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# MPUMALANGA PROVINCIAL GOVERNMENT

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## Department of Finance *Office of the MEC*

Litiko LeteTimali

UmNyango weZeemali

Departement van Finansies

Kgoro ya Matlotlo

Enq : Mr PE Pasha  
Tel : (013) 766 4221

The Honourable Speaker  
Mpumalanga Provincial Legislature  
Private Bag X11289  
NELSPRUIT  
1200

Dear Hon. SW Lubisi

### SUBMISSION OF REVISED ANNUAL PERFORMANCE PLAN 2012-15

The above subject bears reference.

Please find attached 15 copies of the revised Annual Performance Plan as per the recommendation of the Portfolio Committee on Legislature Oversight; Premier's Office & Finance meeting held on 10 May 2012.

Your cooperation is always appreciated.

Yours sincerely,

MRS YN PHOSA, (MPL)  
MEC FOR FINANCE  
DATE: 11 / 5 /2012









**finance**

Department:  
Finance

**MPUMALANGA PROVINCIAL GOVERNMENT**



*"Working together we can do more"*

# ANNUAL PERFORMANCE PLAN 2012 - 15



**DATE OF TABLING : 30 MARCH 2012**





# FOREWORD

We present the performance plan for the medium term period of 2012 – 2015 cognisant of the view that the Department of Finance is part of our societal make-up.

Our understanding of this view is that, collectively, we must, in all our endeavours, serve with the view of advancing the departmental vision and the overarching goal of contributing to the improvement of the quality of life of our people.<sup>22</sup>

This, we believe, will be achieved by ensuring that the annual spending plan linked to this annual performance plan assists us to achieve the mandate vested on us by and through the Public Finance Management and Municipal Finance Management Act respectively.

Since the adoption of the outcome based model for performance, the department has assimilated this ethos in its plan. The management collective have agreed to promote this ethos and advance this outcomes-driven planning and delivery in their workspaces.

In the period ahead, the operational systems and processes will also be enhanced to give us a chance to continue on the service excellence path.

This will be done through amongst others:

- effective implementation of greater emphasis placed on performance reporting and evidence-based accounting, closely monitored through established management processes in the department.
- finalisation of the organisational structure to give effect to additional mandates provided through delegation of specific responsibilities linked to the Municipal Finance Management Act
- collaboration between and among the units such as the Infrastructure Coordination and Norms and Standard to ensure that expenditure processes linked to infrastructure projects are effective
- tying together our plans to demand management process with a view to ensure that procurement for goods and services is informed by thorough demand interrogation process and benchmarking on costs, thus contributing to efforts to ensure that the government gets value for public expenditure.
- Upscale and coordinate support departments, municipalities and public entities so that they are able to deliver better and to also account for the resources allocated for services.





This is a plan that will take us to the reporting period on the clean audit project. Accordingly, there will be greater emphasis on work that seeks to assist the departments, municipalities and public entities to move closer to the targeted outcome every year.

Effective implementation of this plan and realisation of the intended results are depended on all of us, leadership, management and staff to make it possible.

A handwritten signature in black ink, consisting of a large, stylized 'A' followed by a horizontal line that ends in an arrowhead pointing to the right.

**Executive Authority**  
**Department of Finance**

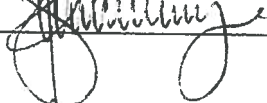


# OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Department of Finance under the guidance of The Honourable MEC Mrs Y.N Phosa
- Was prepared in line with the current Strategic Plan of the Department of Finance
- Accurately reflects the performance targets which the Department of Finance will endeavour to achieve given the resources made available in the budget for 2012/13 financial year.

**Ms P.A. Semanya**  
Chief Financial Officer

Signature: 

**Ms J.E. Nel**  
Head of Planning

Signature: 

**Mr J.B. Mbatha**  
Acting Accounting Officer

Signature: 

**Approved by:**

**Mrs Y.N. Phosa**  
Executive Authority

Signature: 



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# PART A: STRATEGIC OVERVIEW

**ANNUAL PERFORMANCE PLAN****PART A: STRATEGIC OVERVIEW****1. Updated Situational Analysis**

The aim of the Department for the next year will be to enhance allocation efficiency within the context of marginal real growth of resource allocation and to assist departments and municipalities to achieve higher levels of service delivery. These endeavours will place more emphasis on an interactive and cooperative approach. Greater emphasis will therefore be on the priorities of the province derived from the Delivery Agreements and priorities informing the Medium Term Budget and the State of the Province Address.

**1.1 Performance Delivery Environment**

In Administration, there has been no progress in the filling of critical vacant positions. The provincial moratorium that was placed on the filling of posts resulted in the Department falling behind schedule with regard to the latter.

The re-organising of the Department's Organisational structure in view to be more efficient in carrying-out the mandate of the Department is still in progress.

The Transversal Services Unit continues to provide support on Physical Health and Wellness Programmes and all other Programmes that are transformation in nature.

There is slow progress in finalising outstanding legal cases for and against the Department and the latter being mainly attributed to challenges in securing of trial dates with the Courts. The Department also ensured that Bills are passed timely thus complying with applicable prescripts.

Visible success was witnessed in the area of strengthening relations with stakeholders as the Department managed to ensure signage with various stakeholders and in partnering in projects that made significant and sustainable impact in making a difference in the lives of our communities.

In general, the Administration Programme continued to provide prompt administrative support to the Department.

The Sustainable Resource Programme embarked on the re-engineering of the operational structure to meet the challenges of the department. In essence this aimed at preparing Provincial Treasury officials in becoming specialists in the departments that they serve.

The Sustainable Resource Programme is embarking on specialised training in order to improve the oversight role and support function. The Programme will focus on improving internal skill which will be transferred to the client departments, entities and municipalities through capacity-building programmes.

The Economic Analysis Unit continues to provide quality and accurate socio-economic reports that inform provincial fiscal policy development and the annual budget process, thereby contributing to the provincial growth and development strategy by means of publication of quarterly and annual socio-economic reports of the province. The Unit continues to analyse socio-economic indicators to assess the impact of provincial public policy and spending on the quality of life of provincial citizens.

The Municipal Finance Unit supported the national initiative of Operation Clean Audit by conducting training on Document and Filing Systems in municipalities. The reason behind this was to assist the municipalities with the availability of supporting documents during audits and proper record-keeping of financial and non-financial information.

Training on the new budget formats and regulations was conducted to all medium and low capacity municipalities as they were facing some challenges with complying with submission of monthly and quarterly reports. In order to assist Municipalities in compiling credible budgets, the Unit plans to conduct Local Government Medium Term Expenditure Committee (LGMTEC) sessions during the current financial year.

The Provincial Administration Fiscal Discipline Unit continues to assist provincial departments in the generation and maximisation of own revenue through revenue forums and training workshops on a monthly basis.

The Assets and Liabilities Management Unit has managed to provide management support, training and advisory services to the departments and municipalities on procurement related matters, asset verification and management as well as improving business practices through enabling decision-making.

The Financial Asset Management Unit has been able to manage provincial cash in the form of equitable share, conditional grants and own revenue. Surplus revenue is being invested in the South African Reserve Bank to maximise Provincial income. Favourable cash availability has been maintained throughout the 2011/12 financial year.

The Physical Asset Management Unit has improved compliance to asset management norms and standards, completed an asset management strategy, policies and revises the framework to standardise asset management in the province, held workshops to build capacity of officials in departments and municipalities. The sub-programme will continue to focus on capacity building, training and support to all departments, public entities and municipalities. It should however be noted that our support to the public entities and municipalities are limited due to capacity constraints.

The enrolment of the Supply Chain Management/asset management practitioners with the University of Pretoria will continue to improve the capacity of these practitioners in the province. The Supply Chain Management road shows were conducted in three different places and attracted a lot of people. The road shows are meant to create awareness and educated the public about tender processes and other economic and financial information. It



should however be noted that our support to the public entities and municipalities are limited due to capacity constraints.

The Public Sector Liabilities Unit has continued to maintain a register of liabilities for provincial departments, municipalities and public entities. Awareness to public sector liability management has been created in these institutions. Provincial governments, municipalities and public entities are encouraged to maintain liabilities register for effective management of liabilities in attempt to obtain a clean audit in this regard

The Interlinked Financial Systems Unit is currently engaged in supporting the departments on the proper utilization of transversal systems' functions. The use of Standard Charts of Accounts (SCOA) as the main cause for misallocation requires attention. The sub-programme is conducting workshops which are assisting to improve challenges encountered on SCOA. Workshops were held in the Head Office and Regions.

Regular meetings are held monthly with BAS, Logis and Persal system controllers to discuss issues relating to applications, program, security management, functions, roles and responsibilities of system controllers

Training of users is one of the key priorities to build capacity on the effective and efficient usage of the systems.

An Advisory committee consisting of System controllers from departments meet regularly to deal with updates and improvements on BAS and Logis systems.

The project to assist departments with System related Audit queries are continuing. Follow ups are done to ensure that departments adhere to security management requirements.

The Province's IT infrastructure includes its hardware (mainframes, servers and attached platforms), interconnecting networks and all associated software (operating systems, applications, both custom and off-the-shelf) and the databases interacting with clients (both web and local). Departments have been upgrading their hardware infrastructure as technology has matured in the last few decades. Through modernization of the Province's IT infrastructure, inter-departmental efficiencies can be achieved.

The Provincial Master Systems Plan was developed three years ago as a pragmatic roadmap for addressing digital innovation opportunities for the Mpumalanga Provincial Government (MPG). The roadmap evolved into a suite of policies and standards to promote a common strategic direction and framework for departments, encouraging interoperability, flexibility, scalability and open-standards based technologies.

Provincial departments are strongly encouraged to use common products, not only for volume cost savings, but to enhance interoperability and diminish overall maintenance costs. Resources and information sharing is a key ingredient in achieving overall inter-departmental efficiencies.

The recommendations contained in this strategy aims to put in place an Information Communication Technology (ICT) infrastructure that is sufficiently reliable, flexible and cost effective not only to meet today's demands but also to provide capacity for future growth

and the ability to implement new technologies in a time frame that maximises the benefit to the Province.

Recommendations include the following:

- Selectively implement Wireless Local Area Networks in appropriate spaces in buildings;
- Centrally monitor the network in a proactive manner;
- Centralize, consolidate and cluster servers in an environment where service uptimes can be guaranteed;
- Provide Information Technology (IT) Helpdesk telephonic support with software that enables End-users desktops to be accessed remotely, subject to software-enabled authorization by the End-user; and

Provide departments with the ability to back up and restore critical data stored on desktops.

The Financial Governance Programme will continue to monitor departments, municipalities and public entities with regard to the implementation of and compliance with prescribed policies and Acts and also provide hands-on support and capacity building where needed.

The Accounting Standards Unit has identified key areas for training in terms of legislation, accounting standards and annual financial statements during the coming financial year in order to improve accountability in the Province and assist with the timely submission of statements adhering to the prescribed standards, to the Auditor-General.

The Branch will furthermore support all departments and municipalities in the Province to submit interim financial statements to improve financial management and prepare for the submission of annual financial statements. The Internal Auditors in the Province will still be supported to enable them to pre-audit the Interim Financial Statements as well as the Annual Financial Statements.

The Risk Management Unit will review the Risk Management methodology and Guideline during the coming financial year in order to ensure that it is adequately addressing the dynamic Provincial environment. Training will also be provided and awareness and assessment sessions conducted in departments, municipalities and public entities.

Our Norms and Standards Unit will continue to monitor compliance with financial and non-financial norms and standards by identifying high risk areas by analysing and utilising the Financial Management Capability Maturity Model (FMCMM) results. The Unit will also issue guidelines through Practice Notes on occurring high risk areas identified in provincial departments, public entities and municipalities.

In order to improve the effectiveness of internal audit processes, the Provincial Internal Audit Unit will assess internal audit plans and reports of departments, municipalities and

public entities in order to provide guidance and support to these units. Manuals and guidelines to standardise internal audit functions will also be developed and issued to provide these Units with information and guidance to improve governance in the Province.

The Department would also play a key role in the Operation Clean Audit Project, launched during December 2009 in the Province to provide hands-on support and resources to departments, municipalities and public entities to implement remedial plans in order to obtain clean audit reports by 2014.

## 1.2. Organisational Environment

The Department has an approved functional organogram. The process of reviewing the organogram in view to ensure that the mandate of the Department is in line with the national and provincial priorities is still in progress.

The Department has a vacancy rate of 25% and occupancy rate of 75%. Forty five (45) posts are in the process of being filled and will result in an improvement of occupancy rate.

Functional organograms were approved for Assets and Liabilities Management and Financial Governance Branches that do not make provision for monitoring and support to municipalities. The structure need to be reviewed to enable the Programmes to monitor and support all provincial government institutions.

### Organisational Summary

Programmes	Number of Posts	Number of Posts Filled	Vacancy Rate	Number of Posts Filled Additional to the Establishment
Programme 1	241	179	25.7%	0
Programme 2	65	52	20.0%	0
Programme 3	95	69	27.4%	0
Programme 4	32	25	21.9%	0
<b>Total</b>	<b>433</b>	<b>327</b>	<b>24.9%</b>	<b>0</b>

Broadly the Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA), and its related regulations as well as the Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA), provides an overarching framework.

A review of the Mpumalanga Finance Matters Act, 2006 (Act No. 1 of 2006) is underway and such review is informed by a need to align the said Act with the Money Bills Amendment Procedure and Related Matters Act, 2009 (Act No. 9 of 2009). The Department also conducted its annual review on its Policies.

## 3.1 Expenditure Estimates

Table 1: Department of Finance

Programme	Audit Outcomes			Adjusted appropriation 2011/2012	Medium-Term Expenditure Estimate		
	R Thousand 2008/2009	2009/2010	2010/2011		2012/2013	2013/2014	2014/15
1. Administration	72709	73656	79284	65873	73508	78685	83135
2. Sustainable Resource Management	173,558	46,844	32,687	33564	38630	41824	43910
3. Assets & Liabilities Management	86,866	69,460	85,040	93854	110545	114252	119153
4. Financial Governance	22,119	12,231	15,779	30469	31149	33390	35328
<b>Sub-Total</b>	<b>355252</b>	<b>202191</b>	<b>212790</b>	<b>223760</b>	<b>253732</b>	<b>268 151</b>	<b>281526</b>
Direct Charge Against the Revenue Fund (Included in programme 1)	1,343	1,447	1,492	1566	1608	1729	1,850
<b>Total</b>	<b>356595</b>	<b>203638</b>	<b>214282</b>	<b>225326</b>	<b>255340</b>	<b>269880</b>	<b>283376</b>
Change to 2010/11 - Budget Estimate				-			
Economic Classification							
Current Payments	303950	201366	201418	219551	247930	262306	275473
Compensation of Employees	82,032	99,112	107,773	118214	131808	139777	148285
Goods and Services of which	221918	102254	93645	101337	116122	122529	127188
Administrative Fees	-	519	610	648	587	629	679
Advertising	420	900	1,198	823	1245	1307	1372
Assets < R5000	720	529	1,584	912	1035	1086	1142
Audit Fees	3,042	7,866	7,631	10438	7512	7910	8359
Bursaries	0	3	0	0	0	0	0
Catering	3,299	1,339	1697	1,344	1532	1614	1707
Communication	420	4,331	3,227	3801	4271	4430	4626
Computer services	50,171	39,822	47,119	45356	55336	55866	57171
Cons: Bus Advisors	9,450	24081	3358	10212	11627	12194	12774
Legal Fees	235	-	136	110	150	157	165
Contractors	-	226	904	602	781	821	862
Agency fees	500	1	3	-	-	-	-
Entertainment	-	-	-	-	-	-	-
Govt Transport	2,647	1,406	1,242	1,176	1638	1719	1806
Inventory: Food	800	83	53	30	60	63	66
Inventory Materials & Supply	-	2	23	-	45	48	51
Inventory other consumables	-	438	18	320	673	706	742
Inventory: Stationery	1,678	2,425	2,736	2484	3939	4131	4331
Lease Payments	2,478	3,500	4,168	6765	5664	5947	6244

Programme	Audit Outcomes			Adjusted appropriation 2011/2012	Medium-Term Expenditure Estimate		
	R Thousand	2008/2009	2009/2010		2010/2011	2012/2013	2013/2014
Leased property	886	927	1197	800	2022	2123	2229
Transport provided	800	41	440	290	137	165	175
S&T	20,028	8,712	12,538	11736	12059	15563	16306
Training	8,691	2,544	2,032	2260	2976	3090	3267
Operating Exp	111,933	1888	804	195	1585	1652	1744
Venues	3,720	671	927	1035	1248	1308	1370
Other Exp	-	-	-	-	-	-	-
<b>Transfers and Subsidies to:</b>	<b>48,044</b>	<b>142</b>	<b>2958</b>	<b>527</b>	<b>41</b>	<b>44</b>	<b>46</b>
Provinces and Municipalities	48,013	-	-	-	11	12	13
Universities and Technikons	-	-	-	-	-	-	-
Non-Profit Inst	-	-	-	-	-	-	-
Households	31	142	2958	527	30	32	33
Public corporation	-	-	-	-	-	-	-
<b>Payment for Capital Assets:</b>	<b>4,596</b>	<b>2108</b>	<b>9,906</b>	<b>5248</b>	<b>7369</b>	<b>7530</b>	<b>7857</b>
Buildings and Other Fixed Structures	52	-	-	-	-	-	-
Machinery & Equipment	4,535	2096	9,377	5248	6569	6690	6975
Software and Other Intangible Assets	9	12	529	-	-	-	-
<b>Total</b>	<b>356595</b>	<b>203638</b>	<b>214282</b>	<b>225326</b>	<b>255340</b>	<b>269880</b>	<b>283376</b>

### 3.2 Relating Expenditure Trends to Strategic Goals

The Department has seen a decline from the 2010/11 financial year to the 2011/12 financial year from R232.773.000 in 2010/11 to R216.573.000 in 2011/12. This is due to the budget cuts in order to fund provincial priorities.

- The Department's mandate is vested in legislation and as such, has specific responsibilities to perform. The budget allocation has been prioritized to fund outputs in line with this legislative mandate and the Department will, through cost curtailment measures, be able to obtain the objectives stated.

# **PART B: PROGRAMME AND SUB PROGRAMME PLANS**

This programme is responsible for the political, financial and administrative management of the Department. The programme provides effective and efficient administrative support to all line functions in the Department.

4.1

Office of the MEC

4.1.1 Strategic Objective Annual Targets for 2012/13

Strategic objective	Strategic Plan Target	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1. Set policy and political directives in order to achieve provincial objectives	Provide priorities and strategic directives	Provided priorities and strategic directives	Provided priorities and strategic directives	Provided priorities and strategic directives	Provided priorities and strategic directives	Provide priorities and strategic directives	Provide priorities and strategic directives	Provide priorities and strategic directives

4.1.2 Performance indicators and annual targets for 2012/13

Programme performance indicator	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/2011		2012/13	2013/14	2014/15
1. Number of MUNIMEC meetings held	Held 4 MUNIMEC meetings	Held 4 MUNIMEC meetings	Held 1 MUNIMEC meeting	Hold 0 MUNIMEC meetings	Hold 2 MUNIMEC meetings	Hold 2 MUNIMEC meetings	Hold 2 MUNIMEC meetings
2. Number of Departmental EXCO meetings held	Held 4 Departmental EXCO meetings	Held 4 Departmental EXCO meetings	Held 4 Departmental EXCO meetings	Hold 4 Departmental EXCO meetings	Hold 4 Departmental EXCO meetings	Hold 4 Departmental EXCO meetings	Hold 4 Departmental EXCO meetings
3. Number of Budget Speeches held	3 Budget Speeches held	3 Budget Speeches held	3 Budget Speeches held	3 Budget Speeches held	3 Budget Speeches held	3 Budget Speeches held	3 Budget Speeches held
4. Number of reports tabled	New PI	New PI	New PI	6 Reports	6 Reports	6 Reports	6 Reports tabled

Programme performance indicator	Audited/Actual performance		Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10		2010/2011	2012/13	2013/14
			tabled	tabled	tabled	

#### 4.1.3 Quarterly Targets for 2012/13

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Number of MUNIMEC meetings held	Quarterly	Hold 2 MUNIMEC meetings	Hold 1 MUNIMEC meeting		Hold 1 MUNIMEC meeting	
2. Number of Departmental EXCO meetings held	Quarterly	Hold 4 Departmental EXCO meetings Table 3 budget speeches	Hold 1 Departmental EXCO meeting Policy and Budget Speech	Hold 1 Departmental EXCO meeting	Hold 1 Departmental EXCO meeting	Hold 1 Departmental EXCO meeting Main Appropriation
3. Number of Budget Speech tabled	Quarterly	6 Reports tabled	1 Quarterly MFMA consolidated report	1 Quarterly MFMA consolidated report & 1 Annual Report tabled	1 Quarterly MFMA consolidated report & 1 Consolidated AFS tabled	1 Quarterly MFMA consolidated report

#### 4.2 Sub-programme: Office of the HOD

##### 4.2.1 Strategic Objective Annual Targets for 2012/13

Strategic objective	Strategic Plan Target	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1. Translate policies and priorities into strategies for effective service delivery	Implement priorities and strategic directives	Implemented priorities and strategic directives	Implemented priorities and strategic directives	Implemented priorities and strategic directives	Priorities and strategic directives implemented	Implement priorities and strategic directives	Implement priorities and strategic directives	Implement priorities and strategic directives



#### 4.2.2 Performance indicators and annual targets for 2011/12

Programme performance indicator	Audited/Actual performance				Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11	2011/12		2012/13	2013/14	2014/2015
1. Number of performance reports submitted	Submitted 4 performance reports	Submitted 4 performance reports	Submitted 4 performance reports	Submitted 4 performance reports	Submitted 4 performance reports	Submit 4 performance reports	Submit 4 performance reports	Submit 4 performance reports
2. Number of annual reports submitted	Submitted 1 annual report	Submitted 1 annual report	Submitted 1 annual report	Submitted 1 annual report	Submitted 1 annual report	Submit 1 annual report	Submit 1 annual report	Submit 1 annual report
3. Number of Annual Performance plans submitted	Submitted 1 Annual Performance plan	Submitted 1 Annual Performance plan	Submitted 1 Annual Performance plan	Submitted 1 Annual Performance plan	Submitted 1 Annual Performance plan	Submit 1 Annual Performance plan	Submit 1 Annual Performance plan	Submit 1 Annual Performance plan

#### 4.2.3 Quarterly Targets for 2012/13

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Number of performance reports submitted	Quarterly	Submit 4 performance reports	Submit 1 performance report	Submit 1 performance report	Submit 1 performance report	Submit 1 performance report
2. Number of annual reports submitted	Annually	Submit 1 annual report	Submit 1 annual report	Submit 1 annual report	Submit 1 annual report	Submit 1 annual report
3. Number of Annual Performance plans submitted	Annually	Submit 1 Annual Performance plan	Submit 1 Annual Performance plan	Submit 1 Annual Performance plan	Submit 1 Annual Performance plan	Submit 1 Annual Performance plan

#### 4.4. Sub-programme: Corporate Services

##### 4.4.1 Strategic Objective Annual Targets for 2012/2013

Strategic objective	Strategic Plan Target	Audited/Actual performance		Estimated performance 2011/12	Medium-term targets			
		2008/09	2009/10		2010/11	2012/13	2013/14	2014/15

Strategic objective	Strategic Plan Target	Audited/Actual performance				Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11	2012/13		2013/14	2014/15	
<b>Human Resource Administration</b>									
1.	Provide efficient and effective corporate services support to enable the department to achieve its objectives	Review and implement Human Resource and Employment Equity plans	Provided human resource and support services to the Department	Provided human resource and support services to the Department	Provided human resource and support services to the Department	Provided human resource and support services to the Department	Review and implement Human Resource and Employment Equity plans	Review and implement Human Resource and Employment Equity plans	Review and implement Human Resource and Employment Equity plans
<b>Human Resource Development</b>									
2.	Review and implement HRD plan	Review and implement HRD plan	Enhanced skills development to improve operational efficiency and employment opportunities	Enhanced skills development to improve operational efficiency and employment opportunities	Enhanced skills development to improve operational efficiency and employment opportunities	Enhanced skills development to improve operational efficiency and employment opportunities	Review and implement HRD Plan	Review and implement HRD Plan	Review and implement HRD Plan
<b>Transversal Services</b>									
3.	Review and implement employee health, wellness, and gender transformation programmes	Review and implement employee health, wellness, and gender transformation programmes	Implemented employee health, wellness and gender transformation programmes	Implemented employee health, wellness and gender transformation programmes	Implemented employee health, wellness and gender transformation programmes	Implemented employee health, wellness and gender transformation programmes	Review and implement employee health, wellness and gender transformation programmes	Review and implement employee health, wellness and gender transformation programmes	Review and implement employee health, wellness and gender transformation programmes

4.4.2 Performance indicators and annual targets for 2012/2013

Programme performance indicator	Audited/Actual performance			Estimated performance	Medium-term targets		
	2008/09	2009/10	2010/11		2011/12	2012/13	2013/14
<b>Human Resource Administration</b>							
1. Percentage of funded posts filled		12 posts filled	1 post filled	80% of funded posts filled	80% of funded posts filled	80% of funded posts filled	80% of funded posts filled
<b>Human Resource Development</b>							
2. Number of training programmes implemented	1 training programme implemented	0 training programmes implemented	5 training programmes implemented	Implement 6 training programmes	Implement 6 training programmes	Implement 6 training programmes	Implement 10 training programmes
<b>Transversal Services</b>							
3. Number of reports on implementation of the employee health and wellness strategic framework			New PI	4 reports	4 reports	4 reports	4 reports
4. Number of reports on implementation of gender transformation strategic framework			New PI	4 reports	4 reports	4 reports	4 reports

#### 4.4.3 Quarterly targets for 2012/2013

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1st	2nd	3rd	4th
<b>Human Resource Administration</b>						
1. Percentage of funded posts filled	Quarterly	80% of funded posts filled	Advertisement of funded posts	20% posts filled	30% posts filled	30% posts filled
<b>Human Resource Development</b>						
2. Number of training	Quarterly	6 training programmes	Approved training programmes	Implement 2	Implement 2 training	Implement 2 training

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
programmes implemented				training programmes	programmes	programmes
<b>Transversal Services</b>						
3. Number of reports on implementation of the employee health and wellness strategic framework	Quarterly	4 quarterly reports	1 report	1 report	1 report	1 report
4. Number of reports on implementation of gender transformation strategic framework	Quarterly	4 quarterly reports	1 report	1 report	1 report	1 report

#### 4.6

#### Sub-programme: Communication

##### 4.6.1 Strategic Objective Annual Targets for 2011/12

Strategic objective	Strategic Plan Target	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1. Provide effective communication services to the department and stakeholders	Development and implementation of communication strategy	Provided communication support services	Provided communication support services	Provided communication support services	Develop and implement communication strategy	Review and implement communication strategy	Review and implement communication strategy	Develop and implement communication strategy

##### 4.6.2 Performance Indicators and Annual Targets 2012/13

Performance indicator	Audited/Actual performance		Estimated performance 2011/12	Medium-term targets	
	2008/09	2009/10		2011/12	2012/13

Performance indicator	Audited/Actual performance		Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10		2010/11	2011/12	2012/13
1. Number of reports on implementation of communication strategy	N/A	N/A	N/A	4 reports	4 reports	4 reports

#### 4.6.3 Quarterly Targets for 2012/13

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Number of reports on implementation of communication strategy	Quarterly	4 Quarterly reports	1 report	1 report	1 report	1 report

### 4.7 Sub-programme: Security Management

#### 4.7.1 Strategic Objective Annual Targets for 2012/13

Strategic objective	Strategic Plan Target	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1. Provide Security management services to the Department	Implementation of security management framework	Provided security management services	Provided security management services	Provided security management services	Provide security management services	Provide security management services	Provide security management services	

#### 4.7.2 Performance Indicators and Annual Targets 2012/13

Performance indicator	Audited/Actual performance		Estimated performance 2011/12	Medium-term targets	
	2008/09	2009/10		2012/13	2013/14

Performance indicator	Audited/Actual performance		Estimated performance	Medium-term targets		
	2008/09	2009/10		2012/13	2013/14	2014/15
1 Number of reports on implementation of the security management framework			New PI	4 reports	4 reports	4 reports

#### 4.7.3 Quarterly Targets for 2012/13

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1 Number of reports on implementation of the security management framework	Quarterly	4 quarterly reports	1 report	1 report	1 report	1 report

#### 4.8 Sub-programme: Legal Services

##### 4.8.1 Strategic Objective Annual Targets for 2012/13

Strategic objective	Strategic Plan Target	Audited/Actual performance		Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10		2012/13	2013/14	2014/15
1. Provide continuous and prompt legal services support to the Department	Legal compliance by the Department.	Provided legal support services	Provided legal support services	Provided legal support services	Legal compliance by the Department	Legal compliance by the Department	Legal compliance by the Department

##### 4.8.2 Performance Indicators and Annual Targets 2012/13

Programme performance indicator	Audited/Actual performance		Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10		2012/13	2013/14	2014/15
1. Number of Reports on legal compliance by the Department.			New PI	12 reports on legal compliance by the Department	12 reports on legal compliance by the Department	12 reports on legal compliance by the Department

#### 4.8.3 Quarterly targets for 2012/13

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1st	2nd	3rd	4th
1. Number of Reports on legal compliance by the Department.	Monthly	12 Reports on legal compliance by the Department	3 reports on legal compliance by the Department.	3 reports on legal compliance by the Department.	3 reports on legal compliance by the Department.	3 reports on legal compliance by the Department.

#### 4.9 Sub Programme: Research, Policy and Planning

##### 4.9.1 Strategic Objective Annual Targets for 2012/13

Strategic objective	Strategic Plan Target	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1. Plan, co-ordinate, support and report on departmental activities to achieve departmental objectives.	1 Strategic plan and APP	Coordinated departmental programmes	Coordinated departmental programmes	Coordinated departmental programmes	Coordination of departmental programmes	Coordinate the compilation of the APP	Coordinate the compilation of the APP	Coordinate 1 strategic plan and APP

##### 4.9.2 Performance indicators and annual targets for 2012/13

Programme performance indicator	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1. Number of strategic planning sessions coordinated	Coordinated 2 strategic planning sessions	Coordinated 2 strategic planning sessions	Coordinated 2 strategic planning sessions	Coordinate 2 strategic planning sessions	Coordinate 2 strategic planning sessions	Coordinate 2 strategic planning sessions	Coordinate 2 strategic planning sessions

Programme performance indicator	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
2. Number of quarterly review sessions coordinated	Coordinated 1 quarterly review session	Coordinated 1 quarterly review session	Coordinated 4 quarterly review sessions	Coordinate 4 quarterly review sessions	Coordinate 4 quarterly review sessions	Coordinate 4 quarterly review sessions	Coordinate 4 quarterly review sessions

#### 4.9.3 Quarterly Targets 2012/13

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Number of strategic planning sessions coordinated	Bi annually	Coordinate 2 strategic planning sessions	Coordinate 1 strategic planning session	N/A	Coordinate 1 strategic planning session	N/A
2. Number of quarterly review sessions coordinated	Quarterly	Coordinate 4 quarterly review sessions	Coordinate 1 quarterly review session	Coordinate 1 quarterly review session	Coordinate 1 quarterly review session	Coordinate 1 quarterly review session

#### 4.10

##### Office of the Chief Financial Officer

#### 4.10.1 Strategic Objective and Annual Targets 2012/2013

Strategic objective	Strategic Plan Target	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1. Provide sound Financial and Supply Chain Management services to the Department	Submission of reports in line with the PFMA	Sound Financial and Supply Chain Management services	Sound Financial and Supply Chain Management services	Sound Financial and Supply Chain Management services	Sound Financial and Supply Chain Management services	Sound Financial and Supply Chain Management services	Sound Financial and Supply Chain Management services	Sound Financial and Supply Chain Management services



4.10.2 Performance indicators and annual targets for 2012/2013

Programme performance indicator	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1. Number of financial reports submitted in compliance with relevant legislations	12 In-Year-Monitoring reports	12 In-Year-Monitoring reports	12 In-Year-Monitoring reports	12 In-Year-Monitoring reports	12 In-Year-Monitoring reports	12 In-Year-Monitoring reports	12 In-Year-Monitoring reports
2. Number of budget documents submitted in compliance with prescripts	1 set of Annual Financial Statements 4 budget documents	1 set of Annual Financial Statements 4 budget documents	1 set of Annual Financial Statements 4 budget documents	1 set of Annual Financial Statements 4 budget documents	1 set of Annual Financial Statements 4 budget documents	1 set of Annual Financial Statements 4 budget documents	1 set of Annual Financial Statements 4 budget documents
3. Percentage of suppliers paid within 30 days of receipt of invoices	90%	90%	95%	100%	100%	100%	100%
4. Number of risk registers compiled and approved	1 Risk register	1 Risk register	1 Risk register	1 Risk register	1 Risk register	1 Risk register	1 Risk register

4.10.3 Quarterly Targets 2012/2013

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Number of financial reports submitted in compliance with relevant legislations:	Monthly	12 In-Year-Monitoring reports	3 In-Year-Monitoring reports	3 In-Year-Monitoring reports	3 In-Year-Monitoring reports	3 In-Year-Monitoring reports
	Annually	1 set of Annual Financial Statements 4 budget documents	1 set of Annual Financial Statements N/A	Not Applicable	Not Applicable	Not Applicable
2. Number of budget documents submitted in compliance with	Quarterly	4 budget documents	N/A	2 budget documents	1 budget document	1 budget document

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
prescripts						
3. % suppliers paid within 30 days of receipt of invoices	Monthly	100%	100%	100%	100%	100%
4. Number of risk registers compiled and approved	Annually	1 Risk register	1 Risk register			

#### 4.11

#### Sub-programme: Internal Audit

#### 4.11.1 Strategic Objective Annual Targets for 2012/13

Strategic objective	Strategic Plan Target	Audited/Actual performance		Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10		2010/11	2012/13	2013/14
1. Provide efficient and effective internal audit services in the Department	Internal audit plan	Implemented the approved audit plan	Implemented the approved audit plan	Implement the approved audit plan	Implement the approved audit plan	Implement the approved audit plan	Implement the approved audit plan

#### 4.11.2 Programme Performance indicators and annual targets for 2012/13

Programme performance indicator	Audited/Actual performance		Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10		2010/11	2012/13	2013/14
1. Number of quarterly progress reports submitted on progress on the audit plan	Submitted 4 quarterly progress reports	Submitted 4 quarterly progress reports	Submit 4 quarterly progress reports	Submit 4 quarterly progress reports	Submit 4 quarterly progress reports	Submit 4 quarterly progress reports

Programme performance indicator	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
2 Number of Audit Committee meetings Held	4 Audit Committee meetings held	4 Audit Committee meetings held	4 Audit Committee meetings held	4 Audit Committee meetings held	Hold 4 Audit Committee meetings	Hold 4 Audit Committee meetings	Hold 4 Audit Committee meetings

#### 4.11.3 Quarterly Targets for 2012/13

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1 Number of quarterly progress reports submitted	Quarterly	Submit 4 quarterly progress reports	Submit 1 quarterly progress reports	Submit 1 quarterly progress reports	Submit 1 quarterly progress reports	Submit 1 quarterly progress reports
2 Number of Audit Committee meetings held	Quarterly	Hold 4 Audit Committee meetings	Hold 1 Audit Committee meetings	Hold 1 Audit Committee meetings	Hold 1 Audit Committee meetings	Hold 1 Audit Committee meetings

#### 4.12 Reconciling Performance Targets with the Budget and MTEF

##### EXPENDITURE ESTIMATES: PROGRAMME 1: ADMINISTRATION

Table 2 : Summary of payments and estimates: Programme 1: Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation 2011/12	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11				2012/13	2013/14	2014/15
Office of the MEC	6 541	3 079	4 375	4 740	4 840	4 837	5 156	5 806	6 139
Management Services	36 987	37 490	39 775	27 503	27 226	26 117	30 359	32 421	34 343
Financial Management	28 138	31 563	33 419	29 582	31 912	32 228	35 861	38 147	40 214
Internal Audit	2 386	2 971	3 207	3 561	3 461	3 447	3 740	4 040	4 289
<b>Total payments and estimates:</b>	<b>74 052</b>	<b>75 103</b>	<b>80 776</b>	<b>65 386</b>	<b>67 439</b>	<b>66 629</b>	<b>75 116</b>	<b>80 414</b>	<b>84 985</b>

Economic classification: Programme 1: Administration

	Outcome		Main appropriation	Adjusted appropriation 2011/12	Revised estimate	Medium-term estimates		
	2008/09	2009/10				2010/11	2012/13	2013/14
<b>R thousand</b>	<b>72 547</b>	<b>73 689</b>	<b>75 973</b>	<b>64 645</b>	<b>65 207</b>	<b>73 663</b>	<b>76 864</b>	<b>83 428</b>
<b>Current payments</b>	<b>40 401</b>	<b>45 950</b>	<b>47 828</b>	<b>39 380</b>	<b>37 886</b>	<b>42 814</b>	<b>45 633</b>	<b>48 528</b>
Compensation of employees	31 844	37 537	35 544	34 160	31 630	34 767	37 169	38 413
Salaries and wages	8 457	7 953	12 284	5 220	6 256	8 047	8 464	9 115
Social contributions	32 146	28 209	28 145	24 665	27 230	30 846	33 251	34 901
Goods and services	-	327	286	236	301	234	243	253
of which	-	420	918	968	746	1 205	1 265	1 328
Administrative fees	400	278	422	285	557	930	976	1 028
Advertising	3 042	7 866	7 097	4 528	5 108	5 312	5 578	5 857
Assets <R5000	949	417	683	501	569	522	550	579
Audit cost: External	420	3 419	2 558	2 599	2 903	3 060	3 211	3 368
Bursaries (employees)	550	912	327	322	500	464	487	512
Callering: Departmental activities	-	8	7	-	-	-	-	-
Communication	235	133	508	179	302	418	439	461
Computer services	-	500	3	-	-	-	-	-
Consol: business & advisory services	2 647	1 406	1 242	1 176	1 402	1 638	1 719	1 806
Consol: Infrastructure & planning	-	-	-	-	-	-	-	-
Consol: Legal cost	800	83	53	30	49	60	63	66
Contracts	-	2	23	-	8	10	12	14
Agency & support/sourced services	1 678	1 867	1 954	1 794	1 884	2 165	2 275	2 391
Government motor transport	2 078	3 444	3 884	4 785	5 108	5 664	5 947	6 244
Housing	540	825	1 122	800	800	2 022	2 123	2 229
Inventory: Food and food supplies	9 335	4 187	5 691	4 274	4 028	3 664	4 909	5 135
Inventory: Raw materials	3 602	764	656	874	903	1 150	1 209	1 268
Inventory: Other consumables	3 400	1 073	312	195	195	1 020	1 076	1 132
Lease payments	1 550	105	209	459	263	232	246	260
Owned & lessor's property expenditure	-	-	-	-	-	-	-	-
Transport provided dept activity	5	5	-	-	-	-	-	-
Travel and subsistence	-	-	-	-	-	-	-	-
Training & staff development	-	-	-	-	-	-	-	-
Operating expenditure	-	-	-	-	-	-	-	-
Venues and facilities	-	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	-
Financial transactions in assets and liabilities	-	-	-	-	-	-	-	-
Transfers and subsidies to:	30	1 239	-	-	370	41	44	46
Provinces and municipalities	-	-	-	-	-	11	12	13
Provinces ?	-	-	-	-	-	-	-	-
Municipalities	-	-	-	-	-	11	12	13
Municipal agencies and funds	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-
Universities and technicians	-	-	-	-	-	-	-	-
Households	30	1 239	-	-	370	30	32	33
Social benefits	-	-	-	-	-	-	-	-
Other transfers to households	30	1 239	-	-	370	30	32	33
Payments for capital assets	1 470	1 399	3 564	1 341	1 069	1 412	1 486	1 510
Buildings and other fixed structures	52	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-
Other fixed structures	52	-	-	-	-	-	-	-
Machinery and equipment	1 418	1 399	3 564	1 341	1 069	1 412	1 486	1 510
Transport equipment	-	-	-	-	-	800	840	882
Other machinery and equipment	1 418	1 399	3 564	1 341	1 069	612	646	628
Cultivated assets	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-	-
<b>Total economic classification: Programme</b>	<b>74 052</b>	<b>75 103</b>	<b>80 776</b>	<b>65 386</b>	<b>67 439</b>	<b>75 116</b>	<b>80 414</b>	<b>84 385</b>

**Performance and expenditure trends**

In Administration budget allocations which were informed also by budget cuts will have an impact on the filling of vacant posts including the remainder of the critical vacant posts that were approved in the 2010/11 financial year. The Department has however resolved to make funds available for the filling of the remainder of these posts and also to continue to fill posts which become vacant as a result of transfers, death or promotions.

**5 PROGRAMME 2: SUSTAINABLE RESOURCE MANAGEMENT**

The programme exists to promote optimal and effective provincial resource allocation and utilization, efficient provincial budget management, accurate financial reporting on provincial revenue generation and maximization, provide quality and accurate socio-economic research reports to inform the provincial budget and planning process, promote efficient planning, implementation and management of infrastructure by provincial departments and municipalities, and provide technical support to delegated municipalities on the implementation of the MFMA.

**5.1 Sub-programme: Programme Support**

**5.1.1 Strategic Objective Annual Targets for 2012/13**

Strategic objective	Strategic Plan Target	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1 Manage and support the planning and implementation of programme objectives	Analyse and submit 12 monthly performance reports on the Programme	Analyse and submitted 12 monthly performance reports on the Programme	Analyse and submitted 12 monthly performance reports on the Programme	Analyse and submitted 12 monthly performance reports on the Programme	Analyse and submit 12 monthly performance reports on the Programme	Analyse and submit 12 monthly performance reports on the Programme	Analyse and submit 12 monthly performance reports on the Programme	Analyse and submit 12 monthly performance reports on the Programme

**5.1.2 Programme Performance Indicators and Annual Targets for 2012/13**

Programme performance indicator	Audited/Actual performance		Estimated performance 2011/12	Medium-term targets	
	2008/09	2009/10		2012/13	2013/14

Programme performance indicator	Audited/Actual performance				Estimated performance	Medium-term targets		
	2008/09	2009/10	2010/11	2010/12		2012/13	2013/14	2014/15
1. Number of monthly performance reports analysed and submitted	Analysed and submitted 12 monthly performance reports on the Programme	Analysed and submitted 12 monthly performance reports on the Programme	Analysed and submitted 12 monthly performance reports on the Programme	Analysed and submitted 12 monthly performance reports on the Programme	Analysed and submitted 12 monthly performance reports on the Programme	Analysed and submitted 12 monthly performance reports on the Programme	Analysed and submitted 12 monthly performance reports on the Programme	Analysed and submitted 12 monthly performance reports on the Programme

### 5.1.3 Quarterly Targets for 2012/2013

Performance indicator	Reporting period	Annual target	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Number of monthly performance reports submitted	Monthly	Analysed and submitted 12 monthly performance reports on the Programme	3 reports	3 reports	3 reports	3 reports

## 5.2

### Provincial Administration Fiscal Discipline

#### 5.2.1 Strategic Objective Annual Targets for 2012/13

Strategic objective	Strategic Plan Target	Audited/Actual performance				Estimated performance	Medium-term targets		
		2008/09	2009/10	2010/11	2010/12		2012/13	2013/14	2014/15
1. Support provincial votes and public entities to maximise and expand sustainable revenue generation and	Provide support and monitor 12 Votes in terms of revenue management	Provided support and monitored 12 Votes in terms of revenue management	Provided support and monitored 12 Votes in terms of revenue management	Provided support and monitored 12 Votes in terms of revenue management	Provide support and monitor 12 Votes in terms of revenue management	Provide support and monitor 12 Votes in terms of revenue management	Provide support and monitor 12 Votes in terms of revenue management	Provide support and monitor 12 Votes in terms of revenue management	

Strategic objective	Strategic Plan Target	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
collection in the province								

### 5.2.2 Performance indicators and annual targets for 2012/13

Sub-Programme performance indicator	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1. Number of training workshops conducted on cash office management, revenue reforms and methods	Conducted 24 workshops on cash office management, revenue reforms and methods	Conducted 24 workshops on cash office management, revenue reforms and methods	Conducted 6 workshops on cash office management, revenue reforms and methods	Conduct 12 workshops on cash office management, revenue reforms and methods	Conduct 4 workshops on cash office management, revenue reforms and methods	Conduct 4 workshops on cash office management, revenue reforms and methods	Conduct 4 workshops on cash office management, revenue reforms and methods
2. Number of Votes' own revenue budgets analysed and feedback provided	N/A	N/A	Analysed 13 Votes' own revenue budgets and provided feedback	Analyse 12 Votes' own revenue budgets and provided feedback	Annual Analyses of 12 Votes' own revenue budgets and provide feedback	Analyse 12 Votes' own revenue budgets and provide feedback	Analyse 12 Votes' own revenue budgets and provide feedback
3. Number of provincial tariff registers developed, maintained and updated	N/A	N/A	N/A	Develop and maintain 1 provincial tariff register	Review, update and maintain 1 provincial tariff register	Maintain, review and update 1 provincial tariff register	Maintain, review and update 1 provincial tariff register
4. Number of consolidated revenue reports compiled	N/A	N/A	Compiled 12 consolidated revenue reports	Compile 12 consolidated revenue reports	Compile 12 consolidated revenue reports	Compile 12 consolidated revenue reports	Compile 12 consolidated revenue reports



Sub-Programme performance indicator	Audited/Actual performance				Estimated performance	Medium-term targets		
	2008/09	2009/10	2010/11	2011/12		2012/13	2013/14	2014/15
5. Number of Provincial revenue fund reports compiled	N/A	N/A	Compiled 12 Provincial revenue fund reports	Compile 12 Provincial revenue fund reports	Compile 12 Provincial revenue fund reports	Compile 12 Provincial revenue fund reports	Compile 12 Provincial revenue fund reports	
6. Number of Financial Statements on Provincial Revenue Fund prepared and submitted to the Auditor-General	N/A	N/A	Prepared 1 set of Financial Statements on Provincial Revenue Fund and submitted to the Auditor-General	Prepare 1 set of Financial Statements on Provincial Revenue Fund and submitted to the Auditor-General	Prepare 1 set of Financial Statements on Provincial Revenue Fund and submit to the Auditor-General	Prepare 1 set of Financial Statements on Provincial Revenue Fund and submit to the Auditor-General	Prepare 1 set of Financial Statements on Provincial Revenue Fund and submit to the Auditor-General	

### 5.2.3 Quarterly targets for 2012/13

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1st	2nd	3rd	4th
1. Number of training workshops conducted on cash office management, revenue reforms and methods	Quarterly	Conduct 4 workshops on cash office management, revenue reforms and methods	1 workshop	1 workshop	1 workshop	1 workshop
2. Number of Votes' own revenue budgets analysed and feedback provided	Annually	Analyse 12 Votes' own revenue budgets and provide feedback	N/A	N/A	N/A	Analyse 12 Votes' own revenue budgets and provide feedback N/A
3. Number of provincial tariff registers developed, maintained and updated	Annually	1 register developed, maintained and updated	N/A	N/A	1 register developed, maintained and updated	N/A

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
4. Number of consolidated revenue reports compiled	Monthly	Compile 12 consolidated revenue reports	Compile 3 consolidated revenue reports	Compile 3 consolidated revenue reports	Compile 3 consolidated revenue reports	Compile 3 consolidated revenue reports
5. Number of Provincial revenue fund reports compiled	Monthly	Compile 12 Provincial revenue fund reports	3 reports	3 reports	3 reports	3 reports
6. Number of Financial Statements on Provincial Revenue Fund prepared and submitted to the Auditor-General	Annually	Prepare 1 set of Financial Statements on Provincial Revenue Fund and submit to the Auditor-General	N/A	Prepare and submit 1 set of Financial Statements to the Auditor-General	N/A	N/A

### 5.3

#### Sub-programme: Municipal Finance

#### 5.3.1 Strategic Objective Annual Targets for 2012/13

Strategic objective	Strategic Plan Target	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1. Provide support and monitor municipalities on the implementation of the MFMA	Provide support and monitor 20 municipalities	Provided support and monitored 17 municipalities	Provided support and monitored 20 municipalities	Provided support and monitored 20 municipalities	Provide support and monitor 20 municipalities	Provide support and monitor 20 municipalities on the implementation of the MFMA	Provide support and monitor 20 municipalities on the implementation of the MFMA	Provide support and monitor 20 municipalities on the implementation of the MFMA

5.3.2 Performance indicators and annual targets for 2012/13

Sub-Programme performance indicator	Audited/Actual performance				Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11	2010/11		2012/13	2013/14	2014/15
1. Number of quarterly performance reports compiled, tabled and published in terms of legislation	Compiled, tabled and published 2 quarterly performance reports in terms of legislation	Compiled, tabled and published 3 quarterly performance reports in terms of legislation	Compiled, tabled and published 4 quarterly performance reports in terms of legislation	Compiled, tabled and published 4 quarterly performance reports in terms of legislation	Compile, table and published 4 quarterly performance reports in terms of legislation	Compile, table and published 4 quarterly performance reports in terms of legislation	Compile, table and published 4 quarterly performance reports in terms of legislation	Compile, table and published 4 quarterly performance reports in terms of legislation
2. Percentage of draft budgets analysed and feedback provided	N/A	Analysed 12 draft budgets and provided feedback	Analysed 10 draft budgets and provided feedback	Analysed 20 draft budgets and provided feedback	Analyse 100% of draft budgets received and provide feedback	Analyse 100% of draft budgets received and provide feedback	Analyse 100% of draft budgets received and provide feedback	Analyse 100% of draft budgets received and provide feedback
3. Number of LGMTEC engagements conducted	N/A	N/A	8 LGMTEC sessions held	Coordinate 2 LGMTEC engagements	Coordinate 2 LGMTEC engagements	Coordinate 2 LGMTEC engagements	Coordinate 2 LGMTEC engagements	Coordinate 2 LGMTEC engagements
4. Number of workshops/training sessions conducted	Conducted 3 workshops/training sessions	Conducted 3 workshops/training sessions	Conducted 2 workshops/training sessions	Conduct 3 workshops/training sessions	Conduct 3 workshops/training sessions	Conduct 3 workshops/training sessions	Conduct 3 workshops/training sessions	Conduct 3 workshops/training sessions
5. Number of consolidated reports on government-owned revenue compiled	N/A	Compiled 2 consolidated reports on government-owned revenue	Compiled 4 consolidated reports on government-owned revenue	Compile 4 consolidated reports on government-owned revenue	Compile 4 consolidated reports on government-owned revenue	Compile 4 consolidated reports on government-owned revenue	Compile 4 consolidated reports on government-owned revenue	Compile 4 consolidated reports on government-owned revenue

### 5.3.3 Quarterly targets for 2012/13

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Number of quarterly performance reports compiled, tabled and published in terms of legislation	Quarterly	Compile, table and publish 4 quarterly performance reports in terms of legislation	1 performance report	1 performance report	1 performance report	1 performance report
2. Percentage of draft budgets analysed and feedback provided	Annually	Analyse 100% of draft budgets and provide feedback	Analyse 100% of draft budgets and provide feedback	N/A	N/A	N/A
3. Number of LGMTEC engagements conducted	Annually	Conduct 2 LGMTEC engagements	N/A	N/A	N/A	Conduct 2 LGMTEC engagements
4. Number of workshops/training sessions conducted	Quarterly	Conduct 3 workshops/training sessions	N/A	Conduct 1 workshop/training session	Conduct 1 workshop/training session	Conduct 1 workshop/training session
5. Number of consolidated reports on government-owned revenue compiled	Quarterly	Compile 4 consolidated reports on government-owned revenue	1 report	1 report	1 report	1 report

### 5.4 Sub-programme: Budget and Expenditure management

#### 5.4.1 Strategic Objective Annual Targets for 2012/13

Strategic objective	Strategic Plan Target	Audited/actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1. Promote effective and optimal financial resource allocation-and expenditure management for provincial government	Provide support and monitor 12 Votes in terms of budget and expenditure management	Provided support and monitored 12 Votes in terms of budget and expenditure management	Provided support and monitored 14 Votes in terms of budget and expenditure management	Provided support and monitored 13 Votes in terms of budget and expenditure management	Provide support and monitored 13 Votes in terms of budget and expenditure management	Provide support and monitor 13 votes through budget and strategic plan guides and updating votes about reforms	Provide support and monitor 13 votes through budget and strategic plan guides and updating votes about reforms	Provide support and monitor 13 votes through budget and strategic plan guides and updating votes about reforms

5.4.2 Performance indicators and annual targets for 2012/13

Sub-Programme performance indicator	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1. Number of budget process schedules issued	Issued 1 budget process schedule	Issued 1 budget process schedule	Issued 1 budget process schedule	Issue 1 budget process schedule	Issue 1 budget process schedule	Issue 1 budget process schedule	Issue 1 budget process schedule
2. Number of Estimates of Provincial Revenue Expenditure documents compiled	Compiled 2 Estimates of Provincial Revenue Expenditure documents N/A	Compiled 2 Estimates of Provincial Revenue Expenditure documents N/A	Compiled 2 Estimates of Provincial Revenue Expenditure documents	Compile 2 Estimates of Provincial Revenue Expenditure documents	Compile 2 Estimates of Provincial Revenue Expenditure documents	Compile 2 Estimates of Provincial Revenue Expenditure documents	Compile 2 Estimates of Provincial Revenue Expenditure documents
3. Number of budget circulars issued	N/A	N/A	Issued 2 budget circulars	Issue 2 budget circulars	Issue 2 budget circulars	Issue 2 budget circulars	Issue 2 budget circulars
4. Number of consolidated In-Year-Monitoring reports compiled and submitted	Compiled and submitted 12 consolidated In-Year-Monitoring reports	Compiled and submitted 12 consolidated In-Year-Monitoring reports	Compiled and submitted 12 consolidated In-Year-Monitoring reports	Compile and submit 13 consolidated In-Year-Monitoring reports	Compile and submit 13 consolidated In-Year-Monitoring reports	Compile and submit 13 consolidated In-Year-Monitoring reports	Compile and submit 13 consolidated In-Year-Monitoring reports
5. Number of consolidated non-financial reports compiled and submitted	Compiled and submitted 4 consolidated non-financial reports	Compiled and submitted 4 consolidated non-financial reports	Compiled and submitted 4 consolidated non-financial reports	Compile and submit 4 consolidated non-financial reports	Compile and submit 4 consolidated non-financial reports	Compile and submit 4 consolidated non-financial reports	Compile and submit 4 consolidated non-financial reports
6. Number of MTEC Hearings conducted	N/A	N/A	1 MTEC hearing with 13 votes conducted	Conduct 1 MTEC Hearing with 13 votes	Conduct 1 MTEC Hearing with 13 votes	Conduct 1 MTEC Hearing with 13 votes	Conduct 1 MTEC Hearing with 13 votes

### 5.4.3 Quarterly targets for 2012/13

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Number of budget process schedules issued	Annually	Issue 1 budget process schedule	Issue 1 budget process schedule	N/A	N/A	N/A
2. Number of Estimates of Provincial Revenue Expenditure documents compiled	Bi-annually	Compile 2 Estimates of Provincial Revenue Expenditure documents	N/A	N/A	1 document	1 document
3. Number of budget circulars issued	Bi-annually	Issue 2 budget circulars	Issue 1 budget circular	N/A	Issue 1 budget circular	N/A
4. Number of consolidated In-Year-Monitoring reports compiled and submitted	Monthly	Compile and submit 12 consolidated In-Year-Monitoring reports	3 reports	3 reports	3 reports	3 reports
5. Number of consolidated non-financial reports compiled and submitted	Quarterly	Compile and submit 4 consolidated non-financial reports	1 report	1 report	1 report	1 report
6. Number of MTEC engagements held	Annually	Conduct 1 MTEC Hearing with 13 votes	N/A	N/A	Conduct 1 MTEC Hearing with 13 votes	N/A

### 5.5 Sub-programme: Infrastructure Co-ordination

#### 5.5.1 Strategic Objective Annual Targets for 2012/2013

Strategic objective	Strategic Plan Target	Audited/Actual performance		Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10		2010/11	2011/13	2013/14
1. Promote Provincial	Provide support and	Provided support and	Provided support and	Provide support and	Provide support and monitor 7	Provide support and monitor 7	Provide support and monitor 7

Strategic objective	Strategic Plan Target	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2011/13	2013/14	2014/15
Efficiency in Financial Planning and Implementation, of infrastructure	monitor 7 infrastructure Departments	monitor 6 infrastructure Departments	monitor 6 infrastructure Departments	monitor 7 infrastructure Departments	monitor 7 infrastructure Departments	infrastructure Departments	infrastructure Departments	infrastructure Departments

### 5.5.2 Performance indicators and annual targets for 2012/2013

Sub-Programme performance indicator	Audited/Actual performance			Estimated Performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1. Number of Infrastructure Reporting Model analysis reports issued and feedback provided	Issued 84 Infrastructure Reporting Model analysis reports and provided feedback	Issued 84 Infrastructure Reporting Model analysis reports and provided feedback	Issued 74 Infrastructure Reporting Model analysis reports and provided feedback	Issue 84 Infrastructure Reporting Model analysis reports and provided feedback	Issue 84 Infrastructure Reporting Model analysis reports and provided feedback	Issue 84 Infrastructure Reporting Model analysis reports and provide feedback	Issue 84 Infrastructure Reporting Model analysis reports and provide feedback
2. Number of workshops and training sessions conducted	N/A	Conducted 8 workshops/training sessions	Conducted 14 workshops/training sessions	Conduct 8 workshops/training sessions	Conduct 4 workshops/training sessions	Conduct 4 workshops/training sessions	Conduct 4 workshops/training sessions
3. Number of User Asset Management plan (Infrastructure plans) reviewed, feedback provided and submitted	Reviewed and submitted 4 User Asset Management plans (Infrastructure plans) and provided feedback	Reviewed and submitted 4 User Asset Management plans (Infrastructure plans) and provided feedback	Reviewed and submitted 10 User Asset Management plans (Infrastructure plans) and provided feedback	Review and submit 14 User Asset Management plans (Infrastructure plans) and provide feedback	Review and submit 14 User Asset Management plans (Infrastructure plans) and provide feedback	Review and submit 14 User Asset Management plans (Infrastructure plans) and provide feedback	Review and submit 14 User Asset Management plans (Infrastructure plans) and provide feedback

### 5.5.3 Quarterly Targets

Performance indicator	Reporting period	Annual Target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.1 Number of Infrastructure Reporting Model analysis reports issued and feedback provided	Monthly	Issue 84 Infrastructure Reporting Model analysis reports and provide feedback	21 reports	21 reports	21 reports	21 reports
1.2 Number of workshops and training sessions conducted	Quarterly	Conduct 4 workshops/training sessions	Conduct 1 workshop/ training session	Conduct 1 workshop/ training session	Conduct 1 workshop/ training session	Conduct 1 workshop/ training session
1.3 Number of User Asset Management plan (Infrastructure plans) reviewed, feedback provided and submitted	Annually	Receive and review 14 User Asset Management Plans and provide feedback	Receive and review 7 User Asset Management Plans and provide feedback			Receive and review 7 User Asset Management Plans and provide feedback

### 5.6 Sub-programme: Economic Analysis

#### 5.6.1 Strategic Objective Annual Targets for 2012/13

Strategic objective	Strategic Plan Target	Audited/Actual performance		Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10		2010/11	2012/13	2013/14
1 Socio-economic research to inform the	Compile quality and accurate	Compiled quality and accurate	Compiled quality and accurate	Compile quality and accurate	Compile quality and accurate	Compile quality and accurate	Compile quality and accurate



Strategic objective	Strategic Plan Target	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
provincial budget and planning process	quarterly, bi-annually and annual economic research reports	quarterly, bi-annually and annual economic research reports	quarterly, bi-annually and annual economic research reports	quarterly, bi-annually and annual economic research reports	quarterly, bi-annually and annual economic research reports	quarterly, bi-annually and annual economic research reports	quarterly, bi-annually and annual economic research reports	quarterly, bi-annually and annual economic research reports

### 5.6.2 Performance indicators and annual targets for 2012/13

Sub-Programme performance indicator	Audited/Actual performance			Estimated Performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1. Number of Provincial Economic Review and Outlook (PERO) reports compiled and published	N/A	Compiled and published 1 Provincial Economic Review and Outlook (PERO) report	Compiled and published 1 Provincial Economic Review and Outlook (PERO) report	Compile and publish 1 Provincial Economic Review and Outlook (PERO) report	Compile and publish 1 Provincial Economic Review and Outlook (PERO) report	Compile and publish 1 Provincial Economic Review and Outlook (PERO) report	Compile and publish 1 Provincial Economic Review and Outlook (PERO) report
2. Number of updated Socio-Economic Review and Outlook (SERO) reports completed and communicated	N/A	Completed and communicated 4 updated Socio-Economic Review and Outlook (SERO) reports	Completed and communicated 4 updated Socio-Economic Review and Outlook (SERO) reports	Complete and communicate 4 updated Socio-Economic Review and Outlook (SERO) reports	Complete and communicate 2 updated Socio-Economic Review and Outlook (SERO) reports	Complete and communicate 2 updated Socio-Economic Review and Outlook (SERO) reports	Complete and communicate 2 updated Socio-Economic Review and Outlook (SERO) reports
3. Number of updated Provincial Bulletin reports completed	N/A	N/A	N/A	Complete 16 updated Provincial Bulletin reports	Complete 16 updated Provincial Bulletin reports	Complete 16 updated Provincial Bulletin reports	Complete 16 updated Provincial Bulletin reports

Sub-Programme performance indicator	Audited/Actual performance				Estimated Performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11	2012/13		2013/14	2014/15	
4. Number of Socio-Economic Outlook reports for Estimates of Provincial Revenue and Expenditure (EPRE) document compiled and tabled	Compiled and tabled 1 Socio-Economic Outlook report for Estimates of Provincial Revenue and Expenditure (EPRE) document	Compiled and tabled 1 Socio-Economic Outlook report for Estimates of Provincial Revenue and Expenditure (EPRE) document	Compiled and tabled 1 Socio-Economic Outlook report for Estimates of Provincial Revenue and Expenditure (EPRE) document	Compile and table 1 Socio-Economic Outlook report for Estimates of Provincial Revenue and Expenditure (EPRE) document	Compile and table 1 Socio-Economic Outlook report for Estimates of Provincial Revenue and Expenditure (EPRE) document	Compile and table 1 Socio-Economic Outlook report for Estimates of Provincial Revenue and Expenditure (EPRE) document		
5. Number of economic research project reports completed (in line with Government priorities/outcomes)	Completed 1 economic research project report (in line with Government priorities/outcomes)	Completed 4 economic research project reports (in line with Government priorities/outcomes)	Completed 4 economic research project reports (in line with Government priorities/outcomes)	Complete 4 economic research project reports (in line with Government priorities/outcomes)	Complete 4 economic research project reports (in line with Government priorities/outcomes)	Complete 4 economic research project reports (in line with Government priorities/outcomes)		
6. Number of Socio-Economic Review (SER) reports of Districts compiled	N/A	Compiled 3 Socio-Economic Review (SER) reports of Districts	Compiled 3 Socio-Economic Review (SER) reports of Districts	Compile 3 Socio-Economic Review (SER) reports of Districts	Compile 3 Socio-Economic Review (SER) reports of Districts	Compile 3 Socio-Economic Review (SER) reports of Districts		
7. Number of updated Socio-Economic Profiles of Municipalities	N/A	N/A	N/A	Complete 84 updated Socio-Economic Profiles of	Complete 42 updated Socio-Economic Profiles of Municipalities	Complete 42 updated Socio-Economic Profiles of Municipalities		

Sub-Programme performance indicator	Audited/Actual performance		Estimated Performance 2011/12	Medium-term targets		
	2008/09	2009/10		2010/11	2012/13	2013/14
completed			Municipalities			

### 5.6.3 Quarterly targets for 2012/13

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Number of Provincial Economic Review and Outlook (PERO) reports compiled and published	Annually	Compile and publish 1 Provincial Economic Review and Outlook (PERO) report	N/A	Collection of economic data	Verification of economic data	Compile and publish 1 Provincial Economic Review and Outlook (PERO) report
2. Number of updated Socio-Economic Review and Outlook (SERO) reports completed and communicated	Bi-annually	Complete and communicate 2 updated Socio-Economic Review and Outlook (SERO) reports	Complete and communicate 1 updated Socio-Economic Review and Outlook (SERO) report	N/A	Complete and communicate 1 updated Socio-Economic Review and Outlook (SERO) report	N/A
3. Number of updated Provincial Bulletin reports completed	Quarterly	Complete 16 updated Provincial Bulletin reports	Complete 4 updated Provincial Bulletin reports	Complete 4 updated Provincial Bulletin reports	Complete 4 updated Provincial Bulletin reports	Complete 4 updated Provincial Bulletin reports
4. Number of Socio-Economic Outlook report for Estimates of Provincial Revenue and Expenditure (EPRE) document compiled and tabled	Annually	Compile and table 1 Socio-Economic Outlook report for Estimates of Provincial Revenue and Expenditure (EPRE) document	N/A	N/A	N/A	Compile and table 1 Socio-Economic Outlook report for Estimates of Provincial Revenue and Expenditure (EPRE) document
5. Number of economic research project reports completed (in line with Government	Quarterly	Complete 4 economic research project reports (in	Complete 1 economic research project	Complete 1 economic research project report (in	Complete 1 economic research project report (in	Complete 1 economic research project report (in

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
priorities/outcomes)		line with Government priorities/ outcomes)	report (in line with Government priorities/ outcomes) N/A	line with Government priorities/ outcomes)	line with Government priorities/ outcomes)	line with Government priorities/ outcomes)
6. Number of Socio-Economic Review (SER) reports of Districts compiled	Annually	Compile 3 Socio-Economic Review (SER) reports of Districts	N/A	Collection of socio-economic data	Verification of socio-economic data	Compile 3 Socio-Economic Review (SER) reports of Districts N/A
7. Number of updated Socio-Economic Profiles of Municipalities completed	Bi-annually	Complete 42 updated Socio-Economic Profiles of Municipalities	Complete 21 updated Socio-Economic Profiles of Municipalities	N/A	Complete 21 updated Socio-Economic Profiles of Municipalities	N/A

### 5.8 Reconciling Performance Targets with the Budget and MTEF

#### EXPENDITURE ESTIMATES: PROGRAMME 2: SUSTAINABLE RESOURCE MANAGEMENT

Table 3.8: Summary of payments and estimates: Programme 2: Sustainable Resource Management

R thousand	Outcome			Main appropriation	Adjusted appropriation 2011/12	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11				2012/13	2013/14	2014/15
Programme Support	154 644	19 712	1 429	1 391	1 533	1 404	2 418	2 542	2 642
Economic Analysis	-	3 008	3 807	3 676	3 534	3 475	3 336	3 632	3 866
Municipal Fiscal Discipline	1 960	6 604	5 419	4 559	5 359	5 859	4 866	5 609	5 938
Provincial Admin Fiscal	2 592	2 650	3 161	4 035	3 835	3 395	4 931	5 443	5 823
Budget and Expenditure	7 284	7 437	9 316	7 639	7 684	7 296	7 515	8 114	8 636
Municipal Finance	4 516	3 958	6 245	10 231	9 231	10 241	12 485	13 195	13 506
Infrastructure Co-Ordination	2 562	3 475	3 310	2 433	2 388	2 315	3 079	3 289	3 499
<b>Total payments and estimates:</b>	<b>173 558</b>	<b>46 844</b>	<b>32 687</b>	<b>33 964</b>	<b>33 564</b>	<b>33 985</b>	<b>38 630</b>	<b>41 824</b>	<b>43 910</b>

Economic Classification: Programme 2: Sustainable Resource Management

**TPayments and estimates by economic classification: Programme 2: Sustainable Resource Management**

	Outcome				Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11	2011/12		2012/13	2013/14	2014/15
<b>R thousand</b>								
<b>Current payments</b>								
Compensation of employees	14 240	20 925	23 751	27 187	27 011	30 325	32 174	33 758
Salaries and wages	11 245	17 430	18 555	21 716	20 999	21 630	22 663	23 703
Social contributions	2 995	3 495	5 196	5 471	6 012	8 695	9 511	10 055
Goods and services	111 305	25 919	6 718	6 577	6 774	8 055	9 387	9 876
of which								
Administrative fees	-	80	190	174	183	191	213	235
Advertising	-	238	252	55	57	-	-	-
Assets <R5000	-	-	103	-	-	-	-	-
Audit cost: External	-	-	-	-	-	550	600	680
Bursaries (employees)	-	-	-	-	-	-	-	-
Catering: Departmental activities	290	340	187	286	213	310	327	348
Communication	-	442	247	293	315	355	364	373
Computer services	-	129	134	78	78	220	231	243
Cons/prof/business & advisory services	7 000	22 079	696	680	300	880	894	908
Contractors	-	22	22	-	-	-	-	-
Agency & support/outourced services	-	1	-	-	-	-	-	-
Inventory: Stationery and printing	-	169	555	450	412	730	759	786
Lease payments	400	45	274	-	-	-	-	-
Owned & leasehold property expenditure	346	102	32	-	-	-	-	-
Transport provided dept activity	-	5	165	-	-	-	-	-
Travel and subsistence	4 138	2 001	3 289	3 858	4 775	4 096	5 220	5 463
Training & staff development	1 989	94	221	446	299	229	255	286
Operating expenditure	96 000	54	-	-	96	144	157	170
Venues and facilities	1 172	118	351	257	332	350	367	384
<b>Transfers and subsidies to <sup>1</sup>: - continued</b>								
Public corporations and private enterprises <sup>5</sup>	48 013	-	1 719	-	-	-	-	-
Public corporations	-	-	-	-	-	-	-	-
Other transfers	48 013	-	1 719	-	-	-	-	-
<b>Payments for capital assets</b>								
Buildings and other fixed structures								
Buildings	-	-	-	-	-	-	-	-
Other fixed structures	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	499	200	200	250	263	276
Transport equipment	-	-	-	-	-	-	-	-
Other machinery and equipment	-	-	249	200	200	250	263	276
Cultivated assets	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	250	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-	-
<b>Total economic classification: Programme</b>	173 558	46 844	32 687	33 964	33 985	38 630	41 824	43 976

*Performance and expenditure trends*

In order to enhance the support to municipalities, two sub-programmes have been re-configured. Within the Programme 2, there were two sub-programmes that were supporting municipalities on revenue generation, assisting municipalities to recover outstanding debts in provincial departments, conducting diagnostic studies on the one hand, whilst on the other hand the second sub-programme was responsible for the MFMA implementation. Both sub-programmes have been combined under the Municipal Finance Management unit. In terms of numbers each unit contributed 9 officials which then mean that in total there are 18 officials that are supporting 20 municipalities.

It is worth noting that the R5 million special allocations received from the National Treasury for the support to municipalities is housed in Programme 2 in the Municipal Finance Management Unit.

The reductions that are reflected are generic in most programmes as the province is trying to stabilize the provincial budgets and at the same time fund specific provincial priorities.

**6 PROGRAMME 3: ASSETS AND LIABILITIES MANAGEMENT**

The programme is responsible for the monitoring and support of Transversal Systems, Information Technology Services, Assets, Liabilities, Public Private Partnerships and Provincial Supply Chain management to departments, municipalities and public entities.

**6.1 Sub-programme: Programme Support**

**6.1.1 Strategic Objective Annual Targets for 2012/13**

Strategic objective	Strategic Plan Target	Audited/Actual performance		Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10		2010/11	2012/13	2013/14

Strategic objective	Strategic Plan Target	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1. Manage and support the planning and implementation of programme objectives	Analyse and submit 12 monthly performance reports on the Programme	Analyse and submitted 12 monthly performance reports on the Programme	Analyse and submitted 12 monthly performance reports on the Programme	Analyse and submitted 12 monthly performance reports on the Programme	Analyse and submitted 12 monthly performance reports on the Programme	Analyse and submitted 12 monthly performance reports on the Programme	Analyse and submitted 12 monthly performance reports on the Programme	Analyse and submitted 12 monthly performance reports on the Programme

#### 6.1.2 Programme Performance Indicators and Annual Targets for 2012/13

Programme performance indicator	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1. Number of monthly performance reports analysed and submitted	Analyse and submitted 12 monthly performance reports on the Programme	Analyse and submitted 12 monthly performance reports on the Programme	Analyse and submitted 12 monthly performance reports on the Programme	Analyse and submitted 12 monthly performance reports on the Programme	Analyse and submitted 12 monthly performance reports on the Programme	Analyse and submitted 12 monthly performance reports on the Programme	Analyse and submitted 12 monthly performance reports on the Programme

#### 6.1.3 Quarterly Targets for 2012/13

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Number of monthly performance reports submitted	Monthly	Analyse and submitted 12 monthly performance reports on the Programme	Analyse and submitted 3 monthly performance reports on the Programme	Analyse and submitted 3 monthly performance reports on the Programme	Analyse and submitted 3 monthly performance reports on the Programme	Analyse and submitted 3 monthly performance reports on the Programme



6.2

Sub-programme: Financial Asset Management

6.2.1 Strategic Objective Annual Targets for 2012/13

Strategic objective	Strategic Plan Target	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1. Management of provincial financial assets	Manage, Monitor and support 12 Votes in terms of provincial financial assets	Monitor and support 14 Votes in terms of provincial financial assets	Monitor and support 14 Votes in terms of provincial financial assets	Monitor and support 13 Votes in terms of provincial financial assets	Monitor and support 12 Votes in terms of provincial financial assets	Monitor and support 12 Votes in terms of provincial financial assets	Monitor and support 12 Votes in terms of provincial financial assets	Monitor and support 12 Votes in terms of provincial financial assets

6.2.2 Programme Performance Indicators and Annual Targets for 2012/13

Programme performance indicator	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets			
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15	
1. Percentage of transfers in line with approved budget appropriation	N/A	N/A	N/A	N/A	100% cash transfers in line with approved budget appropriation	100% cash transfers in line with approved budget appropriation	100% cash transfers in line with approved budget appropriation	100% cash transfers in line with approved budget appropriation
2. Number of votes provided with banking services responsive to their needs	Provided 14 Votes with effective banking services	Provided 14 Votes with effective banking services	Provided 13 Votes with effective banking services	Provided 12 Votes with effective banking services	12 Votes provided with banking services responsive to their needs	12 Votes provided with banking services responsive to their needs	12 Votes provided with banking services responsive to their needs	12 Votes provided with banking services responsive to their needs

Programme performance indicator	Audited/Actual performance		Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10		2010/11	2012/13	2013/14
3. Number of analysis reports issued in terms of debt and cash management	N/A	N/A	N/A	8 quarterly reports on 12 votes	8 quarterly reports on 12 votes	8 quarterly reports on 12 votes

### 6.2.3 Quarterly Targets for 2012/13

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Percentage of transfers in line with approved budget appropriation	Quarterly	100% cash transfers in line with approved budget appropriation	100% cash transfers in line with approved budget appropriation	100% cash transfers in line with approved budget appropriation	100% cash transfers in line with approved budget appropriation	100% cash transfers in line with approved budget appropriation
2. Number of votes provided with banking services responsive to their needs	Monthly	12 Votes provided with banking services responsive to their needs	12 Votes provided with banking services	12 Votes provided with banking services	12 Votes provided with banking services	12 Votes provided with banking services
3. Number of reports issued in terms of debt and cash management	Quarterly	8 quarterly reports on 12 votes	2 quarterly reports on 12 votes	2 quarterly reports on 12 votes	2 quarterly reports on 12 votes	2 quarterly reports on 12 votes

### 6.3 Sub-programme: Physical Asset Management

#### 6.3.1 Strategic Objective Annual Targets for 2012/13

Strategic objective	Audited/Actual performance		Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10		2010/11	2012/13	2013/14
Strategic Plan Target						

Strategic objective	Strategic Plan Target	Audited/Actual performance				Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11	2011/12		2012/13	2013/14	2014/15
1. Monitor and support provincial physical assets	Monitor and support 12 Votes, 20 delegated municipalities and 4 public entities in terms of asset management	Monitor and support 14 Votes, 20 delegated municipalities and 6 public entities in terms of asset management	Monitor and support 14 Votes, 20 delegated municipalities and 6 public entities in terms of asset management	Monitor and support 13 Votes, 20 delegated municipalities and 4 public entities in terms of asset management	Monitor and support 12 Votes, 20 delegated municipalities and 4 public entities in terms of asset management	Monitor and support 12 Votes, 20 delegated municipalities and 4 public entities in terms of asset management	Monitor and support 12 Votes, 20 delegated municipalities and 4 public entities in terms of asset management	Monitor and support 12 Votes, 20 delegated municipalities and 4 public entities in terms of asset management	

### 6.3.2 Programme Performance Indicators and Annual Targets for 2012/13

Programme performance indicator	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1. Number of reports compiled on the compliance of asset management norms and standards	N/A	N/A	N/A	12 Reports compiled and issued	12 Reports compiled and issued	12 Reports compiled and issued	12 Reports compiled and issued
2. Number of reports compiled on audit outcomes implementation plan	N/A	N/A	N/A	12 reports compiled and issued	12 reports compiled and issued	12 reports compiled and issued	12 reports compiled and issued
3. Number of workshops held to capacitate asset officials	N/A	N/A	N/A	Conduct 4 Asset Management workshops	Conduct 6 workshops	Conduct 6 workshops	Conduct 6 workshops
4. Number of Asset management frameworks approved	N/A	N/A	N/A	1 Asset management framework approved	N/A	N/A	N/A

### 6.3.3 Quarterly Targets for 2011/12

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Number of reports on the compliance of asset management norms and standards	Quarterly	12 Reports compiled and issued	3 reports compiled and issued	3 reports compiled and issued	3 reports compiled and issued	3 reports compiled and issued
2. Number of report on audit outcomes implementation plan	Quarterly	12 Reports compiled and issued	3 reports compiled and issued	3 reports compiled and issued	3 reports compiled and issued	3 reports compiled and issued
3. Number of meetings/workshops held to capacitate asset officials	Quarterly	Conduct 6 workshop	Conduct 1 workshop	Conduct 2 workshop	Conduct 2 workshop	Conduct 1 workshop
4. Number of Asset management frameworks approved	Annually	1 Asset management framework approved	N/A	N/A	1 Asset management framework approved	N/A

### 6.4 Sub-programme: Provincial Supply Chain Management (PSCM)

#### 6.4.1 Strategic Objective Annual Targets for 2012/13

Strategic objective	Strategic Plan Target	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets	
		2008/09	2009/10	2010/11		2012/13	2014/15
1. Provide guidance on implementation of Supply Chain Management framework	Monitor and support 12 Votes, 20 municipalities and 4 public entities in terms of Supply Chain Management	Monitor and support 9 Votes in terms of Supply Chain Management	Monitor and support 14 Votes, 20 municipalities and 6 public entities in terms of Supply Chain Management	Monitor and support 13 Votes, 20 municipalities and 4 public entities in terms of Supply Chain Management	Monitor and support 12 Votes, 6 municipalities and 4 public entities in terms of Supply Chain Management	Monitor and support 12 Votes, 20 municipalities and 4 public entities in terms of Supply Chain Management	Monitor and support 12 Votes, 20 municipalities and 4 public entities in terms of Supply Chain Management

Strategic objective	Strategic Plan Target	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2014/15	2014/15
2	Public Private Partnership co-ordination	N/A	Facilitated PPP awareness sessions and training	Facilitated PPP awareness sessions and training	Facilitate PPP awareness sessions and training	Provide support on PPP projects	Provide support on PPP projects	Provide support on PPP projects

#### 6.4.2 Programme Performance Indicators and Annual Targets for 2012/13

Programme performance indicator	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1. Number of reports compiled and issued to votes, municipalities and public entities on SCM frameworks	4 reports	4 reports	4 reports	4 reports compiled and issued	4 reports compiled and issued	4 reports compiled and issued	4 reports compiled and issued
2. Number of reports issued in terms of utilising the electronic procurement system	N/A	N/A	1 Votes utilised the electronic procurement system	2 Votes utilise the electronic procurement system	4 reports issued on utilising of the electronic procurement system	4 reports issued on utilising of the electronic procurement system	4 reports issued on utilising of the electronic procurement system
3. Number of SCM road shows conducted	Conducted 6 SCM road shows	Conducted 3 SCM road shows	Conducted 3 SCM road shows	Conduct 1 SCM road shows	Conduct 2 SCM road shows	Conduct 2 SCM road shows	Conduct 2 SCM road shows
4. Number of workshops on SCM practices conducted	N/A	N/A	N/A	2 workshops on SCM practices	8 workshops on SCM practices	8 workshops on SCM practices	8 workshops on SCM practices
5. Number of SCM / Asset management practitioners enrolled in a	25 SCM/ Asset management	25 SCM/ Asset management	25 SCM/ Asset management	25 SCM/ Asset management practitioners	25 SCM/ Asset management practitioners	25 SCM/ Asset management practitioners	25 SCM/ Asset management practitioners

Programme performance indicator	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
university course	practitioners	practitioners	practitioners				
6. Number of reports compiled on PPP implementation	N/A	N/A	N/A	N/A	4 reports	4 reports	4 reports
7. Number of PPP awareness sessions conducted	N/A	N/A	N/A	2 PPP awareness sessions	2 PPP awareness sessions	2 PPP awareness sessions	2 PPP awareness sessions

#### 6.4.3 Quarterly Targets for 2012/13

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Number of reports compiled and issued to votes, municipalities and public entities on SCM frameworks	Quarterly	4 reports compiled and issued	1 report compiled and issued	1 report compiled and issued	1 report compiled and issued	1 report compiled and issued
2. Number of votes utilising the electronic procurement system	Bi annually	2 Votes utilise the electronic procurement system	N/A	1 Votes utilise the electronic procurement system	N/A	1 Votes utilise the electronic procurement system
3. Number of SCM road shows conducted	Quarterly	Conduct 2 SCM road shows	N/A	1 road-show for small business	1 road show for disabled	N/A
4. Number of workshops on SCM practices conducted	Quarterly	Conduct 8 training workshops on SCM practices	3 workshops	3 workshops	1 workshops	1 workshops
5. Number of SCM practitioners enrolled in a university course	Annually	25 SCM practitioners	N/A	25 SCM practitioners	N/A	N/A
6. Number of reports compiled on PPP implementation	Quarterly	4 reports on PPP implementation	1 report on PPP implementation	1 report on PPP implementation	1 report on PPP implementation	1 report on PPP implementation

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
7. Number of PPP awareness sessions conducted	Bi annually	Conduct 2 PPP awareness sessions	N/A	1 PPP awareness session	N/A	1 PPP awareness session

## 6.5

### Sub-programme: Public Sector Liabilities

#### 6.5.1 Strategic Objective Annual Targets for 2012/13

Strategic objective	Strategic Plan Target	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/14
1. Facilitate the management of public sector liabilities	Monitor and support 12 Votes, 20 municipalities and 4 public entities in terms of public sector liabilities	Monitor and support 14 Votes and 20 municipalities in terms of public sector liabilities	Monitor and support 13 Votes, 20 municipalities and 4 public entities in terms of public sector liabilities	Monitor and support 12 Votes in terms of public sector liabilities	Monitor and support 12 Votes, 20 municipalities and 4 public entities in terms of public sector liabilities	Monitor and support 12 Votes, 20 municipalities and 4 public entities in terms of public sector liabilities	Monitor and support 12 Votes, 20 municipalities and 4 public entities in terms of public sector liabilities	

#### 6.5.2 Programme Performance Indicators and Annual Targets for 2012/13

Programme performance indicator	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1. Number of reports of votes, public entities and municipalities monitored and supported on	Monitored and supported 12 Votes on compliance to liability management guidelines	Monitored and supported 14 Votes on compliance to liability management guidelines	Monitored and supported 13 Votes, 20 municipalities and 4 public entities on compliance to	Monitor and support 12 Votes on compliance to liability management guidelines	24 report on Votes, 20 reports on municipalities 4 reports on public entities	24 report on Votes, 20 reports on municipalities 4reports on public entities	24 report on Votes, 20 reports on municipalities 4reports on public entities

Programme performance indicator	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
compliance to liability management guidelines			liability management guidelines				
2. Number of liability registers developed and maintained	N/A	N/A	N/A	Develop, update and maintain 3 liability registers	Maintain 3 liability registers for votes, public entities and municipalities	Maintain 3 liability registers for votes, public entities and municipalities	Maintain 3 liability registers for votes, public entities and municipalities
3. Number of workshops conducted	N/A	N/A	N/A	2 workshops	2 workshops	2 workshops	2 workshops

### 6.5.3 Quarterly Targets for 2012/13

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Number of reports on compliance to liability management guidelines	Quarterly	24 report on Votes, 20 reports on municipalities 4 reports on public entities	12 report on Votes	10 reports on municipalities 2 reports on public entities	12 report on Votes,	10 reports on municipalities 2 reports on public entities
2. Number of liability registers developed and maintained	Quarterly	Maintain 3 liability registers for votes, public entities and municipalities	1 liability register updated for votes	N/A	1 liability register updated for votes	N/A
			N/A	1 liability registers developed for	N/A	1 liability registers developed for public entities



Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
				public entities		
			N/A	1 liability registers developed for public entities	N/A	1 liability registers developed for municipalities
3. Number of workshops conducted	Quarterly	2 workshops	N/A	1 workshops	1 workshops	N/A

## 6.6

### Interlinked Financial Systems

#### 6.6.1 Strategic Objective Annual Targets for 2012/13

Strategic objective	Strategic Plan Target	Audited/Actual performance			Estimated performance	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1. Utilisation of transversal systems	Improve operational efficiency in 12 votes	Improved operational efficiency in 14 votes	Improved operational efficiency in 14 votes	Improved operational efficiency in 13 votes	Improve operational efficiency in 12 votes	Improve operational efficiency in 12 votes	Improve operational efficiency in 12 votes	Improve operational efficiency in 12 votes

#### 6.6.2 Programme Performance Indicators and Annual Targets for 2012/13

Programme performance indicator	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1. Number reports of Votes provided with	4 reports	4 reports	4 reports	4 report compiled and issued	4 report compiled and issued	4 report compiled and issued	4 report compiled and issued

Programme performance indicator	Audited/Actual performance		Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10		2010/11	2012/13	2013/14
business support on transversal systems			issued	issued	issued	
2. Number of reports issued to monitor compliance to the National Minimum Information Requirements (NMIR)	N/A	N/A	12 reports compiled and issued	12 reports compiled and issued	12 reports compiled and issued	12 reports compiled and issued
3. Number of fraud prevention systems rolled out to votes and maintained	N/A	N/A	N/A	Roll out 1 fraud prevention system to votes	Maintain 1 fraud prevention system	Maintain 1 fraud prevention system
4. Number of training sessions on Transversal systems	Trained 1026 officials	Trained 1200	Train 1000 officials	65 training sessions	65 training sessions	65 training sessions

### 6.6.3 Quarterly Targets for 201/13

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Number reports of Votes provided with business support on transversal systems	Quarterly	4 reports compiled and issued	1 report compiled and issued	1 report compiled and issued	1 report compiled and issued	1 report compiled and issued
2. Number of reports issued to monitor compliance to the National Minimum Information Requirements (NMIR)	Monthly	12 reports compiled and issued	3 reports compiled and issued	3 reports compiled and issued	3 reports compiled and issued	3 reports compiled and issued

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
3. Number of fraud prevention systems rolled out to votes and maintained	Quarterly	Roll out 1 fraud prevention system to votes	Roll out 1 fraud prevention system to votes	N/A	N/A	N/A
4. Number of training courses on Transversal systems	Monthly	65 training sessions	19 training sessions	23 training sessions	10 training sessions	13 training sessions

## 6.7

### Sub-programme: Information Technology

#### 6.7.1 Objective Annual Targets for 2012/13

Strategic objective	Strategic Plan Target	Audited/Actual performance		Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10		2010/11	2012/13	2013/14
1. Information Communication Technology (ICT) services to votes	Provide ICT services to improve operational efficiency in 12 votes	Provided ICT services to improve operational efficiency in 14 votes	Provided ICT services to improve operational efficiency in 14 votes	Provide ICT services to improve operational efficiency in 12 votes	Provide ICT services to improve operational efficiency in 12 votes	Provide ICT services to improve operational efficiency in 12 votes	Provide ICT services to improve operational efficiency in 12 votes

#### 6.7.2 Programme Performance Indicators and Annual Targets for 2012/13

Programme performance indicator	Audited/Actual performance		Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10		2010/11	2012/13	2013/14
1. Percentage Up-time of ICT Network infrastructure	Maintained 98% Up-time of ICT Network infrastructure	Maintained 99% Up-time of ICT Network infrastructure	Maintain 98% Up-time of ICT Network infrastructure	Maintain 98% Up-time of ICT Network infrastructure	Maintain 98% Up-time of ICT Network infrastructure	Maintain 98% Up-time of ICT Network infrastructure
2. Percentage of calls	Responded to	Responded to	Respond to	Respond to	Respond to	Respond to

Programme performance indicator	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
responded to in 12 hours	ICT End-users within 24 hours	ICT End-users within 24 hours	ICT End-users within 24 hours	ICT End-users within 24 hours	100% ICT End-users within 12 hours	100% ICT End-users within 12 hours	100% ICT End-users within 12 hours
3. Number of reports issued on the implementation of the IT Governance Framework	N/A	N/A	N/A	Develop 1 IT governance framework	4 quarterly reports issued on implementation of IT Governance Framework	4 quarterly reports issued on implementation of IT Governance Framework	4 quarterly reports issued on implementation of IT Governance Framework

### 6.7.3 Quarterly Targets for 2012/13

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Percentage of Up-time of ICT Network infrastructure	Monthly	Maintain 98% Up-time of ICT Network infrastructure	Maintain 98% Up-time of ICT Network infrastructure	Maintain 98% Up-time of ICT Network infrastructure	Maintain 98% Up-time of ICT Network infrastructure	Maintain 98% Up-time of ICT Network infrastructure
2. Percentage of calls responded to in 16 hours	Monthly	Respond to 100% ICT End-users within 12 hours	Respond to 100% ICT End-users within 12 hours	Respond to 100% ICT End-users within 12 hours	Respond to 100% ICT End-users within 12 hours	Respond to 100% ICT End-users within 12 hours
3. Number of reports issued on the implementation of the IT Governance Framework	Quarterly	4 quarterly reports issued on implementation of IT Governance Framework	1 quarterly report issued on implementation of IT Governance Framework	1 quarterly report issued on implementation of IT Governance Framework	1 quarterly report issued on implementation of IT Governance Framework	1 quarterly report issued on implementation of IT Governance Framework

## 6.8 Reconciling Performance Targets with the Budget and MTEF

### EXPENDITURE ESTIMATES: PROGRAMME 3: ASSETS AND LIABILITIES MANAGEMENT

Table 3.10 : Summary of payments and estimates: Programme 3: Assets and Liabilities Management

R thousand	Outcome			Main appropriation	Adjusted appropriation 2011/12	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11				2012/13	2013/14	2014/15
Programme Support	1 736	1 357	1 446	1 414	1 714	1 679	2 489	2 650	2 803
Provincial Supply Chain	11 860	6 458	7 722	12 863	12 863	12 951	14 545	15 885	16 839
Financial Assets Management	1 050	1 423	1 527	1 530	1 446	1 731	1 849	1 985	2 117
Public Sector Liabilities	1 451	1 937	2 091	2 583	2 593	2 347	2 812	3 053	3 247
Physical Assets Management	4 266	3 407	3 548	4 080	4 154	4 184	4 642	4 963	5 273
Interlinked Financial System	6 399	7 102	7 597	7 460	7 460	8 021	11 406	12 013	12 735
Information Technology	60 104	47 776	61 109	55 924	63 624	62 708	72 802	73 703	76 139
<b>Total payments and estimates:</b>	<b>86 866</b>	<b>69 460</b>	<b>85 040</b>	<b>85 854</b>	<b>93 854</b>	<b>93 621</b>	<b>110 545</b>	<b>114 252</b>	<b>119 153</b>

Economic classification: Programme 3: Assets and Liabilities

Payments and estimates by economic classification: Programme 3: Assets and Liabilities Management

	Outcome		Main appropriation	Adjusted appropriation 2011/12	Revised estimate	Medium-term estimates	
	2008/09	2009/10				2010/11	2012/13
<b>R thousand</b>							
<b>Current payments</b>							
Compensation of employees	19 186	23 123	24 887	37 798	39 129	42 422	44 659
Salaries and wages	14 323	18 260	18 247	31 242	31 422	33 945	35 144
Social contributions	4 863	4 863	6 640	6 413	7 707	8 477	9 515
Goods and services	64 553	45 469	54 931	44 220	50 407	63 916	65 387
of which							
Administrative fees	-	46	70	63	79	93	102
Advertising	-	65	18	20	20	40	42
Assets <R5000	320	251	381	355	319	105	110
Audit cost: External	-	-	18	-	-	-	-
Catering: Departmental activities	1 772	373	639	422	274	550	577
Communication	-	394	361	404	393	649	648
Computer services	50 171	39 564	46 985	37 578	43 874	55 116	55 635
Cons/prof/business & advisory services	1 900	554	1 753	1 490	903	1 155	1 213
Cons/prof. Infrastructure & planning	-	106	101	-	10	-	-
Contractors	-	71	374	400	300	363	382
Agency & support/sourced services	-	-	-	-	78	-	401
Inventory: Raw materials	-	-	-	-	33	-	36
Inventory: Other consumables	-	37	-	-	-	-	-
Inventory: Stationery and printing	-	223	208	140	144	978	1 029
Lease payments	-	11	-	-	-	-	-
Owned & leasehold property expenditure	-	-	43	-	-	-	-
Transport provided dept activity	800	-	229	200	80	82	105
Travel and subsistence	4 572	1 379	2 153	1 822	2 971	2 709	3 421
Training & staff development	2 320	1 500	1 015	1 005	815	1 322	1 380
Operating expenditure	2 100	740	482	-	133	273	284
Venues and facilities	588	155	91	259	281	448	463
Printing and publications	-	-	-	-	-	-	-
Other (big spending items not included above)	-	-	-	-	-	-	-
Transfers and subides to <sup>1</sup> :							
Public corporations and private enterprises <sup>5</sup>	1	142	-	-	156	-	-
Public corporations	-	-	-	-	-	-	-
Other transfers	1	142	-	157	156	-	-
<b>Payments for capital assets</b>							
Buildings and other fixed structures							
Buildings	-	-	-	-	-	-	-
Other fixed structures	-	-	-	-	-	-	-
Machinery and equipment	3 117	697	4 943	3 979	3 928	4 207	4 206
Transport equipment	-	-	-	-	-	-	-
Other machinery and equipment <sup>1</sup>	3 117	697	4 943	3 979	3 929	4 207	4 206
Cultivated assets	-	-	-	-	-	-	-
Software and other intangible assets	9	12	279	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-
Payments for financial assets	-	17	-	-	-	-	-
<b>Total economic classification: Programme</b>	<b>86 888</b>	<b>89 460</b>	<b>85 040</b>	<b>85 854</b>	<b>93 621</b>	<b>110 545</b>	<b>114 252</b>
							<b>119 153</b>

*Performance and expenditure trends*

There is increase on compensation of employees after allocation of staff from regional offices to this programme. The capital budget has been increased to allow replacement of IT infrastructure especially on transversal systems.

**7 PROGRAMME 4: FINANCIAL GOVERNANCE**

This Programme serves to facilitate, monitor, support and provides professional advice to ensure good governance in the Province.

**7.1 Sub-programme: Programme Support**

**7.1.1 Strategic Objective Annual Targets for 2012/2013**

Strategic objective	Strategic plan target	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1. Manage and support the planning and implementation of programme objectives	Analyse and submit 12 monthly performance reports on the Programme	Analyse and submitted 12 monthly performance reports on the Programme	Analyse and submitted 12 monthly performance reports on the Programme	Analyse and submitted 12 monthly performance reports on the Programme	Analyse and submitted 12 monthly performance reports on the Programme	Analyse and submitted 12 monthly performance reports on the Programme	Analyse and submitted 12 monthly performance reports on the Programme	Analyse and submitted 12 monthly performance reports on the Programme

**7.1.2 Programme Performance Indicators and Annual Targets for 2012/2013**

Programme performance indicator	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15

Programme performance indicator	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1. Number of monthly performance reports analysed and submitted	Analysed and submitted 12 monthly performance reports on the Programme	Analysed and submitted 12 monthly performance reports on the Programme	Analysed and submitted 12 monthly performance reports on the Programme	Analysed and submitted 12 monthly performance reports on the Programme	Analyse and submit 12 monthly performance reports on the Programme	Analyse and submit 12 monthly performance reports on the Programme	Analyse and submit 12 monthly performance reports on the Programme

### 7.1.3 Quarterly Targets for 2012/2013

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Number of monthly performance reports submitted	Monthly	Analyse and submit 12 monthly performance reports on the Programme	Analyse and submit 3 monthly performance reports on the Programme	Analyse and submit 3 monthly performance reports on the Programme	Analyse and submit 3 monthly performance reports on the Programme	Analyse and submit 3 monthly performance reports on the Programme

## 7.2 Sub-programme: Accounting Services

### 7.2.1 Strategic Objective Annual Targets for 2012/2013

Strategic objective	Strategic plan target	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1. Provide support and monitor public sector institutions	Train, analyse and review 12 Votes, 20 municipalities and 4 public entities in	Provided support and monitored 14 Votes, 20 municipalities and 6 public entities in	Provided support and monitored 14 Votes, 20 municipalities and 6 public entities in	Provided support and monitored 13 Votes, 20 municipalities and 4 public entities in	Provide support and monitor 12 Votes, 20 municipalities and 4 public entities in	Support, train, analyse and review 12 Votes, 20 municipalities and 4 public entities in	Support, train, analyse and review 12 Votes, 20 municipalities and 4 public entities in	Support, train, analyse and review 12 Votes, 20 municipalities and 4 public entities in



Strategic objective	Strategic plan target	Audited/Actual performance				Estimated performance	Medium-term targets		
		2008/09	2009/10	2010/11	2011/12		2012/13	2013/14	2014/15
in terms of accounting standards and legislation	terms of accounting standards, financial statements and legislations	entities in terms of accounting standards and legislation	terms of accounting standards and legislation	terms of accounting standards and legislation	terms of accounting standards and legislation	terms of accounting standards, financial statements and legislations	terms of accounting standards, financial statements and legislations	terms of accounting standards, financial statements and legislations	
Promote accountability in public sector institutions through substantive reflection of financial activities	Table 1 set of consolidated financial statements	Compiled 2 sets and tabled 1 set of consolidated financial statements	Compiled 2 sets and tabled 1 set of consolidated financial statements	Compiled 2 sets and tabled 1 set of consolidated financial statements	Compile 2 sets and table 1 set of consolidated financial statements	Compile 1 set of consolidated financial statements	Compile 1 set of consolidated financial statements	Compile 1 set of consolidated financial statements	

### 7.2.2 Programme Performance Indicators and Annual Targets for 2012/13

Programme performance indicator	Audited/Actual performance				Estimated performance	Medium-term targets		
	2008/09	2009/10	2010/11	2011/12		2012/13	2013/14	2014/15
1. Number of Votes, municipalities and public entities supported in preparation of financial statements	Supported 12 Votes, 15 municipalities, 6 public entities to comply with disclosure requirements	Supported 14 Votes, 18 municipalities, 6 public entities to comply with disclosure requirements	Supported 13 Votes, 18 municipalities and 4 public entities to comply with disclosure requirements	Supported 12 Votes, 18 municipalities and 4 public entities to comply with disclosure requirements	Supported 12 Votes, 20 municipalities and 4 public entities regards to preparation of Annual Financial	Supported 12 Votes, 20 municipalities and 4 public entities regards to preparation of Annual Financial	Supported 12 Votes, 20 municipalities and 4 public entities regards to preparation of Annual Financial	

Programme performance indicator	Audited/Actual performance				Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11	2011/12		2012/13	2013/14	2014/15
2. Number of training sessions on accounting standards, other legislations and Annual Financial Statements	Trained 130 officials in departments, 60 officials in municipalities, 12 officials in public entities on accounting standards, other legislations and Annual Financial Statements	Trained 140 officials in departments, 60 officials in municipalities, 12 officials in public entities on accounting standards, other legislations and Annual Financial Statements	Trained 177 officials in departments, 118 officials in municipalities, 7 officials in public entities on accounting standards, other legislations and Annual Financial Statements	Trained 150 officials in departments, 60 officials in municipalities, 4 officials in public entities on accounting standards, other legislations and Annual Financial Statements	Statements (AFS) Conduct training sessions 1 in departments, 1 in municipalities and 1 in public entities on accounting standards, other legislations and Annual Financial Statements	Statements (AFS) Conduct training sessions - 2 in departments, 1 in municipalities and 1 in public entities on accounting standards, other legislations and Annual Financial Statements	Statements (AFS) Conduct training sessions 1 in departments, 1 in municipalities and 1 in public entities on accounting standards, other legislations and Annual Financial Statements	Statements (AFS) Conduct training sessions 1 in departments, 1 in municipalities and 1 in public entities on accounting standards, other legislations and Annual Financial Statements
3. Number of Departments' trial balances analysed and feedback provided	Arranged 52 trial balance meetings	Arranged 39 trial balance meetings	Arranged 51 trial balance meetings	Monitored 48 trial balances in departments	Analyse and comment on 12 Votes' Trial Balances	Analyse and comment on 12 Votes' Trial Balances	Analyse and comment on 12 Votes' Trial Balances	
4. Number of guidelines/procedures developed and issued on process of splitting and merging of departments	N/A	N/A	N/A	Developed and issued 1 guideline/procedure for Treasury functions (monitor trial balances)	Develop and issue accounting guidelines/procedures on process of splitting and merging of departments	N/A	N/A	

Programme performance indicator	Audited/Actual performance			Estimated performance	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
5. Number of consolidated annual financial statements tabled in Legislature	Compiled 2 sets and tabled 1 set of consolidated financial statements	Compiled 2 sets and tabled 1 set of consolidated financial statements	Compiled 2 sets and tabled 1 set of consolidated financial statements	Compile 2 sets of consolidated financial statements and table 1 set of consolidated financial statements	Compile 1 set of consolidated financial statements	Compile 1 set of consolidated financial statements	Compile 1 set of consolidated financial statements
6. Percentage of remedial actions pertaining accounting issues monitored in Votes, Municipalities and public entities on issues raised by AG	N/A	N/A	N/A	Monitored 12 Votes, 20 Municipalities and 4 public entities on remedial actions taken on issues raised by AG	Monitor 100% of remedial actions pertaining accounting issues in Votes, Municipalities and public entities on issues raised by AG	Monitor 100% of remedial actions pertaining accounting issues in Votes, Municipalities and public entities on issues raised by AG	Monitor 100% of remedial actions pertaining accounting issues in Votes, Municipalities and public entities on issues raised by AG

### 7.2.3 Quarterly Targets for 2012/13

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Number of Votes, municipalities and public entities supported with regards to preparation of financial statements	Annually	Support 12 Votes, 20 municipalities and 4 public entities with regards to preparation of Annual Financial Statements (AFS)	Support, review and analyse 12 Votes 4 public entities and 12 Municipalities with regard to preparation of annual financial statements (AFS)	Support, review and analyse 20 municipalities with regard to preparation of AFS and implementation of GRAP standards	N/A	N/A

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
2. Number of training sessions conducted on accounting standards, other legislations and Annual Financial Statements	Bi-annually	Conduct training sessions - 1 in departments, 1 in municipalities and 1 in public entities on accounting standards, other legislations and Annual Financial Statements	Conduct 1 training session for Municipalities	N/A	N/A	Conduct 1 training session for departments and 1 training session for Public Entities
3. Number of Departments' trial balances analysed and commented	Quarterly	Analyse and commented on 12 departments' trial balances	N/A	Analyse and commented on 12 departments' trial balances	Analyse and commented on 12 departments' trial balances	Analyse and commented on 12 departments' trial balances
4. Number of guidelines/procedures developed and issued on process of splitting and merging of departments	Quarterly	Develop and issue guidelines/procedures on process of splitting and merging of departments		Develop draft guidelines/procedures on process of splitting and merging of departments	Circulate the guidelines/procedures for comments	Finalise and issue the guidelines/procedures to departments
5. Number of consolidated annual financial statements compiled	Annually	Table 1 consolidated set of financial statements in the Legislature	N/A	Consolidate annual financial statements and submit to Auditor-General for audit	Submit 1 set of consolidated annual financial statements	N/A
6. Percentage of remedial actions pertaining accounting issues monitored in Votes, Municipalities and public entities on issues raised by	Bi-annually	Monitor 100% of remedial actions pertaining accounting issues in Votes, Municipalities and	N/A	100% monitoring of remedial actions pertaining accounting issues in municipalities on issues raised by AG	N/A	100% monitoring of remedial actions pertaining accounting issues in Votes

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
AG		public entities on issues raised by AG				and Public entities on issues raised by AG

### 7.3

#### Sub-programme: Norms and Standards

##### 7.3.1 Strategic Objective Annual Targets for 2012/2013

Strategic objective	Strategic plan target	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1. Improve the systems of internal controls in public sector institutions	Identify and analyse high risk areas and monitor 12 Votes, 20 municipalities and 4 public entities	Identified and analysed high risk areas and monitored 14 Votes and 6 public entities	Identified and analysed high risk areas and monitored 14 Votes, 20 municipalities and 6 public entities	Identified and analysed high risk areas and monitored 13 Votes, 20 municipalities and 4 public entities	Identified and analysed high risk areas and monitor 12 Votes, 20 municipalities and 4 public entities	Identify, analyse and monitor high risk areas in 12 Votes, 20 municipalities and 4 public entities	Identify, analyse and monitor high risk areas in 12 Votes, 20 municipalities and 4 public entities	Identify, analyse and monitor high risk areas in 12 Votes, 20 municipalities and 4 public entities
	Develop and issue 3 frameworks and strategies and monitor 12 Votes, 20 municipalities and 4 public entities	Developed and issued 2 frameworks and strategies and monitored 14 Votes and 6 public	Developed and issued 3 frameworks and strategies and monitored 14 Votes, 20 municipalities and 6 public entities	Developed and issued 3 frameworks and strategies and monitored 13 Votes, 20 municipalities and 4 public entities	Developed and issued 3 frameworks and strategies and monitored 12 Votes, 20 municipalities and 4 public entities	Develop and issue 3 frameworks, strategies and consolidate and monitor 100% of action plans received	Develop and issue 3 frameworks, strategies and consolidate and monitor 100% of action plans received	Develop and issue 3 frameworks, strategies and consolidate and monitor 100% of action plans received

Strategic objective	Strategic plan target	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
		entities						

### 7.3.2 Programme Performance Indicators and Annual Targets for 2012/2013

Programme performance indicator	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1. Number of Votes, Public Entities and Municipalities assessed and monitored on High Risk Areas	Monitored and assessed 14 Votes and 6 public entities on High Risk areas identified	Monitored and assessed 14 Votes, 20 municipalities and 6 public entities on High Risk areas identified	Monitored and assessed 13 Votes, 20 municipalities and 4 public entities on High Risk areas identified	Monitored and assessed 12 Votes, 20 municipalities and 4 public entities on High Risk areas in terms of the FMCM results	Assess and monitor the implementation of Action Plans to address High Risk areas in 12 Votes, 12 municipalities and 4 public entities	Assess and monitor the implementation of Action Plans to address High Risk areas in 12 Votes, 20 municipalities and 4 public entities	Assess and monitor the implementation of Action Plans to address High Risk areas in 12 Votes, 20 municipalities and 4 public entities
2. Number of strategic frameworks developed and issued to address issues raised by the Auditor-General	Developed and implemented 2 strategies to address issues raised by the Auditor-General	Developed and implemented 2 strategies to address issues raised by the Auditor-General	Developed and implemented 2 strategies to address issues raised by the Auditor-General	Developed and implemented 3 strategies to address issues raised by the Auditor-General	Develop and issue 3 strategic frameworks for votes, public entities and municipalities	Develop and issue 3 strategic frameworks for votes, public entities and municipalities	Develop and issue 3 strategic frameworks for votes, public entities and municipalities
3. % remedial actions pertaining norms and standards issues monitored in Votes,	Monitored 14 Votes, 20 Municipalities and 6 public	Monitored 14 Votes, 20 Municipalities and 6 public	Monitored 8 Votes, 12 Municipalities and 4 public	Monitored 12 Votes, 20 Municipalities and 4 public	Monitor 100% of remedial actions pertaining	Monitor 100% of remedial actions pertaining	Monitor 100% of remedial actions pertaining

Programme performance indicator	Audited/Actual performance		Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10		2010/11	2012/13	2013/14
Municipalities and public entities on issues raised by AG	entities on remedial actions taken on audit outcomes	entities on remedial actions taken on audit outcomes	entities on remedial actions taken on audit outcomes	norms and standards in Votes, Municipalities and public entities on issues raised by AG	norms and standards in Votes, Municipalities and public entities on issues raised by AG	norms and standards in Votes, Municipalities and public entities on issues raised by AG

### 7.3.3 Quarterly Targets for 2012/2013

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1st	2nd	3rd	4th
1. Number of Votes, Public Entities and Municipalities assessed and monitored on High Risk Areas	Quarterly	Assess and monitor the implementation of Action Plans to address High Risks areas in 12 Votes, 20 municipalities and 4 Public Entities	Analyse FMCMM results and complete the action plan 12 Votes and 4 Public Entities on high risk areas identified	Monitor 100% of remedial actions plans in 12 Votes and 4 Public Entities	Monitor 100% of remedial actions plans in 12 Votes and 4 Public Entities	Facilitate the completion of the FMCMM by 12 Votes and 4 Public Entities
			Review the questionnaire on Internal Controls on Financial Management for 12 municipalities	Update/compile the questionnaire on Internal Controls on Financial Management for 12 municipalities.	Analyse results and develop action plans for Internal Controls on Financial Management for 12 municipalities	Monitor 100% of actions plans in 12 municipalities

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
2. Number of strategic frameworks developed and issued to address issues raised by the Auditor-General	Bi annually	Develop and issue 3 strategy frameworks to address issues raised by the Auditor-General	N/A	N/A	Develop and issue 2 strategic frameworks to address issues raised by the Auditor-General (Votes and public entities)	Develop and issue 1 strategic framework to address issues raised by the Auditor-General (municipalities)
3. % remedial actions pertaining norms and standards issues monitored in Votes, Municipalities and public entities on issues raised by AG	Quarterly	Monitor 100% remedial actions pertaining norms and standards in Votes, Municipalities and public entities on issues raised by AG	Monitor 100% remedial actions pertaining norms and standards in Votes, Municipalities and public entities on issues raised by AG	Monitor 100% remedial actions pertaining norms and standards in Votes, Municipalities and public entities on issues raised by AG	Monitor 100% remedial actions pertaining norms and standards in Votes and public entities on issues raised by AG	Monitor 100% remedial actions pertaining norms and standards in Votes, Municipalities and public entities on issues raised by AG

7.4 Sub-Programme: Risk Management

7.4.1 Strategic Objective Annual Targets for 2012/2013

Strategic objective	Strategic plan target	Audited/Actual performance		Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10		2010/11	2012/13	2013/14
1. Provide guidance and support to public sector	Provide guidance and support to 12 Votes, 20 municipalities	Provided guidance and support to 12 Votes on Risk	Provided guidance and support to 14 Votes, 20 municipalities	Provide guidance and support to 12 Votes, 20 municipalities	Provide guidance and support to 12 Votes, 20 municipalities	Provide guidance and support to 12 Votes, 20 municipalities	Provide guidance and support to 12 Votes, 20 municipalities



Strategic objective	Strategic plan target	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
institutions on risk management processes	s and 4 public entities on Risk Management Processes	Management Processes	s and 6 public entities on Risk Management Processes	s and 4 public entities on Risk Management Processes	s and 4 public entities on Risk Management Processes	s and 4 public entities on Risk Management Processes	s and 4 public entities on Risk Management Processes	s and 4 public entities on Risk Management Processes

#### 7.4.2 Programme Performance Indicators and Annual Targets for 2012/2013

Programme performance indicator	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1. Number of Guidelines on Enterprise Risk Management developed, reviewed and issued	N/A	Developed 1 Guideline on Risk Assessment	Developed and rolled-out 1 Guideline on Risk Assessment	Reviewed, updated and issued 1 Guideline on Risk Assessment	Develop 1 guideline on fraud risk management	Review, update and issue 2 Guidelines on Enterprise Risk Management	Review, update and issue 2 Guidelines on Enterprise Risk Management
2. Number of training sessions / workshops facilitated on Enterprise Risk Management	Trained 52 officials in departments and 1 official in municipalities on Enterprise Risk Management	Trained 30 officials in departments, 16 officials in municipalities and 4 officials in public entities on Enterprise Risk Management	Trained 81 officials in departments, 37 officials in municipalities and 5 officials in public entities on Enterprise Risk Management	Facilitated 1 training session/workshop on Enterprise Risk Management	Facilitate 2 training sessions/workshops on Enterprise Risk Management	Facilitate 2 training sessions/workshops on Enterprise Risk Management	Facilitate 2 training sessions/workshops on Enterprise Risk Management

Programme performance indicator	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
3. Number of risk management awareness and assessment sessions conducted	Conducted 2 Risk awareness/assessment sessions in departments	Conducted 6 Risk awareness/assessment sessions in departments	Conducted 6 Risk awareness/assessment sessions in departments	Assessed 3 Departments on effective implementation of risk management	Assess 4 Departments on effective implementation of enterprise risk management	Assess 4 Departments on effective implementation of enterprise risk management	Assess 3 Departments on effective implementation of enterprise risk management
	Conducted 4 Risk awareness/assessment sessions in municipalities N/A	Conducted 9 Risk awareness/assessment sessions in municipalities	Conducted 10 Risk awareness/assessment sessions in municipalities	Conducted 6 Risk awareness/assessment sessions in municipalities	Conduct 6 Risk awareness/assessment sessions in municipalities	Conduct 6 Risk awareness/assessment sessions in municipalities	Conduct 6 Risk awareness/assessment sessions in municipalities
		Conducted 2 Risk awareness/assessment sessions in public entities	Conducted 2 Risk awareness/assessment sessions in public entities	Conducted 2 Risk awareness/assessment sessions in public entities	Assess 2 Public entities on effective implementation of enterprise risk management	Assess 2 Public entities on effective implementation of enterprise risk management	Assess 2 Public entities on effective implementation of enterprise risk management

#### 7.4.3 Quarterly Targets for 2012/2013

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Number of Guidelines on Enterprise Risk Management developed, reviewed and	Quarterly	Develop 1 guideline on fraud risk management	Research and benchmark on 1 Guideline on Fraud Risk Management	Develop 1 Guideline on Fraud Risk Management	Issue 1 Guideline on Fraud Risk Management	Monitor implementation of 1 Guideline on Fraud Risk Management

Performance indicator issued	Reporting period	Annual target 2012/13	Quarterly targets			
			1st	2nd	3rd	4th
2. Number of training sessions/workshops facilitated on Enterprise Risk Management processes	Annually	Facilitate 2 training sessions/workshops on Enterprise Risk Management	N/A	Facilitate 1 training session/workshop on Enterprise Risk Management	Facilitate 1 training session/workshop on Enterprise Risk Management	N/A
3. Number of risk management awareness and assessment sessions conducted	Quarterly	Assess 4 Departments on effective implementation of enterprise risk management	Assess 100% of results from Departments	Map out 100% of interventions with respective Departments	Monitor 100% implementation of Strategic Support Plan (SSP)	N/A
	Quarterly	Conduct 6 Risk awareness/assessment sessions in municipalities	Conduct 3 Awareness/assessment sessions in municipalities	Conduct 2 Awareness/assessment sessions in municipalities	Conduct 1 Awareness/assessment session in municipalities	N/A
	Bi annually	Assess 2 Public entities on effective implementation of enterprise risk management	Assess the effective implementation of enterprise risk management in 1 public entity	Assess the effective implementation of enterprise risk management in 1 public entity	Map out of interventions with respective Public entity	N/A

7.5

Sub-Programme: Provincial Internal Audit

7.5.1 Strategic Objective Annual Targets for 2012/2013

Strategic objective	Strategic plan target	Audited/Actual performance				Estimated performance		Medium-term targets	
		2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	

Strategic objective	Strategic plan target	Audited/Actual performance				Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11	2012/13		2013/14	2014/15	
1	Provide guidance and support to public sector institutions on processes	Provide guidance and support to 14 Votes, 20 municipalities and 6 public entities on Internal Audit processes	Provide guidance and support to 14 Votes, 20 municipalities and 6 public entities on Internal Audit processes	Provide guidance and support to 13 Votes, 20 municipalities and 4 public entities on Internal Audit processes	Provided guidance and support to 12 Votes, 20 municipalities and 4 public entities on Internal Audit processes	Provide guidance and support to 12 Votes, 20 municipalities and 4 public entities on Internal Audit processes	Provide guidance and support to 12 Votes, 20 municipalities and 4 public entities on Internal Audit processes	Provide guidance and support to 12 Votes, 20 municipalities and 4 public entities on Internal Audit processes	

### 7.5.2 Programme Performance Indicators and Annual Targets for 2012/2013

Programme performance indicator	Audited/Actual performance		Estimated performance 2011/12	Medium-term targets		
	2008/09	2010/11		2012/13	2013/14	2014/15
1. Percentage of internal audit plans assessed	Assessed 12 internal audit plans for Votes and 20 internal audit plans for municipalities	Assessed 12 internal audit plans for Votes, 16 internal audit plans for municipalities and 04 internal audit plans for public entities	Assessed 100% of Internal audit plans submitted by Votes, Municipalities and public entities	Assess 100% of Internal audit plans submitted by Votes, Municipalities and Public Entities and provide feedback	Assess 100% of Internal audit plans submitted by Votes, Municipalities and Public Entities and provide feedback	Assess 100% of Internal audit plans submitted by Votes, Municipalities and Public Entities and provide feedback
2. Percentage of internal audit quarterly reports evaluated	Evaluated 7 internal audit quarterly reports for Votes and 6 internal audit quarterly	Evaluated 8 internal audit quarterly reports for Votes, 12 internal audit quarterly	Evaluated 100% Internal audit quarterly reports submitted by Votes, Municipalities	Evaluate 100% Internal audit quarterly reports received from Votes, Municipalities and public	Evaluate 100% Internal audit quarterly reports received from Votes, Municipalities and public	Evaluate 100% Internal audit quarterly reports received from Votes, Municipalities and public

Programme performance indicator	Audited/Actual performance				Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11	2011/12		2012/13	2013/14	2014/15
3. Number of Audit Committees evaluated in terms of their effectiveness	reports for municipalities N/A	reports for municipalities and 3 internal audit quarterly reports for public entities Evaluated 7 Audit Committees for Votes, 5 Audit Committees for municipalities and 2 Audit Committees for public entities	reports for municipalities and 4 internal audit quarterly reports for public entities Evaluated 7 Audit Committees for Votes, 8 Audit Committees for municipalities and 2 Audit Committees for public entities	and public entities	entities and provide feedback	entities and provide feedback	entities and provide feedback	
4. Number of Audit Committee Forums co-ordinated	N/A	N/A	N/A	Evaluated Audit Committees in terms of their function: Votes: 7 Municipalities: 8 Public entities: 2	Evaluate Audit Committees in terms of their effectiveness: Votes: 8 Municipalities: 8 Public entities: 2	Evaluate Audit Committees in terms of their effectiveness: Votes: 8 Municipalities: 8 Public entities: 2	Evaluate Audit Committees in terms of their effectiveness: Votes: 8 Municipalities: 8 Public entities: 2	
5. Number of Strategies to improve Internal Audit processes in the Province developed	N/A	N/A	N/A	Co-ordinated 4 Audit Committee Forums	Develop and issue 1 Generic Charter for Audit Committees	Develop and issue 1 Framework on Quality Assurance	Review and issue 1 Internal Audit Manual	
6. Number of training sessions /	N/A	N/A	N/A	Conducted 1 training session/	Conduct 1 training session/	Conduct 1 training session/	Conduct 1 training session/	

Programme performance indicator	Audited/Actual performance		Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10		2010/11	2012/13	2013/14
workshops conducted			workshop	workshop	workshop	workshop

### 7.5.3 Quarterly Targets for 2012/2013

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1. Percentage of Internal audit plans assessed	Quarterly	Assess 100% of Internal audit plans submitted by Votes, Municipalities and Public Entities and provide feedback	Assess 100% of Internal audit plans submitted: Municipalities:	N/A	N/A	Assess 100% of Internal audit plans submitted: Votes and Public entities
2. Percentage of internal audit quarterly reports evaluated	Monthly	Evaluate 100% Internal audit quarterly reports received from Votes, Municipalities and public entities and provide feedback	Assess 100% Internal audit quarterly reports submitted by Votes, Municipalities and public entities:	Assess 100% Internal audit quarterly reports submitted by Votes, Municipalities and public entities:	Assess 100% Internal audit quarterly reports submitted by Votes, Municipalities and public entities:	Assess 100% Internal audit quarterly reports submitted by Votes, Municipalities and public entities:
3. Number of Audit Committees evaluated in terms of their effectiveness	Monthly	Evaluate Audit Committees in terms of their effectiveness: Votes: 8 Municipalities: 8 Public entities: 2	Evaluate Audit Committees in terms of their effectiveness: Votes: 2 Municipalities: 2	Evaluate Audit Committees in terms of their effectiveness: Votes: 2 Municipalities: 2 Public entities: 1	Evaluate Audit Committees in terms of their effectiveness: Votes: 2 Municipalities: 2 Public entities: 1	Evaluate Audit Committees in terms of their effectiveness: Votes: 2 Municipalities: 2
4. Number of Audit	Quarterly	Co-ordinate 4 Audit Committee	Co-ordinate 1 Audit Committee	Co-ordinate 1 Audit Committee	Co-ordinate 1 Audit Committee	Co-ordinate 1 Audit Committee Forum

Performance indicator	Reporting period	Annual target 2012/13	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Committee Forums co-ordinated		Forums	Forum	Forum	Forum	
5. Number of Strategies to improve Internal Audit processes in the Province developed	Quarterly	Develop and issue 1 Guideline on effective report writing	Obtain information	Develop 1 Guideline on effective report writing	Issue 1 Guideline on effective report writing	N/A
6. Number of training sessions / workshops conducted	Annually	Conduct 1 training session / workshop	N/A	N/A	N/A	Conduct 1 training session/ workshop

7.6 Reconciling Performance Targets with the Budget and MTEF

EXPENDITURE ESTIMATES: PROGRAMME 4: FINANCIAL GOVERNANCE

Table 3.12: Summary of payments and estimates: Programme 4 : Financial Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation 2011/12	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11				2012/13	2013/14	2014/15
Programme Support	1 789	1 197	1 808	4 582	6 182	6 161	5 186	5 484	5 782
Accounting Services	13 074	3 529	5 137	3 626	3 926	3 742	4 353	4 665	4 956
Norms and Standards	4 900	5 188	6 080	16 840	16 890	12 461	17 656	19 079	20 170
Risk Management	1 143	915	1 070	1 504	1 504	1 499	1 689	1 815	1 928
Provincial Internal Audit	1 213	1 402	1 684	1 567	1 967	1 951	2 165	2 347	2 492
<b>Total payments and estimates:</b>	<b>22 119</b>	<b>12 231</b>	<b>15 779</b>	<b>28 119</b>	<b>30 469</b>	<b>25 814</b>	<b>31 049</b>	<b>33 390</b>	<b>35 328</b>

Economic classification: Programme 4: Financial Governance



Payments and estimates by economic classification: Programme 4: Financial Governance

	Outcome				Main appropriation	Adjusted appropriation 2011/12	Revised estimate	Medium-term estimates			
	2008/09	2009/10	2010/11	2012/13				2013/14	2014/15		
<b>R thousand</b>											
<b>Current payments</b>											
Compensation of employees	8 205	9 574	11 307		14 519	14 919	15 003	16 204	17 265	18 390	
Salaries and wages	6 265	7 634	8 681		12 342	12 742	12 761	12 484	13 228	14 005	
Social contributions	1 940	1 940	2 626		2 177	2 177	2 242	3 720	4 037	4 385	
Goods and services	13 914	2 657	3 851		13 600	15 550	10 811	13 302	14 504	15 316	
of which											
Administrative fees	-	66	84		75	85	67	69	71	80	
Advertising	-	70	10		-	-	-	-	-	-	
Assets <R5000	-	-	678		-	-	-	-	-	-	
Audit cost: External	-	-	516		3 430	5 330	5 144	1 650	1 732	1 822	
Bursaries (employees)	-	3	-		-	-	-	-	-	-	
Catering: Departmental activities	288	209	188		73	140	139	150	160	170	
Communication	-	76	61		195	190	212	207	207	207	
Computer services	-	-	-		-	-	-	-	-	-	
Consprof:business & advisory services	-	422	474		7 970	7 922	3 208	9 128	9 600	10 160	
Contractors	-	-	-		-	-	-	-	-	-	
Inventory: Food and food supplies	-	-	-		-	-	-	-	-	-	
Inventory: Other consumables	-	-	-		-	-	-	-	-	-	
Inventory: Stationery and printing	-	166	19		30	40	40	65	68	72	
Travel and subsistence	1 983	1 145	1 405		1 482	1 566	1 601	1 390	2 013	2 114	
Training & staff development	810	186	140		235	145	160	275	266	282	
Operating expenditure	10 433	21	-		-	-	109	148	155	163	
Venues and facilities	400	293	276		110	132	131	220	232	246	
Printing and publications	-	-	-		-	-	-	-	-	-	
Other (big spending items not included above)	-	-	-		-	-	-	-	-	-	
<b>Transfers and subsidies to</b>											
<b>Payments for capital assets</b>											
Buildings and other fixed structures											
Buildings	-	-	-		-	-	-	-	-	-	
Other fixed structures	-	-	-		-	-	-	-	-	-	
Machinery and equipment	-	-	621		-	-	-	1 500	1 575	1 654	
Transport equipment	-	-	-		-	-	-	-	-	-	
Other machinery and equipment	-	-	621		-	-	-	1 500	1 575	1 654	
Cultivated assets	-	-	-		-	-	-	-	-	-	
Land and subsoil assets	-	-	-		-	-	-	-	-	-	
<b>Total economic classification: Programme</b>	<b>22 119</b>	<b>12 231</b>	<b>15 779</b>		<b>28 119</b>	<b>30 469</b>	<b>25 814</b>	<b>31 006</b>	<b>33 344</b>	<b>35 360</b>	

*Performance and expenditure trends*

The impact of the budget allocations is the non Non-filling of vacant posts due to budget constraints will impact on the level of support to be provided to stakeholders. Measures put in place is the Secondment of officials from other Units that have no vacancies to assist Units with critical vacancies, the reprioritisation of action plans to combine activities where possible and to ensure adherence to prescribed departmental cost curtailment measures

## **PART C: LINKS TO OTHER PLANS**

## LINKS TO THE LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

The Department does not have long term projects to be implemented during the period of the strategic plan. No long-term infrastructure plan and other capital plans that outline the infrastructure investment needs.

## CONDITIONAL GRANTS

The Department does not have any conditional grants.

## PUBLIC ENTITIES

The Department does not have any public entities for which it is responsible.

## PUBLIC-PRIVATE PARTNERSHIPS (PPP)

No PPP is managed by the department currently.

## LINKS TO OTHER DEPARTMENTS

In terms of the Municipal Finance Management Act (MFMA) the departments' responsibilities to municipalities are shared with the Department of Cooperative Governance and Traditional Affairs (CoGTA).

The Department also has shared responsibility with the Office of the Premier pertaining to Performance Management as well as the mandate to ensure the prevention and mitigation of fraud and corruption through the Integrity Management Unit.

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## PART D: ANNEXURES

## ANNEXURE 1

### VISION

A dynamic Department leading in service excellence.

### MISSION

The equitable allocation and optimal utilisation of provincial resources to ensure a quality and better life for all through:

- Quality financial advice and support to departments, public entities and municipalities.
- Efficient financial management and fiscal discipline.
- Effective monitoring of resource utilisation.

### VALUES

We commit ourselves to the following core values:

- *Batho Pele* and *Ubuntu* principles.
- **Dedication:** To perform our tasks in a dedicated manner to ensure accelerated and quality service delivery.
- **Excellence:** To perform our responsibilities with professional excellence.
- **Integrity:** To conduct business in a consistent, objective, honest, fair, just and trustworthy manner.
- **Accountability:** To be accountable in the performance of our duties.

### STRATEGIC GOALS

<b>Strategic Goal 1</b>	<b>Administrative Support Services</b>
<b>Goal Statement:</b>	Provide prompt, continuous, effective and efficient administrative support to all line functions in the department.
<b>Justification:</b>	Achieving sustained benefit across the department by achieving goals and improving service delivery in terms of departmental policies.
<b>Links:</b>	MTSF Priority 10: Building a developmental state including improvement of public services and strengthening democratic institutions. Compliance with legislative frameworks.

<b>Strategic Goal 2</b>	<b>Maintain fiscal discipline in the province</b>
<b>Goal Statement:</b>	Provide quality advice and support on Provincial and Municipal Fiscal policy, Budget and expenditure management and economic impact of provincial public policy and expenditure and Infrastructure Coordination.
<b>Justification:</b>	To ensure that there is service delivery in the province through efficient resources allocation and sound financial management practices.

<b>Links:</b>	Sustainable resource management (PGDS, PFMA, MFMA and MTSF)
<b>Strategic Goal 3</b>	Asset and Liabilities support
<b>Goal Statement:</b>	Monitor and support the implementation of Transversal Systems, Information Technology Services, Assets, Liabilities, Public Private Partnerships and Provincial Supply Chain management to departments, public entities and municipalities, to reach full PFMA compliance in the next five years.
<b>Justification:</b>	To ensure departments, public entities and municipalities comply with PFMA, MFMA and relevant legislations to support service delivery.
<b>Links:</b>	Strengthening performance and management of public resources in provincial departments, public entities and municipalities. (PFMA, MFMA & other relevant legislations)
<b>Strategic Goal 4</b>	Efficient and effective financial and corporate governance.
<b>Goal Statement:</b>	Ensure efficient and effective financial and corporate governance in the province in line with legislation by 2014.
<b>Justification:</b>	Improved compliance to prescribed frameworks and legislation by departments, public entities and municipalities
<b>Links:</b>	Improved internal control frameworks Increased capacity and capability Improved financial management capability maturity level

## ANNEXURE 2: TECHNICAL INDICATOR DESCRIPTION PER PROGRAMME

### Programme 1: Administration

#### Office of the MEC

<b>Indicator Title:</b>	Set policy and political directives in order to achieve provincial objectives
<b>Short Definition:</b>	Provide policy and political directives in terms of Treasury functions
<b>Purpose/Importance:</b>	To determine Provincial priorities and resource allocation
<b>Source/Collection of Data:</b>	Information on resource needs as submitted by Provincial Departments, direction as derived from both SOPA and SONA and other legislative prescripts.
<b>Method of calculation:</b>	Number of MUNIMECs and MTEC Hearings
<b>Data Limitations:</b>	None
<b>Type of Indicator:</b>	Output
<b>Calculation Type:</b>	Cumulative - for the year
<b>Reporting Cycle:</b>	Quarterly
<b>New Indicator:</b>	No
<b>Desired Performance:</b>	Provincial resource needs met in line with Provincial priorities.
<b>Indicator Responsibility:</b>	Executive Authority

#### Office of the HOD

<b>Indicator Title:</b>	Translate policies and priorities into strategies for effective service delivery
<b>Short Definition:</b>	Manage, monitor and control performance to ensure implementation of policies and priorities

<b>Purpose/Importance:</b>	To ensure performamnce within policy directives and ensure that strategies are effectively implemented in order to ensure service delivery.
<b>Source/Collection of Data:</b>	Legislative prescripts, SONA and SOPA and policy directives
<b>Method of calculation:</b>	Number of reprots issued
<b>Data Limitations:</b>	None
<b>Type of Indicator:</b>	Output
<b>Calculation Type:</b>	None cumulative for the year
<b>Reporting Cycle:</b>	Monthly
<b>New Indicator:</b>	No
<b>Desired Performance:</b>	Strategies implemented and thuis ensuring service delivery.
<b>Indicator Responsibility:</b>	Accounting Officer

### Corporate Services

<b>Indicator Title:</b>	Provide efficient and effective corporate services support to enable the department to achieve its objectives
<b>Short Definition:</b>	Provide human resource management, render effective records management, ensure compliance of transversal and employee wellness to enable the department to achieve its objectives
<b>Purpose/Importance:</b>	To promote a stable work environment, healthy and productive workforce
<b>Source/Collection of Data:</b>	None
<b>Method of calculation:</b>	None
<b>Data Limitations:</b>	None
<b>Type of Indicator:</b>	Outcome of audits executed
<b>Calculation Type:</b>	None cumulative for the year
<b>Reporting Cycle:</b>	Monthly
<b>New Indicator:</b>	No
<b>Desired Performance:</b>	Adequately skilled and motivated employees to achieve high level of performance.
<b>Indicator Responsibility:</b>	Senior Manager Corporate Services

### Legal Services

<b>Indicator Title:</b>	Provide continuous and prompt legal support services to the Department
<b>Short Definition:</b>	Provide high quality legal services to enable the Department to operate effectively within the prescribed legislative prescripts
<b>Purpose/Importance:</b>	Provision of legal support services to the MEC and the Department.
<b>Source/Collection of Data:</b>	Precedent and applicable legislative prescripts.
<b>Method of calculation:</b>	Turn around time for providing legal services.
<b>Data Limitations:</b>	None
<b>Type of Indicator:</b>	Minimal litigious cases for and against the department
<b>Calculation Type:</b>	Cumulative for the year
<b>Reporting Cycle:</b>	Monthly
<b>New Indicator:</b>	No
<b>Desired Performance:</b>	Minimal litigious cases for and against the department
<b>Indicator Responsibility:</b>	Senior Manager Legal Services



## Communication

<b>Indicator title</b>	Provide effective communication services to the department and stakeholders
<b>Short definition</b>	Provide information to stake holders and render communication support to the department
<b>Purpose/importance</b>	To ensure that the department fulfils its constitutional mandate of providing both internal and external stakeholders with timely accessibility to accurate information.
<b>Source/collection of data</b>	Constitution of the Republic of South Africa, 1996; the Public Service Act as amended; Promotion of Access to information Act, State of the Nation Address and other related legislative mandate.
<b>Method of calculation</b>	Number of communication products produced as compared to the plan
<b>Data limitations</b>	None
<b>Type of indicator</b>	Outputs
<b>Calculation type</b>	Cumulative for the year
<b>Reporting cycle</b>	Monthly
<b>New indicator</b>	No
<b>Desired performance</b>	Information disseminated to stakeholders must ensure that the intended stakeholders are informed and empowered about and on issues affecting them.
<b>Indicator responsibility</b>	Senior Manager: Communication

## Security Management

<b>Indicator Title:</b>	Provide Security management services to the Department
<b>Short Definition:</b>	Protection of asset, people, information by identifying potential security threat and provide measures to address them.
<b>Purpose/Importance:</b>	Provide Security Management services to the department
<b>Source/Collection of Data:</b>	Minimum Information Security Standards, Security Policy, Security threat and risk assessment
<b>Method of calculation:</b>	No of policies and procedures approved and measures implemented to address security threats
<b>Data Limitations:</b>	None
<b>Type of Indicator:</b>	Output
<b>Calculation Type:</b>	Cumulative assignments for the year
<b>Reporting Cycle:</b>	Monthly
<b>New Indicator:</b>	No
<b>Desired Performance:</b>	Compliance with security policies and procedures
<b>Indicator Responsibility:</b>	Manager: Security Management

## Research Policy and Planning

<b>Indicator title</b>	Co-ordinate, plan, support and report on departmental activities to achieve departmental objectives
<b>Short definition</b>	Ensure that all departmental policies and plans are timely developed, implemented and monitored.
<b>Purpose/Importance:</b>	To provide policy and planning services to the department
<b>Source/Collection of Data:</b>	The information comes from all the departmental plans and is collected through monthly and quarterly report by the planning unit.
<b>Method of calculation</b>	Each report is signed off on receipt and submission.
<b>Data limitations</b>	The accuracy and comprehensiveness of the report depends on the authenticity of the information provided by the departmental programmes. It should be in line with the implementation plan.

<b>Type of indicator</b>	The indicator is measuring, activities, actual outputs and performance.
<b>Calculation type</b>	Cumulative for the year
<b>Reporting cycle</b>	Monthly
<b>New indicator</b>	No
<b>Desired performance</b>	Improved performance by the Department through proper and timely planning.
<b>Indicator responsibility</b>	Departmental Planner.

#### Financial Management

<b>Indicator Title:</b>	Provide sound Financial and Supply Chain Management services to the Department
<b>Short Definition:</b>	Render efficient and effective management accounting, financial accounting, supply chain management and risks management support
<b>Purpose/Importance:</b>	To provide sound financial management to the Department and to ensure managed procurement processes within supply chain management guidelines
<b>Source/Collection of Data:</b>	Prescribed legislative framework
<b>Method of calculation:</b>	Number of IYMs, Financial Reports and AFS
<b>Data Limitations:</b>	None
<b>Type of Indicator:</b>	Output
<b>Calculation Type:</b>	None cumulative for the year
<b>Reporting Cycle:</b>	Monthly
<b>New Indicator:</b>	No
<b>Desired Performance:</b>	Sound financial management and managed supply chain processes
<b>Indicator Responsibility:</b>	Chief Financial Officer

#### Internal Audit

<b>Indicator Title:</b>	Provide efficient and effective internal audit services in the Department
<b>Short Definition:</b>	Evaluate the effectiveness of risk management, internal controls and governance process by providing and efficient and effective internal audit service to the department.
<b>Purpose/Importance:</b>	Internal audit plans are based on the risk assessment conducted for the department and reflect high risk areas that need to be audited and are approved by the Audit Committee.
<b>Source/Collection of Data:</b>	Internal audit reports issued to the department and progress reports presented to the Audit Committee.
<b>Method of calculation:</b>	Number of audits executed compared to the audit plan.
<b>Data Limitations:</b>	None
<b>Type of Indicator:</b>	Outputs according to audit plans
<b>Calculation Type:</b>	Cumulative assignments for the year
<b>Reporting Cycle:</b>	Monthly
<b>New Indicator:</b>	No
<b>Desired Performance:</b>	Internal audit findings raised should be addressed by management to reduce levels of risk, improve internal controls and governance processes.
<b>Indicator Responsibility:</b>	Senior Manager Internal Audit

## Programme 2: Sustainable Resource Management

### Programme Support

<b>Indicator Title:</b>	Manage and support the planning and implementation of programme objectives
<b>Short Definition:</b>	Provide effective leadership within sustainable resource management programme
<b>Purpose/Importance:</b>	Provides guidance on the programme plans and objectives
<b>Source/Collection of Data:</b>	Reports issued
<b>Method of calculation:</b>	Number of report issued
<b>Data Limitations:</b>	None
<b>Type of Indicator:</b>	Output
<b>Calculation Type:</b>	Cumulative - for the year
<b>Reporting Cycle:</b>	Monthly, quarterly and annually
<b>New Indicator:</b>	No
<b>Desired Performance:</b>	Achievement of objectives of the programme
<b>Indicator Responsibility:</b>	General Manager: Sustainable Resource Management

### Provincial Administration Fiscal Discipline

<b>Indicator Title:</b>	Support Votes to maximise and expand own revenue base in the province
<b>Short Definition:</b>	Support on revenue maximisation and expansion
<b>Purpose/Importance:</b>	Assist departments with best practices and strategies with regards to revenue management maximisation of revenue collection
<b>Source/Collection of Data:</b>	Revenue projection reports, Revenue trend reports, revenue analysis reports Site visits reports
<b>Method of calculation:</b>	Number of reports, revenue information submitted and analysed
<b>Data Limitations:</b>	None
<b>Type of Indicator:</b>	Impact
<b>Calculation Type:</b>	Cumulative - for the year
<b>Reporting Cycle:</b>	Monthly, quarterly and annually
<b>New Indicator:</b>	None
<b>Desired Performance:</b>	Effective revenue management and maximised provincial revenue collection
<b>Indicator Responsibility:</b>	Senior Manager: Provincial Administration Fiscal Discipline

### Municipal Finance

<b>Indicator Title:</b>	Provide support and monitor municipalities on the implementation of the MFMA
<b>Short Definition:</b>	Provide advice, support on financial management and the implementation of MFMA (Quarterly Budget and Expenditure Analysis, Quarterly Budget and Expenditure Publications, Annual Draft Budget and Annual Report Analysis)
<b>Purpose/Importance:</b>	Provides support and advice to municipalities to have accurate and credible budgets and to improve financial management of municipalities
<b>Source/Collection of Data:</b>	Monthly reports submitted
<b>Method of calculation:</b>	Number of report submitted and analysed
<b>Data Limitations:</b>	None
<b>Type of Indicator:</b>	Output
<b>Calculation Type:</b>	Cumulative - for the year
<b>Reporting Cycle:</b>	Monthly, quarterly and annually

<b>New Indicator:</b>	No
<b>Desired Performance:</b>	Achievement on more municipalities submitting accurate and credible reports and the budget within timeframes as per MFMA
<b>Indicator Responsibility:</b>	Senior Manager : Municipal Finance Management

#### Municipal Fiscal Discipline Unit

<b>Indicator Title:</b>	Support municipalities to maximise and expand own revenue base in the province
<b>Short Definition:</b>	Advise municipalities on a monthly basis on matters of revenue management, capacity building and compliance to legislation.
<b>Purpose/Importance:</b>	Assist municipalities with best practices and strategies with regards to revenue collection
<b>Source/Collection of Data:</b>	Monthly reports, Quarterly reports submitted by municipalities
<b>Method of calculation:</b>	Number of reports, revenue information submitted and analysed
<b>Data Limitations:</b>	None
<b>Type of Indicator:</b>	Impact
<b>Calculation Type:</b>	Cumulative - for the year
<b>Reporting Cycle:</b>	Monthly, quarterly and annually
<b>New Indicator:</b>	No
<b>Desired Performance:</b>	Municipalities to have credible revenue budgets, revenue collection
<b>Indicator Responsibility:</b>	Senior Manager : Municipal Fiscal Discipline

#### Budget and Expenditure Management

<b>Indicator Title:</b>	Provide support and monitor Votes in terms of budget and expenditure
<b>Short Definition:</b>	Provide policy advice, ensure budget implementation and promote efficient financial resource allocation
<b>Purpose/Importance:</b>	Ensure departments submits credible budgets and promote effective, efficient and economic budget implementation.
<b>Source/Collection of Data:</b>	Budget submissions, strategic plans, Annual Performance Plans, In Year Monitoring reports, monthly analysis reports and Estimates of Provincial Expenditure
<b>Method of calculation:</b>	Databases, Monthly IYM reports, Annual Performance Plans as well non-financial reports.
<b>Data Limitations:</b>	None
<b>Type of Indicator:</b>	Impact
<b>Calculation Type:</b>	Cumulative - for the year
<b>Reporting Cycle:</b>	Monthly and quarterly
<b>New Indicator:</b>	No
<b>Desired Performance:</b>	Provincial departments to have credible budgets, expenditure estimates and effective, efficient and economic budget implementation
<b>Indicator Responsibility:</b>	Senior Manager : Budget and Expenditure Management

#### Infrastructure Co-ordination

<b>Indicator Title:</b>	Render provincial infrastructure co-ordination services
<b>Short Definition:</b>	Provide support and monitor provincial departments on infrastructure planning and delivery.
<b>Purpose/Importance:</b>	Assist departments with best practices and strategies with regards to

	infrastructure projects
<b>Source/Collection of Data:</b>	Monthly IRM reports, Quarterly IRM reports submitted to National Treasury, Annual User Asset Management Plans , Quarterly Effectiveness reports
<b>Method of calculation:</b>	Number of reports , evaluated and submitted to National Treasury
<b>Data Limitations:</b>	None submission and poor quality of reports submitted by departments
<b>Type of Indicator:</b>	Impact
<b>Calculation Type:</b>	Cumulative - for the year
<b>Reporting Cycle:</b>	Monthly, quarterly and annually
<b>New Indicator:</b>	Quarterly Effectiveness reports - now legislated in the Division of Revenue Act
<b>Desired Performance:</b>	improved quality of properly selected prioritised, designed, constructed and maintained infrastructure
<b>Indicator Responsibility:</b>	Senior Manager : Infrastructure Co-ordination

### Economic Analysis

<b>Indicator Title:</b>	Socio-economic research to inform the provincial budget and planning process.
<b>Short Definition:</b>	Provide quality and accurate socio-economic reports that inform provincial fiscal policy development and the annual budget process, thereby contributing to the provincial growth and development strategy.
<b>Purpose/Importance:</b>	Providing socio-economic research reports to inform the provincial budget and planning process.
<b>Source/Collection of Data:</b>	Statistics South Africa and Government Departments (official data) and buying of socio-economic data from credible sources like Global Insight (complementary data).
<b>Method of calculation:</b>	Number of socio-economic reports, compared to plan.
<b>Data Limitations:</b>	None.
<b>Type of Indicator:</b>	Economy and efficiency.
<b>Calculation Type:</b>	Cumulative research reports for the year.
<b>Reporting Cycle:</b>	Quarterly and annually
<b>New Indicator:</b>	No.
<b>Desired Performance:</b>	Socio-economic research reports should be essential for developing and implementing policy, determining budget priorities and should also quantify the impact of public policy and spending on the quality of life of provincial citizens.
<b>Indicator Responsibility:</b>	Senior Manager : Economic Analysis

### Programme 3: Assets and Liabilities Management

#### Programme Support

<b>Indicator Title:</b>	Programme Management
<b>Short Definition:</b>	Provide effective and efficient leadership in the Assets and Liability management programme.
<b>Purpose/Importance:</b>	Provides guidance on the programme plans and objectives
<b>Source/Collection of Data:</b>	Reports issued
<b>Method of calculation:</b>	Number of report issued
<b>Data Limitations:</b>	None
<b>Type of Indicator:</b>	Output
<b>Calculation Type:</b>	Cumulative - for the year
<b>Reporting Cycle:</b>	Monthly, quarterly and annually

<b>New Indicator:</b>	No
<b>Desired Performance:</b>	Achievement of objectives of the programme
<b>Indicator Responsibility:</b>	General Manager: Asset and Liability Management

#### Financial Asset Management

<b>Indicator Title:</b>	Management of provincial financial assets
<b>Short Definition:</b>	Monitor and manage cash and investments in the province in order to meet financial obligations of departments
<b>Purpose/Importance:</b>	Manage provincial cash in the form of equitable share, conditional grants and own revenue.
<b>Source/Collection of Data:</b>	Cash flows, bank statements
<b>Method of calculation:</b>	Analysis of cash flow statements
<b>Data Limitations:</b>	None
<b>Type of Indicator:</b>	Outcome
<b>Calculation Type:</b>	Cumulative - for the year
<b>Reporting Cycle:</b>	Monthly and quarterly
<b>New Indicator:</b>	No
<b>Desired Performance:</b>	100% availability of cash and maximising of returns on investment
<b>Indicator Responsibility:</b>	Financial asset management sub-programme

#### Physical Asset Management

<b>Indicator Title:</b>	Management of provincial physical assets.
<b>Short Definition:</b>	Monitor and support the implementation on physical asset management norms, standards and policies and the compliance thereof in departments, public entities and municipalities
<b>Purpose/Importance:</b>	Verify the accuracy of asset registers and have a uniform approach to asset management
<b>Source/Collection of Data:</b>	Inventory schedules, assets registers, financial reports of departments and public entities
<b>Method of calculation:</b>	Analysis of source data
<b>Data Limitations:</b>	None
<b>Type of Indicator:</b>	Outcome
<b>Calculation Type:</b>	Cumulative - for the year
<b>Reporting Cycle:</b>	Monthly and quarterly
<b>New Indicator:</b>	No
<b>Desired Performance:</b>	Improved compliance to physical asset management norms and standards by departments, public entities and municipalities
<b>Indicator Responsibility:</b>	Physical asset management sub-programme, departments, public entities and municipalities

#### Provincial Supply Chain Management

<b>Indicator Title:</b>	Implementation of Supply Chain Management framework
<b>Short Definition:</b>	Oversee and monitor the implementation of Supply Chain Management framework by providing guidance and support to enhance sound financial management and accountability.
<b>Purpose/Importance:</b>	That Government commitments to improve services and infrastructure development is achieved
<b>Source/Collection of</b>	Reports

<b>Data:</b>	
<b>Method of calculation:</b>	Analysis of reports
<b>Data Limitations:</b>	None
<b>Type of Indicator:</b>	Outcome
<b>Calculation Type:</b>	Cumulative - for the year
<b>Reporting Cycle:</b>	Monthly and quarterly
<b>New Indicator:</b>	No
<b>Desired Performance:</b>	No deviations but strict adherence to policy frameworks
<b>Indicator Responsibility:</b>	Provincial Supply Chain Management sub-programme

#### Public Sector Liabilities

<b>Indicator Title:</b>	Facilitate the management of public sector liabilities
<b>Short Definition:</b>	Monitor and support the effective and efficient implementation of liability management in departments, public entities and municipalities
<b>Purpose/Importance:</b>	Verify the accuracy of liabilities registers
<b>Source/Collection of Data:</b>	Financial systems, annual report, lease agreements, retention and guarantee registers of departments
<b>Method of calculation:</b>	Analysis of source data
<b>Data Limitations:</b>	None
<b>Type of Indicator:</b>	Outcome
<b>Calculation Type:</b>	Cumulative - for the year
<b>Reporting Cycle:</b>	Monthly and quarterly
<b>New Indicator:</b>	No
<b>Desired Performance:</b>	Effective management of liabilities in the province
<b>Indicator Responsibility:</b>	Public Sector Liabilities sub-programme and departments

#### Interlinked Financial Systems

<b>Indicator Title:</b>	Utilisation of transversal systems
<b>Short Definition:</b>	Provide support and training to departments to adhere to systems, rules and regulations
<b>Purpose/Importance:</b>	Verify proper allocations on the SCOA to ensure correctness of data on the system. Ensure proper reporting on the balance score card. Ensure adherence to security controls and segregation of functions on the systems
<b>Source/Collection of Data:</b>	Monthly meetings to discuss trial balances and balance score cards Audit trails, security reports
<b>Method of calculation:</b>	Analysis of source data
<b>Data Limitations:</b>	None
<b>Type of Indicator:</b>	Outcome
<b>Calculation Type:</b>	Cumulative monthly
<b>Reporting Cycle:</b>	Monthly and quarterly
<b>New Indicator:</b>	No
<b>Desired Performance:</b>	Improved the use of transversal systems to ensure proper allocation and data utilisation
<b>Indicator Responsibility:</b>	Interlinked Financial Systems sub-programme and departmental System controllers

## Information Technology

<b>Indicator Title:</b>	Information Communication Technology (ICT) services to departments
<b>Short Definition:</b>	Provide infrastructure, end user support, training and security to 13 departments
<b>Purpose/Importance:</b>	To enable line departments to achieve their strategic objectives by ensuring that transversal systems, department specific systems are always available and operational and the abuse of the system is minimised.
<b>Source/Collection of Data:</b>	Reports issued
<b>Method of calculation:</b>	Number of report issued and analysed
<b>Data Limitations:</b>	None
<b>Type of Indicator:</b>	Outcome
<b>Calculation Type:</b>	Cumulative - for the year
<b>Reporting Cycle:</b>	Daily, monthly and quarterly
<b>New Indicator:</b>	No
<b>Desired Performance:</b>	Improving line department's operational efficiency through Information Communication Technology
<b>Indicator Responsibility:</b>	Information Technology sub-programme

<b>Indicator Title:</b>	Public accessibility to government information
<b>Short Definition:</b>	Provide accessible, reliable and cost-effective government services to the public over the internet for a greater number of community members.
<b>Purpose/Importance:</b>	To promote government efficiency and accessibility through ICT to reduce costs and improve service delivery to the public
<b>Source/Collection of Data:</b>	On-line service and Thusong Service Centres
<b>Method of calculation:</b>	Number of centres
<b>Data Limitations:</b>	None
<b>Type of Indicator:</b>	Outcome
<b>Calculation Type:</b>	Cumulative - for the year
<b>Reporting Cycle:</b>	Monthly and quarterly
<b>New Indicator:</b>	Yes
<b>Desired Performance:</b>	Seamless access to government services
<b>Indicator Responsibility:</b>	Information Technology sub-programme

## Programme 4: Financial Governance

### Programme Support

<b>Indicator Title:</b>	Manage and support the planning and implementation of programme objectives
<b>Short Definition:</b>	Availability of adequate human and other resources for the programme in order to ensure achievement of strategic objectives as stated
<b>Purpose/Importance:</b>	Provides guidance on the programme plans and objectives
<b>Source/Collection of Data:</b>	Reports issued
<b>Method of calculation:</b>	Number of reports issued
<b>Data Limitations:</b>	None
<b>Type of Indicator:</b>	Output
<b>Calculation Type:</b>	Cumulative - for the year
<b>Reporting Cycle:</b>	Monthly



<b>New Indicator:</b>	No
<b>Desired Performance:</b>	Achievement of objectives of the programme
<b>Indicator Responsibility:</b>	General Manager: Financial Governance

#### Accounting Services

<b>Indicator Title:</b>	Provide support and monitor public sector institutions in terms of accounting standards and legislations
<b>Short Definition:</b>	Compliance to Accounting standards and legislation by 13 votes, 20 municipalities and 4 public entities
<b>Purpose/Importance:</b>	To provide guidance and support on Accounting standards and legislation to enable full implementation of disclosure standards
<b>Source/Collection of Data:</b>	Trial balance reports, Interim financial statements and annual financial statements submitted by departments, municipalities and public entities
<b>Method of calculation:</b>	Analysis of source data
<b>Data Limitations:</b>	None
<b>Type of Indicator:</b>	Output
<b>Calculation Type:</b>	Cumulative - for the year
<b>Reporting Cycle:</b>	Monthly, quarterly and annually
<b>New Indicator:</b>	No
<b>Desired Performance:</b>	Improved compliance to Accounting standards and legislation by departments, municipalities and public entities and timeous submission of consolidated financial statements
<b>Indicator Responsibility:</b>	General Manager: Financial Governance

<b>Indicator Title:</b>	Promote accountability in public sector institutions through substantive reflection of financial activities
<b>Short Definition:</b>	Submission of consolidated financial statements to the Auditor-General and tabling to Legislature in line with legislation
<b>Purpose/Importance:</b>	Compliance to Section 19 of the Public Finance Management Act, No. 1 of 1999
<b>Source/Collection of Data:</b>	Annual financial statements submitted by departments and public entities
<b>Method of calculation:</b>	Analysis of source data
<b>Data Limitations:</b>	None
<b>Type of Indicator:</b>	Output
<b>Calculation Type:</b>	Cumulative - for the year
<b>Reporting Cycle:</b>	Monthly, quarterly and annually
<b>New Indicator:</b>	No
<b>Desired Performance:</b>	Improved compliance to Accounting standards and legislation by departments, municipalities and public entities and timeous submission of consolidated financial statements
<b>Indicator Responsibility:</b>	General Manager: Financial Governance

#### Norms and Standards

<b>Indicator Title:</b>	Identify, analyse and monitor high risk areas in public sector institutions
<b>Short Definition:</b>	Identify, analyse and monitor 8 high risk areas annually in 13 votes, 20 municipalities and 4 public entities
<b>Purpose/Importance:</b>	Strengthen the internal control systems and reduce the level of non-compliance
<b>Source/Collection of Data:</b>	Risk management plans of departments, municipalities and public entities, internal and external audit reports issued

<b>Method of calculation:</b>	Analysis of source data
<b>Data Limitations:</b>	None
<b>Type of Indicator:</b>	Output
<b>Calculation Type:</b>	Cumulative - for the year
<b>Reporting Cycle:</b>	Monthly, quarterly and annually
<b>New Indicator:</b>	No
<b>Desired Performance:</b>	Improved internal controls and compliance with legislation and improved corporate governance
<b>Indicator Responsibility:</b>	General Manager: Financial Governance

<b>Indicator Title:</b>	Develop and issue frameworks and strategies to address issues raised by the Auditor-General
<b>Short Definition:</b>	Develop and issue 3 frameworks and 3 Provincial Treasury strategies annually to address issues raised by the Auditor-General and monitor remedial actions taken by 13 votes, 20 municipalities and 4 public entities
<b>Purpose/Importance:</b>	Strengthen the internal control systems and reduce the level of non-compliance
<b>Source/Collection of Data:</b>	Auditor-General reports and remedial action plans completed by departments, municipalities and public entities
<b>Method of calculation:</b>	Analysis of source data
<b>Data Limitations:</b>	None
<b>Type of Indicator:</b>	Output
<b>Calculation Type:</b>	Cumulative - for the year
<b>Reporting Cycle:</b>	Monthly, quarterly and annually
<b>New Indicator:</b>	No
<b>Desired Performance:</b>	Improved internal controls and compliance with legislation and improved corporate governance
<b>Indicator Responsibility:</b>	General Manager: Financial Governance

### Risk Management

<b>Indicator Title:</b>	Provide guidance and support to public sector institutions on Risk Management processes
<b>Short Definition:</b>	Monitor and provide support and capacity building to 13 votes, 20 municipalities and 4 public entities to fully implement standardized risk management processes
<b>Purpose/Importance:</b>	Strengthen the risk management processes and reduce the level of non-compliance
<b>Source/Collection of Data:</b>	Risk assessment reports and risk management plans issued by departments, municipalities and public entities
<b>Method of calculation:</b>	Analysis of source data
<b>Data Limitations:</b>	None
<b>Type of Indicator:</b>	Output
<b>Calculation Type:</b>	Cumulative - for the year
<b>Reporting Cycle:</b>	Monthly, quarterly and annually
<b>New Indicator:</b>	No
<b>Desired Performance:</b>	Improved risk management processes and corporate governance
<b>Indicator Responsibility:</b>	General Manager: Financial Governance

## Provincial Internal Audit

<b>Indicator Title:</b>	Provide guidance and support to public sector institutions on Internal Audit processes
<b>Short Definition:</b>	Monitor and provide support and capacity building to 13 votes, 20 municipalities and 4 public entities to fully implement standardized internal audit processes
<b>Purpose/Importance:</b>	Strengthen the internal audit processes and reduce the level of non-compliance
<b>Source/Collection of Data:</b>	Internal audit plans and reports issued and completed evaluation questionnaire for Audit Committees
<b>Method of calculation:</b>	Analysis of source data
<b>Data Limitations:</b>	None
<b>Type of Indicator:</b>	Output
<b>Calculation Type:</b>	Cumulative - for the year
<b>Reporting Cycle:</b>	Monthly, quarterly and annually
<b>New Indicator:</b>	No
<b>Desired Performance:</b>	Improved internal audit processes and corporate governance
<b>Indicator Responsibility:</b>	General Manager: Financial Governance

### ANNEXURE 3: CHANGES TO STRATEGIC PLAN'S STRATEGIC OBJECTIVES

The new strategic objectives are more explanatory of the mandate the department

#### Programme 2: Budget and Expenditure Management

<b>Old: Strategic Objective 3:</b>	Provide support and monitor Votes in terms of budget and expenditure
<b>New: Strategic Objective 3:</b>	Promote effective and optimal financial resource allocation and expenditure management for provincial government

#### Programme3: Provincial Supply Chain Management

<b>Old: Strategic Objective 4:</b>	Implementation of Supply Chain Management framework
<b>New: Strategic Objective 4.1:</b>	Provide guidance on implementation of supply change management framework
<b>New: Strategic Objective 4.2:</b>	Public Private Partnership coordination

#### Programme 4: Norms and Standards

<b>Old: Strategic Objective 3.1:</b>	Identify, analyse and monitor high risk areas in public sector institutions
<b>Old: Strategic Objective 3.2:</b>	Develop and issue frameworks and strategies to address issues raised by the Auditor-General
<b>New: Strategic Objective 3:</b>	Improve the systems of internal control in public sector institutions

