

## **PROGRAMME 1**

<b>Strategic Objective 1.1</b>	
<b>Provide integrated business solutions</b>	
<b>Performance Indicator no 1.1</b>	
<b>Indicator title</b>	<b>% increase in Year on Year MPAT total score</b>
<b>Short definition</b>	Calculating in percentage value the year on year difference in the total score achieved by NT for the annual DPME MPAT performance assessment.
<b>Purpose/importance</b>	To improve departmental management practices in order to advance an efficient, effective and development – orientated public service.
<b>Source/collection of data</b>	NT MPAT results report.
<b>Method of calculation</b>	$\frac{(\text{Current year MPAT score} - \text{Previous year MPAT score}) \times 100}{\text{Previous year MPAT score}}$
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	1.5% increase in Year on Year MPAT total score.
<b>Indicator responsibility</b>	Chief Director: Strategic Planning, Monitoring & Evaluation.

Performance Indicator no 1.1.1	
Indicator title	Percentage completion of the business continuity strategy
Short definition	Percentage completion of items, per phase of completion as reflected in the Business Continuity Strategy.
Purpose/importance	To enable NT to increase its capability to respond to any existing, emerging or unidentified risks in an effort to achieve operational resilience.
Source/collection of data	Business continuity report recording business continuity items completed and reported as a percentage of phase 3. Business continuity items to be completed per phase and as a percentage of the phase to be completed as reflected in the business continuity strategy.
Method of calculation	<u>Number of business continuity activities completed x100</u> Total number of business continuity activities planned
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	Revised.
Desired performance	70% of Phase 3 of the Business Continuity strategy completed.
Indicator responsibility	Chief Risk Officer.

Performance Indicator no 1.1.2	
Indicator title	Percentage saved on the rand value budgeted for paper usage, travel and strategic sourcing
Short definition	Implementation of cost containment measures in respect of paper usage, travel and strategic sourcing.
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	$\frac{\text{Savings achieved}}{\text{Total expenditure}} \times 100$
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	1% year on year savings on goods and services in respect of paper usage, travel and strategic sourcing.
Indicator responsibility	Chief Financial Officer.

**Strategic Objective 1.2****Ensure good governance and a sound control environment.****Performance Indicator no 1.2**

<b>Indicator title</b>	<b>Produce an Audited Annual Report</b>
<b>Short definition</b>	The annual report reflects the operations, the performance information, the human resources' information and the financial affairs of the department for the financial year.
<b>Purpose/importance</b>	To inform the public about the operations, the performance information, the human resources' information and the financial affairs of the department.
<b>Source/collection of data</b>	Audited Annual Report published on the NT website.
<b>Method of calculation</b>	Simple count of the audited Annual Report.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	Produce 1 Audited Annual Report.
<b>Indicator responsibility</b>	Chief Director: Strategic Planning, Monitoring & Evaluation.

Performance Indicator 1.2.1	
<b>Indicator title</b>	<b>Percentage completion of the approved risk-based IA Plan</b>
<b>Short definition</b>	Conducting the planned assurance and consulting engagements on governance, risk management and control processes, and submit reports to relevant governance structures.
<b>Purpose/importance</b>	Assist NT to achieve its strategic goals by evaluating the adequacy and effectiveness of the department's governance, risk management and control processes.
<b>Source/collection of data</b>	Internal Audit report of audits performed tabled at the Audit Committee against the approved risk based Internal Audit plan.
<b>Method of calculation</b>	$\frac{\text{Number of completed audits}}{\text{Total number of planned audits}} \times 100$
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	100% risk-based internal audit plan implemented.
<b>Indicator responsibility</b>	Chief Audit Executive.

<b>Performance Indicator 1.2.2</b>	
<b>Indicator title</b>	<b>Number of quarterly risk implementation assessment reports produced</b>
<b>Short definition</b>	Manage the Department's risks to an acceptable level through producing quarterly risk implementation assessment reports.
<b>Purpose/importance</b>	Minimise the risks associated with the Department's strategic objectives and its operations to an acceptable level.
<b>Source/collection of data</b>	Implementation reports submitted to governance structures, such as the Risk Management Committee.
<b>Method of calculation</b>	Simple count of number of risk assessment reports produced.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	4 quarterly risk implementation assessment reports produced.
<b>Indicator responsibility</b>	Chief Risk Officer.

<b>Performance Indicator 1.2.3</b>	
<b>Indicator title</b>	<b>Number of quarterly reports on monitored performance of entities reporting to MOF</b>
<b>Short definition</b>	Public entities quarterly reports reviewed and a report on the performance of entities is submitted to Minister for his consideration.
<b>Purpose/importance</b>	To ensure effective oversight over schedule 3A public entities reporting to Minister of Finance to ensure that they deliver on their mandated objectives.
<b>Source/collection of data</b>	Reports produced.
<b>Method of calculation</b>	Simple count of number of quarterly reports on monitored performance of entities reporting to MOF produced.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	4 quarterly reports on monitored performance of entities reporting to MOF.
<b>Indicator responsibility</b>	Director: Public Entities Oversight Unit.

**Strategic Objective 1.3****Provide support for strategic and performance management across the organisation****Performance Indicator no 1.3**

<b>Indicator title</b>	<b>Produce an APP</b>
<b>Short definition</b>	The APP details the specific performance targets that the institution will aim to achieve in a particular financial year in pursuit of the strategic outcomes oriented goals and objectives set out in its Strategic Plan.
<b>Purpose/importance</b>	To detail the specific performance targets that the institution will aim to achieve in a particular financial year.
<b>Source/collection of data</b>	APP published on the National Treasury website.
<b>Method of calculation</b>	Simple count of APP produced.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	Produce 1 APP.
<b>Indicator responsibility</b>	Chief Director: Strategic Planning, Monitoring & Evaluation.



## **PROGRAMME 2**

<b>Strategic Objective 2.1</b>	
<b>Build economic research capacity in academic research institutions with the objective of promoting relevant research</b>	
<b>Performance Indicator no 2.1</b>	
<b>Indicator title</b>	<b>Number of research institutions participating in building economic research capacity</b>
<b>Short definition</b>	Promote the participation of research institutions in building economic research capacity.
<b>Purpose/importance</b>	Building participation of academic research institutions in promoting economic research capacity.
<b>Source/collection of data</b>	Relevant research papers that have been published by academic research institutions.
<b>Method of calculation</b>	Simple count of research institutions.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	1 Research institution participating in building economic research capacity.
<b>Indicator responsibility</b>	DDG: Economic Policy. DDG: Tax and Financial Sector Policy.

**Performance Indicator no 2.1.1**

<b>Indicator title</b>	<b>Number of papers published in association with academic research institutions</b>
<b>Short definition</b>	Research papers published in association with academic research institutions to promote macroeconomic stability, poverty alleviation, retirement reform and financial sector development, or as research needs arise.
<b>Purpose/importance</b>	Promote the development of economic research institutions through the funding of economic research on behalf of the department.
<b>Source/collection of data</b>	Research papers as published by the department in association with research institutions.
<b>Method of calculation</b>	Simple count of papers published in association with academic research institutions.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	Publish 50 papers in association with academic research institutions.
<b>Indicator responsibility</b>	DDG: Economic Policy. DDG: Tax and Financial Sector Policy.

<b>Strategic Objective 2.2</b>	
<b>Provide policy advice on the financial sector</b>	
<b>Performance Indicator 2.2</b>	
<b>Indicator title</b>	<b>Number of policy advices on the financial sector provided</b>
<b>Short definition</b>	Providing policy advice on the financial sector in relation to the regulatory framework and supporting legislation.
<b>Purpose/importance</b>	The objective for policy is to make the financial sector safer and to treat customers more fairly and better, and to be more inclusive and have integrity.
<b>Source/collection of data</b>	Evidence of activity related to the implementation of policy, in line with targets specified in the Annual Performance Plan.
<b>Method of calculation</b>	Simple count of policy advices on the financial sector provided.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	1 policy advice on the financial sector provided.
<b>Indicator responsibility</b>	DDG: Tax and Financial Sector Policy

**Performance Indicator no 2.2.1**

<b>Indicator title</b>	<b>Twin Peaks model legislation implemented</b>
<b>Short definition</b>	“Implementation” here refers to implementing the provisions of the law. 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 (FSCA) – housed in Financial Service Board (FSB).
<b>Purpose/importance</b>	The implementation of the Twin Peaks model in South Africa has two fundamental objectives: <ul style="list-style-type: none"><li>• To strengthen South Africa’s approach to consumer protection and market conduct in financial services.</li><li>• To create a more resilient and stable financial system.</li></ul>
<b>Source/collection of data</b>	<ul style="list-style-type: none"><li>• Government Gazette of published regulations and issued with a Gazette number on the government’s website.</li><li>• Announcement, Tablings and Committees (ATC) documents with the same Gazette number.</li></ul>
<b>Method of calculation</b>	Simple count (check if documents are produced/published/ and FSCA established/engagements conducted).
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	Development of Twin Peaks Implementation Regulations as well as a comprehensive prudential and market conduct framework for new authorities.
<b>Indicator responsibility</b>	CD: Financial Stability.

**Performance Indicator no 2.2.2**

<b>Indicator title</b>	<b>Implement savings and retirement policies</b>
<b>Short definition</b>	Implement regulatory reforms on savings and retirement policies that would lead to increased levels of national savings and enabling legislation. Consensus will either be an agreement to proceed with compulsory annuitisation for provident funds and, therefore, retain the current tax benefit for provident fund members OR consensus could also mean that the tax benefits to provident fund members will be clawed-back in the absence of an agreement to annuitise by provident fund members.
<b>Purpose/importance</b>	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 to ultimately boost the South African economy.
<b>Source/collection of data</b>	Guidelines produced, legislation produced and legislation implemented.
<b>Method of calculation</b>	Simple count of documents guidelines produced, legislation produced and legislation implemented.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	Implementation of annuitisation resolution and default regulations for retirement fund.
<b>Indicator responsibility</b>	CD: Financial Investments and Savings.

<b>Strategic Objective 2.3</b>	
<b>Provide advice and input into tax policy, frameworks and legislation</b>	
<b>Performance Indicator no 2.3</b>	
<b>Indicator title</b>	<b>Number of policy advices into tax policy, frameworks and legislation provided</b>
<b>Short definition</b>	Provide advice and input into tax policy, frameworks and legislation.
<b>Purpose/importance</b>	To develop a tax administrative system that ensures sustainable growth of the economy and improved environmental sustainability.
<b>Source/collection of data</b>	Advice based on research, tax analysis and tax revenue forecasting published in the annual budget review.
<b>Method of calculation</b>	Simple count of number of policy advice into tax policy, frameworks and legislation provided.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	2 policy advices into tax policy, frameworks and legislation provided.
<b>Indicator responsibility</b>	CD: Tax Policy.

<b>Performance Indicator no 2.3.1</b>	
<b>Indicator title</b>	<b>Publish tax proposals in annual budget review</b>
<b>Short definition</b>	Tax proposals are proposals to amend, add, remove or effect changes in sections of the income tax act or other tax-related acts.
<b>Purpose/importance</b>	Ensure an effective, equitable and efficient tax policy and tax administration system.
<b>Source/collection of data</b>	<ul style="list-style-type: none"> <li>• Tax proposals developed based on research, tax analysis and tax revenue forecasting published in annual budget reviews.</li> <li>• Revenue forecasts published in the MTBPS.</li> </ul>
<b>Method of calculation</b>	Simple count of tax and revenue proposals on 2018 Budget published.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Bi-Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	Tax and revenue proposals published annually in the Budget Review and updated revenue estimates for 2018 Medium Term Budget Policy Statement (MTBPS).
<b>Indicator responsibility</b>	CD: Tax Policy.

**Performance Indicator no 2.3.2**

<b>Indicator title</b>	<b>Implement legislation to give effect to tax proposals from the Budget</b>
<b>Short definition</b>	Tax legislation in the 2018/19 financial year refers to Rates and Monetary Amounts Amendment Bill, Taxation Laws Amendment Bill and Carbon Tax Bill to enable proposals from the budget review and speech to be implemented by the State.
<b>Purpose/importance</b>	To ensure that tax proposals from the budget are implemented in order to derive the benefits envisaged or to close gaps identified.
<b>Source/collection of data</b>	<ul style="list-style-type: none"><li>• Government Gazette issued on legislation to give effect to tax proposals from the Budget with a Gazette number on the government's website.</li><li>• Announcement, Tablings and Committees (ATC) documents with the same Gazette number.</li></ul>
<b>Method of calculation</b>	Simple count of tax legislation prepared, published and tabled.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	Prepared, published, and tabling of tax legislation in Parliament.
<b>Indicator responsibility</b>	CD: Tax Policy.



<b>Strategic Objective 2.4</b>	
<b>Provide input into economic policy, related frameworks and strategies</b>	
<b>Performance Indicator no 2.4</b>	
<b>Indicator title</b>	<b>Number of inputs into economic policy and frameworks provided</b>
<b>Short definition</b>	Provide input into economic policy and frameworks.
<b>Purpose/importance</b>	Providing advice on macro and microeconomic policy, macroeconomic projections and modelling, monetary policy framework and economic sector strategies.
<b>Source/collection of data</b>	Reports on exchange rate, monetary policy and macroeconomic framework.
<b>Method of calculation</b>	Simple count of inputs into economic policy and frameworks provided.
<b>Data limitation</b>	<ul style="list-style-type: none"> <li>Changes in economic environment not communicated timeously, resulting in delays to updating corresponding economic model.</li> </ul>
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	56 inputs into economic policy and frameworks provided.
<b>Indicator responsibility</b>	DDG: Economic policy.

Performance Indicator no 2.4.1	
<b>Indicator title</b>	<b>Number of economic models maintained</b>
<b>Short definition</b>	Maintain and update all economic models that facilitate policy making as and when changes in policy occur.
<b>Purpose/importance</b>	Ensure that economic models are up to date and reflect the current economic environment.
<b>Source/collection of data</b>	Updated economic models.
<b>Method of calculation</b>	Simple count of number of economic models maintained.
<b>Data limitation</b>	Changes in economic environment not communicated timeously, resulting in delays to updating corresponding economic model.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	20 economic models maintained.
<b>Indicator responsibility</b>	DDG: Economic policy.

<b>Performance Indicator no 2.4.2</b>	
<b>Indicator title</b>	<b>Number of economic forecasts developed</b>
<b>Short definition</b>	Build high quality comprehensive macroeconomic analysis and forecasts based on scenario modelling tools.
<b>Purpose/importance</b>	Detailed and comprehensive economic models which inform economic policy, and highlight areas where amendments or reforms to legislation are necessary.
<b>Source/collection of data</b>	Developed quarterly economic forecast.
<b>Method of calculation</b>	Simple count of number of economic forecasts developed.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	4 economic forecasts developed.
<b>Indicator responsibility</b>	DDG: Economic Policy.

<b>Performance Indicator no 2.4.3</b>	
<b>Indicator title</b>	<b>Chapter 2 of the MTBPS and Budget Review published</b>
<b>Short definition</b>	Publish the global and South Africa's economic overview in the MTBPS and Budget Review.
<b>Purpose/importance</b>	To reflect on South Africa's past economic growth and to estimate the future growth in reference to Gross Domestic Product (GDP).
<b>Source/collection of data</b>	Published economic overview chapter in the MTBPS and Budget Review.
<b>Method of calculation</b>	None – The economic overview chapter will be reflected in the MTBPS and Budget Review.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Bi-Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	Published economic overview chapter in the MTBPS and Budget Review.
<b>Indicator responsibility</b>	CD: Modelling and Forecasting.

Performance Indicator no 2.4.4	
<b>Indicator title</b>	<b>Percentage response to user requests to develop new economic models</b>
<b>Short definition</b>	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.
<b>Purpose/importance</b>	Economic models are used to forecast economic activities, propose economic policy or politically justify economic policy.
<b>Source/collection of data</b>	Requests received and requests finalised register. Developed economic models.
<b>Method of calculation</b>	$\frac{\text{Number of user requests responded to}}{\text{Total number of user of requests received}} \times 100$
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	100% response to user requests to develop new economic models.
<b>Indicator responsibility</b>	DDG: Economic Policy.

Performance Indicator no 2.4.5	
<b>Indicator title</b>	<b>Percentage response to users requests for economic research and policy analysis, and assessments of government policy proposals</b>
<b>Short definition</b>	Assess and provide advice on policy proposals and economic policy analysis to internal and external stakeholders.
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	Requests received and requests responded to register. Reports of economic research and policy analysis. Assessments of government policy proposal.
<b>Method of calculation</b>	$\frac{\text{Number of users' requests responded to}}{\text{Total number of users' requests received}} \times 100$
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	100% response to users requests for economic research and policy analysis, and assessments of government policy proposals.
<b>Indicator responsibility</b>	DDG: Economic policy.

**Performance Indicator no 2.4.6**

<b>Indicator title</b>	<b>Percentage response to user requests for policy and scenario modelling</b>
<b>Short definition</b>	These are alternative forecasts which highlight the likely direction of the economy if some of the assumptions do not materialise. 2 scenarios accompany each forecast.
<b>Purpose/importance</b>	To highlight the risks to the domestic economy and thus inform the fiscal framework.
<b>Source/collection of data</b>	Requests received and requests responded to register. Forecast model.
<b>Method of calculation</b>	$\frac{\text{Number of user requests responded to}}{\text{Total number of user requests received}} \times 100$
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	100% response to user requests for policy and scenario modelling.
<b>Indicator responsibility</b>	CD: Modelling and Forecasting.

**Performance Indicator no 2.4.7**

<b>Indicator title</b>	<b>Percentage response to user requests for commentaries on economic data</b>
<b>Short definition</b>	These are requests received to analyse and provide insight into local and global economic data and could include the impact of this on South Africa.
<b>Purpose/importance</b>	To highlight the risks to the domestic economy and thus inform the fiscal framework.
<b>Source/collection of data</b>	Requests received and requests responded to register. Commentaries.
<b>Method of calculation</b>	$\frac{\text{Number of user requests responded to}}{\text{Total number of user requests received}} \times 100$
<b>Data limitation</b>	Quality of data.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	100% response to user requests for commentaries on economic data.
<b>Indicator responsibility</b>	CD: Modelling and Forecasting.



### **PROGRAMME 3**

<b>Strategic Objective 3.1</b>	
<b>Developing and Implementing South Africa's Fiscal Policy and related framework</b>	
<b>Performance Indicator no 3.1</b>	
<b>Indicator title</b>	<b>South Africa's fiscal policy and related frameworks authorised</b>
<b>Short definition</b>	The fiscal framework sets aggregate national spending and revenue.
<b>Purpose/importance</b>	Shows the sustainability of fiscal policy and underpins the budget process. The fiscal framework is set to ensure debt sustainability and is published twice a year according to legal requirement.
<b>Source/collection of data</b>	Cabinet minutes.
<b>Method of calculation</b>	Simple count of number of SA's fiscal policy and related frameworks authorised (approved) by cabinet.
<b>Data limitation</b>	No specific limitations.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	South Africa's fiscal policy and related frameworks authorised
<b>Indicator responsibility</b>	Budget Office: Deputy Director General.

**Performance Indicator no 3.1.1**

<b>Indicator title</b>	<b>Maintain the expenditure ceiling</b>
<b>Short definition</b>	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.
<b>Purpose/importance</b>	This performance measure indicates whether government remains within the targeted expenditure ceiling announced.
<b>Source/collection of data</b>	National Treasury databases managed by the Expenditure Planning and Fiscal Policy units.
<b>Method of calculation</b>	= MTEF main budget expenditure ceiling tabled in February minus MTEF main budget expenditure ceiling tabled in October, or as adjusted thereafter in an appropriation bill.
<b>Data limitation</b>	No specific limitations.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Bi-Annually.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	Expenditure ceiling must be less than or equal to expenditure ceiling announced in main budget.
<b>Indicator responsibility</b>	Budget Office: Deputy Director General.

**Performance Indicator no 3.1.2**

<b>Indicator title</b>	<b>Number of fiscal frameworks provided</b>
<b>Short definition</b>	The fiscal framework sets aggregate national spending and revenue.
<b>Purpose/importance</b>	Shows the sustainability of fiscal policy and underpins the budget process. Fiscal framework set to ensure debt sustainability and published twice a year according to legal requirement.
<b>Source/collection of data</b>	National Treasury databases managed by Budget Office.
<b>Method of calculation</b>	Simple count of number of fiscal frameworks provided in the MTBPS and Budget Review.
<b>Data limitation</b>	No specific limitations.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Bi-Annually.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	2 fiscal frameworks provided.
<b>Indicator responsibility</b>	Budget Office: Deputy Director-General.

<b>Strategic Objective 3.2</b>	
<b>Preparation of the National Budget</b>	
<b>Performance Indicator no 3.2</b>	
<b>Indicator title</b>	<b>Number of budgets produced</b>
<b>Short definition</b>	Preparation of the National Budget.
<b>Purpose/importance</b>	National Budget that supports government's long-term policy and strategic priorities, within a fiscal framework that will ensure sound and sustainable financial policies and the effective, efficient and appropriate allocation of public funds.
<b>Source/collection of data</b>	Parliamentary administrative records and National Treasury internet postings.
<b>Method of calculation</b>	Simple count of national budgets produced.
<b>Data limitation</b>	No specific limitations.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	Tabled national budget that supports government's long-term policy and strategic priorities.
<b>Indicator responsibility</b>	Budget Office and Public Finance: Deputy Directors General.

**Performance Indicator no 3.2.1**

<b>Indicator title</b>	<b>Number of budget guidelines issued</b>
<b>Short definition</b>	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.
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	National Treasury Internet postings.
<b>Method of calculation</b>	<ul style="list-style-type: none"><li>• Check if the Medium Term Expenditure Framework guidelines are published on the National Treasury's website by July.</li><li>• Check if the Adjusted Estimates of National Expenditure guidelines are published on the National Treasury's website in August.</li><li>• Check if the Estimates of National Expenditure guidelines are published on the National Treasury's website in November.</li></ul>
<b>Data limitation</b>	No specific limitations.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Bi-Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	1 set of MTEF guidelines issued by July; 1 AENE guideline issued in August; and 1 ENE guideline issued in October.
<b>Indicator responsibility</b>	National Treasury: Budget Office: Chief Director: Expenditure Planning.

**Performance Indicator no 3.2.2**

<b>Indicator title</b>	<b>Obtain budget expenditure allocation decisions from the Executive</b>
<b>Short definition</b>	This is the presentation of recommendations in respect of departmental budget submissions to MTEC, MinComBud, and Cabinet.
<b>Purpose/importance</b>	This indicator measures whether the National Treasury has provided MTEC, MinComBud, and Cabinet with reports / memoranda containing budget recommendations for their consideration and decision making.
<b>Source/collection of data</b>	Recommendation reports / presentations and / or memoranda tabled at the MTEC / MinComBud and Cabinet.
<b>Method of calculation</b>	Check if Cabinet has endorsed national government expenditure allocations by the end of calendar year.
<b>Data limitation</b>	That the Committees sit.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	1 Cabinet endorsement of national government expenditure allocations by end of calendar year.
<b>Indicator responsibility</b>	National Treasury: Budget Office and Public Finance: Deputy Directors-General.

<b>Strategic Objective 3.3</b>	
<b>Publication of the National Budget</b>	
<b>Performance Indicator no 3.3</b>	
<b>Indicator title</b>	<b>Number of national budgets published</b>
<b>Short definition</b>	Publish the National Budget.
<b>Purpose/importance</b>	Publish the Budget Review, Estimates of National Expenditure and MTBPS and appropriation legislation, containing relevant, accurate and clear financial information and associated indicators of service delivery and performance.
<b>Source/collection of data</b>	Parliamentary administrative records and National Treasury internet postings.
<b>Method of calculation</b>	Simple count of number of national budgets published.
<b>Data limitation</b>	No specific limitations.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	Published National Budget.
<b>Indicator responsibility</b>	Budget Office and Public Finance: Deputy Directors-General.

<b>Performance Indicator no 3.3.1</b>	
<b>Indicator title</b>	<b>Budget legislation and accompanying documentation tabled in Parliament and published</b>
<b>Short definition</b>	This is the tabling of budget legislation and accompanying explanatory memoranda in Parliament, and availing them as publications.
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	Parliamentary administrative records and National Treasury internet postings.
<b>Method of calculation</b>	<ul style="list-style-type: none"> <li>• Check if the Appropriation Bill is tabled in Parliament and published on the National Treasury's website in February.</li> <li>• Check if the Budget Review document is tabled in Parliament and published on the National Treasury's website in February.</li> <li>• Check if the Estimates of National Expenditure document is tabled in Parliament and published on the National Treasury's website in February.</li> <li>• Check if the Adjustments Appropriation Bill is tabled in Parliament and published on the National Treasury's website in October.</li> <li>• Check if the Medium Term Budget Policy Statement document is tabled in Parliament and published on the National Treasury's website in October.</li> <li>• Check if the Adjusted Estimates of National Expenditure document is tabled in Parliament and published on the National Treasury's website in October.</li> </ul>
<b>Data limitation</b>	No specific limitations.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Bi-Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	Tabling and publication of Appropriation Bill, ENE and Budget Review in February, and Adjustments Appropriation Bill, AENE and MTBPS in October.
<b>Indicator responsibility</b>	National Treasury: Budget Office: Deputy Director-General.



<b>Performance Indicator 3.3.2</b>	
<b>Indicator title</b>	<b>Number of reports produced on public finance statistics according to function and economic classification</b>
<b>Short definition</b>	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).
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	Reports produced.
<b>Method of calculation</b>	Simple count of number of reports produced.
<b>Data limitation</b>	Classification is mainly done by the government units; new employees in the units may not be familiar with the standards.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	4 reports produced on public finance statistics according to function and economic classification.
<b>Indicator responsibility</b>	Chief Director: Public Finance Statistics.

**Performance Indicator no 3.3.3**

<b>Indicator title</b>	<b>Number of reports produced on guidance given to departments and entities on the classification of expenditure per quarter</b>
<b>Short definition</b>	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).
<b>Purpose/importance</b>	Indicator intended to show that government units are being assisted to ensure that their transactions are carried out according to SCOA.
<b>Source/collection of data</b>	Circulars are stored on i-drive folder and logged on the NT website so they can easily be counted.
<b>Method of calculation</b>	Simple count of number of reports produced.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	4 reports produced on guidance given to departments and entities on the classification of expenditure per quarter.
<b>Indicator responsibility</b>	Chief Director: Public Finance Statistics.

<b>Strategic Objective 3.4</b>	
<b>Monitoring and analysis of public expenditure and service delivery</b>	
<b>Performance Indicator no. 3.4</b>	
<b>Indicator title</b>	<b>Number of annual expenditure reports submitted to the Standing Committee on Appropriations</b>
<b>Short definition</b>	Provide the Standing Committee on Appropriation with high-level summaries of expenditure reports for all departments.
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	Financial data extracted from Vulindlela to populate quarterly reports. The reports are produced on quarterly basis.
<b>Method of calculation</b>	Simple count of number of reports compiled and submitted to the Standing Committee on Appropriations.
<b>Data limitation</b>	Information on Vulindlela is not always updated in line with departments' expenditure reports.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	4 of annual expenditure reports submitted to the Standing Committee on Appropriations.
<b>Indicator responsibility</b>	Budget Analysts: Public Finance.

Performance Indicator no 3.4.1	
Indicator title	Percentage responses to departmental requests for PFMA and TR approvals, sectoral analysis and policy advice
Short definition	Analysis of the implementation of financial management and policy developments, challenges and trends in sectors and how these affect expenditure.
Purpose/importance	To ensure compliance with the PFMA and TRs, identify shortcomings in the policy design and implementation , as well as the means by which effectiveness and efficiency can be enhanced with new policies.
Source/collection of data	Register of requests received and responses to departmental requests for PFMA and TR approvals, sectoral analysis and policy advice.
Method of calculation	<p><u>Number of responses to each complete request sent by the deadline X 100</u></p> <p>Total number of complete requests received</p> <p>A request is deemed complete once all the information needed by Public Finance to process the request is received from the requesting department or any other stakeholder within or outside the National Treasury.</p>
Data limitation	None.
Type of indicator	Output and efficiency.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	Revised.
Desired performance	100% responses to departmental requests for PFMA and TR approvals, sectoral analysis and policy advice.
Indicator responsibility	Chief Directors: Public Finance.

Performance Indicator no 3.4.2	
Indicator title	Percentage comments to Cabinet memos
Short definition	Analysis of the implementation of financial management and policy developments, challenges and trends in sectors and how these affect expenditure.
Purpose/importance	To ensure that the Minister has advice on Cabinet memoranda prior to Cabinet meetings.
Source/collection of data	Cabinet memo's sent to the Public Finance division for comment.
Method of calculation	$\frac{\text{Number of Cabinet memo comments sent at least one day prior to the cabinet meeting} \times 100}{\text{Total number of Cabinet memos received}}$
Data limitation	None.
Type of indicator	Output and efficiency.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	New.
Desired performance	100% Cabinet memos commented on.
Indicator responsibility	Chief Directors: Public Finance.

<b>Performance Indicator no 3.4.3</b>	
<b>Indicator title</b>	<b>Number of IYM feedback reports to departments.</b>
<b>Short definition</b>	Public Finance budget analysts to compile and provide monthly expenditure feedback to departments. Feedback to departments is provided before the end of the same month after the official submission of IYMs by departments (departments submit IYMs on or before the 15th of every month).
<b>Purpose/importance</b>	Report to departments on early warning signs that could trigger unauthorised or irregular expenditure.
<b>Source/collection of data</b>	Monthly in year monitoring (IYM) reports submitted by departments.
<b>Method of calculation</b>	Simple count of the number of monthly feedbacks sent to departments before the end of the same month after the official submission of IYMs by departments (departments submit IYMs on or before the 15th of every month).
<b>Data limitation</b>	Information on Vulindlela is not always updated in line with departments' expenditure reports. The feedback of the Nov IYM report will be done by 15 January.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	540 IYM feedback reports to departments.
<b>Indicator responsibility</b>	Directors: Public Finance.

<b>Performance Indicator no 3.4.4</b>	
<b>Indicator title</b>	<b>Number of quarterly expenditure reports submitted to the Standing Committee on Appropriations</b>
<b>Short definition</b>	Provide the Standing Committee on Appropriation with high level summary of quarterly expenditure for all departments.
<b>Purpose/importance</b>	Report on progress of expenditure and any deviations on planned spending and any other matters of importance to the Committee.
<b>Source/collection of data</b>	Quarterly expenditure reports with financial data extracted from Vulindlela.
<b>Method of calculation</b>	Simple count of number of reports compiled and submitted to the Standing Committee on Appropriations.
<b>Data limitation</b>	Information on Vulindlela is not always updated in line with departments' expenditure reports.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	4 quarterly expenditure reports submitted to the Standing Committee on Appropriations.
<b>Indicator responsibility</b>	Budget Analysts: Public Finance

<b>Performance Indicator no 3.4.5</b>	
<b>Indicator title</b>	<b>Number of reports produced on review and implementation of the COLA costing model</b>
<b>Short definition</b>	Review and implement the personnel costing model to assess the costs of improvements in conditions of service and changes in personnel headcounts.
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	Reports produced on the review and implementation of the model.
<b>Method of calculation</b>	Simple count of number of reports produced on the review and implementation of the model.
<b>Data limitation</b>	Not applicable.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	4 reports produced on review and implementation of the COLA costing model.
<b>Indicator responsibility</b>	Public Sector Remuneration Analysis and Forecasting Unit.



<b>Performance Indicator no 3.4.6</b>	
<b>Indicator title</b>	<b>Percentage response to request for support on governance and financial management monitoring and compliance system in public entities provided.</b>
<b>Short definition</b>	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.
<b>Purpose/importance</b>	To advise public entities on matters relating to financial management, governance and compliance with relevant financial and governance prescripts in order to ensure effective and efficient use of resources in public entities.
<b>Source/collection of data</b>	Reports submitted, presentations made, responses submitted to entities, Cabinet memoranda and minutes of the meetings.
<b>Method of calculation</b>	$\frac{\text{Total number of requests responded to in providing support to Public entities within 3 months}}{100}$ Total number of the requests received from public entities to provide support.
<b>Data limitation</b>	Records of verbal requests, responses and discussions; and telephone discussions.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	100% response to request for support on governance and financial management monitoring and compliance system in public entities provided.
<b>Indicator responsibility</b>	Chief Director: Public Entities Governance Unit.

Performance Indicator no. 3.4.7	
Indicator title	Percentage of Budget Facility on Infrastructure (BFI) projects evaluated
Short definition	BFI is a reform to the budget process aimed at creating institutional processes and special structures to support the planning and commitment of fiscal resources to large-scale infrastructure projects and programmes.
Purpose/importance	The facility established specialised structures, procedures and criteria to improve the rigor of budgeting for large infrastructure projects and programmes by ensuring that the full life-cycle costs of projects are explicitly considered in planning, adequately budgeted for and anticipated in future budgets. The facility provides a single window and operating procedure for dealing with budget submissions for these projects.
Source/collection of data	Report produced on projects evaluated.
Method of calculation	$\frac{\text{Number of BFI projects evaluated} \times 100}{\text{Total number BFI projects to be evaluated}}$
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	New.
Desired performance	100% of Budget Facility on Infrastructure (BFI) projects evaluated.
Indicator responsibility	CD: Fiscal Policy.

<b>Strategic Objective 3.5</b>	
<b>Coordinating international development cooperation</b>	
<b>Performance Indicator no 3.5</b>	
<b>Indicator title</b>	<b>Percentage of ODA programmes coordinated</b>
<b>Short definition</b>	Effectively coordinate official development assistance (ODA), which includes grants, concessionary loans and technical assistance.
<b>Purpose/importance</b>	Ensure alignment with government policies and priorities.
<b>Source/collection of data</b>	ODA agreements/Project reports/Minutes. Development Cooperation, Management and Information System (DCMIS).
<b>Method of calculation</b>	<u>Number of aligned agreements X 100</u> Total number of agreements signed.
<b>Data limitation</b>	None where agreements are processed by IDC.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	100% of ODA programmes coordinated.
<b>Indicator responsibility</b>	Chief Director: International Development Cooperation.

Performance Indicator no 3.5.1	
Indicator title	Percentage alignment of development cooperation to government policy and priorities
Short definition	Alignment of development cooperation relating to official development assistance (ODA), which includes grants, concessionary loans and technical assistance, with Government priorities.
Purpose/importance	Ensure alignment with government policies and priorities.
Source/collection of data	ODA agreements/Project reports/Minutes. Development Cooperation, Management and Information System (DCMIS).
Method of calculation	$\frac{\text{Number of aligned agreements}}{\text{Total number of agreements signed}} \times 100$
Data limitation	None where agreements are processed by IDC.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	100% alignment of development cooperation to government policy and priorities.
Indicator responsibility	Chief Director: International Development Cooperation.

Performance Indicator no 3.5.2	
Indicator title	Percentage management and coordination of development cooperation in South Africa
Short definition	Manage and coordinate the country's development cooperation at a macro level.
Purpose/importance	Coordinate inbound South African technical and financial cooperation.
Source/collection of data	<ul style="list-style-type: none"> <li>• RDP quarterly report.</li> <li>• PSC meetings Minutes.</li> <li>• Annual consultation Minutes.</li> <li>• Development Cooperation, Management and Information System (DCMIS).</li> </ul>
Method of calculation	$\frac{\text{Number of ODA projects coordinated} \times 100}{\text{Total number of ODA projects}}$
Data limitation	Departments do not consistently report on all ODA projects.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	100% management and coordination of development cooperation in South Africa.
Indicator responsibility	Chief Director: International Development Cooperation.

<b>Strategic Objective 3.6 Coordination of intergovernmental relations</b>	
<b>Performance Indicator no 3.6</b>	
<b>Indicator title</b>	<b>Number of legislatively required budget council meetings held</b>
<b>Short definition</b>	Meetings held to ensure fiscal relations coordination between the three spheres of government.
<b>Purpose/importance</b>	Effectively coordinate fiscal relations between the three spheres of government and promote sound financial planning, reporting and management.
<b>Source/collection of data</b>	Attendance registers.
<b>Method of calculation</b>	Simple count of number of budget council meetings held.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	3 legislatively required budget council meetings held.
<b>Indicator responsibility</b>	Chief Director: Intergovernmental Policy and Planning.

<b>Performance Indicator no 3.6.1</b>	
<b>Indicator title</b>	<b>Number of Division of Revenue and Division of Revenue Amendment Bills published annually</b>
<b>Short definition</b>	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.
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	Parliament's Announcements Tablings Committees (ATC) document records all bills tabled.
<b>Method of calculation</b>	Number of Division of Revenue Bills and Division of Revenue Amendment Bills reflected in the ATC as being tabled each financial year.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Bi-Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	1 Division of Revenue and 1 Division of Revenue Amendment Bills published annually.
<b>Indicator responsibility</b>	Chief Director: Intergovernmental Policy and Planning.

**Performance Indicator no 3.6.2**

<b>Indicator title</b>	<b>Number of reforms introduced to enhance provincial and local government fiscal frameworks</b>
<b>Short definition</b>	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.
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	Explanatory Memorandum to the Division of Revenue Bill (published on the National Treasury website as Annexure W1 to the Budget Review).
<b>Method of calculation</b>	Simple count of number of reforms approved for implementation each financial year.
<b>Data limitation</b>	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.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	2 reforms introduced to enhance provincial and local government fiscal frameworks.
<b>Indicator responsibility</b>	Chief Director: Intergovernmental Policy and Planning.



<b>Performance Indicator no 3.6.3</b>	
<b>Indicator title</b>	<b>Number of plans assessed to support improvements in infrastructure planning and implementation in provinces</b>
<b>Short definition</b>	The indicator measures the ability of provincial department to improve their infrastructure planning and the institutionalisation of the infrastructure delivery management system (IDMS).
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	Assessment documents/sheets of the user asset management plans and infrastructure programme management plans.
<b>Method of calculation</b>	Simple count of number of plans assessed.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	A total of 36 Infrastructure plans assessed (18 user asset management plans and 18 infrastructure programme management plans) to ensure that there is an improvement in planning by provincial departments (health and education) implementing infrastructure programmes and projects.
<b>Indicator responsibility</b>	Chief Director: Provincial and Local Government Infrastructure.

**Performance Indicator no 3.6.4**

<b>Indicator title</b>	<b>Number of built environment performance plans assessed to support improvement in the metropolitan municipalities</b>
<b>Short definition</b>	Built environment Performance Plans are city-level plans formulated and approved by the metro, and they complement 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.
<b>Purpose/importance</b>	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 and INEP.
<b>Source/collection of data</b>	Feedback/assessment reports of BEPPs assessed.
<b>Method of calculation</b>	Simple count of Feedback/Assessment Reports of BEPPs assessed part of the mid-year budget and BEPP process.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	8 Built Environment Performance Plans assessed to support improvement in the metropolitan municipalities.
<b>Indicator responsibility</b>	Chief Director: Provincial and Local Government Infrastructure.

<b>Performance Indicator no 3.6.5</b>	
<b>Indicator title</b>	<b>Number of capacity building initiatives to facilitate improved planning, budgeting and financial management</b>
<b>Short definition</b>	<p>Workshops: Annual IYM workshop and annual Division of Revenue Workshops with key national departments and provincial.</p> <p>Courses: Essentials of Budget Formulation, Budget Analysis and Examination Training. 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' course where officials are introduced to concepts and principles of the IDMS.</p> <p>28 for PBA (8 workshops and 20 courses)  15 for LGBA (6 departmental and 9 PT workshops)  7 for PLGI (IDMS course)</p>
<b>Purpose/importance</b>	<p>To discuss key clauses and changes within the 2018 Division of Revenue Bill, Infrastructure, the Business Planning Process and Performance Evaluation for 2017/18 with regards to provincial Conditional Grants.</p> <p>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.</p> <p>To understand the core concepts and principles of budget examination and analysis, and demonstrate the application thereof through work based practical assessment activities.</p>
<b>Source/collection of data</b>	Attendance registers.
<b>Method of calculation</b>	Simple count of number of capacity building initiatives (workshops and courses).
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	50 capacity building initiatives to facilitate improved planning, budgeting and financial management.
<b>Indicator responsibility</b>	<p>Chief Director: Provincial Budget Analysis.</p> <p>Chief Directorate: Provincial and Local Government Infrastructure.</p> <p>Chief Directorate: Local Government Budget Analysis.</p>

<b>Performance Indicator no 3.6.6</b>	
<b>Indicator title</b>	<b>Number of quarterly financial reports published</b>
<b>Short definition</b>	Summary of financial and conditional grant performance for all provinces.
<b>Purpose/importance</b>	Legal requirements in terms of the PFMA, DoRA and MFMA. Early warning system to detect problems in provincial performance.
<b>Source/collection of data</b>	<p>PFMA: 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.</p> <p>MFMA &amp; DORA: Expenditure reports submitted by Transferring Officers in terms of municipal grant transfers and section 71 monthly and quarterly expenditure reports submitted by municipalities via the Local Government Database and Reporting System (LGDRS), validated and stored on network drive (K drive) at NT.</p>
<b>Method of calculation</b>	Simple count of number of publications per year.
<b>Data limitation</b>	Timeous submission and accuracy of information submitted by municipalities and TNOs.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	8 quarterly financial reports published.
<b>Indicator responsibility</b>	<p>Chief Director: Provincial Budget Analysis.</p> <p>Chief Director: Local Government Budget Analysis.</p>

<b>Performance Indicator no 3.6.7</b>	
<b>Indicator title</b>	<b>Number of provincial and municipal budgeting benchmarking exercises held to improve provincial and municipal budget credibility, composition and achievability</b>
<b>Short definition</b>	<p>Provincial Benchmark engagements – meet with each of the 9 provincial treasuries twice to evaluate and make recommendations on their Draft Budgets for the coming MTEF.</p> <p>Municipal Benchmark engagements – meet with each of the 17 non-delegated municipalities annually to evaluate and make recommendations on their tabled budgets for the coming MTREF.</p>
<b>Purpose/importance</b>	Monitoring of performance and to ensure that budgets are credible.
<b>Source/collection of data</b>	Provincial and Local Government documents, databases and tools.
<b>Method of calculation</b>	Simple count of number of benchmarking exercises conducted.
<b>Data limitation</b>	Late submissions by municipalities and inaccurate information submitted.
<b>Type of indicator</b>	Outcomes.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	35 provincial and municipal budgeting benchmarking exercises held to improve provincial and municipal budget credibility, composition and achievability.
<b>Indicator responsibility</b>	<p>Chief Director: Provincial Budget Analysis.</p> <p>Chief Director: Local Government Budget Analysis.</p>

**Performance Indicator no 3.6.8**

<b>Indicator title</b>	<b>Number of annual municipal routine reports published</b>
<b>Short definition</b>	Publication of the adopted budget information for the new Medium Term Revenue and Expenditure Framework, municipal budget tabling and adoption dates, over and under expenditure report to Parliament; annual municipal payment schedules in respect of DoRA and adjustment DoRA (2); and the State of Local Government Finances Report.
<b>Purpose/importance</b>	In fulfilment of legal requirements in terms of the DoRA and MFMA regarding budget assessments and monitoring.
<b>Source/collection of data</b>	Annual budget and audit returns, monthly and quarterly MFMA section 71 reports submitted by municipalities to LGDRS, municipal AFS and audit reports, DoRA and own analysis.
<b>Method of calculation</b>	Simple count of reports published.
<b>Data limitation</b>	Availability and accuracy of information in the monthly and quarterly reports submitted by municipalities and TNOs.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	6 annual municipal routine reports published.
<b>Indicator responsibility</b>	Chief Director: Local Government Budget Analysis.

**Performance Indicator no 3.6.9**

<b>Indicator title</b>	<b>Number of support initiatives implemented in provinces</b>
<b>Short definition</b>	Support funded budgets, revenue management, mSCOA, 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.  LGBA has 9 initiatives (1 per province). PBA has 4.
<b>Purpose/importance</b>	To monitor progress and provide support in the implementation of support initiatives to address municipal finance performance failures.
<b>Source/collection of data</b>	Quarterly progress reports received from Provincial Treasuries, own analyses and engagements with Provincial Treasuries.
<b>Method of calculation</b>	Simple count of number of initiatives.
<b>Data limitation</b>	Timeous submission of progress reports.
<b>Type of indicator</b>	Activities.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Bi-Annually.
<b>New indicator</b>	Consolidation of standing indicators from previous year.
<b>Desired performance</b>	13 support initiatives implemented in provinces.
<b>Indicator responsibility</b>	Chief Director: Provincial Budget Analysis. Chief Director: Local Government Budget Analysis.

<b>Performance Indicator no 3.6.10</b>	
<b>Indicator title</b>	<b>Number of municipal budgeting and reporting reforms implemented</b>
<b>Short definition</b>	Implementation of mSCOA Phase 5, technical adjustments to the LGDRS and Municipal Budget and Reporting Regulations to accommodate mSCOA to ensure successful implementation and revenue management.
<b>Purpose/importance</b>	To ensure that all 257 Municipalities provide Municipal financial data without mapping or extrapolating directly into LG database across the 6 regulatory segments.
<b>Source/collection of data</b>	Collection of documentation, questionnaires and data strings of municipal financial data, from all the 257 current Municipalities.
<b>Method of calculation</b>	Simple count - number of municipal budgeting and reporting reforms implemented.
<b>Data limitation</b>	Timeous submission of questionnaires and data uploads by Municipalities.
<b>Type of indicator</b>	Outputs.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	Consolidation of standing indicators from previous year.
<b>Desired performance</b>	3 municipal budgeting and reporting reforms implemented.
<b>Indicator responsibility</b>	Chief Director: Local Government Budget Analysis.



<b>Performance Indicator no 3.6.11</b>	
<b>Indicator title</b>	<b>Number of provincial and municipal mid-year budget and expenditure performance assessment reports produced</b>
<b>Short definition</b>	<p>Municipal visits - meet with the 17 non-delegated municipalities to assess 6-month performance (financial and non-financial).</p> <p>Provincial visits reports: Discuss previous year's financial and performance outcomes and assess current year first quarter spending performance of key provincial sectors. Highlight in-year budget pressures, policy delivery hindrances, commitments and remedial actions for consideration.</p>
<b>Purpose/importance</b>	In fulfilment of legal requirements in terms of the PFMA, DoRA and MFMA regarding budget assessments and monitoring.
<b>Source/collection of data</b>	<p>Municipalities: Through annual budget returns submitted by municipalities as well as reports submitted by Transferring Officers, NT initiative through the analysis of MFMA, DoRA section 10 reports and MFMA section 71 monthly reports on municipalities' overall performance</p> <p>Provinces: PFMA Section 40 monthly reports on provinces.</p>
<b>Method of calculation</b>	Simple count of number of assessment reports.
<b>Data limitation</b>	Timeous submission by municipalities and accuracy of information submitted. Availability and accuracy of information in the monthly and quarterly reports submitted by provinces and municipalities and TNOs.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Bi-Annually.
<b>New indicator</b>	Consolidation of standing indicators from previous year.
<b>Desired performance</b>	26 provincial and municipal mid-year budget and expenditure performance assessment reports produced.
<b>Indicator responsibility</b>	<p>Chief Director: Local Government Budget Analysis.</p> <p>Chief Director: Provincial Budget Analysis.</p>

## **PROGRAMME 4**

<b>Strategic Objective 4.1</b>	
<b>Exercise oversight of state-owned companies</b>	
<b>Performance Indicator no 4.1</b>	
<b>Indicator title</b>	<b>Percentage of oversight of state-owned companies' reports</b>
<b>Short definition</b>	Exercise oversight of state-owned companies. A report is compiled on state-owned companies reports reviewed.
<b>Purpose/importance</b>	Exercise oversight of state-owned companies to enable them to achieve government's policy objectives in a financially and fiscally sustainable manner by reviewing their corporate plans and annual financial statements.
<b>Source/collection of data</b>	Reports on review of corporate plans, AFS, AR and other submissions in terms of the PFMA.
<b>Method of calculation</b>	$\frac{\text{Number of reports reviewed}}{\text{Total number of reports}} \times 100$
<b>Data limitation</b>	<ul style="list-style-type: none"> <li>• Late submission of documents.</li> <li>• 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.</li> <li>• Entities are not required to submit final shareholder compacts to NT for review.</li> <li>• Incomplete submissions are not considered until all required information is received.</li> </ul>
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	100% oversight of state-owned companies reports to enable them to achieve government's policy objectives.
<b>Indicator responsibility</b>	DDG: Asset and Liability Management.

Performance Indicator no 4.1.1	
Indicator title	Percentage of complete corporate plans received from Schedule 2 and 3B public entities reviewed
Short definition	<p>Review the corporate plans within four months of 1<sup>st</sup> March each year as stipulated in the legislation.</p> <p>Corporate plans are regarded as complete when there is no information requested from the entity that is outstanding.</p> <p>A report is compiled on the reviewed corporate plan.</p>
Purpose/importance	To ensure 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	<p><u>Number of corporate plans of schedule 2 and 3B SOCs, and water boards received and reviewed within 4 months of receipt X 100</u></p> <p>Total number of corporate plans of Schedule 2 and 3B SOCs, DFIs and water boards received.</p> <p>The four months for schedule 2 and 3B SOCs begins on 01 March of each year; and</p> <p>The four months for water boards on 01 June of each year.</p>
Data limitation	<ul style="list-style-type: none"> <li>• Late submission of Corporate Plans from SOCs.</li> <li>• Delays due to Executive Authorities' requests to amend Corporate Plans.</li> <li>• Entities are not required to submit final shareholder compacts to NT for review.</li> <li>• Incomplete submissions are not considered until all required information is received.</li> </ul>
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Bi-Annually.
New indicator	Revised.
Desired performance	100% of complete corporate plans received from Schedule 2 and 3B public entities reviewed.
Indicator responsibility	Chief Directorate: Governance and Financial Analysis.

Performance Indicator no 4.1.2	
Indicator title	Percentage of annual reports received from Schedule 2 and 3B public entities reviewed
Short definition	Review the reports to assess their potential impact on the fiscus within 4 months of report.
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	<p><u>Number of annual reports of schedule 2 and 3 B SOCs, DFIs and water boards reviewed within 4 months X 100</u></p> <p>Total number of annual reports of Schedule 2 and 3B SOCs, DFIs and water boards received.</p> <p>The four months begins on 01 September of each year.</p>
Data limitation	<ul style="list-style-type: none"> <li>• Late submission of annual reports SOCs, DFI &amp; WBs.</li> <li>• Executive Authorities may request amendments or extension to annual reports which may result in delays.</li> <li>• Entities are not required to submit final shareholder compacts to NT for review.</li> <li>• Incomplete submissions are not considered until all required information is received.</li> </ul>
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Bi-Annually.
New indicator	Revised.
Desired performance	100% of annual reports received from Schedule 2 and 3B public entities reviewed.
Indicator responsibility	Chief Directorate: Governance and Financial Analysis.

Performance Indicator no 4.1.3	
<b>Indicator title</b>	<b>Percentage of complete PFMA Section 54(2), 52, 55 and 92 applications received from Schedule 2 and 3B public entities reviewed</b>
<b>Short definition</b>	Review all complete applications within the required timeframe, Section 54(2) must be reviewed within 30 days of receipt from Ministry of Finance, and Section 52, 55 and 92 must be reviewed with 4 months of receipt from Ministry of Finance.
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	Complete submissions prepared in response to applications for PFMA applications.
<b>Method of calculation</b>	$\frac{\text{Number of complete applications reviewed within stipulated timeframes}}{\text{Total number of complete applications received}} \times 100$
<b>Data limitation</b>	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.  Incomplete submissions are not considered until all required information is received.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	100% of complete PFMA Section 54(2), 52, 55 and 92 applications received from Schedule 2 and 3B public entities reviewed.
<b>Indicator responsibility</b>	Chief Directorate: Sector Oversight and Chief Directorate: Governance and Financial Analysis.

<b>Performance Indicator no 4.1.4</b>	
<b>Indicator title</b>	<b>Percentage of complete guarantee applications received from Schedule 2 and 3B public entities reviewed</b>
<b>Short definition</b>	Review the completed guarantee applications. The applications must be reviewed within 30 days of receipt from the Ministry of Finance and presented to the next Fiscal Liability Committee (FLC) held.
<b>Purpose/importance</b>	Ensure that all complete guarantee applications are reviewed within stipulated timeframes for consideration by the FLC.
<b>Source/collection of data</b>	Complete submissions prepared in response to applications for guarantees that are submitted to the FLC.
<b>Method of calculation</b>	$\frac{\text{Number of complete applications for guarantees reviewed within 30 days of receipt}}{\text{Number of complete applications for guarantees received}} \times 100$
<b>Data limitation</b>	Incomplete submissions are not considered until all required information is received.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	100% of complete guarantee applications received from Schedule 2 and 3B public entities reviewed.
<b>Indicator responsibility</b>	Chief Directorate: Sector Oversight.

<b>Performance Indicator no 4.1.5</b>	
<b>Indicator title</b>	<b>Percentage of MFMA submissions relating to tariff adjustments received from Schedule 2 and 3B public entities reviewed</b>
<b>Short definition</b>	Complete submissions must be reviewed within 40 days of receipt from Ministry of Finance.
<b>Purpose/importance</b>	Ensure that all MFMA submissions are reviewed within stipulated timeframes to identify any risks and issues so that mitigating action can be taken.
<b>Source/collection of data</b>	Submissions prepared in response to MFMA submissions.
<b>Method of calculation</b>	$\frac{\text{Number of complete submissions reviewed within 40 days of receipt} \times 100}{\text{Number of complete submissions received}}$
<b>Data limitation</b>	Delayed or not-received MFMA submissions relating to tariff adjustments from Schedule 2 and 3B SOCs and WBs. Incomplete submissions are not considered until all required information is received.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	100% complete submissions reviewed within the stipulated timeframes.
<b>Indicator responsibility</b>	Chief Directorate: Sector Oversight.

**Performance Indicator no 4.1.6**

<b>Indicator title</b>	<b>Percentage of complete remuneration review requests of executive and non-executive directors received from Schedule 2 and 3B public entities reporting to the Minister of Finance reviewed</b>
<b>Short definition</b>	Review schedule 2 and 3B remuneration for public entities reporting to the Minister of Finance.
<b>Purpose/importance</b>	Compliance with relevant policies, guidelines and legislation where applicable.
<b>Source/collection of data</b>	Reports received from the Entities reporting to the Minister of Finance reviewed.
<b>Method of calculation</b>	$\frac{\text{Number of complete submissions reviewed}}{\text{Total number of complete submissions received}} \times 100$
<b>Data limitation</b>	Late or non-submission by entities. Incomplete submissions are not considered until all required information is received.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	100% of complete remuneration requests reviewed.
<b>Indicator responsibility</b>	Chief Director: Governance and Financial Analysis.



<b>Performance Indicator no 4.1.7</b>	
<b>Indicator title</b>	<b>Percentage of complete board appointments recommendations from Schedule 2 and 3B public entities reporting to the Minister of Finance received and reviewed</b>
<b>Short definition</b>	Review complete requests from schedule 2 and 3B public entities for board appointments and make recommendations to the Minister of Finance for entities reporting to him in line with the Memorandum of Incorporation (MOI) or relevant founding legislation.
<b>Purpose/importance</b>	Ensure that the Minister of Finance is provided with a recommendation for candidates to serve on the Boards which report to him in line with Companies Act, corporate governance principles and other relevant prescripts.
<b>Source/collection of data</b>	Memorandum recommending the proposed candidates.
<b>Method of calculation</b>	$\frac{\text{Number complete requests reviewed}}{\text{Total number of complete requests received}} \times 100$
<b>Data limitation</b>	Incomplete submissions are not considered until all required information is received.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	100% review of the complete submissions received from the entities reporting to the Minister of Finance (Scheduled 2 and 3B).
<b>Indicator responsibility</b>	Chief Director: Governance and Financial Analysis.

<b>Performance Indicator no 4.1.8</b>	
<b>Indicator title</b>	<b>Percentage of complete review requests of borrowing limit applications relating to Schedule 2 and 3B public entities reviewed</b>
<b>Short definition</b>	Review schedule 2, 3B, SOCs, DFIs and WBs borrowing limit applications.
<b>Purpose/importance</b>	Ensure that all borrowing limit applications are reviewed within stipulated timeframes for consideration by the Fiscal Liability Committee (FLC).
<b>Source/collection of data</b>	Submissions prepared in response to applications for borrowing limits that are submitted to the FLC.
<b>Method of calculation</b>	$\frac{\text{Number of applications for borrowing limits reviewed within 30 days}}{\text{Number of applications for borrowing limits received}} \times 100$
<b>Data limitation</b>	Review the funding applications – the applications must be reviewed within 30 days of receipt.  Incomplete submissions are not considered until all required information is received.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	100% review of the complete applications within the stipulated timeframes.
<b>Indicator responsibility</b>	Chief Directorate: Governance and Financial Analysis.

Strategic Objective 4.2	
Optimal debt management and funding of government borrowing requirement	
Performance Indicator no 4.2	
Indicator title	Percentage of optimal debt management and funding of government borrowing requirements met
Short definition	Finance government's annual borrowing requirements through various debt instruments.
Purpose/importance	Government's funding requirement to be met (financed) while ensuring that debt service costs remain sustainable.
Source/collection of data	Annual gross borrowing requirement is sourced from the Budget tabled annually by the Minister of Finance.
Method of calculation	$\frac{\text{Government's annual gross borrowing requirement met (financed)}}{\text{Government's annual borrowing requirement targeted}} \times 100$
Data limitation	<ul style="list-style-type: none"> <li>• Accurate revenue and expenditure forecasts.</li> <li>• Market conditions.</li> </ul>
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	100% oversight of state-owned companies to enable them to achieve government's policy objectives.
Indicator responsibility	DDG: Asset and Liability Management.

Performance Indicator no 4.2.1	
<b>Indicator title</b>	<b>Percentage of government's annual gross borrowing requirement met</b>
<b>Short definition</b>	Finance government's annual borrowing requirements through various debt instruments.
<b>Purpose/importance</b>	Ensure that sufficient funds are available to meet government commitments.
<b>Source/collection of data</b>	Annual gross borrowing requirement is sourced from the Budget tabled annually by the Minister of Finance.
<b>Method of calculation</b>	<p>Gross borrowing requirement is the sum of revenue, expenditure and debt due for repayment.</p> <p><u>Government's annual gross borrowing requirement met (financed) X 100</u></p> <p>Government's annual borrowing requirement targeted</p>
<b>Data limitation</b>	<p>Accurate revenue and expenditure forecasts.</p> <p>Market conditions.</p>
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	100% of government's annual gross borrowing requirement met.
<b>Indicator responsibility</b>	Chief Directorate: Liability Management.

**Performance Indicator no 4.2.2**

<b>Indicator title</b>	<b>Percentage of interest and redemptions met</b>
<b>Short definition</b>	Payment of government debt obligations in a timely and accurate manner to avoid any credit defaults or additional costs due to inaccurate/delayed payment.
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	Government debt-service costs are contained in the annual Budget as tabled by the Minister of Finance.
<b>Method of calculation</b>	$\frac{\text{Amount of interest and redemptions paid}}{\text{Amount of interest and redemptions due}} \times 100$
<b>Data limitation</b>	Inability to access debt recording and payment systems due to internal and/or external factors.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	100% of government debt obligations met.
<b>Indicator responsibility</b>	Chief Directorate: Liability Management.

<b>Strategic Objective 4.3</b>	
<b>Ensure sound management of government's cash resources</b>	
<b>Performance Indicator no 4.3</b>	
<b>Indicator title</b>	<b>Percentage of government's liquidity requirements met</b>
<b>Short definition</b>	Forecasting and management of government's short and medium term cash flows.
<b>Purpose/importance</b>	Ensure provision for government's short and medium term commitments at the right time, in the right amounts and in the right currency.
<b>Source/collection of data</b>	Cash flow data on receipts and payments is received from SARS, Reserve Bank and various units within NT and then consolidated.
<b>Method of calculation</b>	<p>Government's net cash position is calculated, taking into account:</p> <ul style="list-style-type: none"> <li>• Gross borrowing requirement, which is the sum of revenue, expenditure and debt due (interest and redemptions).</li> <li>• Proceeds from short- and long-term loans issued in the domestic and international markets.</li> <li>• Change in cash balances.</li> </ul> <p>A monthly net cash position is calculated for the MTEF period and thereafter maintained.</p> <p>Daily net cash positions are forecast for three months ahead.</p> <p>Must maintain a positive actual closing balance.</p>
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	100% funded exchequer account (National Revenue account).
<b>Indicator responsibility</b>	Chief Directorate: Financial Operations.

**Strategic Objective 4.3****Ensure sound management of government's cash resources****Performance Indicator no 4.3.1**

<b>Indicator title</b>	<b>Percentage of government's liquidity requirements met</b>
<b>Short definition</b>	Forecasting and management of government's short and medium term cash flows.
<b>Purpose/importance</b>	Ensure provision for government's short and medium term commitments at the right time, in the right amounts and in the right currency.
<b>Source/collection of data</b>	Cash flow data on receipts and payments is received from SARS, Reserve Bank and various units within NT and then consolidated.
<b>Method of calculation</b>	<p>Government's net cash position is calculated, taking into account:</p> <ul style="list-style-type: none"><li>• Gross borrowing requirement, which is the sum of revenue, expenditure and debt due (interest and redemptions).</li><li>• Proceeds from short- and long-term loans issued in the domestic and international markets.</li><li>• Change in cash balances.</li></ul> <p>A monthly net cash position is calculated for the MTEF period and thereafter maintained.</p> <p>Daily net cash positions are forecast for three months ahead</p> <p>Must maintain a positive actual closing balance.</p>
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	100% funded exchequer account (National Revenue account Fund).
<b>Indicator responsibility</b>	Chief Directorate: Financial Operations.

**Strategic Objective 4.4****Minimise and mitigate risks emanating from Government's fiscal obligations****Performance Indicator no 4.4**

<b>Indicator title</b>	<b>Number of reports on the management of government's contingent liabilities and counterparty risk</b>
<b>Short definition</b>	Management of contingent liability and counterparty risk exposure to limit the impact on the fiscus.
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	Annual Reports and interim reports of SOCs and banks. Quarterly reports outlining government contingent liabilities and counterparty risk, BA 900 reports from the SARB.
<b>Method of calculation</b>	Simple count of number of reports.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	Yes.
<b>Desired performance</b>	6 reports on the management of government's contingent liabilities and counterparty risk.
<b>Indicator responsibility</b>	Chief Directorate: Strategy and Risk Management.



**Strategic Objective 4.4****Minimise and mitigate risks emanating from Government's fiscal obligations****Performance Indicator no 4.4.1**

<b>Indicator title</b>	<b>Percentage compliance with market and refinancing risks benchmarks</b>
<b>Short definition</b>	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.
<b>Purpose/importance</b>	To recommend annual risk allocations using appropriate techniques in order to ensure compliance with market and refinancing risks benchmarks.
<b>Source/collection of data</b>	Ratio-based on portfolio indicators and quantitative on underlying risk factors.
<b>Method of calculation</b>	<p>All Risk Indicators should be below or within their limits or ranges as approved by Minister:</p> <ul style="list-style-type: none"><li>• Share of short-term debt maturing in 12 months (Treasury bills) as a percentage of total domestic debt [15%].</li><li>• Share of long-term maturing in 5-years as a percentage of fixed rate bonds and inflation linked bonds [25%].</li><li>• Share of inflation-linked bonds as a percentage of total domestic debt [20-25%].</li><li>• Share of foreign debt as a percentage of total government debt [15%].</li><li>• Weighted term-to-maturity (fixed rate bonds and Treasury bills in years) [10-14].</li><li>• Weighted term-to-maturity (inflation-linked bonds in years) [14-17].</li></ul> <p><u>Number of risk indicators within their limits or ranges x100</u> Total number of risk indicators</p>
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	100% compliance with market and refinancing risks benchmarks.
<b>Indicator responsibility</b>	Chief Directorate: Strategy and Risk Management

<b>Strategic Objective 4.4</b>	
<b>Minimise and mitigate risks emanating from Government's fiscal obligations</b>	
<b>Performance Indicator no 4.4.2</b>	
<b>Indicator title</b>	<b>Number of interactions to manage and ensure effective relations with the credit rating agencies</b>
<b>Short definition</b>	Continuous and proactive engagements with and information sharing between the credit rating agencies and NT.
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	Engagement reports and rating schedules.
<b>Method of calculation</b>	Simple count of interactions to manage and ensure effective relations with the credit rating agencies.
<b>Data limitation</b>	Regional, contagion and political risks which are outside of the control of this NT programme.
<b>Type of indicator</b>	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.)).
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Yes.
<b>Desired performance</b>	8 interactions to manage and ensure effective relations with the credit rating agencies.
<b>Indicator responsibility</b>	Chief Directorate: Strategy and Risk Management.

**Strategic Objective 4.4****Minimise and mitigate risks emanating from Government's fiscal obligations****Performance Indicator no 4.4.3**

<b>Indicator title</b>	<b>Number of reports on the management of government's contingent liabilities and counterparty risk</b>
<b>Short definition</b>	Management of contingent liability and counterparty risk exposure to limit the impact on the fiscus.
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	Annual Reports and interim reports of SOCs and banks. Quarterly reports outlining government contingent liabilities and counterparty risk; and BA 900 reports from the SARB.
<b>Method of calculation</b>	Simple count of number of reports.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Yes.
<b>Desired performance</b>	6 reports on the management of government's contingent liabilities and counterparty risk.
<b>Indicator responsibility</b>	Chief Directorate: Strategy and Risk Management.

## **PROGRAMME 5**

### **Strategic Objective 5.1**

**Improve financial management governance and compliance across all spheres and entities in Government, giving effect to the PFMA and MFMA**

#### **Performance Indicator no 5.1**

<b>Indicator title</b>	<b>Percentage of financial management regulations, instructions, circulars, policies, guidelines and tools published</b>
<b>Short definition</b>	Publish financial management regulations, instructions, circulars, policies, guidelines and tools.
<b>Purpose/importance</b>	Improve financial management governance and compliance across all spheres and entities in government, giving effect to the PFMA and MFMA.
<b>Source/collection of data</b>	National Treasury website.
<b>Method of calculation</b>	<u>Number of regulations, instructions, circulars, policies, guidelines and tools published X100</u> Number of instructions, circulars, policies, guidelines and tools developed
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	100% of Treasury Regulations, Instructions, Circulars, policies, guidelines and tools published.
<b>Indicator responsibility</b>	Chief Director: Governance Monitoring and Compliance.

<b>Performance Indicator no 5.1.1</b>	
<b>Indicator title</b>	<b>Number workshops conducted on IA and risk management guidelines</b>
<b>Short definition</b>	Providing awareness and knowledge sharing on internal audit and risk management guidelines to government institutions.
<b>Purpose/importance</b>	To ensure that institutions have common understanding of and comply with the internal audit and risk management guidelines.
<b>Source/collection of data</b>	Attendance registers signed by officials attending the workshops indicating the institutions they are representing.
<b>Method of calculation</b>	Simple count of number workshops conducted.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Activity.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	10 workshops conducted on internal audit and risk management guidelines.
<b>Indicator responsibility</b>	Chief Directorate: Internal Audit Support. Chief Directorate: Risk Management.

<b>Performance Indicator no 5.1.2</b>	
<b>Indicator title</b>	<b>Number of institutions whose Audit Committees have been provided with support</b>
<b>Short definition</b>	Provide Audit Committees with support e.g. attendance of meetings, interviewing and selection of potential members, induction of new members etc.
<b>Purpose/importance</b>	To ensure that Audit Committees deliver the duties effectively and efficiently through NT's support.
<b>Source/collection of data</b>	Attendance registers, minutes, reports or presentations.
<b>Method of calculation</b>	Simple count of institutions provided with support.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Activity.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	Support provided to Audit Committees in 15 institutions.
<b>Indicator responsibility</b>	Chief Directorate: Internal Audit Support.

<b>Performance Indicator no 5.1.3</b>	
<b>Indicator title</b>	<b>Number of support plans developed for government entities struggling at lower levels of IA implementation as in the Financial Management Capability Maturity Model (FMCMM)</b>
<b>Short definition</b>	Support plan detailing support activities to be conducted.
<b>Purpose/importance</b>	To strengthen effectiveness of internal audit.
<b>Source/collection of data</b>	Approved support plans.
<b>Method of calculation</b>	Simple count of number of support plans.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	5 support plans developed for government entities struggling at lower levels of IA implementation.
<b>Indicator responsibility</b>	Chief Directorate Internal Audit Support.

<b>Performance Indicator no 5.1.4</b>	
<b>Indicator title</b>	<b>Number of training sessions conducted in risk management</b>
<b>Short definition</b>	Provide risk management training to Public Sector Officials.
<b>Purpose/importance</b>	To equip and enhance Public Sector Officials with risk management tools that will allow them to execute their responsibilities efficiently and effectively.
<b>Source/collection of data</b>	Attendance registers of risk management training provided.
<b>Method of calculation</b>	Simple count of training sessions conducted.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	4 training sessions conducted in risk management.
<b>Indicator responsibility</b>	Chief Directorate: Risk Management.



<b>Performance Indicator no 5.1.5</b>	
<b>Indicator title</b>	<b>Number of guidelines on risk management curriculum developed for institutions of higher learning</b>
<b>Short definition</b>	Developing guidelines on Risks Management Curriculum for institutions of higher learning.
<b>Purpose/importance</b>	To ensure that learning institutions reflect the guide on public sector risk management in their Risks Management Curriculum.
<b>Source/collection of data</b>	Guidelines on risk management curriculum developed.
<b>Method of calculation</b>	Simple count of number of guidelines developed.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	4 guidelines on risk management curriculum developed for institutions of higher learning.
<b>Indicator responsibility</b>	Chief Directorate: Risk Management.

<b>Performance Indicator no 5.1.6</b>	
<b>Indicator title</b>	<b>Number of monitoring reports on improvement of financial management in national and provincial institutions produced</b>
<b>Short definition</b>	Draft report to inform and update Parliament on the status of financial management maturity in national and provincial institutions.
<b>Purpose/importance</b>	To report to Parliament on improvements of financial management maturity across national and provincial spheres of government.t
<b>Source/collection of data</b>	Results on FMCMM assessments completed by national and provincial institutions.
<b>Method of calculation</b>	Simple count of number of national and provincial institutions reports produced.
<b>Data limitation</b>	Non submission and/or late submission of FMCMM completed assessments by national and provincial institutions.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	4 monitoring reports on improvement of financial management in national and provincial institutions produced.
<b>Indicator responsibility</b>	Chief Directorate : Governance Monitoring and Compliance.

<b>Performance Indicator no 5.1.7</b>	
<b>Indicator title</b>	<b>Number of guidelines to assist with the implementation of Treasury Regulations, policies and Treasury Instructions developed</b>
<b>Short definition</b>	Simplify the provisions of the PFMA, Treasury Regulations and Treasury Instructions for PFMA-compliant institutions.
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	Existing legislative framework, transversal matters raised by PFMA-Compliant institutions, matters 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.
<b>Method of calculation</b>	Simple count of number of guidelines developed.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	4 guidelines to assist with the implementation of Treasury Regulations, policies and Treasury Instructions developed.
<b>Indicator responsibility</b>	Chief Director: Governance Monitoring and Compliance.

<b>Performance Indicator no 5.1.8</b>	
<b>Indicator title</b>	<b>Number of training sessions provided to support PFMA institutions on the implementation of Treasury Regulations, Treasury Instructions and guidelines</b>
<b>Short definition</b>	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.
<b>Purpose/importance</b>	Increase the understanding of the legislative frameworks.
<b>Source/collection of data</b>	Attendance registers. These sessions are based on the number of Treasury Instructions and guidelines developed and also based on the ad-hoc requests from PFMA-Compliant institutions.
<b>Method of calculation</b>	Simple count of number of training sessions provided.
<b>Data limitation</b>	Failure to honour the request of the PFMA-compliant institutions or failure to honour the request of National Treasury by PFMA compliant institutions.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	8 training sessions provided to support PFMA institutions on the implementation of Treasury Regulations, Treasury Instructions and guidelines.
<b>Indicator responsibility</b>	Chief Director: Governance Monitoring and Compliance.

<b>Performance Indicator no 5.1.9</b>	
<b>Indicator title</b>	<b>Number of forensic investigation reports produced</b>
<b>Short definition</b>	Conduct forensic investigations in all spheres of government on a broad range of financial management and internal control systems in public procurement processes.
<b>Purpose/importance</b>	<ul style="list-style-type: none"> <li>• To ensure that the public procurement system is fair, equitable, transparent, competitive and cost effective.</li> <li>• To ensure compliance with public sector legislation in each sphere of government.</li> </ul>
<b>Source/collection of data</b>	Forensic investigation reports and Audit reports or list of the forensic investigations and special performance audit reports.
<b>Method of calculation</b>	Simple count of number of reports produced.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	26 forensic investigation reports produced.
<b>Indicator responsibility</b>	Chief Directorate: Specialised Audit Services.

<b>Performance Indicator no 5.1.10</b>	
<b>Indicator title</b>	<b>Number of specialised audit reports produced</b>
<b>Short definition</b>	Conduct specialised performance audits in all spheres of government on a broad range of financial management and internal control systems in public procurement processes.
<b>Purpose/importance</b>	<ul style="list-style-type: none"> <li>• To ensure that the public procurement system is fair, equitable, transparent, competitive and cost effective.</li> <li>• To ensure compliance with public sector legislation in each sphere of government.</li> </ul>
<b>Source/collection of data</b>	Audit reports or list of the special performance audit reports.
<b>Method of calculation</b>	Simple count of number of reports produced.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	4 specialised audit reports produced.
<b>Indicator responsibility</b>	Chief Directorate: Specialised Audit Services.

Performance Indicator no 5.1.11	
<b>Indicator title</b>	<b>Number of criminal investigation cases supported</b>
<b>Short definition</b>	Provide support to Law Enforcement Agencies/Anti-corruption Task Team for criminal investigation cases. Support provided includes Subpoenas honoured; Affidavits written; Forensic reports and exhibits drafted; Minutes of meetings; Advisory memoranda; Attendance registers; correspondence on the case.
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	List of cases supported.
<b>Method of calculation</b>	Simple count of number cases supported.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	30 criminal investigation cases supported.
<b>Indicator responsibility</b>	Chief Directorate: Specialised Audit Services.

Performance Indicator no 5.1.12	
<b>Indicator title</b>	<b>Number of engagements held with public officials to address compliance and implementation of regulations, instructions and guidelines in a coordinated and consistent manner</b>
<b>Short definition</b>	Enable financial management capacity building through engagements with public officials in a meeting on how to implement and be compliant with the regulations instructions and guidelines in order to ensure a coordinated and consistent application.
<b>Purpose/importance</b>	To ensure that there is a common understanding of and consistent application of regulations, instructions and guidelines.
<b>Source/collection of data</b>	Attendance registers signed by officials attending the meeting.
<b>Method of calculation</b>	Simple count of number of engagements held.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Activity.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Bi-Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	2 engagements held with public officials to address compliance and implementation of regulations, instructions and guidelines in a coordinated and consistent manner.
<b>Indicator responsibility</b>	Chief Directorate: Internal Audit Support. Chief Directorate: Risk Management.



Performance Indicator no. 5.1.13	
Indicator title	Percentage of financial management grant support plans reviewed for alignment with grant framework for municipalities
Short definition	Review of the FMG support plans submitted by municipalities to ascertain how funds will be spent and to note alignment with the conditions of the grant as per the grant framework.
Purpose/importance	The Division of Revenue Act requires the national transferring officer of a schedule 5 (b) conditional grant to monitor the grant to ensure compliance with the grant conditions and framework.
Source/collection of data	List of FMG support plans received and reviewed.
Method of calculation	$\frac{\text{Number grant support plans reviewed}}{\text{Total number of grant support plans received from municipalities}} \times 100$
Data limitation	Late submission of the support plan will delay the review process.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	100% of financial management grant support plans reviewed.
Indicator responsibility	Chief Directorate : MFMA Implementation.

Performance Indicator no. 5.1.14	
Indicator title	Percentage of complete requests to draft financial recovery plans responded to within 90 days of receipt
Short definition	Assist with the preparation of a financial recovery plan when a complete request is received.
Purpose/importance	A financial recovery plan may assist in the resolution of financial problems at a municipality as per the MFMA.
Source/collection of data	Tracking register of municipalities submitting a complete request and municipalities assisted with the preparation of the financial recovery plans.
Method of calculation	$\frac{\text{Number of complete requests responded to within 90 days of receipt} \times 100}{\text{Total number of complete requests received}}$
Data limitation	Late submission of relevant information by municipalities to commence with the preparation of the financial recovery plans.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	Yes.
Desired performance	100% of complete requests to draft financial recovery plans responded to within 90 days of receipt.
Indicator responsibility	Chief Directorate : MFMA Implementation.

Performance Indicator no. 5.1.15	
Indicator title	Percentage of requests to the MFMA helpdesk responded to within 30 days of receipt
Short definition	Manage the MFMA helpdesk, which assists municipalities, municipal entities and all other stakeholders to interpret and implement the MFMA, Regulations, MFMA Circulars and Guidelines within 30 days.
Purpose/importance	<ul style="list-style-type: none"> <li>• To ensure consistent countrywide application of the Act and its regulations.</li> <li>• To identify gaps in the implementation of the legal framework and address these through MFMA Circulars, Regulations or Guidelines, as may be appropriate.</li> </ul>
Source/collection of data	Tracking register for all queries received on the helpdesk.
Method of calculation	$\frac{\text{Number of requests responded to within 30 days of receipt} \times 100}{\text{Total number of requests received}}$
Data limitation	Delays in receiving inputs from relevant units within NT.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	Yes.
Desired performance	75% response to all queries raised on the helpdesk within 30 days.
Indicator responsibility	Chief Directorate : MFMA Implementation.

<b>Performance Indicator no. 5.1.16</b>	
<b>Indicator title</b>	<b>Number of municipalities assisted in addressing gaps as identified by FMCMM and financial indicator assessments</b>
<b>Short definition</b>	The FMCMM and financial indicator assessments undertaken at municipalities identified shortcomings in the processes, procedures and systems to effectively implement the MFMA and supporting regulations. NT to strategise and assist municipalities in addressing the identified areas of concern.
<b>Purpose/importance</b>	Improve the level of financial management maturity and capabilities within municipalities.
<b>Source/collection of data</b>	List of municipalities assisted.
<b>Method of calculation</b>	Simple count of number of municipalities assisted.
<b>Data limitation</b>	Delays in receiving action plans from municipalities on interventions to be taken in addressing shortcomings identified in the assessments.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	Assist 5 municipalities in addressing shortcomings identified in the FMCMM and financial indicator assessments.
<b>Indicator responsibility</b>	Chief Directorate: MFMA Implementation.

<b>Performance Indicator no 5.1.17</b>	
<b>Indicator title</b>	<b>Number of municipalities with the highest UIFW incurred annually monitored to rectify such expenditure in terms of the MFMA</b>
<b>Short definition</b>	Provide guidance to municipalities on how to address UIFW expenditure.
<b>Purpose/importance</b>	To reduce UIFW expenditure incurred by municipalities.
<b>Source/collection of data</b>	Progress reports by highest municipal contributors of UIFW expenditure.
<b>Method of calculation</b>	Simple count of number of municipalities assisted.
<b>Data limitation</b>	Late submission of relevant information by municipalities to monitor processes and progress made in addressing UIFW expenditure.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	10 highest municipal contributors of UIFW expenditure monitored.
<b>Indicator responsibility</b>	Chief Directorate: MFMA Implementation.

<b>Performance Indicator no 5.1.18</b>	
<b>Indicator title</b>	<b>Number of monthly statement reports of actual revenue and actual expenditure for the National Revenue Fund (NRF) published</b>
<b>Short definition</b>	In terms of Section 32 of the PFMA, these statements must be published.
<b>Purpose/importance</b>	<ul style="list-style-type: none"> <li>• A requirement of the PFMA, used by the IMF and other interested parties to analyse monthly financial performance.</li> <li>• Used as an early warning system by departments and NT.</li> </ul>
<b>Source/collection of data</b>	Monthly reports published on time in the Government Gazette.
<b>Method of calculation</b>	Simple count of monthly statements published.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	12 monthly statement reports of actual revenue and actual expenditure for the National Revenue Fund (NRF) published.
<b>Indicator responsibility</b>	Chief Director: Accounting Support and Reporting.

Performance Indicator no 5.1.19	
Indicator title	<p>Percentage compliance with the banking services for national government:</p> <ul style="list-style-type: none"> <li>• Daily bank reconciliation of NRF.</li> <li>• Electronic verification of supplier banking details within four working days</li> </ul>
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	<ul style="list-style-type: none"> <li>• Evidence of number of transactions verified daily.</li> <li>• Evidence of completion of the daily bank reconciliation.</li> </ul>
Method of calculation	$\frac{(\text{Number of daily bank reconciliations of NRF conducted} + \text{number of of supplier banking details verified})}{(\text{Number of daily bank reconciliation of NRF supposed to be conducted} + \text{number of of supplier banking details supposed to be verified})} \times 100$
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	<p>95% compliance with the banking services for national government:</p> <ul style="list-style-type: none"> <li>• Daily bank reconciliation of NRF.</li> <li>• Electronic verification of supplier banking details within four working days</li> </ul>
Indicator responsibility	Chief Director: Accounting Support and Reporting.

<b>Performance Indicator no 5.1.20</b>	
<b>Indicator title</b>	<b>Number of consolidated annual financial statements for national departments, public entities and Reconstruction and Development Programme (RDP) Fund tabled on 31 October</b>
<b>Short definition</b>	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.
<b>Purpose/importance</b>	Audited financial statements for stakeholders on the results and consolidated results for the year.
<b>Source/collection of data</b>	Tabled RDP financial Statements.
<b>Method of calculation</b>	Simple count of number of consolidated annual financial statements.
<b>Data limitation</b>	The consolidated AFS depends on the timely receipt of audited financial statements from all entities and departments.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	Tabling 2 consolidated annual financial statements on 31 October.
<b>Indicator responsibility</b>	Chief Director: Accounting Support and Reporting.



Performance Indicator no 5.1.21	
Indicator title	Percentage of comments provided to Standard Setters on local and international exposure drafts
Short definition	<p>Providing inputs into the development of local and international accounting standards which, when effective, will be applied by public sector entities in the preparation of their annual financial statements.</p> <p>These standards are issued by the ASB as Standards of Generally Accepted Accounting Practice (GRAP).</p>
Purpose/importance	Public entities are, in terms of section 55 of the Public Finance Management Act, 1 of 1999, required to prepare financial statements in terms of Generally Recognised Accounting Practice (GRAP). These Standards are also applicable to Municipalities and to municipal entities once effective.
Source/collection of data	Feedback on written and verbal comments received from respondents tabled at the Board meeting of the ASB.
Method of calculation	$\frac{\text{Number of comments provided to Standard Setters on local and international exposure drafts}}{100}$ <p>Total number of requests for comments on local and international exposure drafts received.</p>
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	Yes.
Desired performance	100% comments provided to requests received.
Indicator responsibility	Chief Director: Technical Support Services.

<b>Performance Indicator no 5.1.22</b>	
<b>Indicator title</b>	<b>Number of Modified Cash Standard published</b>
<b>Short definition</b>	The Modified Cash Standard is the reporting framework to be applied by national and provincial departments in the preparation and presentation of their annual financial statements.
<b>Purpose/importance</b>	In terms of Treasury Regulation 18, all national and provincial departments must prepare financial statements in accordance with the modified cash basis of accounting as determined by the National Treasury. Accordingly, the Office of the Accountant-General prescribes these accounting policies and principles through the Modified Cash Standard.
<b>Source/collection of data</b>	Legislation and the Standards of GRAP issued by the ASB.
<b>Method of calculation</b>	Simple count of number of modified Cash Standards published.
<b>Data limitation</b>	Inputs provide by responders.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	Yes.
<b>Desired performance</b>	1 Modified Cash Standard published.
<b>Indicator responsibility</b>	Chief Director: Technical Support Services.

Performance Indicator no 5.1.23	
Indicator title	Percentage responses to queries logged on SCOA helpdesk
Short definition	National and provincial departments log queries related to the application of the SCOA by way of a call centre operated in the National Treasury. Queries are discussed at a bi-weekly meeting of the SCOA Technical Committee prior to finalisation.
Purpose/importance	The SCOA was developed and issued in terms of section 6 of the PFMA as required in terms of section 216 of the Constitution.
Source/collection of data	Queries logged on the SCOA helpdesk.
Method of calculation	<u>Number of responses to queries logged on the SCOA helpdesk within 14 days of receipt x 100</u> Total number of queries logged on the SCOA helpdesk
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	Yes.
Desired performance	100% of queries responded to in a specific time.
Indicator responsibility	Chief Director: Technical Support Services.

**Strategic Objective 5.2**  
**Support and facilitate capacity development across all Spheres of government in order to improve financial Management execution**

**Performance Indicator 5.2**

<b>Indicator title</b>	<b>Percentage of planned capacity development initiatives implemented</b>
<b>Short definition</b>	To support and facilitate capacity development across all spheres of government in order to improve financial management execution.
<b>Purpose/importance</b>	To research, develop and implement interventions that contribute to improved public finance management (PFM) capacity, capability and performance in all three spheres of government, through institutional, organisational, individual and stakeholder development.
<b>Source/collection of data</b>	Attendance registers.
<b>Method of calculation</b>	$\frac{\text{Number of planned capacity development initiatives implemented}}{\text{Total number of capacity development initiatives planned for implementation}} \times 100$
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	100% implementation of planned capacity development initiatives.
<b>Indicator responsibility</b>	Chief Directorate: Accounting Support and Reporting. Chief Director: Capacity Building. Chief Directorate: Specialised Audit Services.

<b>Performance Indicator no 5.2.1</b>	
<b>Indicator title</b>	<b>Number of training sessions conducted in the preparation of provincial consolidated financial statements, provincial revenue fund statements and implementation of generally recognised accounting practices (GRAP) standards</b>
<b>Short definition</b>	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.
<b>Purpose/importance</b>	Build capacity and improve capability in government personnel in the area of financial management.
<b>Source/collection of data</b>	Number of training sessions as indicated by training event attendance registers.
<b>Method of calculation</b>	Simple count of number of training sessions.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	4 training sessions conducted in the preparation of provincial consolidated financial statements, provincial revenue fund statements and implementation of generally recognised accounting practices (GRAP) standards.
<b>Indicator responsibility</b>	Chief Directorate: Accounting Support and Reporting.

Performance Indicator no 5.2.2	
Indicator title	Percentage of the public financial management education, training and development implementation plan achieved.
Short definition	Research, develop and pilot the delivery of the public financial management education, training and development solutions.
Purpose/importance	The development of PFM ETD solutions that have specific relevance to the public sector in order to support the development of a cadre of high performance officials.
Source/collection of data	ETD solutions and project reports.
Method of calculation	$\frac{\text{Number of PFM ETD solutions implemented}}{\text{Number of PFM ETD solutions planned}} \times 100$
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	100% of the planned public financial management education, training and development implementation plan achieved.
Indicator responsibility	Chief Director: Capacity Building.

<b>Performance Indicator no 5.2.3</b>	
<b>Indicator title</b>	<b>Number of municipal officials trained in financial management competencies</b>
<b>Short definition</b>	Provide training that enables municipal officials to comply with the financial management competency requirements of their positions, in alignment with the municipal regulations.
<b>Purpose/importance</b>	Promote compliance with required financial management minimum competency levels.
<b>Source/collection of data</b>	Data collated from various sources – Local Government Sector Education and Training Authority (LGSETA), listed training providers and municipalities – and maintained on a central learner management database.
<b>Method of calculation</b>	Simple count of municipal officials trained.
<b>Data limitation</b>	Data is captured in basic Excel which is onerous and needs automation for better disaggregation and analysis.
<b>Type of indicator</b>	Activity.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	Provide training to 1000 municipal officials in financial management competencies.
<b>Indicator responsibility</b>	Chief Directorate: Capacity Building.

Performance Indicator no 5.2.4	
Indicator title	Percentage of the public financial management capacity development strategy (CDS) implementation plan achieved
Short definition	Perform activities that support the achievement of the objectives of the CDS as defined in the annual CDS implementation plan.
Purpose/importance	The CDS provides a holistic, systemic and integrated approach to addressing the capacity constraints across government in order to achieve excellence in the management of public funds.
Source/collection of data	<ul style="list-style-type: none"> <li>Capacity Development Strategy implementation plan.</li> <li>Reports on progress made on the implementation plan.</li> </ul>
Method of calculation	$\frac{\text{CDS implementation plan activities implemented}}{\text{CDS implementation plan activities due for implementation}} \times 100$
Data limitation	None.
Type of indicator	Output
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	100% of the planned public financial management capacity development strategy (CDS) implementation plan achieved.
Indicator responsibility	Chief Directorate: Capacity Building.



Performance Indicator no 5.2.5	
Indicator title	Percentage of qualifying trainees that participate in the academic support programme for prospective chartered accountants
Short definition	The programme is intended to provide academic support to CA Trainees pursuing the chartered accountants profession.
Purpose/importance	To contribute to addressing the shortage of financial management skills within the public sector.
Source/collection of data	A list of participants in the CA academic support programme.
Method of calculation	$\frac{\text{Number of qualifying candidates participating in the academic support programme} \times 100}{\text{Total number of qualifying candidates}}$
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	100% of qualifying trainees participating in the academic support programme for prospective chartered accountants.
Indicator responsibility	Chief Directorate: Capacity Building.

<b>Performance Indicator no 5.2.6</b>	
<b>Indicator title</b>	<b>Number of municipalities monitored to comply with minimum competencies regulations for financial management</b>
<b>Short definition</b>	As part of ensuring good financial management is practiced by municipalities, municipalities will be monitored to ensure that they comply with the minimum competencies' regulations for financial management.
<b>Purpose/importance</b>	Good financial management is a challenge at local government hence interventions to address compliance with good financial management is a priority for local government.
<b>Source/collection of data</b>	Compliance Reports.
<b>Method of calculation</b>	Simple count of number of municipalities monitored.
<b>Data limitation</b>	Late submission of relevant information by municipalities to monitor processes and progress made.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	70 municipalities monitored to comply with minimum competencies regulations for financial management.
<b>Indicator responsibility</b>	Chief Directorate: Internal Audit Support. Chief Directorate: Risk Management.

**Performance Indicator no 5.2.7**

<b>Indicator title</b>	<b>Number of municipalities that received disclaimers and adverse opinions prioritised by NT and PTs supported.</b>
<b>Short definition</b>	Strengthening of governance to reduce the number of audit findings.
<b>Purpose/importance</b>	Efficient, effective and economic use of resources.
<b>Source/collection of data</b>	Auditor-General's reports.
<b>Method of calculation</b>	Simple count of number of municipalities supported.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Activity.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	30 municipalities that received disclaimers and adverse opinions prioritized by NT and PTs supported.
<b>Indicator responsibility</b>	CD: Internal Audit Support.

**Strategic Objective 5.3****Manage existing financial systems and renew these as required to exercise comprehensive financial management****Performance Indicator no 5.3**

<b>Indicator title</b>	<b>Percentage alignment of financial management systems to regulations, policies and instructions</b>
<b>Short definition</b>	Manage existing financial systems and renew these as required to exercise comprehensive financial management.
<b>Purpose/importance</b>	Maintain existing financial systems including the provision of reliable, efficient and effective support and user training over the medium term.
<b>Source/collection of data</b>	Call centre logs, mainframe audit trails and other formal user requests.
<b>Method of calculation</b>	<u>Number of financial management systems aligned to regulations, policies and instructions x 100</u> Total number of financial management systems
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	100% alignment of financial management systems to regulations, policies and instructions.
<b>Indicator responsibility</b>	Chief Directorate: Financial Systems.

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	$\frac{\text{Number of normal working days} - \text{number of normal working days mainframe was unavailable}}{X100}$ Number of normal working days
Data limitation	None.
Type of indicator	Output and efficiency.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
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 5.3.2**

<b>Indicator title</b>	<b>Implementation of the IFMS II plan</b>
<b>Short definition</b>	To facilitate full implementation, IFMS implementation strategies will be published.
<b>Purpose/importance</b>	The IFMS Programme is a joint initiative between DPSA, National Treasury and SITA to replace the current legacy enterprise resource type systems such as BAS, LOGIS and PERSAL in the Public Service by implementing a single Enterprise Resource Planning (ERP) Commercial Off The Shelf (COTS) system.
<b>Source/collection of data</b>	Signed memos/Reports/minutes of approval.
<b>Method of calculation</b>	Simple count (check if documents produced).
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	IFMS II plan implemented.
<b>Indicator responsibility</b>	Chief Directorate: IFMS.

Strategic Objective 5.4 Modernise SCM policies and procedures	
Performance Indicator no 5.4	
Indicator title	Percentage of revised SCM Process and Procedures published
Short definition	Modernise SCM policies and procedures.
Purpose/importance	Comprehensive review of SCM policies to ensure a simplified and modernised SCM environment in government, including the amendment of processes and procedures in line with the revised policies.
Source/collection of data	Research reports from the dti and input from Economic Policy.
Method of calculation	$\frac{\text{Number of revised SCM Process and Procedures published} \times 100}{\text{Total number of SCM Process and Procedures revised}}$
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	Annually.
New indicator	No.
Desired performance	100% of revised SCM Process and Procedures published.
Indicator responsibility	Chief Director: SCM Policy and Legal.

Performance Indicator no 5.4.1	
Indicator title	<b>Number of Instructions issued in line with policy interventions and proposed designated products or categories to enhance SCM Policy</b>
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 NT's Economic Policy Division.
Method of calculation	Simple count of number of Instructions issued.
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.
New indicator	No.
Desired performance	6 instructions issued after taking into account relevant economic factors.
Indicator responsibility	Chief Director: SCM Policy and Legal.



<b>Strategic Objective 5.5</b>	
<b>Monitor and evaluate SCM performance</b>	
<b>Performance Indicator no 5.5</b>	
<b>Indicator title</b>	<b>Percentage of SCM performance monitoring reports published on the website</b>
<b>Short definition</b>	Monitor and evaluate SCM performance.
<b>Purpose/importance</b>	Exercise oversight over SCM policies, procedures, norms and standards. This entails oversight of: Published procurement plans, Published deviations and contract expansions, Bid specifications and procurement plans against SCM policies and procedures, Bid evaluation and adjudication to ensure compliance with evaluation criteria/scoring, Implementation of projects against contract specifications and conditions of tender.
<b>Source/collection of data</b>	Data is obtained from the departments/ entities.
<b>Method of calculation</b>	$\frac{\text{Number of SCM performance monitoring reports published on the website}}{\text{Total number of SCM performance monitoring reports concluded}} \times 100$
<b>Data limitation</b>	Only the information received from the departments and public entities is published.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	100% of SCM performance monitoring reports published on the website.
<b>Indicator responsibility</b>	Process owner: Chief Director: SCM – GMC Managing and reporting Directorate: Monitoring and Compliance.

Performance Indicator no 5.5.1	
Indicator title	Percentage of departments' / entities' deviation/expansion requests reviewed
Short definition	<p>Deviations and expansions reviewed and published to create openness and transparency on awards outside of the competitive bidding process.</p> <p>A request is considered "reviewed" once correspondence is issued to the respective department/entity indicating whether the request is supported/not supported/ closed.</p>
Purpose/importance	Enhance transparency and openness in the procurement process.
Source/collection of data	Data is obtained from the departments/ entities.
Method of calculation	$\frac{\text{Number of deviations/expansions reviewed}}{\text{Number of deviations/ expansions received}} \times 100$
Data limitation	Deviations/expansions received 5 days prior to the end of each quarter will be reported in the next quarter.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	Revised.
Desired performance	100% of departments' / entities' deviation/expansion requests reviewed.
Indicator responsibility	Chief Director: SCM – Governance Monitoring Compliance.

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	$\frac{\text{Number of procurement plans published on the e-tender portal}}{\text{Number of procurement plans received}} \times 100$
Data limitation	Only the information received from the departments and public entities is published.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	100% of procurement plans published on the e-tender portal.
Indicator responsibility	Process owner: Chief Director: SCM – GMC Managing and reporting : SCM Governance.

Performance Indicator no 5.5.3	
Indicator title	Percentage of bids reviewed to ensure compliance with norms and standards
Short definition	Review completed 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	<ul style="list-style-type: none"> <li>• Reports of reviews conducted.</li> <li>• Reports issued to bid owners.</li> </ul>
Method of calculation	$\frac{\text{Number of completed bids reviewed}}{\text{Number of completed bids received}} \times 100$
Data limitation	Long turnaround times if clients do not respond in time to queries.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Review 100% of bid specifications received.
Indicator responsibility	Process owner: Chief Director: SCM.

Performance Indicator no 5.5.4	
Indicator title	Percentage of projects inspected to verify if the delivery of awarded contracts is aligned with the contract conditions
Short definition	The verification of projects including the goods, services and works delivered.
Purpose/importance	To ensure that awarded contracts for goods, services and works are delivered and are compliant with the specifications and contract conditions.
Source/collection of data	Identified projects from various sources.
Method of calculation	$\frac{\text{Projects inspected} \times 100}{\text{Projects identified}}$
Data limitation	Delay in confirmation from institutions.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	100% of projects inspected to verify if the delivery of awarded contracts is aligned with the contract conditions.
Indicator responsibility	Process Owner: Chief Director: SCM - GMC.

<b>Strategic Objective 5.6</b>	
<b>Develop and implement strategic procurement</b>	
<b>Performance Indicator no 5.6</b>	
<b>Indicator title</b>	<b>Strategy for strategic procurement implemented</b>
<b>Short definition</b>	Implement the strategy for strategic procurement.
<b>Purpose/importance</b>	Implementation of a strategic procurement framework, guidelines and tools in order to contribute to efficient and effective procurement by expanding centre-led contracting for common goods and service.
<b>Source/collection of data</b>	From stakeholders.
<b>Method of calculation</b>	Simple count – strategy for strategic procurement implemented.
<b>Data limitation</b>	Fragmented data sources.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	Strategy for strategic procurement implemented.
<b>Indicator responsibility</b>	OCPO: CD-Strategic Procurement.

Indicator 5.6.1	
Indicator title	Percentage implementation of Strategic Sourcing Opportunities Plan
Short definition	The identification of new strategic sourcing opportunities, development of sourcing strategies and implementation (hand-over) of sourcing strategies.
Purpose/importance	To ensure the institutionalisation of strategic sourcing and to ensure a continuous stream of projects to realise government's savings and efficiency objectives.
Source/collection of data	The Strategic Sourcing Opportunities Plan.  Various ERP systems across government (BAS, LOGIS, Payment systems, Order systems).
Method of calculation	$\frac{\text{Number of projects implemented} \times 100}{\text{Number of projects planned}}$
Data limitation	Fragmented systems; no standard item classification and codification system.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	100% implementation of Strategic Sourcing Opportunities Plan.
Indicator responsibility	OCPO: CD-Strategic Procurement.

**Performance Indicator no 5.6.2**

<b>Indicator title</b>	<b>Number of transversal term contracts implemented</b>
<b>Short definition</b>	<p>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.</p> <p>A national procurement system refers to expansion of the present portfolio of transversal contracts to include various commodities purchased routinely by departments.</p> <p>Implementation refers to the contracts that are renewed or effected for the first time.</p>
<b>Purpose/importance</b>	Contracts are maintained and sourced primarily to achieve economies of scale through bulk purchasing.
<b>Source/collection of data</b>	An annual transversal term contract register is maintained by the Chief Directorate: Transversal Contracting.
<b>Method of calculation</b>	Simple count of the number of transversal term contracts implemented.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	22 transversal term contracts implemented.
<b>Indicator responsibility</b>	Chief Director: Transversal Contracts.



<b>Strategic Objective 5.7</b>	
<b>Build and strengthen stakeholder relations</b>	
<b>Performance Indicator no 5.7</b>	
<b>Indicator title</b>	<b>Build and strengthen stakeholder relations</b>
<b>Short definition</b>	Provide an environment for SCM engagements and for support to stakeholders/clients.
<b>Purpose/importance</b>	To provide stakeholders with information necessary to engage with government and inter-governmental structures will be supported through approaches fitting for each client to ensure their mandates are carried out with the correct understanding and interpretation of expectations.
<b>Source/collection of data</b>	Where minutes are available these will be provided. Where none exist like workshops, calendars will be provided.
<b>Method of calculation</b>	Simple count – Implemented stakeholder engagement model.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	Stakeholder engagement model implemented.
<b>Indicator responsibility</b>	Chief Director: Stakeholders & Clients Management.

Performance Indicator no 5.7.1	
<b>Indicator title</b>	<b>Number of stakeholder engagements conducted</b>
<b>Short definition</b>	Stakeholders & Clients Management is responsible for providing a platform for both the OCPO and stakeholders to engage on issues that affect both parties.  It also provides support to inter-governmental structures on the SCM-related issues.
<b>Purpose/importance</b>	To provide stakeholders with information necessary to engage with government and inter-governmental structures will be supported through approaches fitting for each client to ensure their mandates are carried out with the correct understanding and interpretation of expectations.
<b>Source/collection of data</b>	Where minutes are available these will be provided. Where none exist, calendars and attendance registers will be provided.
<b>Method of calculation</b>	Simple count of number of engagements conducted.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	16 stakeholder engagements conducted.
<b>Indicator responsibility</b>	Chief Director: Stakeholders & Clients Management.

**Performance Indicator no 5.7.2**

<b>Indicator title</b>	<b>Number of prioritised departments and entities supported on supply chain</b>
<b>Short definition</b>	<p>The Stakeholders &amp; Clients management is responsible for setting up an email facility and a walk-in centre to facilitate the payment of suppliers by Departments, Constitutional Institutions, and Public Entities listed in Schedule 2 and 3, within 30 days from receipt of an invoice.</p> <p>It also provides support to inter-governmental structures on the SCM-related issues.</p>
<b>Purpose/importance</b>	Ensure payment of suppliers through facilitation and implementation of Instruction Note 5 of 2016/17.
<b>Source/collection of data</b>	Queries lodged by affected service providers.
<b>Method of calculation</b>	Simple count of number of prioritised departments and entities supported.
<b>Data limitation</b>	Contracts entered into without following prescribed procurement processes.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	10 prioritised departments and entities supported on supply chain.
<b>Indicator responsibility</b>	Chief Director: Stakeholders & Clients Management.

<b>Strategic Objective 5.8</b>	
<b>Modernise and automate SCM processes</b>	
<b>Performance Indicator no 5.8</b>	
<b>Indicator title</b>	<b>e-Procurement implemented</b>
<b>Short definition</b>	Modernise and automate SCM processes.
<b>Purpose/importance</b>	Modernise ICT to improve SCM performance and reduce the amount of paper used in processing transactions.
<b>Source/collection of data</b>	Solutions to be implemented based on the OCPO's SCM ICT and policy guidelines.
<b>Method of calculation</b>	Simple count – e-procurement implemented.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	e-Procurement implemented.
<b>Indicator responsibility</b>	National Treasury OCPO: Chief Directorate SCM ICT.

**Performance Indicator no 5.8.1**

<b>Indicator title</b>	<b>Number of tenders advertised on an electronic tendering platform for transversal contracts</b>
<b>Short definition</b>	Develop an efficient way of conducting commercial transactions online on the world wide web, to reduce time of processing tenders.
<b>Purpose/importance</b>	It offers government the opportunity to increase its efficiency in conducting business whilst reducing costs.
<b>Source/collection of data</b>	Solutions to be implemented based on the OCPO's SCM ICT and policy guidelines.
<b>Method of calculation</b>	Simple count of number of tenders.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	10000 tenders advertised on an electronic tendering platform for transversal contracts.
<b>Indicator responsibility</b>	National Treasury OCPO: Chief Directorate SCM ICT.

**Performance Indicator no 5.8.2**

<b>Indicator title</b>	<b>Number of business processes defined for SCM</b>
<b>Short definition</b>	Compiled business processes to be implemented for SCM relating to national, provincial and local government and to government entities.
<b>Purpose/importance</b>	It offers government the opportunity to increase its efficiency in conducting business whilst reducing costs.
<b>Source/collection of data</b>	Business processes will be maintained by the OCPO's SCM ICT.
<b>Method of calculation</b>	Simple count of number of business processes.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	124 business processes defined for SCM.
<b>Indicator responsibility</b>	National Treasury OCPO: Chief Directorate SCM ICT.

Performance Indicator no 5.8.3	
Indicator title	Number of municipalities supported in SCM and contract management audit findings / opinions; monitoring corrective actions taken by non-compliant municipalities
Short definition	Attain sound financial management at local government level.
Purpose/importance	Strengthening of governance to reduce the number of audit findings.
Source/collection of data	List of municipalities supported.
Method of calculation	Simple count of number of municipalities supported.
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	Yes.
Desired performance	1 metro; 10 Districts and 100 municipalities supported in SCM and contract management audit findings / opinions; monitoring corrective actions taken by non-compliant municipalities.
Indicator responsibility	National Treasury OCPO: Chief Directorate SCM ICT.

## **PROGRAMME 6**

<b>Strategic Objective 6.1</b>	
<b>Advance South Africa's interests specifically, and those of Africa more generally, through regular strategic analysis, engagements and negotiations at regional and global financial and economic forums</b>	
<b>Performance Indicator no 6.1</b>	
<b>Indicator title</b>	<b>Number of initiatives conducted to advance South Africa's interests specifically, and those of Africa more generally</b>
<b>Short Definition</b>	Assessing the content and context of current policy debates and expanding awareness of them and managing the relationship between South Africa and selected public finance and development institutions, with particular focus on implementation of agreements.
<b>Purpose/importance</b>	Advance South Africa's interests specifically, and those of Africa more generally, through regular strategic analysis, engagements and negotiations at regional and global financial and economic forums.
<b>Source/collection of data</b>	Reports or minutes on intervention.
<b>Method of calculation</b>	Simple count of number of initiatives (reports or minutes on interventions).
<b>Data limitation</b>	Evidence that refers to documents that are confidential or secret and not for public consumption.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annual.
<b>New indicator</b>	No.
<b>Desired performance</b>	22 initiatives conducted to advance South Africa's interests specifically, and those of Africa more generally.
<b>Indicator responsibility</b>	<ul style="list-style-type: none"><li>• Chief Directorate: African Economic Integration.</li><li>• Chief Directorate: Multilateral Development Banks and Concessional Finance.</li><li>• Chief Directorate: Global and Emerging Markets.</li></ul>



Indicator 6.1.1	
Indicator title	Percentage of obligations towards international agreements met monitored
Short definition	Ensuring monitoring of the meeting of obligations arising from the international agreements that National Treasury is party to. 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 complies with, and is able to demonstrate such compliance with international agreements that the National Treasury is party to.
Source/collection of data	Relevant international agreements. Through an obligation monitoring register that will include the following: Name of agreement; List of obligations; Status of obligations; Remedial action taken if appropriate and Document evidence reference
Method of calculation	$\frac{\text{Number of obligations towards international agreements met monitored}}{\text{Number of obligations towards international agreements}} \times 100$
Data limitation	<ul style="list-style-type: none"> <li>• Evidence that refers to documents that are confidential or secret and not for public consumption.</li> <li>• International Agreements only refers to those international agreements that the National Treasury is party to.</li> </ul>
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	100% of obligations towards international agreements met monitored.
Indicator responsibility	<ul style="list-style-type: none"> <li>• Chief Directorate: Multilateral Development Banks and Concessional Finance.</li> <li>• Chief Directorate: African Economic Integration.</li> <li>• Chief Directorate: Global and Emerging Markets.</li> </ul>

Performance Indicator no 6.1.2	
<b>Indicator title</b>	<b>Percentage response to customer requests on mandatory briefing notes and analysis</b>
<b>Short definition</b>	<ul style="list-style-type: none"> <li>• A briefing note contains the facts, detailed information and/or a country position that should be used as a guide for a particular meeting.</li> <li>• Analyses refer to the synthesis of data in a manner that draws indications, inferences or bases for recommendations.</li> <li>• Mandatory refers to customer requests either received in respect of meetings or as determined by the agenda of the designated meetings, including but not limited to the following organisations: SADC, SACU, AU, ARF, G20; BRICS, WB&amp;IMF, AfDB, OECD, WEF, WEF AFRICA, IDA, ADF, PARIS CLUB, Financing for Climate Change, Financing for Development and Sustainable Developed Goals, UNECA, G24, Commonwealth.</li> <li>• Customer includes but is not limited to the Minister of Finance, Director-General of National Treasury, Presidency.</li> </ul>
<b>Purpose/importance</b>	To further the interests of South Africa by influencing the agenda, proceedings and outcomes of meetings.
<b>Source/collection of data</b>	Analysis and briefs on current issues are compiled by the relevant Chief Directorates within IREP. Requests and responses are recorded in registers within the relevant Chief Directorates.
<b>Method of calculation</b>	$\frac{\text{Number of customer requests responded to}}{\text{Total number of customer requestss}} \times 100$
<b>Data limitation</b>	Evidence that refers to documents that are confidential or secret and not for public consumption.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	100% response to customer requests on mandatory briefing notes and analysis.
<b>Indicator responsibility</b>	<ul style="list-style-type: none"> <li>• Chief Directorate: Global and Emerging Markets</li> <li>• Chief Directorates: Multilateral Development Banks and Concessional Finance</li> <li>• Chief Directorate: Country and Thematic Analysis</li> <li>• Chief Directorate: African Economic Integration</li> </ul>

**Performance Indicator no 6.1.3**

Indicator title	Percentage response to customer requests on ad-hoc briefing notes and analyses
<b>Short definition</b>	<ul style="list-style-type: none"> <li>• A briefing note contains the facts, detailed information and/or a country position that should be used as a guide for a particular meeting.</li> <li>• Analyses refer to the synthesis of data in a manner that draws indications, inferences or bases for recommendations.</li> <li>• Ad-hoc refers to customer requests arising from non-agenda meetings, including but not limited to the following organisations: SADC, SACU, AU, ARF, G20; BRICS, WB&amp;IMF, AfDB, OECD, WEF, WEF AFRICA, IDA, ADF, PARIS CLUB, Financing for Climate Change, Financing for Development and Sustainable Developed Goals, UNECA, G24, Commonwealth.</li> <li>• Customer includes but is not limited to the Minister of Finance, Director-General of National Treasury, Presidency.</li> </ul>
<b>Purpose/importance</b>	To further the interests of South Africa by influencing the agenda, proceedings and outcomes of meetings.
<b>Source/collection of data</b>	<ul style="list-style-type: none"> <li>• Analysis and briefs on current issues are compiled by the relevant Chief Directorates within IREP.</li> <li>• Requests and responses are recorded in registers within the relevant Chief Directorates.</li> </ul>
<b>Method of calculation</b>	$\frac{\text{Number of responses to customer requests on ad-hoc briefing notes and analyses}}{\text{Total number of customer requests on ad-hoc briefing notes and analyses}} \times 100$
<b>Data limitation</b>	Evidence that refer to documents that are confidential or secret and not for public consumption.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	100% response to customer requests on ad-hoc briefing notes and analyses.
<b>Indicator responsibility</b>	<ul style="list-style-type: none"> <li>• Chief Directorate: Global and Emerging Markets.</li> <li>• Chief Directorates: Multilateral Development Banks and Concessional Finance.</li> <li>• Chief Directorate: Country and Thematic Analysis.</li> <li>• Chief Directorate: African Economic Integration.</li> </ul>

<b>Strategic Objective 6.2</b>	
<b>Increase Africa's voice and South Africa's influence in international institutions and forums</b>	
<b>Performance Indicator no 6.2</b>	
<b>Indicator title</b>	<b>Number of strategic Ministerial briefings aimed at governance reforms in international financial institutions provided</b>
<b>Short Definition</b>	Increase Africa's voice and South Africa's influence in international institutions and forums (IMF, World Bank, G24, G20 and BRICS).
<b>Purpose/importance</b>	Strengthen and expand South Africa's engagement in key institutions and with partners at selected policy for an Increase capital participation (as appropriate) to more firmly anchor South Africa's role in advancing governance reform and pressing for improved effectiveness in the delivery of institutional / organisational mandates.
<b>Source/collection of data</b>	Strategic Ministerial briefings Reports/Motivations.
<b>Method of calculation</b>	Simple count of number of strategic Ministerial briefings provided
<b>Data limitation</b>	Evidence that refers to documents that are confidential or secret and not for public consumption.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	Yes.
<b>Desired performance</b>	4 strategic Ministerial briefings aimed at governance reforms in international financial institutions provided.
<b>Indicator responsibility</b>	<ul style="list-style-type: none"> <li>• Chief Directorate: African Economic Integration</li> <li>• Chief Directorate: Multilateral Development Banks and Concessional Finance</li> <li>• Chief Directorate: Global and Emerging Markets</li> </ul>

**Performance Indicator no 6.2.1**

<b>Indicator title</b>	<b>Number of interventions to increase South Africa's presence within institutions of particular strategic value</b>
<b>Short Definition</b>	Increasing influence in these institutions in line with SA's interests specifically and Africa's interests generally. This can be done through, but is not limited to, influencing and achieving the appointment of a SA Executive Director at the AfDB and an alternate Executive Director at the WB and IMF.
<b>Purpose/importance</b>	Increasing South Africa's presence in strategically valuable institutions, such as the AfDB, World Bank, IMF and OECD through appropriate means and measures.
<b>Source/collection of data</b>	Reports or minutes on intervention, linked directly to the increased presence at the particular institutions.
<b>Method of calculation</b>	Simple count of number of interventions.
<b>Data limitation</b>	Evidence that refers to documents that are confidential or secret and not for public consumption.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	1 intervention to increase South Africa's presence within institutions of particular strategic value.
<b>Indicator responsibility</b>	<ul style="list-style-type: none"><li>• Chief Directorate: African Economic Integration</li><li>• Chief Directorate: Multilateral Development Banks and Concessional Finance</li><li>• Chief Directorate: Global and Emerging Markets</li></ul>

Performance Indicator no 6.2.2	
<b>Indicator title</b>	<b>Percentage of interventions in pursuit of institutional reform implemented</b>
<b>Short definition</b>	The implementation of a plan to effect interventions in pursuit of institutional reform. This includes, but is not limited to, institutional reform and budget reform within AU structures.
<b>Purpose/importance</b>	This pursuit of institutional reform is intended to advance South Africa's interests specifically, and those of Africa more generally.
<b>Source/collection of data</b>	The implementation plan; Monitoring reports; Evidence of plan implemented.
<b>Method of calculation</b>	$\frac{\text{Number of interventions implemented}}{\text{Total number of interventions planned to be implemented}} \times 100$
<b>Data limitation</b>	Evidence that refers to documents that are confidential or secret and not for public consumption.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	100% interventions in pursuit of institutional reform implemented.
<b>Indicator responsibility</b>	<ul style="list-style-type: none"> <li>• Chief Directorate: African Economic Integration.</li> <li>• Chief Directorate: Multilateral Development Banks and Concessional Finance.</li> <li>• Chief Directorate: Global and Emerging Markets.</li> </ul>

**Strategic Objective 6.3****Support an enabling environment for increased economic activity within Africa****Performance Indicator no 6.3**

<b>Indicator title</b>	<b>African strategy implemented</b>
<b>Short definition</b>	To support an enabling environment for increased economic activity within Africa.
<b>Purpose/importance</b>	Promote regional economic integration and strengthen economic links within Africa by: Encouraging increased cooperation and investment that support improved interconnectedness in the region; Expanding bilateral engagements on issues of mutual interest.
<b>Source/collection of data</b>	Reports / minutes / consultation records.
<b>Method of calculation</b>	Simple count – Approved Africa Strategy.
<b>Data limitation</b>	Evidence that refers to documents that are confidential or secret and not for public consumption.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annual.
<b>New indicator</b>	No.
<b>Desired performance</b>	Approved Africa Strategy.
<b>Indicator responsibility</b>	Chief Directorate: African Economic Integration.

Performance Indicator no 6.3.1	
<b>Indicator title</b>	<b>Number of initiatives developed to expand relations with key strategic partners in Africa</b>
<b>Short definition</b>	To develop a coherent engagement strategy for Africa and to refine the implementation of the strategy over the medium-term.
<b>Purpose/importance</b>	To expand relations with key strategic partners.
<b>Source/collection of data</b>	Reports / minutes / consultation records.
<b>Method of calculation</b>	Simple count of number of initiatives.
<b>Data limitation</b>	Evidence that refers to documents that are confidential or secret and not for public consumption.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	1 initiative developed to expand relations with key strategic partners in Africa.
<b>Indicator responsibility</b>	Chief Directorate: African Economic Integration.



Performance Indicator no 6.3.2	
<b>Indicator title</b>	<b>Percentage of implemented identified projects and plans to accelerate regional integration reviewed</b>
<b>Short definition</b>	To help SA achieve its strategic objectives and contribute to increased economic activity in the region.
<b>Purpose/importance</b>	In order to exploit opportunities with key strategic partners, an alignment of interests and mutual awareness of available opportunities is necessary with the ultimate goal of accelerating regional integration.
<b>Source/collection of data</b>	The implementation plan; Monitoring reports; Evidence of plan implemented.
<b>Method of calculation</b>	$\frac{\text{Number of identified projects and plans to accelerate regional integration implemented}}{\text{Total number of identified projects and plans to accelerate regional integration}} \times 100$
<b>Data limitation</b>	Evidence that refer to documents that are confidential or secret and not for public consumption.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	100% implementation of identified projects and plans to accelerate regional integration reviewed.
<b>Indicator responsibility</b>	<ul style="list-style-type: none"> <li>• Chief Directorate: African Economic Integration</li> <li>• Chief Directorate: Multilateral Development Banks and Concessional Finance</li> </ul>

## **PROGRAMME 7**

<b>Strategic Objective 7.1</b>	
<b>Ensure good governance and robust control environment for fund administration</b>	
<b>Performance Indicator no 7.1</b>	
<b>Indicator title</b>	<b>Improved audit outcome</b>
<b>Short definition</b>	Ensure good governance and a robust control environment for fund administration.
<b>Purpose/importance</b>	Ensure effective administration of funds where funds paid to eligible applicants and recipients are accurate, punctual and cost effective as required by the applicable legislation.
<b>Source/collection of data</b>	Auditor-General's report.
<b>Method of calculation</b>	Simple count – no repeat findings.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	Audit outcomes improved with no year on year repeat findings.
<b>Indicator responsibility</b>	General Manager: Programme 7 (GPAA).

**Performance Indicator no 7.1.1**

<b>Indicator title</b>	<b>Percentage of benefits validated for payments paid within liable dates</b>
<b>Short definition</b>	Complete benefits validated for payment on time: <ul style="list-style-type: none"><li>• Post-retirement medical benefits validated and paid within 45 days.</li><li>• Injury on duty benefits validated and paid within 45 days.</li><li>• Special pension benefits validated and paid within 45 days.</li><li>• Military pensions benefits validated and paid within 45 days.</li><li>• Other benefits validated and paid within 45 days.</li></ul>
<b>Purpose/importance</b>	To measure the amount of time it takes from receiving complete documents to processing, validation and payment of benefits within liability date.
<b>Source/collection of data</b>	Applications, Awards and Schedules of Members from medical schemes. Reports of all benefits applications received and paid in a particular period.
<b>Method of calculation</b>	$\frac{\text{Number of complete benefits validated for payment paid within liability date during the reporting period}}{\text{Total number of complete benefits applications received}} \times 100$
<b>Data limitation</b>	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 Post-retirement medical benefit forms to GPAA with errors.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	96% of benefits validated for payments paid within liable dates.
<b>Indicator responsibility</b>	General Manager: Programme 7 (GPAA).

**Performance Indicator no 7.1.2**

<b>Indicator title</b>	<b>Percentage Compliance with SLA between NT and GPAA specifically Programme 7 related indicators</b>
<b>Short definition</b>	Compliance to Service Level Agreement with National Treasury.
<b>Purpose/importance</b>	To track compliance with all predetermined service levels.
<b>Source/collection of data</b>	Systems reports : Excel spread sheets, MIS and CIVPEN.
<b>Method of calculation</b>	$\frac{\text{Total achieved SLA indicators}}{\text{Total number SLA indicators}} \times 100$
<b>Data limitation</b>	Delays by employer departments in submitting outstanding information to enable GPAA to process and finalize benefits in time.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	97.5% compliance with customer service level agreement.
<b>Indicator responsibility</b>	General Manager: Programme 7 (GPAA).

**Performance Indicator no 7.1.3**

<b>Indicator title</b>	<b>Percentage integrity of client data</b>
<b>Short definition</b>	To consistently improve client data integrity, to the extent that the quality of client information is consistently accurate, difficult to compromise and reliable.
<b>Purpose/importance</b>	To ensure that the integrity and reliability of data meet high standard and free from the risks of incorrect payment of benefits.
<b>Source/collection of data</b>	Data script up against CIVPEN system and exceptions reports provided to management.
<b>Method of calculation</b>	$\frac{(\text{Total Membership data} - \text{Total exceptions}) \times 100}{\text{Total Programme membership data}}$
<b>Data limitation</b>	Delays by IT in implementing proposed system changes to address data issues.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	85% integrity of client data achieved.
<b>Indicator responsibility</b>	General Manager: Programme 7 (GPAA).

**Strategic Objective 7.2****Provide an improved and integrated customer service experience****Performance Indicator no 7.2**

<b>Indicator title</b>	<b>Percentage of customer service complaints responded to</b>
<b>Short definition</b>	Respond to customer complaints within predetermined time frame.
<b>Purpose/importance</b>	To improve customer experience.
<b>Source/collection of data</b>	Schedule of customer service complaints resolved within seven days of receipt.
<b>Method of calculation</b>	$\frac{\text{Number of complaints responded to within seven days of receipt} \times 100}{\text{Total number of complaints received}}$
<b>Data limitation</b>	Delays by Employer in submitting necessary information, delays by Appeal Board in finalization of appeal cases, and delays by the Compensation Fund in addressing errors.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	Maintain 100% response to complaints within 7 days of receipt.
<b>Indicator responsibility</b>	General Manager: Programme 7 (GPAA).

Indicator no 7.2.1	
Indicator title	Percentage of customer service complaints responded to within seven days
Short definition	Respond to customer complaints within predetermined timeframe.
Purpose/importance	To improve customer experience.
Source/collection of data	Schedule of customer service complaints resolved within seven days.
Method of calculation	$\frac{\text{Number of complaints responded to within seven days of receipt}}{\text{Total number of complaints received}} \times 100$
Data limitation	Delays by Employer in submitting necessary information, delays by Appeal Board in finalization of appeal cases, delays by the Compensation Fund in addressing errors.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Maintain 100% response to complaints within 7 days of receipt.
Indicator responsibility	General Manager: Programme 7 (GPAA).

## **PROGRAMME 8**

<b>Strategic Objective 8.1</b>	
<b>Establishment of GTAC as a centre of excellence in public sector advisory services, transaction support, project management and public finance management</b>	
<b>Performance Indicator no 8.1</b>	
<b>Indicator title</b>	<b>Management support delivers an unqualified audit</b>
<b>Short definition</b>	Ensure good governance and internal controls.
<b>Purpose/importance</b>	Ensure effective administration of funds where funds paid to eligible applicants and that recipients are accurate, punctual and cost effective as required by the applicable legislation.
<b>Source/collection of data</b>	Auditor-General's report.
<b>Method of calculation</b>	Simple count - Management Support (Programme 1) must deliver an unqualified audit.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	Unqualified audit delivered by management support.
<b>Indicator responsibility</b>	Chief-Director: Financial Management.



**Performance Indicator no 8.1.1**

<b>Indicator title</b>	<b>Number of GTAC quarterly monitoring reports on progress produced</b>
<b>Short definition</b>	Reporting on operations of the Government Technical Advisory Centre. Progress of GTAC operations monitored through reports to DG and Minister.
<b>Purpose/importance</b>	Managing the institutional relationship to ensure that GTAC efforts are aligned with the priorities of government and the Ministry of Finance by: Ensuring compliance with governance, reporting requirements and continued monitoring and evaluation of programme implementation.
<b>Source/collection of data</b>	Quarterly Reports.
<b>Method of calculation</b>	Simple count of number of monitoring reports on progress produced.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	4 GTAC quarterly monitoring reports on progress produced.
<b>Indicator responsibility</b>	Chief-Director: Strategy, Management and Communication.

**Performance Indicator no 8.1.2**

<b>Indicator title</b>	<b>Number of technical advisory projects supported</b>
<b>Short definition</b>	<ul style="list-style-type: none"><li>• A project is considered supported once it has been registered on the GTAC Intranet and allocated a project number.</li><li>• Projects are categorised as New, Ongoing and Completed.</li><li>• New projects are requests that have been registered and approved by the Project Selection Committee.</li><li>• Ongoing means that a project is being implemented.</li><li>• Completed means that the project is closed and all related documentation has been uploaded in the Intranet.</li></ul>
<b>Purpose/importance</b>	To give an indication of the number of technical advisory projects supported by GTAC.
<b>Source/collection of data</b>	GTAC Intranet: Project Management Module or the Project List available on the i-drive.
<b>Method of calculation</b>	Simple count of number of technical advisory projects.
<b>Data limitations</b>	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.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	80 technical advisory projects supported.
<b>Indicator responsibility</b>	Chief-Directors: Technical Consulting Services.

**Performance Indicator no 8.1.3**

<b>Indicator title</b>	<b>Number of transaction advisory projects registered</b>
<b>Short definition</b>	A transaction advisory project is considered registered if it is registered at National Treasury and a letter has been sent through to PPP unit to initiate the project.
<b>Purpose/importance</b>	To give an indication of the number of transaction advisory projects registered as required by Regulation 16.
<b>Source/collection of data</b>	Register of projects on the I-drive and on GTAC Intranet.
<b>Method of calculation</b>	Simple count of transaction advisory projects registered.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	17 transaction advisory projects registered.
<b>Indicator responsibility</b>	Chief-Director: Transaction Advisory Services.

**Performance Indicator no 8.1.4**

<b>Indicator title</b>	<b>Number of capital project appraisal reports completed</b>
<b>Short definition</b>	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 in respect of key government infrastructure, such as infrastructure required for the provision of water and energy to all citizens.
<b>Purpose/importance</b>	The indicator measures the degree to which the CPU is researching and completing reports on capital projects. Large capital projects require a focused and coherent approach to resolve challenges proactively and appropriately. Key decisions on these matters have a strategic impact which could involve significant monetary value and which influence service delivery with long-term financial implications.
<b>Source/collection of data</b>	Project List on the i-drive/ GTAC Intranet and capital projects advisory report.
<b>Method of calculation</b>	Simple count of number of capital project appraisal reports completed.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	5 capital project appraisal reports completed.
<b>Indicator responsibility</b>	Chief Director: National Capital Projects Appraisal Unit.

**Performance Indicator no 8.1.5**

Indicator title	Number of performance and expenditure reviews supported
<b>Short definition</b>	<p>Public Expenditure and Policy Analysis reviews seek to investigate the resourcing and performance of government operations, in relation to the applicable policy.</p> <p>Support includes the following:</p> <ul style="list-style-type: none"> <li>-Summarize and promote uptake and utilisation with stakeholder groups on PER's already completed</li> <li>-Training course of the Baseline Assessment and Costing of New Policies for either national departments, provincial departments, national treasury, provincial treasuries, parliamentary research staff and other interested parties.</li> <li>-Production of the Infographics - A new approach of 'infographics—short hand graphical display of main finance points</li> <li>-Infographics of the completed PERs are produced and presented on the Technical Committee for Finance and Budget Council Forum.</li> <li>-Presenting the PERs on the TCFs meeting and workshops in the provincial departments, national departments and provincial treasuries</li> <li>-Update PER costing models and remuneration expenditure analysis</li> </ul>
<b>Purpose/importance</b>	<p>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.</p>
<b>Source/collection of data</b>	Project register list on the I-Drive and GTAC Intranet.
<b>Method of calculation</b>	Simple count of performance and expenditure reviews supported.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	5 Performance and Expenditure reviews supported.
<b>Indicator responsibility</b>	Head: Public Expenditure and Policy Analysis.

**Strategic Objective 8.2****Local government financial management improvement****Performance Indicator no 8.2**

<b>Indicator title</b>	<b>Number of technical advisors placed at national treasury, provincial treasuries and municipalities through the Municipal Finance Improvement Programme (MFIP)</b>
<b>Short definition</b>	MFIP III programme is meant to support municipalities and provincial treasuries through placement of advisors to build institutional capacity to deliver on the MFMA reforms.
<b>Purpose/importance</b>	To assist municipalities build their capacity to deliver under the MFMA reforms.
<b>Source/collection of data</b>	Appointment letters of technical advisors. Consolidated Quarterly MFIP III Progress Reports.
<b>Method of calculation</b>	Simple count of the number of MFIP technical advisors placed or maintained at national treasury, provincial treasuries and municipalities. This is a number of technical advisors placed in a year.
<b>Data limitations</b>	Minimal data limitation as this is compiled using adopted and agreed-upon provincial and municipal support plans which contain targets of achievement against identified outcomes.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	Yes.
<b>Desired performance</b>	60 technical advisors placed or maintained at national treasury, provincial treasuries and municipalities through the Municipal Finance Improvement Programme (MFIP).
<b>Indicator responsibility</b>	Chief Director: Capacity Building, MFIP III Programme Management Unit.

**Performance Indicator no 8.2.1**

<b>Indicator title</b>	<b>Number of technical advisors placed at national treasury, provincial treasuries and municipalities through the Municipal Finance Improvement Programme (MFIP).</b>
<b>Short definition</b>	The MFIP programme is meant to support municipalities through the placement of technical advisors at national treasury, provincial treasuries and municipalities to build institutional and technical capacity to deliver on the MFMA and related municipal financial management reforms.
<b>Purpose/importance</b>	To assist municipalities to develop their institutional and technical capacity to deliver under the municipal financial management reforms.
<b>Source/collection of data</b>	Appointment letters of technical advisors. Consolidated Quarterly MFIP III Progress Reports.
<b>Method of calculation</b>	Simple count of the number of MFIP technical advisors placed or maintained at national treasury, provincial treasuries and municipalities. This is a number of technical advisors placed at any given quarter.
<b>Data limitations</b>	Minimal data limitation as this is compiled using adopted and agreed-upon provincial and municipal support plans which contain targets of achievement against identified outcomes.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Yes.
<b>Desired performance</b>	60 technical advisors placed at national treasury, provincial treasuries and municipalities through the Municipal Finance Improvement Programme (MFIP).
<b>Indicator responsibility</b>	Chief Director: MFIP III Programme Management Unit.

**Strategic Objective 8.3****Promotion of urban integration and neighbourhood Development****Performance Indicator no 8.3**

<b>Indicator title</b>	<b>Number of urban integration and neighbourhood development initiatives supported</b>
<b>Short definition</b>	Promotion of urban integration and neighbourhood development.
<b>Purpose/importance</b>	Promote public and private investment in city development, integrated urban networks and neighbourhood development initiatives.
<b>Source/collection of data</b>	<ul style="list-style-type: none"><li>Plans are collected, reviewed by the NDPP and the status reflected via an Acceptance Letter. Deliverables are stored as records within the NDPP Unit File plan structure.</li><li>Built Environment Performance Plans (BEPP) submitted by the municipalities.</li></ul>
<b>Method of calculation</b>	Simple count.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	46 urban integration and neighbourhood development initiatives supported.
<b>Indicator responsibility</b>	<ul style="list-style-type: none"><li>Head: Neighbourhood Development Partnership Programme</li><li>Cities Support Programme.</li><li>Chief Directorate : Provincial and Local Government Infrastructure</li></ul>



**Performance Indicator no 8.3.1**

<b>Indicator title</b>	<b>Number of investment plans completed</b>
<b>Short definition</b>	Detailed planning, design and management 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.
<b>Purpose/importance</b>	<p>The purpose of investment plans are to:</p> <ul style="list-style-type: none"><li>• Identify land uses and reflect the long-term strategic spatial transformation plans at precinct level.</li><li>• Lead to the identification and prioritisation of the Intergovernmental Project Pipeline.</li><li>• Lead to the identification of non-capital interventions to unlock investment in precincts.</li><li>• Identify and unlock both public and private sector leverage.</li><li>• Lead to the ongoing sustainable management of the precinct by stakeholders.</li></ul>
<b>Source/collection of data</b>	Precinct Investment Plan Acceptance via Minutes of Precinct Review Sessions – NDP File Plan Structure (i-drive).
<b>Method of calculation</b>	Simple count.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	4 investment plans completed.
<b>Indicator responsibility</b>	Head: Neighbourhood Development Partnership Programme.

**Performance Indicator no 8.3.2**

<b>Indicator title</b>	<b>Number of catalytic projects approved</b>
<b>Short definition</b>	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.
<b>Purpose/importance</b>	<p>The purpose of approving catalytic projects are to:</p> <ul style="list-style-type: none"><li>• Link a municipality’s development objectives and strategic planning processes to physical projects on the ground.</li><li>• Target investment and development within strategically well-located areas to ensure value for money and to optimise impact.</li><li>• Sequence the delivery and budgeting of identified and prioritised projects at the precinct level.</li><li>• Ensure that the projects contribute as a catalytic investment to achieve a return of investment at third party leverage at the precinct level.</li><li>• Improve the quality of life and the levels of access to opportunity for residents in South Africa’s under-served neighbourhoods.</li></ul>
<b>Source/collection of data</b>	Permission to Proceed with Planning (Project Approval Correspondence to municipalities) – NDP MIS.
<b>Method of calculation</b>	Simple count of the approved catalytic projects.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	20 catalytic projects approved.
<b>Indicator responsibility</b>	Head: Neighbourhood Development Partnership Programme.

**Performance Indicator no 8.3.3**

<b>Indicator title</b>	<b>Number of programmes in Integration Zones identified for planning</b>
<b>Short definition</b>	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) and hence form part of larger infrastructure / land development programmes.
<b>Purpose/importance</b>	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. Programme planning is a critical part of the land development cycle. By undertaking the programme planning, a pipeline of projects is being developed and provides an indication of the potential number of projects that could be implemented.
<b>Source/collection of data</b>	Built Environment Performance Plans submitted by municipalities.
<b>Method of calculation</b>	Simple count of the number of programmes in Integration zones as reflected in the BEPP submitted to NT.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	12 programmes in Integration Zones identified for planning.
<b>Indicator responsibility</b>	<ul style="list-style-type: none"><li>• Cities Support Programme</li><li>• Chief Directorate : Provincial and Local Government Infrastructure</li></ul>

Performance Indicator no 8.3.4	
<b>Indicator title</b>	<b>Number of programmes in Integration Zones under Implementation</b>
<b>Short definition</b>	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 includes detailed design, construction and close out/ completion.
<b>Purpose/importance</b>	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..
<b>Source/collection of data</b>	They are reflected in the Built Environment Performance Plans (BEPP) of the municipalities and submitted to National Treasury on a yearly basis.
<b>Method of calculation</b>	Simple count of the number of projects under implementation in integration zones reflected in the BEPP submitted to NT for the year.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Bi-annually.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	10 programmes in Integration Zones under Implementation.
<b>Indicator responsibility</b>	<ul style="list-style-type: none"> <li>• Cities Support Programme</li> <li>• CD : Provincial and Local Government Infrastructure.</li> </ul>

## **PROGRAMME 8**

<b>Strategic Objective 8.1</b>	
<b>Establishment of GTAC as a centre of excellence in public sector advisory services, transaction support, project management and public finance management</b>	
<b>Performance Indicator no 8.1</b>	
<b>Indicator title</b>	<b>Management support delivers an unqualified audit</b>
<b>Short definition</b>	Ensure good governance and internal controls.
<b>Purpose/importance</b>	Ensure effective administration of funds where funds paid to eligible applicants and that recipients are accurate, punctual and cost effective as required by the applicable legislation.
<b>Source/collection of data</b>	Auditor-General's report.
<b>Method of calculation</b>	Simple count - Management Support (Programme 1) must deliver an unqualified audit.
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	Unqualified audit delivered by management support.
<b>Indicator responsibility</b>	Chief-Director: Financial Management.

**Performance Indicator no 8.1.1**

<b>Indicator title</b>	<b>Number of GTAC quarterly monitoring reports on progress produced</b>
<b>Short definition</b>	Reporting on operations of the Government Technical Advisory Centre. Progress of GTAC operations monitored through reports to DG and Minister.
<b>Purpose/importance</b>	Managing the institutional relationship to ensure that GTAC efforts are aligned with the priorities of government and the Ministry of Finance by: Ensuring compliance with governance, reporting requirements and continued monitoring and evaluation of programme implementation.
<b>Source/collection of data</b>	Quarterly Reports.
<b>Method of calculation</b>	Simple count of number of monitoring reports on progress produced.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	4 GTAC quarterly monitoring reports on progress produced.
<b>Indicator responsibility</b>	Chief-Director: Strategy, Management and Communication.

**Performance Indicator no 8.1.2**

<b>Indicator title</b>	<b>Number of technical advisory projects supported</b>
<b>Short definition</b>	<ul style="list-style-type: none"><li>• A project is considered supported once it has been registered on the GTAC Intranet and allocated a project number.</li><li>• Projects are categorised as New, Ongoing and Completed.</li><li>• New projects are requests that have been registered and approved by the Project Selection Committee.</li><li>• Ongoing means that a project is being implemented.</li><li>• Completed means that the project is closed and all related documentation has been uploaded in the Intranet.</li></ul>
<b>Purpose/importance</b>	To give an indication of the number of technical advisory projects supported by GTAC.
<b>Source/collection of data</b>	GTAC Intranet: Project Management Module or the Project List available on the i-drive.
<b>Method of calculation</b>	Simple count of number of technical advisory projects.
<b>Data limitations</b>	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.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	80 technical advisory projects supported.
<b>Indicator responsibility</b>	Chief-Directors: Technical Consulting Services.

**Performance Indicator no 8.1.3**

<b>Indicator title</b>	<b>Number of transaction advisory projects registered</b>
<b>Short definition</b>	A transaction advisory project is considered registered if it is registered at National Treasury and a letter has been sent through to PPP unit to initiate the project.
<b>Purpose/importance</b>	To give an indication of the number of transaction advisory projects registered as required by Regulation 16.
<b>Source/collection of data</b>	Register of projects on the I-drive and on GTAC Intranet.
<b>Method of calculation</b>	Simple count of transaction advisory projects registered.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	17 transaction advisory projects registered.
<b>Indicator responsibility</b>	Chief-Director: Transaction Advisory Services.



**Performance Indicator no 8.1.4**

<b>Indicator title</b>	<b>Number of capital project appraisal reports completed</b>
<b>Short definition</b>	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 in respect of key government infrastructure, such as infrastructure required for the provision of water and energy to all citizens.
<b>Purpose/importance</b>	The indicator measures the degree to which the CPU is researching and completing reports on capital projects. Large capital projects require a focused and coherent approach to resolve challenges proactively and appropriately. Key decisions on these matters have a strategic impact which could involve significant monetary value and which influence service delivery with long-term financial implications.
<b>Source/collection of data</b>	Project List on the i-drive/ GTAC Intranet and capital projects advisory report.
<b>Method of calculation</b>	Simple count of number of capital project appraisal reports completed.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	5 capital project appraisal reports completed.
<b>Indicator responsibility</b>	Chief Director: National Capital Projects Appraisal Unit.

**Performance Indicator no 8.1.5**

<b>Indicator title</b>	<b>Number of performance and expenditure reviews supported</b>
<b>Short definition</b>	<p>Public Expenditure and Policy Analysis reviews seek to investigate the resourcing and performance of government operations, in relation to the applicable policy.</p> <p>Support includes the following:</p> <ul style="list-style-type: none"><li>-Summarize and promote uptake and utilisation with stakeholder groups on PER's already completed</li><li>-Training course of the Baseline Assessment and Costing of New Policies for either national departments, provincial departments, national treasury, provincial treasuries, parliamentary research staff and other interested parties.</li><li>-Production of the Infographics - A new approach of 'infographics—short hand graphical display of main finance points</li><li>-Infographics of the completed PERs are produced and presented on the Technical Committee for Finance and Budget Council Forum.</li><li>-Presenting the PERs on the TCFs meeting and workshops in the provincial departments, national departments and provincial treasuries</li><li>-Update PER costing models and remuneration expenditure analysis</li></ul>
<b>Purpose/importance</b>	<p>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.</p>
<b>Source/collection of data</b>	Project register list on the I-Drive and GTAC Intranet.
<b>Method of calculation</b>	Simple count of performance and expenditure reviews supported.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	5 Performance and Expenditure reviews supported.
<b>Indicator responsibility</b>	Head: Public Expenditure and Policy Analysis.

**Strategic Objective 8.2****Local government financial management improvement****Performance Indicator no 8.2**

<b>Indicator title</b>	<b>Number of technical advisors placed at national treasury, provincial treasuries and municipalities through the Municipal Finance Improvement Programme (MFIP)</b>
<b>Short definition</b>	MFIP III programme is meant to support municipalities and provincial treasuries through placement of advisors to build institutional capacity to deliver on the MFMA reforms.
<b>Purpose/importance</b>	To assist municipalities build their capacity to deliver under the MFMA reforms.
<b>Source/collection of data</b>	Appointment letters of technical advisors. Consolidated Quarterly MFIP III Progress Reports.
<b>Method of calculation</b>	Simple count of the number of MFIP technical advisors placed or maintained at national treasury, provincial treasuries and municipalities. This is a number of technical advisors placed in a year.
<b>Data limitations</b>	Minimal data limitation as this is compiled using adopted and agreed-upon provincial and municipal support plans which contain targets of achievement against identified outcomes.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	Yes.
<b>Desired performance</b>	60 technical advisors placed or maintained at national treasury, provincial treasuries and municipalities through the Municipal Finance Improvement Programme (MFIP).
<b>Indicator responsibility</b>	Chief Director: Capacity Building, MFIP III Programme Management Unit.

**Performance Indicator no 8.2.1**

<b>Indicator title</b>	<b>Number of technical advisors placed at national treasury, provincial treasuries and municipalities through the Municipal Finance Improvement Programme (MFIP).</b>
<b>Short definition</b>	The MFIP programme is meant to support municipalities through the placement of technical advisors at national treasury, provincial treasuries and municipalities to build institutional and technical capacity to deliver on the MFMA and related municipal financial management reforms.
<b>Purpose/importance</b>	To assist municipalities to develop their institutional and technical capacity to deliver under the municipal financial management reforms.
<b>Source/collection of data</b>	Appointment letters of technical advisors. Consolidated Quarterly MFIP III Progress Reports.
<b>Method of calculation</b>	Simple count of the number of MFIP technical advisors placed or maintained at national treasury, provincial treasuries and municipalities. This is a number of technical advisors placed at any given quarter.
<b>Data limitations</b>	Minimal data limitation as this is compiled using adopted and agreed-upon provincial and municipal support plans which contain targets of achievement against identified outcomes.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Yes.
<b>Desired performance</b>	60 technical advisors placed at national treasury, provincial treasuries and municipalities through the Municipal Finance Improvement Programme (MFIP).
<b>Indicator responsibility</b>	Chief Director: MFIP III Programme Management Unit.

**Strategic Objective 8.3****Promotion of urban integration and neighbourhood Development****Performance Indicator no 8.3**

<b>Indicator title</b>	<b>Number of urban integration and neighbourhood development initiatives supported</b>
<b>Short definition</b>	Promotion of urban integration and neighbourhood development.
<b>Purpose/importance</b>	Promote public and private investment in city development, integrated urban networks and neighbourhood development initiatives.
<b>Source/collection of data</b>	<ul style="list-style-type: none"><li>Plans are collected, reviewed by the NDPP and the status reflected via an Acceptance Letter. Deliverables are stored as records within the NDPP Unit File plan structure.</li><li>Built Environment Performance Plans (BEPP) submitted by the municipalities.</li></ul>
<b>Method of calculation</b>	Simple count.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	46 urban integration and neighbourhood development initiatives supported.
<b>Indicator responsibility</b>	<ul style="list-style-type: none"><li>Head: Neighbourhood Development Partnership Programme</li><li>Cities Support Programme.</li><li>Chief Directorate : Provincial and Local Government Infrastructure</li></ul>

**Performance Indicator no 8.3.1**

Indicator title	Number of investment plans completed
<b>Short definition</b>	Detailed planning, design and management 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.
<b>Purpose/importance</b>	<p>The purpose of investment plans are to:</p> <ul style="list-style-type: none"> <li>• Identify land uses and reflect the long-term strategic spatial transformation plans at precinct level.</li> <li>• Lead to the identification and prioritisation of the Intergovernmental Project Pipeline.</li> <li>• Lead to the identification of non-capital interventions to unlock investment in precincts.</li> <li>• Identify and unlock both public and private sector leverage.</li> <li>• Lead to the ongoing sustainable management of the precinct by stakeholders.</li> </ul>
<b>Source/collection of data</b>	Precinct Investment Plan Acceptance via Minutes of Precinct Review Sessions – NDP File Plan Structure (i-drive).
<b>Method of calculation</b>	Simple count.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	4 investment plans completed.
<b>Indicator responsibility</b>	Head: Neighbourhood Development Partnership Programme.

**Performance Indicator no 8.3.2**

<b>Indicator title</b>	<b>Number of catalytic projects approved</b>
<b>Short definition</b>	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.
<b>Purpose/importance</b>	<p>The purpose of approving catalytic projects are to:</p> <ul style="list-style-type: none"><li>• Link a municipality’s development objectives and strategic planning processes to physical projects on the ground.</li><li>• Target investment and development within strategically well-located areas to ensure value for money and to optimise impact.</li><li>• Sequence the delivery and budgeting of identified and prioritised projects at the precinct level.</li><li>• Ensure that the projects contribute as a catalytic investment to achieve a return of investment at third party leverage at the precinct level.</li><li>• Improve the quality of life and the levels of access to opportunity for residents in South Africa’s under-served neighbourhoods.</li></ul>
<b>Source/collection of data</b>	Permission to Proceed with Planning (Project Approval Correspondence to municipalities) – NDP MIS.
<b>Method of calculation</b>	Simple count of the approved catalytic projects.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	20 catalytic projects approved.
<b>Indicator responsibility</b>	Head: Neighbourhood Development Partnership Programme.

**Performance Indicator no 8.3.3**

Indicator title	Number of programmes in Integration Zones identified for planning
<b>Short definition</b>	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) and hence form part of larger infrastructure / land development programmes.
<b>Purpose/importance</b>	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. Programme planning is a critical part of the land development cycle. By undertaking the programme planning, a pipeline of projects is being developed and provides an indication of the potential number of projects that could be implemented.
<b>Source/collection of data</b>	Built Environment Performance Plans submitted by municipalities.
<b>Method of calculation</b>	Simple count of the number of programmes in Integration zones as reflected in the BEPP submitted to NT.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	12 programmes in Integration Zones identified for planning.
<b>Indicator responsibility</b>	<ul style="list-style-type: none"> <li>• Cities Support Programme</li> <li>• Chief Directorate : Provincial and Local Government Infrastructure</li> </ul>



**Performance Indicator no 8.3.4**

<b>Indicator title</b>	<b>Number of programmes in Integration Zones under Implementation</b>
<b>Short definition</b>	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 includes detailed design, construction and close out/ completion.
<b>Purpose/importance</b>	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..
<b>Source/collection of data</b>	They are reflected in the Built Environment Performance Plans (BEPP) of the municipalities and submitted to National Treasury on a yearly basis.
<b>Method of calculation</b>	Simple count of the number of projects under implementation in integration zones reflected in the BEPP submitted to NT for the year.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Bi-annually.
<b>New indicator</b>	Revised.
<b>Desired performance</b>	10 programmes in Integration Zones under Implementation.
<b>Indicator responsibility</b>	<ul style="list-style-type: none"><li>• Cities Support Programme</li><li>• CD : Provincial and Local Government Infrastructure.</li></ul>

**Strategic Objective 8.4****Facilitation of employment creation and inclusive growth****Performance Indicator no 8.4**

<b>Indicator title</b>	<b>Number of permanent jobs created (cumulative across the term of project)</b>
<b>Short definition</b>	<p>Denotes the number of projected new permanent jobs that Jobs Fund Partners endeavoured to facilitate over their contracted implementation lifecycle.</p> <p>“New” – A job that previously did not exist in an organisation which Jobs Fund Partners endeavoured to realise as per their applications approved by the Investment Committee.</p> <p>“Permanent” – A permanent job refers to a job with an employment tenure of 12 months or more.</p>
<b>Purpose/importance</b>	<p>The facilitation of employment creation and inclusive growth. 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 objective through the self-reporting of realised jobs which the Jobs Fund Partners endeavoured to create over the projects’ contracted life cycle, in terms of agreed-to activities and outputs.</p>
<b>Source/collection of data</b>	<p>Employment contracts or any other means of verification (including proxy measures) agreed to between the Jobs Fund and the Jobs Fund Partners.</p>
<b>Method of calculation</b>	<p>Simple count of permanent jobs created by projects.</p>
<b>Data limitations</b>	<ul style="list-style-type: none"><li>Contracted numbers: The data are accurate to the extent that projects have endeavoured to facilitate the realisation of the quantum of anticipated jobs as approved by the Investment Committee. Contracted numbers can change (through IC approval) post approval and in the course of implementation as the exact number of jobs to be realised cannot be predicted. These changes can be on account of several factors, which may include: Economic growth, sector challenges that hinder performance; availability of sufficient matched funding which may impact on the project size; exchange rate; project terminations; project withdrawals; lapsed approval offers; etc.</li></ul>

	<ul style="list-style-type: none"> <li>Self-reported job numbers: The data are accurate to the extent that projects have reported valid and reliable information to the Jobs Fund. The Jobs Fund collects a sample of agreed-to evidence in support of these numbers. These figures can change post reporting on account of a variety of reasons which may include; evidence verification and compliance checks as well as project audit outcomes.</li> </ul>
<b>Type of indicator</b>	Outcome.
<b>Calculation type</b>	Cumulative (project inception to date).
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	150,000 permanent jobs created (cumulative across the term of project).
<b>Indicator responsibility</b>	DDG: Employment Facilitation.

**Performance Indicator no 8.4.1**

<b>Indicator title</b>	<b>Number of Jobs Fund projects approved (cumulative across the term of project)</b>
<b>Short definition</b>	Denotes the number of project applications approved by the Investment Committee per funding round from inception of the Fund to date.
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	A list of the approved jobs fund projects or Investment Committee Minutes and decision records.
<b>Method of calculation</b>	Simple count of all the applications that have been approved at a sitting of the Investment Committee meeting.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Cumulative (from project inception to date).
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	150 Jobs Fund projects approved (cumulative across the term of project).
<b>Indicator responsibility</b>	DDG: Employment Facilitation.

<b>Performance Indicator no 8.4.2</b>	
<b>Indicator title</b>	<b>Grant funding approved (cumulative across the term of project).</b>
<b>Short definition</b>	Denotes the quantum (in Rand value terms) of: <ul style="list-style-type: none"> <li>Grant funds that has been allocated (Committed) for the implementation of approved portfolio projects.</li> </ul>
<b>Purpose/importance</b>	Represents the amount of grant funds committed to approved projects relative to the total MTEF allocations for grant awarding by the Jobs Fund.
<b>Source/collection of data</b>	Data is collected from Investment Committee Decision Records and meeting Minutes
<b>Method of calculation</b>	Simple count of the total approved grant amount to be used for the implementation of approved projects.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Cumulative (project inception to date).
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	R 7 880m grant funding approved.
<b>Indicator responsibility</b>	DDG: Employment Facilitation.

Performance Indicator no 8.4.3	
Indicator title	<b>Matched funding committed (cumulative across the term of project)</b>
Short definition	Denotes the quantum (in Rand value terms) of: <ul style="list-style-type: none"> <li>Matched funding committed by Jobs Fund Partners.</li> </ul>
Purpose/importance	Represents the matched funding committed to approved projects by the Jobs Fund Partners.
Source/collection of data	Data is collected from Investment Committee Decision Records and meeting Minutes.
Method of calculation	Simple count of the: <ul style="list-style-type: none"> <li>Total committed matched funding as reflected in Investment Committee Meeting Minutes and decision record.</li> </ul>
Data limitations	None.
Type of indicator	Output.
Calculation type	Cumulative (from project inception to date).
Reporting cycle	Annually.
New indicator	Amended to include matched funding committed.
Desired performance	R 7 880m matched funding committed (cumulative across the term of project).
Indicator responsibility	DDG: Employment Facilitation.

**Performance Indicator no 8.4.4**

Indicator title	New jobs contracted (cumulative across the term of project)
<b>Short definition</b>	<p>Denotes the number of projected new permanent jobs that Jobs Fund Partners endeavour to facilitate over their contracted implementation lifecycle.</p> <p>“New” – A job that does not currently exist in an organisation which Jobs Fund Partners endeavour to realise as per their applications approved by the Investment Committee.</p> <p>“Permanent” – A permanent job refers to a job with an employment tenure of 12 months or more.</p>
<b>Purpose/importance</b>	<p>The facilitation of employment creation and inclusive growth. The Jobs Fund intends to catalyse innovative and new approaches to the creation of sustainable jobs. This indicator highlights the anticipated jobs which the Jobs Fund Partners endeavour to create over the projects’ contracted life cycle, in terms of agreed-to activities and outputs.</p>
<b>Source/collection of data</b>	<p>Signed grant agreements with Jobs Fund Partners.</p>
<b>Method of calculation</b>	<p>Simple count of new jobs contracted (Cumulative across the term of project).</p>
<b>Data limitations</b>	<p>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 Investment Committee approval) post approval and in the course of implementation as the exact number of jobs to be realised cannot be predicted. These changes can be 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.</p>
<b>Type of indicator</b>	<p>Outcome.</p>
<b>Calculation type</b>	<p>Cumulative (from project inception to date).</p>
<b>Reporting cycle</b>	<p>Bi-Annually.</p>
<b>New indicator</b>	<p>No.</p>
<b>Desired performance</b>	<p>150 000 new jobs contracted (cumulative across the term of project).</p>
<b>Indicator responsibility</b>	<p>DDG: Employment Facilitation.</p>

**Performance Indicator no 8.4.5**

<b>Indicator title</b>	<b>Number of placements contracted (cumulative across the term of project).</b>
<b>Short definition</b>	Denotes the number of projected job placements (with and beyond project partners) that Jobs Fund Partners endeavour to facilitate over their contracted project life cycle.
<b>Purpose/importance</b>	The facilitation of employment creation and inclusive growth. The Jobs Fund intends to catalyse innovative and new approaches to the facilitation of sustainable jobs. This indicator highlights the anticipated placements which the Jobs Fund Partners endeavour to facilitate over the projects' contracted life cycle, in terms of agreed-to activities and outputs.
<b>Source/collection of data</b>	As per signed grant agreements.
<b>Method of calculation</b>	Simple count of new placements contracted (Cumulative across the term of project).
<b>Data limitations</b>	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 as the exact number of placements cannot be predicted. Changes to these numbers can be 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.
<b>Type of indicator</b>	Outcome.
<b>Calculation type</b>	Cumulative (from project inception to date).
<b>Reporting cycle</b>	Bi-Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	105 000 placements contracted (cumulative across the term of project).
<b>Indicator responsibility</b>	DDG: Employment Facilitation.



**Performance Indicator no 8.4.6**

<b>Indicator title</b>	<b>Number of training opportunities contracted (cumulative across the term of project).</b>
<b>Short definition</b>	Denotes the number of training opportunities that Jobs Fund Partners endeavour to offer project participants over the projects' contracted lifecycle.
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	Signed grant agreements with Jobs Fund Partners..
<b>Method of calculation</b>	Simple count of training opportunities contracted (cumulative across the term of project).
<b>Data limitations</b>	The data are accurate to the extent that projects have adequately projected the quantum of beneficiaries that will successfully complete training interventions. These numbers can change (through Investment Committee approval) post approval and in the course of implementation, as the exact number of beneficiaries to successfully complete training cannot be predicted. Changes can be on account of several factors, which may include: sector challenges that hinder performance, demand from employers, project terminations, withdrawals, lapsed approval offers, etc.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Cumulative (from project inception to date).
<b>Reporting cycle</b>	Bi-Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	240 000 training opportunities contracted.
<b>Indicator responsibility</b>	DDG: Employment Facilitation.

**Performance Indicator no 8.4.7**

<b>Indicator title</b>	<b>Value of grant funding disbursed (cumulative across the term of project)</b>
<b>Short definition</b>	Denotes the Rand-value of grant funding disbursed to contracted Jobs Fund projects.
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	As per grants disbursement banking records.
<b>Method of calculation</b>	Simple count of the sum of all payments made to eligible Jobs Fund projects.
<b>Data limitations</b>	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.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Cumulative (from project inception to date).
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	R 5 015m grant funding disbursed (cumulative across the term of project).
<b>Indicator responsibility</b>	DDG: Employment Facilitation.

**Performance Indicator no 8.4.8**

<b>Indicator title</b>	<b>Number of Jobs Fund evaluation reports and dissemination of learning conducted</b>
<b>Short definition</b>	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.
<b>Purpose/importance</b>	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.
<b>Source/collection of data</b>	Comparative Studies, Evaluation Reports and Learning Forum agenda.
<b>Method of calculation</b>	Simple count of number of Jobs Fund evaluation reports and dissemination of learning conducted.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Bi-Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	2 project evaluation reports and 1 learning event conducted.
<b>Indicator responsibility</b>	DDG: Employment Facilitation.

**Strategic Objective 8.5****Improved infrastructure planning, management and skills development****Performance Indicator no 8.5**

<b>Indicator title</b>	<b>Number of capacity improvement initiatives in infrastructure planning, management and skills development done</b>
<b>Short definition</b>	<p>Initiatives to support the improvement of capability to efficiently plan, procure, deliver, and maintain infrastructure.</p> <p>Initiatives to support the improvement of capability to efficiently plan, procure, deliver, and maintain infrastructure.</p> <p>Initiatives offered by IDIP:</p> <ul style="list-style-type: none"><li>• Technical Assistants support to provincial departments and to institutionalise the Infrastructure Delivery Management System (IDMS);</li><li>• Training and workshops conducted on IDMS to government officials;</li><li>• Workshops conducted on Standards for Infrastructure Procurement and Delivery Management (SIPDM) to government officials;</li><li>• Training on Infrastructure Delivery Management Toolkit (IDMT); and</li><li>• Review and update of a Model (Infrastructure Progression Model) to assist provincial departments to improve capability and performance through the Improvement Plans.</li></ul>
<b>Purpose/importance</b>	Improved infrastructure planning, management and skills development.
<b>Source/collection of data</b>	Attendance registers.
<b>Method of calculation</b>	Simple count of capacity improvement initiatives in infrastructure planning, management and skills development conducted.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	1007 capacity improvement initiatives in infrastructure planning, management and skills development done.
<b>Indicator responsibility</b>	Chief Director: Provincial and Local Government Infrastructure.

**Performance Indicator 8.5.1**

<b>Indicator title</b>	<b>Percentage response to procure approved Professional Service Providers to assist with institutionalising the IDMS</b>
<b>Short definition</b>	Procurement of Professional Service Providers (PSP) to assist with the implementation of the IDMS. PSP are approved through the approval of the TORs by the Resource Management Committee (RMC).
<b>Purpose/importance</b>	Procured PSP to assist with the institutionalisation of the IDMS and to support the improvement of infrastructure planning, procurement, delivery, and maintenance capacity for purposes of efficient and effective infrastructure delivery and maintenance.
<b>Source/collection of data</b>	Professional Service Providers' signed contracts.
<b>Method of calculation</b>	<u>Number of approved requests for procurement of professional service providers responded to x100</u> Total number of approved requests for procurement of professional service providers received
<b>Data limitation</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Yes.
<b>Desired performance</b>	100% response to requests to procure approved Professional Service Providers to assist with institutionalising the IDMS.
<b>Indicator responsibility</b>	Chief Director: Provincial and Local Government Infrastructure.

**Performance Indicator 8.5.2**

<b>Indicator title</b>	<b>Number of officials trained on the infrastructure delivery management system initiatives</b>
<b>Short definition</b>	<p>Training of public sector officials that are involved in the delivery of infrastructure on the following initiatives:</p> <ul style="list-style-type: none"><li>• Infrastructure Progression Model (IPM);</li><li>• Knowledge Management (KM);</li><li>• Infrastructure Delivery Management Programme (IDMP);</li><li>• Infrastructure Reporting Model (IRM);</li><li>• Human Resource Capacitation;</li><li>• Infrastructure Delivery Management System (IDMS); and</li><li>• Standard for Infrastructure Procurement and Delivery Management (SIPDM).</li></ul>
<b>Purpose/importance</b>	<p>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.</p>
<b>Source/collection of data</b>	<p>Attendance registers.</p>
<b>Method of calculation</b>	<p>Simple count of number of delegates that attended each initiative.</p>
<b>Data limitations</b>	<p>Incomplete attendance registers.</p>
<b>Type of indicator</b>	<p>Output.</p>
<b>Calculation type</b>	<p>Non-cumulative.</p>
<b>Reporting cycle</b>	<p>Quarterly.</p>
<b>New indicator</b>	<p>Revised.</p>
<b>Desired performance</b>	<p>500 officials trained on the infrastructure delivery management system initiatives.</p>
<b>Indicator responsibility</b>	<p>Chief Director: Provincial and Local Government Infrastructure.</p>

**Performance Indicator 8.5.3**

<b>Indicator title</b>	<b>Number of graduates in training for professional registration</b>
<b>Short definition</b>	<p>The number of graduates in training as per the requirements of the respective statutory councils.</p> <p>In training defined as already enrolled for professionalisation but not yet obtained professional registration.</p>
<b>Purpose/importance</b>	<p>The indicator is meant to show gradual progression of graduates from registration (as candidates) right through to becoming registered professionals in their respective fields.</p>
<b>Source/collection of data</b>	<ul style="list-style-type: none"><li>• Database of graduates.</li></ul>
<b>Method of calculation</b>	<p>Simple count of number of graduates in training for professional registration.</p>
<b>Data limitations</b>	<ul style="list-style-type: none"><li>• Inconsistencies in the information reported by municipalities.</li><li>• Some municipalities are not complying to the grant framework.</li></ul>
<b>Type of indicator</b>	<p>Output.</p>
<b>Calculation type</b>	<p>Non-cumulative.</p>
<b>Reporting cycle</b>	<p>Annually.</p>
<b>New indicator</b>	<p>No.</p>
<b>Desired performance</b>	<p>500 graduates in training for professional registration.</p>
<b>Indicator responsibility</b>	<p>Chief Director: Provincial and Local Government Infrastructure</p>

**Performance Indicator 8.5.4**

Indicator title	Number of capacity improvement initiatives undertaken to support infrastructure delivery
<b>Short definition</b>	<p>Initiatives to support the improvement of capability to efficiently plan, procure, deliver, and maintain infrastructure.</p> <p>Initiatives are as follows:</p> <ul style="list-style-type: none"><li>• Training and workshops conducted on IDMS to officials through IDMP;</li><li>• Workshops conducted on Standards for Infrastructure Procurement and Delivery Management (SIPDM) to government officials;</li><li>• Identifying, capturing, and documenting of knowledge and good practices that will assist provinces to institutionalise the IDMS;</li><li>• Review and update a web based reporting system (IRM);</li><li>• Co-funding the filling of posts to support and sustain the IDMS</li><li>• Update and review of the IDMS which assist provinces with processes and guidelines to deliver infrastructure; and</li><li>• Review and update of a Model (Infrastructure Progression Model) to assist provincial departments to improve capability and performance through the Improvement Plans.</li></ul>
<b>Purpose/importance</b>	Improve the capability to plan, procure, deliver, and maintain infrastructure to contribute to improved performance and value for money on infrastructure spending as well as to optimize the allocation of financial resources directed to infrastructure delivery and maintenance.
<b>Source/collection of data</b>	Improvement initiative's project charter or signed Bi-lateral Agreements.
<b>Method of calculation</b>	Simple count of number of project charters or Agreements.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Non-cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	7 capacity improvement initiatives undertaken to support infrastructure delivery.
<b>Indicator responsibility</b>	Chief Director: Provincial and Local Government Infrastructure.