



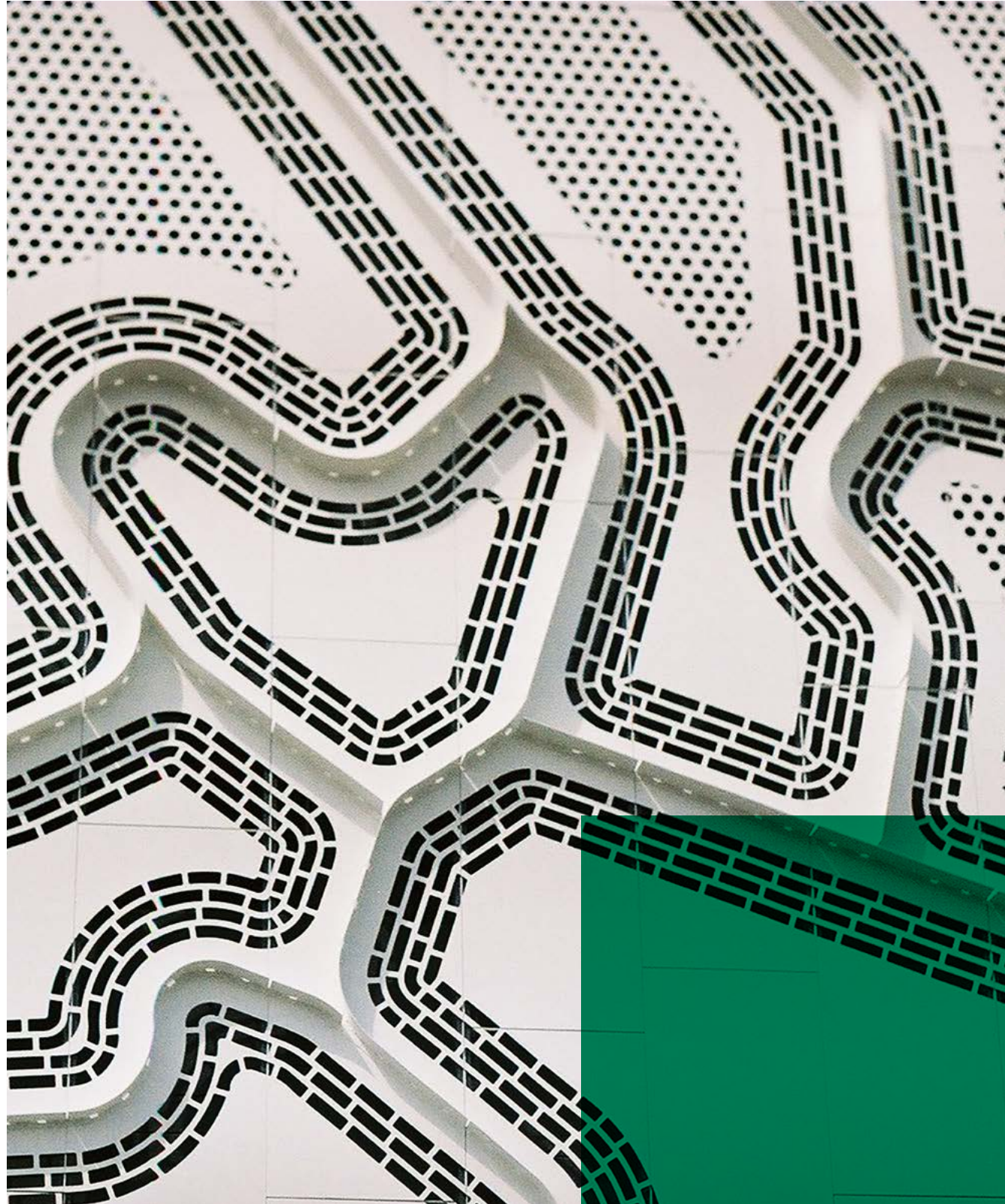
planning, monitoring  
& evaluation

Department:  
Planning, Monitoring and Evaluation  
REPUBLIC OF SOUTH AFRICA



# GUIDELINES FOR IMPLEMENTATION

of the Revised Framework for Strategic Plans  
and Annual Performance Plans



Issued by the Department  
of Planning, Monitoring and  
Evaluation for implementation  
by the national and provincial  
spheres of government

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### Abbreviations

AOP	Annual Operational Plan
APP	Annual Performance Plan
ENE	Estimates of National Expenditure
EPRE	Estimates of Provincial Revenue and Expenditure
IDP	Integrated Development Plan
MEC	Member of the Executive Council
MTEF	Medium Term Expenditure Framework
MTRF	Medium Term Revenue and Expenditure Framework
MTSF	Medium Term Strategic Framework
NaTIS	National Administration Traffic Information System
OP	Operational Plan
PESTEL	Political, economic, social, technological, environmental and legal
PFMA	Public Finance Management Act
PPP	Public-Private Partnership
SDBIP	Service Delivery and Budget Implementation Plan
SMART	Specific, measurable, achievable, relevant, time-bound
SP	Strategic Plan
SWOT	Strengths, weaknesses, opportunities and threats
TID	Technical indicator description

## CHAPTER 1: PLANNING TOOLS

## 1.1 Introduction

This section gives information about tools that institutions can use at the various stages of the planning process. They should select tools relevant to themselves that will enable their results-based planning. The Theory of Change is one such tool, providing a thorough strategic logic for achieving an identified change or impact.

Different planning tools can be used at the different stages of planning to provide a comprehensive view of the results chain and of other factors such as assumptions and risks. Tools currently used in government planning include Scenario Planning, SWOT analysis, PESTEL analysis, Fishbone analysis, Problem/Solution Tree analysis, Theory of Change, Logframe, Balanced Score Card, activity-based costing and programme-based budgeting.

## 1.2 Planning tools for situational or diagnostic analysis

### 1.2.1 Scenario Planning

Scenario planning is one of the tools government institutions use as part of their planning processes. It can be used for medium- to long-term planning or in preparation for a

new planning cycle and is often appropriate for developing a situational or diagnostic analysis.

Scenarios assist with taking a long view, where many factors may be uncertain. They provide for articulation of pathways that may exist in the future and for potential movements within each pathway. This can enable adaptation to changing aspects of the environment. Scenario planning involves making choices currently, with an understanding of how they might turn out in the future.

### 1.2.2 SWOT and PESTEL analysis

SWOT (strengths, weaknesses, opportunities and threats) and PESTEL (political, economic, social, technological, environmental and legal) analyses are widely used and well known planning tools and are used to identify key external and internal factors that must be taken into consideration during a situational analysis process. They highlight key issues relating to the context of a project, initiative, programme or organisation which, if not identified and addressed, could critically affect the chances of success. SWOT analysis information can be summarised as shown in the following table.

**Table 1.1: SWOT analysis**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Any kinds of capabilities or resources that the organisation (and any partners or active stakeholders involved) can bring to achieve the desired result of the project, initiative, programme or organisation. For example:               <ul style="list-style-type: none"> <li>Political: power, influence, connectedness, image and reputation</li> <li>Economic and/or financial resources: skills, experience, knowledge, qualifications, accreditation or geographical advantages.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Existing gaps in capabilities or resources in the implementing organisation(s). For example:               <ul style="list-style-type: none"> <li>Weaknesses which will take effect in the future such as the departure of key staff or expiry of funds</li> <li>Known vulnerabilities: things which the organisation does not do well or struggles with.</li> </ul> </li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>Found in the operational context within which the project, initiative or decision will be implemented. For example:               <ul style="list-style-type: none"> <li>Relationships or partnerships that can be drawn upon</li> <li>New information that has become available</li> <li>Practices adopted by other organisations or actors in addressing similar challenges</li> <li>Potential funding sources</li> <li>Possible efficiency gains from re-allocation of resources.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Events or trends that could threaten the project or initiative or that put progress at risk. For example:               <ul style="list-style-type: none"> <li>Political, economic, social, technological, environmental or legal events or trends</li> <li>Risks and disadvantages that would be incurred by a given initiative or action under consideration</li> <li>Time, including disappearing opportunities, deadlines or unrealistic timelines.</li> </ul> </li> </ul>

PESTEL analysis information can be summarised as shown in the following table.

**Table 1.2: PESTEL analysis**

<b>Political factors</b>	<ul style="list-style-type: none"> <li>• Government policies: national, provincial, local</li> <li>• Government resource allocations</li> <li>• Changes in power, influence, connectedness of key relevant actors or groups</li> <li>• Expected direction of future political change</li> <li>• Other factors.</li> </ul>
<b>Economic factors</b>	<ul style="list-style-type: none"> <li>• Economic situation: local, national, regional, global</li> <li>• Financial situation of key stakeholders or other relevant entities</li> <li>• Availability of private sector resources relevant to the project or initiative</li> <li>• Expected direction of economic change</li> <li>• Other factors.</li> </ul>
<b>Social factors</b>	<ul style="list-style-type: none"> <li>• Demographics and population trends</li> <li>• Education levels</li> <li>• Access to essential services</li> <li>• Public perceptions</li> <li>• Knowledge, attitudes and practices of a particular population group</li> <li>• Other factors.</li> </ul>
<b>Technological factors</b>	<ul style="list-style-type: none"> <li>• Population groups' access to technologies</li> <li>• New technologies that could affect the context significantly or that could be used to achieve objectives</li> <li>• Potential for innovation</li> <li>• Other factors.</li> </ul>
<b>Environmental factors</b>	<ul style="list-style-type: none"> <li>• Contextually relevant environmental issues</li> <li>• Environmental impacts of planned or ongoing activities</li> <li>• Relevant environmental regulations or requirements</li> <li>• Trends or expected future developments in the environment</li> <li>• Other factors.</li> </ul>
<b>Legal factors</b>	<ul style="list-style-type: none"> <li>• Human rights</li> <li>• Existing legislation having an impact on other factors, or affecting population groups or the work of the institution</li> <li>• International agreements</li> <li>• Other factors.</li> </ul>

### 1.2.3 Fishbone analysis

The Fishbone tool is a cause-and-effect analysis method used to identify the likely cause of a problem. It seeks to identify factors which do not contribute to the core problem; eliminate problems beyond the institution's control; decide on the most important problems to solve; decide on information gaps which require research; and design a solution. A Fishbone diagram identifies many possible causes for an effect or problem and can be used to structure a brainstorming session.

### 1.2.4 Problem and Solution Tree analysis

The Problem Tree tool, sometimes referred to as Problem Analysis, assists the search for solutions by mapping out the structure of the problem. It looks upstream at causes and determinants and downstream at consequences and effects. Once completed, the Problem Tree can be translated into a Solution Tree.

A Problem Tree identifies the focal problem, related consequences and root causes. The identified consequences can be divided into cause and effect categories. Problem Tree steps include:

- a) **Settle on the core problem:** identify the core problem or challenge that needs to be overcome.
- b) **Identify the causes:** once the core problem has been identified, the next step is to consider what its direct causes are. These become the roots of the tree.
- c) **Identify the effects:** the next step is to identify the consequences/effects related to the causes. These become the branches of the tree.
- d) **Link causes and effects:** review the sequence of causes and effects to make sure that they are clear and make logical sense.

The Solution Tree tool is used to generate solutions to problems identified in the Problem Tree analysis and can be developed by taking the following steps:

- a) **Revise negative statements:** revise negative statements from the Problem Tree into positive ones where the 'challenge' has been resolved. This is done for the core problem, causes and effects.
- b) **Rewrite into possible solutions:** write positive causes as possible solutions to achieve the identified outcomes. The positive causes can provide separate or linked suggestions to solutions.
- c) **Identify positive solutions:** solutions are brainstormed and available information reviewed to determine the most probable solutions. This is a necessary step because selected solutions may not all be feasible due to financial or other resource constraints.

### 1.3 Planning tools for developing Strategic Plans, Annual Performance Plans and Annual Operational Plans

#### 1.3.1 Theory of Change

Theory of Change describes the process to reach commonly understood results. The

process requires stakeholders to be precise about the type of changes they want to achieve, and it should be clear why change is expected to happen in a particular way. Once the results chain has been developed, the impact and outcomes should be reflected in the Strategic Plan (SP), the outputs reflected in the Annual Performance Plan (APP) and the activities reflected in the Annual Operational Plan (AOP).

Theory of Change is one of the tools that can be used to determine a pathway for achieving desired results. Elements of the theory include the pathway of change; results and preconditions (impact, outcomes, outputs, activities and inputs); indicators; and assumptions.

#### 1.3.2 Logframe

A Logframe, or Logical Framework, is a tool for improving the planning, implementation, management, monitoring and evaluation of a programme.

A Logframe provides a structure for describing the impact, outcomes, outputs, activities and inputs as a results chain and shows the logical linkages between them. Indicators, baselines and targets at each level of the results chain are developed to measure progress towards achieving the desired results. Assumptions and risks form the basis of the Logframe. Indicators and targets developed through the Logframe are reflected in SPs, APPs and AOPs.

#### 1.3.3 Balanced Score Card

The Balanced Score Card is a strategic planning and management tool that is used to align an institution's functions with its vision and strategy; improve internal and external communications; and monitor performance against predetermined results.

The Balanced Score Card approach suggests that the organisation can be viewed from four perspectives and can develop metrics, collect data and analyse itself relative to each of these. As the table below shows, the perspectives are customer, financial, internal process, and learning and growth.

**Table 1.3: Balanced Scorecard perspectives**

<b>Customer perspective</b>	<ul style="list-style-type: none"><li>• Management must know if the institution is complying with legislation, policy and regulatory directives.</li></ul>
<b>Financial perspective</b>	<ul style="list-style-type: none"><li>• Focus on how to achieve processes and programmes in an economical and efficient manner.</li></ul>
<b>Internal process perspective</b>	<ul style="list-style-type: none"><li>• Focus on critical operations that have the greatest impact on customer satisfaction and community needs.</li></ul>
<b>Learning and growth perspective</b>	<ul style="list-style-type: none"><li>• Focus on the institution's ability to maintain continuous improvement.</li></ul>



#### **1.3.4 Activity-based costing**

Activity-based costing is an approach to costing and monitoring activities which involves tracking resource use and costing final outputs. Resources are assigned to activities, with the cost of the activities based on their estimated performance. Cost drivers are used to attach activity costs to outputs.

Institutions can use activity-based costing during operational planning. The costs of activities within sub-programmes are aggregated to sub-programme output costs. However, some activities and outputs cut across sub-programmes and programmes.



## confundir

**confianza** s.f. 1 fiducia: *de* –, *di* fiducia 2 confidenza: *en* –, *in* confidenza.

**confianzudo** agg. (fam.) 1 informale, alla buona 2 sfacciato.

**confiar\*** v.tr. 1 avere fiducia, fidarsi 2 – *en que*, sperare 3 confidare, affidare: *le confiaron la dirección del negocio*, gli affidarono la conduzione dell'affare.

**confidencia** s.f. confidenza, comunicazione riservata.

**confidente** s.m. confidente.

**confín** agg. confinante ♦ s.m. confine, limite.

**confinar** v.intr. confinare.

**confirmación** s.f. 1 conferma 2 (relig.) cresima.

**confirmar** v.tr. 1 confermare 2 cresimare 3 v.tr. confiscare.

## CHAPTER 2: DEFINITIONS

**conflicto** s.m. conflitto

**confluencia** s.f. confluenza (anche geogr.), convergenza.

**conformar** v.tr. 1 conformare 2 – *se* v.pron. 1 accontentarsi: 2 aggiustare ♦ 2 accontentarsi: 2

## 2.1 Introduction

The purpose of providing definitions of concepts is to ensure standardisation, consistency and common understanding among all stakeholders. The definitions should minimise different interpretations by users of the Revised Framework, reduce confusion and ensure transparency and usability of the Revised Framework by all stakeholders. Concepts related to planning, using the Revised Framework document and the Guidelines, are defined below.

## 2.2 General concepts

### 2.2.1 Institution

Institution means a department, a constitutional institution, a public entity listed in Schedules 3A and 3C of the Public Finance Management Act (PFMA) or a government component.

## 2.3 Planning documents

### 2.3.1 Sector Plan

These are plans for which sectors, in consultation with relevant stakeholders, agree on the impacts, outcomes and outputs that sectors must achieve.

### 2.3.2 Strategic Plan

A Strategic Plan (SP) describes institutional programmes and projects which contribute to the achievement of the overall priorities of government and the realisation of the mandate of the institution. It identifies impacts and outcomes against which the institution can be measured and evaluated by Parliament, provincial legislatures and the public. SPs span a five-year planning horizon subsequent to an election year.

### 2.3.3 Integrated Development Plan

An Integrated Development Plan (IDP) is a five-year plan which local government is required to compile to determine development needs and to fulfil the developmental mandate of the municipality. It is reviewed annually in response to changing socio-economic, infrastructural and environmental factors and the needs of the communities. The IDP guides and informs all

planning and development initiatives within a municipality and forms the basis of the Medium Term Revenue and Expenditure Framework (MTREF).

### 2.3.4 Annual Performance Plan

An Annual Performance Plan (APP) identifies the outputs, output indicators and targets that an institution aims to achieve in the upcoming financial year and is aligned with the outcomes given in the SP. Consistent with the Medium Term Expenditure Framework (MTEF) period, it includes forward projections (annual targets) for a further two years, with annual and quarterly performance targets for the financial year.

### 2.3.5 Service Delivery and Budget Implementation Plan

The Service Delivery and Budget Implementation Plan (SDBIP) is a detailed plan, approved by the Mayor of a municipality, for implementing the municipality's planned service delivery and its annual budget. It indicates projections for each month in terms of revenue to be collected by source; operational and capital expenditure by vote; the service delivery targets and performance indicators for each quarter; and any other prescribed matters.

### 2.3.6 Annual Operational Plan

An Annual Operational Plan (AOP) describes the activities and budgets for each of the outputs and output indicators in the APP. AOPs also include operational outputs which are not reflected in the APP. AOPs can be developed for an institution and/or for branches or programmes within an institution.

## 2.4 Planning concepts

### 2.4.1 Performance information

Performance information includes planning, budgeting, implementation, monitoring, reporting and evaluation elements which are all key to effective management. Performance information indicates how well an institution performs in terms of its intended results. This information is vital for transparency, accountability and oversight.

### **2.4.2 Impact**

An impact is a change in conditions and is the result of achieving specific outcomes such as reducing poverty or creating jobs. Impacts answer the question “What change are we aiming to bring about?”.

### **2.4.3 Outcome**

Outcomes are the medium-term results for specific beneficiaries which are the consequence of achieving specific outputs. Outcomes are “What we wish to achieve”.

### **2.4.4 Output**

Outputs are the products, goods or services produced for delivery. They may be defined as “What we produce or deliver”. They are also the building blocks towards the desired outcomes.

### **2.4.5 Activity**

An activity is a process or action that uses a range of inputs to produce the desired outputs and ultimately outcomes. They are “What we do”.

### **2.4.6 Input**

An input is a resource that contributes to the production and delivery of outputs. Inputs are “What we use to do our work”. They include finance, personnel, equipment and buildings.

### **2.4.7 Assumption**

An assumption is a factor that is accepted as true and certain to happen without proof.

### **2.4.8 Risk**

A risk is a potential unwanted outcome that will affect the achievement of an institution’s planned results and service delivery.

## **2.5 Indicators**

### **2.5.1 Indicator**

An indicator is a predetermined signal that a specific point in a process has been reached or result achieved. It should include a unit of measurement that specifies what is to be measured along a scale or dimension but does not indicate the direction of change. Indicators can be qualitative or quantitative measures.

### **2.5.2 Qualitative indicator**

A qualitative indicator is a descriptive criterion or category of measurement. It reveals whether a certain situation is present or not: for instance, a new policy implemented or the level of citizens’ satisfaction with a service.

### **2.5.3 Quantitative indicator**

A quantitative indicator is expressed in terms of amounts, numbers, ratios or percentages. Measurement of these gives a numerical value that can be easily compared to targets to assess performance.

### **2.5.4 Proxy indicator**

The purpose of a proxy indicator is to give information about achieved performance in a specific area. Proxy indicators are used when results cannot be measured directly.

### **2.5.5 Standardised indicator**

Standardised indicators refer to a core set of indicators that have been developed and agreed to by all provincial institutions within a sector with their national institutions. Standardised indicators are relevant to achieving sector-specific priorities and are approved by provincial Accounting Officers. They are incorporated into provincial institutions’ APPs and form the basis of the quarterly and annual performance reporting process.

### **2.5.6 Consolidated indicator**

A consolidated indicator consists of data that is consolidated by national or provincial institutions from implementing institutions to give an overall view of a sector’s performance.

### **2.5.7 Demand-driven indicator**

A demand-driven indicator is a measure of the efficiency of a service provided by an institution in relation to the demand from service beneficiaries.

### **2.5.8 Technical indicator description**

A technical indicator description (TID) is a description of impact, outcome and output indicators which defines the data collection processes, gathering of portfolios of evidence

and acceptable level of performance at the beginning of the planning cycle.

## **2.6 Targets**

A target is a score that an institution wishes to achieve. It must be SMART (see below).

### **2.6.1 SMART**

SMART is an acronym used to define a set of criteria for selecting performance targets: Specific; Measurable; Achievable; Relevant; Time-bound.

### **2.6.2 Cumulative and non-cumulative targets**

#### **2.6.2.1 Cumulative (year-end)**

The annual target is an aggregation of all the quarterly targets. Each quarter's target is reflected in a particular quarter.

#### **2.6.2.2 Cumulative (year-to-date)**

The annual target must be disaggregated into quarterly targets, with previous quarters' targets added to those of following quarters to total the annual target. Reporting must show aggregated performance from the start of the financial year to the quarter being reported.

#### **2.6.2.3 Non-cumulative**

The annual target is not disaggregated into quarterly targets. As is the case with quarterly targets, it can be given for each quarter, as a target for a particular quarter or as a stand-alone annual target.

#### **2.6.2.4 Baseline**

The baseline is the current level of performance that an institution aims to improve.

## **2.7 Reporting documents**

### **2.7.1 Assessment (mid-/end-term)**

Reviews are periodic or ad hoc assessments of performance carried out in relation to the SP and are typically conducted internally.

### **2.7.2 Quarterly Performance Report**

Quarterly performance reports provide information about progress on implementing an institutions' APP, with a particular focus

on monitoring delivery in terms of quarterly performance targets. They enable the Accounting Officer to indicate measures that will be taken to ensure that implementation of the APP remains on track.

### **2.7.3 Annual Report**

An Annual Report is the end-of-year non-financial and financial performance report. It includes the opinion of the Auditor-General of South Africa on the institution's performance.

## **2.8 Programmes**

### **2.8.1 Budget Programme**

A budget programme is a main division within a department's budget that funds a clearly defined set of objectives based on the services or functions within the department's constitutional and legislative mandates. It is also a management unit established within a department responsible for delivery of a defined set of services and functions. The term "programme" is confined to the functional divisions created within the context of the budget and designated as a "programme" in the budget estimates: that is, a main division in terms of Section 27(3) (b) of the PFMA.

### **2.8.2 Budget Sub-programme**

A budget sub-programme is a constituent part of a budget programme and defines the services or activities which contribute to achievement of the objectives of the budget programme of which it forms part. The defined services or activities may include an institution's key projects.

### **2.8.3 Implementation Programme**

An implementation programme is an intervention directed at achieving specific policy aims. It may include a number of projects and/or cut across institutions or spheres of government. An implementation programme has a plan, clear delivery milestones and an indicative budget. It addresses coherent areas of work which are usually at a lower level than budget programmes or sub-programmes.

#### **2.8.4 Project**

A project is a single intervention directed to attaining institutional priorities, with a fixed time schedule and a dedicated budget. It can consist of a number of costed activities.

### **2.9 Budget concepts and documents**

#### **2.9.1 Medium Term Expenditure Framework (MTEF)**

The MTEF is a budgeting framework that translates the policies and plans of national, provincial and local government into a three-year rolling spending plan. The purpose is to promote transparency, accountability and effective public financial management. It is published by National Treasury at the time of the national budget.

#### **2.9.2 Estimates of National Expenditure (ENE)**

The ENE is a publication that provides comprehensive information about how national departments and entities have spent their past budgets and how they plan to spend their future ones, and about revenue collected by institutions. The ENE provides information about the past three financial years, the current financial year and the coming three financial years (the MTEF period).

#### **2.9.3 Estimates of Provincial Revenue and Expenditure (EPRE)**

The EPRE is a publication that provides comprehensive information about how provincial departments and entities have spent their past budgets and how they plan to spend their future ones, and about revenue collected by institutions. The EPRE provides information about the past three financial years, the current financial year and the coming three financial years (the MTEF period).

#### **2.9.4 Classification of public entities**

Schedule 1: Constitutional institution: an organisation established in terms of Chapter 9 of the Constitution of South Africa.

Schedule 3A: National Public Entity: an organisation established in terms of national legislation and fully or substantially funded from the National Revenue Fund or by way of a tax or

levy imposed in terms of national legislation. It is accountable to its oversight department and to Parliament.

Schedule 3C: Provincial Public Entity: an organisation established in terms of provincial legislation and fully or substantially funded from the Provincial Revenue Fund or by way of a tax or levy imposed in terms of provincial legislation. It is accountable to its oversight department and to its legislature.

Government Component: a national government institution listed in Part A of Schedule 3 to the Public Service Act, 1994.



## FORMATS FOR STRATEGIC AND ANNUAL PERFORMANCE PLANS

Name of Institution

Strategic Plan for  
20XX – 20YY

Institution's logo

### **Executive Authority Statement**

In this statement, the Executive Authority clearly sets out the policy priorities that have guided the development of the Strategic Plan for a particular planning period. The Executive Authority is responsible for ensuring that the policy priorities set out in the plan are aligned with the institution's mandate and with government's priorities.

The Executive Authority must also use this statement to endorse the Strategic Plan and to indicate its commitment to ensuring its implementation.

XXXX (signature)

Name and surname of the Executive Authority

Name of the institution

### **Accounting Officer Statement**

In this statement, the Accounting Officer gives an overview of the institution and its vision. The statement must provide information about the institution's overall focus during the previous planning period and its key accomplishments during this period.

The statement must provide information about the institution's strategic focus for the forthcoming planning period.

The Accounting Officer must also use this statement to make relevant acknowledgements and to indicate the institution's commitment to implementing the Strategic Plan.

XXXX (signature)

Name and surname of the Accounting Officer

Name of the institution

## Official Sign-off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the [name of the institution] under the guidance of [name of the Executive Authority]
- Takes into account all relevant policies, legislation and other mandates for which the [name of the institution] is responsible.
- Accurately reflects the impact and outcomes which the [name of the institution] will endeavour to achieve over the period [years covered by the plan].

Signature: \_\_\_\_\_

Name and surname of each programme manager

Signature: \_\_\_\_\_

Name and surname: Chief Financial Officer

Signature: \_\_\_\_\_

Name and surname: Head official responsible for Planning

Signature: \_\_\_\_\_

Name and surname: Accounting Officer

Approved by:

Signature: \_\_\_\_\_

Name and surname: Executive Authority

**Part A: Our mandate**

1. Constitutional mandate
2. Legislative and policy mandates
3. Institutional policies and strategies governing the five-year planning period
4. Relevant court rulings

**Part B: Our strategic focus**

1. Vision
2. Mission
3. Values
4. Situational analysis
5. External environment analysis
6. Internal environment analysis

**Part C: Measuring our performance**

1. Institutional performance information
2. Impact statements

Impact statement	
------------------	--

3. Measuring our outcomes

MTSF priority			
Outcomes	Outcome indicators	Baseline	Five-year target

**3.1 Explanation of planned performance over the five-year planning period**

The following key issues must be covered in the narrative:

- a) The outcomes' contribution to achieving the aims of the Medium Term Strategic Framework (MTSF); the mandate of the institution including, where applicable, priorities in relation to women, youth and people with disabilities; and provincial priorities, where applicable.
- b) A description of the enablers intended to assist with achieving the five-year targets.
- c) An explanation of the outcomes' contribution to achieving the intended impact.

#### 4. Key risks and mitigations

Outcomes	Key risks	Risk mitigations

#### 5. Public entities

Name of public entity	Mandate	Outcomes

#### Part D: Technical indicator descriptions (TIDs)

Indicator title	<ul style="list-style-type: none"> <li>Title of the indicator verbatim as given in the Strategic Plan</li> </ul>
Definition	<ul style="list-style-type: none"> <li>Meaning of the indicator</li> <li>Explanation of technical terms used in the indicator</li> </ul>
Source of data	<ul style="list-style-type: none"> <li>Where the information is collected from</li> </ul>
Method of calculation or assessment	<ul style="list-style-type: none"> <li>How performance is calculated (quantitative)</li> <li>How performance is assessed (qualitative)</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>Factors accepted as true and certain to happen without proof</li> </ul>
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>Target for women</li> <li>Target for youth</li> <li>Target for people with disabilities</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>Contribution to spatial transformation priorities</li> <li>Description of spatial impact</li> </ul>
Desired performance	<ul style="list-style-type: none"> <li>Information about whether performance that is higher or lower than targeted performance is desirable</li> </ul>
Indicator responsibility	<ul style="list-style-type: none"> <li>Who is responsible for managing or reporting on the indicator</li> </ul>

**Annexures to the Strategic Plan**

**Annexure A: District Development Model**

Areas of intervention (examples)	Five-year planning period					
	Project description	Budget allocation	District Municipality	Location: GPS coordinates	Project leader	Social partners
Water						
Sanitation						
Roads						
Stormwater						
Electricity						
Environmental management						

Name of Institution

Annual Performance Plan for  
20XX/20YY

Institution's Logo

### **Executive Authority Statement**

In this statement, the Executive Authority sets out clearly the policy priorities that have guided the development of the Annual Performance Plan for the financial year. The Executive Authority is responsible for ensuring that the policy priorities set out in the plan are aligned with the Strategic Plan, the institution's mandate and government's priorities. The Executive Authority is also responsible for providing direction on the development and implementation of strategic priorities and policies.

The Executive Authority must use this statement to endorse the Annual Performance Plan and to indicate its commitment to ensuring its implementation.

XXXX (signature)

Name and surname of the Executive Authority

Name of the institution

### **Accounting Officer Statement**

In this statement, the Accounting Officer gives an overview of the institution and its vision. The statement must provide information about the overall focus during the previous financial year and the key accomplishments during this period.

The statement must provide information about the institution's strategic focus for the next financial year and for the forthcoming medium-term period.

The Accounting Officer must also use this statement to make relevant acknowledgements and to indicate the institution's commitment to implementing the Annual Performance Plan.

XXXX (signature)

Name and surname of the Accounting Officer

Name of the institution

**Official Sign-Off**

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the [name of the institution] under the guidance of [name of the Executive Authority]
- Takes into account all relevant policies, legislation and other mandates for which the [name of the institution] is responsible
- Accurately reflects the outcomes and outputs which the [name of the institution] will endeavour to achieve over the period [years covered by the plan].

Signature: \_\_\_\_\_

Name and surname of each programme manager

Signature: \_\_\_\_\_

Name and surname: Chief Financial Officer

Signature: \_\_\_\_\_

Name and surname: Head official responsible for Planning

Signature: \_\_\_\_\_

Name and surname: Accounting Officer

Approved by:

Signature: \_\_\_\_\_

Name and surname: Executive Authority

**Part A: Our mandate**

1. Updates to the relevant legislative and policy mandates
2. Updates to institutional policies and strategies
3. Updates to relevant court rulings

**Part B: Our strategic focus**

1. Updated situational analysis
2. External environment analysis
3. Internal environment analysis

**Part C: Measuring our performance**

1. Institutional programme performance information

- 1.1 Programme:

- 1.1.1 Purpose:

- 1.2 Sub-programme (if applicable):

- 1.2.1 Purpose:

2. Outcomes, outputs, performance indicators and targets

Outcome	Outputs	Output indicators	Annual targets						
			Audited performance			Estimated performance	MTEF period		
			20XX/XX	20XX/XX	20XX/XX		20XX/XX	20XX/XX	20XX/XX

3. Output indicators: annual and quarterly targets

Output indicators	Annual targets	Q1	Q2	Q3	Q4

4. Explanation of planned performance over the medium-term period

The following key issues must be covered in each programme's narrative:

- a) The contribution of its outputs to achieving the intended outcomes and impact in the Strategic Plan and the institution's mandate including, where applicable, priorities in relation to women, youth and people with disabilities.
- b) A description of planned performance in relation to the programme's outputs.

**5. Programme resource considerations**

Include a budget allocation table for programmes and sub-programmes as per the ENE and/or the EPRE.

Narrative: explanation of the resources' contribution to achieving the outputs.

**6. Updated key risks and mitigation from the SP**

Outcomes	Key risks	Risk mitigations

**7. Public entities**

Name of public entity	Mandate	Outcomes

**8. Infrastructure projects**

No.	Project name	Programme	Description	Outputs	Start date	Completion date	Total estimated cost	Current year expenditure

**9. Public-Private Partnerships (PPPs)**

PPP name	Purpose	Outputs	Current value of agreement	End-date of agreement

## Part D: Technical indicator descriptions (TIDs)

Indicator title	<ul style="list-style-type: none"> <li>Title of the indicator verbatim as given in the Programme Plan</li> </ul>
Definition	<ul style="list-style-type: none"> <li>Meaning of the indicator</li> <li>Explanation of technical terms used in the indicator</li> </ul>
Source of data	<ul style="list-style-type: none"> <li>Where the information is collected from</li> </ul>
Method of calculation or assessment	<ul style="list-style-type: none"> <li>How the performance is calculated (quantitative)</li> <li>How the performance is assessed (qualitative)</li> </ul>
Means of verification	<ul style="list-style-type: none"> <li>The portfolio of evidence required to verify the validity of the data</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>Factors accepted as true and certain to happen without proof</li> </ul>
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>Target for women</li> <li>Target for youth</li> <li>Target for people with disabilities</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>Contribution to spatial transformation priorities</li> <li>Description of spatial impact</li> </ul>
Calculation type	<ul style="list-style-type: none"> <li>Cumulative (year-end), cumulative (year-to-date) or non-cumulative</li> </ul>
Reporting cycle	<ul style="list-style-type: none"> <li>Quarterly, bi-annual or annual</li> </ul>
Desired performance	<ul style="list-style-type: none"> <li>Information about whether actual performance that is higher or lower than targeted performance is desirable</li> </ul>
Indicator responsibility	<ul style="list-style-type: none"> <li>Who is responsible for managing or reporting on the indicator</li> </ul>

## Annexures to the Annual Performance Plan

Where applicable, the following annexures must be included in institutions' APPs.

### Annexure A: Amendments to the Strategic Plan

Provide details of revisions to the approved SP with reasons for the revisions and the financial year in which they were made. These must be consistent with the format of the SP and indicate the part of the SP where the amendments were made.

### Annexure B: Conditional grants

Name of grant	Purpose	Outputs	Current annual budget (R thousands)	Period of grant

### Annexure C: Consolidated indicators

Institution	Output indicator	Annual target	Data source

### Annexure D: District Development Model

Areas of intervention (examples)	Medium Term (3 years - MTEF)					
	Project description	Budget allocation	District Municipality	Location: GPS coordinates	Project leader	Social partners
Water						
Sanitation						
Roads						
Stormwater						
Electricity						
Environmental management						

Name of Institution

Annual Operational Plan for  
20XX/20YY

Institution's Logo

**Official Sign-Off**

It is hereby certified that this Annual Operational Plan:

- Was developed by the management of the [name of the institution] under the guidance of [name of the Accounting Officer]
- Takes into account all relevant policies, legislation and other mandates for which the [name of the institution] is responsible
- Accurately reflects performance information which the [name of the institution] will endeavour to achieve as committed to in the Annual Performance Plan for [financial year].

Signature: \_\_\_\_\_

Name and surname of each programme manager

Signature: \_\_\_\_\_

Name and surname: Chief Financial Officer

Signature: \_\_\_\_\_

Name and surname: Head official responsible for Planning

Approved by:

Signature: \_\_\_\_\_

Name and surname: Accounting Officer

**1. Our Operations**

**1.1 Programme:**

**1.1.1 Purpose:**

**1.2 Sub-programme (if applicable):**

**1.2.1 Purpose:**

**2. Activities, timeframes and budgets**

Output	Output indicator	Annual target	Quarterly target	Activities	Timeframe	Budget per activity	Dependencies	Responsibility



# EXAMPLES OF PLANS

The examples below reflect the application  
of selected concepts in the Revised Framework for  
Strategic Plans and Annual Performance Plans

## EXAMPLE 1: TRANSPORT SECTOR

### Department of Transport: Strategic Plan

#### Part C: Measuring Our Performance

##### 1. Institutional performance information

##### 2. Impact statement

Impact statement	A safe, secure, accessible, affordable and reliable transport system
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##### 3. Measuring our outcomes

MTSF priority	Priority 5: Social Cohesion and Safe Communities		
Outcome	Outcome indicator	Baseline	Five-year target
Road crashes reduced	Number of road crashes	945 000	500 000

##### 3.1 Explanation of planned performance over the five-year planning period

##### 4. Key risks and mitigations

Outcome	Key risks	Risk mitigations
Road crashes reduced	Fraud and corruption in road traffic law enforcement	<ul style="list-style-type: none"><li>Implement the Sector Anti-Fraud and Corruption Strategy in partnership with relevant law enforcement agencies</li></ul>

##### 5. Public entities

Name of public entity	Mandate	Outcomes	Current annual budget
Road Traffic Management Corporation (RTMC)	Road Traffic Management Corporation Act, 1999 (Act No. 20 of 1999)	Road crashes reduced	R 5 000 000

#### Part D: Technical indicator descriptions (TIDs)

Indicator title	<ul style="list-style-type: none"><li>Number of road crashes</li></ul>
Definition	<ul style="list-style-type: none"><li>A road crash refers to any crash involving at least one road vehicle occurring on a road open to public circulation and in which at least one person is injured or killed. Intentional acts, such as murder or suicide, and natural disasters are excluded.</li></ul>
Source of data	<ul style="list-style-type: none"><li>NaTIS</li></ul>
Method of calculation or assessment	<ul style="list-style-type: none"><li>Simple count</li></ul>
Assumptions	<ul style="list-style-type: none"><li>Functional NaTIS</li></ul>
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"><li>Target for women: N/A</li><li>Target for youth: N/A</li><li>Target for people with disabilities: N/A</li></ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"><li>Contribution to spatial transformation priorities: N/A</li><li>Spatial impact area: N/A</li></ul>
Desired performance	<ul style="list-style-type: none"><li>Fewer road crashes</li></ul>
Indicator responsibility	<ul style="list-style-type: none"><li>Programme Manager</li></ul>

## Department of Transport: Annual Performance Plan

### Part C: Measuring Our Performance

#### 1. Institutional programme performance information

##### 1.1 Programme: Road Transport

**1.1.1 Purpose:** The programme exists to develop and manage an integrated road infrastructure network, regulate road transport, ensure safer roads and oversee road agencies.

#### 2. Outcomes, outputs, performance indicators and targets

Outcome	Outputs	Output indicators	Annual targets						
			Audited performance			Estimated performance	MTEF period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Road crashes reduced	Amendment of the National Road Traffic Act (to include Driving School Regulations)	Approved Regulations for the National Road Traffic Act	-	-	-	Draft National Road Traffic Amendment Act	National Road Traffic Amendment Bill submitted to Cabinet	National Road Traffic Amendment Bill submitted to Parliament	Regulations for the National Road Traffic Amendment Act developed

#### 3. Output indicators: annual and quarterly targets

Output indicators	Annual target	Q1	Q2	Q3	Q4
Approved Regulations for the National Road Traffic Act	National Road Traffic Amendment Bill submitted to Cabinet	Consultation with NEDLAC	Improve the Bill with inputs from NEDLAC	National Road Traffic Amendment Bill submitted to Cabinet	-

#### 4. Explanation of planned performance over the medium-term period

#### 5. Programme resource considerations

**Narrative:** explanation of the resources' contribution to achieving the outputs

#### 6. Updated key risks and mitigation from the SP

Outcome	Key risks	Risk mitigation
Road crashes reduced	Fraud and corruption in road traffic law enforcement	<ul style="list-style-type: none"> <li>Implement the Sector Anti-Fraud and Corruption Strategy in partnership with relevant law enforcement agencies</li> </ul>

#### 7. Public entities

Name of public entity	Mandate	Outcomes	Current annual budget
Road Traffic Management Corporation (RTMC)	Road Traffic Management Corporation Act, 1999 (Act No. 20 of 1999)	Road crashes reduced	R 210 000 000

## 8. Public-Private Partnerships (PPPs)

PPP title	Purpose	Outputs	Current value of agreement	End date of agreement
Moloto Rail Development Corridor	Provide a transport solution to the problems experienced by commuters along the Moloto Corridor	Reduced travel times; reduced peak period (from 4 to 2 hours); improved safety; reduction in road accidents, fatalities, injuries and damage to property; reduction of traffic congestion in the Tshwane urban area.	Registered PPP; currently in TA1 phase	2030

### Part D: Technical indicator descriptions (TIDs)

Indicator title	<ul style="list-style-type: none"> <li>Approved Regulations for the National Road Traffic Act</li> </ul>
Definition	<ul style="list-style-type: none"> <li>The National Roads Act (Act 54 of 1996) will be amended and promulgated in Parliament. The amended regulations will be approved by the Minister.</li> </ul>
Source of data	<ul style="list-style-type: none"> <li>Branch administration database</li> </ul>
Method of calculation or assessment	<ul style="list-style-type: none"> <li>Simple count</li> </ul>
Means of verification	<ul style="list-style-type: none"> <li>National Road Traffic Amendment Bill</li> <li>Proof of submission to Cabinet</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>The National Road Traffic Amendment Bill will be recommended by Cabinet sub-committees as scheduled.</li> </ul>
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>Target for women: N/A</li> <li>Target for youth: N/A</li> <li>Target for people with disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>N/A</li> </ul>
Calculation type	<ul style="list-style-type: none"> <li>Non-cumulative</li> </ul>
Reporting cycle	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>
Desired performance	<ul style="list-style-type: none"> <li>Approved Regulations for the National Road Traffic Act</li> </ul>
Indicator responsibility	<ul style="list-style-type: none"> <li>Programme Manager</li> </ul>

**Annexures to the Annual Performance Plan****Annexure B: Conditional grants**

Name of grant	Purpose	Outcome	Current annual budget	Period of grant
Public Transport Operations Grant (PTOG)	To provide supplementary funding for public transport services provided by provincial departments	Road crashes reduced	R25 000 000	2020-2025

**Annexure C: Consolidated indicators**

Institution	Output indicator	Annual target	Data source
Provincial Departments of Transport	Number of weighbridge facilities operating 24/7	12	Provincial Quarterly Performance Reports

## Department of Transport: Annual Operational Plan

### 1. Our Operations

#### 1.1 Programme: Road Transport

**1.1.1 Purpose:** The programme exists to develop and manage an integrated road infrastructure network, regulate road transport, ensure safer roads and oversee road agencies.

### 2. Activities, timeframes and budgets

Output	Output indicator	Annual target	Quarterly target	Activities	Timeframe	Budget per activity	Dependencies	Responsibility
Amendment of the National Road Traffic Act (to include Driving School Regulations)	Approved Regulations for the National Road Traffic Act	National Road Traffic Amendment Bill submitted to Cabinet	Q1: Consultation with NEDLAC	Submit the draft Amendment Bill to the State Law Advisor	01 April 2019-30 April 2019	Operational budget	DoT Legal Division State Law Advisor	Road Transport Branch
				Consider State Law Advisor inputs	01 April 2019-30 April 2019	Operational budget	-	Road Transport Branch
				Submit the draft Amendment Bill to NEDLAC Secretariat	01 May 2019-15 June 2019	Operational budget	NEDLAC	Road Transport Branch

## Provincial Department of Transport: Strategic Plan

### Part C: Measuring Our Performance

#### 1. Institutional performance information

#### 2. Impact statement

Impact statement	A safe, secure, accessible, affordable and reliable transport system
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#### 3. Measuring our outcomes

MTSF priority	Priority 5: Social Cohesion and Safe Communities		
Outcome	Outcome indicator	Baseline	Five-year target
Road crashes reduced	Number of road crashes	200 000	100 000

#### 3.1 Explanation of planned performance over the five-year planning period

#### 4. Key risks and mitigations

Outcomes	Key risks	Risk mitigations
Road crashes reduced	Human resource capacity to police the roads	<ul style="list-style-type: none"> <li>• Collaboration between law enforcement stakeholders</li> <li>• Employ additional human resources</li> </ul>
	Increasing number of vehicles	<ul style="list-style-type: none"> <li>• Collaboration between law enforcement stakeholders</li> <li>• Employ additional human resources</li> </ul>

#### 5. Public entities

Name of public entity	Mandate	Outcomes	Current annual budget
Provincial Transport Investment Agency	Provincial Act XXYY	Road crashes reduced	R 23 000 000

#### Part D: Technical indicator descriptions (TIDs)

Indicator title	Number of road crashes
Definition	<ul style="list-style-type: none"><li>• A road crash refers to any crash involving at least one road vehicle, occurring on a road open to public circulation and in which at least one person is injured or killed. Intentional acts, such as murder or suicide, and natural disasters are excluded.</li></ul>
Source of data	<ul style="list-style-type: none"><li>• NaTIS</li></ul>
Method of calculation or assessment	<ul style="list-style-type: none"><li>• Simple count</li></ul>
Assumptions	<ul style="list-style-type: none"><li>• Functional NaTIS</li></ul>
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"><li>• Target for women: N/A</li><li>• Target for youth: N/A</li><li>• Target for people with disabilities: N/A</li></ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"><li>• Contribution to spatial transformation priorities: N/A</li><li>• Spatial impact area: N/A</li></ul>
Reporting cycle	<ul style="list-style-type: none"><li>• Annual</li></ul>
Desired performance	<ul style="list-style-type: none"><li>• Fewer road crashes</li></ul>
Indicator responsibility	<ul style="list-style-type: none"><li>• Programme Manager</li></ul>

## Provincial Department of Transport: Annual Performance Plan

### Part C: Measuring Our Performance

#### 1. Institutional programme performance information

##### 1.1 Programme: Road Transport

**1.1.1 Purpose:** The programme exists to develop and manage an integrated road infrastructure network, regulate road transport, ensure safer roads and oversee road agencies.

#### 2. Outcomes, outputs, performance indicators and targets

Outcome	Outputs	Output indicators	Annual targets						
			Audited performance			Estimated performance	MTEF period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Road crashes reduced	24/7 weighbridge operation	Number of weighbridge facilities operating 24/7	New indicator	New indicator	New indicator	New indicator	4	5	6
	Facilities (DLTCs and VTSS) complying with set regulations and standards	Number of facilities compliant with set regulations and standards	New indicator	New indicator	New indicator	New indicator	60	60	60

#### 3. Output indicators: annual and quarterly targets

Output indicators	Annual target	Q1	Q2	Q3	Q4
Number of weighbridge facilities operating 24/7	4	1	1	1	1
Number of weighbridge facilities compliant with set regulations and standards	60	20	20	10	10

#### 4. Explanation of planned performance over the medium-term period

#### 5. Programme resource considerations

**Narrative:** explanation of the resources' contribution to achieving the outputs.

#### 6. Updated key risks and mitigations from the SP

Outcome	Key risks	Risk mitigations
Road crashes reduced	Fraud and corruption in road traffic law enforcement	<ul style="list-style-type: none"> <li>Implement the Sector Anti-Fraud and Corruption Strategy in partnership with relevant law enforcement agencies</li> </ul>

## 7. Public entities

Name of public entity	Mandate	Outcomes	Current annual budget
Provincial Transport Investment Agency	Provincial Act XYYY	Road crashes reduced	200 000 000

### Part D: Technical indicator descriptions (TIDs)

Indicator title	<ul style="list-style-type: none"> <li>Number of weighbridge facilities operating 24/7</li> </ul>
Definition	<ul style="list-style-type: none"> <li>Accredited weighbridge facilities operating 24/7 shifts. A weighbridge is a facility for weighing vehicles, set into the ground to be driven on to.</li> </ul>
Source of data	<ul style="list-style-type: none"> <li>Reports from overloading control systems</li> <li>Daily operations captured at the overloading control systems and translated into reports</li> </ul>
Method of calculation or assessment	<ul style="list-style-type: none"> <li>Simple count</li> </ul>
Means of verification	<ul style="list-style-type: none"> <li>System-generated reports</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>Data stored in the overloading control system is reliable, valid and timely.</li> </ul>
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>Target for women: N/A</li> <li>Target for youth: N/A</li> <li>Target for people with disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>Contribution to spatial transformation priorities: N/A</li> <li>Spatial impact area: N/A</li> </ul>
Calculation type	<ul style="list-style-type: none"> <li>Cumulative (year-end)</li> </ul>
Reporting cycle	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>
Desired performance	<ul style="list-style-type: none"> <li>Optimal operation of weighbridge facilities 24/7</li> </ul>
Indicator responsibility	<ul style="list-style-type: none"> <li>Programme Manager</li> </ul>

## Provincial Department of Transport: Annual Operational Plan

### 1. Our Operations

#### 1.1 Programme: Road Transport

**1.1.1 Purpose:** The programme exists to develop and manage an integrated road infrastructure network, regulate road transport, ensure safer roads and oversee road agencies.

### 2. Activities, timeframes and budgets

Output	Output indicator	Annual target	Quarterly target	Activities	Timeframe	Budget per activity	Dependencies	Responsibility
24/7 weighbridge operation	Number of weighbridge facilities operating 24/7	4	1	Develop business case for 24/7 operations	April- May	R 200 000	Supply Chain Management to facilitate procurement of a service provider to develop a business case	Director: Law Enforcement
				Pilot 24/7 operations	May- June	-	-	District Manager: Law Enforcement

## National Public Entity: Strategic Plan

### Part C: Measuring Our Performance

#### 1. Institutional performance information

#### 2. Impact statement

Impact statement	Safe and secure roads in South Africa
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#### 3. Measuring our outcomes

MTSF priority	Priority 5: Social Cohesion and Safe Communities		
Outcome	Outcome indicators	Baseline	Five-year target
Road crashes reduced	Number of road crashes	2000	1000

#### 3.1 Explanation of planned performance over the five-year planning period

#### 4. Key risks and mitigations

Outcome	Key risks	Risk mitigations
Road crashes reduced	Budget cuts	<ul style="list-style-type: none"> <li>Prioritise budget cut interventions</li> <li>Develop a funding model to ensure sustainable funding for road safety initiatives</li> </ul>
	High employee attrition rate	<ul style="list-style-type: none"> <li>Develop and implement a strategy to retain employees</li> </ul>
	Fraud and corruption	<ul style="list-style-type: none"> <li>Provide rigorous, adequate, periodic training for road safety, transport and law enforcement officials</li> <li>Review and provide adequate remuneration for road safety, transport and law enforcement officials</li> <li>Institute a zero-tolerance approach to fraud and corruption across government departments and all road safety, transport and related agencies.</li> </ul>

### Part D: Technical indicator descriptions (TIDs)

Indicator title	<ul style="list-style-type: none"> <li>Number of road crashes</li> </ul>
Definition	<ul style="list-style-type: none"> <li>A road crash refers to any crash involving at least one road vehicle occurring on a road open to public circulation and in which at least one person is injured or killed. Intentional acts, such as murder or suicide, and natural disasters are excluded.</li> </ul>
Source of data	<ul style="list-style-type: none"> <li>NaTIS</li> </ul>
Method of calculation or assessment	<ul style="list-style-type: none"> <li>Simple count</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>Functional NaTIS</li> </ul>
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>Target for women: N/A</li> <li>Target for youth: N/A</li> <li>Target for people with disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>Contribution to spatial transformation priorities: N/A</li> <li>Spatial impact area: N/A</li> </ul>
Reporting cycle	<ul style="list-style-type: none"> <li>Annual</li> </ul>
Desired performance	<ul style="list-style-type: none"> <li>Fewer road crashes</li> </ul>
Indicator responsibility	<ul style="list-style-type: none"> <li>Programme Manager</li> </ul>

**National Public Entity: Annual Performance Plan****Part C: Measuring Our Performance****1. Institutional programme performance information****1.1 Programme:** Road Transport

**1.1.1 Purpose:** The programme exists to develop and manage an integrated road infrastructure network, regulate road transport, ensure safer roads and oversee road agencies.

**2. Outcomes, outputs, performance indicators and targets**

Outcome	Outputs	Output indicators	Annual targets						
			Audited performance			Estimated performance	MTEF period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Road crashes reduced	Roadworthy vehicles	Percentage of roadworthy vehicles based on vehicle inspections	-	-	-	-	80%	90%	100%

**3. Output indicators: annual and quarterly targets**

Output indicators	Annual target	Q1	Q2	Q3	Q4
Percentage of roadworthy vehicles based on vehicle inspections	80%	80%	80%	80%	80%

**4. Explanation of planned performance over the medium-term period****5. Programme resource considerations****6. Updated key risks and mitigation from the SP**

Outcome	Key risks	Risk mitigation
Road crashes reduced	Budget cuts	<ul style="list-style-type: none"> <li>Prioritise budget cut interventions</li> <li>Develop a funding model to ensure sustainable funding for road safety initiatives</li> </ul>
	High employee attrition rate	<ul style="list-style-type: none"> <li>Develop and implement a retention strategy</li> </ul>
	Fraud and corruption	<ul style="list-style-type: none"> <li>Provide rigorous, adequate, periodic training for road safety, transport and law enforcement officials</li> <li>Review and provide adequate remuneration for road safety, transport and law enforcement officials</li> <li>Institute a zero-tolerance approach to fraud and corruption across government departments and all road safety, transport and related agencies.</li> </ul>

## Part D: Technical indicator descriptions (TIDs)

Indicator title	<ul style="list-style-type: none"> <li>Percentage of roadworthy vehicles based on vehicle inspections</li> </ul>
Definition	<ul style="list-style-type: none"> <li>Calculation of the number of roadworthy vehicles as a percentage of the number of vehicles inspected. Vehicles are inspected to ensure that they comply with road-worthiness standards prescribed in the National Road Traffic Act.</li> </ul>
Source of data	<ul style="list-style-type: none"> <li>Calibration machine reports</li> </ul>
Method of calculation or assessment	<ul style="list-style-type: none"> <li>(Number of roadworthy vehicles divided by number of vehicles inspected) multiplied by 100</li> </ul>
Means of verification	<ul style="list-style-type: none"> <li>Calibration sheets recorded per vehicle</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>Calibration machines are functional and accurate</li> </ul>
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>Target for women: N/A</li> <li>Target for youth: N/A</li> <li>Target for people with disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>Contribution to spatial transformation priorities: N/A</li> <li>Spatial impact area: N/A</li> </ul>
Calculation type	<ul style="list-style-type: none"> <li>Non-cumulative</li> </ul>
Reporting cycle	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>
Desired performance	<ul style="list-style-type: none"> <li>Increased percentage of roadworthy vehicles</li> </ul>
Indicator responsibility	<ul style="list-style-type: none"> <li>Programme Manager</li> </ul>

**National Public Entity: Annual Operational Plan****1. Our Operations****1.1 Programme:** Road Transport

**1.1.1 Purpose:** The programme exists to develop and manage an integrated road infrastructure network, regulate road transport, ensure safer roads and oversee road agencies.

**Activities, timeframes and budgets**

Output	Output indicator	Annual target	Quarterly target	Activities	Timeframe	Budget per activity	Dependencies	Responsibility
Roadworthy vehicles	Percentage of roadworthy vehicles based on vehicle inspections	80%	80%	Develop operational plan with clear targets	15 April	TBC	Statistical information Operational plans from provinces	Sub-programme Head
				Consultation with stakeholders and incorporation of inputs	18 April	R 15 000	Procurement	Sub-programme Head
				Operational plan approved	20 April	-	-	Sub-programme Head
				Allocate schedules per team	25 April	-	-	Sub-programme Head
				Arrange travel, accommodation and S&T	As per schedule	R 150 000	-	Sub-programme Head
				Calibrate equipment	As per schedule	R 20 000		Sub-programme Head
				Conduct vehicle inspections	As per schedule	R 25 000		Sub-programme Head

## EXAMPLE 2: HIGHER EDUCATION AND TRAINING

### Department of Higher Education and Training: Strategic Plan

#### Part C: Measuring Our Performance

##### 1. Institutional performance information

##### 2. Measuring our impact

Impact statement	Adequately skilled youth entering the economy
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##### 3. Measuring outcomes (implementation delivery model)

MTSF priority			
Outcomes	Outcome indicators	Baseline	Five-year target
Increased access to post-school education and training (PSET) opportunities	Number of youth accessing PSET opportunities	1 000 000	1 000 000

##### 3.1 Explanation of planned performance over the five-year planning period

##### 4. Key risks and mitigations

Outcome	Key risk	Risk mitigation
Increased access to PSET opportunities	Inability of institutions to absorb learners qualifying for PSET	Expand online/distance learning across institutions of higher learning

##### 5. Public entities

Name of public entity	Mandate	Outcomes	Current annual budget (R thousands)
National Student Financial Aid Scheme (NSFAS)	NSFAS was established in terms of the National Student Financial Aid Scheme Act (Act 56 of 1999) and subsequently incorporated the Tertiary Education Fund of South Africa (TEFSA)	Increased access to PSET opportunities	

**Part D: Technical indicator descriptions (TIDs)**

Indicator title	<ul style="list-style-type: none"> <li>Number of youth accessing PSET</li> </ul>
Definition	<ul style="list-style-type: none"> <li>People under the age of 35 years who meet the requirements to enter the PSET system</li> </ul>
Source of data	<ul style="list-style-type: none"> <li>Higher Education Management Information System (HEMIS)</li> </ul>
Method of calculation or assessment	<ul style="list-style-type: none"> <li>Simple count</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>Sufficient funding</li> <li>PSET institutions accept learners meeting the minimum requirements</li> </ul>
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>Target for women: 600 000 students</li> <li>Target for youth: 1 000 000 students</li> <li>Target for people with disabilities: 20 000 students</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>Contribution to spatial transformation priorities: 750 000 students from rural areas</li> <li>Spatial impact areas: Amathole District Municipality, Vhembe District Municipality, uMkhanyakude District Municipality</li> </ul>
Reporting cycle	<ul style="list-style-type: none"> <li>Annual</li> </ul>
Desired performance	<ul style="list-style-type: none"> <li>Increased number of youth accessing PSET</li> </ul>
Indicator responsibility	<ul style="list-style-type: none"> <li>Programme Manager</li> </ul>

## Department of Higher Education and Training: Annual Performance Plan

### Part C: Measuring Our Performance

#### 1. Institutional programme performance information

##### 1.1 Programme: Planning, Policy and Strategy

**1.1.1 Purpose:** To provide strategic direction for the development, implementation and monitoring of departmental policies and the country's human resource development strategy.

#### 2. Outcomes, outputs, performance indicators and targets

Outcome	Outputs	Output indicators	Annual targets						
			Audited performance			Estimated performance	MTEF period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Increased access to PSET opportunities	A functional funding model that reaches an increased number of students	Revised funding model for higher education institutions implemented	-	-	-	-	Revised funding model approved by the Minister	Monitor implementation of the revised funding model	Monitor implementation of the revised funding model

#### 3. Output indicators: annual and quarterly targets

Output indicators	Annual targets	Q1	Q2	Q3	Q4
Revised funding model for higher education institutions implemented	Revised funding model approved by the Minister	Stakeholders consulted on the draft revised funding model	Aligned enrolment plan developed for inclusion in the revised funding model	Final draft of the revised funding model developed	Revised funding model approved by the Minister

#### 4. Explanation of planned performance over the medium-term period

#### 5. Programme resource considerations

#### 6. Updated key risks and mitigations from the SP

Outcome	Key risks	Risk mitigations
Increased access to PSET opportunities	Inability of institutions to absorb learners qualifying for PSET	Expand online/distance learning across institutions of higher learning

#### 7. Public entities

Name of public entity	Mandate	Outcomes	Current annual budget
National Student Financial Aid Scheme (NSFAS)	NSFAS was established in terms of the National Student Financial Aid Scheme Act (Act 56 of 1999) and subsequently incorporated the Tertiary Education Fund of South Africa (TEFSA)	Increased access to PSET opportunities	R45 000 000

**Part D: Technical indicator descriptions (TIDs)**

Indicator title	<ul style="list-style-type: none"> <li>Revised funding model for higher education institutions implemented</li> </ul>
Definition	<ul style="list-style-type: none"> <li>A revised framework that identifies the sources of funding and methods of disbursement of government funds to PSET institutions.</li> </ul>
Source of data	<ul style="list-style-type: none"> <li>Branch administration database</li> </ul>
Method of calculation or assessment	<ul style="list-style-type: none"> <li>Simple count</li> </ul>
Means of verification	<ul style="list-style-type: none"> <li>Revised funding model for institutions of higher education and training</li> <li>Proof of approval by the Minister</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>Consensus by all stakeholders on the revised funding model</li> </ul>
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>Target for women: 400 000</li> <li>Target for youth: 750 000</li> <li>Target for people with disabilities: 15 000</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>Contribution to spatial transformation priorities: N/A</li> <li>Spatial impact area: N/A</li> </ul>
Calculation type	<ul style="list-style-type: none"> <li>Non-cumulative</li> </ul>
Reporting cycle	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>
Desired performance	<ul style="list-style-type: none"> <li>Revised funding model for higher education institutions implemented from the 2021/22 financial year</li> </ul>
Indicator responsibility	<ul style="list-style-type: none"> <li>Programme Manager</li> </ul>

## **Annexures to the Annual Performance Plan**

### **Annexure C: Consolidated indicators**

Institution	Output indicator	Annual target	Data source
PSET institutions	Number of graduates in Engineering Sciences from universities	20 000	HEMIS

**Department of Higher Education and Training: Annual Operational Plan****1. Our Operations****1.1 Programme:** Planning, Policy and Strategy**1.1.1 Purpose:** To provide strategic direction in the development, implementation and monitoring of departmental policies and in the country's human resource development strategy.**2. Activities, timeframes and budgets**

Output	Output indicator	Annual target	Quarterly target	Activities	Timeframe	Budget per activity	Dependencies	Responsibility
Increased access to PSET opportunities	A functional funding model that reaches an increased number of students	Revised funding model for higher education and training institutions implemented	Q1: stakeholders consulted on a draft revised funding model	Finalise the draft revised funding model	01 April-30 April	Operational budget	N/A	Sub-programme Manager
				Consult stakeholders on the revised funding model	01 May-31 May	R 100 000	SCM	Sub-programme Manager



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