National Treasury

TECHNICAL INDICATOR DESCRIPTORS

2016/17

national treasury

Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

CONTENTS

PROGRAMME 1: Administration

Performance Indicator no 1.1.1

Indicator title	Percentage completion of the business continuity plan
Short definition	Implement the business continuity plan to ensure minimal disruption to business operations in the event of a disaster
Purpose/importance	To enable NT to increase its capability to respond to any existing, emerging or unknown risks in an effort to attain operational resilience
Source/collection of data	Business continuity plan status or reports
Method of calculation	The following formula should be used to compute percentage = Plans completed (cumulative quarterly) x100 Total plans planned (cumulative)
Data limitation	None
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Implement all the business continuity plan for phase two
Indicator responsibility	Chief Risk Officer

Performance Indicator no 1.1.2

Indicator title	Management Performance Assessment Tool (MPAT) score achieved on Risk Management standard
Short definition	Improve the MPAT score relating to Risk Management standard
Purpose/importance	Measures the Department's compliance with Risk Management prescripts and best practices in the public sector.
Source/collection of data	MPAT moderated scores
Method of calculation	Risk Management score as per the MPAT moderated report
Data limitation	No specific limitation
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	New
Desired performance	To achieve a level 4 on Risk Management standard.
Indicator responsibility	Chief Risk Officer

Performance Indicator no 1.1.3

Indicator title	Percentage of Knowledge Management strategy rolled out
Short definition	Retain National Treasury's knowledge assets by harvesting intellectual and institutional memory of employees in the Treasury.
Purpose/importance	Ensure that there is a platform where NT's knowledge assets can be deposited, shared and retained for research and for the development of a learning organisation
Source/collection of data	Knowledge Management Strategy progress status or reports
Method of calculation	Number of Business Units in which the strategy is rolled out X 100 Number of Business Units in which the strategy is due to be rolled out
Data limitation	None
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	100% implementation of the Knowledge Management strategy
Indicator responsibility	Director: Knowledge Management

Performance Indicator no 1.1.4

Indicator title	Percentage savings on goods and services expenditure
Short definition	Negotiate discounts on acquisition of goods and services
Purpose/importance	To respond to cost containment measures and ensure maximum value received for funds spent; through strategic sourcing initiatives and other possible techniques.
Source/collection of data	A schedule of savings achieved
Method of calculation	Savings achieved X 100 Cost incurred + savings achieved
Data limitation	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Savings on goods and services
Indicator responsibility	Chief Financial Officer

Performance Indicator no 1.1.5

Indicator title	Percentage of funded positions filled
Short definition	Fill the funded vacant positions to ensure service delivery continuity
Purpose/importance	Ensure that the department is capacitated to achieve its objectives
Source/collection of data	Data is sourced from PERSAL reports
Method of calculation	$\frac{\text{Total filled position}}{\text{Total funded positions}} \times 100$
Data limitation	None
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Ensure that all funded positions are 100% filled
Indicator responsibility	Chief Director: Human Resource Management

Performance Indicator no 1.1.6

Indicator title	Percentage of staff retained
Short definition	The department should retain its employees to ensure that it delivers to its objectives
Purpose/importance	Ensure that the department is capacitated to achieve its objectives
Source/collection of data	Data is sourced from PERSAL reports
Method of calculation	<u>Total number of employees at the beginning of the year</u> X 100 Number of employees at the end of the quarter
Data limitation	None
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Maintain a 90% retention of employees
Indicator responsibility	Chief Director: Human Resource Management

Performance Indicator no 1.1.7

Indicator title	Percentage of staff utilising development programmes
Short definition	Provide skills and management development to employees
Purpose/importance	To ensure that employees are appropriately equipped with relevant appropriate skills to perform their duties
Source/collection of data	Attendance registers or proof of enrolment or report of staff utilising development programmes
Method of calculation	Number of staff utilising the development programmes X 100 Total number of staff identified for development programmes
Data limitation	None
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	All employees identified for staff development enrol for the programmes
Indicator responsibility	Chief Director: Human Resource Management

Performance Indicator no 1.1.8

Indicator title	Percentage Information and Communication Technology (ICT) Services aligned to and delivered according to business requirements
Short definition	Alignment of ICT to business requirements is a dynamic state in which the department is able to use ICT effectively to achieve business objectives
Purpose/importance	To integrate the information technology to the strategy, mission, and goals of the department
Source/collection of data	HEAT system
Method of calculation	Manual; Three categories - Open calls; Resolved calls and Breached calls. Total number of calls logged to calculate the % of each category.
Data limitation	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Ensure 100% alignment of ICT to business needs
Indicator responsibility	Chief Director: Information and Communication Technology

Performance Indicator no 1.1.9

Indicator title	Percentage availability of ICT systems achieved
Short definition	Ensure that the National Treasury is provided with ICT solutions and services
Purpose/importance	To enable efficient and effective service delivery.
Source/collection of data	ICT systems availability report
Method of calculation	Time system was available X100 Time system should have been available
Data limitation	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	ICT systems to be available at all times (100%)
Indicator responsibility	Chief Director: Information and Communication Technology

Performance Indicator no 1.2.1

Indicator title	Percentage completion of the approved risk-based Internal Audit Plan.
Short definition	Conducting the planned assurance and consulting engagements on governance, risk management and control processes, and submit reports to relevant governance structures
Purpose/importance	Assist NT to achieve its strategic goals by evaluating the adequacy and effectiveness of the department's governance, risk management and control processes.
Source/collection of data	Status update of the implementation of the approved risk – based Internal Audit plan submitted to Audit Committee
Method of calculation	Completed audits x 100 Planned audits
Data limitation	None
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Risk-based internal audit plan implemented 100%
Indicator responsibility	Chief Audit Executive

Performance Indicator no 1.2.2

Indicator title	Percentage implementation of Enterprise Risk Management (ERM) annual plan
Short definition	Manage the Department's risks to an acceptable level through the implementation ERM plan.
Purpose/importance	Minimise the risks associated Department's strategic objectives and its operations to an acceptable level
Source/collection of data	Implementation reports submitted to governance structures, such as the Risk Management Committee
Method of calculation	ERM plans implemented x 100 Total ERM plans due
Data limitation	None
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Risk strategy implemented 100%
Indicator responsibility	Chief Risk Officer

Performance Indicator no 1.2.3

Indicator title	Percentage of vetting files completed by priority group, submitted to State Security Agency (SSA) for investigation
Short definition	Vetting files completed and submitted to SSA for evaluation and further processing.
Purpose/importance	To perform background checks on government official in terms of the National Vetting strategy
Source/collection of data	Completed vetting files submitted to SSA
Method of calculation	Completed vetting files of identified employees submitted to SSA X 100 Total number of identified employees to be vetted
Data limitation	No specific limitation
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Vetting of all identified employees
Indicator responsibility	Chief Risk Officer

Performance Indicator no 1.2.4

Indicator title	Number of reviewed quarterly reports submitted for Minister's consideration
Short definition	Public entities' quarterly reports reviewed and submitted to the Minister for his consideration
Purpose/importance	To ensure that public entities are delivering on their mandated objectives
Source/collection of data	Reviewed quarter reports
Method of calculation	Number of quarterly reports reviewed
Data limitation	None
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Review 40 quarterly reports submitted by 10 schedule 3A Public Entities
Indicator responsibility	Director: Public Entities Oversight Unit

Performance Indicator no 1.2.5

Indicator title	Percentage adherence to prescribed timeframes on: i) Closure of Financial Records on BAS before the closure date. ii) Submission of the Procurement Plan before 31 March each year.
Short definition	Comply with the set financial closure dates and the submission date of the Procurement plan.
Purpose/importance	To ensure that the department adheres to cut-off dates as prescribed by the prescripts and internally.
Source/collection of data	Reports presented in the management meetings
Method of calculation	Components adhered X100 Components due Components refers to the below: i) Closure of Financial Records on BAS before the closure date. ii) Submission of the Procurement Plan before 31 March each year.
Data limitation	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	100% compliance with the prescribed periods
Indicator responsibility	Chief Financial Officer

Performance Indicator no 1.2.6

Indicator title	MPAT score achieved on Information Communication Technology (ICT) standard.
Short definition	Improve the MPAT score relating to ICT standard
Purpose/importance	Measures the Department's compliance with ICT prescripts and best practices in the public sector.
Source/collection of data	MPAT moderated scores
Method of calculation	ICT score as per the MPAT moderated report
Data limitation	No specific limitation
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	New
Desired performance	To achieve a level 4 on Risk Management standard
Indicator responsibility	CD: Information and Communication Technology

PROGRAMME 2: Economic Policy, Tax and Financial Sector Policy

Performance Indicator no 2.1.1

Indicator title	Number of papers published in association with academic research institutions.
Short definition	Research papers published in association with academic research institutions to promote macroeconomic stability, poverty alleviation, retirement reform and financial sector development, or as research need arise.
Purpose/importance	Promote the development of economic research institutions through the funding of economic research on behalf of the department
Source/collection of data	Research papers as published by the department in association with research institutions
Method of calculation	Simple count
Data limitation	None
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Achieve at least 80 papers per annum
Indicator responsibility	DDG: Economic Policy and DDG: Tax and Financial Sector Policy

Performance Indicator no 2.2.1

Indicator title	Enact Twin Peaks model legislation
Short definition	The implementation of the Twin Peaks model of financial sector regulation will see the creation of a prudential regulator – the Prudential Authority – housed in the South African Reserve Bank (SARB), and a dedicated market conduct regulator – the Financial Sector Conduct Authority – housed in Financial Service Board (FSB).
Purpose/importance	The implementation of the Twin Peaks model in South Africa has two fundamental objectives: • To strengthen South Africa's approach to consumer protection and market conduct in financial services, and • To create a more resilient and stable financial system.
Source/collection of data	• Evidence of Enactment and implementation of the twin peaks • Evidence of other activity towards implementation , monitoring and evaluation of the legislation • Passed bill in National Council of Provinces (NCOP)
Method of calculation	Simple count (Passed Bill)
Data limitation	Non-availability of NCOP to pass the bill
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Enacted twin peaks model legislation
Indicator responsibility	CD: Financial Stability

Performance Indicator no 2.2.2

Indicator title	Implement savings and retirement policies
Short definition	Implement regulatory reforms on savings and retirement policies that would lead to increased levels of national savings and enabling legislation
Purpose/importance	To improve the national savings rate through reforms to the legislative framework governing the savings industry, including work being undertaken towards the implementation of retirement reform proposals and ultimately boost South African economy
Source/collection of data	Evidence of activity related to the implementation of policy, in line with targets specified in the Annual Performance Plan
Method of calculation	None
Data limitation	None
Type of indicator	Activity
Calculation type	None cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Increase in National Savings and percentage increase in retirement funds as reflected in macroeconomic data
Indicator responsibility	CD: Financial Investments and Savings

Performance Indicator no 2.3.1

Indicator title	Publish tax proposals in annual budget review
Short definition	Tax proposals are proposals to amend, add, remove or effect changes sections to the income tax act or other tax related acts
Purpose/importance	Ensure an effective, equitable and efficient tax policy and tax administration system
Source/collection of data	Tax proposals developed based on research, tax analysis and tax revenue forecasting published in the annual budget review
Method of calculation	None – Tax proposals are included in the annual budget review
Data limitation	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Tax proposals published annually in the Budget Review
Indicator responsibility	CD: Tax Policy

Performance Indicator no 2.3.2

Indicator title	Implement legislation to give effect to tax proposals from Budget.
Short definition	Legislations to enable tax proposals from the budget review and speech to be implemented by the State.
Purpose/importance	To ensure that tax proposals from the budget are implemented in order to derive the benefits envisaged or close gaps identified.
Source/collection of data	New legislations introduced
Method of calculation	Simple count
Data limitation	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Implement legislations
Indicator responsibility	CD: Tax Policy

Performance Indicator no 2.4.1

Indicator title	Number of economic models developed in line with work agenda
Short definition	An economic model is a simplified description of reality, designed to yield hypotheses about economic behaviour that can be tested. Economic models are Developed to facilitate policy making as and when changes in policy occur.
Purpose/importance	Economic models are used to forecast economic activities, propose economic policy or politically justify economic policy.
Source/collection of data	Developed economic models
Method of calculation	Simple count
Data limitation	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	New
Desired performance	Develop economic models that will simplify economic reality or environment through economic policies
Indicator responsibility	Economic Policy

Performance Indicator no 2.4.2

Indicator title	Number of economic models maintained (Models reflect the most recent economic environment)
Short definition	Maintain and update all economic models that facilitate policy making as and when changes in policy occur
Purpose/importance	Ensure that economic models are up to date and reflect the current economic environment
Source/collection of data	Updated economic models
Method of calculation	Simple count
Data limitation	Changes in economic environment not communicated timeously, resulting in delays to updating corresponding economic model
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	To update economic models with changes affecting their accuracy/relevance
Indicator responsibility	Economic Policy

Performance Indicator no 2.4.3

Indicator title	Number of quarterly economic forecasts based on high-quality policy scenario modelling developed.
Short definition	Build high quality comprehensive macroeconomic analysis and forecasts based on scenario modelling tools
Purpose/importance	Detailed and comprehensive economic models inform economic policy, and highlight areas where amendments or reforms to legislation are necessary
Source/collection of data	Developed quarterly economic forecast
Method of calculation	Simple count
Data limitation	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Develop quarterly economic forecasts
Indicator responsibility	Economic Policy

Performance Indicator no 2.4.4

Indicator title	Chapter 2 of the MTBPS and Budget Review published
Short definition	Publish the global and South Africa’s economic overview in the MTBPS and Budget Review
Purpose/importance	To reflect on South Africa’s past economic growth and to estimate the future growth in reference to Gross Domestic Product (GDP).
Source/collection of data	Published economic overview/outlook chapter in the MTBPS and Budget Review
Method of calculation	None – The economic overview/outlook chapter will be reflected in the MTBPS and Budget Review
Data limitation	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Publish economic overview/outlook chapter in the MTBPS and Budget Review
Indicator responsibility	Modelling and Forecasting

Performance Indicator no 2.4.5

Indicator title	Number of model to policy Scenario application conducted
Short definition	These are alternative forecasts which highlight the likely direction of the economy if some of the assumption do not materialise. 2 scenarios accompany each forecast
Purpose/importance	They highlight the risks to the domestic economy and thus inform the fiscal framework
Source/collection of data	Quarterly Forecast Model
Method of calculation	Simple count
Data limitation	Quality of data
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Achieve target
Indicator responsibility	Modelling and Forecasting

Performance Indicator no 2.4.6.1

Indicator title	Number of economic policy analysis, research, assessment and advice on macroeconomics, including government policy proposals developed.
Short definition	Assess and provide advice on macroeconomic policy proposals and economic policy analysis to internal and external stakeholders
Purpose/importance	To provide macroeconomic analysis on critical issues affecting monetary policy, economic growth, investment and job creation in order to inform the Ministry of Finance, NT and engagements with the Economic Cluster
Source/collection of data	Reports on exchange rate, monetary policy and macroeconomic framework
Method of calculation	Simple count
Data limitation	None
Type of indicator	Activity and output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Conduct economic analysis, research, assessment and advice on macroeconomics policy proposals
Indicator responsibility	Economic policy

Performance Indicator no 2.4.6.2

Indicator title	Number of economic policy analysis, research, assessment and advice on macroeconomics, including government policy proposals developed.
Short definition	Assess and provide advice on macroeconomic policy proposals and economic policy analysis to internal and external stakeholders
Purpose/importance	To provide macroeconomic analysis on critical issues affecting monetary policy, economic growth, investment and job creation in order to inform the Ministry of Finance, NT and engagements with the Economic Cluster
Source/collection of data	Daily, weekly and monthly reports on high frequency data
Method of calculation	Simple count
Data limitation	None
Type of indicator	Activity and output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Conduct economic analysis, research, assessment and advice on macroeconomics policy proposals
Indicator responsibility	Economic policy

Performance Indicator no 2.4.7.1

Indicator title	Number of economic policy analysis, research, assessment and advice on microeconomics, including government policy proposals developed
Short definition	Assess and provide advice on microeconomic policy proposals to internal and external stakeholders
Purpose/importance	Provide microeconomic analysis on critical issues affecting competitiveness, economic growth, investment and job creation to inform the Ministry of Finance, NT and the economic-policy related departments in the Economic and Infrastructure clusters
Source/collection of data	Regular reports on high frequency data
Method of calculation	Simple count
Data limitation	Availability and provision of relevant data and information from SARS, other national departments and other external stakeholders
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Conduct economic analysis, research, assessment and advice on microeconomics policy proposals
Indicator responsibility	Economic policy

Performance Indicator no 2.4.7.2

Indicator title	Number of economic policy analysis, research, assessment and advice on microeconomics, including government policy proposals developed
Short definition	Assess and provide advice on microeconomic policy proposals to internal and external stakeholders
Purpose/importance	Provide microeconomic analysis on critical issues affecting competitiveness, economic growth, investment and job creation to inform the Ministry of Finance, NT and the economic-policy related departments in the Economic and Infrastructure clusters
Source/collection of data	Policy proposals reports, assessments and reviews
Method of calculation	Simple count
Data limitation	Availability and provision of relevant data and information from SARS, other national departments and other external stakeholders
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Conduct economic analysis, research, assessment and advice on microeconomics policy proposals
Indicator responsibility	Economic policy

PROGRAMME 3: Public Finance and Budget Management

Performance Indicator no 3.1.1

Indicator title	Difference between the expenditure tabled for the MTEF years within the expenditure ceiling in medium term budget policy statement and the expenditure ceiling tabled for the MTEF years in the February budget
Short definition	This is the difference between the MTEF main budget expenditure ceiling target announced in the February budget and the revised expenditure ceiling announced in October, or influenced by any supplementary appropriation bill.
Purpose/importance	This performance measure indicates whether government remains within the targeted expenditure ceiling announced
Source/collection of data	National Treasury databases managed by the Expenditure Planning and Fiscal Policy units
Method of calculation	= MTEF main budget expenditure ceiling tabled in February - MTEF main budget expenditure ceiling tabled in October, or as adjusted thereafter in an appropriation bill
Data limitation	No specific limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	The revised MTEF main budget expenditure ceiling target announced in October or thereafter, should be equal to or less than the target announced in the February budget
Indicator responsibility	National Treasury: Budget Office: Deputy Director General

Performance Indicator no 3.1.2

Indicator title	Number of sustainable fiscal frameworks provided
Short definition	The fiscal framework sets aggregate national spending and revenue
Purpose/importance	Shows the sustainability of fiscal policy and underpins the budget process
Source/collection of data	National Treasury databases managed by Budget Office
Method of calculation	Fiscal framework set to ensure debt sustainability and published twice a year according to legal requirement
Data limitation	No specific limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Bi-annual
New indicator	No
Desired performance	Tabling and publication must occur in line with predetermined timelines
Indicator responsibility	National treasury: Budget Office: Deputy Director General

Performance Indicator no 3.2.1

Indicator title	Number of budget guidelines issued and budget decision making processes coordinated
Short definition	This is the budget submission guidance provided to institutions, and the process implemented by the National Treasury to analyse institutional submissions and obtain recommendations from decision makers. Guidance is also provided to institutions to enable them to compile their ENE and AENE publications inputs
Purpose/importance	To inform institutions of the information requirements for decision makers to formulate recommendations and to schedule the Medium Term Expenditure Committee engagements required for the Committee to analyse information and form recommendations to the Ministers' Committee on the Budget and Cabinet. To inform institutions of the information requirements for compiling ENE and AENE chapter and database submissions
Source/collection of data	Internet postings and administrative records
Method of calculation	Check if the Medium Term Expenditure Framework guidelines are published on the National Treasury's website by July Check if the Medium Term Expenditure Committee programme is drafted by July Check if the Adjusted Estimates of National Expenditure guidelines are published on the National Treasury's website by August Check if the Estimates of National Expenditure guidelines are published on the National Treasury's website by November
Data limitation	No specific limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Guidelines must be issued to institutions and Medium Term Expenditure Committee programme must be drafted, by July
Indicator responsibility	National Treasury: Budget Office: Chief Director: Expenditure Planning

Performance Indicator no 3.2.2

Indicator title	Adherence to timelines for budget allocation recommendations based on departmental budget submissions.
Short definition	This is the presentation of recommendations in respect of departmental budget submissions to MTEC, MinComBud, and Cabinet on the dates stipulated in Committee / Cabinet programmes
Purpose/importance	This indicator measures whether the National Treasury has provided MTEC, MinComBud, and Cabinet with reports / memoranda containing budget recommendations, on the dates contained in Committee / Cabinet programmes
Source/collection of data	Recommendation reports / presentations and / or memoranda tabled at the MTEC / MinComBud and Cabinet
Method of calculation	Whether the dates of recommendation reports / presentations and / or memoranda tabled at the MTEC / MinComBud and Cabinet adhere to the budget programme calendar dates
Data limitation	No specific limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Delivery of recommendations and reports in line with dates stipulated in Committee / Cabinet programmes
Indicator responsibility	National Treasury: Budget Office and Public Finance: Deputy Director Generals

Performance Indicator no 3.3.1

Indicator title	Budget legislation and accompanying documentation tabled in Parliament, and published
Short definition	This is the tabling of budget legislation and accompanying explanatory memoranda in Parliament, and availing them as publications
Purpose/importance	To table budget legislation and accompanying documents containing detailed information, for Parliament and citizens to utilise to scrutinise and debate, in order for Parliament to adopt, amend or reject the legislation proposed
Source/collection of data	Parliamentary administrative records and National Treasury internet postings
Method of calculation	Check if the Appropriation Bill is tabled in Parliament and published on the National Treasury's website in February Check if the Budget Review document is tabled in Parliament and published on the National Treasury's website in February Check if the Estimates of National Expenditure document is tabled in Parliament and published on the National Treasury's website in February Check if the Adjustments Appropriation Bill is tabled in Parliament and published on the National Treasury's website in October Check if the Medium Term Budget Policy Statement document is tabled in Parliament and published on the National Treasury's website in October Check if the Adjusted Estimates of National Expenditure document is tabled in Parliament and published on the National Treasury's website in October
Data limitation	No specific limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Tabling and publication must occur in line with predetermined timelines
Indicator responsibility	National Treasury: Budget Office: Deputy Director General

Performance Indicator no 3.3.2

Indicator title	Number of reports on public finance statistics according to function and economic classification.
Short definition	Measures the production of regular and on request data production and compliance with the data standard based on the Government Finance Statistics Manual (GFS) of 2014 and the Economic Reporting format used in the budget data. Regular data sets refer to data supporting the budget process and in-year reporting requirements of government. The economic classification specifies what is being bought and sold (such as user charges and compensation of employees) while the classification by function specifies the purpose of expenditure (such as research and development or housing).
Purpose/importance	The indicator is intended to show if the data is produced and compliance is maintained. Public finance data that meet these requirements can easily be understood nationally and internationally. Recognised data standards ensure that the country's reports on budgets and financial performance are reliable and trustworthy
Source/collection of data	The source of government finance statistics are the BAS/Vulindlela systems, annual financial statements, budget submissions and in-year reporting systems for national, provincial departments and public entities. The standard itself is laid out in the GFS manual of 2014. Supporting standards are the system of national accounts and accounting standards such as GRAP.
Method of calculation	Data submissions and requests can be enumerated. Other quantitative measurements can be derived from errors in the database: for example, if data from a unit that performs a health function has been classified as education and is not rectified before publication in the budget documents. Changes in the number of errors show if compliance is deteriorating or improving. Compliance to standards is reviewed manual for submissions and on the system by in-built consistency checks.
Data limitation	Classification is mainly done by the government units; new employees in the units may not be familiar with the standards
Type of indicator	Input
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No

Desired performance	Extend coverage of consolidated accounts to include information on these accounts and on borrowing by general government
Indicator responsibility	Chief Director: Public Finance Statistics

Performance Indicator no 3.3.3

Indicator title	Guidance to departments and entities on the classification of expenditure per quarter
Short definition	Guidance is provided by means of circulars, training of government officials in the finance departments and response to queries on the classification of expenditure in terms of government's Basic Accounting System (BAS) using the Standard Chart of Accounts (SCOA).
Purpose/importance	Indicator intended to show that government units are being assisted to ensure that their transactions are carried out according to SCOA by checking that: - Queries are attended to within a turn-around period of two weeks - Number of classification inconsistencies in the data do not increase - Circulars on classification issues are sent out timeously whenever the need arises - Training is given to public officials when required
Source/collection of data	- Inconsistency reports come from the Vulindlela system - Queries turnaround sourced from the call centre run by the Public Finance Statistics unit - Circulars are stored on I-drive folder and logged on the NT website so they can easily be counted - SCOA training registers and reports from training partners such as National School of Government
Method of calculation	- Queries turnaround records time from when the call is logged to when it is finalised - Inconsistencies are counted automatically in the report - Circulars are physically counted - Number of officials trained can be counted
Data limitation	None
Type of indicator	Input
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No

Desired performance	Issue classification circulars and guidelines used by departments for transactional classification guidance Provide advice on the interpretation of the SCOA and the Reference Guide on Economic Classification when required.
Indicator responsibility	Chief Director: Public Finance Statistics

Performance Indicator no 3.4.1

Indicator title	Percentage adherence to timelines for sectoral analysis and advice for policy framework development.
Short definition	Analysis of developments, challenges and trends in sectors and how these affects expenditure; identify policy frameworks that address these
Purpose/importance	Analyses aims to identify shortcomings in the policy framework being implemented, as well as the means by which effectiveness and efficiency can be enhanced with new policies
Source/collection of data	Sector reports, Statistics South Africa, research reports and various external sources
Method of calculation	Sector reports, compliance and monitoring reports analysed and submitted to stakeholders as required
Data limitation	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Comments on Cabinet memoranda to reach the Ministry one day before the relevant Cabinet meeting
Indicator responsibility	Chief Directors: Public Finance

Performance Indicator no 3.4.2

Indicator title	Number of monthly expenditure feedback to departments.
Short definition	Public Finance budget analysts to compile and provide month expenditure feedback to departments
Purpose/importance	Report to departments on early warning signs that could trigger unauthorised or irregular expenditure
Source/collection of data	Monthly In year monitoring (IYMs) submitted by departments
Method of calculation	Monthly feedback send to departments within 15 days after the official submission of IYMs by departments (departments submit IYMs on or before 15 of every month)
Data limitation	Information on Vulindlela is not always updated in line with departments' expenditure reports
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Feedback to departments is within 15 days after the official submission of IYMs by departments (departments submit IYMs on or before 15 of every month)
Indicator responsibility	Budget Analysts: Public Finance

Performance Indicator no 3.4.3

Indicator title	Number of quarterly expenditure reports submitted to the Standing Committee on Appropriations
Short definition	Provide the Standing Committee on Appropriation with high level summary of quarterly expenditure reports for all departments
Purpose/importance	Report on deviations against the monthly drawings schedule, expenditure on special/large projects in line with planning and on any deviations to policy and financial/accounting regulations
Source/collection of data	Financial data extracted from Vulindlela to populate quarterly reports
Method of calculation	Evidence of reports compiled and submitted to the Standing Committee on Appropriations on a timely basis
Data limitation	Information on Vulindlela is not always updated in line with departments' expenditure reports.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Quarterly expenditure reports submitted six weeks from the end of the quarter
Indicator responsibility	Budget Analysts: Public Finance

Performance Indicator no 3.4.4

Indicator title	Number of selected expenditure and performance reviews undertaken.
Short definition	: Public Expenditure and Policy Analysis reviews seek to investigate the resourcing and performance of government operations, in relation to the applicable policy.
Purpose/importance	Institutions which have participated in expenditure reviews and programme evaluation are expected to use the results of the reviews and evaluations
Source/collection of data	BAS expenditure data, engagements with departments, all documentation related to a given programme and/or institution that participates in a review
Method of calculation	A number of programmes and /or institutions are selected for expenditure reviews and the resulting number of completed reports are counted
Data limitation	Incomplete or limited access to the requisite data required for the reviews and constructing the data from scratch is time consuming; limited access to or engagements with affected departments' representatives
Type of indicator	Efficiency
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Six completed expenditure and performance review and/or programme evaluations per year
Indicator responsibility	Head: Expenditure and Performance Reviews: GTAC and Chief Directors: Public Finance

Performance Indicator no 3.4.5

Indicator title	Number of reports produced on review and implementation of the cost-of-living adjustment (COLA) costing model
Short definition	Review and implement the personnel costing model to assess the costs of improvements in conditions of service and changes in personnel headcounts
Purpose/importance	Assess the costs of improvements in conditions of service and changes in personnel headcounts to guide budget allocations and determine implications for the sustainability of the Compensation of Employees budget
Source/collection of data	Internal NT databases
Method of calculation	Count number of reports produced on the review and implementation of the model
Data limitation	Not applicable
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	A comprehensive report on the review of the model produced per quarter.
Indicator responsibility	Public Sector Remuneration Analysis and Forecasting Unit

Performance Indicator no 3.4.6

Indicator title	Provide support on governance and financial management monitoring and compliance system in public entities.
Short definition	The department (unit) provides support and guidance to public entities on issues relating to governance, financial management and compliance; this support can either be requested by the entities (demand driven) or the department can identify the need to provide support to the entities based on its observation or analysis.
Purpose/importance	To advise public entities on matters relating to financial management, governance and compliance with relevant financial and governance prescripts in order to ensure to ensure effective and efficient use of resources in public entities.
Source/collection of data	Reports submitted, presentations presented, responses submitted to entities, Cabinet memorandum and minutes of the meetings
Method of calculation	Total number of requests responded to in providing support to Public entities X 100 Total number of the requests received from public entities to provide support
Data limitation	Records of verbal requests, responses and discussions; and telephone discussions
Type of indicator	Outcomes
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Implementation of the principles of improved governance in public entities
Indicator responsibility	Chief Director: Public Entities Governance Unit

Performance Indicator no 3.5.1

Indicator title	Percentage alignment of development cooperation to government policy and priorities
Short definition	Alignment of official development assistance (ODA), which includes grants, concessionary loans and technical assistance, with NDP, MTSF and the budget process
Purpose/importance	Ensure alignment with government processes, policies and priorities
Source/collection of data	ODA reports (annual) and ODA database during MTEF and ENE BAS expenditure reports DCMIS
Method of calculation	Evidence management of GBS allocation process in government i.e. ODA reports, work plans and other relevant documentation Extent of alignment of development cooperation with sector budgets against pre agreed indicators as per financing agreements
Data limitation	In certain instances, coordination challenges with multiple development partners and line departments may limit the ability of the unit to coordinate the process according to plan (limited disclosure on TA)
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually and quarterly
New indicator	No
Desired performance	Incoming development cooperation fully aligned with government policy and priorities
Indicator responsibility	Chief Director: International Development Cooperation

Performance Indicator no 3.5.2

Indicator title	Percentage Management and coordination development cooperation in South Africa
Short definition	Manage and coordinate the country's development cooperation
Purpose/importance	Manage and coordinate inbound South African technical and financial cooperation covering: • Grants, via the RDP Fund • Technical assistance • Concessionary loans
Source/collection of data	Manage and coordinate development partner funds, concessionary loans and technical assistance (TA) to ensure optimal utilisation thereof in line with national policy and priorities
Method of calculation	• Quarterly and annual reports (e.g. payment files) on existing programmes
Data limitation	• For TA: Development partners are reluctant to provide detailed information on the number of technical experts, financial information and other allocations • Departments do not consistently report on all ODA programmes
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Annually and quarterly
New indicator	No
Desired performance	Comprehensive information on all inbound ODA documented; and maintain value of technical and financial cooperation received from development partners
Indicator responsibility	Chief Director: International Development Cooperation

Performance Indicator no 3.6.1

Indicator title	Number of Division of Revenue and Division of Revenue Amendment Bills published annually
Short definition	The Division of Revenue Bill and Division of Revenue Amendment Bill are bills tabled in Parliament by the Minister of Finance to determine and adjust budget allocations to provinces and municipalities
Purpose/importance	These Bills are required in terms of section 214 of the Constitution to allocate funds from revenue collected nationally to enable provinces and municipalities to fulfil their functions. These bills are also required to be tabled in terms of the Money Bills Amendment Procedure and Related Matters Act
Source/collection of data	Parliament's Announcements Tablings Committees (ATC) document records all bills tabled
Method of calculation	Number of Division of Revenue Bills and Division of Revenue Amendment Bills reflected in the ATC as being tabled each financial year
Data limitation	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	One Division of Revenue Bill must be tabled per year (less is not acceptable), the number of Division of Revenue Amendment Bills may vary (up or down) depending on the need for amendments due to events that occur in-year
Indicator responsibility	Chief Director: Intergovernmental Policy and Planning

Performance Indicator no 3.6.2

Indicator title	Number of reforms introduced to enhance provincial and local government fiscal frameworks
Short definition	Changes to the structure of the financing of provinces and local government. This can include changes to the way equitable share allocations are calculated or changes to conditional grant allocation mechanisms or rules or the introduction of new grants or dissolution of grants. It can also include introduction of additional own revenue instruments/sources to provinces or local government
Purpose/importance	The provincial and local government fiscal frameworks ensure that provinces and municipalities are funded to be able to fulfil the functions assigned to them in terms of the Constitution
Source/collection of data	Explanatory Memorandum to the Division of Revenue Bill (published on the National Treasury website as Annexure W1 to the Budget Review)
Method of calculation	Number of reforms approved for implementation each financial year
Data limitation	This indicator requires interpretation of changes to provincial or local government grants to be described in the Explanatory Memorandum to the Division of Revenue Bill and the introduction of additional municipal own revenue instruments to be legislated through the Municipal Fiscal Powers and Functions Act
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Additional changes could be needed if these will improve the performance of provinces and municipalities or protect the stability of the national fiscus. If changes cannot improve any of these factors then fewer changes should be made
Indicator responsibility	Chief Director: Intergovernmental Policy and Planning

Performance Indicator no 3.6.3

Indicator title	Number of plans assessed to support improvements in infrastructure planning in provinces
Short definition	The indicator measures the ability of provincial department to improve their infrastructure planning and the institutionalisation of the infrastructure delivery management system (IDMS)
Purpose/importance	To ensure that there is an improvement in planning by provincial departments implementing infrastructure programmes and projects. Provide support when necessary, to assist in improving the plans.
Source/collection of data	Submission of user asset management plans, infrastructure programme management plans, pre-feasibility and feasibility reports, monthly IRM reports and human resource reports for infrastructure units.
Method of calculation	Qualitative method : the quality of documents and data submitted is measured
Data limitation	None
Type of indicator	Inputs and outputs
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	None
Desired performance	A total of 36 Infrastructure plans assessed (user asset management plans and infrastructure programme management plans).
Indicator responsibility	Chief Director: Provincial and Local Government Infrastructure

Performance Indicator no 3.6.4

Indicator title	Number of built environment performance plans assessed to support improvement in the built environment
Short definition	Built environment Performance Plans are city-level plans formulated and approved by the metro, and it complements existing statutory plans and compliance with legal requirements. The Plan serves to better align the planning and budgets in the municipalities and is a brief, strategic overview of the built environment that will be used to enhance inter-governmental relations aimed at improving the performance of metropolitan built environments.
Purpose/importance	BEPP is a requirement of the DORA in respect of infrastructure grants related to the Built environment of metropolitan municipalities. It is one of the eligibility requirements for the Integrated City Development Grant (ICDG). The BEPP is thus also an instrument for compliance and submission purposes for the following infrastructure grants ICDG, USDG, HSDG, PTIG, NDPG, INEP
Source/collection of data	Submitted by the metropolitan municipalities on a yearly basis and uploaded onto the NT, MFMA website
Method of calculation	Simple count of BEPPs submitted and reviewed as part of the Mid- year budget and BEPP process
Data limitation	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	That all the 8 metropolitan municipalities submit their BEPPs and that these BEPP's are reviewed as part of the intergovernmental mid-year budget process. The reviews undertaken each year reflect the incremental progress in the performance of the built environment especially with regard to spatial transformation, housing and transport.
Indicator responsibility	Chief Director: Provincial and Local Government Infrastructure

Performance Indicator no 3.6.5

Indicator title	Number of training initiatives (workshops and courses) on conditional grants, infrastructure delivery management; budget formulation and analysis undertaken to facilitate improved budgeting and financial management
Short definition	Annual Division of Revenue Workshops with key national departments and provincial treasuries; Essentials of Budget Formulation, and Budget Analysis and Examination Training and an annual IYM workshop. Infrastructure Delivery Improvement System (IDMS) training to government officials that are involved in the infrastructure delivery process. The introduction to the IDMS is a two to three days' workshop where officials are introduced to concepts and principles of the IDMS
Purpose/importance	• To discuss key clauses and changes within the 2016 Division of Revenue Bill, Infrastructure, the Business Planning Process and Performance Evaluation for 2015/16 with regards to provincial Conditional Grants • To understand the essentials of budget preparation within the South African context. Included herein are the budget concepts, principles, MTEF budget process and key role players within national and provincial departments • To understand the core concepts and principles of budget examination and analysis, and demonstrate the application thereof through work based practical assessment activities
Source/collection of data	• 2016 Division of Revenue Bill and grant frameworks • Courses: Targeted audience are public service officials in national and provincial departments across South Africa who work in budgeting and finance environment, including officials who have an interest in understanding public sector budget preparation, examination and analysis thereof • Attendance registers
Method of calculation	• Cumulative • Number of 2016 Division of Revenue Workshops (attendance registers) • Number of training interventions in provinces (attendance registers) • Numbers of participants attending the both the budget formulation and budget analysis (attendance registers)
Data limitation	• Workshops: None • Courses: Due to operational requirements, not all intended or targeted beneficiaries are able to attend the courses. On the other hand, the pool of potential beneficiaries is gradually depleting as most have already attended these courses in the preceding years • Lack of or partial completion of attendance registers
Type of indicator	The indicator measures output (i.e. Number of participants attending the courses/number of workshops)
Calculation type	Cumulative (cumulating all provinces and national departments participants)

Reporting cycle	Annual reporting cycle
New indicator	Continues without change from the previous year
Desired performance	Actual performance must be higher than targeted performance is desirable
Indicator responsibility	Chief Director: Provincial Budget Analysis Chief Directorate: PLGI Chief Directorate: Local Government Budget Analysis

Performance Indicator no 3.6.6

Indicator title	Number of provincial budgeting benchmarking exercises held to improve provincial budget credibility, composition, and achievability
Short definition	Benchmark engagements – meet with each of the 9 provincial treasuries twice to evaluate and make recommendations on their Draft Budgets for the coming MTEF
Purpose/importance	Monitoring of performance and to ensure that budgets are creditable
Source/collection of data	Provincial documents, databases and tools
Method of calculation	There is no calculation needed – this is an annual occurrence for all 9 provincial treasuries
Data limitation	None
Type of indicator	Outcomes
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Continues from previous year
Desired performance	Delivery, credibility and achievability of provincial budgets
Indicator responsibility	Chief Director: Provincial Budget Analysis

Performance Indicator no 3.6.7

Indicator title	Number of reports published
Short definition	Publication of the adopted budget information for the new Medium Term Revenue and Expenditure Framework; section 71 quarterly reports including expenditure on conditional grants; routine publications, municipal payment schedule and the Local Government Budgets and expenditure review.
Purpose/importance	In fulfilment of legal requirements in terms of the DoRA and MFMA regarding budget assessments and monitoring
Source/collection of data	Through annual budget returns submitted by municipalities and reports submitted by Transferring Officers, NT initiative through the analysis of DoRA section 10 reports and MFMA section 71 monthly reports on municipalities' overall performance
Method of calculation	Number of reports published
Data limitation	Availability and accuracy of information in the monthly and quarterly reports submitted by municipalities and TNOs
Type of indicator	Inputs, activities and outputs
Calculation type	Cumulative
Reporting cycle	Monthly, Quarterly, Annually and Bi-annually
New indicator	Consolidation of standing indicators from previous year
Desired performance	Timeous publication
Indicator responsibility	Chief Director: LGBA

Performance Indicator no 3.6.8

Indicator title	Number of support initiatives implemented in provinces and non-delegated municipalities
Short definition	Support on revenue management, roll-over and offsetting of conditional grants process, budget compilation and assessment, mid-year performance monitoring, training on DoRA related matters and implementation of the province specific strategies to address municipal finance performance failures
Purpose/importance	To monitor progress and provide support in the implementation of support initiatives to address municipal finance performance failures
Source/collection of data	Progress reports received from Provinces and non-delegated municipalities, and own analyses
Method of calculation	Number of initiatives
Data limitation	Timeous submission of progress reports
Type of indicator	Inputs, activities and outputs
Calculation type	Non-Cumulative
Reporting cycle	Monthly, Quarterly, Annually and Bi-annually
New indicator	Consolidation of standing indicators from previous year
Desired performance	Visible decrease in the number of financial failures in municipalities
Indicator responsibility	Chief Director: LGBA

Performance Indicator no 3.6.9

Indicator title	Number of reforms implemented
Short definition	Technical adjustments to the LGDRS and Municipal Budget and Reporting Regulations to accommodate mSCOA to ensure successful implementation
Purpose/importance	To ensure that all 257 Municipalities provide Municipal financial data without mapping or extrapolating directly into LG database across the 6 regulatory segments.
Source/collection of data	Collection of documentation, questionnaires and data strings of municipal financial data, from all the 257 current Municipalities.
Method of calculation	Assessment of quarterly risk evaluations, Monthly confirmation of data load and comparison with legacy reporting schedules.
Data limitation	Timeous submission of questionnaires and data uploads by Municipalities
Type of indicator	Inputs, activities and outputs
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Consolidation of standing indicators from previous year
Desired performance	mSCOA project governance improvement indicated by Red, Amber and Green status on the quarterly assessments (Not the financial distress indicators which are measured annually); Delivery and load of data without rejection and consistent with legacy reporting formats i.e. Section 71, 72 reports as well as A, B and C schedules..
Indicator responsibility	mSCOA work stream leaders.

Performance Indicator no 3.6.10

Indicator title	Number of provincial visits undertaken to assess financial performance for effective service delivery
Short definition	Provincial visits – meet with each of the 9 provincial treasuries 4- months into the financial year to evaluate their financial and service delivery
Purpose/importance	Monitoring of performance and to ensure that budgets are creditable
Source/collection of data	Provincial documents, databases and tools
Method of calculation	There is no calculation needed – this is an annual occurrence for all 9 provincial treasuries
Data limitation	None
Type of indicator	Outcomes
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Continues from previous year
Desired performance	Delivery, credibility and achievability of provincial budgets
Indicator responsibility	Chief Director: Provincial Budget Analysis

Performance Indicator no 3.6.11

Indicator title	Number of quarterly financial reports produced and published to comply with section 32 of the PFMA
Short definition	Summary of financial and conditional grant performance for all provinces
Purpose/importance	Early warning system to detect problems in provincial performance
Source/collection of data	Nine electronic submissions in Excel format (IYM Model) from provincial treasuries to CD: PBA. Currently submitted via email, validated and stored on network drive (K drive) at NT
Method of calculation	Count the number of publications per year – there should be 4
Data limitation	None
Type of indicator	Inputs, activities and outputs
Calculation type	Both cumulative and non-cumulative
Reporting cycle	Quarterly
New indicator	Continues without change from the previous year
Desired performance	Target is 4 per year. More will not be an improvement
Indicator responsibility	Chief Director: Provincial Budget Analysis

PROGRAMME 4: Assets and Liability Management

Performance Indicator no 4.1.1

Indicator title	Percentage of corporate plans of Schedule 2 and 3B SOCs, DFIs and water boards received and reviewed within 4 months of receipt
Short definition	Review the plans to ensure alignment with government policy
Purpose/importance	Ensures that the corporate plans of the SOCs, DFIs and water boards are reviewed to assess their potential impact on the fiscus and alignment with government policy so that mitigating action can be taken
Source/collection of data	Reports or memos on review of corporate plans of Schedule 2 and 3B SOCs, DFIs and water boards received
Method of calculation	Number of corporate plans of schedule 2and 3 B SOCs, DFIs and water boards reviewed within 4 months X 100 Total number of corporate plans of Schedule 2 and 3B SOCs, DFIs and water boards received
Data limitation	• Late submission of Corporate Plans from SOCs • Executive Authorities may request amendments to Corporate Plans which may result in delays • Entities are not required to submit final shareholder compacts to NT for review •
Type of indicator	Output and activity
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	Revised
Desired performance	Reviewed all corporate plans within the stipulated timeframes:100% (the higher the better)
Indicator responsibility	Chief Directorate: Governance and Financial Analysis

Performance Indicator no 4.1.2

Indicator title	Percentage of annual reports of Schedule 2 and 3B SOCs, DFIs and water boards received and reviewed within 4 months of receipt
Short definition	Review the reports to assess their potential impact on the fiscus
Purpose/importance	Ensures that the annual reports of the SOCs, DFIs and water boards are reviewed to assess their potential impact on the fiscus so that mitigating action can be taken
Source/collection of data	Reports or memos on review of annual reports of Schedule 2 and 3B SOCs, DFIs and water boards received
Method of calculation	Number of annual reports of schedule 2and 3 B SOCs, DFIs and water boards reviewed within 4 months X 100 Total number of annual reports of Schedule 2 and 3B SOCs, DFIs and water boards received
Data limitation	• Late submission of annual reports SOCs, DFI & WBs • Executive Authorities may request amendments or extension to annual reports which may result in delays • Entities are not required to submit final shareholder compacts to NT for review
Type of indicator	Output and activity
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	Revised
Desired performance	Reviewed all annual reports within the stipulated timeframes:100% (the higher the better)
Indicator responsibility	Chief Directorate: Governance and Financial Analysis

Performance Indicator no 4.1.3

Indicator title	Percentage of annual reports and corporate plans received from Schedule 2 and 3B SOCs reporting to NT (SAA, PIC, DBSA, Land Bank, Sasria) tabled in Parliament within the required timelines i.e. 30 September each year
Short definition	Tabling of reports and plans to Parliament to ensure adherence with timeframes
Purpose/importance	Ensure that the annual reports and corporate plans are tabled in Parliament within the required timelines
Source/collection of data	Record of tabling in Parliament
Method of calculation	Number of annual reports and corporate plans of schedule 2and 3 B SOCs, DFIs and water boards tabled within required timelines X 100 10
Data limitation	• Late submission of Corporate Plans or annual reports from SOCs • Executive Authority may require amendments to the Corporate Plans which may result in delays
Type of indicator	Output and activity
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	Revised
Desired performance	Submitted all corporate plans and annual reports within the stipulated timeframes: 100% (the higher the better)
Indicator responsibility	Chief Directorate: Governance and Financial Analysis and Chief Directorate: Sector Oversight

Performance Indicator no 4.1.4

Indicator title	Percentage of complete PFMA Section 54(2), 52, 55 and 92 applications received from Schedule 2 and 3B SOCs, DFIs and water boards reviewed within stipulated timeframes.
Short definition	Review all applications within the required timeframe
Purpose/importance	Ensure that SOC all applications in terms of the PFMA and MFMA are reviewed within stipulated timeframes to identify risks or other issues so that mitigating action can be taken
Source/collection of data	Submissions prepared in response to applications for PFMA applications
Method of calculation	Number of complete applications reviewed within stipulated timeframes X 100 Number of complete applications received
Data limitation	Inter-temporal differences between the submissions received during the course of the year and those responded to, due to additional information being required to finalise the review of submissions and applications received
Type of indicator	Output and activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Reviewed all applications within the stipulated timeframes:100% (the higher the better)
Indicator responsibility	Chief Directorate: Sector Oversight and Chief Directorate: Governance and Financial Analysis

Performance Indicator no 4.1.5

Indicator title	Percentage of funding applications received from Schedule 2 and 3B SOCs, DFIs and water boards reviewed within stipulated timeframes.
Short definition	Review the funding applications
Purpose/importance	Ensure that all funding applications are reviewed within stipulated timeframes to identify risks or other issues to provide input into the Budget process to inform decisions on whether funding should be allocated
Source/collection of data	Presentations/submissions prepared in response to applications for funding
Method of calculation	Number of applications for funding reviewed within stipulated timeframes X 100 Number of applications for funding received
Data limitation	Not all of the applications may be forwarded to ALM for review Inadequate information may be submitted Reviews are usually undertaken in a presentation format rather than as a submission
Type of indicator	Output and activity
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	Revised
Desired performance	Reviewed all applications within the stipulated timeframes:100% (the higher the better)
Indicator responsibility	Chief Directorate: Sector Oversight

Performance Indicator no 4.1.6

Indicator title	Percentage of complete guarantee applications received from Schedule 2 and 3B SOCs, DFIs and WBs reviewed within stipulated timeframes.
Short definition	Once considered by the FLC, submissions have to be compiled for submission to the Minister taking into account the recommendations of the FLC
Purpose/importance	Ensure that all guarantee applications are reviewed within stipulated timeframes for consideration by the FLC
Source/collection of data	Submissions prepared in response to applications for guarantees that are submitted to the FLC
Method of calculation	Number of applications for guarantees reviewed within stipulated timeframes X 100 Number of applications for guarantees received
Data limitation	Once considered by the FLC, submissions have to be compiled for submission to the Minister taking into account the recommendations of the FLC
Type of indicator	Output and activity
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	Revised
Desired performance	Reviewed all applications within the stipulated timeframes:100% (the higher the better)
Indicator responsibility	Chief Directorate: Sector Oversight

Performance Indicator no 4.1.7

Indicator title	Percentage of MFMA submissions relating to tariff adjustments received from Schedule 2 and 3B SOCs and WBs reviewed within stipulated timeframes.
Short definition	Review of MFMA submissions relating to tariff adjustments
Purpose/importance	Ensure that all MFMA submissions are reviewed within stipulated timeframes to identify any risks and issues so that mitigating action can be taken
Source/collection of data	Submissions prepared in response to MFMA submissions
Method of calculation	$\frac{\text{Number of submissions reviewed within stipulated timeframes}}{\text{Number of submissions received}} \times 100$
Data limitation	Applications submitted with incomplete information
Type of indicator	Output and activity
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	Revised
Desired performance	Reviewed all submission within the stipulated timeframes: 100% (the higher the better)
Indicator responsibility	Chief Directorate: Sector Oversight

Performance Indicator no 4.1.8

Indicator title	Percentage of reviews requested of legislation, policies and strategies impacting on Schedule 2 and 3B SOCs, DFIs and WBs conducted within stipulated timeframes
Short definition	Reviewing legislation, policies and strategies impacting on schedule 2 and 3B SOCs and provide feedback on the review.
Purpose/importance	Reviews ensure that any potential negative impact of new/amended legislation, policies, sector reforms and strategies are identified and mitigated
Source/collection of data	Feedback or comments provided on legislation, policy etc.
Method of calculation	Number of reviews of legislation, policies and strategies conducted X 100 Number of requests received to review legislation, policies and strategies
Data limitation	Requests for comments are not always made in a formal way
Type of indicator	Activity and output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Completion of all planned reviews and related activity within the stipulated timeframes: 100% (the higher the better)
Indicator responsibility	Chief Directorate: Sector Oversight

Performance Indicator no 4.1.9

Indicator title	Report on the review of schedule 2 and 3B SOCs, DFIs and water boards remuneration
Short definition	Review schedule 2 and 3B remuneration and provide a feedback on the outcome of the review
Purpose/importance	Monitor compliance with applicable policies , guidelines and standards
Source/collection of data	Annual financial statements
Method of calculation	Simple count
Data limitation	Late submission by entities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	Old
Desired performance	Complete the review
Indicator responsibility	Chief Director Governance and Financial Analysis

Performance Indicator no 4.1.10

Indicator title	Report on the review of schedule 2 Board composition
Short definition	Assessing schedule 2 Board composition for compliance with corporate governance prescripts
Purpose/importance	Ensure that the schedule board compositions complies with companies act, corporate governance principles and other relevant prescripts
Source/collection of data	Report on schedule 2 Board composition
Method of calculation	Simple count
Data limitation	Late submission by entities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	Old
Desired performance	Assessment of schedule 2 board compositions
Indicator responsibility	Chief Director Governance and Financial Analysis

Performance Indicator no 4.1.11

Indicator title	Update the Guidelines for Best Practice in Treasury Management
Short definition	Update the Guidelines for Best Practice in Treasury Management for the State-owned Companies and Development Finance Institutions
Purpose/importance	Ensure that the treasury divisions of State-owned Companies and Development Finance Institutions have a best practice guideline for the purpose of benchmarking treasury management
Source/collection of data	Publications from domestic and international sources on best practice in treasury management
Method of calculation	Percentage completion of the updating process
Data limitation	Willingness of other organizations to share information
Type of indicator	Percentage completion of the project
Calculation type	Cumulative
Reporting cycle	Annual, the guidelines however only need to be updated every 5 years
New indicator	New
Desired performance	Review literature on best practice and updated the existing guidelines
Indicator responsibility	Chief Director Governance and Financial Analysis

Performance Indicator no 4.1.12

Indicator title	Percentage completion of reviews of borrowing limit applications relating to schedule 2 and 3B SOCs, DFIs and water boards received with complete information and within stipulated timeframes
Short definition	completion of reviews of borrowing limit applications relating to schedule 2 and 3B SOCs, DFIs and water boards
Purpose/importance	Ensure that all borrowing limit applications are reviewed within stipulated timeframes for consideration by the FLC
Source/collection of data	Submissions prepared in response to applications for borrowing limits that are submitted to the FLC
Method of calculation	Number of applications for borrowing limits reviewed within stipulated timeframes X 100 Number of applications for borrowing limits received
Data limitation	Data and additional information from the applicant
Type of indicator	Output is the memo to the Minister
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	Revised
Desired performance	Reviewed all applications within the stipulated timeframes:100% (the higher the better)
Indicator responsibility	Chief Directorate: Governance and Financial Analysis

Performance Indicator no 4.2.1

Indicator title	Percentage of government's annual gross borrowing requirement met
Short definition	Fund government's annual borrowing requirements through various debt instruments
Purpose/importance	Ensure that sufficient funds are available to meet government commitments
Source/collection of data	Annual gross borrowing requirement is sourced from the Budget tabled annually by the Minister of Finance
Method of calculation	Gross borrowing requirement is the sum of revenue, expenditure and debt due for repayment Government's annual gross borrowing requirement achieved X 100 Government's annual borrowing requirement targeted
Data limitation	Accurate revenue and expenditure forecasts Market conditions
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Revised
Desired performance	Meeting the annual borrowing requirement amount
Indicator responsibility	Chief Directorate: Liability Management

Performance Indicator no 4.2.2

Indicator title	Percentage of interest and redemptions met accurately and timely
Short definition	Payment of government debt obligations in a timely and accurate manner to avoid any credit defaults or additional costs due to inaccurate/delayed payment
Purpose/importance	Servicing of debt is a requirement as per loan agreements; failure to do so will result in credit defaults which could lead to credit rating downgrades and loss of investors
Source/collection of data	Government debt-service costs are contained in the annual Budget as tabled by the Minister of Finance
Method of calculation	Amount of interest and redemptions paid X 100 Amount of interest and redemptions due
Data limitation	Inability to access debt recording and payment systems due to internal and/or external factors
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	Revised
Desired performance	To accurately meet all government debt obligations on time
Indicator responsibility	Chief Directorate: Liability Management

Performance Indicator no 4.2.3

Indicator title	Number of roadshows to retain current, and attract new investors
Short definition	Developing initiatives to attract new investors whilst maintaining sound relations with current investors
Purpose/importance	Positioning South Africa as a safe and credible borrower
Source/collection of data	Reports or feedback from the road-shows
Method of calculation	Simple count
Data limitation	None
Type of indicator	Activities and outcomes indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Promote SA economy through retaining current, and attracting new investors
Indicator responsibility	Chief Directorate: Liability Management

Performance Indicator no 4.3.1

Indicator title	Percentage of reporting requirements met on national government debt in terms of the PFMA and international reporting requirements
Short definition	To report on national government debt operations in terms of the PFMA, and the reporting standards of the IMF and the OECD, to investors and the financial markets
Purpose/importance	Dissemination of information on government debt operations relating to the progress on government's borrowing plan, outstanding government debt and guarantees improves transparency, accountability and investor confidence
Source/collection of data	Internal NT operational system, Excel databases and inputs from departments and SOCs
Method of calculation	Monthly reports on the progress on government's borrowing requirement; monthly and quarterly reporting on guarantees; annual financial information of the ALM division; Budget documents
Data limitation	The accuracy of the numbers is dependent on the accuracy of source information
Type of indicator	Outputs and activities
Calculation type	Cumulative – for the year
Reporting cycle	Varies from monthly, quarterly and annually
New indicator	No
Desired performance	Accurate and timely reporting on national government debt and investment operations to stakeholders
Indicator responsibility	Chief Directorate: Financial Operations

Performance Indicator no 4.3.2

Indicator title	Percentage of government's liquidity requirements met
Short definition	Forecasting and management of government's short and medium term cash flows
Purpose/importance	Ensure provision for government's short and medium term commitments at the right time, in the right amounts and in the right currency
Source/collection of data	Cash flow data on receipts and payments is received from SARS, Reserve Bank and various units within NT and then consolidated
Method of calculation	Government's net cash position is calculated, taking into account: - Gross borrowing requirement, which is the sum of revenue, expenditure and debt due (interest and redemptions) - Proceeds from short- and long-term loans issued in the domestic and international markets - Change in cash balances A monthly net cash position is calculated for the MTEF period and thereafter maintained Daily net cash positions are forecast for three months ahead
Data limitation	None
Type of indicator	Inputs and outputs
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly and annually
New indicator	No
Desired performance	Fully funded exchequer account (National Revenue account
Indicator responsibility	Chief Directorate: Financial Operations

Performance Indicator no 4.4.1

Indicator title	Percentage compliance to market and refinancing risks benchmarks
Short definition	Management of debt portfolio within approved risk benchmarks so that it minimises the impact of interest rate, inflation and exchange rate risks on annual funding requirements and government's debt portfolio while balancing liquidity (cash) and cost objectives
Purpose/importance	To recommend annual risk allocations using appropriate techniques in order to ensure compliance to market and refinancing risks benchmarks
Source/collection of data	Fiscal Policy: revenue, expenditure, budget deficit; Economic Policy/StatsSA: GDP, exchange rates, CPI; ALM: borrowing requirements, bond redemptions, real and nominal yields
Method of calculation	Ratio-based on portfolio indicators and quantitative on underlying risk factors
Data limitation	None
Type of indicator	Output
Calculation type	Cumulative – quarterly
Reporting cycle	Quarterly
New indicator	Revised (implemented in 2014/15, to remain in place for 5 years - 2018/19)
Desired performance	Below percentage thresholds and within percentage ranges
Indicator responsibility	Chief Directorate: Strategy and Risk Management

Performance Indicator no 4.4.2

Indicator title	Number of interactions to manage and ensure effective relations with the credit rating agencies
Short definition	Continuous and proactive engagements with and information sharing between the credit rating agencies and NT
Purpose/importance	Strengthen relations between government and the rating agencies to improve the context of the discussions regarding credit ratings and to ensure that the most accurate information on the country is shared with the rating agencies on a timely basis; and to address information asymmetries and ensure that government is the first point of contact for key policy messages to be shared with the rating agencies
Source/collection of data	Email correspondence and engagement reports forms the bulk of the communication. International and domestic meetings and conference calls are scheduled to discuss ratings matters more in depth.
Method of calculation	Simple calculation- assigning of risk ratings on qualitative and quantitative indicators
Data limitation	Regional, contagion and political risks are outside of the control of this NT programme
Type of indicator	Activity (i.e. presentations, meetings / round table discussions, conference calls) and output (i.e. presentation reports, strategy documents of government (NDP progress reports, 9 Point Plan, SOCs turnaround strategies, etc.)).
Calculation type	Cumulative
Reporting cycle	Quarterly, semi – annual and annually.
New indicator	Revised
Desired performance	Consistently improving relationships with the rating agencies. Consistency across public and private sector when communicating key policy messages Greater collaboration in addressing ratings constraints
Indicator responsibility	Chief Directorate: Strategy and Risk Management

Performance Indicator no 4.4.3

Indicator title	Number of reports on the management of government's contingent liabilities and counterparty risk
Short definition	Management of contingent liability and counterparty risk exposure to limit the impact on the fiscus
Purpose/importance	Management of contingent liabilities is critical to prevent government from being in a position where contingent liabilities, should they materialise, compromise the sustainability of funding strategies
Source/collection of data	Annual Reports and interim reports of SOCs and banks - Quarterly reports outlining government contingent liabilities and counterparty risk- , BA 900 reports from the SARB
Method of calculation	Simple count
Data limitation	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly, Semi-annual and Annually
New indicator	Revised
Desired performance	Consistently ensuring that government's exposure to contingent liabilities and counterparty risk remains within acceptable parameters
Indicator responsibility	Chief Directorate: Strategy and Risk Management

PROGRAMME 5: Financial Accounting and Supply Chain Management Systems

Performance Indicator no 5.1.1

Indicator title	Number of institutions work-shopped on internal audit and risk management guidelines - National
Short definition	Providing awareness and knowledge sharing on internal audit and risk management guidelines to national institutions
Purpose/importance	To ensure that institutions have common understanding of and comply with the internal audit and risk management guidelines
Source/collection of data	Attendance registers signed by officials attending the workshops
Method of calculation	Simple count
Data limitation	None
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Work shop National institutions to ensure knowledge sharing on internal audit and risk management
Indicator responsibility	Chief Directorate: Internal Audit Support Chief Directorate: Risk Management

Performance Indicator no 5.1.2

Indicator title	Number of institutions work-shopped on internal audit and risk management guidelines - Provincial
Short definition	Providing awareness and knowledge sharing on internal audit and risk management guidelines to provincial institutions
Purpose/importance	To ensure that institutions have common understanding of and comply with the internal audit and risk management guidelines
Source/collection of data	Attendance registers signed by officials attending the workshops
Method of calculation	Simple count
Data limitation	None
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Work shop provincial institutions to ensure knowledge sharing on internal audit and risk management
Indicator responsibility	Chief Directorate: Internal Audit Support Chief Directorate: Risk Management

Performance Indicator no 5.1.3

Indicator title	Number of assessments on Internal audit and State of Readiness for quality assurance reviews and adoption of best practice to assess compliance with PFMA,MFMA and international professional practice standards conducted
Short definition	Assess internal audit compliance with PFMA, MFMA and international professional practice standards of internal audit, and its state of readiness for quality assurance reviews
Purpose/importance	Review internal audit functions to determine their level of compliance with the PFMA, MFMA, Treasury Regulations and international internal audit standards
Source/collection of data	Signed reports issued to the department, municipality or entity concerned
Method of calculation	Simple count
Data limitation	None
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Compliance of internal audit with relevant prescripts and its ability to do quality assurance reviews
Indicator responsibility	Chief Directorate: Internal Audit Support

Performance Indicator no 5.1.4

Indicator title	Number of institutions for which Audit Committees (AC) were provided with support.
Short definition	Provide Audit Committees with support e.g. attendance of meetings, interviewing and selection of potential members, induction of new members etc.
Purpose/importance	To ensure that Audit Committees delivers the duties effectively and efficiently through our support
Source/collection of data	Attendance registers, minutes, reports or invitation and acknowledgement to invitations
Method of calculation	Simple count
Data limitation	None
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Provide support to support to AC in institutions
Indicator responsibility	Chief Directorate: Internal Audit Support

Performance Indicator no 5.1.5

Indicator title	Number of knowledge sharing forums in internal audit and risk management facilitated through formal platforms
Short definition	Provide a platform for deliberations and thoughts on internal audit and risk management to institutions
Purpose/importance	To ensure that institutions are informed and updated with new or revised prescripts related to internal audit and risk management
Source/collection of data	Attendance registers or reports on knowledge sharing forums
Method of calculation	Simple count
Data limitation	None
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Share information with institutions to keep them abreast.
Indicator responsibility	Chief Directorate: Internal Audit Support Chief Directorate: Risk Management

Performance Indicator no 5.1.6

Indicator title	Number of strategic support plans with government entities struggling at lower levels of IA and risk management implementation as per Financial Management Capability Maturity Model
Short definition	Support plan detailing support activities to be conducted
Purpose/importance	To strengthen effectiveness of internal audit
Source/collection of data	Approved support plan, progress reports, etc.
Method of calculation	Simple count
Data limitation	None
Type of indicator	New
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	6 Institutions
Indicator responsibility	Chief Directorate Internal Audit Support Chief Directorate Risk Management

Performance Indicator no 5.1.7

Indicator title	Number of Public Sector Officials supported or trained on risk management
Short definition	Provide training or support to Public Sector Officials on risk management
Purpose/importance	To equip and enhance Public Sector Officials with risk management tools that will allow them to execute their responsibilities efficiently and effectively.
Source/collection of data	Attendance registers and or reports on support provided
Method of calculation	Simple count
Data limitation	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Trained and supported officials
Indicator responsibility	Chief Directorate: Risk Management

Performance Indicator no 5.1.8

Indicator title	Number of Universities work shopped on the Risk Management Curriculum
Short definition	Providing work-shops on Risks Management Curriculum
Purpose/importance	To ensure that Risks Management Curriculum is up to date and new content is introduced in time
Source/collection of data	Attendance registers signed by officials attending the workshops
Method of calculation	Simple count
Data limitation	None
Type of indicator	Input
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Workshop universities on Risk Management Curriculum
Indicator responsibility	Chief Directorate: Risk Management

Performance Indicator no 5.1.9

Indicator title	Review and updating of e-learning module
Short definition	The e-learning module is a web based e-Learning programme that is designed to enable users to test their understanding of the Public Sector Risk Management Framework
Purpose/importance	To ensure that the modules are up to date and updated with new developments
Source/collection of data	Reviewed and Updated e-learning modules
Method of calculation	Simple count
Data limitation	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Updated e-learning modules
Indicator responsibility	Chief Directorate: Risk Management

Performance Indicator no 5.1.10.1

Indicator title	Monitor improvement of financial management in national and provincial institutions i. Progress report on the improvement of financial management submitted to Parliament by 30 November
Short definition	Draft report to inform and update Parliament on the status of financial management maturity in national and provincial institutions
Purpose/importance	To report to Parliament on improvements of financial management maturity across national and provincial spheres of government
Source/collection of data	Results on FMCMM assessments completed by national and provincial institutions
Method of calculation	Simple count
Data limitation	Non submission and/or late submission of FMCMM completed assessments by national and provincial institutions
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Revised
Desired performance	Report on identified gaps through the analysis of information submitted by national and provincial institutions and report to Parliament
Indicator responsibility	Chief Directorate : Governance Monitoring and Compliance

Performance Indicator no 5.1.10.2

Indicator title	Monitor improvement of financial management in national and provincial institutions ii. Cabinet memorandum on audit outcomes submitted by 31 October
Short definition	Draft Cabinet memorandum to inform and update Cabinet on the status of compliance with the PFMA and financial management improvement results in national and provincial institutions
Purpose/importance	To report to Cabinet on improvements of financial management in national and provincial institutions
Source/collection of data	Annual reports and reports on tabling information of annual reports to Parliament
Method of calculation	Simple count
Data limitation	Non finalization of audit within the prescribed period in institutions
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Revised
Desired performance	Report on the status of compliance with the PFMA and improvements of financial management in national and provincial institutions
Indicator responsibility	Chief Directorate : Governance Monitoring and Compliance

Performance Indicator no 5.1.10.3

Indicator title	Monitor improvement of financial management in national and provincial institutions iii. Bi-Monthly reports to FOSAD on payments to suppliers within 30 days
Short definition	Draft bi-monthly reports to inform and update FOSAD on the status of compliance with the PFMA on the requirements to pay suppliers within 30 days by national and provincial departments
Purpose/importance	To update FOSAD on progress made by national and provincial departments and their status of compliance with the requirement to pay suppliers within 30 days
Source/collection of data	Monthly exception reports submitted by national and provincial departments
Method of calculation	Simple count
Data limitation	Non submission and/or late submission of exception reports by national and provincial departments
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Bi-Monthly
New indicator	Revised
Desired performance	To update FOSAD on the status of compliance with the PFMA requirements to pay suppliers within 30 days
Indicator responsibility	Chief Directorate : Governance Monitoring and Compliance

Performance Indicator no 5.1.11

Indicator title	Number of guidelines to assist with the implementation of new or revised Treasury Regulations, policies and Treasury Instruction developed
Short definition	Simplify the provisions of the PFMA, Treasury Regulations and Treasury Instructions for PFMA compliant institutions.
Purpose/importance	To assist PFMA compliant institutions with the interpretation and application of the legislative framework related to financial management in-order to ensure compliance with the provisions of the PFMA, Treasury Regulations and Treasury Instructions
Source/collection of data	Existing legislative framework, transversal matters raised by PFMA Compliant institutions matter arising from Provincial Accountant-General forums and Chief Financial Officers Forums and any other information related to financial management received from internal divisions within National Treasury
Method of calculation	Number of Treasury Instructions and guidelines per quarter
Data limitation	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Published Treasury Regulations, Treasury Instruction and guidelines
Indicator responsibility	Chief Director: Governance Monitoring and Compliance

Performance Indicator no 5.1.12

Indicator title	Number of information sessions provided to support PFMA compliant institutions on the implementations of new or revised Treasury Regulations, Treasury Instructions and guidelines
Short definition	Workshops, training sessions, advocacy sessions and other information sharing platforms to provide clarity on how to implement and apply the revised Treasury Regulations, Treasury Instructions and guidelines
Purpose/importance	Increase the understanding of the legislative frameworks
Source/collection of data	These sessions are based on the number of Treasury Instructions and guidelines developed and also based on the adhoc request from PFMA Compliant institutions
Method of calculation	Two sessions per quarter
Data limitation	Failure to honour the request of the PFMA compliant institutions or failure to honour the request of National Treasury by PFMA compliant institutions.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Conducted all information sessions planned for the period
Indicator responsibility	Chief Director: Governance Monitoring and Compliance

Performance Indicator no 5.1.13.1

Indicator title	Improved Financial Management Capability Maturity Model (FMCMM) iv. Develop a web-based FMCMM model
Short definition	Development of a web-based FMCMM model for online submission of assessments
Purpose/importance	Online assessment of the financial health of departments, constitutional institutions and selected public entities listed in schedule 3A and 3C to the PFMA
Source/collection of data	Evidence of a developed FMCMM web based
Method of calculation	Simple count
Data limitation	Lack of funds to develop a web-based model
Type of indicator	Input
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Web-based FMCMM model
Indicator responsibility	Chief Directorate : Governance Monitoring and Compliance

Performance Indicator no 5.1.13.2

Indicator title	Improved FMCMM Conduct one FMCMM assessment
Short definition	Conduct FMCMM assessment in national and provincial institutions and analyse the results
Purpose/importance	Conduct assessment on the financial health of departments, constitutional institutions and selected public entities listed in schedule 3A and 3C to the PFMA
Source/collection of data	FMCMM assessment results
Method of calculation	Simple count
Data limitation	Non completion or late submission of assessment by national and provincial institutions
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Revised
Desired performance	Successful conduct of the FMCMM assessment in national and provincial institutions
Indicator responsibility	Chief Directorate : Governance Monitoring and Compliance

Performance Indicator no 5.1.14

Indicator title	Number of forensic investigation and Special performance audit reports
Short definition	Conduct investigations and special performance audit in all spheres of government on a broad range of financial management and internal control systems in public procurement processes.
Purpose/importance	To ensure that the public procurement system is fair, equitable, transparent, competitive and cost effective. To ensure compliance with public sector legislation in each sphere of government.
Source/collection of data	Forensic investigation reports and Audit reports or list of the forensic investigations and special performance audit reports
Method of calculation	Simple count
Data limitation	Political interference. Distraction of documentation.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Completing the number of investigations as contemplated in the Annual Performance Plan
Indicator responsibility	Chief Directorate: Specialised Audit Services

Performance Indicator no 5.1.15

Indicator title	Number of cases referred and supported to Law Enforcement Agencies/ Anti-corruption Task Team for criminal investigation
Short definition	Refer all irregularity reportable cases to Law Enforcement Agencies/Anti-corruption Task Team for criminal investigation and recovery were possible
Purpose/importance	To ensure that the public procurement system is fair, equitable, transparent, competitive and cost effective. To ensure compliance with public sector legislation in each sphere of government.
Source/collection of data	List of cases referred
Method of calculation	Simple count
Data limitation	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Completing the number of referral of cases as contemplated in the Annual Performance Plan
Indicator responsibility	Chief Directorate: Specialised Audit Services

Performance Indicator no 5.2.1

Indicator title	Number of Officials from provincial treasuries supported through training on the preparation of provincial consolidated financial statements, provincial revenue fund statements and implementation of GRAP standards
Short definition	Provision of support and training initiatives on provincial revenue funds and provincial consolidated financial statements, as well as to municipalities and public entities on GRAP standards
Purpose/importance	Enable financial management capacity building. The indicator measures the number of government personnel trained in these financial areas.
Source/collection of data	Number of trainees as indicated by training event attendance registers
Method of calculation	Simple count
Data limitation	None
Type of indicator	Activities
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Trained Officials
Indicator responsibility	Chief Directorate: Accounting Support and Reporting

Performance Indicator no 5.2.2

Indicator title	Number of timely and accurate monthly statements reports of actual revenue and actual expenditure for the National Revenue Fund (NRF) published.
Short definition	In terms of Section 32 of the PFMA , these statements must be published within 30 days of month end
Purpose/importance	• A requirement of the PFMA, used by the IMF and other interested parties to analyse monthly financial performance • Used as an early warning system by departments and NT
Source/collection of data	Monthly reports published on time in the Government Gazette
Method of calculation	Simple count
Data limitation	None
Type of indicator	Outputs
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Reports published every month in the Government Gazette
Indicator responsibility	Chief Director: Accounting Support and Reporting

Performance Indicator no 5.2.3

Indicator title	Percentage compliance with the Banking services for national government: • Daily bank reconciliation of NRF. • Electronic verification of supplier banking details within four working days
Short definition	Assist departments with electronic verification of banking details and payments, and provide a daily bank statement reflecting all payments and receipts
Purpose/importance	Need to provide a bank statement daily to interface with ledger. Departments can then follow up on exceptions and perform bank reconciliations.
Source/collection of data	• Evidence of number of transactions verified daily • Evidence of completion of the daily bank reconciliation
Method of calculation	(Number of daily bank reconciliations of NRF conducted + number of of supplier banking details verified) X 100 (Number of daily bank reconciliation of NRF to be conducted + number of of supplier banking details to be verified)
Data limitation	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	• Daily bank reconciliation of NRF • Electronic verification of supplier banking details within four working days
Indicator responsibility	Chief Director: Accounting Support and Reporting

Performance Indicator no 5.2.4

Indicator title	Number of consolidated annual financial statements for national departments, public entities and Reconstruction and Development Programme (RDP) Fund tabled on 31 October
Short definition	Section 8 of the PFMA requires consolidated annual financial statements to be prepared and tabled. The RDP Act requires annual financial statements (AFS) for the RDP fund.
Purpose/importance	Audited financial statements for stakeholders on the results, and consolidated results for the year
Source/collection of data	Tabled RDP financial Statements
Method of calculation	Simple count
Data limitation	The consolidated AFS depends on receiving audited financial statements from all entities and departments. Delay in submissions from significant entities delays the submission of consolidated AFS.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Revised
Desired performance	Tabling the appropriate quality of financial statement annually, on 31 October
Indicator responsibility	Chief Director: Accounting Support and Reporting

Performance Indicator no 5.2.5

Indicator title	Number of officials trained in the national and provincial spheres of government in building public financial management competencies.
Short definition	Provide training that enables national and provincial spheres officials to comply with the financial management competency requirements of their positions.
Purpose/importance	Promote compliance with required financial management competency levels
Source/collection of data	Attendance registers or list of officials trained
Method of calculation	Simple count
Data limitation	None
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Provide training to at least 250 officials
Indicator responsibility	Chief Director: Capacity Building

Performance Indicator no 5.2.6

Indicator title	Number of municipal officials trained on financial management competencies.
Short definition	Provide training that enables municipal officials to comply with the financial management competency requirements of their positions, in alignment with municipal regulations
Purpose/importance	Promote compliance with required financial management competency levels
Source/collection of data	Data collated from various sources – Local Government Sector Education and Training Authority (LGSETA), listed training providers and municipalities – and maintained on a spread-sheet
Method of calculation	Simple count
Data limitation	Data is captured in basic Excel which is onerous and needs automation for better disaggregation and analysis.
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Provide training for at least 700 learners a year
Indicator responsibility	Chief Directorate: Capacity Building

Performance Indicator no 5.2.7

Indicator title	Percentage implementation of financial management capacity development strategy (CDS).
Short definition	Implement the CDS outlining the NT's vision for public financial management capacity development, including the strategic objectives, enablers and separate implementation plans for the PFMA and MFMA aligned with the NT's strategic plans cascaded down to the level of Chief Directorates
Purpose/importance	Provide an agreed upon process to address identified capacity constraints and strengthen the implementation of public financial management reforms across the three spheres of the government
Source/collection of data	• Capacity Development Strategy Implementation plan (Approved Integrated Strategic Support Plans) • Reports on progress made on the implementation plans
Method of calculation	CDS implementation plans implemented X 100 CDS plans due for implementation
Data limitation	None
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	Revised
Desired performance	Strategy implemented in line with the Annual Performance Plan
Indicator responsibility	Chief Directorate: Capacity Building

Performance Indicator no 5.2.8

Indicator title	Number of participants on the academic support programme for prospective chartered accountants.
Short definition	The programme is intended to provide academic support to public sector officials pursuing the chartered accountants profession
Purpose/importance	To contribute to addressing the shortage of financial management skills countrywide, especially in the public sector
Source/collection of data	A List of participants in the CA academic support programme
Method of calculation	Simple count
Data limitation	None
Type of indicator	Inputs
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	• Support provided to the target number of candidates, as specified in the Annual Performance Plan • Inclusion of other government institutions in the CAA in order to increase the number of chartered accountants qualifying each year
Indicator responsibility	Chief Directorate: Capacity Building

Performance Indicator no 5.3.1

Indicator title	Percentage Availability of current transversal systems
Short definition	Maintenance of current transversal systems: Basic Accounting System (BAS), Financial Management System (FMS), Logis, Persal and Vulindlela Ensure that these systems are available to government users during working hours in line with SLA agreements
Purpose/importance	Ensure that transversal financial management systems continue to operate within agreed parameters
Source/collection of data	Call centre logs, mainframe audit trails and other formal user requests
Method of calculation	The % is extracted from SITA Report
Data limitation	None
Type of indicator	Output and efficiency
Calculation type	Non-cumulative
Reporting cycle	Quarterly/annually
New indicator	No
Desired performance	Maintain 98 percent availability of systems during working hours or in line with SLA with service provider
Indicator responsibility	Chief Directorate : Financial Systems

Performance Indicator no 5.3.2

Indicator title	Number of generic solution configuration templates completed
Short definition	The generic solution template is the standard processes, customisations and configurations to be applied by departments falling under the Public Services Act.
Purpose/importance	Standardisation of government policies and procedures which will also result in a reduction of implementation costs as well as the longer-term hosting and maintenance costs.
Source/collection of data	Solution within a testing / development environment
Method of calculation	100%
Data limitation	None
Type of indicator	Output and efficiency
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Single Global Template for PSA departments
Indicator responsibility	Chief Directorate : IFMS

Performance Indicator no 5.3.3

Indicator title	Number of IFMS comprehensive implementation strategies published
Short definition	Strategic document setting out the implementation approach and timelines for the rollout of the generic template at lead sites and for the national rollout
Purpose/importance	To guide and monitor the performance of the programme
Source/collection of data	MS Project
Method of calculation	% progress
Data limitation	None
Type of indicator	Output and efficiency
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Approved document ready for Envisioning for finalisation during this stage of the programme.
Indicator responsibility	Chief Directorate : IFMS

Performance Indicator no 5.4.1

Indicator title	Number of Instructions issued in line with policy interventions and proposed designated products or categories to enhance SCM Policy
Short definition	Issue instructions designating certain sectors or products with a stipulated minimum threshold for local production and content
Purpose/importance	To ensure that local industrial development imperatives are achieved
Source/collection of data	Research reports from the dti and input from Economic Policy
Method of calculation	Simple count
Data limitation	Inputs from key stakeholders affecting the quality of information and/or responses received (where required)
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly and annual
New indicator	Yes
Desired performance	Instructions issued after taking into account relevant economic factors
Indicator responsibility	National Treasury OCPO: Chief Directorate SCM Policy and Legal

Performance Indicator no 5.4.2

Indicator title	Number of Procurement Bills drafted and published for comment
Short definition	Develop a uniform Public Procurement Bill to regulate procurement in all spheres of government
Purpose/importance	To, amongst others, streamline disparate procurement laws and strengthen local development imperatives
Source/collection of data	Stakeholder engagement, desktop research
Method of calculation	Simple count
Data limitation	Inputs from key stakeholders affecting the quality of information and/or responses received (where required)
Type of indicator	Output
Calculation type	Non-cumulative
REPORTING cycle	Quarterly and annual
New indicator	Yes
Desired performance	Public Procurement Bill is drafted and published for comment
Indicator responsibility	National Treasury OCPO: Chief Directorate SCM Policy and Legal

Performance Indicator no 5.5.1

Indicator title	Percentage of departments / Entities quarterly performance information reports reviewed in terms of variations and deviations
Short definition	Deviations and Variations published to create openness and transparency on awards outside of the competitive bidding process
Purpose/importance	Enhance transparency and openness in the procurement process
Source/collection of data	Data is obtained from the departments/ entities
Method of calculation	Number of deviation/expansion reviewed x100 Number of deviation/ expansion received
Data limitation	Data received can be published
Type of indicator	It measures the extend that institutions procure goods/services outside the normal bidding process
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	None
Desired performance	That the procurement through deviations/ variations be reduced
Indicator responsibility	Process owner : Chief Director: SCM – GMC Managing and reporting : SCM Governance

Performance Indicator no 5.5.2

Indicator title	Percentage of procurement plans published on the e-tender portal.
Short definition	Procurement plans published to ensure transparent and highlight business possible opportunities.
Purpose/importance	To notify public on business opportunities available from various state institutions.
Source/collection of data	Procurement plans
Method of calculation	Number of procurement plans reviewed X 100 Number of procurement plans received
Data limitation	Only the information received from the departments and public entities is published
Type of indicator	It measures procurement plans reviewed and published.
Calculation type	Cumulative
Reporting cycle	quarterly
New indicator	No
Desired performance	Business to take advantage of the business opportunities
Indicator responsibility	Process owner : Chief Director: SCM – GMC Managing and reporting : SCM Governance

Performance Indicator no 5.5.3

Indicator title	Percentage of bids specifications reviewed for alignment with policy and other applicable procurement instructions
Short definition	Review bid specifications to ensure compliance with policy, norms and standards and any SCM prescripts
Purpose/importance	Ensure that bid specifications are unbiased and transparent
Source/collection of data	• Evidence of reviews conducted • Number of reports issued to bid specification owners
Method of calculation	Bid specifications reviewed X 100 Bid specifications received
Data limitation	Long turnaround times if clients do not respond on time on queries raised
Type of indicator	It measures inputs used in compiling a specification (SCM prescripts) and resulting output in terms of advertised specification.
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Review all bid specifications received
Indicator responsibility	Process owner: Chief Director: SCM – GMC Managing and reporting Directorate: Monitoring and Compliance

Performance Indicator no 5.5.4

Indicator title	Percentage of bid evaluation and adjudication reviewed to ensure compliance with the criteria/ scoring specified in bidding documents.
Short definition	Review minutes of bid evaluation and adjudication to assess objectivity of bid award process and ensure that evaluation and adjudication are aligned with the bid specification and the general and specific bid conditions
Purpose/importance	To ensure and assess the fairness of the tender award process
Source/collection of data	Bid evaluation and adjudication minutes received from state institutions
Method of calculation	Reviewed bid evaluation and adjudication (Minutes) X 100 Bid evaluation and adjudication received
Data limitation	Long turnaround times if clients do not respond on time on queries raised.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Review all bid evaluation and adjudication minutes
Indicator responsibility	Process owner: Chief Director : SCM - GMC Managing and reporting Directorate: Monitoring and Compliance

Performance Indicator no 5.5.5

Indicator title	Percentage of contracts awarded reviewed to verify if contract delivery is in line with the specifications.
Short definition	Review of contracts and provide guidance (and advice to departments) to ensure compliance with ToR, SLA and specification.
Purpose/importance	Ensure that goods and service are delivered in-line with specification.
Source/collection of data	Contracts from state institutions
Method of calculation	Contracts reviewed X 100 Contracts received
Data limitation	Long turnaround times if clients do not respond on time on queries raised
Type of indicator	It measure contracts reviewed and guidance provided to clients related to contracts
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	No
Indicator responsibility	Process Owner: Chief Director: SCM - GMC Managing and reporting Directorate: Monitoring and Compliance

Performance Indicator no 5.5.6

Indicator title	Percentage of projects visited to verify if the awarded contracts delivery is aligned with the condition of contract.
Short definition	The verification of projects including the goods , services and works delivered.
Purpose/importance	Ensure that goods, services and works delivered are compliant to the specification.
Source/collection of data	Identified projects from various sources
Method of calculation	Projects identified X 100 Projects confirmed
Data limitation	Delay in confirmation from institutions.
Type of indicator	It measure compliance to specification and value for money
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	No
Indicator responsibility	Process Owner: Chief Director: SCM - GMC Managing and reporting Directorate: Monitoring and Compliance

Performance Indicator no 5.6.1

Indicator title	Number of Strategic Procurement Framework (SPF), tailored for different forms of procurement revised
Short definition	A Strategic Procurement Framework which will serve as a guide for procurement officials who want to embark on strategic sourcing initiatives.
Purpose/importance	To ensure that government has a well-documented strategic procurement framework that gives guidance to the process to be followed for developing sourcing strategies for all types of goods and services
Source/collection of data	From government departments and research
Method of calculation	Simple count
Data limitation	None
Type of indicator	This indicator will measure the impact on expenditure.
Calculation type	Cumulative over the period of project implementation
Reporting cycle	Annually
New indicator	Revised
Desired performance	Increased number of government departments who implement the SPF.
Indicator responsibility	OCPO: CD-Strategic Procurement

Performance Indicator no 5.6.2

Indicator title	Number of systems for publishing procurement spend data developed
Short definition	An information system to gather expenditure data from various sources, clean the data, map the data, analyse and report the expenditure data
Purpose/importance	To provide transparency in government spending categories, in order to determine opportunities for strategic sourcing
Source/collection of data	Various ERP systems across government (BAS, LOGIS, Payment systems, Order systems)
Method of calculation	Simple count
Data limitation	Fragmented systems; no standard item classification and codification system
Type of indicator	Measures input, activity and output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Quality and accurate data and reporting
Indicator responsibility	OCPO: CD-Strategic Procurement

Performance Indicator no 5.6.3

Indicator title	Number of proposals for Strategic Sourcing opportunities
Short definition	The identification of new opportunities (Transversal, departmental, sectoral) to apply strategic sourcing on commodities/ services in order to improve efficiency and realise savings for government
Purpose/importance	To ensure a continuous stream of projects to realise government's savings objectives
Source/collection of data	Various ERP systems across government (BAS, LOGIS, Payment systems, Order systems)
Method of calculation	Simple count
Data limitation	Fragmented systems; no standard item classification and codification system
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	New
Desired performance	Higher than targeted performance
Indicator responsibility	OCPO: CD-Strategic Procurement

Performance Indicator no 5.6.4

Indicator title	Number of sourcing strategies for identified commodities/ Procurement categories developed
Short definition	Development of sourcing strategies for identified commodities/procurement categories on a project basis, using the SPF
Purpose/importance	Ensure a collaborative, structured and systematic approach to analysing commodity spend, establishing demand and understanding market dynamics; using this information to acquire goods and services effectively; and supporting government's service delivery objectives.
Source/collection of data	Financial systems, Order systems, Payment Systems
Method of calculation	Simple count
Data limitation	Fragmented data sources Lack of standardised procurement reporting
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Reduced expenditure; improved service delivery; improved supplier performance
Indicator responsibility	OCPO: CD-Strategic Procurement

Performance Indicator no 5.6.5

Indicator title	Number of sourcing strategies for identified commodities/ Procurement categories implemented
Short definition	Implementation of sourcing strategies for commodities/procurement categories that were developed in the previous cycle
Purpose/importance	Ensure a collaborative, structured and systematic approach to implementing sourcing strategies and ensuring proper stakeholder management for a smooth transition.
Source/collection of data	From stakeholders
Method of calculation	Simple count
Data limitation	Fragmented data sources Lack of standardised procurement reporting
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Reduced expenditure; improved service delivery; improved supplier performance
Indicator responsibility	OCPO: CD-Strategic Procurement

Performance Indicator no 5.6.6

Indicator title	Number of on-boarding, monitoring and benefits tracking on sourcing strategies
Short definition	Monitoring and evaluating the progress of implemented sourcing strategies, in terms of benefits achieved.
Purpose/importance	To determine the success of implemented sourcing strategies
Source/collection of data	Defined KPI's and standard templates
Method of calculation	Simple count
Data limitation	Fragmented data sources Lack of standardised procurement reporting Lack of response by Department of reporting requirements
Type of indicator	Inputs and Outputs
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	New
Desired performance	Reduced expenditure; improved service delivery; improved supplier performance
Indicator responsibility	OCPO: CD-Strategic Procurement

Performance Indicator no 5.6.7

Indicator title	Number of Reviews on current price referencing system (PRS) model conducted
Short definition	A Price reference system that can be accessed by SCM Officials and used as a guide to benchmark low value products during the procurement process
Purpose/importance	To provide SCM Officials a schedule of standard fair-value prices for certain low value products procured by government
Source/collection of data	STATS SA and other reputable sources
Method of calculation	Simple count
Data limitation	N/A
Type of indicator	Input, Activity and Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Improved system
Indicator responsibility	OCPO: CD-Strategic Procurement

Performance Indicator no 5.6.8

Indicator title	Number of transversal term contracts renewed per annum for National Procurement
Short definition	A transversal contract refers to a contract for common goods or services or ad hoc goods and services in which more than one government institution participates. A national procurement system refers to expansion of the present portfolio of transversal contracts to include various commodities purchased routinely by departments.
Purpose/importance	Contracts are maintained and sourced primarily to achieve economies of scale through bulk purchasing
Source/collection of data	An annual transversal term contract register is maintained by the Chief Directorate: Transversal Contracting
Method of calculation	Simple count
Data limitation	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly reporting
New indicator	Revised
Desired performance	Maintain and establish transversal term contracts that achieve value for money and improved service delivery
Indicator responsibility	Chief Director: Transversal Contracts

Programme 5 OAG Technical Indicator Descriptions

Performance Indicator no 5.7.1

Indicator title	Percentage of external stakeholder engagements held
Short definition	The Stakeholders & Clients management is responsible for providing a platform for both the OCPO and stakeholders to engage on issues that affect both parties emanating from both sides. It also provides support to inter-governmental structures on the SCM related issues.
Purpose/importance	Stakeholders will be provided with information necessary to engage with government and inter-governmental structures will be support through approaches fitting for each client to ensure their mandates are carried out with the correct understanding and interpretation of expectations.
Source/collection of data	Where minutes are available these will be provided. Where none exist like workshops, calendars will be provided
Method of calculation	Simple count
Data limitation	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly reporting
New indicator	Revised
Desired performance	Ensure that the role-players within the SCM environment understand their role in each part of the chain and carries out these as outlined.
Indicator responsibility	Chief Director: Stakeholders & Clients Management

Performance Indicator no 5.7.1

Indicator title	Percentage of external stakeholder engagements held
Short definition	The Stakeholders & Clients management is responsible for providing a platform for both the OCPO and stakeholders to engage on issues that affect both parties emanating from both sides. It also provides support to inter-governmental structures on the SCM related issues.
Purpose/importance	Stakeholders will be provided with information necessary to engage with government and inter-governmental structures will be support through approaches fitting for each client to ensure their mandates are carried out with the correct understanding and interpretation of expectations.
Source/collection of data	Where minutes are available these will be provided. Where none exist like workshops, calendars will be provided
Method of calculation	Simple count
Data limitation	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly reporting
New indicator	Revised
Desired performance	Ensure that the role-players within the SCM environment understand their role in each part of the chain and carries out these as outlined.
Indicator responsibility	Chief Director: Stakeholders & Clients Management

Performance Indicator no 5.8.1

Indicator title	Develop e-Commerce Centre
Short definition	Develop an efficient way of conducting commercial transactions online on the world wide web, to reduce time of processing orders, reporting on performance and collecting data on procurement trends
Purpose/importance	It offers government the opportunity to increase its efficiency in conducting business whilst reducing costs.
Source/collection of data	3 eCommerce website are maintained by the OCPO's SCM ICT namely; https://www.gcommerce.gov.za ; https://etendersgov.za; www.csd.gov.za
Method of calculation	Simple count
Data limitation	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Enable better SCM performance
Indicator responsibility	National Treasury OCPO: Chief Directorate SCM ICT

Performance Indicator no 5.8.2

Indicator title	Number of e-SCM performance management module established
Short definition	Develop an electronic solution for managing the performance of government's SCM function
Purpose/importance	The SCM function is presently being overhauled. The dynamic nature of such a change needs constant monitoring so that progress can be measured and performance improves consistently over time.
Source/collection of data	Electronic reports tracking KPIs of SCM system
Method of calculation	Simple count
Data limitation	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	Revised
Desired performance	Accurate knowledge on performance of SCM system
Indicator responsibility	National Treasury OCPO: Chief Directorate SCM ICT

PROGRAMME 6: International Financial Relations

Performance Indicator no 6.1.1

Indicator title	Number of analyses and briefs on current issues and recommendations compiled
Short definition	Analyses refer to the synthesis of data in a manner that draws indications, inferences or bases for recommendations. A briefing note contains the facts, detailed information and/or a country position that should be used as a guide for a particular meeting.
Purpose/importance	To lead or support participation of the National Treasury and Ministry of Finance in various forums, including but not limited to those organised by WEF, G20, BRICS, SADC, SACU, WB, IMF, AU, UNECA, G24 and Commonwealth.
Source/collection of data	Analysis, briefs and recommendations compiled on current issues.
Method of calculation	Simple count
Data limitation	None
Type of indicator	Activity and output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Provide analysis, briefs and recommendations on current issues
Indicator responsibility	Chief Directorate: Global and Emerging Markets Chief Directorates: Multilateral Development Banks and Concessional Finance Chief Directorate: Country and Thematic Analysis Chief Directorate: African Economic Integration

Performance Indicator no 6.1.2

Indicator title	Percentage of obligations towards international agreements met
Short definition	Ensuring monitoring of and support for the implementation of applicable international agreements, to which South Africa is a party. Furthermore to identify the potential benefits and risks which South Africa could incur as a result of signing specific agreements.
Purpose/importance	To ensure that South Africa maintains a streamlined and prudent approach to subscribing to international agreements and; to ensure that South Africa complies with, and is able to demonstrate such compliance, to international agreements.
Source/collection of data	Reports or minutes on obligations met towards international agreements
Method of calculation	Total number of obligations achieved towards international agreements X 100 Total number of obligations to be achieved towards international agreements
Data limitation	None
Type of indicator	Outputs and activities
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	Revised
Desired performance	Discharge all the international agreements obligations
Indicator responsibility	Chief Directorate: Multilateral Development Banks and Concessional Finance Chief Directorate: African Economic Integration Chief Directorate: Global and Emerging Markets Country and Thematic Analysis

Performance Indicator no 6.2.1

Indicator title	Number of interventions implemented in Pursuit of Institutional reform
Short definition	A campaign or measure aimed at achieving change, to improve specific institutional performance.
Purpose/importance	Institutions such as SADC and the AU have the potential to add immense value to South Africa and the continent, if they were able to operate more efficiently and effectively. This pursuit of institutional reform is intended to be achieved over the medium-term by offering support and analysing the root causes of challenges faced
Source/collection of data	Reports or minutes on interventions implemented
Method of calculation	Simple count
Data limitation	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Improve institutional performance through the implementation of intervention in pursuit of institutional reform
Indicator responsibility	Chief Directorate: African Economic Integration Chief Directorate: Multilateral Development Banks and Concessional Finance Chief Directorate: Global and Emerging Markets Chief Directorate: Country and Thematic Analysis

Performance Indicator no 6.2.2

Indicator title	Number of interventions to increase presence within institutions of particular strategic value
Short definition	Increasing South Africa's presence in strategically valuable institutions, such as the AfDB, World Bank, IMF and OECD; through appropriate means and measures. Assess the prospects of increasing South Africa's influence in these institutions.
Purpose/importance	Increasing influence in these institutions is one of the means which SA can use to increase its voice and influence in Africa and work towards a more developed and self-sustainable continent.
Source/collection of data	Reports or minutes on interventions implemented to increase presence in institution
Method of calculation	Simple count
Data limitation	None
Type of indicator	Output and impact
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Engagement with external stakeholders Appropriate participation in domestic working groups
Indicator responsibility	Chief Directorate: African Economic Integration Chief Directorate: Multilateral Development Banks and Concessional Finance Chief Directorate: Global and Emerging Markets Chief Directorate: Country and Thematic Analysis

Performance Indicator no 6.3.1

Indicator title	Number of initiatives to expand relations with key strategic partners
Short definition	In order to exploit opportunities with key strategic partners, an alignment of interests and mutual awareness of available opportunities is necessary
Purpose/importance	This will help SA achieve its strategic objectives and contribute to increased economic activity in the region
Source/collection of data	Reports or minutes on initiatives undertaken to expand relations with key strategic partners
Method of calculation	Simple calculation
Data limitation	None
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Identification of strategic partners; Increased exchange of views and improved alignment of interests; and Increased outreach and stronger information exchange on current policy debates and issues, particularly with EMDCs, especially in SSA
Indicator responsibility	Chief Directorate: African Economic Integration Chief Directorate: Multilateral Development Banks and Concessional Finance Chief Directorate: Global and Emerging Markets Chief Directorate: Country and Thematic Analysis

Performance Indicator no 6.3.2

Indicator title	Percentage implementation of assessments of initial conditions and projects and plans to accelerate regional integration
Short definition	To empower decision-makers with an understanding of the status quo and constraints to increasing trade amongst countries in SSA
Purpose/importance	In order to develop a coherent strategy and refine implementation of the strategy of the medium-term, it is important to understand the status-quo and identify present constraints and opportunities available to increase trade in the region.
Source/collection of data	Reports or minutes on implementation of the assessments of initial conditions and projects and plans to accelerate regional integration
Method of calculation	Assessment of initial conditions and projects and plans implemented X 100 Assessment of initial conditions and projects and plans to be implemented
Data limitation	None
Type of indicator	Activities and outputs
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Development of An Africa strategy. Targeted support to increase investment in infrastructure in SSA; through analysis of the opportunities and constraints.
Indicator responsibility	Chief Directorate: African Economic Integration Chief Directorate: : Multilateral Development Banks and Concessional Finance Chief Directorate: : Global and Emerging Markets Chief Directorate: Country and Thematic Analysis

PROGRAMME 7: Civil Military Pensions, Contributions to Funds and Other Benefits

Performance Indicator no 7.1.1

Indicator title	Percentage of benefits paid within liable dates
Short definition	Payments of benefits on time: • Post-retirement medical benefits paid within 30 days • Injury on duty paid within 45 days • Special pension paid within 60 days • Military pensions within 45 days
Purpose/importance	To measure the level of the time it takes in administering and processing of benefits
Source/collection of data	Reports on payment of benefits
Method of calculation	Benefits paid within the specified timeframe as a percentage of benefits paid during the reporting period
Data limitation	Delays by Employer in submitting original awards from Compensation Fund for IOD, delays by applicants in submission of banking details for SP and MP, employers submitting of Post-retirement medical benefit forms to GPAA with errors.
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Pay all benefits within the liable dates
Indicator responsibility	General Manager: Programme 7 (GPAA)

Performance Indicator no 7.1.2

Indicator title	Percentage Compliance with National Treasury SLA
Short definition	Compliance to Service Level Agreement with National Treasury
Purpose/importance	To track compliance with all predetermined service levels
Source/collection of data	Systems reports : Excel spread sheets, MIS and CIVPEN
Method of calculation	Total achieved SLA indicators X 100 Total number SLA indicators
Data limitation	Delays by employer departments in submitting outstanding information to enable GPAA to process and finalize benefits in time
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	To comply with customer service level agreement
Indicator responsibility	General Manager: Programme 7 (GPAA)

Performance Indicator no 7.1.3

Indicator title	Improvement of data integrity of client data
Short definition	To consistently improve client data integrity, to the extent that the quality of client information is consistently accurate and difficult to compromise
Purpose/importance	In order to ensure that the right person (i.e. the lawful member or beneficiary) is paid every time, client data of high integrity is critical. For this purpose the GPAA has resolved to ensure that client data integrity is increased substantially over the medium-term.
Source/collection of data	Reports on integrity of data. Evidence of progress against work-plans
Method of calculation	50% reduction of baseline data with issues
Data limitation	Delays by IT in implementing proposed system changes to address data issues
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Aim is to improve data quality by 50% from baseline
Indicator responsibility	GENERAL MANAGER: PROGRAMME 7 (GPAA)

Performance Indicator no 7.2.1

Indicator title	Percentage customer service complaints resolved within seven days
Short definition	Acknowledgement and resolution of customer complaints with predetermined time frame.
Purpose/importance	To improve customer experience
Source/collection of data	Schedule of customer service complaints resolved within seven days
Method of calculation	Number of complaints resolved within seven days X 100 Number of complaints received
Data limitation	Delays by Employer in submitting necessary information, delays by Appeal Board in finalization of appeal cases
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	Revised
Desired performance	Maintain 100% complaint resolution within defined timeframes
Indicator responsibility	General Manager: Programme 7 (GPAA)

PROGRAMME 8: Technical Support and Development Finance Programme Management

Performance Indicator no 8.1.1:

Indicator title	Progress reported in GTAC quarterly monitoring reports
Short definition	Reporting on operations of the Government Technical Advisory Centre.
Purpose/importance	Progress of GTAC operations monitored through reports to the DG and Minister. Managing the institutional relationship to ensure that GTAC efforts are aligned with the priorities of government and the Ministry of Finance Ensuring compliance with governance and reporting requirements Establishing the oversight and engagement relationship with GTAC Establishing report formats and frequency for submission to the DG and Minister Ensuring continued monitoring and evaluation of programme implementation
Source/collection of data	APP Quarterly Reports to Minister of Finance
Method of calculation	Counting number of report submitted
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	100% compliance on reporting requirements which illustrates expected progress
Indicator responsibility	Programme Manager

Performance Indicator no 8.1.2:

Indicator title	Number of technical advisory projects supported.
Short definition	The number of projects supported during a defined period. • A project is considered supported once it has been registered as a project on the Business Management Information System. • Projects are categorised as New, Ongoing, Completed. • New means it has been selected by the Project Selection Committee and is in the definition phase. • Ongoing means that a project is being implemented • Completed means that the project is closed and all related documentation has been uploaded in the Business Management Information System.
Purpose/importance	To give an indication of the number of technical advisory projects supported by the GTAC.
Source/collection of data	Business Management Information System (BMIS and verified project list verified against the Business Management Information System.
Method of calculation	Count the number of projects in the project list on the BMIS that display the following status - pipeline, current, or completed. The projects are counted on the last day of each quarter (i.e. 30 June, 30 September, 31 December, and 31 March).
Data limitations	The number of projects per status (pipeline, current and completed) is, by nature, variable. Therefore, the numbers reported reflect the system register at that particular date. A spreadsheet is issued, dated and signed by the two officials responsible for the data and for the management of professional services.
Type of indicator	Activity
Calculation type	Cumulative for the year
Reporting cycle	Annual
New indicator	Amended to remove transaction advisory projects
Desired performance	Support to targeted number of projects afforded, as intended and within acceptable service parameters
Indicator responsibility	Director: Technical Consulting Services

Performance Indicator no 8.1.3:

Indicator title	Number of transaction advisory projects registered.
Short definition	The number of projects registered in a defined period. A transaction advisory project is considered registered if it is registered at national treasury and a letter has been sent through to PPP to initiate the project
Purpose/importance	To give an indication of the number of transaction advisory projects registered.
Source/collection of data	Transaction register of projects
Method of calculation	Count the number of projects in the project list.
Data limitations	A spreadsheet is issued, dated and signed by the persons responsible for the data and for the management of the projects.
Type of indicator	Activity
Calculation type	Cumulative for the year
Reporting cycle	Annual
New indicator	No
Desired performance	Support to targeted number of projects afforded, as intended and within acceptable service parameters
Indicator responsibility	Head: Transaction Advisory Services

Performance Indicator no 8.1.4:

Indicator title	Number of capital project advice projects
Short definition	Provide advice on capital projects as agreed with relevant stakeholders in the National Treasury and line departments. Capital projects relate to large multi-year projects relating to key government infrastructure, such as infrastructure required for provision of water and energy to all citizens.
Purpose/importance	Large capital projects require a focused and concerted approach to resolve challenges proactively and appropriately, where necessary. Key decisions on these matters have strategic impact which could involve several billions of Rands and influence service delivery for several years in the future.
Source/collection of data	Per programme project list; programme 8 and GTAC quarterly report
Method of calculation	Number of projects undertaken, as expressed in the Annual Performance Plan
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting cycle	Annually
New indicator	Yes
Desired performance	Number of projects supported, in relation to the intended number (specified in the APP)
Indicator responsibility	Head: Capital Projects respectively

Performance Indicator no 8.1.5:

Indicator title	Number of performance and expenditure reviews
Short definition	Conduct expenditure reviews, as agreed with relevant stakeholders in the National Treasury and line departments. Public Expenditure and Policy Analysis reviews seek to investigate the resourcing and performance of government operations, in relation to the applicable policy.
Purpose/importance	The Public Expenditure and Policy Analysis offers government the ability to re-calibrate, where necessary, the extent of resources to deliver on selected policies of government The policy custodian is engaged in the review and involved in the development of scenarios to achieve objectives most efficiently.
Source/collection of data	Per programme project list; programme 8 and GTAC quarterly report
Method of calculation	Number of projects undertaken, as expressed in the Annual Performance Plan
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting cycle	Annually
New indicator	Yes
Desired performance	Number of projects supported, in relation to the intended number (specified in the APP)
Indicator responsibility	Head: Public Expenditure and Policy Analysis

Performance Indicator no 8.2.1:

Indicator title	Transfer of the Financial Management Grant (FMG) funds to all municipalities
Short definition	The disbursement of the FMG allocations to all municipalities in the country as gazetted in the Division of Revenue Act (DoRA)
Purpose/importance	To promote and support reforms in financial management by building capacity in municipalities to implement the Municipal Finance Management Act (MFMA)
Source/collection of data	FMG Payment Schedule
Method of calculation	Count the number of municipalities that the grant was transferred to
Data limitations	Verification of data lies with municipalities
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting cycle	Annual
New indicator	Yes
Desired performance	The transfer of the FMG allocation to all municipalities
Indicator responsibility	Chief Director: MFMA Implementation Unit

Performance Indicator no 8.2.2:

Indicator title	Number of municipalities and provincial treasuries assisted through Municipal Finance Improvement Project II (MFIP II).
Short definition	The MFIP II programme is meant to support municipalities through placement of advisors to build institutional capacity to deliver on the MFMA reforms.
Purpose/importance	To assist municipalities build their capacity to deliver under the MFMA reforms.
Source/collection of data	Consolidated Quarterly MFIP II Progress Reports
Method of calculation	Count the number of municipalities assisted
Data limitations	Minimal data limitation as this is compiled using adopted and agreed upon provincial and municipal support plans which contains targets of achievement against identified outcome.
Type of indicator	Activity indicator
Calculation type	Cumulative starting from the inception of the project (1 July 2014)
Reporting cycle	Annually
New indicator	No
Desired performance	Actual performance that is higher than the target is more desirable
Indicator responsibility	Chief Director: Capacity Building, MFIP II Programme Management Unit

Performance Indicator no 8.3.1:

Indicator title	Number of precinct plans completed
Short definition	Detailed planning and design of precincts within the urban networks as identified by municipalities using a Transit Oriented Development approach, as outlined in the NDP Unit's Urban Hub Design Toolkit.
Purpose/importance	The purpose of precinct plans are to: Identify land uses and reflect the long-term strategic spatial transformation plans at precinct level • Lead to the identification and prioritisation of the Intergovernmental Project Pipeline • Lead to the identification of non-capital interventions to unlock investment in precincts • Identify and unlock both public and private sector leverage
Source/collection of data	Precinct Plans are developed and submitted by Municipalities to the Neighbourhood Development Partnership Programme (NDPP) with the support of Professional Service Providers through funding from the NDPG Technical Assistance allocation. The Plans are collected, reviewed by the NDPP and the status reflected via an Acceptance letter. Deliverables are stored as records within NDPP Unit file plan structure.
Method of calculation	Count of Precinct Plans with NDP Unit Letters of Acceptance / No Objection approved and issued
Data limitations	No real data limitations, as the NDP Unit assists municipalities in drafting the precinct plans via the Urban Hub Toolkit and a series of workshops and studio sessions until the plans meet pre-defined criteria.
Type of indicator	Output
Calculation type	Cumulative (since the inception of the Urban Networks Strategy)
Reporting cycle	Annual
New indicator	Yes
Desired performance	Actual performance that is higher than targeted in the corresponding Annual Performance Plan is desirable
Indicator responsibility	Head: Neighbourhood Development Partnership Programme

Performance Indicator no 8.3.2:

Indicator title	Number of catalytic projects approved
Short definition	Catalytic project components are identified within strategic nodes, urban hubs, and secondary linkages as part of the precinct planning phase and also in rural areas. A list of prioritised catalytic projects (name, scope, completion dates and costs estimates) is developed in each identified Urban Hub precinct. Projects from the list are given “permission to proceed with implementation planning” as a result are regarded as approved.
Purpose/importance	The purpose of approving catalytic projects are to: • Link a municipality’s development objectives and strategic planning processes to physical projects on the ground • Target investment and development within strategically well-located areas to ensure value for money and to optimise impact • Sequence the delivery and budgeting of identified and prioritised projects at the precinct level • Ensure that the projects contribute as a catalytic investment to achieve a return of investment at third party leverage at the precinct level • Improve the quality of life and the levels of access to opportunity for residents in South Africa’s under-served neighbourhoods
Source/collection of data	Completed project templates are identified, listed and prioritised as per the Unit’s Programme Cycle, and then submitted to the NDP by Municipalities (with the support of Professional Service Providers through funding from the NDPG Technical Assistance allocation) Project templates are collected, reviewed by the NDP unit and the statuses of projects are reflected on the Management Information System. Project related plans and lists are stored as records within NDP Unit file plan structure.
Method of calculation	Count of qualified municipal project components with NDP Unit’s “permission to proceed with implementation planning” instructions approved and issued
Data limitations	The identification of catalytic projects is dependent on a sequence of milestones / stage gates through the Unit’s Programme Cycle i.e. Urban network plans with identified Urban Hubs, precinct plans, precinct management plans and then projects. Some risks related to the data include: • The duration/effort taken to identify, scope and provide costs estimates per project • Any subjectivity in determining prioritisation • The availability and scheduling of municipal NDP Grant TA or CG funding to take project through to construction • The human resources capacity for the successful coordination and

	implementation of NDPG at the municipal level • The level of effort/quality the municipality provides in coordinating the development of NDPG related municipal plans or deliverables, i.e. submission of monthly and quarterly expenditure and progress reports.
Type of indicator	Output
Calculation type	Cumulative (since the start of the programme)
Reporting cycle	Quarterly
New indicator	No
Desired performance	Actual performance that is higher than targeted in the corresponding Annual Performance Plan is desirable
Indicator responsibility	Head: Neighbourhood Development Partnership Programme

Performance Indicator no 8.3.3:

Indicator title	Estimated third-party investment leveraged
Short definition	The NDP Unit's strategy is aimed at leveraging third-party investment in order to transform strategic identified nodes, which in townships are referred to as urban hubs. The NDPP aims to attract third-party investment into township developments by catalytic project funding, optimising a package of public infrastructure investment and ensuring greater coordinated urban management. The outcome of this strategy is measured by the increase of the reported amount of third-party investment leveraged into targeted locations.
Purpose/importance	The purpose of leveraging third-party investment: • Wise government investments will save substantial costs by effectively leveraging private funds and by producing improved economic circumstances that reduce other costs and expand public revenues • To maximize and exploit the opportunities of targeted locations • Motivate for greater alignment of fiscal and regulatory incentives & instruments across spheres/sectors (such as infrastructure grants) that foster growth in strategically targeted urban spaces (urban hubs) • To unlock further developmental and economic opportunities through private sector investment • To promote long term sustainability and reduce risk • To increase returns on investment (both public and private)
Source/collection of data	There are various sources that qualify as third-party investment: • other Government grants, • municipal co-investment

	• non-governmental support/resources • private sector business • investors (developers, project financiers, equity funds, community funds, tribal authorities) • in-kind/sweat equity • direct fund (contributing hard cash) • land (e.g. municipality offering land without any cost) • conditional loans at preferential rates. Estimated leverage is reflected on the Management Information System. Leverage information/reports are stored as records within NDPP file plan structure.
Method of calculation	Estimated leverage is reflected on the Management Information System. The outcome of the NDP's strategy is measured by the estimated amount of total third-party investment leveraged into all targeted locations.
Data limitations	There are various challenges in securing, reporting and attributing leverage: • The regulatory constraint sometimes inhibit development, land release hindering the market to invest into strategic locations • The scale of the development may be limited by the nature of infrastructure available e.g. bulk infrastructure provision • Effectiveness of investments, i.e. sustainable development (public) vs returns and profitability (private) • Dependency on the nature of macro investment climate • The level / capacity and effort in mobilising private/public capital • Difficultly in attributing investment solely to catalytic NDPG funding • Factoring in long term operation cost or contributions e.g. urban management • Investment may come in several forms (not all may be integrated or constructive) • Investment may only materialise after the NDP unit has completed the projects
Type of indicator	Outcome
Calculation type	Cumulative (since the start of the programme)
Reporting cycle	Annual
New indicator	No
Desired performance	Actual performance that is higher than targeted in the corresponding Annual Performance Plan is desirable
Indicator responsibility	Head: Neighbourhood Development Partnership Programme

Performance Indicator no 8.3.4:

Indicator title	Number of projects confirmed within the identified integration / spatial transformation zones (per year).
Short definition	Within the integration zones cities need to identify, plan and implement catalytic projects. These projects must be integrated (mixed land use, mixed income, leverage investment from the private sector (households/business).
Purpose/importance	Many projects are generally planned sectorally and the synergies and efficiencies (with regarding financing and outcomes) that can be generated through integration are not realised. Planning is a critical part of the project cycle. By undertaking the planning, a pipeline of projects is being developed and provides an indication of the potential number of projects that could be implemented
Source/collection of data	Built Environment Performance Plans submitted by municipalities
Method of calculation	Simple count of the number of integration zones as reflected in the BEPP submitted to NT for 2015/16
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Increased number of projects that are planned in the integration/spatial transformation zones by the public and private sector which contributes to the spatial transformation and inclusive growth in the cities.
Indicator responsibility	Cities Support Programme Chief Directorate : Provincial and Local Government Infrastructure

Performance Indicator no 8.3.5:

Indicator title	Number of integrated city development projects under implementation (per year).
Short definition	The integration zones are spatially targeted areas for infrastructure investment by the cities sometimes in partnership with the private sector. The implementation phase of the projects include detailed design, construction and close out/ completion.
Purpose/importance	Many projects are generally financed and implemented sectorally and the synergies and efficiencies (with regard to financing and sustainability etc) that can be generated through integration are not realised. It is important to measure the number of projects being implemented as this relates to the expenditure of the grant finance.
Source/collection of data	They are reflected in the Built Environment Performance Plans (BEPP) of the municipalities and submitted to National Treasury on a yearly basis
Method of calculation	Simple count of the number of projects under implementation in integration zones reflected in the BEPP submitted to NT for 2014/15
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Increased number of projects that are implemented in the integration/ spatial transformation zones by the public and private sector which contributes to the spatial transformation and inclusive growth in the cities
Indicator responsibility	Cities Support Programme Chief Directorate : Provincial and Local Government Infrastructure

Performance Indicator no 8.4.1:

Indicator title	Number of Jobs Fund projects approved (cumulative).
Short definition	Denotes the number of project applications approved by the Investment Committee per funding round from inception of the Fund to date.
Purpose/importance	To track the number of applications that have successfully met the Jobs Fund's competitive requirements and the extent to which the Jobs Fund is progressively meeting its strategic imperatives.
Source/collection of data	Investment Committee Minutes and decision records
Method of calculation	A count of all the applications that have been approved at a sitting of the Investment Committee meeting.
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative (from project inception to date)
Reporting cycle	Annual
New indicator	No
Desired performance	A higher number of projects spread across the various funding windows are desirable.
Indicator responsibility	Head: Social Security and Jobs Fund Project Management Unit

Performance Indicator no 8.4.2:

Indicator title	Grant funding approved (cumulative).
Short definition	Denotes the quantum (in Rand value terms) of: • Grant funds that has been allocated (Committed) for the implementation of approved portfolio projects and
Purpose/importance	Represents the amount of grant funds committed to approved projects relative to the total MTEF allocations for grant awarding by the Jobs Fund and the amount of matched funding committed by project applicants.
Source/collection of data	Data is collected from Investment Committee Decision Records and meeting Minutes
Method of calculation	A count of the: • total approved grant amount to be used for the implementation of approved projects
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative (project inception to date)
Reporting cycle	Annually
New indicator	Separated from matched funding committed
Desired performance	Matched funding ratio as per approved project portfolio
Indicator responsibility	Head: Social Security and Jobs Fund Project Management Unit

Performance Indicator no 8.4.3:

Indicator title	Matched funding committed (cumulative)
Short definition	Denotes the quantum (in Rand value terms) of: • Matched funding committed
Purpose/importance	Represents the amount of grant funds committed to approved projects relative to the total MTEF allocations for grant awarding by the Jobs Fund and the amount of matched funding committed by project applicants.
Source/collection of data	Data is collected from Investment Committee Decision Records and meeting Minutes
Method of calculation	A count of the: • total committed matched funding as reflected in Investment Committee meeting Minutes and decision record
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative (project inception to date)
Reporting cycle	Annually
New indicator	Amended to include matched funding committed
Desired performance	Matched funding ratio as per approved project portfolio
Indicator responsibility	Head: Social Security and Jobs Fund Project Management Unit

Performance Indicator no 8.4.4:

Indicator title	New jobs contracted (cumulative).
Short definition	Denotes the number of projected new permanent jobs (or Full Time Equivalent) that is expected to be created as a result of Jobs Fund projects over the projects' contracted project life cycle.
Purpose/importance	The Jobs Fund intends to catalyse innovative and new approaches to the creation of sustainable jobs. This indicator demonstrates the progressive realisation of this Jobs Fund's objective through the measurement of projected permanent jobs anticipated by the contracted portfolio of projects.
Source/collection of data	Jobs Fund Investment Committee Minutes and decision records
Method of calculation	A count of approved projected permanent jobs to be created by projects by the end of their implementation cycle.
Data limitations	The data are accurate to the extent that projects have adequately projected the quantum of anticipated jobs to be created. These numbers can change (through IC approval) post approval and in the course of implementation on account of several factors, which may include: Economic growth, sector challenges that hinder performance; availability of sufficient matched funding which may impact of the project size; exchange rate; project terminations; project withdrawals; lapsed approval offers; etc.
Type of indicator	Outcome
Calculation type	Cumulative (project inception to date)
Reporting cycle	Annually
New indicator	No
Desired performance	A higher performance against the targeted value is desirable.
Indicator responsibility	Head: Social Security and Jobs Fund Project Management Unit

Performance Indicator no 8.4.5:

Indicator title	Number of placements contracted (cumulative).
Short definition	Denotes the number of projected job placements (with and beyond project partners) facilitated by Jobs Fund projects over their contracted project life cycle.
Purpose/importance	The Jobs Fund intends to catalyse innovative and new approaches to the creation of sustainable jobs. This indicator demonstrates the progressive realisation of this Jobs Fund's objective through the measurement of permanent placements expected to be unlocked by contracted projects.
Source/collection of data	Jobs Fund Investment Committee meeting minutes and decision records.
Method of calculation	A count of total approved projected job placements to be unlocked by projects by the end of their implementation cycle.
Data limitations	The data will be accurate to the extent that projects have adequately projected the quantum of anticipated job placements to be facilitated. These numbers can change (through IC approval) post approval and in the course of implementation on account of several factors, which may include: Economic growth;, sector challenges that hinder performance, availability of demand, project terminations, withdrawals, lapsed approval offers, etc.
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	A higher performance against the targeted value is desirable.
Indicator responsibility	Head: Social Security and Jobs Fund Project Management Unit

Performance Indicator no 8.4.6:

Indicator title	Number of training opportunities contracted (cumulative).
Short definition	Denotes the projected number of beneficiaries to successfully complete training programmes provided by the Jobs Fund approved projects, over their contracted life cycle.
Purpose/importance	As part of its holistic value proposition, the Jobs Fund seeks to, amongst other things; improve the employability of the beneficiaries that participate in Jobs Fund supported projects. This indicator measures the projected number of beneficiaries that would successfully meet the requirements of such training programmes with a view to acquiring more tradable skills.
Source/collection of data	Jobs Fund Investment Committee meeting minutes and resolutions.
Method of calculation	A count of the projected number of approved beneficiaries expected to successfully complete training interventions provided by Jobs Fund projects by the end of their implementation cycle.
Data limitations	The data will be accurate to the extent that projects have adequately projected the quantum of anticipated beneficiaries that will successfully complete training interventions. These numbers can change (through IC approval) post approval and in the course of implementation on account of several factors, which may include: sector challenges that hinder performance, demand from employers, project terminations, withdrawals, lapsed approval offers, etc.
Type of indicator	Outcome
Calculation type	Cumulative (project inception to date)
Reporting cycle	Annually
New indicator	No
Desired performance	A higher performance against the targeted value is desirable.
Indicator responsibility	Head: Social Security and Jobs Fund Project Management Unit

Performance Indicator no 8.4.7:

Indicator title	Value of grant funding disbursed (cumulative).
Short definition	Denotes the Rand-value of grant funding disbursed to contracted Jobs Fund projects.
Purpose/importance	The Jobs Fund operates on an advance disbursement principle in its dealings with its Partners on a quarterly basis. Disbursements enable the projects to undertake their implementation plan activities, which are converted to outputs and these in turn are converted to the desired outcomes. Tracking the flow of disbursement is important in ensuring that the Jobs Fund projects are on course to meet their quarterly and ultimately overall contracted results.
Source/collection of data	Jobs Fund Reporting Framework
Method of calculation	A calculation of the sum of all payments made to eligible Jobs Fund projects against their approved grant allocations.
Data limitations	The data will be accurate to the extent that the projects request disbursements as per their disbursement schedule however this may be impacted on by projects that have not accurately projected expenditure, external (environment and internal project challenges); change in project implementation model.
Type of indicator	Output indicator
Calculation type	Cumulative (inception to date)
Reporting cycle	Annually
New indicator	No
Desired performance	Performance that is as close as possible to the targeted disbursement amount is desirable.
Indicator responsibility	Head: Social Security and Jobs Fund Project Management Unit

Performance Indicator no 8.4.8:

Indicator title	Number of Jobs Fund evaluation reports published
Short definition	Denotes the design, set up and management of monitoring and evaluation systems and processes that systematically collect, analyse and disseminate key information on the performance of portfolio projects during and post implementation.
Purpose/importance	One of the key Jobs Fund mandate objectives is the piloting of innovative and inclusive approaches to job creation. This indicator enables the Jobs Fund to systematically collect and decipher critical information on the effectiveness of different project models of change, and to better understand their delivery challenges and successes. This knowledge will assist future Jobs Fund decision making and could inform future government policy on job creation.
Source/collection of data	Project Implementation and Monitoring Plans (PIMPs), Site Visit Reports, Comparative Studies, Evaluation Reports.
Method of calculation	Quarterly project performance reports. Evaluation reports completed post project implementation.
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Performance that is higher than the targeted number is desirable
Indicator responsibility	Head: Social Security and Jobs Fund Project Management Unit

Performance Indicator no 8.4.9:

Indicator title	Number of employment, income distribution and inclusive growth research papers completed
Short definition	REDI3x3 seeks to advance an integrated response to unemployment, inequality and poverty, building on a research framework developed through a partnership between the Department of Economics at the University of the Free State and the Southern Africa Labour and Development Research Unit at the University of Cape Town.
Purpose/importance	During 2012, the Minister of Finance called for evidence, analysis and advice on public policy and public finance reforms in support of accelerated employment creation, a more equitable distribution of income and inclusive growth, and approved the National Treasury supporting a multi-year collaborative research project on Employment, Income Distribution and Inclusive Growth (as part of its Employment Creation Facilitation sub-programme.
Source/collection of data	For each of the three focus areas (i. Employment; ii. Income Distribution; and iii. Inclusive Growth), the project has identified a number of research gaps. Members of the research community have been (and continue to be) invited to submit proposals which address these gaps.
Method of calculation	Number of completed research papers and workshops
Data limitations	The number of research papers completed is dependent on the response from the research community, the number of proposals approved.
Type of indicator	Activity
Calculation type	Cumulative (project inception to date)
Reporting cycle	Annually
New indicator	Yes
Desired performance	Performance that is higher than the targeted number is desirable
Indicator responsibility	Head: Social Security and Jobs Fund Project Management Unit

Performance Indicator no 8.5.1:

Indicator title	Number of technical assistants deployed to support capacity in infrastructure delivery
Short definition	Supporting the improvement of infrastructure planning, procurement, delivery, and maintenance capacity for purposes of efficient and effective infrastructure delivery and maintenance.
Purpose/importance	Improved planning of infrastructure delivery and maintenance capacity is envisaged to contribute to improving the value for money on infrastructure spending as well as to optimize the allocation of financial resources directed to infrastructure delivery and maintenance.
Source/collection of data	Technical Assistants' signed contracts
Method of calculation	Count of number of technical assistants deployed to participating departments
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	The intended number of technical assistants are deployed to participating departments and improvements in capability are being made over the duration of the programme
Indicator responsibility	Chief Director: Provincial and Local Government Infrastructure

Performance Indicator no 8.5.2:

Indicator title	Number of officials trained on the infrastructure delivery management (IDM) toolkit
Short definition	IDM Toolkit training is facilitated through needs driven engagements on the IDMS in order to formally train and build a knowledge base of officials within the infrastructure delivery chain.
Purpose/importance	To improve provincial government capacity to plan, procure, deliver, maintain, manage and report on infrastructure. Ultimately this will contribute to improving the government's capability to deliver on infrastructure mandate.
Source/collection of data	Attendance registers
Method of calculation	Count of number of delegates that attended
Data limitations	Incomplete attendance registers
Type of indicator	Output
Calculation type	Cumulative (since inception of project and every financial year)
Reporting cycle	Annual
New indicator	No
Desired performance	Capacitated infrastructure units that can effectively and efficiently plan, procure, deliver, maintain, manage and report on infrastructure
Indicator responsibility	Chief Director: Provincial and Local Government Infrastructure

Performance Indicator no 8.5.3:

Indicator title	Number of graduates in training for professional registration
Short definition	The number of graduates in training as per the requirements of the respective statutory councils.
Purpose/importance	The indicator is meant to show gradual progression of graduates from registration (as candidates) right through to becoming registered professionals in their respective fields.
Source/collection of data	• Monthly and quarterly reports submitted by municipalities • Empirical information from reports and municipal visits
Method of calculation	Business plans submitted by municipalities with numbers of required graduates, • Graduates names are submitted to the relevant statutory institutions for registration, • Appropriate programme or work plans are issued in alignment to the requirements of the statutory councils for training under the supervision of the municipality's supervisors • After graduates have covered all the elements as required by the statutory councils - graduates are assessed and registration granted or required to train further to cover elements that they are found not competent (by the relevant statutory council).
Data limitations	• Inconsistencies in the information reported by municipalities (which could be attributed to the high staff turnover) • Some municipalities are not complying to the grant framework
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Trained graduates that are able to qualify for professional registration and support improvements in the built environment
Indicator responsibility	Chief Director: Provincial and Local Government Infrastructure