

Provincial Treasury



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

ANNUAL PERFORMANCE PLAN 2007/08 TO 2009/10

FOREWORD

It is an honour and great privilege to present the Limpopo Provincial Treasury's 2007/08 Annual Performance Plan to the Legislature. This MTEF plan is geared towards making sure that there is sound financial management, improved revenue generation, optimum resource allocation and expenditure management within all line departments, public entities and municipalities.

One of the mechanisms through which government can realize the dreams and aspirations of the majority of our people is by vigorously pursuing our department's strategic thrust of improving the quality of life and by creating opportunities that will help to cast aside the shackles of poverty and underdevelopment

This we must do with greater determination and focus to realize the potential of our economy to meet the needs of the poor, particularly those living in the rural areas.

This plan will enable the department to continue its contribution towards the attainment of the Provincial Growth and Development Strategy [PGDS] objectives and national priorities. In this financial year, the department will harness the province's resources to create more jobs, build more houses, provide water, sanitation and electricity to more people, sustain more lives through the social security net and access to antiretroviral treatment, improve the quality of public schools and increase the rate of our economic growth.

We have to continuously build and increase capacity and skills within all sectors of government at both provincial and municipal level.

In this regard, the department will, within the framework of the PFMA, MFMA and Treasury Regulations, improve its capacity to assist and support departments and municipalities to be more effective and efficient in revenue collection, procurement processes, project management, infrastructure development, financial management and service delivery.

Sa'ad Cachalia

MEC for Provincial Treasury.

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Part A:
Overview and strategic plan updates

1. OVERVIEW

From the 2006/07 financial year to the 2007/08, there has not been any significant changes in policy or programmes.

2. STRATEGIC PLAN UPDATE ANALYSIS

Other than making the measurable objectives to mainly reflect the strategic goals of the Department based on its mandate as conferred to it by the various legislations, there has not been any change to the department's strategic goals and objectives.

Mr. RWN Tooley
Head of Department

PART B

PROGRAMME AND SUB-PROGRAMME PERFORMANCE TARGETS

3. CORPORATE GOVERNANCE

The programme is aimed at developing and implementing sound corporate governance systems and policies for the Provincial Treasury as a Department. The programme is structured into the following sub-programmes:-

Office of the MEC

To exercise powers and perform duties entrusted to the MEC in terms of various statutory provisions.

Management Services

To render strategic leadership and administrative support to the Head of the Department.

Corporate Services

To ensure effective departmental management through proper HR practices, improve implementation of PMS, effective management of HR information and records.

Risk Management and Security Services

To provide adequate safety and security within the department and minimise impact of the Departmental risks and exposure in terms of business and compliance risks.

3.1 SPECIFIED POLICIES, PRIORITIES AND STRATEGIC OBJECTIVES

Refer to table 1 below for the specified policies, priorities and strategic objectives of the entire programme.

3.2 PROGRESS ANALYSIS AS AT 31 DECEMBER 2006

- 30 vacant posts filled were filled and we managed to decrease of staff turn over by 6%.
- 82% of employees trained according to their developmental needs to ensure improvement in the service delivery.
- 28 staff members given study financial assistance and 79 bursaries awarded to prospective employees (students).
- 3% (22) of the expected 5% (35) interns were placed on the internship programme.
- Drafted and signed two Service Level Agreements within two weeks.

- In order to establish labour stability, 170 employees capacitated on Promotion to Access to Information Act and Promotion Administrative Justice Act.
- SITA appointed service provider –website and intranet under development.
- Draft Section 14 manual on access to information; Records Management policy; Regulatory Procedure Manual and Schedule of records other than correspondence completed.
- 20 employees vetted from a target of 3.

3.3 Analysis of constraints and measures planned to overcome them

The Department has a challenge of developing and finalising the Integrated Human Resource Plan that will ensure that we are able to attract, retain and develop staff in the appropriate skills. Measures would need to be made to ensure that the document is ready by the end of the 2006/07 financial year failing which it would be completed in the first quarter of 2007/08 financial year.

The other constraint is the lack of policies, processes and procedures, including guidelines on how certain issues should be handled. All policies developed during 2006/07 will be approved before the end of the current financial year. We are further planning to have the rest of the policies developed, approved and implemented during the next financial year.

We also have a challenge of the finalisation of the new proposed organisational structure and the evaluation of the SMS posts. Intervention by the MEC to seed up the process of the consultation with the Minister of Public Services and Administration would help in finalizing the structure where after there would be a need to expedite the evaluation of posts at the Office of the Premier.

3.4 Description of planned quality improvement measures

The most important item that will enable Corporate Governance to enhance its performance and therefore achieve its strategic goal to provide strategic leadership, management and support to the department to achieve its strategic goals, would be to have all policies, processes and procedures documented and approved.

TABLE 1: PROGRAMME 1

**SUB PROGRAMME
CORPORATE SERVICES**

Strategic Goal: To provide strategic leadership, management and support to the department to achieve its strategic goals								
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure or indicator (KRI)	2005/06 Actual	2006/07 Estimate	2007/08 (targets)	2008/09 (targets)	2009/10 (targets)
1.	Ensure effective and efficient human resource development and management of LPT.	Implement HR plan.	% reduction in the vacancy rate.	Decreased vacancy by 4.81% (9 appointments)	30 of the planned 89 posts were filled.	36% decrease in vacancy rate (326) (fill 118 posts).	25% decrease in vacancy rate (208 (fill 52 posts).	25% decrease in vacancy rate (156) (fill 39 posts).
			% decrease of staff turnover.	Not applicable	6% decrease in staff turnover.	1% decrease in staff turnover.	1% decrease in staff turnover.	1% decrease in staff turnover
		Implement PMS Strategy.	% increase in the submission of Performance Management Instruments.	Not applicable	82% of staff submitted PAs / MOUs.	100% submission of PM Instruments.	100% submission of PM Instruments.	100% submission of PM Instruments.
			Approved HR policies.	Not applicable	Nine HR draft policies approved.	Implementation of the nine HR policies. Develop and approve all outstanding HR policies.	Implementation of the HR policies.	Implementation of the HR policies.
		Develop and Implement HR policies.						

Strategic Goal: To provide strategic leadership, management and support to the department to achieve its strategic goals								
No	Strategic Objective/priority	Measurable Objective (KRA)	Performance measure or indicator (KRI)	2005/06 Actual	2006/07 Estimate	2007/08 (targets)	2008/09 (targets)	2009/10 (targets)
		Develop and Implement HRD Strategy.	% of employees trained in line with the WSP.	Not applicable	60% of total employees trained in line with the WSP.	70% of total employees trained in line with the WSP.	80% of total employees trained in line with the WSP.	90% of total employees trained in line with the WSP..
			No. of bursaries allocated to internal staff and external candidates.	Bursaries awarded were 30 internally and 33 externally	Bursaries awarded to 28 internal and 79 external candidates.	Bursaries to be awarded to 20 internal staff and 50 external candidates.	Bursaries to be awarded to 20 internal staff and 50 external candidates.	Bursaries to be awarded to 20 internal staff and 50 external candidates.
			No. of learnerships implemented.	Not applicable	One learnership (ABET) registered.	Two learnerships registered.	Two learnerships registered.	Two learnerships registered.
			5% of total staff establishment placed on internship programme.	35 interns were placed on the internship programmed.	3% (22) of the expected 5% (35) interns are placed on the internship programme.	5% of total staff establishment placed on internship programme.	5% of total staff establishment placed on internship programme.	5% of total staff establishment placed on internship programme.
2.	Good Governance.	Efficient Legal Services.	Drafting and signing of SLA within 7 days after awarding of tender.	Not applicable	Two SLAs drafted within two weeks.	Draft and sign SLA within 7 days of awarding a tender.	Draft and sign SLA within 7 days of awarding a tender.	Draft and sign SLA within 7 days of awarding a tender.

**SUB PROGRAMME
INFORMATION MANAGEMENT**

NO.	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2006/07	2007/08 (targets)	2008/09 (targets)	2009/10 (targets)
3.	Enhance department's image through targeted outreach programmes.	Promote the corporate brand of LPT.	Branding of office buildings, reception areas and boardrooms.	Service provider appointed	Branding of office buildings, reception areas and boardrooms.	Maintain branding of office buildings, reception areas and boardrooms.	Assess the impact of branding on corporate image of LPT.
		Stakeholders outreach Programmes	Number of stakeholders outreach programmes (Imbizo's, media briefings and exhibitions)	7 Imbizo programmes	5 x district and 1x departmental imbizo.	5 x district and 1x departmental imbizo	5 x district and 1x departmental imbizo.
				1x Media Conference	2 x Media conferences and 1 seminar	2 x Media conferences and 1 seminar	2x Media conferences and 1 seminar
				6x Exhibition shows	3x Exhibition shows	4x Exhibition shows.	5x Exhibition shows.

			Develop and implement internal communication strategy to support institutional arrangement	No base line	Developed and implement Internal communication strategy.	Implement internal communication strategy.	Review & Implement internal communication strategy.
No.	Strategic Objective / Priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2006/2007 Actual	2007/2008 (targets)	2008/2009 (targets)	2009/2010 (targets)
5.	Ensure effective and efficient IT Management System in the department.	Improve leverage on IT investment	Well developed MSP aligned to Departmental objective and E-gov strategy	No Baseline	Finalise and implement Master System Plan	Implement Master System Plan	Review and implement Master System Plan
			Number of IT Governance standards Implemented	IT policies approved	Implement the IT policy and governance standards (AG report)	Implement the IT policy and governance standards (AG report)	Assess and implement the IT policy and governance standards (AG report)
		Secure & Reliable IT infrastructure	Enhanced IT infrastructure and accessible to website and intranet	Website developed	Update and maintain IT infrastructure (incl website and intranet site)	Refresh, update and maintain IT infrastructure (incl website and intranet)	Refresh, update and maintain IT infrastructure (incl website and intranet)

No	Strategic Objective/ Priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2006/07 Actual	2007/08 (targets)	2008/09 (targets)	2009/10 (targets)
7.	Effective and efficient management of departmental records	Records management system in place	Approval and implementation of records management policy and procedure manuals.	Policy and Procedure manuals approved	Implement records management policy and procedure manuals.	Implement records management policy and procedure manuals.	Implement records management policy and procedure manuals.
			Implementation of records control measures.	No baseline	Availability of records storage facility and proper registry.	Operational records storage facility and effective registry	Operational records storage facility and effective registry

**SUB PROGRAMME
STRATEGIC OPERATIONS & TRANSFORMATION SERVICES**

Strategic Goal: To provide strategic leadership, management and support to the department to achieve its strategic goals								
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 (targets)	2008/09 (targets)	2009/10 (targets)
	Provide strategic management support within the department.	Co-ordinate the development of Departmental Strategic plan that is aligned to National and Provincial Priorities.	Departmental annual performance plan available that is linked to National and Provincial Priorities.	Annual performance plan reviewed for 2006/07.	Annual performance plan reviewed for 2007/08.	Annual performance plan reviewed for 2008/9.	New five year strategic plan developed.	Annual performance plan reviewed for 2009/10.
		% achievement of the performance targets on the departmental strategic plan.	100% achievement of the targets.	There is no baseline available	60% achievement of the targets.	100% achievement of the targets.	100% achievement of the targets.	100% achievement of the targets.
11.	To improve service delivery through implementation of SDIP.	Improved service delivery within the Department.	% of Branches complying to SDIP implementation	Not applicable	100% compliance of SDIP.	50% compliance to SDIP.	60% Compliance to SDIP.	80% Compliance to SDIP.

Strategic Goal: To provide strategic leadership, management and support to the department to achieve its strategic goals								
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 (targets)	2008/09 (targets)	2009/10 (targets)
12.	To innovation and creativity through implementation Departmental Service Excellence Award Scheme	Implementation of Departmental Service Excellence Award Scheme.	% of employees recognized for Service Excellence within the Department and a number in the Province.	Not applicable	Approval and implementation of the Service Excellence Award policy.	10% of employees recognized for Service Excellence within the Department and 5 in the Province.	15% of employees recognized for Service Excellence within the Department and 5 in the Province.	20% of employees recognized for Service Excellence within the Department and 5 in the Province.
	To ensure quality service delivery	Improved customer satisfaction.	% positive feedback on customer satisfaction.	Departmental Customer Satisfaction Survey not conducted.	50% positive feedback on customer satisfaction.	55% positive feedback on customer satisfaction.	60% positive feedback on customer satisfaction.	70% positive feedback on customer satisfaction.
	To ensure the compliance to Employment Equity Act.	Implementation of EE Plan.	SMS level male /female to be at the ratio of 50:50.	SMS Level Male /Female at 68:32 [Women SMS exceeded 30% Target].	Increase female SMS from 32% to 50% to reach a ratio of 50:50 should all vacant SMS posts.	SMS level male/female to be at the ratio of 50:50	SMS level male/female to be at the ratio of 50:50.	SMS level male/female to be at the ratio of 50:50.
		Implementation of EE Plan.	MMS level male /female to be at the ratio of 50:50.	MMS level male/female to be at the ratio of 76:24.	MMS level male/female to be at the ratio of 70:30.	MMS level male/female to be at the ratio of 50:50.	MMS level male/female to be at the ratio of 50:50.	MMS level male/female to be at the ratio of 50:50.

Strategic Goal: To provide strategic leadership, management and support to the department to achieve its strategic goals								
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 (targets)	2008/09 (targets)	2009/10 (targets)
		Implementation of EE Plan.	Lower level male /female to be at the ratio of 50:50.	Lower level male/female to be at the ratio of 64:36.	Lower level male/female to be at the ratio of 60:40.	Lower level male/female to be at the ratio of 55:45.	Lower level male/female to be at the ratio of 50:50.	Lower level male/female to be at the ratio of 50:50.
		Implementation of EE Plan.	% of people with disability reached.	1% of people with disability reached.	2% of people with disability reached.	2% of people with disability reached.	2% of people with disability reached.	2% of people with disability reached.
		Implementation of the wellness policy and strategy	% of employees undergoing voluntary counseling and testing(VCT)	Not applicable	Not applicable	20% of employees undergoing VCT	30% of employees undergoing VCT	40% of employees undergoing VCT
	To provide a safe and healthy environment for all employees and Departmental clients		% compliance to OHSA.	20% compliance to OHSA.	100% compliance to OHSA.	20% compliance to OHSA.	100% compliance to OHSA.	100% compliance to OHSA.

**SUB-PROGRAMME
SECURITY & RISK MANAGEMENT SERVICES**

Strategic Objective/priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	Target 2006/07	Target 2007-08	Target 2008/09	Target 2009/10
Secure protection of the department's employees, intellectual capital, assets, documents, IT infrastructure and security surveillance	Minimum Information Security Standards (MISS) policies implemented iro: - Personnel Security	Vetting application submitted to NIA within one month after employment. All other outstanding employees finalized within the first quarter	20 vettings finalized	3 vettings finalized.	All applicable employees' vetting applications obtained and submitted to NIA within one month after employment All other outstanding vetting applications obtained and finalized within the first quarter	All applicable employees' vetting applications obtained and submitted to NIA within one month after employment.	All applicable employees' vetting applications obtained and submitted to NIA within one month after employment.

Strategic Objective/priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	Target 2006/07	Target 2007-08	Target 2008/09	Target 2009/10
	Minimum Information Security Standards (MISS) policies implemented iro: - Document Security - Information Security	Classification of documentation applied correctly by the branches	Not applicable	Not applicable	25% of the department apply classification of documentation correctly	50% of the department apply classification of documentation correctly	75% of the department apply classification of documentation correctly
Secure protection of the department's employees, intellectual capital, assets, documents, IT infrastructure and security surveillance	Implementation of approved investigation / anti corruption strategy	All reported cases to be concluded within 3 months	5 Cases reported. 2 Finalized within a month. 2 Finalized within 4 months.	All reported cases to be concluded within 3 months	All reported cases to be concluded within 3 months	All reported cases to be concluded within 3 months	All reported cases to be concluded within 3 months
Development of Risk Management within the department.	Implementation of the Risk Management Strategy	Top 10 risks per branch identified and addressed	Risk assessment and identification completed	Risk awareness workshops conducted.	Top 10 risks per branch identified and addressed	Top 10 risks per branch identified and addressed	Top 10 risks per branch identified and addressed

Reconciliation of budget with plan

Table 2 Programme 1: Administration budget by sub-programme (R'000)

Programme 1: Administration (Corporate Governance)								
Sub- Programme	Year-2 2004/05 (actuals)	Year-1 2005/06 (actuals)	Base year 2006/07 (estimate)	Average Annual Change (%)	Year 1 2007/08 (MTEF) projection	Year 2 2008/09 (MTEF) projection	Year 3 2009/10 (MTEF) projection	Average Annual Change (%)
Office of the MEC	643	3974	3,308	127%	4,256	4,511	4,782	13.07%
Management Services	-	1370	2,255	4649%	2,279	2,416	2,561	4.33%
Programme Support	-	-	647	2444%	806	854	906	11.88%
Corporate Services	207,679	38,904	26,429	-64%	33,534	36,803	37,678	12.55%
Risk and Security	-	1534	2,738	5133%	5,401	5,725	6,069	30.39%
Total	208,322	45,782	35,377	-59%	46,276	50,309	51,996	13.70%

TABLE 3: PROGRAMME 1 FINANCIAL MANAGEMENT

Strategic Goal: To provide strategic leadership, management and support to the department to achieve its strategic goals									
No	Strategic Objective/ Priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 (targets)	2008/09 (targets)	2009/10 (targets)	
	Ensure sound financial management of Limpopo Provincial Treasury	Efficient and effective budgeting and budgetary control practices and timely production of internal financial reports	Integrated GFS and strategic plan available	Draft Integrated GFS and strategic plan available	Integrated GFS and strategic plan available	Integrated GFS and strategic plan available	Integrated GFS and strategic plan available	Integrated GFS and strategic plan available	
			No over spending and at least 98% spending of the budget	No over spending and at least 98% spending of the budget	No over spending and at least 98% spending of the budget	No over spending and at least 98% spending of the budget	No over spending and at least 98% spending of the budget	No over spending and at least 98% spending of the budget	
			In Year Monitoring(IYM) done according to PFMA	In Year Monitoring(IYM) done according to PFMA	In Year Monitoring(IYM) done according to PFMA	In Year Monitoring(IYM) done according to PFMA	In Year Monitoring(IYM) done according to PFMA	In Year Monitoring(IYM) done according to PFMA	
			Obtain and unqualified audit opinion without matters of emphasis.	Obtain an unqualified audit opinion & reduce matters of emphasis to 4.	Obtain an unqualified audit opinion & reduce matters of emphasis to 2.	Obtain an unqualified audit opinion & reduce matters of emphasis to 2.	Obtain an unqualified audit opinion & reduce matters of emphasis to 2	Obtain an unqualified audit opinion & reduce matters of emphasis to 1.	
			Settle all contractual obligations & pay all money owing within 30 days or as per agreement.	No baseline	80% of received invoices settled within 30 days or as per agreement.	100% of received invoices settled within 30 days or as per agreement.	100% of received invoices settled within 30 days or as per agreement.	100% of received invoices settled within 30 days or as per agreement.	
	Ensure sound financial management within LPT.	Effective & efficient financial management							

Strategic Goal: To provide strategic leadership, management and support to the department to achieve its strategic goals								
No	Strategic Objective/ Priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 (targets)	2008/09 (targets)	2009/10 (targets)
		Effective departmental revenue management	100% revenue collection on target.	100% revenue collection on target.	100% revenue collection on target.	100% revenue collection on target.	100% revenue collection on target.	100% revenue collection on target.
		Provisioning of bookkeeping and bank reconciliation.	Monthly closure of books.	0 months	12 months	12 months	12 months	12 months
			% clearance of suspense accounts that are required to have Zero balances at the end of financial year	100% clearance	100% clearance	100% clearance	100% clearance	100% clearance
		Recovery of all departmental debts	Recovery of all departmental debts within 12 months from the date of origin(excluding Judge White cases)	Recovery of all departmental debts within 12 months from the date of origin(excluding Judge White cases)	Recovery of all departmental debts within 12 months from the date of origin(excluding Judge White cases)	Recovery of all departmental debts within 12 months from the date of origin(excluding Judge White cases)	Recovery of all departmental debts within 12 months from the date of origin(excluding Judge White cases)	Recovery of all departmental debts within 12 months from the date of origin(excluding Judge White cases)
			Management of payroll certificates	Payroll certificates returned within 7 days after being signed by pay masters	Payroll certificates returned within 7 days after being signed by pay masters	Payroll certificates returned within 7 days after being signed by pay masters	Payroll certificates returned within 7 days after being signed by pay masters	Payroll certificates returned within 7 days after being signed by pay masters
		Provision of payroll management		Payroll certificates returned within 7 days after being signed by pay masters	Payroll certificates returned within 7 days after being signed by pay masters	Payroll certificates returned within 7 days after being signed by pay masters	Payroll certificates returned within 7 days after being signed by pay masters	Payroll certificates returned within 7 days after being signed by pay masters

Strategic Goal: To provide strategic leadership, management and support to the department to achieve its strategic goals								
No	Strategic Objective/ Priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 (targets)	2008/09 (targets)	2009/10 (targets)
			Reconciliation of BAS and PERSAL	Weekly & Monthly reconciliation of PERSAL & BAS	Weekly & Monthly reconciliation of PERSAL & BAS	Weekly & Monthly reconciliation of PERSAL & BAS	Weekly & Monthly reconciliation of PERSAL & BAS	Weekly & Monthly reconciliation of PERSAL & BAS
			Clearance of PERSAL exceptions	Reduction of PERSAL exceptions to ZERO	status quo of zero PERSAL exceptions	status quo of zero PERSAL exceptions	status quo of zero PERSAL exceptions	status quo of zero PERSAL exceptions
			No. of days for process Tax Directives from SARS	Process all tax directives within 2 days of receipt from SARS	Process all tax directives within 2 days of receipt from SARS	Process all tax directives within 2 days of receipt from SARS	Process all tax directives within 2 days of receipt from SARS	Process all tax directives within 2 days of receipt from SARS
			No. of days for processing of supplementary payments and leave gratuities	All supplementary claims and leave gratuities received processed every Wednesday and claims from other institutions processed within 2 days of receipt	All supplementary claims and leave gratuities received processed every Wednesday and claims from other institutions processed within 2 days of receipt	All supplementary claims and leave gratuities received processed every Wednesday and claims from other institutions processed within 2 days of receipt	All supplementary claims and leave gratuities received processed every Wednesday and claims from other institutions processed within 2 days of receipt	All supplementary claims and leave gratuities received processed every Wednesday and claims from other institutions processed within 2 days of receipt

Strategic Goal: To provide strategic leadership, management and support to the department to achieve its strategic goals								
No	Strategic Objective/ Priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 (targets)	2008/09 (targets)	2009/10 (targets)
			Reconciliation of IRP5 certificates	All IRP5s submitted reconciled and printed	All IRP5s submitted reconciled and printed	All IRP5s submitted reconciled and printed	All IRP5s submitted reconciled and printed	All IRP5s submitted reconciled and printed
			Determination of departmental liabilities	All liabilities submitted to HR and Debt Management	All liabilities submitted to HR and Debt Management	All liabilities submitted to HR and Debt Management	All liabilities submitted to HR and Debt Management	All liabilities submitted to HR and Debt Management
			No. of days for processing of garnishee orders and commissions thereof	Processing of all garnishee orders within 3 days of receipt	Processing of all garnishee orders within 3 days of receipt	Processing of all garnishee orders within 3 days of receipt	Processing of all garnishee orders within 3 days of receipt	Processing of all garnishee orders within 3 days of receipt
	Maintenance of an appropriate supply chain management system which is fair, equitable; transparent; competitive and cost-effective	Ensure that the historically disadvantaged individuals are awarded bids according to PPPFA Assets management system available	% of bids awarded to HDIs	60% of bids awarded to HDIs	75% of bids awarded to HDIs	80% of bids awarded to HDIs	85% of bids awarded to HDIs	85% of bids awarded to HDIs
			% of bids awarded to women,	40% of bids awarded to women,	42% of bids awarded to women,	44% of bids awarded to women,	46% of bids awarded to women,	46% of bids awarded to women
			% implementation of a comprehensive electronic Asset register	40% implementation of an electronic Asset register	100% implementation of a comprehensive electronic Asset register	100% implementation of a comprehensive electronic Asset register	100% implementation of a comprehensive electronic Asset register	100% implementation of a comprehensive electronic Asset register

Strategic Goal: To provide strategic leadership, management and support to the department to achieve its strategic goals								
No	Strategic Objective/ Priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 (targets)	2008/09 (targets)	2009/10 (targets)
			Assets verification done 2 annually	Not yet done due to incomplete asset register	Assets verification done twice annually	Assets verification done twice annually	Assets verification done twice annually	Assets verification done twice annually
4.		Provision of transport management services	42 out of 48 availability of government-owned (GG) vehicles		42 availability of GG vehicles	42 availability of GG vehicles	42 availability of GG vehicles	42 availability of GG vehicles
			42 utilization of GG vehicles		42 utilization of GG vehicles	42 utilization of GG vehicles	42 utilization of GG vehicles	42 utilization of GG vehicles
			57 utilization of subsidized vehicles		57 utilization of subsidized vehicles	57 utilization of subsidized vehicles	57 utilization of subsidized vehicles	57 utilization of subsidized vehicles
		Provision of logistical and office support services	100% availability of conducive office space for all employees		70% availability of office accommodation	100% availability of office space for all employees	100% availability of office space for all employees	100% availability of office space for all employees
			100% availability of suitable office furniture for all employees		70% availability of suitable office furniture for all employees	100% availability of suitable office furniture for all employees	100% availability of suitable office furniture for all employees	100% availability of suitable office furniture for all employees

Strategic Goal: To provide strategic leadership, management and support to the department to achieve its strategic goals								
No	Strategic Objective/ Priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 (targets)	2008/09 (targets)	2009/10 (targets)
			100% maintenance of offices and building		60% maintenance of offices and building	100% maintenance of offices and building	100% maintenance of offices and building	100% maintenance of offices and building
			100% availability of labour saving devices		100% availability of labour-saving devices	100% availability of labour-saving devices	100% availability of labour-saving devices	100% availability of labour-saving devices
			100% utilization of labour saving devices		80% utilization of labour saving devices	100% utilization of labour saving devices	100% utilization of labour saving devices	100% utilization of labour saving devices

Reconciliation of budget with plan

TABLE 4: Programme 1: Financial Management

Sub- Programme	Year-2 2004/05 (actuals)	Year-1 2005/06 (actuals)	Base year 2006/07 (estimate)	Average Annual Change (%)	Year 1 2007/08 (MTEF) projection	Year 2 2008/09 (MTEF) projection	Year 3 2009/10 (MTEF) projection	Average Annual Change (%)
Financial Management	3701	30,697	28,478	177.39%	36,654	38,853	40,554	12.51%
Total	3,701	30,697	28,478	177.39%	36,654	38,853	40,554	12.51%

4 SUSTAINABLE RESOURCE MANAGEMENT

The purpose of this programme is to provide fiscal policy advice, determine the Medium Term Fiscal Framework, develop and optimise the provincial revenue base and develop the provincial borrowing framework. The programme is structured into the following sub-programmes:-

Programme Support

To provide overall management and support of the programme.

Economic Analysis

To administer the provision of the Provincial socio-economic research and analysis.

Fiscal Policy

To ensure the monitoring and implementation of provincial and municipal Revenue policies and resource distribution.

Budget Management

To ensure development of provincial and municipal budget and also ensure that the Provincial Medium Term Expenditure Framework is in line with National and Provincial priorities.

Public Finance

To ensure the implementation, monitoring and reporting on the provincial budget.

Intergovernmental Fiscal Relations

To oversee the financial management activities of municipalities and ensure capacity building.

Specified policies, priorities and strategic objectives

Refer to the table below for the specified policies, priorities and strategic objectives of the entire programme.

TABLE 5: PROGRAMME 2 SUSTAINABLE RESOURCE MANAGEMENT

SUB PROGRAMME: SUSTAINABLE RESOURCE MANAGEMENT				Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.				
No	Strategic Objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Budget	2008/09 Target	2009/10 Target
ECONOMIC ANALYSIS								
20	Ensure that there is optimum budget resource allocation and expenditure management within the province (i.e. All provincial departments, parastatals and municipalities).	To Provide Provincial Economic and Social research and analysis that informs fiscal policy development and the annual budget process thereby contributing to the provincial growth and development strategy.	Sect oral Impact analysis of the budget over a period of time and make future projections. Availability of socio economic and policy analysis documents	No Baseline.	No Baseline.	Socio-economic and policy analysis document published before tabling of 2008-2009.	Socio-economic and policy analysis document published before tabling of 2009-2010.	Socio-economic and policy analysis document published before tabling of 2010-2011 budget.
			Medium Term Budget Policy Statement available	No Baseline.	No Baseline.	Medium term budget Policy Statement published in October 2007.	Medium term budget Policy Statement published in October 2008.	Medium term budget Policy Statement published in October 2009.

			No Baseline	None	None	Profiling of Socioeconomic data per District.	Profiling of Socioeconomic data per District.
			No Baseline	None	None	Profiling of Socioeconomic data per District.	Profiling of Socioeconomic data per District.

SUB PROGRAMME: SUSTAINABLE RESOURCE MANAGEMENT				Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.				
No	Strategic Objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Budget	2008/09 Target	2009/10 Target
FISCAL POLICY								
17.	Ensure maximization of provincial revenue generation.	Maximize the provincial revenue through the implementation of public Finance Act (PFMA) and the National Provincial revenue process ACT (NPRPA)	All provincial and public entities fees, rates and tariffs reviewed and adjusted annually To identify and approve new revenue sources.	No Baseline	No Baseline	All provincial and public entities fees, rates and tariffs reviewed and adjusted annually	All provincial and public entities fees, rates and tariffs reviewed and adjusted annually	All provincial and public entities fees, rates and tariffs reviewed and adjusted annually
					Implementation of the parking fees and other revenue generators	Implementation of the parking fees and other revenue generators	Implementation of the parking fees and other revenue generators	Implementation of the parking fees and other revenue generators

SUB PROGRAMME: SUSTAINABLE RESOURCE MANAGEMENT				Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.				
No	Strategic Objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Budget	2008/09 Target	2009/10 Target
BUDGET MANAGEMENT								
19.	Ensure that there is optimum budget resource allocation and expenditure management within the province .	Resource allocation being in line with the National and provincial/PGD S priorities.	Availability of the following Provincial Budget documents (Budget Statements, appropriate bill citizen guide and the budget speech)	Provincial MTEF statement, appropriate bill and the budget speech in line with the Provincial and National priorities available.	Provincial MTEF statement, appropriate bill and the budget speech in line with the Provincial and National priorities available.	Provincial MTEF statement, appropriate bill and the budget speech in line with the Provincial and National priorities available.	Provincial MTEF statement, appropriate bill and the budget speech in line with the Provincial and National priorities available.	Provincial MTEF statement, appropriate bill and the budget speech in line with the Provincial and National priorities available.
		The implementation of the Annual Appropriation Act.	Provincial adjustment appropriation bill tabled in line with PFMA.	Provincial adjustment appropriation bill in line with priority changes available.	Provincial adjustment appropriation bill in line with priority changes available.	Provincial adjustment appropriation bill in line with priority changes available.	Provincial adjustment appropriation bill in line with priority changes available.	Provincial adjustment appropriation bill in line with priority changes available.

SUB PROGRAMME: SUSTAINABLE RESOURCE MANAGEMENT					Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.				
No.	Strategic Objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Budget	2008/09 Target	2009/10 Target	
PUBLIC FINANCE									
19.	Ensure that there is optimum budget resource allocation and expenditure management within the province.	The implementation of the Annual Appropriation Act.	% spent of Provincial departments budget inline with their APP	None	12 monthly expenditure reports for 13 votes prepared.	100% compliance to the Departmental APP	100% compliance to the Departmental APP	100% compliance to the Departmental APP	
			% compliance to IYM Section 32 APP	100% compliance to IYM Section 32	100% compliance to IYM Section 32	100% compliance to IYM Section 32	100% compliance to IYM Section 32		

SUSTAINABLE RESOURCE MANAGEMENT				Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.				
N0	Strategic Objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Budget	2008/09 Target	2009/10 Target
CAPITAL PROJECTS APPRAISAL								
18.	Ensure efficient and effective delivery of infrastructure programmes in the province.	The implementation of the Annual Appropriation Act.	% Compliance to DORA and Provincial Appropriation Act	100% compliance	100% compliance	100% compliance	100% compliance	100% compliance
			% implementation of the Infrastructure Delivery Improvement Programme (IDIP) Phase II (implementation of Assessment & Design Business Cases)	100% IDIP Phase I (pilot phase) completed at Education and Health & Social Development	100% IDIP Phase II commenced at Education and Public Works, 2 Technical Assistants deployed to the departments. Assessment & Design Process completed at H&SD, Business Case developed for IDIP Phase II	100% Launch of IDIP Phase II at Health & Social Development	100% Institutionalization of IDIP best practice in all infrastructure departments	100% Institutionalization of IDIP best practice in all infrastructure departments

SUSTAINABLE RESOURCE MANAGEMENT			Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.					
No	Strategic Objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Budget	2008/09 Target	2009/10 Target
PROVINCIAL ASSET RESTRUCTURING UNIT (PARU)								
21.	To provide restructuring of government assets and services through various restructuring models (eg. PPPs) in order to improve service delivery across the province.	Improve service delivery on restructured assets and projects	Number of projects initiated and approved to be on the restructuring process across the 5 key departments (Health, Education, Agriculture, Local Government and Roads and Transport).	3 projects initiated and 1 approved Initiated: District strategy, Legal shared service centre and Renal Dialysis Approved: Hans Hoheisen (HOD & MEC LEDET)	2 projects initiated and 3 approved Initiated: Hospital Big Bang, Integration of Provincial Water Supply Approved: District strategy (DG), Legal shared service centre (EXCO) and Renal Dialysis (National Treasury – PPP Unit)	1 project initiated and 2 approved Initiated: Provincial Properties Facilities management Approved: Hospital Big Bang (Feasibility approval by EXCO) Integration of Provincial Water Supply (EXCO),	3 projects approved Initiated: None Approved: Hospital Big Bang (EXCO & CBC – National Treasury) Integrated Provincial water supply (Feasibility approval by EXCO) Provincial properties and facilities management (Feasibility approval by EXCO)	None

SUSTAINABLE RESOURCE MANAGEMENT			Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.					
No	Strategic Objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Budget	2008/09 Target	2009/10 Target
			% Implementation of projects according to SLAs/project agreement		100% implementation (Hans Hoheisen)	100% implementation of 4 projects (Legal Shared Service Centre District Strategy Renal Dialysis Great North Transport)	100% implementation of Phase I of Hospital Big Bang)	100% implementation of Phase II of Hospital Big Bang

SUSTAINABLE RESOURCE MANAGEMENT				Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.				
No	Strategic Objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Budget	2008/09 Target	2009/10 Target
INTER-GOVERNMENTAL FISCAL RELATIONS								
	Ensure that there is optimum budget resource allocation and expenditure management within the province	Financial management support to municipalities.	No of municipalities with reliable financial system customized to the user requirements	Unreliable financial systems at the municipalities	10 municipalities with efficient and reliable financial system	30 municipalities with efficient and reliable financial system	30 municipalities with efficient and reliable financial system	30 municipalities with efficient and reliable financial system
			% of high, medium and low municipalities complying to accounting norms and reporting standards (GRAP/GAMAP)	100% compliance by high capacity municipalities to accounting norms and standards for 2006/07 year end	100% compliance by high and medium capacity and 50% by low capacity municipalities to accounting norms and standards for 2006/07 year end	100% compliance by high and medium capacity and municipalities to accounting norms and standards for 2007/08 year end	100% compliance by high, medium and low capacity and municipalities to accounting norms and standards for 2008/9 year end	100% compliance by high, medium and low capacity and municipalities to accounting norms and standards for 2009/10 year end

SUSTAINABLE RESOURCE MANAGEMENT				Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.				
No	Strategic Objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Budget	2008/09 Target	2009/10 Target
			% of municipalities with action and implementation plans to deal with the matters raised in the adverse and disclaimer audit opinions issued by AG	No baseline	No baseline	100% of municipalities with action and implementation plans to address matters raised in adverse and disclaimer audit opinion	100% of municipalities with action and implementation plans to address matters raised in adverse and disclaimer audit opinion	100% of municipalities with action and implementation plans to address matters raised in adverse and disclaimer audit opinion
			% of compliance of municipalities to provincial and national prescribed budget formats	42.5% compliance by low capacity municipalities	100% compliance by high, medium and low capacity municipalities	100% compliance by high, medium and low capacity municipalities	100% compliance by high, medium and low capacity municipalities	100% compliance by high, medium and low capacity municipalities
			No of municipalities submitting compliant and reliable s71 reports	21 municipalities submitting compliant and reliable reports	30 Municipalities submitting compliant and reliable reports	30 Municipalities submitting compliant and reliable reports	30 Municipalities submitting compliant and reliable reports	30 Municipalities submitting compliant and reliable reports

SUSTAINABLE RESOURCE MANAGEMENT				Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.				
No	Strategic Objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Budget	2008/09 Target	2009/10 Target
			% of assessed municipalities on implementation of supply chain management	No figures	Implementation of SCM at 100% assessed municipalities	Implementation of SCM at 100% assessed municipalities	Implementation of SCM at 100% assessed municipalities	Implementation of SCM at 100% assessed municipalities
			% of municipalities with risk management and internal audit units	60% of municipalities with internal audit (IA) units including outsourced IA function	100% of municipalities with risk management and internal audit units	100% of municipalities with risk management and internal audit units	100% of municipalities with risk management and internal audit units	100% of municipalities with risk management and internal audit units
			% municipalities assessed on MFMA monthly, and yearly return forms and reports compliance as guided by National Treasury	No figures	60% of municipalities' assessed monthly, quarterly and annual MFMA returns	100% of municipalities' assessed monthly, quarterly and annual MFMA returns	100% of municipalities' assessed monthly, quarterly and annual MFMA returns	100% of municipalities' assessed monthly, quarterly and annual MFMA returns

Reconciliation of budget with plan

Table 6 Programme 2: Sustainable Resource Management budget by sub-programme (R'000)

Programme 2: Sustainable Resource Management

Sub- Programme	Year-2 2004/05 (actuals)	Year-1 2005/06 (actuals)	Base year 2006/07 (estimate)	Average Annual Change (%)	Year 1 2007/08 (MTEF) projection	Year 2 2008/09 (MTEF) projection	Year 3 2009/10 (MTEF) projection	Average Annual Change (%)
Programme Support			926	2943%	1,105	1,171	1,242	10%
Policy Research	-	-	569	2285%	4,691	4,981	5,288	110%
Fiscal Policy	-	2216	1,654	3967%	6,543	6,950	7,373	65%
Budget Management	17,377	22,708	18,989	5%	18,408	19,777	19,761	1%
Public Finance	16,783	7,872	7,299	-34%	8,106	8,592	9,108	8%
IGFR	-	-	3,903	6147%	12,876	13,679	14,546	55%
Total	34,160	32,796	33,340	-1%	51,729	55,150	57,318	20%

5 ASSETS, LIABILITY AND SUPPLY CHAIN MANAGEMENT

This programme is aimed at managing assets, liabilities and supply chain management in the province and assisting with capacitating municipalities. The structure of this programme is sub-divided into the following sub-programmes:-

Programme Support

To provide overall management and support of the programme.

Assets Management

To coordinate and monitor the effective and efficient management of provincial non-current assets.

Liabilities Management

To ensure effective and efficient management of banking and cash within the province

Supply Chain Management

To regulate and administer the implementation of supply chain management and also render professional advice on public procurement to HDIs/SMMs.

Specified policies, priorities and strategic objectives

Refer to the table below for the specified policies, priorities and strategic objectives by sub-programme.

5.1 PROGRESS ANALYSIS AS AT 31 DECEMBER 2006

- ☐ Database sourced and verification done at Public Works
- ☐ 110 Properties at Local Gov registered on Asset Register
- ☐ 98% of 42 329 draft assets cleared
- ☐ 2006/2007 verifications in progress in all departments except Sport.
- ☐ 11/12 reports done on Draft Assets, Disposals and Budgets.
- ☐ Draft Asset Management Policy in place
- ☐ Departmental Asset Management Units established and functional.
- ☐ The group bank balances have been always favorable up to 31/12/06.
- ☐ 10 out of 13 votes or 77% of the votes managed to spend within their funds requisitions during the period under review
- ☐ Interest earned is at R85.2m as at 31/12/06 representing 8.4% growth as compared to the R78.6m same period in 2005/06.
- ☐ Investment policy in draft.
- ☐ All face value requisitions received during the period under review were supplied, but at average level of efficiency.
- ☐ Implementation of LPPP which was approved on 14 December 2005 by EXCO.
- ☐ 185 officials trained on SCM

- ☐ Procurement Brochure reviewed and translated into all provincial languages
- ☐ 11 practice notes developed
- ☐ All bids adverts checked for compliance.
- ☐ 156 workshops conducted for prospective bidders.
- ☐ SCM Advice provided through 16 radio slots.
- ☐ Specifications for six transversal bids developed.
- ☐ All transversal contracts advertised and concluded within time frames.
- ☐ 45 editions of Provincial Tender Bulletin printed

5.2 ANALYSIS OF CONSTRAINTS.

- ☐ Lack of accurate data on value of the historical assets.
- ☐ Problem of asset identification in some departments.
- ☐ Three departments constantly overdrawing their accounts.
- ☐ Internal capacity challenges in terms of human capital.
- ☐ Lack of signed service level agreements in some departments.
- ☐ Officials dealing with demand, stores and assets management are placed at low levels.

5.3 MEASURES TAKEN TO OVERCOME CONSTRAINTS

- ☐ Lack of accurate data on value of the historical assets: Provincial Treasury to develop a strategy on revaluation of historical assets per category within the Financial Year 2007/8.
- ☐ Problem of asset identification in some departments: Provincial Treasury to recommend to the relevant department to either declare the assets as lost/stolen or thereby take corrective action.
- ☐ Service Level Agreements: Provincial Treasury to once more co-ordinate training for departments on contract management including Service Level Agreements.
- ☐ Low levels of officials dealing with demand, stores and assets management: Provincial Treasury to enforce the Guidelines on the establishment of SCM Units within the Chief Financial Office in departments.
- ☐ Three departments constantly overdrawing their accounts: Treasury to conduct cash flow management workshops for all departments.
- ☐ Internal capacity challenges in terms of human capital: Upon approval of the structure vacant posts will be filled.

5.4 DESCRIPTION OF PLANNED QUALITY IMPROVEMENT MEASURES

- ☐ Build capacity in provincial departments on the already existing policies and procedures on Asset and Supply Chain Management and vigorously monitor the implementation thereof. Aggressively invest all surplus funds, thereby earn interest.

- ❑ Host Supply Chain Management business week to bring together potential bidders within the category of HDIs, SMMEs, youth, established business (private sector) and government to strengthen the partnership for addressing poverty alleviation and job creation in the province.

TABLE 7: PROGRAMME 3 ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT

SUB PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT		Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province						
No	Strategic Objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Budget	2008/09 Targets	2009/10 Targets
ASSET AND LIABILITIES MANAGEMENT								
	Ensure effective, efficient and economic management of assets and liabilities in the province (All departments, municipalities and public entities.	Coordinate the Maintenance of a Comprehensive Asset Register	Departmental Annual Asset Management Plans in place	Departmental Annual Plans not in place	Available every year	Available every year by 30 June	Available every year by 30 June	Available every year by 30 June
			Implementation of the asset Management plans	Asset registers established in provincial	98% draft asset cleared	100% Implementation of the Acquisition Strategy	100% Implementation of the Acquisition Strategy	100% Implementation of the Acquisition Strategy
				No baseline	None	100% Implementation of the Disposals Strategy	100% Implementation of the Disposals Strategy	100% Implementation of the Disposals Strategy
				No baseline	Need-driven strategic issue	100% Transfer when necessary	100% Transfer when necessary	100% Transfer when necessary

SUB PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT					Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province					
No	Strategic Objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Budget	2008/09 Targets	2009/10 Targets		
				No baseline	Two verification audit done	Two verification per year	100% Implementation of the Asset Verifications Strategy	100% Implementation of the Asset Verifications Strategy		
		Risk Assessment on Assets	All Institutions per Performance Plan assessed.	No baseline		Risk Assessment performed at all hospitals and government Garages	Risk Assessment performed at all other government properties	Risk Assessment performed at all other government properties		
		Implementation of the Performance Management System (PMS)	Timely and Accurate PMS compact and reviews	100% Implementation of the PMS done	100% Implementation of the PMS done	100% Implementation of the PMS	100% Implementation of the PMS	100% Implementation of the PMS		
		Policy and Procedures Formulation, and Updates and Implementation	Approved draft Provincial Asset Management Policy and update Procedures	Draft policy in place	Draft Policy in place, and Finest Procedures are to be modified.	Implementation of the Provincial Asset Management Policy and Procedures	Implementation and review of the Provincial Asset Management Policy and Procedures	Implementation and review of the Provincial Asset Management Policy and Procedures		

SUB PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT				Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province						
No	Strategic Objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Budget	2008/09 Targets	2009/10 Targets		
		Capacity Building	Functional Asset Management Units (AMUs)	No baseline	All Head Office AMUs in place	AMUs operating at full capacity	AMUs operating at full capacity	AMUs operating at full capacity		
		Management of banking arrangements in the province.	Availability of signed banking contract and Service Level Agreement (SLA)	30% of targets sets in banking contract and Service Level Agreement	80% of banking contract and Service Level Agreement	Signed banking contract and SLA by January 2008	33% of banking contract and Service Level Agreement	70% of banking contract and Service Level Agreement		
			Functioning bank accounts for all departments	Maintained the current bank accounts	Maintaining the current bank accounts	15 bank accounts opened and functioning by 31 March 2008	Maintaining the bank accounts in terms of the new contract	Maintaining the bank accounts in terms of the new contract		
			Availability of face value documents in all departments	100% maintenance of stock level	100% maintenance of stock level	100% maintenance of stock level	100% maintenance of stock level	100% maintenance of stock level		

SUB PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT				Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province				
No	Strategic Objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Budget	2008/09 Targets	2009/10 Targets
		Improvement of cash management in the province.	Provincial cash position	No overdraft at any given point within the province	No overdraft at any given point within the province	No overdraft at any given point within the province	No overdraft at any given point within the province	No overdraft at any given point within the province
			Number of Cash Management workshops.	No target	2 workshops p.a	2 workshops p.a	2 workshops p.a	2 workshops p.a
			Number of votes spending within their cash requisitions	8 Votes spent within their monthly cash requisitions.	10 Votes spending within their monthly cash requisitions.	11 Votes spending within their monthly cash requisition.	13 Votes spending within their monthly cash requisitions.	13 Votes spending within their monthly cash requisitions.
			Approved investment policy available	Draft policy available.	Policy approved and implemented.	Policy reviewed and implemented	Policy reviewed and implemented	Policy reviewed and implemented
			% increase in interest on investments.	R80 million which is 172%	10% increase on interest earned	10% increase on interest earned	10% increase on interest earned	10% increase on interest earned

SUB PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT				Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province					
No	Strategic Objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Budget	2008/09 Targets	2009/10 Targets	
		Preparation of the Provincial Revenue Fund Annual Financial Statements	Audited PRF Annual Financial Statements	No target	Preparation of the PRF Annual Financial Statements	Preparation of the PRF Annual Financial Statements	Preparation of the PRF Annual Financial Statements	Preparation of the PRF Annual Financial Statements	
SUPPLY CHAIN MANAGEMENT									
24.	Contribute to increased BBBEE and SMME development and participation through appropriate supply chain management policies and procedures within the province.	Develop norms and standards which are aligned with SCM prescripts and BBBEE Act.	Policies developed, reviewed and approved.	Limpopo Preferential procurement policy approved.	Guidelines on demand management developed and approved.	Rollout, implement and monitor the Guidelines on demand	Implement and monitor the Guidelines on demand	Implement and monitor the Guidelines on demand	
				Guidelines on the interpretation of PPPFA and its		Dispute Resolution Framework developed and approved.	Rollout, implement and monitor Dispute Resolution Framework	Implement and monitor Dispute Resolution Framework	

SUB PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT					Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province					
No	Strategic Objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Budget	2008/09 Targets	2009/10 Targets		
				Regulations developed.						
				Limpopo Tender Board Repeal Act 1 of 2005 passed.		Policy on disposal of unserviceable assets developed and approved.	Rollout, implement and monitor Policy on disposal of unserviceable assets.	Implement and monitor Policy on disposal of unserviceable assets.		
						Framework on site inspections for bids developed, approved and rolled out.	Implement and monitor Framework on site inspections.	Implement and monitor Framework on site inspections		
							Policy on stores management developed approved and rolled out.	Policy on stores management implemented.		

SUB PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT				Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province					
No	Strategic Objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Budget	2008/09 Targets	2009/10 Targets	
			Further Practice notes on SCM developed and aligned with National SCM Practice notes.	Issued eight (8) further practice notes on SCM.	Issued eleven (11) further practice notes on SCM.	Developed and Approved further practice notes.	Developed and Approved further practice notes	Developed and Approved further practice notes	
				78 % of bids to be awarded to local HDIs and SMMES.	78 % of bids to be awarded to local HDIs and SMMES.	79 % of bids to be awarded to local HDIs and SMMES.	80 % of bids to be awarded to local HDIs and SMMES.	80 % of bids to be awarded to local HDIs and SMMES.	
		Empowerment of local HDIs, SMMES and Youth.	% of bids awarded to local HDIs and SMMES.	0.55% of bids to be awarded to the disabled persons.	3% of bids to be awarded to the disabled persons.	3.5% of bids to be awarded to the disabled persons.	4% of bids to be awarded to the disabled persons.	4.5% of bids to be awarded to the disabled persons.	
				47% of bids to be awarded to local women.	47% of bids to be awarded to local women.	55% of bids to be awarded to local women.	58% of bids to be awarded to local women.	60% of bids to be awarded to local women.	
				No baseline.	0% of bids to be awarded to youth	35% of bids to be awarded to local youth.	40% of bids to be awarded to local youth	45% of bids to be awarded to local youth.	
			% of high value (more than R20 million per bids)	No baseline	36% of high value (more than R20 million	38% of high value (more than R20 million	40% of high value (more than R20 million	40% of high value (more than R20 million	

SUB PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT				Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province				
No	Strategic Objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Budget	2008/09 Targets	2009/10 Targets
			bids awarded to previously local HDIs and SMMEs.		per bids) bids awarded to previously local HDIs and SMMEs.	per bids) bids awarded to previously local HDIs and SMMEs.	per bids) bids awarded to previously local HDIs and SMMEs.	per bids) bids awarded to previously local HDIs and SMMEs.
			% of medium value (less than R20 million per bids but more than R5 million per bids) bids awarded to previously local HDIs and SMMEs.	No baseline	20% of medium value (less than R20 million per bids but more than R5 million per bids) bids awarded to previously local HDIs and SMMEs.	23% of medium value (less than R20 million per bids but more than R5 million per bids) bids awarded to previously local HDIs and SMMEs.	25% of medium value (less than R20 million per bids but more than R5 million per bids) bids awarded to previously local HDIs and SMMEs.	30% of medium value (less than R20 million per bids but more than R5 million per bids) bids awarded to previously local HDIs and SMMEs.
			% of low value (less than R5 million per bids) bids awarded to previously local HDIs and SMMEs.	No baseline	56% of low value (less than R5 million per bids) bids awarded to previously local HDIs and SMMEs.	58% of low value (less than R5 million per bids) bids awarded to previously local HDIs and SMMEs.	60% of low value (less than R5 million per bids) bids awarded to previously local HDIs and SMMEs.	62% of low value (less than R5 million per bids) bids awarded to previously local HDIs and SMMEs.
			% bids above R3m awarded to joint ventures.	No baseline	30% bids above R3m to be awarded to joint ventures.	30% bids above R3m to be awarded to joint ventures.	32% bids above R3m to be awarded to joint ventures.	35% bids above R3m to be awarded to joint ventures.

SUB PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT				Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province					
No	Strategic Objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Budget	2008/09 Targets	2009/10 Targets	
		Build capacity on SCM Provincial Departments and Public Entities	All Provincial Departments and Public Entities trained on SCM {Policies & Practice Notes}.	All Provincial Departments and Public Entities capacitated on Limpopo Preferential Procurement Policy, MS Excel and SCM reporting standards	All Provincial Departments and Public Entities capacitated on Limpopo Preferential Procurement Policy, MS Excel and SCM reporting standards.	All Provincial Departments and Public Entities capacitated on the eleven Further Practice Notes and approved policies.	All Provincial Departments and Public Entities capacitated on Further Practice Notes and approved policies.	All Provincial Departments and Public Entities capacitated on Further Practice Notes and approved policies.	
				408 officials trained on SCM.	Coordinated seven SCM training sessions with an overall attendance of 185.	Coordinate seven SCM training sessions with an overall of 175 candidates.	Coordinate seven SCM training sessions with an overall of 175 candidates.	Coordinate seven SCM training sessions with an overall of 175 candidates.	
		Ensure effective and efficient implementation of SCM prescripts	Number of provincial departments and public Entities assessed on overall SCM implementation	All provincial departments and public entities assessed on SCM structures and processes	All provincial departments and public entities assessed on SCM structures and processes.	All provincial departments and public entities assessed on SCM structures and processes.	All provincial departments and public entities assessed on SCM structures and processes.	All provincial departments and public entities assessed on SCM structures and processes.	

SUB PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT					Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province					
No	Strategic Objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Budget	2008/09 Targets	2009/10 Targets		
		Efficient and effective management of demand and acquisition of transversal goods and services in the province	No. of transversal specifications developed and approved.	No baseline	Six transversal specifications developed and approved.	Four transversal specifications developed and approved.	Seven transversal specifications developed and approved.	Six transversal specifications developed and approved.		
			No. of transversal bids awarded within four months after closure.	Four (4) transversal bids were awarded within four months after closure.	Six transversal bids awarded within four months after closure.	Five transversal bids awarded within four months after closure.	Seven transversal bids awarded within four months after closure.	Six transversal bids awarded within four months after closure.		
			No. of Bids advertised four months before expiry of the contract.	All expired bids were advertised four months before expiry.	Six bids advertised four months before expiry of the contract.	Five bids advertised four months before expiry of the contract.	Seven bids advertised four months before expiry of the contract.	Six bids advertised four months before expiry of the contract.		
			No. of Service level agreements	All SLA signed within 45 days after	Six Service Level Agreements	Five Service Level Agreements	Seven Service Level Agreements	Six Service Level Agreements		

SUB PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT				Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province					
No	Strategic Objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Budget	2008/09 Targets	2009/10 Targets	
			signed within seven days after bids award.	bids award.	were signed within seven days after bids award	signed within seven days after bids award	signed within seven days after bids award	signed within seven days after bids award	
			% of transversal contracts awarded to local HDIs.	No baseline	78% of transversal contracts to be awarded to local HDIs and SMMEs	79% of transversal contracts to be awarded to local HDIs and SMMEs	80% of transversal contracts to be awarded to local HDIs and SMMEs	80% of transversal contracts to be awarded to local HDIs and SMMEs	
			% of transversal contracts awarded to local women.	No baseline	47% of transversal contracts to be awarded to local women	55% of transversal contracts to be awarded to local women	58% of transversal contracts to be awarded to local women	60% of transversal contracts to be awarded to local women	
			% of transversal contracts awarded to the disabled Persons	No baseline	3% of transversal contracts to be awarded to the disabled persons	3.5% of transversal contracts to be awarded to the disabled persons	4% of transversal contracts to be awarded to the disabled persons	4.5% of transversal contracts to be awarded to the disabled persons	
			% of transversal contracts to be awarded to	No baseline	No Baseline	35% of transversal contracts to be	40% of transversal contracts to be	45% of transversal contracts to be	

SUB PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT				Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province				
No	Strategic Objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Budget	2008/09 Targets	2009/10 Targets
			youth.			awarded to local youth.	awarded to local youth.	awarded to youth.
			Number of transversal contracts monitored for performance.	12 transversal contracts monitored for supplier/ Departments' performance.	12 transversal contracts monitored for supplier/ Departments' performance.	12 transversal contracts monitored for supplier/ Departments' performance.	12 transversal contracts monitored for supplier/ Departments' performance.	12 transversal contracts monitored for supplier/ Departments' performance.
			Research report on strategic sourcing for 12 transversal bids	No baseline	No baseline	Conduct strategic sourcing research for 4 transversal bids	Conduct strategic sourcing research for 4 transversal bids	Conduct strategic sourcing research for 4 transversal bids
		Development and maintenance of the provincial vendor database.	Provincial vendor database in place.	No baseline	No baseline	Development of the provincial vendor database	Maintenance of vendor database	Maintenance of vendor database
		Effective Management of the publication of the Provincial Tender	Number of editions of Provincial Tender Bulletins published.	47 editions of the Provincial Tender Bulletins published.	47 editions of the Provincial Tender Bulletins published.	47 editions of the Provincial Tender Bulletins published.	47 editions of the Provincial Tender Bulletins published.	47 editions of the Provincial Tender Bulletins published.

SUB PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT				Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province						
No	Strategic Objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Budget	2008/09 Targets	2009/10 Targets		
		Bulletin								
			Maintenance of the database for the Tender Bulletin subscribers	Database for Provincial Tender Bulletin subscribers updated on monthly basis.	Database for Provincial Tender Bulletin subscribers updated on monthly basis.	Updating the Database for the Provincial Tender Bulletin subscribers.	Updating the Database for the Provincial Tender Bulletin subscribers.	Updating the Database for the Provincial Tender Bulletin subscribers.		
		Increase public sector SCM policies awareness within the public.	No. of workshops conducted on public sector SCM policies awareness and the number of attendees.	144 workshops were conducted with an attendance of 2 487.	156 workshops were conducted with an overall attendance of 2900	150 to be conducted with an overall attendance of 3000	150 to be conducted with an overall attendance of 3000	150 to be conducted with an overall attendance of 3000		
			Host SCM business week	No baseline	No baseline	Host SCM business week /summit.	Host SCM business week /summit.	Host SCM business week /summit.		
			No. of radio slots utilized for SCM Advice.	No baseline	16 radio slots were utilized.	12 radio slots to be utilized	12 radio slots to be utilized	12 radio slots to be utilized.		

SUB PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT					Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province				
No	Strategic Objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Budget	2008/09 Targets	2009/10 Targets	
			No. of SCM information sharing sessions at eleven Multi Purpose Community Centres (MPCCs)		80 sessions conducted	100 sessions to be conducted	100 sessions to be conducted	100 sessions to be conducted	
		Increase access of the public to existing government tender opportunities.	Number of bid bulletins and bid documents collected and distributed for sale.	All bid bulletins and documents were collected and distributed for sale.	All bid bulletins and documents were collected and distributed for sale.	All bid bulletins and documents to be distributed for sale.	All bid bulletins and documents to be distributed for sale.	All bid bulletins and documents to be distributed for sale.	

Reconciliation of budget with plan

Table 8 Programme 3: Assets, liabilities and Supply Chain Management budget by sub-programme (R'000)

Programme 3: Assets, liabilities and Supply Chain Management

Sub- Programme	Year-2 2004/05 (actuals)	Year-1 2005/06 (actuals)	Base year 2006/07 (estimate)	Average Annual Change (%)	Year 1 2007/08 (MTEF) projection	Year 2 2008/09 (MTEF) projection	Year 3 2009/10 (MTEF) projection	Average Annual Change (%)
Programme Support	-	-	1,259	3448%	1,837	1,947	2,084	18%
Assets Management	105,061	9,836	3,643	-81%	6,182	6,560	6,909	24%
Liability Management	46,950	9,265	10,339	-53%	13,718	14,545	15,675	15%
SCM	-	-	14,660	12008%	18,423	19,517	23,842	18%
Total	152,011	19,101	29,901	-56%	40,160	42,569	48,510	18%

6 FINANCIAL GOVERNANCE AND SYSTEMS DEVELOPMENT

The aim of this programme is to administer accounting services and systems development for provincial departments and municipalities. The structure of this programme is sub-divided into the following sub-programmes:

Programme Support

To provide overall management and support of the programme.

Accounting Services

To ensure effective and efficient utilization and management of financial resources within the province and to coordinate and monitor the effective efficient and economic management of non-current assets.

Norms and Standards

To develop, implement and monitor compliance to Accounting norms, standards, policy and guidelines in provincial departments Public entities and municipalities.

Supporting and Interlinked Financial Systems

To develop, monitor and provide financial systems support to Provincial department, Public entities and municipalities.

Risk Management

To promote effective Internal Control and Risk Management in Provincial departments and municipalities.

6.1 SPECIFIED POLICIES, PRIORITIES AND STRATEGIC OBJECTIVES

Refer to the table below for the specified policies and strategic objectives of the entire programme.

6.2 ANALYSIS OF CONSTRAINTS AND MEASURES PLANNED TO OVERCOME THEM

The serious shortage of financial management skills in provincial departments and municipalities is still a challenge. It is also a challenge to attract and retain these skills in the province. Provincial Treasury is also experiencing shortage of appropriate finance management skills to support departments and municipalities.

In order to address the financial management challenges in the Province, financial skills audit is being performed, where will be followed by skills development plan and training of staff at all levels.

There is a need to train employees on financial systems management and appointed retained systems specialists to address financial systems challenges in the province.

6.3 DESCRIPTION OF PLANNED QUALITY IMPROVEMENT MEASURES

Encourage compliance with the Public Finance management Act (PFMA) in particular development and implementation of financial policies and procedures to improve on internal control and financial governance.

Implement the skills development plan in department public entities and municipalities.

TABLE 9 PROGRAMME -4 FINANCIAL GOVERNANCE AND SYSTEMS DEVELOPMENT

PROGRAMME: FINANCIAL GOVERNANCE AND SYSTEMS DEVELOPMENT				Strategic Goal: Sound financial management within the Province				
No	Strategic Objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Target	2008/09 Target	2009/10 Target
FINANCIAL REPORTING								
20	Ensure sound financial management in the province	Co-ordinate annual financial statements for Departments and Public Entities.	All Departments and Public Entities submit annual financial statements to Auditor General by 31 May.	9 of 11 Provincial Departments and 3 of 9 Public Entities submitted 2004/05 annual financial statements to the Auditor General on prescribed dated, 31 May 2005.	Coordinated annual financial statements for Departments and Public Entities for 2005/06	All Departments and Public Entities submit annual financial statements for 2006/07 to Auditor General by 31 May 2007	All Departments and Public Entities submit annual financial statements for 2007/08 to Auditor General by 31 May 2008	All Departments and Public Entities submit annual financial statements for 2008/09 to Auditor General by 31 May 2009
		Consolidated financial statements for departments and public entities	Consolidated Annual Financial Statements for departments and public entities	Obtained Unqualified audit opinion on the 2004/05 consolidated AFS for Provincial Departments.	Submitted consolidated Annual financial statements for 2005/06 to Auditor General	Prepare consolidated Annual financial statements for 2006/07	Prepare consolidated Annual financial statements for 2007/08	Prepare consolidated Annual financial statements for 2008/09

PROGRAMME: FINANCIAL GOVERNANCE AND SYSTEMS DEVELOPMENT				Strategic Goal: Sound financial management within the Province				
No	Strategic Objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Target	2008/09 Target	2009/10 Target
			All Provincial Departments and All Public Entities to obtain unqualified audit opinions	9 Provincial Departments and 8 Public Entities obtained unqualified audit opinions.	Seven Departments obtained unqualified audit opinions and six received audit qualifications for 2005/06.	All Departments to obtain unqualified audit opinions	All Departments to obtain unqualified audit opinions	All Departments to obtain unqualified audit opinions
					Six Public Entities obtained unqualified audit opinions and three received qualified audit opinions for 2005/06.	All Public Entities to obtain unqualified audit opinions	All Public Entities to obtain unqualified audit opinions	All Public Entities to obtain unqualified audit opinions
			Reconciliation and clearance of suspense accounts	100% clearance of suspense a/cs that requires to be 0 at fin year end.	Developed policy on suspense a/cs and monitor recons & clearance of a/cs	Monthly monitoring of suspense reconciliation and clearance	Monthly monitoring of suspense reconciliation and clearance	Monthly monitoring of suspense reconciliation and clearance

PROGRAMME: FINANCIAL GOVERNANCE AND SYSTEMS DEVELOPMENT				Strategic Goal: Sound financial management within the Province				
No	Strategic Objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Target	2008/09 Target	2009/10 Target
			Monthly closure of the provincial financial books in all departments	100% monthly closure of the financial books in all departments.	Monthly monitoring of closure of financial books of accounts	Monthly monitoring of closure of financial books of accounts	Monthly monitoring of closure of financial books of accounts	Monthly monitoring of closure of financial books of accounts
			Reduction in the provincial debtors age analysis	More than 3 years	Developed debt management policy	Reduction of debts from 3 years to 120 days	120 to 90 days	90 to 60 days
		Bookkeeping services for Traditional Authorities and Trust Accounts	Annual Financial Statements	Prepared the AFS for the Traditional Levies and Trust Accounts for 2003/04 and 2004/05.	Annual financial statements for 2003 to 05	Annual financial statements for 2005-06	Annual financial statements for 2006-07	Annual financial statements for 2007-08
		Implementation of the unauthorized Act	Clearance of unauthorized expenditure in the books of accounts	Draft Unauthorised Expenditure bills for 2002/03 and 2003/04 Financial year.	Unauthorized Expenditure Act legislated and unauthorized bill for 2002/3 drafted.	Implement unauthorized Expenditure Act for 2002 to 04	Implement unauthorized Expenditure Act for 2005 to 06	Implement unauthorized Expenditure Act for 2006 to 07

PROGRAMME: FINANCIAL GOVERNANCE AND SYSTEMS DEVELOPMENT			Strategic Goal: Sound financial management within the Province				
Strategic Objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Target	2008/09 Target	2009/10 Target
NORMS AND STANDARDS							
	Implementatio n of audit outcomes	Reduction of audit qualification	10% reduction in matters of emphasis from the Auditor Generals report.	Consolidation and evaluation of monthly progress report on audit outcomes	Consolidation and evaluation of monthly progress report on audit outcomes	Consolidatio n and evaluation of monthly progress report on audit outcomes	Consolidation and evaluation of monthly progress report on audit outcomes
	Support Provincial Audit Committee and SCOPA functions	Support, monitor and evaluate implementation of resolutions	Support Audit Committee and monitor implementatio n of resolutions	Support Audit Committee and monitor implementatio n of resolutions	Support Audit Committee and monitor implementatio n of resolutions	Support Audit Committee and monitor implementati on of resolutions	Support Audit Committee and monitor implementatio n of resolutions
	Development of Provincial financial policies and guidelines	Financial policies, regulations and guidelines developed	5 policies drafted.	Developed ten provincial financial policies	Monitor implementatio n of policies and develop ten new policies	Monitor implementati on of policies	Review financial policies

PROGRAMME: FINANCIAL GOVERNANCE AND SYSTEMS DEVELOPMENT			Strategic Goal: Sound financial management within the Province					
	Strategic Objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Target	2008/09 Target	2009/10 Target
	INTERNAL CONTROL AND RISK MANAGEMENT							
26.	Ensure sound financial management in departments and public entities	Assist Departments, Municipalities, and Public Entities in risk management	Establishment of the Risk Management Forum Provincial Risk Management Plans	No baseline	Assessment of effectiveness of internal control at FET, Circuits Offices and Schools	Launch the Risk Management Forum and assist departments in risk assessment process	Monitor implemmentatio n of the risk management strategies/pl ans	Monitor implemmentati on of the risk management strategies/pl ans
				No baseline	Participated in assessment of performance of Traditional Authorities	Develop and implement risk management plan	Implement risk management plan	Review the impact of risk management plan
		Assist Provincial Departments, Municipalities and Public Entities in the Development of risk Management guidelines and Procedures	Risk Management guidelines and procedures		Reviewed internal controls effectiveness as a resulting emanating from Head Count	Develop and implement Risk management guideline and procedures.	Implement Risk management guideline and procedures	Implement Risk management guideline and procedures

PROGRAMME: FINANCIAL GOVERNANCE AND SYSTEMS DEVELOPMENT				Strategic Goal: Sound financial management within the Province			
					Reviewed and assessed the effectiveness of internal controls at Greater Tzaneen Municipality	Assist Municipality to develop and implement financial policies and guidelines	

PROGRAMME: FINANCIAL GOVERNANCE AND SYSTEMS DEVELOPMENT				Strategic Goal: Sound Financial management within the Province				
No	Strategic objective	Measurable Objective (KRA)	Performance measure indicator (KRI)	Actual 2005/06	2006/07 Estimate	2007/08 Targets	2008/09 Targets	2009/10 Targets
FINANCIAL TRAINING								

		Capacity building for financial officers in provincial departments	Number of provincial officials capacitated on financial management	Official trained in financial systems: BAS 45 FINEST 430 PERSAL 190 Short courses - SCOA: 49 - AFS Template: 55 -PBFM: 10 Financial Management Programmess: - CIMA : - foundation level : 3 officials - management level: 5 officials FASSET/IPFA Learneship diploma level: 4 C BET Diploma level 2	Official trained in financial systems: BAS 174 FINEST 249 PERSAL 207 125 trained on financial management Eight officials studying towards Chartered Institute of Management Accountants qualification Seven officials studying towards Advance Project Management certificate	800 trained in financial systems 700 officials trained on financial management Register five youth for Chartered Institute of Management Accountants qualification Establish Centre and enroll ten youth on CA qualification Enroll ten officials studying towards Advance Project Management certificate	1500 trained on financial systems and management Register five youth for Chartered Institute of Management Accountants qualification Training and development of the CA intake Enroll ten officials studying towards Advance Project Management certificate	2000 trained on financial systems and management Register five youth for Chartered Institute of Management Accountants qualification Training and development of the CA intake Enroll ten officials studying towards Advance Project Management certificate
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		Reduction of audit qualification and matters of emphasis	Skills development and training on financial management and systems		Appointment of Service Provider for Skills Audit	Conduct skills audit and develop skills development plan	Develop and implement skills development plan	Review the impact of the skills audit
		Improve management information and secure institutional memory	Resource centre and availability of information		Conducted feasibility study on establishment of resource centre.	Establish resource centre	Maintenance and purchase of material	Maintenance and update material

PROGRAMME/SUB: FINANCIAL GOVERNANCE AND SYSTEMS DEVELOPMENT			Strategic Goal: To develop, acquire, implement and manage financial systems					
No	Strategic Objective	Measurable Objective	Performance Measure Indicator	Actual 2005/06	2006/07 Estimate	2007/08 Budget	2008/09 Target	2009/10 Target
FINANCIAL SYSTEMS DEVELOPMENT								
		Development of sound and reliable financial systems	Percentage availability of financial systems to end- users	90% availability of financial systems	95% availability of financial systems	95% availability of financial systems	95% availability of financial systems	95% availability of financial systems
			Development of financial systems to comply with PFMA		Developed asset management modification specification	Alignment of asset and revenue management with SCOA		
			Implementation of assets module in FINEST	90% of Assets module implemented	Develop Asset management project plan	Implementatio n of modification of Assets module	Implement ion and system support	support and maintenance

			Implementation of revenue module in FINEST	90% revenue module implemented.	Developed Revenue Management modification plan	Implementation of the modification on Revenue management	Implementation of Revenue management and support	support and maintenance
			Implementation of remaining module	Stores 45% SCM 25% Travel 20% ABC 20% Banking and cash 20%	Remaining modules were put on hold	Negotiate and implement contracts on asset and revenue		
			Development of disaster recovery plan		Developed framework for Disaster Recovery Plan	Develop and implement disaster recovery plan	Test the operation ability of disaster recovery plan	Test the operation ability of disaster recovery plan
		Development of systems parity monitoring tool	System monitoring tool			Develop and implement systems monitoring tool	Update and test systems random parity checks	Update and test systems random parity checks
		Monitoring of systems compliance with IT policies and procedures		Financial Systems Security policy and change control procedures drafted.		Monitor and evaluate compliance with systems policies	Monitor and evaluate compliance with systems policies	Monitor and evaluate compliance with systems policies

		Systems performance and analysis research					Analysis and research	Review analysis	Review analysis
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PROGRAMME/SUB: FINANCIAL GOVERNANCE AND SYSTEMS DEVELOPMENT			Strategic Goal: To develop, acquire, implement and manage financial systems						
No	Strategic Objective	Measurable Objective	Performance Measure Indicator	Actual 2005/06	2006/07 Estimate	2007/08 Budget	2008/09 Target	2009/10 Target	
SYSTEMS ADMINISTRATION (BAS, PERSAL AND FINEST)									
	Ensure Sound Financial management	Development of sound and reliable financial systems	Finalise the implementation of the Standard Chart of Accounts (SCOA)	Achieved 100% revision implementation of SCOA in BAS and PERSAL.	Updated the latest of SCOA	Review and update changes on SCOA	Review and update changes on SCOA	Review and update changes on SCOA	
			Monitoring parity between systems			Random parity checks between systems	Random parity checks between systems	Random parity checks between systems	
			Customer satisfaction			Provide systems support to Users	Provide systems support to Users	Provide systems support to Users	
		Provision of systems management support							

		Monitor and evaluate administration and management of the systems	Compliance with PFMA on salary payments		Monitor compliance with PFMA	Monitor compliance with PFMA	Monitor compliance with PFMA	Monitor compliance with PFMA	Monitor compliance with PFMA
		Systems Support			Attend and respond to systems problems within two hours	Attend and respond to logged calls within one hour	Attend and respond to logged calls within one hour	Attend and respond to logged calls within one hour	
		Salary deviation analysis	Analysis of payments trends		Analysis of payments trends	Analysis of payments trends	Analysis of payments trends	Analysis of payments trends	Analysis of payments trends
			Reduction of contingent liability on housing guarantees	Developed state guarantee on housing	Implementation of State Guarantee policy on housing	Implementation of State Guarantee policy on housing	Implementation of State Guarantee policy on housing	Implementation of State Guarantee policy on housing	Review the policy on housing guarantees
		Establishment of printing bureau for PERSAL salary cheques, reports and pay slips.	Printing bureau in Polokwane		Conducted feasibility study on the establishment of the bureau	Implementation of printing solution	Provide printing services to clients	Provide printing services to clients	

PROGRAMME/SUB: FINANCIAL GOVERNANCE AND SYSTEMS DEVELOPMENT				Strategic Goal: To develop, acquire, implement and manage financial systems				
No	Strategic Objective	Measurable Objective	Performance Measure Indicator	Actual 2005/06	2006/07 Estimate	2007/08 Budget	2008/09 Target	2009/10 Target
BUSINES PROCESS HELP DESK								
	Ensure sound financial management	Development of sound and reliable financial systems	Service management and call centre unit		Conducted feasibility study on establishment of call centre	Establish a call centre unit	Monitor and assess the effectiveness of the call centre unit	Monitor and assess the effectiveness of the call centre unit
		Review systems business process	Improved stakeholder satisfaction			Review business processes and develop framework		
		Business process and research management				Conduct and research on best business processes	Implement new business processes solution	Monitor business processes solution
			Best Customer satisfaction			Assess the customer satisfaction, develop and implement solutions	Implement customer satisfaction solution	Implement customer satisfaction solution

Reconciliation of budget with plan

Table 10 Programme 4: Financial Governance budget by sub-programme (R'000)

Programme 4: Financial Governance and Systems Development								
Sub- Programme	Year-2 2004/05 (actuals)	Year-1 2005/06 (actuals)	Base year 2006/07 (estimate)	Average Annual Change (%)	Year 1 2007/08 (MTEF) projection	Year 2 2008/09 (MTEF) projection	Year 3 2009/10 (MTEF) projection	Average Annual Change (%)
Programme Support	-	-	1,133	3266%	1,599	1,710	1,813	17%
Accounting Services	12,473	39,223	54,438	109%	35,669	37,793	40,061	-10%
Norms and Standards	11,865		-	10793%	-	-	-	-
Risk Management	-	-	4,347	6493%	4,564	4,838	5,128	6%
Financial Systems	-	74,988	59,722	24338%	69,645	79,354	89,904	15%
Total	24,338	114,211	119,640	122%	111,477	123,695	136,906	5%

7 IMPLEMENTATION OF THE CAPITAL INVESTMENT, MAINTENANCE AND ASSET MANAGEMENT PLAN

Except for the responsibility that Provincial Treasury has on capacitating of departments and municipalities in dealing with the issues of capital investments, maintenance and asset management, Provincial Treasury does not have any capital investments as a Department.

APPENDIX: QUARTERLY PERFORMANCE TARGETS

CORPORATE GOVERNANCE

SUB PROGRAMME CORPORATE SERVICES

Strategic Goal: To provide strategic leadership, management and support to the department to achieve its strategic goals								
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1.	Ensure effective and efficient human resource development and management of LPT.	Implement HR plan.	% reduction in the vacancy rate.	36% decrease in vacancy rate.	Filling of 118 evaluated vacant posts (i.e. short listing, Interviewing and appointing)	Update and implement the new structure	Update and implement the new structure	Update and implement the new structure
			% decrease of staff turnover	1% decrease in staff turnover.	Implementation of retention strategy.	Implementation of retention strategy	Implementation of retention strategy.	Implementation of retention strategy
		Develop and implement HR policies	Approved HR policies	All outstanding HR policies approved and implemented.	Draft All outstanding HR policies.	All outstanding HR policies approved.	All outstanding HR policies implemented	All outstanding HR policies implemented

Strategic Goal: To provide strategic leadership, management and support to the department to achieve its strategic goals								
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
		Implement PMS Strategy	% submission of Performance Instruments	100% submission of Performance Instruments	Monitoring the submission of all PAs and MOUs for 2007/08 as well as moderation of Annual evaluation reports for 2006/07)	Monitoring the submission of all Performance Reviews for 01 st Quarter of 2007/08.	Monitoring the submission of Performance Reviews for 02 nd Quarter of 2007/08	Monitoring the submission of Performance Reviews for the 03 rd Quarter of 2007/08 and facilitate the submission of PA'S / MOU'S for 2008/09
1.	Ensure effective and efficient human resource development and management of LPT.	Develop and implement HRD Strategy	Approved Workplace Skills Plan	Develop and implement at least 70% of WSP.	Co-ordinate provision of training as per WSP (At least 18% of employees trained) Facilitate the approval of WSP and submission to PSETA	Co-ordinate provision of training as per WSP (At least 18% of employees trained)	Co-ordinate provision of training as per WSP (At least 18% of employees trained)	Co-ordinate provision of training as per WSP (At least 18% of employees trained) Revise skills audit and compile WSP

Strategic Goal: To provide strategic leadership, management and support to the department to achieve its strategic goals								
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
			No. of staff members given study financial assistance No. of bursaries awarded to internal staff and prospective employees	20 staff members given study financial assistance Bursaries awarded to 50 prospective employees (students)	Facilitate payments of bursaries to institutions of higher learning	Monitor performance and results of students Update records	Advertise and award study financial assistance to staff members and bursaries to prospective employees (students) Monitor performance and results of students	Process registration of staff members and students to institutions higher learning Monitor performance and results of students Update records

Strategic Goal: To provide strategic leadership, management and support to the department to achieve its strategic goals						
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2
			No. of Learnership implemented	Two learnerships registered	Monitor attendance of ABET classes ABET learners write examination Identification and signing of contracts with relevant institutions for Financial Management learnerships	Facilitate admission of learners Co-ordinate graduation ceremony of qualifying learners Registration of Learnership with the relevant SETA (FASSET)
					Monitor attendance of ABET classes Monitor attendance of classes	Monitor attendance of ABET classes Monitor attendance of classes
						Conduct research on Financial Management Learnership and capacity building for facilitators

Strategic Goal: To provide strategic leadership, management and support to the department to achieve its strategic goals								
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
			5% of total staff establishment placed on internship programme	5% of total staff establishment placed on internship programme	Mentoring, coaching and monitor performance in terms of PMS Placement of Interns in various Directorate in the Department	Mentoring, coaching and monitoring performance in terms of PMS	Mentoring, coaching and monitoring performance in terms of PMS	Mentoring, coaching and monitoring performance in terms of PMS Hold certificate ceremony for graduating interns Advertise Internship Appoint Interns

Strategic Goal : To provide strategic leadership, management and support to the department to achieve its strategic goals								
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1.	Provide Strategic Management and Support	Efficient Legal Services	Drafting and signing of SLA within 7 days after awarding of tender.	Draft and sign of SLA within 7 days after awarding of tender.	Review and editing of contracts.	Develop a standard format on contracts/ SLAs Develop a contract management system	Monitor adherence to contract/ SLAs	Monitor adherence to compliance on contract/ SLAs

**SUB PROGRAMME
STRATEGIC OPERATIONS & TRANSFORMATION SERVICES**

Strategic Goal : To provide strategic leadership, management and support to the department to achieve its strategic goals								
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Provide strategic management support within the department	Co-ordinate the development of Departmental Strategic plan that is aligned to National and Provincial Priorities.	Departmental annual performance plan available that is linked to National and Provincial Priorities.	Annual performance plan reviewed for 2008/09.	Submit Annual Performance Plan to Treasury	Presentation of Draft Annual Performance Plan to MTECH Treasury	Review of the Draft Annual Performance Plan after decision on final Budget and submission to Treasury	Presentation of Draft Annual Performance Plan to Legislature
		% achievement of the performance targets on the departmental strategic plan.	100% achievement of the targets.	Achieve 100% of targets on the strategic plan	Review report on achievement of the targets on the 2006/07 strategic plan.	Follow-up on the future plans per the 2006/07 annual report and review report on the 1 st quarter targets.	Follow up on the future plans per the 1 st quarter report and review report on the	

Strategic Goal : To provide strategic leadership, management and support to the department to achieve its strategic goals								
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
11.	To improve public service delivery through implementation of SDIP. To innovation and creativity through implementation Departmental Service Excellence Award Scheme	Improved public service delivery within the Department.	% of Branches complying to SDIP implementation	50% Compliance of SDIP.	Quarterly Monitoring of SDIP and Report to Management	Quarterly Monitoring of SDIP and Report to Management	Quarterly Monitoring of SDIP and Report to Management	Monitoring, Reporting and Revision of SDIP
	To ensure quality service delivery	Implementation of Departmental Service Excellence Award Scheme.	% of employees recognized for Service Excellence within the Department and the Province.	10% of employees recognized for Service Excellence within the Department and 05	Marketing and nomination of departmental Service Excellence Award	Adjudication and implementation	Participate in the Premier Service Excellence award	Revision of Excellence Award Policy

Strategic Goal : To provide strategic leadership, management and support to the department to achieve its strategic goals								
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
12.	To ensure the compliance to Employment Equity Act.	Improved customer satisfaction.	% positive feedback on customer satisfaction.	55% positive feedback on customer satisfaction	Advertise and administering of the bid on customer satisfaction	Implementation of the findings	Implementation of the findings	Present progress report to management
		Implementation of EE Plan.	SMS level male /female to be at the ratio of 50:50.	SMS level male /female to be at the ratio of 50:50.	SMS level male /female to be at the ratio of 55:45.	SMS level male /female to be at the ratio of 53:47.	SMS level male /female to be at the ratio of 50:50.	Maintain the ratio of 50:50.
		Implementation of EE Plan.	MMS level male /female to be at the ratio of 50:50.	MMS level male /female to be at the ratio of 50:50.	MMS level male /female to be at the ratio of 70:30.	MMS level male /female to be at the ratio of 65:35.	MMS level male /female to be at the ratio of 60:40.	MMS level male /female to be at the ratio of 50:50.
		Implementation of EE Plan.	Lower level male /female to be at the ratio of 50:50.	Lower level male /female to be at the ratio of 50:50.	Lower level male /female to be at the ratio of 60:40.	Lower level male /female to be at the ratio of 55:45.	Lower level male /female to be at the ratio of 53:47.	Lower level male /female to be at the ratio of 50:50.

Strategic Goal : To provide strategic leadership, management and support to the department to achieve its strategic goals									
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	To provide a safe and healthy environment for all employees and Departmental clients	Implementation of EE Plan.	% of people with disability reached.	% of people with disability reached.	1,3% of people with disability reached.	1.5% of people with disability reached.	1.7% of people with disability maintained. Submission of EE report to Labour	2% of people with disability maintained.	
	To provide a safe and healthy environment for all employees and Departmental clients	Implementation of an integrated Employee Health & wellness policy and strategy	% of employees undergoing voluntary counseling and testing(VCT)	20% of employees undergoing voluntary counseling and testing(VCT)	Partnership with Health and NGOs on VCT, preventative, care & support programs	Launch of the VCT within the Department Continue to implement preventative, care & support programs	Integrated Health and Wellness programs Continue to implement preventative, care & support programs	Continuous VCT in the Department Continue to implement preventative, care & support programs	
			% compliance to OHSA.	20% compliance to OHSA.	Advertise and administer the OHSA audit Training of Departmental OHS Committee	Implementation of the findings Training of first Aiders	Implementation of the findings	Present progress report to management	

SUB-PROGRAMME SECURITY & RISK MANAGEMENT SERVICES

Sub programme: RISK MANAGEMENT AND SECURITY SERVICES		Performance measure indicator (KRI)	Quarters			
Strategic Objective/pri ority	Measurable Objective (KRA)		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Secure protection of the department's employees, intellectual capital, assets, documents, IT infrastructure and security surveillance	Minimum Information Security Standards (MISS) policies implemented iro: - Personnel Security	Vetting application submitted to NIA within one month after employment. All other outstanding employees finalized within the first quarter	All applicable employees' vetting applications obtained and submitted to NIA within one month after employment.	All applicable employees' vetting applications obtained and submitted to NIA within one month after employment.	All applicable employees' vetting applications obtained and submitted to NIA within one month after employment.	All applicable employees' vetting applications obtained and submitted to NIA within one month after employment.

Sub programme: RISK MANAGEMENT AND SECURITY SERVICES		Performance measure indicator (KRI)	Quarters			
Strategic Objective/pri ority	Measurable Objective (KRA)		Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Minimum Information Security Standards (MISS) policies implemented iro: - Document Security - Information Security	Classification of documentatio n applied correctly by the branches	MEC and HOD'S office apply classification correctly	33 % of Corporate Governance apply classification correctly	33 % of Budget Services and Financial Governance apply classification correctly	33 % of Assets and Supply Chain apply classification correctly

Sub programme: RISK MANAGEMENT AND SECURITY SERVICES		Performance measure indicator (KRI)	Quarters			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Strategic Objective/p riority	Measurable Objective (KRA)					
Secure protection of the department's employees, intellectual capital, assets, documents, IT infrastructure and security surveillance	Implementation of approved investigation / anti corruption strategy	All reported cases to be concluded within 3 months	All reported cases to be concluded within 3 months	All reported cases to be concluded within 3 months	All reported cases to be concluded within 3 months	All reported cases to be concluded within 3 months
Development of Risk Management within the department .	Implementation of the Risk Management Strategy	Top 10 risks per branch identified and addressed	Top 10 risks per branch identified and addressed	Top 10 risks per branch identified and addressed	Top 10 risks per branch identified and addressed	Top 10 risks per branch identified and addressed

PROGRAMME 2: SUSTAINABLE RESOURCE MANAGEMENT

SUB PROGRAMME: SUSTAINABLE RESOURCE MANAGEMENT				Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
ECONOMIC ANALYSIS								
	Ensure that there is optimum budget resource allocation and expenditure management within the province (i.e. All provincial departments, parastatals and municipalities).	To Provide Provincial Economic and Social research and analysis that informs fiscal policy development and the annual budget process thereby contributing to the provincial growth and development strategy.	Sect oral Impact analysis of the budget over a period of time and make future projections. Availability of socio economic and policy analysis documents	Socio-economic and policy analysis document published before tabling of 2008-2009.	Identify the variables to be used Produce quarterly Socio-economic bulletin.	Produce quarterly Socio-economic bulletin.	Produce quarterly Socio-economic bulletin.	Final inputs to Budget Statement no 1 and Budget speech
					Define the type Provincial Macro-economic model .	Build the Model	Build the Model	Finalize the Model and seek approval.
			Medium Term Budget Policy Statement available	Medium Term Budget Policy Statement available	Define the parameters of the Medium term budget Policy Statement(MTBS)	Compile the report (MTBS).	Complete and publish the report(MTBS) ..	Design the 2008/09 MTBS .

SUB PROGRAMME: SUSTAINABLE RESOURCE MANAGEMENT			Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.					
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
FISCAL POLICY								

SUB PROGRAMME: SUSTAINABLE RESOURCE MANAGEMENT				Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
		Ensure maximization of provincial revenue generation.	Maximize the provincial revenue through the implementation of the public finance management Act (PFMA) and the National provincial revenue process Act	All provincial and public entities fees, rates and tariffs reviewed and adjusted annually Availability of approved provincial revenue policy	Availability of revenue database Engagement of the relevant stakeholders	New projected revenue tariffs available Final draft available for approval	New tariffs reviewed and implemented Approval of provincial revenue policy	Implementation of new tariffs
				Identification of new revenue sources	Research on possible new revenue to be commissioned	Research on possible new revenue to be commissioned	Draft documents available on new sources of revenue	Review the document and sent to HOD Treasury & MEC for consideration

SUB PROGRAMME: SUSTAINABLE RESOURCE MANAGEMENT		Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.
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No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
: BUDGET MANAGEMENT								
	Ensure that there is optimum budget resource allocation and expenditure management within the province.	Resource allocation being in line with the National and provincial/PGDS priorities.	Availability of the following Provincial Budget documents (Budget Statements, appropriate bill citizen guide and the budget speech)	Availability of the following Provincial Budget documents (Budget Statements, appropriate bill citizen guide and the budget speech)	Availability of the following Provincial Budget documents (Budget Statements, appropriate bill citizen guide and the budget speech)	Analysis report on budget inputs and annual performance plan available Availability of first draft printers proofs report to National Treasury (August) Availability of the results from the Achievability exercise and the MTEC to inform the adjustment budget	MTEF allocation letters to departments available after EXCO approval EXCO budget Lekgotla report available Second printers proof draft report available to National Treasury (December)	Final letters of allocation sent to departments available after EXCO approval Availability of the following Provincial Budget documents (Budget Statements, appropriate bill citizen guide and the budget speech)

SUB PROGRAMME: SUSTAINABLE RESOURCE MANAGEMENT				Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
						Availability of EXCO Lekgotla report		
						All Provincial departments/ public entities strategic plans. analyzed to be in line with the national and provincial priorities.	All Provincial departments/ public entities strategic plans. analyzed to be in line with the national and provincial priorities.	All Provincial departments/ public entities strategic plans. analyzed to be in line with the national and provincial priorities.

SUB PROGRAMME: SUSTAINABLE RESOURCE MANAGEMENT					Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.			
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
			Provincial adjustment appropriation bill tabled in line with PFMA	Provincial adjustment appropriation bill tabled in line with PFMA	Allocation of Roll-overs from 2006/07	Utilise results of the achievability exercise and MTEC to inform the adjustment budget.	Approval of the Adjustments estimates by EXCO Pre-benchmark exercise complied with	Final Provincial benchmark exercise complied with
PUBLIC FINANCE								
	Ensure that there is optimum budget resource allocation and expenditure management within the province .	The implementation of the Annual Appropriation Act.	% spent of Provincial departments budget inline with their APP	100% compliance to the Departmental A	100% compliance to the Departmental APP	100% compliance to the Departmental APP	100% compliance to the Departmental APP	100% compliance to the Departmental APP
					Consolidated Provincial Monthly expenditure analysis report available.	Consolidated Provincial Monthly expenditure analysis report available.	Consolidated Provincial Monthly expenditure analysis report available.	Consolidated Provincial Monthly expenditure analysis report available.

SUB PROGRAMME: SUSTAINABLE RESOURCE MANAGEMENT					Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.			
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
			% compliance to the IYM section 32	100% compliance to the IYM section 32	100% compliance to the IYM section 32	100% compliance to the IYM section 32	100% compliance to the IYM section 32	100% compliance to the IYM section 32
					100% compliance of departments in submitting In-Year Monitoring Reports inline by the 15 th of every month	100% compliance of departments in submitting In-Year Monitoring Reports inline by the 15 th of every month	100% compliance of departments in submitting In-Year Monitoring Reports inline by the 15 th of every month	100% compliance of departments in submitting In-Year Monitoring Reports inline by the 15 th of every month
					Consolidated Provincial Monthly expenditure analysis report available.	Consolidated Provincial Monthly expenditure analysis report available.	Consolidated Provincial Monthly expenditure analysis report available.	Consolidated Provincial Monthly expenditure analysis report available.

SUB PROGRAMME: SUSTAINABLE RESOURCE MANAGEMENT					Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.			
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
								13 Cash flow projections documents received and analyzed for credibility
						Analysis of conditional grants business plans	Analysis of conditional grants business plans	Budget loading documents analyzed Analysis of conditional grants business plans
					100% compliance in submitting consolidated In-Year Monitoring Reports to National Treasury by 22 nd of every month.	100% compliance in submitting consolidated In-Year Monitoring Reports to National Treasury by 22 nd of every month.	100% compliance in submitting consolidated In-Year Monitoring Reports to National Treasury by 22 nd of every month.	

SUB PROGRAMME: SUSTAINABLE RESOURCE MANAGEMENT					Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.			
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
					100% compliance to submitting consolidated non-financial information of the Province to National Treasury for publication.	100% compliance to submitting consolidated non-financial information of the Province to National Treasury for publication.	100% compliance to submitting consolidated non-financial information of the Province to National Treasury for publication.	
						100% compliance to the achievability exercise reporting formats by all line departments.	100% compliance to the achievability exercise reporting formats by all line departments.	
					Sec 32 reports submitted to National Treasury for publication	Sec 32 reports submitted to National Treasury for publication	Sec 32 reports submitted to National Treasury for publication	

SUB PROGRAMME: SUSTAINABLE RESOURCE MANAGEMENT				Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
CAPITAL PROJECTS APPRAISAL								
	Ensure efficient and effective delivery of infrastructure programmes in the province	Facilitation of infrastructure delivery.	100% Compliance to DORA and Provincial Appropriation Act	100% Compliance to DORA and Provincial Appropriation Act	100% Compliance to DORA and Provincial Appropriation Act	100% Compliance to DORA and Provincial Appropriation Act	100% Compliance to DORA and Provincial Appropriation Act	100% Compliance to DORA and Provincial Appropriation Act
					Review and submission of Final Infrastructure Plans to National Treasury	Submission of departmental infrastructure plans for 2008/09 and review by Provincial Treasury (plans submitted to National Treasury by 31 August 2007)		
					Finalisation of Provincial 10 Year Integrated Infrastructure Plan			
					Submission of 2007/08 Infrastructure Cash Flow Projections		Review of 2007/08 Infrastructure Cash Flow Projections	

SUB PROGRAMME: SUSTAINABLE RESOURCE MANAGEMENT					Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.			
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
					Submission of 2006/07 4 th Quarter Infrastructure Reporting Model (IRM)	Submission of 2007/08 1 st Quarter Infrastructure Reporting Model (IRM)	Submission of 2007/08 2 nd Quarter Infrastructure Reporting Model (IRM)	Submission of 2007/08 3 rd Quarter Infrastructure Reporting Model (IRM)
					3 monthly reports on infrastructure expenditure available	3 monthly reports on infrastructure expenditure available	3 monthly reports on infrastructure expenditure available	3 monthly reports on infrastructure expenditure available
			100% implementation of the IDIP Phase II (implementation of Assessment & Design Business Cases)		Commencement of IDIP Phase II (implementation of IDIP Assessment & Design Business Case) at Health & Social Development – Technical Assistant deployed to department			
					IDIP Project inception report for Health & Social Development			

SUB PROGRAMME: SUSTAINABLE RESOURCE MANAGEMENT					Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.			
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
					IDIP Capacitation Plans: Education (Review) and Public Works (preparation)			
					Departments submit 3-year Infrastructure Programme Management Plans (IPMP) by end of June to implementing agents		Implementing agents submit Infrastructure Programme Implementation Plans (IPPs) to client departments	
					IDIP Implementation Progress Review: 1 IDIP Provincial Programme Steering Committee (PPSC) meeting and 3 IDIP Programme Management Committee (PMC) meetings	IDIP Implementation Progress Review: 1 IDIP Provincial Programme Steering Committee (PPSC) meeting and 3 IDIP Programme Management Committee (PMC) meetings	IDIP Implementation Progress Review: 1 IDIP Provincial Programme Steering Committee (PPSC) meeting and 3 IDIP Programme Management Committee (PMC) meetings	IDIP Implementation Progress Review: 1 IDIP Provincial Programme Steering Committee (PPSC) meeting and 3 IDIP Programme Management Committee (PMC) meetings

SUB PROGRAMME: SUSTAINABLE RESOURCE MANAGEMENT				Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
PROVINCIAL ASSET RESTRUCTURING UNIT (PARU)								
	To provide restructuring of government assets and services through various restructuring models (eg. PPPs) in order to improve service delivery across the province.	Improve service delivery on restructured assets and projects	One (1) project initiated Provincial Properties Facilities management	One (1) project initiated Provincial Properties Facilities management	Compilation of concept doc. Stakeholder consultations and mobilization Acquire mandate to initiate project Approval of concept document by HOD's Forum	Appointment of Transactional Advisor	Approval of Pre-feasibility study report by HOD's Forum	Feasibility study in progress
			Two (2) projects approved Great North Transport	Two (2) projects approved	Up date feasibility study and NDOT approvals	Request for Proposals for purchase of business	Evaluations and final negotiations	None
			Hospital Big Bang		Procurement of Transactional Advisors	Approval of pre-feasibility study by EXCO	Approval of pre-feasibility study by Capital Budget Committee	Feasibility study in progress

SUB PROGRAMME: SUSTAINABLE RESOURCE MANAGEMENT					Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.			
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
			Integration of provincial water supply		Compilation of concept doc. Stakeholder consultations and mobilisation Acquire mandate to initiate project Approval of concept document by EXCO's Forum	Appointment of Transactional Advisor	Approval of Pre-feasibility study report by EXCO	Feasibility study in progress
			% implementation of 4 projects according to SLAs/project agreements	100% implementation of 4 projects according to SLAs/project agreements	100% implementation of 4 projects according to SLAs/project agreements	100% implementation of 4 projects according to SLAs/project agreements	100% implementation of 4 projects according to SLAs/project agreements	100% implementation of 4 projects according to SLAs/project agreements
			Renal Dialysis PPP	Renal Dialysis PPP	100% implementation of Renal Dialysis PPP Agreement	100% implementation of Renal Dialysis PPP Agreement	100% implementation of Renal Dialysis PPP Agreement	100% implementation of Renal Dialysis PPP Agreement
			GNT				100% implementation of GNT Sale of Business Agreement/s	100% implementation of GNT Sale of Business Agreement/s

SUB PROGRAMME: SUSTAINABLE RESOURCE MANAGEMENT				Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
			District Strategy		100% implementation of District Strategy model	100% implementation of District Strategy model	100% implementation of District Strategy model	100% implementation of District Strategy model
			LSSC		100% implementation of LSSC model	100% implementation of LSSC model	100% implementation of LSSC model	100% implementation of LSSC model

SUB PROGRAMME: SUSTAINABLE RESOURCE MANAGEMENT				Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
INTER-GOVERNMENTAL FISCAL RELATIONS								
	Ensure that there is optimum budget resource allocation and expenditure management within the province(i.e. all provincial depts., parastatals and municipalities	Financial support to the municipalities	No of municipalities with reliable financial system customised to the user requirements	% of high, medium and low municipalities complying to accounting norms and reporting standards (GRAP/GAMA P)	Obtain resolution from the Premier Intergovernmental forum to pass a resolution for the municipalities' council to adopt a uniform system	Finalisation of the system specifications	Procuring procedures for the system	Conclusion of contract and the SLA with the service provider
			% of high and medium municipalities complying to accounting norms and reporting standards (GRAP/GAMA P)	Assessment of GRAP/GAMAP readiness by the municipalities Capacity building on GRAP/GAMAP	Assessment of compliance to GRAP/GAMA P by the municipalities	Assessment of compliance to GRAP/GAMA P by the municipalities		

SUB PROGRAMME: SUSTAINABLE RESOURCE MANAGEMENT				Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
			% of municipalities with implementation and action plans to deal with issues raised on the disclaimer and adverse audit opinion	100% of municipalities with implementation and action plans to deal with issues raised on the disclaimer and adverse audit opinion	Assessment of development of implementation and action plan for improvement in the 2007/08 year end for All municipalities who received disclaimer and adverse opinion	Assessment of development of implementation and action plan for improvement in the 2007/08 year end for municipalities who received disclaimer and adverse opinion	Assessment of development of implementation and action plan for improvement in the 2007/08 year end for municipalities who received disclaimer and adverse opinion	Assessment of development of implementation and action plan for improvement in the 2007/08 year end for municipalities who received disclaimer and adverse opinion

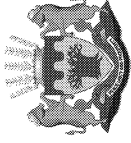
SUB PROGRAMME: SUSTAINABLE RESOURCE MANAGEMENT					Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.			
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
			% compliance of municipalities to provincial and national prescribed budget formats	100% compliance of municipalities to provincial and national prescribed budget formats	100% analysis and approval of 2007/2008 final budget and related policies 31 May 2007	100% Analyses of the Budget evaluation checklist and provision of feedback	100% compliance on preparation of 2008/2009 budget, revenue & expenditure projections, draft policies, consult sector departments (provincial and national)	100% compliance in terms of tabling adjustment budget by 31 January 2008.
						100% compliance for preparation, approval and publishing of Service Delivery and budget implementation plan.		100% compliance in terms of tabling 2008/2009 draft budget and budget policies, in the prescribed format by 31 March 2008

SUB PROGRAMME: SUSTAINABLE RESOURCE MANAGEMENT					Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.			
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
						100% compliance in terms of preparing and tabling budget schedules for 2008/2009		
			% of municipalities submitting S71 reports	100% of municipalities submitting S71 reports	50% of municipalities submitting compliant/reliable s71 reports	60% of municipalities submitting compliant/reliable s71 reports	80% of municipalities submitting compliant/reliable s71 reports	100% of municipalities submitting compliant s71 reports
					Publishing of quarterly S71 reports	Publishing of quarterly S71 reports	Publishing of quarterly S71 reports	Publishing of quarterly S71 reports

SUB PROGRAMME: SUSTAINABLE RESOURCE MANAGEMENT					Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.			
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
			% of municipalities implementing supply chain management	100% of municipalities implementing supply chain management	50% of evaluated municipalities properly implementing the SCM which is in line with the promulgated regulation	70% of evaluated municipalities properly implementing the SCM which is in line with the promulgated regulation	100% of evaluated municipalities properly implementing the SCM which is in line with the promulgated regulation	Assessment of implementation of SCM in 100% of municipalities that have implemented the SCM

SUB PROGRAMME: SUSTAINABLE RESOURCE MANAGEMENT					Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.			
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
			% of municipalities with risk management and internal audit	100% of municipalities with risk management and internal audit	Risk assessment launch 100% of municipalities with the organizational structure that includes internal audit unit and risk management 100% of municipalities trained on risk management and internal audit	100% of the municipalities ' approved organizational structure providing for risk management and internal audit unit 30% of municipalities with properly staffed Risk management and Internal Audit units	60% of municipalities with properly staffed Risk management and Internal Audit units Capacity building in the units	100% of municipalities with risk assessment & internal audit Capacity building in the units

SUB PROGRAMME: SUSTAINABLE RESOURCE MANAGEMENT				Strategic Goal: To develop provincial fiscal policy and macro-economic framework for the province.				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
			% of municipalities' assessed on MFMA monthly, quarterly, and yearly return forms as guided by NT	100% of municipalities' assessed on MFMA monthly, quarterly, and yearly return forms as guided by NT	100% compliance of assessed municipalities to the monthly, quarterly return forms and reports	100% compliance of assessed municipalities to the monthly, quarterly return forms and reports	100% compliance of assessed municipalities to the monthly, quarterly return forms and reports	100% compliance of assessed municipalities to the monthly, quarterly return forms and reports



PROGRAMME 3: ASSETS, LIABILITY AND SUPPLY CHAIN MANAGEMENT

PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT				Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
SUPPLY CHAIN MANAGEMENT								
	Contribute to increased BBBEE and SMME development and participation through appropriate supply chain management policies and procedures within the province	Development and implementation of SCM system	Policies developed, reviewed and approved.	Rollout, implement and monitor the guidelines on demand. Dispute Resolution Framework developed and approved.	a) Approval of Dispute Resolution Framework	a) Roll out and implementation.	a) Monitoring and Implementation	a) Monitoring and Implementation

PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT				Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
				Policy on disposal of unserviceable assets developed and approved.	b) Develop a draft policy document on Disposal of unserviceable assets.	b) Consultations for inputs on the draft.	b) Approval of the policy	b) Roll out and implementation
				Framework on site inspections for bids developed, approved and rolled out. Developed and Approved practice notes.	c) Research on a framework for on site inspection for bids	c) Development of a draft framework for on site inspection for bids	c) Consultation	c) Approval
		Empowerment of HDIs, SMMEs and youth	% of bids awarded to local HDIs and SMMEs	79% of bids to be awarded to local HDIs and SMMEs.	76% of the bids to be awarded to local HDIs and SMMEs.	77% of the bids to be awarded to local HDIs and SMMEs.	78% of the bids to be awarded to local HDIs and SMMEs.	79% of the bids to be awarded to local HDIs and SMMEs.

PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT				Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
			% of bids awarded to local Women	55% of bids to be awarded to the disabled persons	52% of the bids to be awarded to local women.	53% of the bids to be awarded to local women.	54% of the bids to be awarded to local women.	55% of the bids to be awarded to local women.
			% of bids awarded to Disabled persons	3.5% of bids to be awarded to the disabled persons.	3, 2% of the bids to be awarded to Disabled persons.	3, 3% of the bids to be awarded to Disabled persons.	3, 4% of the bids to be awarded to Disabled persons.	3.5% of the bids to be awarded to Disabled persons.
			% of bids awarded to local youth	35% of bids to be awarded to local youth	32% of bids awarded to local Youth.	33% of bids awarded to local Youth	34% of bids awarded to local Youth	35% of bids awarded to local Youth
			% of high value bids awarded to local HDIs and SMMEs	38% of high value bids awarded to previously HDIs and SMMEs	32% of high value bids awarded to local HDIs and SMMEs	34% of high value bids awarded to local HDIs and SMMEs	36% of high value bids awarded to local HDIs and SMMEs	38% of high value bids awarded to local HDIs and SMMEs

PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT				Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province				
No	Strategic Objective/priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
			% of medium value bids awarded to local HDIs and SMMEs	23% of medium value bids awarded to previously local HDIs and SMMEs	20% of medium value bids awarded to local HDIs and SMMEs	21% of medium value bids awarded to local HDIs and SMMEs	22% of medium value bids awarded to local HDIs and SMMEs	23% of medium value bids awarded to local HDIs and SMMEs
			% of low value bids awarded to local HDIs and SMMEs	58% of low value bids awarded to local HDIs and SMMEs	55% of low value bids awarded to local HDIs and SMMEs	56% of low value bids awarded to local HDIs and SMMEs	57% of low value bids awarded to local HDIs and SMMEs	58% of low value bids awarded to local HDIs and SMMEs.
			% of bids above R3m awarded to joint ventures	30% of bids above R3m awarded to joint ventures	26% of bids above R3m awarded to joint ventures	27% of bids above R3m awarded to joint ventures	28% of bids above R3m awarded to joint ventures	30% of bids above R3m awarded to joint ventures
		Building capacity in provincial departments and public entities	No. of officials from provincial departments and public entities trained on SCM policies and procedures.	All provincial departments and public entities capacitated on eleven Further Practice Notes and Approved policies.	All provincial departments and public entities capacitated on the five Further Practice Notes on SCM developed and the roll out of Demand Management Guidelines.	All provincial departments and public entities capacitated on the six Further Practice Notes.	All provincial departments and public entities capacitated on Further Practice Notes.	All provincial departments and public entities capacitated on Further Practice Notes.

PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT				Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
				Coordinate seven SCM training sessions with an overall of 175 candidates.	One training sessions targeting 25 candidates	Two training sessions targeting 50 candidates	Two training sessions targeting 50 candidates	Two training sessions targeting 50 trainees
		Ensure effective and efficient implementation of SCM prescripts.	Number of provincial departments and public Entities assessed on overall SCM processes	All departments and public entities assessed on SCM structures and processes.	All departments and public entities assessed on SCM structures and processes and provide advice where necessary.	All departments and public entities assessed on SCM processes and provide advice where necessary.	All departments and public entities assessed on, SCM processes and provide advice where necessary.	All departments and public entities assessed on, SCM processes and provide advice where necessary.
		Efficient and effective management of demand and acquisition for transversal goods and services	Number of specifications for transversal bids developed and approved.	Four specifications for transversal bid developed and approved.	One specification for transversal bid developed and approved.	Two specifications for transversal bids developed and approved.	Three specifications for transversal bids developed and approved.	Four specifications for transversal bids developed and approved.

PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT				Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
			Number of transversal bids advertised four months before expiry.	Five transversal bids advertised four months before expiry.	Two transversal bids advertised four months before expiry.	Three transversal bids advertised four months before expiry.	Four transversal bids advertised four months before expiry.	Five transversal bids advertised within four months before expiry.
			Number of transversal contracts concluded within four months after closure	Five transversal contracts concluded within four months after closure	Two of transversal contracts concluded within four months after their closure	Three transversal contracts concluded within four months after their closure	Four transversal contracts concluded within four months after their closure	Five transversal contracts concluded within four months after their closure
			% of transversal contracts awarded to local HDIs & SMMEs	79% of transversal contracts awarded to local HDIs & SMMEs	70% of transversal contracts awarded to local HDIs & SMMEs	73% of transversal contracts awarded to local HDIs & SMMEs	76% of transversal contracts awarded to local HDIs & SMMEs	79% of transversal contracts awarded to local HDIs & SMMEs

PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT				Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province				
No	Strategic Objective/priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
			% of bids awarded to women.	55% of bids awarded to local women.	40% of bids awarded to local women.	45% of bids awarded to local women.	50% of bids awarded to local women.	55% of bids awarded to local women.
			% of bids awarded to local persons with disabilities.	3.5% of bids awarded to local persons with disabilities.	2% of bids awarded to local persons with disabilities.	2.5% of bids awarded to persons with disabilities.	3.0% of bids awarded to local persons with disabilities.	3.5% of bids awarded to local persons with disabilities.
			% of transversal contracts awarded to local youth.	35% of bids to be awarded to local youth.	20% of bids to be awarded to local youth.	25% of bids to be awarded to local youth.	30% of bids to be awarded to local youth.	35% of bids to be awarded to local youth.
			Number of transversal contracts monitored for compliance.	12 transversal contracts monitored for supplier/ Departments' performance.	11 transversal contracts monitored for supplier/ departments' performance.	11 transversal contracts monitored for supplier/ Departments' performance.	12 transversal contracts monitored for supplier/ Departments' performance.	12 transversal contracts monitored for supplier/ Departments' performance.

PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT					Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province				
No	Strategic Objective/priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
			Research report on strategic sourcing for transversal bids	Conduct research on the actual expenditure and demand on four transversal bids.	Conduct strategic sourcing research for one transversal bid	Conduct strategic sourcing research for one transversal bid	Conduct strategic sourcing research for one transversal bid	Conduct strategic sourcing research for one transversal bid	
			Management of the publication of the Provincial Tender Bulletin.	Number of editions of the bid bulletins published.	47 editions of Provincial Tender Bulletin published.	13 editions of Provincial Tender Bulletin published.	13 editions of Provincial Tender Bulletin published.	11 editions of Provincial Tender Bulletin published.	10 Provincial Tender Bulletin published.
			Development and maintenance of the provincial vendor database.	Developed provincial vendor database	Development of the provincial vendor database	Facilitate installation of the SCM database system	Invitation of potential bidders to register on the database	Development of the database	Development of the database
				Developed database for Bid Bulletin subscribers.		Updating the database for subscribers in all Districts.	Updating the database for subscribers in all Districts.	Updating the database for subscribers in all Districts.	Updating the database for subscribers in all Districts.

PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT				Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
		Increase public sector SCM policies awareness within the public.	Number of public sector SCM awareness workshops conducted and the number of attendees.	150 awareness workshops to be conducted	45 workshops to be conducted with an overall attendance of 950	45 workshops to be conducted with an overall attendance of 950	30 workshops to be conducted with an overall attendance of 500	30 workshops to be conducted with an overall attendance of 500
			Host SCM business week	SCM business week	Preparations for the business week	Host SCM business week	Monitor the implementation of the resolutions	Monitor the implementation of the resolutions
			No. of radio slots utilized for SCM Advice	12 radio slots utilized for SCM Advice	Four Radio slots.	Four Radio slots	Two Radio slots utilized	Two Radio slots utilized
			No. of information sharing sessions conducted at Multi Purpose Community Centres.	No. of information sharing sessions conducted at Multi Purpose Community Centres.	30 information sharing sessions to be conducted	30 information sharing sessions to be conducted	20 information sharing sessions to be conducted	20 information sharing sessions to be conducted

PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT				Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
		Increase access of the public to government tender opportunities	Bid bulletins and bid documents collected and distributed for sale to the public.	Bid bulletins and bid documents collected and distributed for sale to the public.	All bid bulletins and bid documents to be collected and distributed on weekly basis for sale	All bid bulletins and bid documents to be collected and distributed on weekly basis for sale	All bid bulletins and bid documents to be collected and distributed on weekly basis for sale.	All bid bulletins and bid documents to be collected and distributed on weekly basis for sale

PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT				Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
ASSETS AND LIABILITIES								
	Ensure effective, efficient and economic management of assets and liabilities in the province (All departments, municipalities and public entities.	Coordinate the maintenance of a Comprehensive Asset Register	Departmental annual asset management plans in place	Departmental annual asset management plans in place	Consultation and development of the plan	Draft Annual Asset management plans in place	Asset management plans in place	Crafting of Asset management Monitoring Tool
			Implementation of annual asset management plans	100% implementation of the Acquisition strategy.	All pre- 2005/06 draft assets cleared.	All Q1 and Q2 draft assets cleared.	All Q3 draft assets cleared.	All Q4 draft assets cleared.

PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT				Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
					3x Monthly monitoring report on Capex	6x Monthly monitoring report on Capex	9x Monthly monitoring on report Capex	12x Monthly monitoring report on Capex
					3 x Asset Register Reviews and Data Purifications	6 x Asset Register Reviews and Data Purifications	9 x Asset Register Reviews and Data Purifications	12 x Asset Reviews and Register Data Purifications
					50% Verification for all identified historical properties at P/Works	100% Verification for all identified historical properties at P/Works	50% accounting for all identified historical properties at P/Works	100% accounting for all identified historical properties at P/Works
				100% implementation of the disposal strategy.	25% Disposal of items identified in prior financial years	50% Disposal of items identified in prior financial years	75% Disposal of items identified in prior financial years	100% Disposal of items identified in prior financial years
				100% implementation of the transfer strategy.	Transfer done as and when necessary	Transfer done as and when necessary	Transfer done as and when necessary	Transfer done as and when necessary

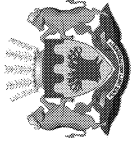
PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT				Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
			100% Implementation of the Asset Verifications Strategy	100% implementation of the verification strategy.	Random Verification Audits done in head offices	Random Verification Audits done in three districts	Random Verification Audits done in four districts	Random Verification Audits done in five districts
		Progress Reporting	100% Progress Reporting	100% Progress Reporting	1 x Quarterly Report in place	2 x Quarterly Reports in place	3 x Quarterly Reports in place	4 x Quarterly Reports in place
		Risk Assessment on Assets	All institutions per performance plan	Risk assessment at all government properties.	25% hospitals assessed	50% hospitals assessed	75% hospitals assessed	100% hospitals assessed
						All garages assessed	N/a	All garages assessed
		Implementation of the PMS	Timely and accurate Performance Management Systems	100% implementation of the PMS	Timely and accurate PMS Agreement in place	N/a	N/a	N/a
					1x Timely and accurate PMS Review	2 x Timely and accurate PMS Reviews	3 x Timely and accurate PMS Reviews	Timely and accurate PMS evaluation report

PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT				Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
RISK MANAGEMENT AND SECURITY SERVICES								
		Asset Management Policy and Procedures	Implement the Provincial Asset Management Policy and Procedures	Implementation of the Provincial Asset Management Policy and Procedures	Approved Provincial Asset Management Policy	Policy rolled-out in 2 x districts and Head Offices	Policy rolled-out in 5 x districts and Head Offices	Review the policy the policy when necessary
					Formulate the Verification Practice Note	Implement and monitor Verification Practice Note	Implement and monitor Verification Practice Note	Implement and monitor Verification Practice Note

PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT				Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province				
No	Strategic Objective/priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
					Review Procedures when necessary	Review Procedures when necessary	Review Procedures when necessary	Review Procedures when necessary
		Capacity Building	Operational Asset Management Units (AMUs)	AMUs operating at full capacity.	Ensure all departments operate at full capacity	Ensure all departments operate at full capacity	Ensure all departments operate at full capacity	Ensure all departments operate at full capacity
					Ensure all AMUs are trained in Asset Management Systems when necessary	Ensure all AMUs are trained in Asset Management Systems when necessary	Ensure all AMUs are trained in Asset Management Systems when necessary	Ensure all AMUs are trained in Asset Management Systems when necessary
		Special Projects	Participation in Provincial and Departmental Strategic Projects	Participation in special projects on adhoc basis.	Participation in the Finest Design/Modification Projects when necessary	Participation in the Finest Design/Modification Projects when necessary	Participation in the Finest Design/Modification Projects when necessary	Participation in the Finest Design/Modification Projects when necessary
					Participation in the Provincial Public Service Week when necessary	Participation in the Provincial Public Service Week when necessary	Participation in the Provincial Public Service Week when necessary	Participation in the Provincial Public Service Week when necessary

PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT				Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
		Management of banking arrangements in the province	Availability of signed banking contract and service level agreement	Signed banking contract and SLA by January 2008	Developing the Specifications	Advertising of tender	Conclusion of tender	Handing over plan
			Functioning bank accounts for all departments	15 bank accounts opened and functioning by 31 March 2008	Maintenance of the current bank accounts for all departments.	Maintenance of the current bank accounts for all departments.	Maintenance of the current bank accounts for all departments.	Maintenance of the current bank accounts for all departments and opening 15 new bank accounts in terms of the new contract.
			Availability of face value documents in all depts.	100% maintenance of stock levels.	Meeting all stock requisitions of the departments	Meeting all stock requisitions of the departments	Meeting all stock requisitions of the departments	Meeting all stock requisitions of the departments
		Improvement of cash management in the province	Provincial cash position	No overdraft at any given point in the province.	Transferring funds in terms of the approved payment schedule	Transferring funds in terms of the approved payment schedule	Transferring funds in terms of the approved payment schedule	Transferring funds in terms of the approved payment schedule

PROGRAMME: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT				Strategic Objectives: To regulate and ensure effective and efficient SCM implementation, the management of non-current and financial assets in the province				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
			Number of cash management workshops	2 workshops per annum.	Developing workshop materials	Developing workshop materials	Conduct 1 workshop for all departments	Conduct 1 workshop for all departments
			Number of votes spending within their cash requisitions	11 votes spending within their monthly cash requisitions.	10 votes spending within their cash requisitions	11 votes spending within their cash requisitions	11 votes spending within their cash requisitions	11 votes spending within their cash requisitions
			Approved investment policy	Policy reviewed and implemented.	Policy implementation	Policy implementation	Policy implementation	Policy implementation and review
			% increase in interest on investment	10% increase on interest earned.	10% increase to previous year 1 st quarter	10% increase to previous year 2 nd quarter	10% increase to previous year 3 rd quarter	10% increase to previous year 4 th quarter
		Preparation of the Provincial Revenue Fund (PRF) Annual Financial Statements	Audited PRF Annual Financial Statements.	Preparation of the PRF Annual Financial Statements.	Clearing of BAS exceptions for 2004/05 – 2006/07 and close. Preparation of the 2006/07 Annual Financial Statements	Clearing of BAS exceptions and closing all months	Clearing of BAS exceptions and closing all months	Clearing of BAS exceptions and closing all months



PROGRAMME 4: FINANCIAL GOVERNANCE AND SYSTEMS DEVELOPMENT

PROGRAMME: FINANCIAL GOVERNANCE AND SYSTEMS DEVELOPMENT				Strategic Goal: Sound financial management within the Province				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
FINANCIAL REPORTING								
	Ensure sound financial management in the Province	Co-ordinate annual financial statements for Departments and Public Entities.	All Departments and Public Entities submit annual financial statements to Auditor General by 31 May.	Coordinated annual financial statements for Departments and Public Entities for 2005/06	Coordinate submission of annual financial statements for all Provincial Departments and Public Entities for 2006/07 by 31 May 2007	Submission of the audited annual report for Provincial Departments to National Treasury	Review the audit outcomes	Training departments on the new template for AFS
		Consolidated financial statements for departments and public entities	Consolidated Annual Financial Statements for departments and public entities	Submitted consolidated Annual financial statements for 2005/06 to Auditor General	Prepare consolidated Annual financial statements for submission to the Auditor General	Submit final consolidated Annual financial statements to the Auditor General	Submit the audited consolidated annual financial statement to the MEC for tabling in the Legislature	Training on the AFS consolidation template

PROGRAMME: FINANCIAL GOVERNANCE AND SYSTEMS DEVELOPMENT				Strategic Goal: Sound financial management within the Province				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
			All Provincial Departments and Public Entities to obtain unqualified audit opinions	Seven Departments obtained unqualified audit opinions and six received audit qualifications for 2005/06.	Follow up on the departments and public entities which obtained qualified audits reports and provide assistance	Follow up on the departments and public entities which obtained qualified audits reports and provide assistance	Follow up on the departments and public entities which obtained qualified audits reports and provide assistance	Follow up on the departments and public entities which obtained qualified audits reports and provide assistance
				Six Public Entities obtained unqualified audit opinions and three received qualified audit opinions for 2005/06.			Review audit outcomes for provincial departments and public entities for 2006/07	

PROGRAMME: FINANCIAL GOVERNANCE AND SYSTEMS DEVELOPMENT				Strategic Goal: Sound financial management within the Province				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
			Reconciliation and clearance of suspense accounts	Developed policy on suspense accounts and monitor reconciliation and clearance of accounts	Assemble and train suspense account core team	Monitor and assist in the monthly clearance of suspense accounts	Monitor and assist in the monthly clearance of suspense accounts	Monitor and assist in the monthly clearance of suspense accounts
			Monthly closure of the provincial financial books in all departments	Monthly closure of financial books of accounts	Monitor and assist in the monthly closure of the financial books in all departments	Monitor and assist in the monthly closure of the financial books in all departments	Monitor and assist in the monthly closure of the financial books in all departments	Monitor and assist in the monthly closure of the financial books in all departments
			Reduction in the provincial debtors age analysis	Developed debt management policy	Receive departmental plans on the reduction of the debt age	Monitor progress and consolidate progress reports	Monitor progress and consolidate progress reports	Monitor progress and consolidate progress reports

PROGRAMME: FINANCIAL GOVERNANCE AND SYSTEMS DEVELOPMENT				Strategic Goal: Sound financial management within the Province				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
			Annual Financial Statements	Annual financial statement s for 2003/05	Finalise the tender and appoint service provider for the clearance of accounting backlog	Update and reconcile the records	Prepare for 2003/04 - 2006/07. Calculate and distribute interest Close out inactive accounts.	Submission of Annual Financial Statements for the Traditional Authorities and Trust Accounts for 2005/6 to Auditor General
		Implementation of the unauthorized Act	Clearance of unauthorized expenditure in the books of accounts	Unauthorised Expenditure Act legislated and unauthorized bill for 2002/3 drafted.				

PROGRAMME: FINANCIAL GOVERNANCE AND SYSTEMS DEVELOPMENT				Strategic Goal: Sound financial management within the Province				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
NORMS AND STANDARD								
	Ensure sound financial management in the Province	Co-ordinate annual financial statements for Provincial Departments, Public Entities and Prepare consolidated financial statements for the province	Number of Standing Committee on Public Accounts (SCOPA) resolutions implemented.	Tabled the second Limpopo Province Unauthorised Expenditure Bill in the Legislature (1999/2000 – 2001/02 financial years).	Implement unauthorized expenditure act for 2002/03 Table unauthorized expenditure bill for 2002/03		Assist request for funding the implementation of the unauthorized expenditure 2002/03	Implement the unauthorized expenditure act 2002/03

PROGRAMME: FINANCIAL GOVERNANCE AND SYSTEMS DEVELOPMENT				Strategic Goal: Sound financial management within the Province				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
				Draft Unauthorized Expenditure bills for 2002/03 and 2003/04 Financial year.	Draft unauthorized expenditure bill for 2003/04 SCOPA support on the public hearings 2005/06		Tabling unauthorized expenditure bill for 2003/04	
				Developed ten provincial financial policies	Review and upgrade the ten(10) policies	Finalise the review and upgrading of the ten (10) policies	Submit policies for quality control	Implement the policies
				Reviewed the audit reports and coordinated the development of strategies to address the audit outcomes by departments.	Consolidate monthly progress reports on matters of emphasis for all provincial departments	Consolidate monthly progress reports on matters of emphasis for all provincial departments	Consolidate monthly progress reports on matters of emphasis for all provincial departments	Consolidate monthly progress reports on matters of emphasis for all provincial departments

PROGRAMME: FINANCIAL GOVERNANCE AND SYSTEMS DEVELOPMENT				Strategic Goal: Sound financial management within the Province				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
INTERNAL CONTROL AND RISK MANAGEMENT								
		Support Provincial Audit Committee and SCOPA functions	Support, monitor and evaluate implementatio n of resolutions	Support Audit Committee and monitor implementatio n of resolutions	Support Audit Committee and monitor implementation of resolutions	Support Audit Committee and monitor implementati on of resolutions	Support Audit Committee and monitor implementatio n of resolutions	Support Audit Committee and monitor implementati on of resolutions
		Develop Provincial risk management guidelines	Risk Management guidelines and procedures	Internal control risks on head count.	Develop provincial risk management guidelines	Develop provincial risk management guidelines	Implement provincial risk management guidelines	Implement provincial risk management guidelines
				Verified the handing over procedures of assets in Municipalities	Monitor the process of assets transfer in municipalities	Monitor the process of assets transfer in municipalities	Monitor the process of assets transfer in municipalities	Review and report on the process of assets transfer in municipalitie s

PROGRAMME: FINANCIAL GOVERNANCE AND SYSTEMS DEVELOPMENT				Strategic Goal: Sound financial management within the Province				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
				Reviewed and assessed the effectiveness of internal controls at Greater Tzaneen Municipality	Assessment of the financial management process during the formation of the Greater Tzaneen municipality			

PROGRAMME: FINANCIAL GOVERNANCE AND SYSTEMS DEVELOPMENT				Strategic Goal: Sound financial management within the Province				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
FINANCIAL TRAINING								
	Ensure sound financial management in the Province	Capacity building for financial officers in provincial departments	Number of provincial officials capacitated on financial management	Official trained in financial systems: BAS 174 FINEST 249 PERSAL 207 125 trained on financial management Eight officials studying towards Chartered Institute of Management Accountants qualification	300 officials to be trained on financial systems Register five youth for Chartered Institute of Management Accountants qualification Establish Centre and enroll ten youth on CA qualification	350 officials to be trained financial systems Establish Centre and enroll ten youth on CA qualification	350 officials to be trained financial systems Establish Centre and enroll ten youth on CA qualification	300 officials to be trained financial systems Establish Centre and enroll ten youth on CA qualification

PROGRAMME: FINANCIAL GOVERNANCE AND SYSTEMS DEVELOPMENT				Strategic Goal: Sound financial management within the Province				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
		Reduction of audit qualification and matters of emphasis	Skills development and training on financial management and systems	Appointment of Service Provider for Skills Audit	Conduct skills audit and develop skills development plan	Conduct skills audit and develop skills development plan	Conduct skills audit and develop skills development plan	Implement skills development plan
		Improve management information and secure institutional memory	Resource centre and availability of information	Conducted feasibility study on establishment of resource centre.	Establish resource centre	Establish resource centre	Establish resource centre	Maintenance and purchase of material.

PROGRAMME: FINANCIAL GOVERNANCE AND SYSTEMS DEVELOPMENT				Strategic Goal: Sound financial management within the Province				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
FINANCIAL SYSTEMS DEVELOPMENT								
	Ensure sound financial management in the Province	Development of sound and reliable financial systems	95% availability of financial systems	95% availability of financial systems	Monitor and facilitate the availability of the Network Infrastructure in the Province	Monitor and facilitate the availability of the Network Infrastructure in the Province	Monitor and facilitate the availability of the Network Infrastructure in the Province	Monitor and facilitate the availability of the Network Infrastructure in the Province
			Development of financial systems to comply with PFMA	Developed asset management modification specification	Alignment of asset and revenue management with SCOA	Alignment of asset and revenue management with SCOA	Alignment of asset and revenue management with SCOA	Alignment of asset and revenue management with SCOA

PROGRAMME: FINANCIAL GOVERNANCE AND SYSTEMS DEVELOPMENT				Strategic Goal: Sound financial management within the Province				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
			Implementatio n of assets module in FINEST	Develop Asset management project plan	Implementatio n of modification of Assets module	Implementatio n of modification of Assets module	Implementatio n of modification of Assets module	Implement ion and system support
			Implementatio n of revenue module in FINEST	Developed Revenue Management modification plan	Implementatio n of Revenue management and support	Implementatio n of Revenue management and support	Implementatio n of Revenue management and support	support and maintenance
			Implementatio n of remaining module	Remaining modules were put on hold	Negotiate and implement contracts on asset and revenue	Negotiate and implement contracts on asset and revenue		
			Development of disaster recovery plan	Developed framework for Disaster Recovery Plan	Develop and implement disaster recovery plan	Develop and implement disaster recovery plan	Develop and implement disaster recovery plan	Test the operation ability of disaster recovery plan

PROGRAMME: FINANCIAL GOVERNANCE AND SYSTEMS DEVELOPMENT				Strategic Goal: Sound financial management within the Province				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
		Monitoring of systems compliance with IT policies and procedures			Monitor and evaluate compliance with systems policies	Monitor and evaluate compliance with systems policies	Monitor and evaluate compliance with systems policies	Monitor and evaluate compliance with systems policies
		Systems performance and analysis research			Analysis and research	Analysis and research	Analysis and research	Analysis and research

PROGRAMME: FINANCIAL GOVERNANCE AND SYSTEMS DEVELOPMENT					Strategic Goal: Sound financial management within the Province			
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
SYSTEMS ADMINISTRATION (BAS, PERSAL AND FINEST)								
	Ensure sound financial management in the Province	Development of sound and reliable financial systems	Finalise the implementation of the Standard Chart of Accounts (SCOA)	Updated the latest of SCOA	Review and update changes on SCOA	Review and update changes on SCOA	Review and update changes on SCOA	Review and update changes on SCOA
			Monitoring parity between systems		Random parity checks between systems	Random parity checks between systems	Random parity checks between systems	Review and monitor parity between systems
		Provision of systems management support	Customer satisfaction		Provide systems support to Users	Provide systems support to Users	Provide systems support to Users	Provide systems support to Users
		Monitor and evaluate administration and management of the systems	Compliance with PFMA on salary payments	Monitor compliance with PFMA	Monitor compliance with PFMA	Monitor compliance with PFMA	Monitor compliance with PFMA	Monitor compliance with PFMA

PROGRAMME: FINANCIAL GOVERNANCE AND SYSTEMS DEVELOPMENT				Strategic Goal: Sound financial management within the Province				
No	Strategic Objective/ priority	Measurable Objective (KRA)	Performance measure indicator (KRI)	2007/08 (targets)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
		Systems Support		Attend and respond to systems problems within two hours	Attend and respond to logged calls within one hour	Attend and respond to logged calls within one hour	Attend and respond to logged calls within one hour	Attend and respond to logged calls within one hour
		Salary deviation analysis	Analysis of payments trends	Analysis of payments trends	Analysis of payments trends	Analysis of payments trends	Analysis of payments trends	Analysis of payments trends
			Reduction of contingent liability on housing guarantees	Implementatio n of State Guarantee policy on housing	Implementati on of State Guarantee policy on housing	Implementati on of State Guarantee policy on housing	Implementatio n of State Guarantee policy on housing	Implementati on of State Guarantee policy on housing
		Establishment of printing bureau for PERSAL salary cheques, reports and pay slips.	Printing bureau in Polokwane	Conducted feasibility study on the establishment of the bureau	Conducted feasibility study on the establishment of the bureau	Conducted feasibility study on the establishmen t of the bureau	Conducted feasibility study on the establishment of the bureau	Implementati on of printing solution