at a municipal level.

Sub-programme 2.4: Public Finance

Element: Provincial Government Finance

Strategic Objective Performance Indicator

Indicator title 11.	Timeous tabling of the Estimates of Provincial Revenue and Expenditure
Short definition	Tabling of the Estimates of Provincial Revenue and Expenditure within two weeks of the tabling of the national budget.
Purpose/importance	Comply with section 18(1)(a) of the PFMA to prepare a provincial budget.
Source/collection of data	The Estimates of Provincial Revenue and Expenditure is available in hard copy an e-copy on database.[T:\PT DATA\ Budget\2014\Final]
Method of calculation	-

Data limitations	-
Type of indicator	Input Indicator
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	New
Desired performance	Tabling within two weeks of the tabling of the national budget
Indicator responsibility	Sub sub programme manager
Key Risk	Finalisation of the provincial budget is dependent on the national budget process.

Strategic Objective Performance Indicator

Indicator title 12.	Number of quarterly reports on the implementation of the provincial budget to Cabinet and Parliament
Short definition	Reports submitted to Cabinet and Parliament on the performance of the implementation of the provincial budget
Purpose/importance	To provide oversight information (financial and non-financial information) on the implementation of the provincial budget
Source/collection of data	Information derived from the In-year monitoring (IYM) reports and Quarterly performance reports (QPRs) submitted to the Provincial Treasury by the provincial Departments
Method of calculation	-
Data limitations	-
Type of indicator	Input and output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Within 45 days after the end of the particular quarter or date determined by Parliament
Indicator responsibility	In-year Monitoring (IYM) Co-ordinator
Key risk	Submission of the report is dependent on the programmes of both Cabinet and the Provincial Parliament. The programmes for these entities are in terms of calendar year and not financial year

Performance Indicator:

Indicator title 11.1	Number of Provincial budget assessments
Short definition	The number of assessments of provincial budgets to determine the conformance, credibility and sustainability
Purpose/importance	Determining whether the budget is in line with the regulatory framework, based on previous expenditure trends, capacity to spend and that the input mix (economic classification) is realistic to achieve the stated outputs
Source/collection of data	National and Provincial databases specific for departments and entities. Signed hard copies submitted by departments. An expenditure model based on past trends and department specific anomalies
Method of calculation	On an annual basis each of the 14 votes submits their 1st draft

	budget to the Provincial Treasury by end of August or early September. Provincial Treasury makes an assessment of the draft budget and submit a report to the department which is discussed with the department during the PG MTEC 1 engagement. By end of November or early December the 2nd draft budget is submitted whereby again an assessment is made and is discussed during the PG MTEC2 engagement. A benchmark analysis report is prepared based on the 2nd draft budget for each department, which is used at the discussion with the National Treasury in mid-January. The Votes submit their final budgets, which is collated into the Estimates of Provincial Expenditure and is tabled in the Provincial Legislature in early March
Data limitations	The assessment is dependent on the quality and completion of databases submitted by departments
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Meeting target
Indicator responsibility	Sub sub programme manager
Key risk	Provincial budget databases are dependent on the timeous submission by National Treasury

Performance Indicator:

Indicator title 11.2	Number of Efficiency Review working papers on selected expenditure items
Short definition	Efficiency review working papers on selected expenditure items
Purpose/importance	To understand and identify any potential efficiency gains on selected expenditure items
Source/collection of data	Past expenditure trends of selected items review papers
Method of calculation	-
Data limitations	-
Type of indicator	Efficiency indicator
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	New
Desired performance	Actual performance can be higher than the target
Indicator responsibility	Sub sub programme manager
Key risk	Obtaining or identifying appropriately skilled and trained staff influences not only the finalisation of the actual output but also the quality of the output

Performance Indicator:

Indicator title 11.3	Timeous tabling of Adjusted Estimate of Provincial Revenue and Expenditure
Short definition	Tabling of the Adjusted Estimate of Provincial Revenue and Expenditure within one month of the tabling of the national budget
Purpose/importance	Comply with section 31 of the PFMA to table a provincial adjusted budget
Source/collection of	The Adjusted Estimates of Provincial Revenue and Expenditure is

data	available in hard copy an e-copy on database.[T:\PT DATA\Adjusted Estimates\2013]
Method of calculation	-
Data limitations	-
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	New
Desired performance	Meeting target
Indicator responsibility	Provincial Budget Co-ordinator
Key Risk	Provincial Adjustment Budget process is dependent on the national process

Performance Indicator:

Indicator title 12.1	Number of IYM reports on the implementation of the provincial budget
Short definition	In-Year monitoring reports on the implementation of the budget in order to enhance accountability, data integrity and efficiency, in departments
Purpose/importance	IYM serves as an early detection mechanism for any financial deterioration in departments and the timeous intervention by the relevant authority
Source/collection of data	National and Provincial IYM databases specific for departments. Provincial and national consolidation databases for the IYM. Reports from the Basic Accounting System (BAS) Persal (Personnel system) and Vulindlela (Management Information System).
Method of calculation	On a monthly basis all 14 departments submits there IYM by the 15th working day to the Provincial Treasury of which the consolidated IYM report is submitted to the National Treasury by the 22nd working day. A monthly narrative report is compiled for each department's IYM, which feeds into the quarterly submission to the Provincial Cabinet and Provincial Parliament
Data limitations	Appropriately skilled and trained personnel (both internal and external) influence the IYM reporting. Accurate classification and recording of expenditure and revenue by Departments and Entities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	It is an early warning system that detects any deteriorating financial performance in the departments and to ensure timeous intervention
Indicator responsibility	In-year Monitoring (IYM) Co-ordinator
Key risk	Accurate classification and recording of expenditure and revenue by Departments and Entities. An integrated Provincial Treasury team will focus on the data integrity of expenditure

Performance Indicator:

Indicator title 12.2	Number of quarterly reports on the implementation of the budget to Cabinet and Parliament
Short definition	Reports submitted to Cabinet and Parliament on the performance

	of the implementation of the provincial budget
Purpose/importance	To provide oversight information (financial and non-financial information) on the implementation of the provincial budget
Source/collection of data	Information derived from the In-year monitoring (IYM) reports and Quarterly performance reports (QPRs) submitted to the Provincial Treasury by the provincial Departments
Method of calculation	-
Data limitations	-
Type of indicator	Input and output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Within 45 days after the end of the particular quarter or date determined by Parliament
Indicator responsibility	In-year Monitoring (IYM) Co-ordinator
Key risk	Submission of the report is dependent on the programmes of both Cabinet and the Provincial Parliament. The programmes for these entities are in terms of calendar year and not financial year

Sub-programme 2.4: Public Finance

Element: Local Government Finance Group 1 and 2

Strategic Objective Performance indicators:

Indicator title 13	Number of municipal budgets assessment reports
Short definition	This indicator relates to a process whereby draft municipal budgets are assessed to improve conformance, credibility, and sustainability.
Purpose/importance	Compliance with section 22 and 23 of the MFMA in terms of providing inputs to the draft municipal budgets
Source/collection of data	Municipal assessment reports on municipal draft budgets

Method of calculation	Sum Total
Data limitations	Quality of Budget documentations received from municipalities
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Improved Municipal Budgets which are going to be credible, sustainable and conforming to all related legislation
Indicator responsibility	Sub sub-programme manager's (SMS's) responsible and accountable for the oversight and implementation
Key Risk & Mitigation	Risk = Non Compliance to Budget regulations Mitigation = Budget Checklist and issuing of non-compliance letters Risk = Quality of Data of budgets received from Municipalities Mitigation = LGMTEC 3 engagements with municipalities

Strategic Objective Performance indicators:

Indicator title 14	Number of quarterly reports on the implementation of the municipal budget to Cabinet and Parliament
Short definition	Number of reports submitted to cabinet and parliament on the performance of municipalities on the implementation of the budget.
Purpose/importance	Legislative requirement to report to the cabinet and parliament on the performance of municipalities on the implementation of the budget, as per section 71 of the MFMA
Source/collection of data	Municipalities, NT LG-Data base
Method of calculation	Monthly municipal IYM Assessment reports, and Cabinet Reports
Data limitations	Data Integrity of Information received from municipalities
Type of indicator	Output Indicator
Calculation type	Non-Cumulative
Reporting cycle	Monthly and Quarterly
New indicator	No

Desired performance	Improved IYM reporting from municipalities, and Improved Cabinet reporting to Parliament
Key Risk & Mitigation	Risk = Data Integrity of Information received from Municipalities Mitigation = Formal monthly/Quarterly letters issued to municipalities, Municipal Accountant Forums Risk = Non-compliance with legislative requirements Mitigation = Letters of non-compliance issued to municipalities
Indicator responsibility	Sub sub-programme manager's (SMS's) responsible and accountable for the oversight and implementation

Strategic Objective Performance indicators:

Indicator title 15	Number of reports on MFMA implementation
Short definition	Quarterly reports and structured engagements on MFMA implementation.
Purpose/importance	To improve IGR and coordination within and across PT and Local Government
Source/collection of data	IGR reports from respective stakeholders
Method of calculation	Quarterly reports and Monthly Meetings
Data limitations	Rate of submission of respective reports, and rate of holding meetings
Type of indicator	Output Indicator
Calculation type	Non-Cumulative
Reporting cycle	Quarterly and Monthly
New indicator	No
Desired performance	Coordinated reporting
Key Risk & Mitigation	Risk = Non-compliance with legislative requirements Mitigation = Address non-compliance issues at NT quarterly meetings, CFO Forums, and JWG meetings
Indicator responsibility	Sub sub-programme manager's (SMS's) responsible and accountable for the oversight and implementation

Performance indicator:

Indicator title 13.1	Number of municipal budgets assessment reports
Short definition	This indicator relates to a process whereby draft municipal budgets are assessed to improve conformance, credibility, and

	sustainability.
Purpose/importance	Compliance with section 22 and 23 of the MFMA in terms of providing inputs to the draft municipal budgets
Source/collection of data	Municipal assessment reports on municipal draft budgets
Method of calculation	Sum Total of municipal budget assessment reports
Data limitations	Quality of Budget documentations received from municipalities
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Improved Municipal Budgets which are going to be credible, sustainable and conforming to all related legislation
Key Risk & Mitigation	Risk = Non Compliance to Budget regulations Mitigation = Budget Checklist and issuing of non-compliance letters Risk = Quality of Data of budgets received from Municipalities Mitigation = LGMTEC 3 engagements with municipalities
Indicator responsibility	Sub sub-programme manager's (SMS's) responsible and accountable for the oversight and implementation

Performance indicator:

Indicator title 13.2	Number of mid-year budget assessment reports
Short definition	Number of mid-year budget assessment reports.
Purpose/importance	It is to identify budget in-efficiencies within municipalities. To monitor municipal mid-year budgets against the projected expenditures
Source/collection of data	Municipalities, National Treasury and in-house Business Information directorate's data base
Method of calculation	Mid-year municipal visits
Data limitations	Accuracy and availability of budget documentation from Municipalities

Type of indicator	Output Indicator
Calculation type	Non-cumulative.
Reporting cycle	Annually
New indicator	New PI
Desired performance	Improved efficiencies in municipal budget implementation
Key Risk & Mitigation	Risk = Non Compliance to Budget regulations Mitigation = Budget Checklist and issuing of non-compliance letters
Indicator responsibility	Sub sub-programme manager's (SMS's) responsible and accountable for the oversight and implementation

Performance indicator:

Indicator title 14.1	Number of monthly IYM assessment reports on the implementation of the municipal budget
Short definition	Number of monthly IYM reports on the monthly spending
Purpose/importance	It is a legislative requirement to monitor the implementation of the budget in terms of conformance, accountability, data integrity, and efficiencies, as per section 71 of the MFMA
Source/collection of data	Municipalities, NT LG-Data base
Method of calculation	Monthly municipal IYM Assessment reports
Data limitations	Data Integrity of Information received from municipalities
Type of indicator	Output Indicator
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	Improved IYM reporting from municipalities
Key Risk & Mitigation	Risk = Data Integrity of Information received from Municipalities Mitigation = Formal monthly/Quarterly letters issued to municipalities, Municipal Accountant Forums Risk = Non-compliance with legislative requirements Mitigation = Letters of non-compliance issued to municipalities

Indicator responsibility	Sub sub-programme manager's (SMS's) responsible and accountable for the oversight and implementation
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Performance indicator:

Indicator title 14.2	Number of quarterly reports on the implementation of the municipal budget to Cabinet and Parliament
Short definition	Number of reports submitted to cabinet and parliament on the performance of municipalities on the implementation of the budget.
Purpose/importance	It is a legislative requirement to report to the cabinet and parliament on the performance of municipalities on the implementation of the budget,, as per section 71 of the MFMA
Source/collection of data	Municipalities, NT LG-Data base, Quarterly Cabinet/Parliamentary reports
Method of calculation	Sum Total
Data limitations	Data Integrity of Information received from municipalities
Type of indicator	Output Indicator
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improved reporting to Cabinet
Indicator responsibility	Sub sub-programme manager's (SMS's) responsible and accountable for the oversight and implementation

Performance indicator:

Indicator title 14.3	Number of efficiency assessments on selected expenditure municipal items
Short definition	
Purpose/importance	To identify expenditure efficiency within municipalities to assist in reducing wasteful expenditure
Source/collection of data	efficiency assessment reports on database
Method of calculation	Assessment reports on selected expenditure items
Data limitations	Data Integrity of Information received from municipalities

Type of indicator	Output Indicator
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Improved expenditure trends/patterns within municipalities
Indicator responsibility	Sub sub-programme manager's (SMS's) responsible and accountable for the oversight and implementation

Performance indicator:

Indicator title 15.1	Number of reports on MFMA implementation
Short definition	Number of Quarterly reports on MFMA implementation
Purpose/importance	To improve IGR and coordination within and across PT and Local Government to improve conformance and performance in municipalities
Source/collection of data	IGR reports from respective stakeholders
Method of calculation	Sum total of the Quarterly reports on MFMA implementation
Data limitations	Rate of submission of respective reports
Type of indicator	Output Indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Coordinated reporting
Key Risk & Mitigation	Risk = Non-compliance with legislative requirements Mitigation = Address non-compliance issues at NT quarterly meetings, CFO Forums, and JWG meetings
Indicator responsibility	Sub sub-programme manager's (SMS's) responsible and accountable for the oversight and implementation

Performance indicator:

Indicator title 15.2	Number of structured engagements on the implementation of the MFMA
Short definition	Monthly and Quarterly structured engagements on MFMA implementation to improve IGR and coordination within and across PT and Local Government to improve conformance and

	performance in municipalities
Purpose/importance	To improve IGR and coordination within and across PT and Local Government
Source/collection of data	IGR reports from respective stakeholders
Method of calculation	Sum Total of structured engagements
Data limitations	Diaries of managers (clashing) as these meetings cut across directorates and departments
Type of indicator	Output Indicator
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Coordinated reporting
Key Risk & Mitigation	Risk = Non-compliance with legislative requirements Mitigation = Address non-compliance issues at NT quarterly meetings, CFO Forums, and JWG meetings
Indicator responsibility	Sub sub-programme manager's (SMS's) responsible and accountable for the oversight and implementation

Sub-programme 2.4: Public Finance

Element: Infrastructure

Strategic Objective Performance indicator

Indicator title 16.	Number departments in which the WC IDMS is institutionalised
Short definition	This indicator relates to an Infrastructure Delivery Management System (IDMS) for infrastructure delivery and construction procurement necessary to deliver, operate and maintain infrastructure, capacitate delivery and facilitate a uniform approach to infrastructure delivery.

Purpose/importance	It is aimed to facilitate integration and promote seamless delivery through a holistic approach of viewing infrastructure delivery as the management of all aspects of the life cycle of immovable assets
Source/collection of data	Quarterly Performance Report
Method of calculation	Sum total
Data limitations	Rate of implementation of key principles by departments
Type of indicator	Inputs, activities, outputs, impact and efficiency
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised PI
Desired performance	Greater compliance to WCIDMS and increase infrastructure delivery to level 3+
Indicator responsibility	Deputy Director(s) and sub-programme manager (SMS) are responsible and accountable for the oversight and implementation
Key risk	Failure to implement the infrastructure delivery management system (IDMS) which could compromise effective infrastructure delivery. Risk mitigation will be addressed through institutionalisation of good practice; systems; tools and building capacity

Performance indicators

Indicator title 16.1	Number of assessments conducted on institutionalisation of WC IDMS
Short definition	This indicator relates to an Infrastructure Delivery Management System (IDMS) for infrastructure delivery and construction procurement necessary to deliver, operate and maintain infrastructure, capacitate delivery and facilitate a uniform approach to infrastructure delivery.
Purpose/importance	It is aimed to facilitate integration and promote seamless delivery through a holistic approach of viewing infrastructure delivery as the management of all aspects of the life cycle of immovable assets
Source/collection of data	Quarterly Performance Report
Method of calculation	Sum total
Data limitations	Rate of implementation of key principles by departments

Type of indicator	Inputs, activities, outputs, impact and efficiency
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised PI
Desired performance	Greater compliance to WCIDMS and increase infrastructure delivery to level 3+
Indicator responsibility	Deputy Director(s) and sub-programme manager (SMS) are responsible and accountable for the oversight and implementation
Key risk	<p>Failure to implement the infrastructure delivery management system (IDMS) which could compromise effective infrastructure delivery.</p> <p>Risk mitigation will be addressed through institutionalisation of good practice; systems; tools and building capacity</p>

Performance indicator:

Indicator title 16.2	Number of infrastructure reports assessed
Short definition	To assess and monitor projected project cash flows against actual project cash flows and to identify early challenges
Purpose/importance	It is a legislative requirement (DORA: Incentive Grant) and it will assist the departments to effectively plan and manage infrastructure delivery in order to improve general service delivery to public
Source/collection of data	Quarterly Performance Report
Method of calculation	IRM reports conducted monthly and submitted quarterly to NT
Data limitations	Accuracy and availability of data from departments
Type of indicator	Outputs / Activities
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Higher performance will be desirable
Indicator responsibility	Deputy Director (s) and sub-programme manager (SMS) are responsible and accountable for the oversight and implementation

Key risk	<p>Infrastructure Reporting Model (IRM) data integrity could be compromised through the recording of incorrect statistics/ and lower actual cash flows than projected cash flows</p> <p>Risk mitigation: Monthly reviews of IRM data and engagements in bi-weekly/monthly progress control meetings to ensure credibility thereof.</p>
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Performance indicator:

Indicator title 16.3	Number of U-AMPS/C-AMPS assessed
Short definition	The number of U-AMPS/C-AMPS assessed
Purpose/importance	It is a legislative requirement to assess the quality and monitor GIAMA compliance of departments' U-AMPs
Source/collection of data	Submission of U-AMPS by departments
Method of calculation	Bi-Annual assessments
Data limitations	Depends on the accuracy of the information and the timeous submission of the U-AMPS by departments
Type of indicator	Outputs
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New PI
Desired performance	28 Assessments
Indicator responsibility	Deputy Director(s) and sub-programme manager (SMS) are responsible and accountable for the oversight and implementation
Key risk	<p>Non-submission and or incomplete fields on U-AMP/C-AMP templates by user/custodian</p> <p>Risk mitigation: Drafting of Treasury Circular informing users/custodian of submission of U-AMPs/C-AMPs.</p>

Performance indicator:

Indicator title 16.4	Number of infrastructure project impact assessments
Short definition	To assess potential contribution of investment decisions and to gain more insight into the impact thereof.

Purpose/importance	This will provide intelligence about potential impact of investment and will enable Treasury to improve budget allocations for infrastructure projects
Source/collection of data	Project Business Cases; site visits , project operations and maintenance reports, minutes of project meetings
Method of calculation	Quarterly assessments
Data limitations	Depends on the accuracy of the information and the timeous submission of the source documentation listed above
Type of indicator	Outputs
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New PI
Desired performance	Higher performance will be desirable
Indicator responsibility	Unit managers are responsible for assessment of project business cases
Key risk	Non-submission and accuracy of business cases for review Risk mitigation: Drafting of Treasury Circular informing relevant Departments of submission of business cases

Sub-programme 2.4: Public Finance

Element: Business Information and Data Management

Strategic Objective 17.	The development of an information management system SOP.
Short definition	Development of an SOP that could guide the information management system for the Provincial Treasury through the consolidation and synchronisation of the individual SOPs within the Directorate Business Information and Data Management.

Purpose/importance	Guide the management and the utilisation of information within the Provincial Treasury through the information management system.
Source/collection of data	The draft Information Management System SOP will be available on the PT network: T:\PT BIDM (T09)\00 SOP\01 SOP BIDM\00 BI & DB – IMS.
Method of calculation	-
Data limitations	-
Type of indicator	Output indicator.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	New indicator.
Desired performance	Workable Information Management System SOP developed over time.
Indicator responsibility	Element manager.
Key risk	Risk: Information not readily available for decision making. Mitigation: Develop the SOP and manage information in accordance with SOP.

Performance indicator:

Indicator title 17.1	Number of reports on the implementation of a centralised document control system.
Short definition	Quarterly reports which will provide management information on the state of the centralised document control system.
Purpose/importance	Provides information to PT management on the centralised document control system with the goal to implement the Records Management policy and to meet legislative requirements.
Source/collection of data	Reports to management e-copy available on PT network: T:\PT BIDM (T09)\B Information and Records Management\B2 Records Management\ Quarterly Implementation reports.
Method of calculation	Simple count.
Data limitations	-
Type of indicator	Output indicator.

Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	New indicator.
Desired performance	4 Quarterly reports
Indicator responsibility	Element manager.
Key risk	<p>Risk: Inadequate safe guiding and dissemination of information within the Provincial Treasury.</p> <p>Mitigation: Proper use of the centralised depository (hard copy and electronic copy) and monitoring the adherence to the guidelines and applicable legislative prescripts.</p>

Performance indicator:

Indicator title 17.2	Number of datasets managed.
Short definition	Datasets managed for use of Provincial Treasury officials, Departments and Public Entities and conformance to applicable legislation.
Purpose/importance	Processing data from periodic reporting formats as well as from raw data sourced from various systems into information datasets to inform evidence based PT decision-making.
Source/collection of data	Four quarterly datasets available on the PT network: i.e. IYM Dataset (Financial) and QPR Consolidated Provincial Model (Non-Financial) [T:\PT DATA\I IYM Model\2013-14]; Master Provincial dataset [T:\PT DATA\α Budget\2014\17 Provincial Dataset] and Spatial Spending Dataset [T:\PT DATA\α Budget\2014\16 Spatial Spending Dataset].
Method of calculation	Simple count.
Data limitations	Uptime of systems and format of data.
Type of indicator	Output indicator.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	New indicator.
Desired performance	Production of four datasets per quarter.

Indicator responsibility	Element manager.
Key risk	Risk: Inadequate integration of information between data bases within Provincial Treasury. Mitigation: Proper verification of data and standardisation of formats of datasets.

Performance indicator:

Indicator title 17.3	Number of budget process plans managed.
Short definition	This indicator refers to the detailed budget planning for the financial year under review (Provincial and Municipal).
Purpose/importance	Illustrates the timelines and internal deadlines of the various processes within Provincial Treasury. This in turn can provide for better planning and implementation of budget processes.
Source/collection of data	Budget Process Schedules e-copy available on PT network: <u>Provincial</u> -T:\PT DATA\a Budget\2014\11 Budget Process\PT and <u>Municipal</u> - T:\PT LG DATA\g MTEC\2013-14 (Jul-Jun)\b 2013 MTEC 3 April\00 Logistics\00 PT Planning
Method of calculation	Simple count: Provincial – PG MTEC 1 and PG MTEC 2 and Municipal - LG MTEC 3.
Data limitations	-
Type of indicator	Output indicator.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	New indicator.
Desired performance	Management of budget processes in accordance with budget process plans.
Indicator responsibility	Element manager.
Key risk	Risk: Non-adherence to process due dates – internal and external. Mitigation: Proper project management of budget process plans.

Performance indicator:

Indicator title 17.4	Number of Provincial Treasury publications formatted and technically edited.
Short definition	The collation and technical refinement of Provincial Treasury publications and working papers.
Purpose/importance	To ensure high quality provincial and municipal publications and working papers.
Source/collection of data	Final formatted and technically edited publications will be stored on the PT network under various folders. These include: Annual Financial Statements; PERO; PERO Speech; Annual Report; MTBPS; Adjusted Estimates; MTBPS & Adjusted Estimates Speech; Provincial Gazette Allocations to Municipalities; WC Adjustments Appropriation Bill; Overview of Provincial Revenue and Expenditure; Estimates of Provincial Revenue and Expenditure; Budget Speech; Provincial Gazette Allocations to Municipalities; WC Appropriation Bill; Annual Performance Plan.
Method of calculation	Simple count.
Data limitations	Documents not available in its original formats.
Type of indicator	Output indicator.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	New indicator.
Desired performance	To publish 15 documents.
Indicator responsibility	Element manager.
Key risk	Risk: Data integrity and late submission of documents. Mitigation: Adherence to set deadlines and training of personnel.

Sub-Programme 2.5: Special Projects

Strategic Objective Performance Indicator

Indicator title 18.	Number of strategic projects / programmes that receive financial support
Short definition	Number of strategic projects / programmes that are of a transversal and strategic nature in the WCG that receives financial support in the adjusted or main budget.

Purpose/importance	During the 2013/14 Budget Process the Provincial Cabinet approved the transversal priorities for the Western Cape Government for which funding were reserved. This funding will be made available to departments on the submission of implementation plans/business cases/project plans.
Source/collection of data	Budget Allocation letters/schedules
Method of calculation	Simple count
Data limitations	No
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	New indicator
Desired performance	5 projects funded
Indicator responsibility	Programme manager
Key risks	Late submission of implementation plans/business cases/project plans

Performance Indicator:

Indicator title 18.1.	Number of strategic projects / programmes that receive financial support
Short definition	Number of strategic projects / programmes that are of a transversal and strategic nature in the WCG that receives financial support in the adjusted or main budget.
Purpose/importance	During the 2013/14 Budget Process the Provincial Cabinet approved the transversal priorities for the Western Cape Government for which funding were reserved. These funding will be made available to departments on the submission of Plans/business cases.
Source/collection of data	Budget Allocation letters/schedules on PT database
Method of calculation	Simple count
Data limitations	No
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	New indicator
Desired performance	5 projects funded
Indicator responsibility	Programme manager
Key risks	Late submission of implementation plans/business cases/project plans

Performance Indicator:

Indicator title 18.2.	Number of implementation plans received
Short definition	These are the number of implementation plans/business cases/project plans for strategic projects / programmes that are of a transversal and strategic nature in the WCG submitted to the Provincial Treasury for funding/financial support.
Purpose/importance	To ensure good governance and the effectiveness of government spending as well as for the monitoring of expenditure and outputs,

	clear and executable plans are required.
Source/collection of data	Implementation Plans (also known as business cases or project plans) on PT database
Method of calculation	Simple count
Data limitations	No
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	New indicator
Desired performance	5 implementation plans
Indicator responsibility	Programme manager
Key risks	Quality of the implementation plans.

PROGRAMME 3 – ASSET MANAGEMENT

Sub-programme 3.1: Programme Support

Strategic Objective Performance Indicator

Indicator title 19.	Number of performance plans achieved by the programme.
Short definition	3 performance plans on specific provincial outputs completed

Purpose/importance	The Performance Plan is developed for each sub-programme to provide how it will give effect in reaching the requirements as set out in the dashboard and QPR
Source/collection of data	3 Consolidated performance reports derived from the APP, SDIP, PQR and PSO12 reporting mechanism
Method of calculation	Simple count checking for compliance to APP, SDIP, QPR and PSO12 requirements
Data limitations	Non-adherence to performance plans
Type of indicator	Activities and output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	New
Desired performance	Performance plan is developed that meets the requirements as set out in the dashboard and QPR
Indicator responsibility	Head of Office
Key Risks	Non-adherence to performance plans

Performance Indicator:

Indicator title 19.1	Number of training initiatives attended by staff
Short definition	Number of training courses attended by the staff
Purpose/importance	In aid of developing staff
Source/collection of data	Attendance certificates or registers
Method of calculation	Simple count by using the signed attendance registers
Data limitations	Non-availability of attendance registers
Type of indicator	output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	A development plan is completed that meets the requirements as set out in dashboard and QPR
Indicator responsibility	Head of Office
Key Risks	Staff not attending the training initiatives

Performance Indicator:

Indicator title 19.2	Timeous completion of operational plan
Short definition	Operational Plan completed by 30 April 2013
Purpose/importance	The Operational Plan is developed for each sub-programme to provide how it will give effect in reaching the requirements as set out in the PO12, APP, SDIP, OPS Plan and QPR
Source/collection of data	Operational Plan as at 30 April derived from the APP and Performance Agreements
Method of calculation	Detailed population of an Excel spread sheet with set targets and goals
Data limitations	Non-adherence to the Operational Plan, as a guide, to execute
Type of indicator	Activities and output
Calculation type	None
Reporting cycle	Annually
New indicator	New
Desired performance	An Operational Plan is developed that meets the requirements as set out in the dashboard and QPR
Indicator responsibility	Head of Office
Key Risks	Non-adherence to APP

Performance Indicator:

Indicator title 19.3	Number of reports on the implementation of SOP
Short definition	4 reports on SOP's implemented
Purpose/importance	SOP's act as guide in performing tasks
Source/collection of data	4 progress reports regarding the implementation of SOP's
Method of calculation	Number of SOP's implemented
Data limitations	Non-implementation of finalised SOP's
Type of indicator	Activities and output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Implementation of finalised SOP's

Indicator responsibility	Head of Office
Key Risks	Milestones as set out in APP not reached

Sub-Programme 3.2: Supply Chain Management

Element: Supply Chain Management: Provincial Government

Strategic Objective Performance Indicator

Indicator title 20.	Number of votes assisted to improve management of supply chain and movable asset management
Short definition	Assist departments in building their capacity to enable them to respond more effectively and efficiently to their budget allocation in respect of goods and services through the setting of mandatory and standardised SCM requirements and procedures for the Province, assessing SCM and moveable asset management functionality within departments, training interventions, assistance and guidance programmes, enforcement of sound governance principles, development of supplier market and facilitating and arranging transversal contracts for provincial departments.
Purpose/importance	To assist departments in attaining the desired level of financial capability for SCM and moveable asset management that meets conformance and performance requirements and service delivery.
Source/collection of data	<ul style="list-style-type: none"> • Departmental implementation plans; procurement plans, CGRO action plans • SCM and moveable asset management assessment reports and departmental annual reports, AG's report and AGSA management letters, MTEC Reports. • Query / opinion and complaint's registers held by the unit as well as helpdesk incident reports; • Departmental procurement statistical reporting, monthly and quarterly reports, BAS, LOGIS, Vulindlela and KITSO reports; Western Cape Supplier Data base information • SCM and moveable asset management intervention training reports; and • Unit's shared drive that houses all departmental data information.
Method of calculation	<ul style="list-style-type: none"> • Quarterly performance and unit's operational plans and milestones; • Number intervention reports and queries logged on registers; and • Monitored through the units shared drive and reporting on the unit's operational plan. • Simple count from spread sheets kept for each project;
Data limitations	Quality and integrity of data is dependent on external sources and stakeholders and is outside of the department's control and financial systems and tools that are not integrated.
Type of indicator	Input, output and Outcomes
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Enhanced departmental capacity and compliance to SCM and

	moveable asset management policy and procedure as well as attaining value for money.
Indicator responsibility	Senior Manager Procurement and Provisioning (PG)
Key risk	High vacancy rate within the unit will impact on the expected performance. Fast-tracking recruitment process early in the financial year

Performance Indicator:

Indicator title 20.1	Number of votes assisted to fully implement the SCM accounting system
Short definition	Issuing of blueprint accounting officer's system and assisting departments with implementation, alignment to PTIs and NTRs. Monitoring of implementation plans.
Purpose/importance	Defining and ensuring standardised practices of SCM and moveable asset management procedures within the Province that facilitates conformance and clean audits
Source/collection of data	Departmental Accounting Officers; implementation plans; CGRO action plans; assessment reports; helpdesk reports/query logs
Method of calculation	Number of reports, opinions and query logs
Data limitations	Departmental progress in finalising AOS is outside the control of the unit
Type of indicator	output
Calculation type	Simple Count
Reporting cycle	Quarterly
New indicator	No
Desired performance	Departmental AOS aligned to blueprint AOS, PTIs and NTRs that addresses better control over SCM and asset management policy and procedures and affords greater accountability and transparency within SCM and moveable asset management.
Indicator responsibility	Procurement and Provisioning Manager (PG)
Key risk	High vacancy rate within the unit will impact on the expected performance. Fast-tracking recruitment process early in the financial year. Draft National Treasury Regulations issued for comment and finalisation of blueprint AOs will be dependent on the issuance of the final NTRs by the National Treasury

Performance Indicator:

Indicator title 20.2	Number of CGRO assessment reports per vote
Short definition	To develop CGRO assessment Reports through structured assessments and monitored action plans.
Purpose/importance	Give effect to the monitoring and evaluation of departments that addresses issues of capacity and control and gives effect to good governance principles and practices
Source/collection of data	<ul style="list-style-type: none"> • Departmental implementation plans; procurement plans, CGRO action plans • SCM and moveable asset management assessment reports

	<p>and departmental annual reports, AG's report and AGSA management letters, MTEC Reports.</p> <ul style="list-style-type: none"> • Query / opinion and complaint's registers held by the unit as well as helpdesk incident reports; • Departmental procurement statistical reporting, monthly and quarterly reports, BAS, LOGIS, Vulindlela and KITSO reports; Western Cape Supplier Data base information • SCM and moveable asset management intervention training reports; and • Unit's shared drive that houses all departmental data information.
Method of calculation	Simple count from spread sheets kept for each project;
Data limitations	Quality and integrity of data is dependent on external sources and stakeholders and is outside of the unit's control and financial systems and tools that are not integrated.
Type of indicator	Input, output and outcome
Calculation type	cumulative
Reporting cycle	quarterly
New indicator	No
Desired performance	Enhanced departmental capacity and compliance to SCM and moveable asset management policy and procedure that enables clean audits and efficiencies.
Indicator responsibility	Procurement and Provisioning Manager (PG)
Key risk	High vacancy rate within the unit will impact on the expected performance. Fast-tracking recruitment process early in the financial year

Performance Indicator:

Indicator title 20.3	Number of functional areas analysed for strategic sourcing implementation
Short definition	To implement functional areas through policy that gives effect to bulk buying and economies of scale for the province as well as departmental efficiencies in spending and procurement procedures
Purpose/importance	Value for money and efficiencies attained. Implemented policy that gives effect to bulk buying and economies of scale for the province as well as departmental efficiencies in spending and procurement procedures
Source/collection of data	<ul style="list-style-type: none"> • Departmental procurement statistical reporting, monthly and quarterly reports, BAS, LOGIS, Vulindlela and KITSO reports; Western Cape Supplier Data base information • Assessment reports
Method of calculation	<ul style="list-style-type: none"> • Quarterly performance and unit's operational plans and milestones; • Number intervention reports and queries logged on registers; and • Monitored through the units shared drive and reporting on the unit's operational plan. • Simple count from spread sheets kept for each project;
Data limitations	Quality and integrity of data is dependent on external sources and stakeholders and is outside of the department's control and financial systems and tools that are not integrated.
Type of indicator	Input, output, outcome and impact

Calculation type	cumulative
Reporting cycle	quarterly
New indicator	No
Desired performance	Leveraged buying power and value for money in SCM
Indicator responsibility	Procurement and Provisioning Manager (PG)
Key risk	High vacancy rate within the unit will impact on the expected performance. Fast-tracking recruitment process early in the financial year

Performance Indicator:

Indicator title 20.4	Number of supplier engagement sessions held to develop and educate suppliers
Short definition	Implement supplier development initiatives that is responsive to the Province's socio-economic responsibilities and needs and gives effect to enhancing relationships with SMME's and BEE vendors with the view of building the supplier community to become economically viable
Purpose/importance	Developing an enabling environment that facilitates BBEE and SMME supplier development initiatives that ensures government's socio-economic responsibility
Source/collection of data	<ul style="list-style-type: none"> • Quarterly performance and project milestones; • Supplier intervention reports; • Monitoring through the units shared drive and reporting on the unit's operational plan.
Method of calculation	Number of reports
Data limitations	None
Type of indicator	output
Calculation type	Simple count
Reporting cycle	quarterly
New indicator	No
Desired performance	Developed relationship between vendors that is responsive to provincial procurement requirements
Indicator responsibility	Procurement and Provisioning Manager (PG)
Key risk	High vacancy rate within the unit will impact on the expected performance. Fast-tracking recruitment process early in the financial year

Sub-Programme 3.2: Supply Chain Management

Element: Supply Chain Management: Local Government

Strategic Objective Performance Indicator:

Indicator title 21.	Number of municipalities assisted to improve management of supply chain and movable asset management
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Short definition	Assist municipalities in building their capacity to enable them to respond more effectively and efficiently to their budget allocation in respect of goods, services and construction related services, through the setting of best practise guidelines for SCM requirements and procedures, assessing SCM and moveable asset management functionality within municipalities, training interventions, assistance and guidance programmes.
Purpose/importance	To assist municipalities in attaining the desired level of financial capability for SCM and moveable asset management that meets conformance and performance requirements and service delivery.
Source/collection of data	<ul style="list-style-type: none"> • SCM VC assessment action plans, MGRO Action Plans • IDP, Municipal Budgets, SDBIP and procurement/demand plans • AG's report and AGSA management letters, MTEC Reports • SCM Model Policies, prescribed legislation and policy • Procurement Statistics Reports and • Query / opinion and complaint's registers held by the unit as well as helpdesk reports.
Method of calculation	<ul style="list-style-type: none"> • Quarterly performance and unit's operational plans and milestones; • Queries logged on registers; and • Monitored through the units shared drive and reporting on the unit's operational plan; and • Unit's project execution plan.
Data limitations	Quality and integrity of data is dependent on external sources and stakeholders and is outside of the department's control and financial systems and tools that are not integrated.
Type of indicator	output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Enhanced municipal capacity and compliance to SCM and moveable asset management policy and procedure as well as attaining value for money.
Indicator responsibility	Senior Manager Procurement and Provisioning (LG)
Key risk	<ul style="list-style-type: none"> • Cooperation from municipalities, • Vacancy rate within the unit will impact on the expected performance.

Performance Indicator:

Indicator title 21.1	Number of municipal SCM and MAM Virtuous Cycle assessment reports
Short definition	Performing SCM and Movable Asset Management assessments at municipalities, and issuance recommended action plans on identified deficient areas.
Purpose/importance	To assess, promote and enforce effective and prudent financial

	management through SCM, and ensuring that the entire SCM cycle is applied and that the practices of municipalities are sound and promote governance, transparency and accountability.
Source/collection of data	<ul style="list-style-type: none"> • SCM VC assessment action plans, MGRO Action Plans • IDP, Municipal Budgets, SDBIP and procurement/demand plans • AG's report and AGSA management letters, MTEC Reports • SCM Model Policies, prescribed legislation and policy • Procurement Statistics Reports and • Query / opinion and complaint's registers held by the unit as well as helpdesk reports.
Method of calculation	<ul style="list-style-type: none"> • Quarterly performance and unit's operational plans and milestones; • Queries logged on registers; and • Monitored through the units shared drive and reporting on the unit's operational plan; and • Unit's project execution plans and timelines.
Data limitations	<ul style="list-style-type: none"> • Quality and integrity of data is dependent on external sources and stakeholders and is outside of the department's control and financial systems and tools that are not integrated. • Non-availability of documents from municipalities when requested for review.
Type of indicator	, output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	17 assessments
Indicator responsibility	Senior Manager Procurement and Provisioning (LG)
Key risk	<ul style="list-style-type: none"> • Cooperation from municipalities, • Vacancy rate within the unit will impact on the expected performance, • Shifting of agreed engagement dates by municipalities.

Performance Indicator:

Indicator title 21.2	Number of municipal SCM/MAM policies assessed
Short definition	Define, enforce and implement and assess SCM and asset management policies that speaks to sound governance principles that ensures these policies is an adequate delivery mechanism that gives effect to prudent spending of the budget.
Purpose/importance	Implementation of controls, accountability and transparency that enables municipalities in attaining good governance practices for SCM and moveable asset management.
Source/collection of data	<ul style="list-style-type: none"> • SCM VC assessment action plans, MGRO Action Plans • SCM Model Policies, prescribed legislation and policy; • Council resolutions to approve policy; and • Provincial Treasury internal information resources unit.
Method of calculation	<ul style="list-style-type: none"> • Quarterly performance and unit's operational plans and milestones;

	<ul style="list-style-type: none"> • Queries logged on registers; and • Monitored through the units shared drive and reporting on the unit's operational plan; and • Unit's project execution plans and timelines.
Data limitations	Non-availability of documents from municipalities when requested for review.
Type of indicator	output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Enhanced Municipal capacity that addresses better control over SCM and asset management policy and procedures and affords greater accountability and transparency within SCM.
Indicator responsibility	Senior Manager Procurement and Provisioning (LG)
Key risk	<ul style="list-style-type: none"> • Cooperation from municipalities, • Policy documents not provided to for review. • Vacancy rate within the unit will impact on the expected performance, • Documents not approved by council.

Performance Indicator:

Indicator title 21.3	Number of MGRO assessment reports per municipality
Short definition	Develop MGRO assessment reports through cooperative engagements establishing control mechanisms and good governance practices through structured and monitored action plans
Purpose/importance	Give effect to the monitoring and evaluation of municipalities that addresses issues of capacity and control and gives effect to good governance principles and practices
Source/collection of data	<ul style="list-style-type: none"> • SCM VC assessment action plans, previous year's MGRO Action Plans • IDP, Municipal Budgets, SDBIP and procurement/demand plans • AG's report and AGSA management letters, MTEC Reports • SCM Model Policies, prescribed legislation and policy • Procurement Statistics Reports and • Query / opinion and complaint's registers held by the unit as well as helpdesk reports.
Method of calculation	<ul style="list-style-type: none"> • Quarterly performance and unit's operational plans and milestones; • Queries logged on registers; and • Monitored through the units shared drive and reporting on the unit's operational plan; and • Unit's project execution plans and timelines.
Data limitations	Quality and integrity of data is dependent on external sources and stakeholders and is outside of the unit's control and financial systems and tools that are not integrated.
Type of indicator	, output
Calculation type	cumulative
Reporting cycle	quarterly

New indicator	No
Desired performance	Enhanced municipal capacity and compliance to SCM and moveable asset management policy and procedure that enables clean audits and efficiencies.
Indicator responsibility	Senior Manager Procurement and Provisioning (LG)
Key risk	<ul style="list-style-type: none"> • Cooperation from municipalities, • documents not provided for review, • Information not being updated on the MGRO excel spread sheets; and • Vacancy rate within the unit will impact on the expected performance.

Performance Indicator:

Indicator title 21.4	Number of policies that drive construction procurement planning in municipalities
Short definition	Designing and developing principles/framework/policy for construction procurement strategy.
Purpose/importance	Set the principles which will enhance planning for and fast tracking of capital expenditure, and creating an environment for institutions to respond quicker and efficiently to service delivery needs.
Source/collection of data	<ul style="list-style-type: none"> • CIDB practice notes; • Infrastructure Delivery Management System/ guidelines; • International (European models) standards on Construction Procurement Systems.
Method of calculation	<ul style="list-style-type: none"> • Quarterly performance and unit's operational plans and milestones; • Reporting on the unit's operational plan; and • Unit's project execution plans and timelines.
Data limitations	Quality and integrity of data is dependent on external sources and international benchmarks, which might not be relevant to South African Local Government environment.
Type of indicator	Input, output, outcomes and targets (departmental long term goals)
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	<ul style="list-style-type: none"> • Enhanced municipal capacity and compliance to CIDB legislation, and appropriate capital expenditure, and ensuring appropriate quality infrastructure. • Gearing municipalities to sufficiently support and Operationalise the National Development Plan principles and goals.
Indicator responsibility	Senior Manager Procurement and Provisioning (LG)
Key risk	<ul style="list-style-type: none"> • Unavailability of relevant materials to benchmark. • Not obtaining appropriately skilled personnel to assist with the development of the material; and

	<ul style="list-style-type: none"> • Municipalities not accepting the model.
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Performance Indicator:

Indicator title 21.5	Number of structured municipal training interventions
Short definition	Structured training interventions for the identified SCM and asset management deficiencies; develop training interventions to address deficiencies and develop SCM capacity within municipalities
Purpose/importance	To assist municipalities in attaining a level 3+ financial capability for SCM and moveable asset management, and application of good governance principles and practices.
Source/collection of data	<ul style="list-style-type: none"> • SCM VC assessment action plans, MGRO Action Plans • IDP, Municipal Budgets, SDBIP and procurement/demand plans • AG's report and AGSA management letters, MTEC Reports • SCM Model Policies, prescribed legislation and policy • Procurement Statistics Reports and • Query / opinion and complaint's registers held by the unit as well as helpdesk reports.
Method of calculation	<ul style="list-style-type: none"> • Quarterly performance and unit's operational plans and milestones; • Queries logged on registers; and • Monitored through the units shared drive and reporting on the unit's operational plan; and • Unit's project execution plans and timelines.
Data limitations	Unavailability of defined SCM training materials, and Quality and integrity of data is dependent on external sources outside of the department.
Type of indicator	Inputs and outputs
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Enhanced Municipal capacity that addresses better control over SCM and asset management policy and procedures and affords greater accountability and transparency within SCM.
Indicator responsibility	Senior Manager Procurement and Provisioning (LG)
Key risk	<ul style="list-style-type: none"> • Cooperation from municipalities, • Vacancy rate within the unit will impact on the expected performance, • Shifting of agreed engagement dates by municipalities.

Sub-Programme 3.4: Supporting and Interlinked Financial Systems

Strategic Objective Performance Indicator:

Indicator title 22.	Number of votes assisted to effectively utilise the suite of financial systems
Short definition	Assist votes to effectively utilise the suite of financial systems

Purpose/importance	To ensure that the functionalities are correctly and optimally utilised
Source/collection of data	Transversal systems and call log register
Method of calculation	The comparison between date and time received and date and time finalised
Data limitations	Where calls are referred to National Treasury and dependent on resources to address the queries within a reasonable time and give feedback to Provincial Treasury
Type of indicator	Output
Calculation type	cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Optimal utilisation of the system
Indicator responsibility	Sub-program Manager
Key risk	No specific risk

Performance Indicator:

Indicator title 22.1	Percentage of core users trained to the required standard
Short definition	To ensure users that have access to the system are trained in at least the function(s) they perform on the system
Purpose/importance	To ensure that the functionalities are correctly and optimally utilised
Source/collection of data	Training database
Method of calculation	Percentage of core users trained over a period quarterly/ annually versus the total number of core users registered on the system
Data limitations	Unavailability of the database
Type of indicator	It identifies the impact that have on training needs (quantity and quality)
Calculation type	cumulative
Reporting cycle	Quarterly
New indicator	It continues with slight changes from the previous year
Desired performance	It is desirable that the actual performance is higher than the target that users are trained in additional functionalities with a 70% pass rate.
Indicator responsibility	Sub-program Manager
Key Risk	Core users not nominated in accordance with their system profiles. To ensure compliance, training gaps are supplied to departments on a quarterly basis and if no response within a reasonable specified time, users are deactivated on the system.

Performance Indicator:

Indicator title 22.2	Number of institutions provided with an effective user account management service
Short definition	To ensure that effective user account management is executed and maintained, generic policies exist for the management of transversal systems, users are trained in accordance with their

	profiles, exception reports are timeously identified and addressed and log-on violations are identified and addressed.
Purpose/importance	The effective management of transversal systems and to ensure veracity of data.
Source/collection of data	Call log in system: Variance between actual turnaround time and service standards in accordance with the SLA
Method of calculation	Simple count
Data limitations	The availability of the system and system-generated reports
Type of indicator	It identifies the effective management and the optimal utilisation of transversal systems
Calculation type	Per department/institution
Reporting cycle	quarterly
New indicator	No
Desired performance	The effective management and optimal utilisation of transversal systems in 118 institutions
Indicator responsibility	Sub-program manager
Key risk	Incorrect information supplied by departments. To mitigate the risk, the inputs are compared with the approved structures and only relevant codes against which an amount has been budgeted, are activated.

Performance Indicator:

Indicator title 22.3	Number of departments where the biometric access solution is implemented
Short definition	Implement the biometric access solution system at a number of Departments
Purpose/importance	To minimise unauthorised access and limit possible fraudulent transactions. To ensure a high standard of security access on transversal financial systems
Source/collection of data	System reports
Method of calculation	Simple count
Data limitations	The availability of transversal financial systems and system-generated reports
Type of indicator	Input
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To maintain a high standard of security access in 3 departments
Indicator responsibility	Sub-program manager
Key risk	Resistance to the process by core users. To mitigate the risk, a comprehensive awareness campaign will be undertaken to make users aware of the benefits of the new system.

Performance Indicator:

Indicator title 22.4	Number of CGRO assessment reports per vote
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Short definition	To ensure financial system management improvement to achieve a level 3+ financial capability rating
Purpose/importance	To ensure that the functionalities are correctly and optimally utilised and users are trained in those functionalities allocated to them
Source/collection of data	Transversal systems, training database and KITSO
Method of calculation	simple count
Data limitations	The availability of the systems, database and system-generated reports
Type of indicator	Cumulative
Calculation type	output
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	The effective management and optimal utilisation of transversal systems
Indicator responsibility	Sub-program manager
Key risk	No specific risk

Performance Indicator:

Indicator title 22.5	Number of sites to which LOGIS have been rolled out
Short definition	Standardisation of systems throughout the Province
Purpose/importance	To ensure compliance to legislative and supply chain management prescripts
Source/collection of data	Mutually agreed upon project plan and LOGIS generated IM003 go live report
Method of calculation	Simple count
Data limitations	Format of information supplied not according to LOGIS standard requirements
Type of indicator	Number of sites successfully implemented according to the project plan
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	It is desirable to implement in accordance with predetermined dates (project plan)
Indicator responsibility	Sub-program manager
Key risk	The availability of additional funds and buy-in of departments/ institutions. Formal request has been submitted for funds for the further roll-out of LOGIS, while thorough pre-implementation processes (information sessions, workshops, etc.) are being followed to ensure the buy-in of all concerned.

Performance Indicator:

Indicator title 22.6	Number of votes that have access to a centralised database linked with SCOA
Short definition	To provide a number of Votes access to a centralised database linked with SCOA to ensure standardisation of expenditure item allocations.

Purpose/importance	To ensure the correct items are utilised. To ensure the standardisation of expenditure item allocations
Source/collection of data	ICN database (LOGIS) and SCOA item list
Method of calculation	simple count
Data limitations	Contents might change due to SCOA changes
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	quarterly
New indicator	Yes
Desired performance	The correct allocation of expenditure items
Indicator responsibility	Sub-program manager
Key risk	The ongoing maintenance of the database. Institute required measures to ensure that we are timeously informed by NT of any changes to SCOA structures

Performance Indicator:

Indicator title 22.7	Number of votes where the Integrated Procurement Solution (IPS) is implemented
Short definition	The implementation of e-procurement solution that complies to user and legislative requirements
Purpose/importance	To ensure compliance to legislative and supply chain management prescripts
Source/collection of data	A mutually agreed upon project plan and IPS generated report on the activation date of system users per vote/ institution
Method of calculation	Simple count
Data limitations	None
Type of indicator	output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	It is desirable to implement in accordance with predetermined dates (project plan)
Indicator responsibility	Sub-program manager
Key risk	The availability of additional funds and buy-in of departments/ institutions. Formal request has been submitted for funds for the roll-out of the IPS, while thorough pre-implementation processes (information sessions, workshops, etc.) are being followed to ensure the buy-in of all concerned.

PROGRAM 4 – FINANCIAL GOVERNANCE

Sub-Programme 4.1 Programme Support

Strategic Objective Performance Indicator

Indicator title 23.	Number of performance plans achieved by the programme.
Short definition	3 performance plans on specific provincial outputs completed
Purpose/importance	The Performance Plan is developed for each sub-programme to provide how it will give effect in reaching the requirements as set out in the dashboard and QPR
Source/collection of data	3 Consolidated performance reports derived from the APP, SDIP, PQR and PSO12 reporting mechanism
Method of calculation	Simple count checking for compliance to APP, SDIP, QPR and PSO12 requirements
Data limitations	Non-adherence to performance plans
Type of indicator	Activities and output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	New
Desired performance	Performance plan is developed that meets the requirements as set out in the dashboard and QPR
Indicator responsibility	Head of Office
Key Risks	Non-adherence to performance plans

Performance Indicator:

Indicator title 23.1	Number of training initiatives attended by staff
Short definition	Number of training courses attended by the staff
Purpose/importance	In aid of developing staff
Source/collection of data	Attendance certificates or registers
Method of calculation	Simple count by using the signed attendance registers
Data limitations	Non-availability of attendance registers
Type of indicator	output
Calculation type	Cumulative
Reporting cycle	Quarterly

New indicator	New
Desired performance	A development plan is completed that meets the requirements as set out in dashboard and QPR
Indicator responsibility	Head of Office
Key Risks	Staff not attending the training initiatives

Performance Indicator:

Indicator title 23.2	Timeous completion of operational plan
Short definition	Operational Plan completed by 30 April 2013
Purpose/importance	The Operational Plan is developed for each sub-programme to provide how it will give effect in reaching the requirements as set out in the PO12, APP, SDIP, OPS Plan and QPR
Source/collection of data	Operational Plan as at 30 April derived from the APP and Performance Agreements
Method of calculation	Detailed population of an Excel spread sheet with set targets and goals
Data limitations	Non-adherence to the Operational Plan, as a guide, to execute
Type of indicator	Activities and output
Calculation type	None
Reporting cycle	Annually
New indicator	New
Desired performance	An Operational Plan is developed that meets the requirements as set out in the dashboard and QPR
Indicator responsibility	Head of Office
Key Risks	Non-adherence to APP

Performance Indicator:

Indicator title 23.3	Number of reports on the implementation of SOP
Short definition	4 reports on SOP's implemented
Purpose/importance	SOP's act as guide in performing tasks
Source/collection of data	4 progress reports regarding the implementation of SOP's
Method of calculation	Number of SOP's implemented
Data limitations	Non-implementation of finalised SOP's
Type of indicator	Activities and output

Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Implementation of finalised SOP's
Indicator responsibility	Head of Office
Key Risks	Milestones as set out in APP not reached

Sub-Programme 4.2 Accounting Services

Element: Local Government Accounting

Strategic Objective Performance Indicator

Indicator title 24.	Number of municipalities assisted to comply with the GRAP Standards
Short definition	Assessment of 30 municipalities to ensure compliance with the accounting reporting framework.
Purpose/importance	Assists municipalities to comply with section 122 of the MFMA, to prepare annual financial statements according to GRAP Standards
Source/collection of data	Annual Financial Statements are available in hard copy and e-copy on database.[T:\LG DATA\AFS & Annual Report\2013].Proof where it shows municipalities have been assisted
Method of calculation	Simple count
Data limitations	-
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Revised
Desired performance	The assessment of 30 municipalities fully complies with the accounting reporting framework
Indicator responsibility	Sub- programme Manager
Key risk	Identify the key risk and the appropriate mitigations measures (The effect of deviation from the expected – positive and/or negative on the objective)

Performance Indicator:

Indicator title 24.1	Number of municipalities assessed against the accounting reporting framework
Short definition	Assessment of 30 municipalities to ensure full implementation of the accounting reporting framework.
Purpose/importance	Support municipalities to comply with section 122 of the MFMA, to prepare annual financial statements according to GRAP Standards
Source/collection of	Annual Financial Statements are available in hard copy and e-

data	copy on database.[T:\LG DATA\AFS & Annual Report\2013].
Method of calculation	Simple count
Data limitations	-
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Revised
Desired performance	The assessment of 30 municipalities fully implemented the accounting reporting framework
Indicator responsibility	Sub- programme Manager
Key risk	Identify the key risk and the appropriate mitigations measures (The effect of deviation from the expected – positive and/or negative on the objective)

Performance Indicator:

Indicator title 24.2	Number of accounting systems evaluated
Short definition	Assessment of the utilisation and adequacy of two financial accounting systems bi-annually and introduce remedial steps
Purpose/importance	Comply with section 5 of the MFMA by investigating the system of financial management and internal control in municipalities and recommend appropriate improvements
Source/collection of data	Accounting systems are available in hard copy and e-copy on database. [T:\LG DATA\Accounting systems\2013].
Method of calculation	Simple count
Data limitations	-
Type of indicator	Output
Calculation type	cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Two accounting systems evaluated and remedial steps introduced
Indicator responsibility	Sub- programme Manager
Key risk	Identify the key risk and the appropriate mitigations measures (The effect of deviation from the expected – positive and/or negative on the objective)

Performance Indicator:

Indicator title 24.3	Number of accounting training interventions per district
Short definition	Roll out two training interventions in two identified districts.
Purpose/importance	To capacitate municipal officials by providing bespoke training to ensure compliance with GRAP Standards
Source/collection of data	Manual attendance register on training
Method of calculation	Simple count
Data limitations	Dependent on the accuracy of the registers
Type of indicator	Output
Calculation type	cumulative
Reporting cycle	Bi-annually

New indicator	No
Desired performance	Roll out two training interventions bi-annually
Indicator responsibility	Sub- programme Manager
Key risk	Identify the key risk and the appropriate mitigations measures (The effect of deviation from the expected – positive and/or negative on the objective)

Performance Indicator:

Indicator title 24.4	Number of financial ratio assessments
Short definition	Assessment of 30 municipalities on the LGMTEC and MGRO
Purpose/importance	To support municipalities in the achievement of funded budget and clean audit outcomes.
Source/collection of data	LGMTEC reports are available in hard copy an e-copy on database.[T:\LG DATA\LGMTEC\2013] and MGRO assessments are available in hard copy an e-copy on database.[T:\LG DATA\MGRO\2013]
Method of calculation	Simple count
Data limitations	-
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Produce 30 reports each on both the LGMTEC and MGRO assessments
Indicator responsibility	Sub- programme Manager
Key risk	Identify the key risk and the appropriate mitigations measures (The effect of deviation from the expected – positive and/or negative on the objective)

Sub-Programme 4.2 Accounting Services

Element: Provincial Government Accounting Services

Strategic Objective Performance Indicator:

Indicator title 25	Number of votes assisted to comply with accounting standards
Short definition	Roll-out of accounting policy frameworks to 14 Votes
Purpose/importance	Full compliance by all votes with the accounting frameworks.
Source/collection of data	NT guidelines on AFS/IFS rolled out to all votes via workshops, circulars and Forum meetings for implementation .
Method of calculation	Simple counts
Data limitations	Inadequate skills and system support.
Type of indicator	output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Unqualified audit opinion with no findings (Clean audits)
Indicator responsibility	Sub- programme manager

Key Risk	Non-conformance with reporting frameworks.
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Performance Indicator

Indicator title 26	Number of votes assisted to improve internal controls
Short definition	Assisting all votes to standardise the key responsibilities of internal control units.
Purpose/importance	Effective internal control systems in departments.
Source/collection of data	Approved NT CFO internal control structures; existing structures of internal control units in departments.
Method of calculation	simple count
Data limitations	Inadequate structures in place.
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	System of internal control in departments operating effectively
Indicator responsibility	Sub-programme manager
Key Risk	Capacity and budget constraints within departments

Indicator title 25.1	Number of votes assisted to apply the accounting standards
Short definition	Effective roll-out of accounting policy frameworks that leads to clean audits.
Purpose/importance	To improve the financial management capability of departments and entities to level 3 and beyond.
Source/collection of data	NT guidelines on AFS/IFS (reporting frameworks and GRAP standards), bi-lateral engagements with clients and NT, workshops and training, CFO/FA/AGSA fora and AGSA audit reports
Method of calculation	Outcomes of the audit reports.
Data limitations	Poor quality AFS submitted that requires corrections of material misstatements during audit process.
Type of indicator	Outcomes
Calculation type	Non-Cumulative (moving to FMC level 6)
Reporting cycle	Quarterly
New indicator	No
Desired performance	Unqualified audit opinion with no findings (Clean audits)
Indicator responsibility	Sub- programme manager
Key Risk	Material Misstatement of disclosure notes resulting in negative audit outcomes.

Indicator title 25.2	Number of accounting training interventions
Short definition	Provide structured training to build and maintain accounting capacity.
Purpose/importance	To improve the accounting skill level of staff in order to comply with the latest accounting reforms.
Source/collection of data	Analyses of the training needs of all accounting staff.
Method of calculation	Update and maintain training database to identify training gaps

Data limitations	May not have 100% participation in the training interventions
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To establish and maintain competent accounting staff base across the Province to raise the FMC level to 3+
Indicator responsibility	Sub- programme manager
Key Risk	Gradual migration to accrual accounting introducing a variety of complexities in the accounting standards which are moulded from the private sector standards.

Indicator title 25.3	Timeous Publication and tabling of the ACFS
Short definition	Compilation of the Annual Consolidated Financial Statements for the Province in respect of departments and entities.
Purpose/importance	It's a PFMA imperative to inform the Provincial Government and other users of the position and performance of the Province.
Source/collection of data	Audited AFS of Votes, entities, PRF, departmental appropriation statements and relevant audit reports
Method of calculation	Aggregation of all AFS' and the elimination of inter entity transactions and balances respectively between departments and the PRF, and between entities
Data limitations	Dependent on the audit outcomes of the financial statements of the departments, the PRF and entities
Type of indicator	Activity
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Compliance with Section 19 of the PFMA.
Indicator responsibility	Sub-programme manager
Key Risk	Non-compliance with the PFMA i.e. table by 31 October

Indicator title 26.1	Number of CGRO assessment reports co-ordinated per vote
Short definition	Integrated approach to address audit and governance issues through Governance Action Plans (GAPs).
Purpose/importance	To achieve higher levels of governance by improving the financial management capability of departments and entities.
Source/collection of data	Governance Action Plans (GAPs)
Method of calculation	Monitoring and reporting on Governance Action Plans (GAPs)
Data limitations	Institutionalisation of the CGRO process.
Type of indicator	Outcomes
Calculation type	Cumulative (moving to FMC level 6)
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Improving the FMC level in line with targets set in PSO12.
Indicator responsibility	Sub-programme manager
Key Risk	Targets not met within the PSO12 timelines

Indicator title 26.2	Number of internal control units assisted in departments
Short definition	Standardisation of the key responsibilities for internal control units in the Province.
Purpose/importance	Effective monitoring of compliance of the internal control systems of departments.
Source/collection of data	Approved NT CFO internal control structures; existing structures of internal control units in departments, JD's and performance agreements of internal control staff.
Method of calculation	Assessments of departments existing structures against the provincial functional structure.
Data limitations	JD's of internal control staff out-dated, department may not have adequate structures in place.
Type of indicator	Output
Calculation type	Cumulative – for the year
Reporting cycle	Annually
New indicator	No
Desired performance	Department and provincial functional structure aligned
Indicator responsibility	Sub-programme manager
Key Risk	Capacity and budget constraints within departments

Sub-Programme 4.3: Corporate Governance

Strategic Objective Performance Indicator:

Indicator title 27.1	Number of municipalities assisted to improve corporate governance
Short definition	Municipalities assisted to improve corporate governance in risk management, internal audit, compliance to the MFMA and delegations
Purpose/importance	To improve the FMC level of municipalities
Source/collection of data	FMC assessments
Method of calculation	Sum total of the municipalities assisted
Data limitations	Municipal leadership and limited integration of systems.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Annually published MGRO and Unqualified audit opinion with no other matters
Indicator responsibility	Sub- programme manager

Strategic Objective Performance Indicator:

Indicator title 27.2	Number of departments assisted to improve corporate governance
Short definition	Departments assisted through a comprehensive set of prescripts
Purpose/importance	To ensure that our legislative framework addressed any possible

	lacuna and thereby strengthening good governance through compliance therewith.
Source/collection of data	Financial legislation and compliance assessments
Method of calculation	Sum total of the departments assisted
Data limitations	Dependent on the update of national legislation.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	A robust and relevant legislative framework covering all national and provincial legislation and to drive financial management improvement.
Indicator responsibility	Sub-programme manager

Performance Indicator:

Indicator title 27.1.1	Number of municipalities supported with the implementation of the guideline CFO/BTO structures
Short definition	To provide and support the implementation of a guideline for the structures of CFO/BTO offices in municipalities.
Purpose/importance	To assess CFO offices in the province.
Source/collection of data	SDF meetings, CFO meetings, CFO forum, NT meetings,
Method of calculation	According to activities and milestones as contained in the project plan
Data limitations	The implementation of the guideline will depend largely on communication between the PT, CFO's and NT.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	The indicator is for the guideline to be utilised by municipal CFO's
Indicator responsibility	Sub-programme manager

Performance Indicator:

Indicator title 27.1.2	Number of MGRO assessment reports coordinated per municipality
Short definition	To coordinate the annual MGRO assessment reports per municipality
Purpose/importance	To improve the FMC level of municipalities
Source/collection of data	FMC assessments
Method of calculation	Number of MGRO reports coordinated
Data limitations	Municipal leadership and limited integration of systems.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Bi annual

New indicator	Yes
Desired performance	Annually published MGRO and Unqualified audit opinion with no other matters
Indicator responsibility	Sub- programme manager

Performance Indicator:

Indicator title 27.1.3	Number of municipal systems of financial delegations assessed
Short definition	To assess municipal financial delegations
Purpose/importance	To ensure that the municipality's delegations framework addresses any possible lacuna and thereby strengthening good governance through compliance therewith.
Source/collection of data	Number of assessed financial delegations
Method of calculation	sum total
Data limitations	Dependent on the update of national legislation.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	A robust and relevant legislative framework covering all national and provincial legislation and to drive financial management improvement.
Indicator responsibility	Sub-programme manager

Performance Indicator:

Indicator title 27.1.4	Number of municipalities assisted in institutionalising ERM and internal audit
Short definition	To institutionalize ERM and IA in all municipalities and drive capacity at selected municipalities
Purpose/importance	To ensure the implementation of enterprise risk management as per the NT risk frameworks and internal audit as per the IIA standards and other guidelines
Source/collection of data	Bi-annual assessments and assistance reports
Method of calculation	sum total
Data limitations	The accuracy of the assessment is dependent on the reliability of the information as supplied by municipalities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To institutionalize ERM and internal audit in all municipalities and drive capacity at selected municipalities to the level 3 FMCM
Indicator responsibility	Sub-programme manager

Performance Indicator:

Indicator title 27.2	Percentage of bills, circulars and guidelines received and responded to
Short definition	To assist in ensuring that provincial legislation is relevant
Purpose/importance	To ensure that our legislative framework addressed any possible lacuna and thereby strengthening good governance through compliance thereto.
Source/collection of data	Review of all financial legislation and compliance assessments
Method of calculation	100% of all requests for comments responded to within a given period.
Data limitations	Dependent on the update of national legislation.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	A robust and relevant legislative framework covering all national and provincial legislation and to drive financial management improvement.
Indicator responsibility	Sub-programme manager