

PROGRAMME 1

Strategic Objective 1.1

Provide integrated business solutions

Performance Indicator no 1.1

Indicator title	% increase in Year on Year MPAT total score
Short definition	Calculating in percentage value the year on year difference in the total score achieved by NT for the annual DPME MPAT performance assessment.
Purpose/importance	To improve departmental management practices in order to advance an efficient, effective and development – orientated public service.
Source/collection of data	NT MPAT results report.
Method of calculation	$\frac{(\text{Current year MPAT score} - \text{Previous year MPAT score})}{\text{Previous year MPAT score}} \times 100$
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	0.5% increase in Year on Year MPAT total score.
Indicator responsibility	Chief Director: Strategic Planning, Monitoring & Evaluation.

Performance Indicator no 1.1.1	
Indicator title	Percentage of Enterprise Architecture Programme implemented
Short definition	Enterprise Architecture Programme defines the structure by which a business and its IT capabilities are organised to deliver on the business' strategic objectives
Purpose/importance	The use of new and innovative technologies introduced by an IT strategy help an organisation to have competitive advantage.
Source/collection of data	Report of completed initiatives, minutes
Method of calculation	$\frac{\text{Number of plans implemented}}{\text{Total number of plans to be implemented}} \times 100$
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-Cumulative.
Reporting cycle	Quarterly.
New indicator	Yes.
Desired performance	10% implementation of Enterprise Architecture Programme.
Indicator responsibility	Chief Director: Information Technology.

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	2% 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**

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

Performance Indicator 1.2.1

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

Performance Indicator 1.2.2	
Indicator title	Number of quarterly risk implementation assessment reports produced
Short definition	Manage the Department's risks to an acceptable level through producing quarterly risk implementation assessment reports.
Purpose/importance	Minimise the risks associated with the Department's strategic objectives and its operations to an acceptable level.
Source/collection of data	Implementation reports submitted to governance structures, such as the Risk Management Committee.
Method of calculation	Simple count of risk assessment reports produced.
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	4 quarterly risk implementation assessment reports produced.
Indicator responsibility	Chief Risk Officer.

Performance Indicator 1.2.3	
Indicator title	Number of quarterly reports on monitored performance of entities reporting to MoF
Short definition	Public entities quarterly reports reviewed and a report on the performance of entities is submitted to Minister for his consideration.
Purpose/importance	To ensure effective oversight over schedule 3A public entities reporting to Minister of Finance to ensure that they deliver on their mandated objectives.
Source/collection of data	Reports produced.
Method of calculation	Simple count of quarterly reports on monitored performance of entities reporting to MOF produced.
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	4 quarterly reports on monitored performance of entities reporting to MOF.
Indicator responsibility	Director: Public Entities Oversight Unit.

Performance Indicator 1.2.4	
Indicator title	Percentage of Corporate Governance of ICT Program implemented.
Short definition	To ensure adherence to IT governance framework, and unlocking the value that ICT could contribute to business enablement
Purpose/importance	<p>To ensure that the acquisition, management and use of information technology by departments improves:</p> <ul style="list-style-type: none"> • direct or indirect service delivery to the public, including but not limited to, equal access by the public to services delivered by the department • productivity of the department • cost-efficiency of the department.
Source/collection of data	Reports of completed initiatives, minutes
Method of calculation	$\frac{\text{Number of initiatives implemented}}{\text{Total number of planned initiatives}} \times 100$
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-Cumulative.
Reporting cycle	Quarterly.
New indicator	Yes.
Desired performance	20% of Corporate Governance of ICT Program implemented.
Indicator responsibility	Chief Director: Information Technology.

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

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

PROGRAMME 2

Strategic Objective 2.1	
Build economic research capacity in academic research institutions with the objective of promoting relevant research	
Performance Indicator no 2.1	
Indicator title	Number of research institutions participating in building economic research capacity
Short definition	Promote the participation of research institutions in building economic research capacity.
Purpose/importance	Building participation of academic research institutions in promoting economic research capacity.
Source/collection of data	Relevant research papers that have been published by academic research institutions.
Method of calculation	Simple count of research institutions.
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	3 Research institutions participating in building economic research capacity.
Indicator responsibility	DDG: Economic Policy. DDG: Tax and Financial Sector Policy.

Performance Indicator no 2.1.1

Indicator title	Number of papers published through the SA-TIED programme.
Short definition	Research papers published in association with academic research institutions to promote macroeconomic stability, poverty alleviation, retirement reform and financial sector development, or as research needs arise.
Purpose/importance	Promote the development of economic research institutions through the funding of economic research on behalf of the department.
Source/collection of data	Research papers as published by the department in association with research institutions.
Method of calculation	Simple count of papers published in association with academic research institutions.
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	Revised.
Desired performance	Publish 50 papers through the (SA-TIED) programme.
Indicator responsibility	DDG: Economic Policy. DDG: Tax and Financial Sector Policy.

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

Performance Indicator no 2.2.1

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

Performance Indicator no 2.2.2

Indicator title	Develop savings and retirement policies
Short definition	Implement regulatory reforms on savings and retirement policies that would lead to increased levels of national savings and enabling legislation. 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.
Purpose/importance	To improve the national savings rate through reforms to the legislative framework governing the savings industry, including work being undertaken towards the implementation of retirement reform proposals and to ultimately boost the South African economy.
Source/collection of data	Guidelines produced, legislation produced and legislation implemented.
Method of calculation	Simple count of documents guidelines produced, legislation produced and legislation implemented.
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	Revised.
Desired performance	Development of retirement reform policies.
Indicator responsibility	CD: Financial Investments and Savings.

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

Performance Indicator no 2.3.1	
Indicator title	Publish tax proposals in annual budget review
Short definition	Tax proposals are proposals to amend, add, remove or effect changes in sections of the income tax act or other tax-related acts.
Purpose/importance	Ensure an effective, equitable and efficient tax policy and tax administration system.
Source/collection of data	<ul style="list-style-type: none"> • Tax proposals developed based on research, tax analysis and tax revenue forecasting published in annual budget reviews. • Revenue forecasts published in the MTBPS.
Method of calculation	Simple count of tax and revenue proposals on 2018 Budget published.
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Bi-Annually.
New indicator	No.
Desired performance	Tax and revenue proposals published annually in the Budget Review and updated revenue estimates for 2019 Medium Term Budget Policy Statement (MTBPS).
Indicator responsibility	CD: Tax Policy.

Performance Indicator no 2.3.2

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

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

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

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

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

Performance Indicator no 2.4.4	
Indicator title	Percentage response to user requests to develop new economic models
Short definition	An economic model is a simplified description of reality, designed to yield hypotheses about economic behaviour that can be tested. Economic models are developed to facilitate policy making as and when changes in policy occur.
Purpose/importance	Economic models are used to forecast economic activities, propose economic policy or politically justify economic policy.
Source/collection of data	Requests received and requests finalised register. Developed economic models.
Method of calculation	$\frac{\text{Number of user requests responded to}}{\text{Total number of user of requests received}} \times 100$
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	100% response to user requests to develop new economic models.
Indicator responsibility	DDG: Economic Policy.

Performance Indicator no 2.4.5	
Indicator title	Percentage response to users requests for economic research and policy analysis, and assessments of government policy proposals
Short definition	Assess and provide advice on policy proposals and economic policy analysis to internal and external stakeholders.
Purpose/importance	To provide macroeconomic analysis on critical issues affecting monetary policy, economic growth, investment and job creation in order to inform the Ministry of Finance, NT and engagements with the Economic Cluster.
Source/collection of data	Requests received and requests responded to register. Reports of economic research and policy analysis. Assessments of government policy proposal.
Method of calculation	$\frac{\text{Number of users' requests responded to}}{\text{Total number of users' requests received}} \times 100$
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	100% response to users requests for economic research and policy analysis, and assessments of government policy proposals.
Indicator responsibility	DDG: Economic policy.

Performance Indicator no 2.4.6

Indicator title	Percentage response to user requests for policy and scenario modelling
Short definition	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.
Purpose/importance	To highlight the risks to the domestic economy and thus inform the fiscal framework.
Source/collection of data	Requests received and requests responded to register. Forecast model.
Method of calculation	$\frac{\text{Number of user requests responded to}}{\text{Total number of user requests received}} \times 100$
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	100% response to user requests for policy and scenario modelling.
Indicator responsibility	CD: Modelling and Forecasting.

Performance Indicator no 2.4.7

Indicator title	Percentage response to user requests for commentaries on economic data
Short definition	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.
Purpose/importance	To highlight the risks to the domestic economy and thus inform the fiscal framework.
Source/collection of data	Requests received and requests responded to register. Commentaries.
Method of calculation	$\frac{\text{Number of user requests responded to}}{\text{Total number of user requests received}} \times 100$
Data limitation	Quality of data.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	100% response to user requests for commentaries on economic data.
Indicator responsibility	CD: Modelling and Forecasting.

PROGRAMME 3

Strategic Objective 3.1	
Developing and Implementing South Africa's Fiscal Policy and related framework	
Performance Indicator no 3.1	
Indicator title	South Africa's fiscal policy and related frameworks authorised
Short definition	The fiscal framework sets aggregate national spending and revenue.
Purpose/importance	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.
Source/collection of data	Cabinet minutes.
Method of calculation	Simple count of SA's fiscal policy and related frameworks authorised (approved) by cabinet.
Data limitation	No specific limitations.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	South Africa's fiscal policy and related frameworks authorised
Indicator responsibility	Budget Office: Deputy Director General.

Performance Indicator no 3.1.1

Indicator title	Number of fiscal policy chapters published
Short definition	The fiscal policy chapter provides the overall fiscal position or an overview of fiscal policy (i.e. policy on taxation, public spending and borrowing by the government). This includes proposed fiscal measures, brief discussions of revenue, expenditure and debt outlook and risks to the fiscal outlook.
Purpose/importance	Shows the sustainability of fiscal policy and underpins the budget process.
Source/collection of data	Budget documents tabled in Parliament.
Method of calculation	Simple count of fiscal chapters provided in the MTBPS and Budget Review.
Data limitation	No specific limitations.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Bi-Annually.
New indicator	Yes.
Desired performance	2 fiscal policy chapters published.
Indicator responsibility	Budget Office: Deputy Director-General.

Performance Indicator no 3.1.2	
Indicator title	Number of fiscal frameworks provided
Short definition	The fiscal framework sets aggregate national spending and revenue.
Purpose/importance	Shows the sustainability of fiscal policy and underpins the budget process. Fiscal framework set to ensure debt sustainability and published twice a year according to legal requirement.
Source/collection of data	National Treasury databases managed by Budget Office.
Method of calculation	Simple count of fiscal frameworks provided in the MTBPS and Budget Review.
Data limitation	No specific limitations.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Bi-Annually.
New indicator	No.
Desired performance	2 fiscal frameworks provided.
Indicator responsibility	Budget Office: Deputy Director-General.

Strategic Objective 3.2	
Preparation of the National Budget	
Performance Indicator no 3.2	
Indicator title	Number of budgets produced
Short definition	Preparation of the National Budget.
Purpose/importance	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.
Source/collection of data	Parliamentary administrative records and National Treasury internet postings.
Method of calculation	Simple count of national budgets produced.
Data limitation	No specific limitations.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	Tabled national budget that supports government's long-term policy and strategic priorities.
Indicator responsibility	Budget Office and Public Finance: Deputy Directors General.

Performance Indicator no 3.2.1

Indicator title	Number of budget guidelines issued
Short definition	This is the budget submission guidance provided to institutions, and the process implemented by the National Treasury to analyse institutional submissions and obtain recommendations from decision makers. Guidance is also provided to institutions to enable them to compile their ENE and AENE publications inputs.
Purpose/importance	To inform institutions of the information requirements for decision makers to formulate recommendations and to schedule the Medium Term Expenditure Committee engagements required for the Committee to analyse information and form recommendations to the Ministers' Committee on the Budget and Cabinet. To inform institutions of the information requirements for compiling ENE and AENE chapter and database submissions.
Source/collection of data	National Treasury Internet postings.
Method of calculation	<ul style="list-style-type: none">• Simple count of the Medium Term Expenditure Framework guidelines published on the National Treasury's website by July.• Simple count of the Adjusted Estimates of National Expenditure guidelines published on the National Treasury's website in August.• Simple count of the Estimates of National Expenditure guidelines published on the National Treasury's website in November.
Data limitation	No specific limitations.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Bi-Annually.
New indicator	No.
Desired performance	1 set of MTEF guidelines issued by July; 1 AENE guideline issued in August; and 1 ENE guideline issued in October.
Indicator responsibility	National Treasury: Budget Office: Chief Director: Expenditure Planning.

Performance Indicator no 3.2.2

Indicator title	Obtain budget expenditure allocation decisions from the Executive
Short definition	This is the presentation of recommendations in respect of departmental budget submissions to MTEC, MinComBud, and Cabinet.
Purpose/importance	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.
Source/collection of data	Recommendation reports / presentations and / or memoranda tabled at the MTEC / MinComBud and Cabinet.
Method of calculation	Check if Cabinet has endorsed national government expenditure allocations by the end of calendar year.
Data limitation	That the Committees sit.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	1 Cabinet endorsement of national government expenditure allocations.
Indicator responsibility	National Treasury: Budget Office and Public Finance: Deputy Directors-General.

Strategic Objective 3.3	
Publication of the National Budget	
Performance Indicator no 3.3	
Indicator title	Number of national budgets published
Short definition	Publish the National Budget.
Purpose/importance	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.
Source/collection of data	Parliamentary administrative records and National Treasury internet postings.
Method of calculation	Simple count of national budgets published.
Data limitation	No specific limitations.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	Published National Budget.
Indicator responsibility	Budget Office and Public Finance: Deputy Directors-General.

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

Performance Indicator 3.3.2	
Indicator title	Number of reports produced on public finance statistics according to function and economic classification
Short definition	Measures the production of regular and on request data production and compliance with the data standard based on the Government Finance Statistics Manual (GFS) of 2014 and the Economic Reporting format used in the budget data. Regular data sets refer to data supporting the budget process and in-year reporting requirements of government. The economic classification specifies what is being bought and sold (such as user charges and compensation of employees) while the classification by function specifies the purpose of expenditure (such as research and development or housing).
Purpose/importance	The indicator is intended to show if the data is produced and compliance is maintained. Public finance data that meet these requirements can easily be understood nationally and internationally. Recognised data standards ensure that the country's reports on budgets and financial performance are reliable and trustworthy.
Source/collection of data	Reports produced.
Method of calculation	Simple count of reports produced.
Data limitation	Classification is mainly done by the government units; new employees in the units may not be familiar with the standards.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	4 reports produced on public finance statistics according to function and economic classification.
Indicator responsibility	Chief Director: Public Finance Statistics.

Performance Indicator no 3.3.3	
Indicator title	Number of reports produced on guidance given to departments and entities on the classification of expenditure
Short definition	Guidance is provided by means of circulars, training of government officials in the finance departments and response to queries on the classification of expenditure in terms of government's Basic Accounting System (BAS) using the Standard Chart of Accounts (SCOA).
Purpose/importance	Indicator intended to show that government units are being assisted to ensure that their transactions are carried out according to SCOA.
Source/collection of data	Circulars are stored on i-drive folder and logged on the NT website so they can easily be counted.
Method of calculation	Simple count of reports produced.
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	4 reports produced on guidance given to departments and entities on the classification of expenditure.
Indicator responsibility	Chief Director: Public Finance Statistics.

Strategic Objective 3.4	
Monitoring and analysis of public expenditure and service delivery	
Performance Indicator no. 3.4	
Indicator title	Number of annual expenditure reports submitted to the Standing Committee on Appropriations
Short definition	Provide the Standing Committee on Appropriation with high-level summaries of expenditure reports for all departments.
Purpose/importance	Report on deviations against the monthly drawings schedule, expenditure on special/large projects in line with planning and on any deviations to policy and financial/accounting regulations.
Source/collection of data	Financial data extracted from Vulindlela to populate quarterly reports. The reports are produced on quarterly basis.
Method of calculation	Simple count of reports compiled and submitted to the Standing Committee on Appropriations.
Data limitation	Information on Vulindlela is not always updated in line with departments' expenditure reports.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	4 annual expenditure reports submitted to the Standing Committee on Appropriations.
Indicator responsibility	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	$\frac{\text{Number of responses to each complete request sent by the deadline}}{\text{Total number of complete requests received}} \times 100$ <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> <p>Responses to PFMA/TR approvals requiring the DDG: PF signature: 4 weeks from receipt of request.</p> <p>Responses to PFMA/TR approvals requiring DG approval: 12 weeks</p> <p>Responses to policy advice/feedback requiring DG approval: 12 weeks.</p>
Data limitation	Approval by Minister, where required, falls outside of this measure.
Type of indicator	Output and efficiency.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
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 of Cabinet memos commented on.
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	$\frac{\text{Number of Cabinet memo comments sent at least one day prior to the cabinet meeting}}{\text{Total number of Cabinet memos received}} \times 100$
Data limitation	None.
Type of indicator	Output and efficiency.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	Revised.
Desired performance	100% Cabinet memos commented on.
Indicator responsibility	Chief Directors: Public Finance.

Performance Indicator no 3.4.3*	
Indicator title	Percentage of IYM feedback reports provided to departments.
Short definition	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).
Purpose/importance	Report to departments on early warning signs that could trigger unauthorised or irregular expenditure.
Source/collection of data	Monthly in year monitoring (IYM) reports submitted by departments.
Method of calculation	$\frac{\text{Number of IYM feedback reports provided to departments}}{\text{Total number of IYM reports received}} \times 100$
Data limitation	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.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	Revised
Desired performance	100% of IYM feedback reports provided to departments.
Indicator responsibility	Directors: Public Finance.

* Approval was requested to revise the indicator due to changes brought about by the restructuring of Government

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

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

Performance Indicator no 3.4.6	
Indicator title	Percentage response to requests for support on governance and financial management monitoring and compliance system in public entities provided.
Short definition	The department (unit) provides support and guidance to public entities on issues relating to governance, financial management and compliance; this support can either be requested by the entities (demand driven) or the department can identify the need to provide support to the entities based on its observation or analysis.
Purpose/importance	To advise public entities on matters relating to financial management, governance and compliance with relevant financial and governance prescripts in order to ensure effective and efficient use of resources in public entities.
Source/collection of data	Reports submitted, presentations made, responses submitted to entities, Cabinet memoranda and minutes of the meetings.
Method of calculation	$\frac{\text{Total number of requests responded to in providing support to Public entities within 3 months}}{\text{Total number of the requests received from Public entities to provide support}} \times 100$
Data limitation	Records of verbal requests, responses and discussions; and telephone discussions.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	100% response to request for support on governance and financial management monitoring and compliance system in public entities provided.
Indicator responsibility	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	$\frac{\text{Number of BFI projects evaluated}}{\text{Total number of BFI projects to be evaluated}} \times 100$
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Bi-Annually.
New indicator	No.
Desired performance	100% of Budget Facility on Infrastructure (BFI) projects evaluated.
Indicator responsibility	CD: Fiscal Policy.

Strategic Objective 3.5	
Coordinating international development cooperation	
Performance Indicator no 3.5	
Indicator title	Percentage of ODA programmes coordinated
Short definition	Effectively coordinate official development assistance (ODA), which includes grants, concessionary loans and technical assistance.
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	Annually.
New indicator	No.
Desired performance	100% of ODA programmes coordinated.
Indicator responsibility	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 of development cooperation projects in South Africa coordinated
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">• RDP quarterly report.• PSC meetings Minutes.• Annual consultation Minutes.• Development Cooperation, Management and Information System (DCMIS).
Method of calculation	$\frac{\text{Number of ODA projects coordinated}}{\text{Total number of ODA projects}} \times 100$
Data limitation	Departments do not consistently report on all ODA projects.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	Revised.
Desired performance	100% development cooperation projects in South Africa coordinated
Indicator responsibility	Chief Director: International Development Cooperation.

Strategic Objective 3.6 Coordination of intergovernmental relations	
Performance Indicator no 3.6	
Indicator title	Number of legislatively required Budget Council and Forum meetings held
Short definition	Meetings held to ensure fiscal relations coordination between the three spheres of government.
Purpose/importance	Effectively coordinate fiscal relations between the three spheres of government and promote sound financial planning, reporting and management.
Source/collection of data	Attendance registers.
Method of calculation	Simple count of Budget Council and Budget Forum meetings held.
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	2 Budget Council meetings and 1 Budget Forum meeting held annually
Indicator responsibility	Chief Director: Intergovernmental Policy and Planning.

Performance Indicator no 3.6.1	
Indicator title	Number of Division of Revenue and Division of Revenue Amendment Bills published annually
Short definition	The Division of Revenue Bill and Division of Revenue Amendment Bill are bills tabled in Parliament by the Minister of Finance to determine and adjust budget allocations to provinces and municipalities.
Purpose/importance	These Bills are required in terms of section 214 of the Constitution to allocate funds from revenue collected nationally to enable provinces and municipalities to fulfil their functions. These bills are also required to be tabled in terms of the Money Bills Amendment Procedure and Related Matters Act.
Source/collection of data	Parliament's Announcements Tablings Committees (ATC) document records all bills tabled.
Method of calculation	Simple count of Division of Revenue Bills and Division of Revenue Amendment Bills reflected in the ATC as being tabled each financial year.
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Bi-Annually.
New indicator	No.
Desired performance	1 Division of Revenue Bill and 1 Division of Revenue Amendment Bill published annually.
Indicator responsibility	Chief Director: Intergovernmental Policy and Planning.

Performance Indicator no 3.6.2

Indicator title	Number of reforms introduced to enhance provincial and local government fiscal frameworks
Short definition	Changes to the structure of the financing of provinces and local government. This can include changes to the way equitable share allocations are calculated or changes to conditional grant allocation mechanisms or rules or the introduction of new grants or dissolution of grants. It can also include changes to existing instruments/sources or the introduction of additional own revenue instruments/sources to provinces or local government.
Purpose/importance	The provincial and local government fiscal frameworks ensure that provinces and municipalities are funded to be able to fulfil the functions assigned to them in terms of the Constitution.
Source/collection of data	Explanatory Memorandum to the Division of Revenue Bill (published on the National Treasury website as Annexure W1 to the Budget Review).
Method of calculation	Simple count of reforms approved for implementation each financial year.
Data limitation	This indicator requires interpretation of changes to provincial or local government grants to be described in the Explanatory Memorandum to the Division of Revenue Bill and changes to existing instruments/sources or the introduction of additional municipal own revenue instruments to be legislated through the Municipal Fiscal Powers and Functions Act.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	2 reforms introduced to enhance provincial and local government fiscal frameworks.
Indicator responsibility	Chief Director: Intergovernmental Policy and Planning.

Performance Indicator no 3.6.3	
Indicator title	Number of plans assessed to support improvements in infrastructure planning and implementation in provinces
Short definition	The indicator measures the ability of provincial department to improve their infrastructure planning and the institutionalisation of the infrastructure delivery management system (IDMS).
Purpose/importance	To ensure that there is an improvement in planning by provincial departments implementing infrastructure programmes and projects. Provide support when necessary, to assist in improving the plans.
Source/collection of data	Assessment documents/sheets of the user asset management plans and infrastructure programme management plans.
Method of calculation	Simple count of plans assessed.
Data limitation	Timeous submission by provincial department
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	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.
Indicator responsibility	Chief Director: Provincial and Local Government Infrastructure.

Performance Indicator no 3.6.4

Indicator title	Number of built environment performance plans assessed
Short definition	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.
Purpose/importance	BEPP is a requirement of the DORA in respect of infrastructure grants related to the Built environment of metropolitan municipalities. It is one of the eligibility requirements for the Integrated City Development Grant (ICDG). The BEPP is thus also an instrument for compliance and submission purposes for the following infrastructure grants - ICDG, USDG, HSDG, PTIG, NDPG and INEP.
Source/collection of data	Feedback/assessment reports of BEPPs assessed.
Method of calculation	Simple count of Feedback/Assessment Reports of BEPPs assessed part of the mid-year budget and BEPP process.
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	Revised.
Desired performance	That all the 8 metropolitan municipalities submit their BEPPs and that these BEPP's are reviewed as part of the intergovernmental mid-year budget process.
Indicator responsibility	Chief Director: Provincial and Local Government Infrastructure.

Performance Indicator no 3.6.5

Indicator title	Number of capacity building initiatives to facilitate improved planning, budgeting and financial management
Short definition	<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.</p> <ul style="list-style-type: none"> • 16 for PBA (6 workshops and 10 courses) • 14 for LGBA (5 departmental and 9 PT workshops)
Purpose/importance	<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>
Source/collection of data	<p>2017 Division of Revenue Bill and grant frameworks</p> <p>Courses: Targeted audience are public service officials in national and provincial departments who work in budgeting and finance environment, including officials who have an interest in understanding public sector budget preparation, examination and analysis thereof</p> <p>Attendance registers</p>
Method of calculation	Simple count of capacity building initiatives (workshops and courses).
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Bi-annually.
New indicator	No
Desired performance	30 capacity building initiatives to facilitate improved planning, budgeting and financial management.
Indicator responsibility	<p>Chief Director: Provincial Budget Analysis.</p> <p>Chief Directorate: Local Government Budget Analysis.</p>

Performance Indicator no 3.6.6	
Indicator title	Number of quarterly financial reports published
Short definition	Quarterly financial reports are published to comply with section 32 of the PFMA and Section 71 of the MFMA and Section 10 of DoRA. Summary of financial and conditional grant performance for all provinces.
Purpose/importance	Legal requirements in terms of the PFMA, DoRA and MFMA. Early warning system to detect problems in provincial performance.
Source/collection of data	<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 & 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>
Method of calculation	Simple count of publications per year.
Data limitation	Timeous submission and accuracy of information submitted by municipalities and TNOs.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	8 quarterly financial reports published.
Indicator responsibility	<p>Chief Director: Provincial Budget Analysis.</p> <p>Chief Director: Local Government Budget Analysis.</p>

Performance Indicator no 3.6.7

Indicator title	Number of provincial and municipal budgeting benchmarking exercises held to improve provincial and municipal budget credibility, composition and achievability
Short definition	<p>Provincial Benchmark engagements – meet with each of the 9 provincial treasuries once a year 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>
Purpose/importance	Monitoring of performance and to ensure that budgets are credible.
Source/collection of data	Provincial and Local Government documents, databases and tools.
Method of calculation	Simple count of benchmarking exercises conducted.
Data limitation	Timeous submission by municipalities and accuracy of information submitted
Type of indicator	Outcomes.
Calculation type	Non-cumulative.
Reporting cycle	Bi-annually.
New indicator	No
Desired performance	Delivery, credibility and achievability of 26 provincial and municipal budgets.
Indicator responsibility	Chief Director: Provincial Budget Analysis. Chief Director: Local Government Budget Analysis.

Performance Indicator no 3.6.8

Indicator title	Number of annual municipal routine reports published
Short definition	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.
Purpose/importance	In fulfilment of legal requirements in terms of the DoRA and MFMA regarding budget assessments and monitoring.
Source/collection of data	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.
Method of calculation	Simple count of reports published.
Data limitation	Availability and accuracy of information in the monthly and quarterly reports submitted by municipalities and TNOs.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	6 annual municipal routine reports published.
Indicator responsibility	Chief Director: Local Government Budget Analysis.

Performance Indicator no 3.6.9	
Indicator title	Number of support initiatives implemented in provinces
Short definition	Support initiatives and implementation of province specific strategies to enhance performance outputs, including revenue and cash flow management
Purpose/importance	To monitor progress and provide support in the implementation of support initiatives to address/enhance provincial financial performance.
Source/collection of data	Progress reports, analyses and engagements with Provincial Treasuries/departments
Method of calculation	Simple count of initiatives implemented in provinces.
Data limitation	Timeous submission of progress reports.
Type of indicator	Activities.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	5 support initiatives implemented in provinces.
Indicator responsibility	Chief Director: Provincial Budget Analysis.

Performance Indicator no 3.6.10	
Indicator title	Number of municipal budgeting and reporting reforms implemented
Short definition	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.
Purpose/importance	To ensure that all 257 Municipalities provide Municipal financial data without mapping or extrapolating directly into LG database across the 6 regulatory segments.
Source/collection of data	Collection of documentation, questionnaires and data strings of municipal financial data, from all the 257 current Municipalities.
Method of calculation	Simple count of municipal budgeting and reporting reforms implemented.
Data limitation	Timeous submission of questionnaires and data uploads by Municipalities.
Type of indicator	Outputs.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	1 municipal budgeting and reporting reform implemented.
Indicator responsibility	Chief Director: Local Government Budget Analysis.

Performance Indicator no 3.6.11	
Indicator title	Number of provincial and municipal mid-year budget and expenditure performance assessment reports produced
Short definition	<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>
Purpose/importance	In fulfilment of legal requirements in terms of the PFMA, DoRA and MFMA regarding budget assessments and monitoring.
Source/collection of data	<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>
Method of calculation	Simple count of assessment reports produced.
Data limitation	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.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Bi-annually.
New indicator	No.
Desired performance	26 provincial and municipal mid-year budget and expenditure performance assessment reports produced.
Indicator responsibility	<p>Chief Director: Local Government Budget Analysis.</p> <p>Chief Director: Provincial Budget Analysis.</p>

PROGRAMME 4

Strategic Objective 4.1	
Exercise oversight of state-owned companies	
Performance Indicator no 4.1	
Indicator title	Percentage of oversight of state-owned companies' reports
Short definition	Exercise oversight of state-owned companies. A report is compiled on state-owned companies reports reviewed.
Purpose/importance	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.
Source/collection of data	Reports on review of corporate plans, AFS, AR and other submissions in terms of the PFMA.
Method of calculation	$\frac{\text{Number of reports reviewed by the division}}{\text{Total number of reports submitted}} \times 100$
Data limitation	<ul style="list-style-type: none"> • Late submission of documents. • 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. • Entities are not required to submit final shareholder compacts to NT for review. • Incomplete submissions are not considered until all required information is received.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	100% oversight of state-owned companies' reports to enable them to achieve government's policy objectives.
Indicator responsibility	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 Water Boards' corporate plans within four months of 1st of June each year, following complete submissions by 31st May each year as stipulated in the legislation.</p> <p>Review the corporate plans within four months of 1st March each year, following complete submissions by 28 February each year as stipulated in the legislation, for all other operational and non-exempt Schedule 2 and 3 B public entities excluding Water Boards. Corporate plans are regarded as complete when they have been approved by the executive authority and there is no information requested from the entity that is outstanding.</p> <p>Late submissions/revised submissions will be reviewed within four months from the date of submission.</p> <p>A report is compiled on the reviewed corporate plan.</p>
Purpose/importance	<p>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.</p>
Source/collection of data	<p>Signed-off reports (Director-level) or memos (DDG-level) on review of corporate plans of Schedule 2 and 3B SOCs, DFIs and water boards received.</p>
Method of calculation	<p>$\frac{\text{Number of corporate plans of schedule 2 and 3B SOCs, and water boards received and reviewed by the division within 4 months of receipt}}{\text{complete corporate plans submitted}} \times 100$</p> <p>The four months for schedule 2 and 3B SOCs (excluding Water Boards) begins on 01 March of each year; and</p> <p>The four months for water boards on 01 June of each year.</p> <p>Late submissions/revised submissions will be reviewed within four months from the date of submission.</p>
Data limitation	<ul style="list-style-type: none">• Late submission of Corporate Plans from SOCs.• Delays due to Executive Authorities' requests to amend Corporate Plans.• Entities are not required to submit final shareholder compacts to NT for review.• Incomplete submissions are not considered until all required information is received.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Bi-Annually.

New indicator	No.
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	<p>Review the Water Boards' annual reports within four months of 1st of December each year, following complete submissions by the 30th of November each year as stipulated in the legislation.</p> <p>Review the annual reports for all other operational and non-exempt Schedule 2 and 3B public entities excluding Water Boards within four months of 1st September each year, following complete submissions by 31st August each year as stipulated in the legislation. Annual reports are regarded as complete when they have been signed off by the auditor general/external auditors and there is no information requested from the entity that is outstanding.</p> <p>Late submissions will be reviewed within four months from the date of submission, however, documents received later than 31 March each year for Water Boards and later than 31 December for all other Schedule 2 and 3B entities except Water Boards (as defined above) will not be reviewed after this cut-off date.</p> <p>A report is compiled on the reviewed annual reports.</p>
Purpose/importance	<p>Ensures that the annual reports of the SOC's, DFIs and water boards are reviewed to assess their potential impact on the fiscus so that mitigating action can be taken.</p>
Source/collection of data	<p>Signed-off reports (Director-level) or memos (DDG-level) on review of annual reports of Schedule 2 and 3B SOC's, DFIs and water boards received.</p>
Method of calculation	$\frac{\text{Number of annual reports of schedule 2 and 3 B SOC's, DFIs and water boards received and reviewed by the division within 4 months of receipt}}{\text{complete corporate plans submitted}} \times 100$ <p>The four months for schedule 2 and 3B entities (excluding Water Boards) begins on 01 September of each year; while the four months for Water Boards begins on 01 December of each year.</p> <p>Late submissions/revised submissions will be reviewed within four months from the date of submission; however, there will be a cut-off date on submissions valid for review of 31 March each year for Water Boards and 31 December for all other Schedule 2 and 3B entities (defined above). Any submissions made post this date will not be reviewed.</p>

Data limitation	<ul style="list-style-type: none"> • Late submission of annual reports SOC's, DFI & WB's. • Executive Authorities may request amendments or extension to annual reports which may result in delays. • Entities are not required to submit final shareholder compacts to NT for review. • Incomplete submissions are not considered until all required information is received.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Bi-Annually.
New indicator	No.
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

Indicator title	Percentage of complete PFMA Section 51(g), 52, 54(2), 55 and 92 applications received from Schedule 2 and 3B public entities reviewed.
Short definition	<p>Review all complete section 51(g), 52, 55 and 92 applications from Schedule 2 and 3B public entities within 4 months of receipt from Ministry of Finance.</p> <p>For public entities that have the Minister of Finance as the Executive Authority, section 54(2) must be reviewed within 30 calendar days of receipt from Ministry of Finance or within a longer period as may be agreed to between the public entity and the National Treasury.</p> <p>For public entities that do not have the Minister of Finance as the Executive Authority, section 54(2) applications are sent by the public entity to the National Treasury for information only.</p> <p>For public entities that do not have the Minister of Finance as the Executive Authority, but a section 54(2) application has to be reviewed and approved by the National Treasury in fulfilment of section 70 regarding guaranteed conditions, within 30 calendar days of receipt from Ministry of Finance or within a longer period as may be agreed to between the public entity and the National Treasury.</p>
Purpose/importance	Ensure that all SOC applications in terms of the PFMA and MFMA are reviewed within stipulated timeframes to identify risks or other issues so that mitigating action can be taken.
Source/collection of data	Signed-off submissions at DDG level, prepared in response to applications for PFMA applications.
Method of calculation	$\frac{\text{Number of complete applications reviewed by the division within stipulated timeframes}}{\text{Total number of complete applications received}} \times 100$
Data limitation	<p>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.</p> <p>Incomplete submissions are not considered until all required information is received.</p>
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	Revised.
Desired performance	100% of complete PFMA Section 51(g), 52, 54(2), 55 and 92 applications received from Schedule 2 and 3B public entities reviewed.
Indicator responsibility	Chief Directorate: Sector Oversight and Chief Directorate: Governance and Financial Analysis.

Performance Indicator no 4.1.4

Indicator title	Percentage of complete guarantee applications received from Schedule 2 and 3B public entities reviewed
Short definition	Review the completed guarantee applications. The applications must be reviewed within 30 calendar days of receipt from the Ministry of Finance and signed off by the Director..
Purpose/importance	Ensure that all complete guarantee applications are reviewed within stipulated timeframes for consideration by the FLC.
Source/collection of data	Signed-off reports at Director-level.
Method of calculation	$\frac{\text{Number of complete applications for guarantees reviewed within 30 calendar days of receipt by the division}}{\text{Number of complete applications for guarantees received}} \times 100$
Data limitation	Incomplete submissions are not considered until all required information is received.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	100% of complete guarantee applications received from Schedule 2 and 3B public entities reviewed.
Indicator responsibility	Chief Directorate: Sector Oversight.

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

Performance Indicator no 4.1.6

Indicator title	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
Short definition	Review schedule 2 and 3B remuneration for public entities reporting to the Minister of Finance within 60 calendar days of receiving all the required documents.
Purpose/importance	Compliance with relevant policies, guidelines and legislation where applicable.
Source/collection of data	Signed-off reports (Director-level) or memos (DDG-level) on review of corporate plans of Schedule 2 and 3B SOC's, DFI's and water boards received.
Method of calculation	$\frac{\text{Number of complete submissions reviewed within 60 calendar days of receipt by the division}}{\text{Total number of complete submissions received}} \times 100$
Data limitation	Late or non-submission by entities. Incomplete submissions are not considered until all required information is received.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	100% of complete remuneration requests reviewed.
Indicator responsibility	Chief Director: Governance and Financial Analysis.

Performance Indicator no 4.1.7

Indicator title	Percentage of complete board appointments recommendations received from Schedule 2 and 3B public entities reporting to the Minister of Finance reviewed
Short definition	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 the Minister in line with the Memorandum of Incorporation (MOI) or relevant founding legislation. Review should be completed within 60 calendar days of receiving nominations including supporting documents from the Minister or from the SOC's.
Purpose/importance	Ensure that the Minister of Finance is provided with a recommendation for candidates to serve on the Boards which report to the Minister in line with Companies Act, corporate governance principles and other relevant prescripts.
Source/collection of data	Signed-off reports (Director-level) or memos (DDG-level) on review of corporate plans of Schedule 2 and 3B SOC's, DFIs and water boards received.
Method of calculation	$\frac{\text{Number complete requests reviewed by the division}}{\text{Total number of complete requests received}} \times 100$
Data limitation	Incomplete submissions are not considered until all required information is received.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	Revised.
Desired performance	100% review of the complete submissions received from the entities reporting to the Minister of Finance (Scheduled 2 and 3B).
Indicator responsibility	Chief Director: Governance and Financial Analysis.

Performance Indicator no 4.1.8	
Indicator title	Percentage of complete review requests of borrowing limit applications relating to Schedule 2 and 3B public entities reviewed.
Short definition	Review schedule 2, 3B, SOCs, DFIs and WBs borrowing limit applications.
Purpose/importance	Ensure that all borrowing limit applications are reviewed within 60 calendar days and signed off by the Director.
Source/collection of data	Signed-off reports at Director-level.
Method of calculation	$\frac{\text{Number of applications for borrowing limits reviewed by the division within 60 calendar days}}{\text{Number of applications for borrowing limits received by the division}} \times 100$
Data limitation	<p>Review the funding applications – the applications must be reviewed within 60 calendar days of receipt from the Shareholder department of the relevant entity/SOC submitted to the Minister of Finance.</p> <p>Incomplete submissions are not considered until all required information is received. The date count starts from when the application is sent from the Minister's Office to the ALM division. The application is considered to be submitted once it is sent to the Secretariat of the FLC and Asset and Liability Review and Monitoring Committee (ALMRMC)</p>
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	100% of complete review requests of borrowing limit applications relating to Schedule 2 and 3B public entities reviewed.
Indicator responsibility	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"> • Accurate revenue and expenditure forecasts. • Market conditions.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	100% of optimal debt management and funding of government borrowing requirements met.
Indicator responsibility	Chief Directorate: Liability Management.

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

Performance Indicator no 4.2.2

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

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

Strategic Objective 4.3	
Ensure sound management of government's cash resources	
Performance Indicator no 4.3.1	
Indicator title	Percentage of government's liquidity requirements met
Short definition	Forecasting and management of government's short and medium term cash flows.
Purpose/importance	Ensure provision for government's short and medium term commitments at the right time, in the right amounts and in the right currency.
Source/collection of data	Cash flow data on receipts and payments is received from SARS, Reserve Bank and various units within NT and then consolidated.
Method of calculation	<p>Government's net cash position is calculated, taking into account:</p> <ul style="list-style-type: none"> • Gross borrowing requirement, which is the sum of revenue, expenditure and debt due (interest and redemptions). • Proceeds from short- and long-term loans issued in the domestic and international markets. • Change in cash balances. <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> $\frac{\text{Number of months with a positive actual closing balance in the reporting period}}{\text{Number of months in the reporting period}} \times 100$
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	100% funded exchequer account (National Revenue account Fund).
Indicator responsibility	Chief Directorate: Financial Operations.

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

Indicator title	Number of reports on the management of government's contingent liabilities and counterparty risk
Short definition	Management of contingent liability and counterparty risk exposure to limit the impact on the fiscus.
Purpose/importance	Management of contingent liabilities is critical to prevent government from being in a position where contingent liabilities, should they materialise, compromise the sustainability of funding strategies.
Source/collection of data	Annual Reports and interim reports of SOCs and banks. Quarterly reports outlining government contingent liabilities and counterparty risk, BA 900 reports from the SARB.
Method of calculation	Simple count of reports.
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	6 reports on the management of government's contingent liabilities and counterparty risk.
Indicator responsibility	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	
Indicator title	Percentage compliance with market and refinancing risks benchmarks
Short definition	Management of debt portfolio within approved risk benchmarks so that it minimises the impact of interest rate, inflation and exchange rate risks on annual funding requirements and government's debt portfolio while balancing liquidity (cash) and cost objectives.
Purpose/importance	To recommend annual risk allocations using appropriate techniques in order to ensure compliance with market and refinancing risks benchmarks.
Source/collection of data	Ratio-based on portfolio indicators and quantitative on underlying risk factors.
Method of calculation	<p>All Risk Indicators should be below or within their limits or ranges as approved by Minister:</p> <ul style="list-style-type: none"> • Share of short-term debt maturing in 12 months (Treasury bills) as a percentage of total domestic debt [15%]. • Share of long-term maturing in 5-years as a percentage of fixed rate bonds and inflation linked bonds [25%]. • Share of inflation-linked bonds as a percentage of total domestic debt [20-25%]. • Share of foreign debt as a percentage of total government debt [15%]. • Weighted term-to-maturity (fixed rate bonds and Treasury bills in years) [10-14]. • Weighted term-to-maturity (inflation-linked bonds in years) [14-17]. $\frac{\text{Number of risk indicators within their limits or ranges}}{\text{Total number of risk indicators}} \times 100$
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	100% compliance with market and refinancing risks benchmarks.
Indicator responsibility	Chief Directorate: Strategy and Risk Management

Strategic Objective 4.4**Minimise and mitigate risks emanating from Government's fiscal obligations****Performance Indicator no 4.4.2**

Indicator title	Number of interactions to manage and ensure effective relations with the credit rating agencies
Short definition	Continuous and proactive engagements with and information sharing between the credit rating agencies and NT.
Purpose/importance	Strengthen relations between government and the rating agencies to improve the context of the discussions regarding credit ratings and to ensure that the most accurate information on the country is shared with the rating agencies on a timely basis; and to address information asymmetries and ensure that government is the first point of contact for key policy messages to be shared with the rating agencies.
Source/collection of data	Engagement reports and rating schedules.
Method of calculation	Simple count of interactions to manage and ensure effective relations with the credit rating agencies.
Data limitation	Regional, contagion and political risks which are outside of the control of this NT programme.
Type of indicator	Activity (i.e. presentations, meetings / round table discussions, conference calls) and output (i.e. presentation reports, strategy documents of government (NDP progress reports, 9 Point Plan, SOCs turnaround strategies, etc.)).
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	8 interactions to manage and ensure effective relations with the credit rating agencies.
Indicator responsibility	Chief Directorate: Strategy and Risk Management.

Performance Indicator no 4.4.3

Indicator title	Number of reports on the management of government's contingent liabilities and counterparty risk
Short definition	Management of contingent liability and counterparty risk exposure to limit the impact on the fiscus.
Purpose/importance	Management of contingent liabilities is critical to prevent government from being in a position where contingent liabilities, should they materialise, compromise the sustainability of funding strategies.
Source/collection of data	Annual Reports and interim reports of SOCs and banks. Quarterly reports outlining government contingent liabilities and counterparty risk; and BA 900 reports from the SARB.
Method of calculation	Simple count of reports.
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	6 reports on the management of government's contingent liabilities and counterparty risk.
Indicator responsibility	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	
Indicator title	Percentage of financial management regulations, instructions, circulars, policies, guidelines and tools published
Short definition	Publish financial management regulations, instructions, circulars, policies, guidelines and tools.
Purpose/importance	Improve financial management governance and compliance across all spheres and entities in government, giving effect to the PFMA and MFMA.
Source/collection of data	National Treasury website.
Method of calculation	$\frac{\text{Number of regulations, instructions, circulars, policies, guidelines and tools published}}{\text{Number of instructions, circulars, policies, guidelines and tools developed}} \times 100$
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	100% of Treasury Regulations, Instructions, Circulars, policies, guidelines and tools published.
Indicator responsibility	Chief Director: Governance Monitoring and Compliance.

Performance Indicator no 5.1.1	
Indicator title	Number of support plans developed for government entities struggling with financial management as identified in audit reports.
Short definition	Support plan detailing support activities to be conducted.
Purpose/importance	To strengthen effectiveness of internal audit.
Source/collection of data	Developed support plans.
Method of calculation	Simple count of support plans.
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Bi-Annually.
New indicator	No.
Desired performance	5 support plans developed for government entities struggling with financial management as identified in audit reports.
Indicator responsibility	Chief Directorate: Internal Audit Support. Chief Directorate: MFMA Implementation.

Performance Indicator no 5.1.2	
Indicator title	Number of monitoring reports on improvement of financial management in national and provincial institutions produced
Short definition	Draft report to inform and update Parliament on the status of financial management maturity in national and provincial institutions.
Purpose/importance	To report to Parliament on improvements of financial management maturity across national and provincial spheres of government.
Source/collection of data	Results on FMCMM assessments completed by national and provincial institutions.
Method of calculation	Simple count of monitoring reports on improvement of financial management in national and provincial institutions produced.
Data limitation	Non submission and/or late submission of FMCMM completed assessments by national and provincial institutions.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	4 monitoring reports on improvement of financial management in national and provincial institutions produced.
Indicator responsibility	Chief Directorate: Governance Monitoring and Compliance.

Performance Indicator no 5.1.3	
Indicator title	Number of guidelines to assist with the implementation of Treasury Regulations, policies and Treasury Instructions developed
Short definition	Simplify the provisions of the PFMA, Treasury Regulations and Treasury Instructions for PFMA-compliant institutions.
Purpose/importance	To assist PFMA-compliant institutions with the interpretation and application of the legislative framework related to financial management in order to ensure compliance with the provisions of the PFMA, Treasury Regulations and Treasury Instructions.
Source/collection of data	Existing legislative framework, transversal matters raised by PFMA-Compliant institutions, 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.
Method of calculation	Simple count of guidelines developed.
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	4 guidelines to assist with the implementation of Treasury Regulations, policies and Treasury Instructions developed.
Indicator responsibility	Chief Director: Governance Monitoring and Compliance.

Performance Indicator no 5.1.4	
Indicator title	Number of training sessions provided to support PFMA institutions on the implementation of Treasury Regulations, Treasury Instructions and guidelines
Short definition	Workshops, training sessions, advocacy sessions and other information sharing platforms to provide clarity on how to implement and apply the revised Treasury Regulations, Treasury Instructions and guidelines.
Purpose/importance	Increase the understanding of the legislative frameworks.
Source/collection of data	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.
Method of calculation	Simple count of training sessions provided.
Data limitation	Failure to honour the request of the PFMA-compliant institutions or failure to honour the request of National Treasury by PFMA compliant institutions.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	8 training sessions provided to support PFMA institutions on the implementation of Treasury Regulations, Treasury Instructions and guidelines.
Indicator responsibility	Chief Director: Governance Monitoring and Compliance.

Performance Indicator no 5.1.5	
Indicator title	Number of forensic investigation reports produced
Short definition	Conduct forensic investigations in all spheres of government on a broad range of financial management and internal control systems in public procurement processes.
Purpose/importance	<ul style="list-style-type: none"> To ensure that the public procurement system is fair, equitable, transparent, competitive and cost effective. To ensure compliance with public sector legislation in each sphere of government.
Source/collection of data	Forensic investigation reports and Audit reports or list of the forensic investigations and special performance audit reports.
Method of calculation	Simple count of reports produced.
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	26 forensic investigation reports produced.
Indicator responsibility	Chief Directorate: Specialised Audit Services.

Performance Indicator no 5.1.6	
Indicator title	Number of specialised audit reports produced
Short definition	Conduct specialised performance audits in all spheres of government on a broad range of financial management and internal control systems in public procurement processes.
Purpose/importance	<ul style="list-style-type: none"> • To ensure that the public procurement system is fair, equitable, transparent, competitive and cost effective. • To ensure compliance with public sector legislation in each sphere of government.
Source/collection of data	Audit reports or list of the special performance audit reports.
Method of calculation	Simple count of reports produced.
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	4 specialised audit reports produced.
Indicator responsibility	Chief Directorate: Specialised Audit Services.

Performance Indicator no 5.1.7	
Indicator title	Number of criminal investigation cases supported
Short definition	<p>Provide support to Law Enforcement Agencies/Anti-corruption Task Team for criminal investigation cases.</p> <p>Support provided includes Subpoenas honoured; Affidavits written; Forensic reports and exhibits drafted; Minutes of meetings; Advisory memoranda; Attendance registers; correspondence on the case.</p>
Purpose/importance	<p>To ensure that the public procurement system is fair, equitable, transparent, competitive and cost effective.</p> <p>To ensure compliance with public sector legislation in each sphere of government.</p>
Source/collection of data	List of cases supported.
Method of calculation	Simple count of cases supported.
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	30 criminal investigation cases supported.
Indicator responsibility	Chief Directorate: Specialised Audit Services.

Performance Indicator no 5.1.8	
Indicator title	Number of engagements held with public officials to address compliance and implementation of regulations, instructions and guidelines in a coordinated and consistent manner
Short definition	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.
Purpose/importance	To ensure that there is a common understanding of and consistent application of regulations, instructions and guidelines.
Source/collection of data	Attendance registers signed by officials attending the meeting.
Method of calculation	Simple count of engagements held.
Data limitation	None.
Type of indicator	Activity.
Calculation type	Non-cumulative.
Reporting cycle	Bi-Annually.
New indicator	No.
Desired performance	2 engagements held with public officials to address compliance and implementation of regulations, instructions and guidelines in a coordinated and consistent manner.
Indicator responsibility	Chief Directorate: Internal Audit Support. Chief Directorate: Risk Management. Chief Directorate: Governance Monitoring & Compliance

Performance Indicator no. 5.1.9	
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. 5.1.10	
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	$\frac{\text{Number of complete requests responded to within 90 days of receipt}}{\text{Total number of complete requests received}} \times 100$
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	No.
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. 5.1.11	
Indicator title	Number of municipalities assisted in addressing gaps as identified by FMCMM and financial indicator assessments
Short definition	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.
Purpose/importance	Improve the level of financial management maturity and capabilities within municipalities.
Source/collection of data	List of municipalities assisted.
Method of calculation	Simple count of municipalities assisted.
Data limitation	Delays in receiving action plans from municipalities on interventions to be taken in addressing shortcomings identified in the assessments.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	Assist 5 municipalities in addressing shortcomings identified in the FMCMM and financial indicator assessments.
Indicator responsibility	Chief Directorate: MFMA Implementation.

Performance Indicator no 5.1.12	
Indicator title	Number of municipalities with the highest UIFW incurred annually monitored to rectify such expenditure in terms of the MFMA
Short definition	Provide guidance to municipalities on how to address UIFW expenditure.
Purpose/importance	To reduce UIFW expenditure incurred by municipalities.
Source/collection of data	Progress reports by highest municipal contributors of UIFW expenditure.
Method of calculation	Simple count of municipalities assisted.
Data limitation	Late submission of relevant information by municipalities to monitor processes and progress made in addressing UIFW expenditure.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	10 highest municipal contributors of UIFW expenditure monitored.
Indicator responsibility	Chief Directorate: MFMA Implementation.

Performance Indicator no 5.1.13	
Indicator title	Number of monthly statement reports of actual revenue and actual expenditure for the National Revenue Fund (NRF) published
Short definition	In terms of Section 32 of the PFMA, these statements must be published.
Purpose/importance	<ul style="list-style-type: none"> • A requirement of the PFMA, used by the IMF and other interested parties to analyse monthly financial performance. • Used as an early warning system by departments and NT.
Source/collection of data	Monthly statement reports published on time in the Government Gazette.
Method of calculation	Simple count of monthly statements published.
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	12 monthly statement reports of actual revenue and actual expenditure for the National Revenue Fund (NRF) published.
Indicator responsibility	Chief Director: Accounting Support and Reporting.

Performance Indicator no 5.1.14	
Indicator title	Number of consolidated annual financial statements for national departments, public entities and Reconstruction and Development Programme (RDP) Fund tabled on 31 October
Short definition	Section 8 of the PFMA requires consolidated annual financial statements to be prepared and tabled. The RDP Act requires annual financial statements (AFS) for the RDP fund.
Purpose/importance	Audited financial statements for stakeholders on the results and consolidated results for the year.
Source/collection of data	Tabled RDP financial Statements.
Method of calculation	Simple count of consolidated annual financial statements.
Data limitation	The consolidated AFS depends on the timely receipt of audited financial statements from all entities and departments.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	Tabling 2 consolidated annual financial statements on 31 October.
Indicator responsibility	Chief Director: Accounting Support and Reporting.

Performance Indicator no 5.1.15	
Indicator title	Number of Modified Cash Standard published
Short definition	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.
Purpose/importance	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.
Source/collection of data	Legislation and the Standards of GRAP issued by the ASB.
Method of calculation	Simple count of modified Cash Standards published.
Data limitation	Inputs provide by responders.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	1 Modified Cash Standard published.
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	
Indicator title	Percentage of planned capacity development initiatives implemented
Short definition	To support and facilitate capacity development across all spheres of government in order to improve financial management execution.
Purpose/importance	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.
Source/collection of data	Attendance registers.
Method of calculation	$\frac{\text{Number of planned capacity development initiatives implemented}}{\text{Total number of capacity development initiatives planned for implementation}} \times 100$
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	100% implementation of planned capacity development initiatives.
Indicator responsibility	Chief Directorate: Accounting Support and Reporting. Chief Director: Capacity Building. Chief Directorate: Specialised Audit Services.

Performance Indicator no 5.2.1	
Indicator title	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
Short definition	Provision of support and training initiatives on provincial revenue funds and provincial consolidated financial statements, as well as to municipalities and public entities on GRAP standards.
Purpose/importance	Build capacity and improve capability in government personnel in the area of financial management.
Source/collection of data	Number of training sessions as indicated by training event attendance registers.
Method of calculation	Simple count of training sessions conducted.
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	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.
Indicator responsibility	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.

Performance Indicator no 5.2.3	
Indicator title	Number of municipal officials trained in financial management competencies
Short definition	Provide training that enables municipal officials to comply with the financial management competency requirements of their positions, in alignment with the municipal regulations.
Purpose/importance	Promote compliance with required financial management minimum competency levels.
Source/collection of data	Data collated from various sources – Local Government Sector Education and Training Authority (LGSETA), listed training providers and municipalities – and maintained on a central learner management database.
Method of calculation	Simple count of municipal officials trained.
Data limitation	Data is captured in basic Excel which is onerous and needs automation for better disaggregation and analysis.
Type of indicator	Activity.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Provide training to 1 000 municipal officials in financial management competencies.
Indicator responsibility	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"> Capacity Development Strategy implementation plan. Reports on progress made on the implementation plan.
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	$\frac{\text{Number of qualifying candidates participating in the academic support programme}}{\text{Total number of qualifying candidates}} \times 100$
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.

Performance Indicator no 5.2.6	
Indicator title	Number of municipalities monitored to comply with minimum competencies regulations for financial management
Short definition	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.
Purpose/importance	Good financial management is a challenge at local government hence interventions to address compliance with good financial management is a priority for local government.
Source/collection of data	Compliance Reports.
Method of calculation	Simple count of municipalities monitored.
Data limitation	Late submission of relevant information by municipalities to monitor processes and progress made.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	70 municipalities monitored to comply with minimum competencies regulations for financial management.
Indicator responsibility	Chief Directorate: Capacity Building.

Performance Indicator no 5.2.7

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

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

Indicator title	Percentage alignment of financial management systems to regulations, policies and instructions
Short definition	Manage existing financial systems and renew these as required to exercise comprehensive financial management.
Purpose/importance	Maintain existing financial systems including the provision of reliable, efficient and effective support and user training over the medium term.
Source/collection of data	Call centre logs, mainframe audit trails and other formal user requests.
Method of calculation	$\frac{\text{Number of financial management systems aligned to regulations, policies and instructions}}{\text{Total number of financial management systems}} \times 100$
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	100% alignment of financial management systems to regulations, policies and instructions.
Indicator responsibility	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	$\frac{(\text{Number of normal working days} - \text{number of normal working days mainframe was unavailable})}{\text{Number of normal working days}} \times 100$
Data limitation	None.
Type of indicator	Output and efficiency.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	Maintain 98% 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

Indicator title	Implementation of the IFMS II plan
Short definition	To facilitate full implementation, IFMS implementation strategies will be published.
Purpose/importance	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.
Source/collection of data	Signed memos/Reports/minutes of approval.
Method of calculation	Simple count - documents produced.
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Functional and technical specifications of IFMS system developed.
Indicator responsibility	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 generated by SCM Policy and Legal; SCM: Governance, Monitoring and Compliance inputs and/or complaints/ inputs from other stakeholders
Method of calculation	$\frac{\text{Number of revised SCM Process and Procedures published}}{\text{Total number of SCM Process and Procedures revised}} \times 100$
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	Number of Instructions issued in line with policy interventions and proposed designated products or categories to enhance SCM Policy
Short definition	Issue instructions designating certain sectors or products with a stipulated minimum threshold for local production and content.
Purpose/importance	To ensure that local industrial development imperatives are achieved.
Source/collection of data	Research reports from the DTI and input from NT's Economic Policy Division
Method of calculation	Simple count 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	3 instructions issued after taking into account relevant economic factors.
Indicator responsibility	Chief Director: SCM Policy and Legal.

Strategic Objective 5.5**Monitor and evaluate SCM performance****Performance Indicator no 5.5**

Indicator title	Percentage of SCM performance monitoring reports published on the website
Short definition	Monitor and evaluate SCM performance.
Purpose/importance	Exercise oversight over procurement plans, assessment of deviations and expansions. Published deviations and contract expansions and procurement plans.
Source/collection of data	Data obtained from the departments/ entities (SCM performance monitoring reports published and concluded).
Method of calculation	$\frac{\text{Number of SCM performance monitoring reports published on the website}}{\text{Total number of SCM performance monitoring reports concluded}} \times 100$
Data limitation	Only the information received from the departments and public entities is published.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	100% of SCM performance monitoring reports published on the website.
Indicator responsibility	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 are 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	Response letters to departments /entities on the deviation/expansion requests reviewed.
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	No.
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 are reviewed and 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	List of procurement plans published.
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 bid specifications, bid evaluations and bid adjudications, contracts awarded and projects visited to ensure compliance with policy, norms and standards and any SCM prescripts.
Purpose/importance	Ensure compliance to norms and standards.
Source/collection of data	<ul style="list-style-type: none"> • Reports of reviews conducted. • Reports issued to bid owners.
Method of calculation	$\frac{\text{Number of bid specifications reviewed} + \text{evaluations and adjudications(minutes)} + \text{contracts reviewed} + \text{projects visited}}{\text{Total number of bid specifications received} + \text{evaluations and adjudications received} + \text{contracts awarded} + \text{projects identified}} \times 100$
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 bids to ensure compliance with norms and standards
Indicator responsibility	Process owner: Chief Director: SCM.

Strategic Objective 5.6**Develop and implement strategic procurement****Performance Indicator no 5.6**

Indicator title	Strategy for strategic procurement implemented
Short definition	Implement the strategy for strategic procurement.
Purpose/importance	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.
Source/collection of data	Report on the updated strategy
Method of calculation	Simple count – strategy for strategic procurement implemented.
Data limitation	Fragmented data sources.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	Strategy updated.
Indicator responsibility	OCPO: CD-Strategic Procurement.

Indicator 5.6.1	
Indicator title	Percentage implementation of the 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	<p>The Strategic Sourcing Opportunities Plan.</p> <p>Various ERP systems across government (BAS, LOGIS, Payment systems, Order systems).</p> <p>Percentage completion of the Strategic Sourcing Opportunities Plan (Summary of % completion of various project plans)</p>
Method of calculation	$\frac{\text{Actual strategic sourcing opportunities plan implemented}}{\text{Planned strategic sourcing opportunities plan to be implemented}} \times 100$
Data limitation	Fragmented systems; no standard item classification and codification system.
Type of indicator	Output.
Calculation type	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

Indicator title	Number of transversal term contracts implemented
Short definition	<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, extended or effected for the first time.</p>
Purpose/importance	Contracts are maintained and sourced primarily to achieve economies of scale through bulk purchasing.
Source/collection of data	List of transversal term contracts implemented. An annual transversal term contract register is maintained by the Chief Directorate: Transversal Contracting.
Method of calculation	Simple count of transversal term contracts implemented.
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	25 transversal term contracts implemented.
Indicator responsibility	Chief Director: Transversal Contracts.

Strategic Objective 5.7**Build and strengthen stakeholder relations****Performance Indicator no 5.7**

Indicator title	Build and strengthen stakeholder relations
Short definition	Provide an environment for SCM engagements and for support to stakeholders/clients.
Purpose/importance	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.
Source/collection of data	Where minutes are available these will be provided. Where none exist like workshops, calendars will be provided.
Method of calculation	Simple count – Evaluated stakeholder engagement model.
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	Stakeholder engagement strategies for SCM Capacity and client support developed and evaluated.
Indicator responsibility	Chief Director: Stakeholders & Clients Management.

Performance Indicator no 5.7.1	
Indicator title	Number of prioritised departments and entities supported on supply chain
Short definition	Provides support to inter-governmental structures on the SCM-related issues.
Purpose/importance	Ensure alignment and uniform application of the SCM policies
Source/collection of data	List of prioritised departments and entities (Minutes/Reports/Attendance registers)
Method of calculation	Simple count of prioritised departments and entities supported.
Data limitation	Poor responses from identified stakeholders
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	10 prioritised departments and entities supported on supply chain.
Indicator responsibility	Chief Director: Stakeholders & Clients Management.

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

Performance Indicator no 5.8.1	
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 municipalities supported.
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	17 Non-Delegated 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

Strategic Objective 6.1	
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	
Performance Indicator no 6.1	
Indicator title	Number of initiatives conducted to advance South Africa's interests specifically, and those of Africa more generally
Short Definition	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.
Purpose/importance	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.
Source/collection of data	Reports or minutes on intervention.
Method of calculation	Simple count of initiatives (reports or minutes on interventions) conducted.
Data limitation	Evidence that refers to documents that are confidential or secret and not for public consumption.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	22 initiatives conducted to advance South Africa's interests specifically, and those of Africa more generally.
Indicator responsibility	<ul style="list-style-type: none"> • Chief Directorate: African Economic Integration. • Chief Directorate: Multilateral Development Banks and Concessional Finance. • Chief Directorate: Global and Emerging Markets.

Indicator 6.1.1	
Indicator title	Percentage of obligations towards international agreements met and 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"> • Evidence that refers to documents that are confidential or secret and not for public consumption. • International Agreements only refers to those international agreements that the National Treasury is party to.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	Revised.
Desired performance	100% of obligations towards international agreements met and monitored.
Indicator responsibility	<ul style="list-style-type: none"> • Chief Directorate: Multilateral Development Banks and Concessional Finance. • Chief Directorate: African Economic Integration. • Chief Directorate: Global and Emerging Markets.

Performance Indicator no 6.1.2

Indicator title	Percentage response to customer requests on mandatory briefing notes and analyses
Short definition	<ul style="list-style-type: none">• A briefing note contains the facts, detailed information and/or a country position that should be used as a guide for a particular meeting.• Analyses refer to the synthesis of data in a manner that draws indications, inferences or bases for recommendations.• 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&IMF, AfDB, OECD, WEF, WEF AFRICA, IDA, ADF, PARIS CLUB, Financing for Climate Change, Financing for Development and Sustainable Developed Goals, UNECA, G24, Commonwealth.• Customer includes but is not limited to the Minister of Finance, Director-General of National Treasury, Presidency.
Purpose/importance	To further the interests of South Africa by influencing the agenda, proceedings and outcomes of meetings.
Source/collection of data	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.
Method of calculation	$\frac{\text{Number of customer requests responded to}}{\text{Total number of customer requests}} \times 100$
Data limitation	Evidence that refers to documents that are confidential or secret and not for public consumption.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	Revised.
Desired performance	100% response to customer requests on mandatory briefing notes and analyses.
Indicator responsibility	<ul style="list-style-type: none">• Chief Directorate: Global and Emerging Markets• Chief Directorates: Multilateral Development Banks and Concessional Finance• Chief Directorate: Country and Thematic Analysis• Chief Directorate: African Economic Integration

Performance Indicator no 6.1.3

Indicator title	Percentage response to customer requests on ad-hoc briefing notes and analyses
Short definition	<ul style="list-style-type: none"> • A briefing note contains the facts, detailed information and/or a country position that should be used as a guide for a particular meeting. • Analyses refer to the synthesis of data in a manner that draws indications, inferences or bases for recommendations. • 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&IMF, AfDB, OECD, WEF, WEF AFRICA, IDA, ADF, PARIS CLUB, Financing for Climate Change, Financing for Development and Sustainable Developed Goals, UNECA, G24, Commonwealth. • Customer includes but is not limited to the Minister of Finance, Director-General of National Treasury, Presidency.
Purpose/importance	To further the interests of South Africa by influencing the agenda, proceedings and outcomes of meetings.
Source/collection of data	<ul style="list-style-type: none"> • 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.
Method of calculation	$\frac{\text{Number of responses to customer requests on ad-hoc briefing notes and analyses}}{\text{Total number of customer requests on ad-hoc briefing notes and analyses}} \times 100$
Data limitation	Evidence that refer to documents that are confidential or secret and not for public consumption.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	Revised.
Desired performance	100% response to customer requests on ad-hoc briefing notes and analyses.
Indicator responsibility	<ul style="list-style-type: none"> • Chief Directorate: Global and Emerging Markets. • Chief Directorates: Multilateral Development Banks and Concessional Finance. • Chief Directorate: Country and Thematic Analysis. • Chief Directorate: African Economic Integration.

Strategic Objective 6.2	
Increase Africa's voice and South Africa's influence in international institutions and forums	
Performance Indicator no 6.2	
Indicator title	Number of strategic Ministerial briefings aimed at governance reforms in international financial institutions provided
Short Definition	Increase Africa's voice and South Africa's influence in international institutions and forums (IMF, World Bank, G24, G20 and BRICS).
Purpose/importance	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.
Source/collection of data	Strategic Ministerial briefings Reports/Motivations.
Method of calculation	Simple count of strategic Ministerial briefings provided
Data limitation	Evidence that refers to documents that are confidential or secret and not for public consumption.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	4 strategic Ministerial briefings aimed at governance reforms in international financial institutions provided.
Indicator responsibility	<ul style="list-style-type: none"> • Chief Directorate: African Economic Integration • Chief Directorate: Multilateral Development Banks and Concessional Finance • Chief Directorate: Global and Emerging Markets

Performance Indicator no 6.2.1

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

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

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

Indicator title	African strategy implemented
Short definition	To support an enabling environment for increased economic activity within Africa.
Purpose/importance	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.
Source/collection of data	Reports / minutes / consultation records.
Method of calculation	Simple count – Approved Africa Strategy.
Data limitation	Evidence that refers to documents that are confidential or secret and not for public consumption.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	Approved Africa Strategy.
Indicator responsibility	Chief Directorate: African Economic Integration.

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

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

PROGRAMME 7

Strategic Objective 7.1	
Ensure good governance and robust control environment for fund administration	
Performance Indicator no 7.1	
Indicator title	Improved audit outcomes
Short definition	Ensure good governance and a robust control environment for fund administration.
Purpose/importance	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.
Source/collection of data	Auditor-General's report.
Method of calculation	Simple count – no repeat findings.
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	Audit outcomes improved with no year on year repeat findings.
Indicator responsibility	General Manager: Programme 7 (GPAA).

Performance Indicator no 7.1.1

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

Performance Indicator no 7.1.2	
Indicator title	Percentage Compliance with SLA between NT and GPAA specifically Programme 7 related indicators
Short definition	Compliance to Service Level Agreement with National Treasury.
Purpose/importance	To track compliance with all predetermined service levels.
Source/collection of data	Systems reports: Excel spread sheets, MIS and CIVPEN.
Method of calculation	$\frac{\text{Total achieved SLA indicators}}{\text{Total number SLA indicators}} \times 100$
Data limitation	Delays by employer departments in submitting outstanding information to enable GPAA to process and finalize benefits in time.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	97.5% compliance with customer service level agreement.
Indicator responsibility	General Manager: Programme 7 (GPAA).

Performance Indicator no 7.1.3

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

Strategic Objective 7.2	
Provide an improved and integrated customer service experience	
Performance Indicator no 7.2	
Indicator title	Percentage of customer complaints responded to
Short definition	Respond to customer complaints within predetermined time frame.
Purpose/importance	To improve customer experience.
Source/collection of data	Schedule of customer service complaints resolved within seven days of receipt.
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, and delays by the Compensation Fund in addressing errors.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	Maintain 100% response to complaints within 7 days of receipt.
Indicator responsibility	General Manager: Programme 7 (GPAA).

Indicator no 7.2.1	
Indicator title	Percentage of customer service complaints responded to within seven days of receipt.
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 of receipt.
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	Revised.
Desired performance	Maintain 100% response to complaints within 7 days of receipt.
Indicator responsibility	General Manager: Programme 7 (GPAA).

PROGRAMME 8

Strategic Objective 8.1	
Establishment of GTAC as a centre of excellence in public sector advisory services, transaction support, project management and public finance management	
Performance Indicator no 8.1	
Indicator title	Number of knowledge engagements delivered.
Short definition	Learning events held through which GTAC is positioned as a centre of excellence.
Purpose/importance	Through technical advisory services delivered by GTAC, information is shared using diverse instruments/platforms. These instrument /platforms help to scale up shared learning opportunities across government.
Source/collection of data	Agenda/Attendance registers.
Method of calculation	Simple count of knowledge engagements delivered.
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	New.
Desired performance	4 knowledge engagements delivered.
Indicator responsibility	Chief-Director: Strategy, Management and Communications.

Performance Indicator no 8.1.1

Indicator title	Number of GTAC quarterly reports on progress produced
Short definition	Reporting on operations of the Government Technical Advisory Centre. Progress of GTAC operations monitored through reports to DG and Minister.
Purpose/importance	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.
Source/collection of data	Quarterly Reports.
Method of calculation	Simple count of reports on progress produced.
Data limitations	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	Revised.
Desired performance	4 GTAC quarterly reports on progress produced.
Indicator responsibility	Chief-Director: Strategy, Management and Communications.

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

Indicator title	Number of technical advisors maintained at National Treasury, provincial treasuries and municipalities through the Municipal Finance Improvement Programme (MFIP)
Short definition	The MFIP aims to assist and support all three spheres of government to effectively perform their responsibilities regarding local government financial management compliance, support, monitoring and oversight.
Purpose/importance	<p>The overall strategic goals of the MFIP are to facilitate:</p> <ul style="list-style-type: none">• improved local government financial management capacity;• enhanced budget and financial management practices; and• improved fiscal health & audit outcomes through the provision of direct technical capacity support.
Source/collection of data	<p>Appointment letters of technical advisors.</p> <p>Advisor Bi-annual Performance Reports.</p>
Method of calculation	Simple count of MFIP technical advisors placed or maintained at National Treasury, provincial treasuries and municipalities. This is a number of technical advisors placed/maintained in a year.
Data limitations	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.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	Revised.
Desired performance	60 technical advisors placed and maintained at National Treasury, provincial treasuries and municipalities through the Municipal Finance Improvement Programme (MFIP)
Indicator responsibility	Chief Director: MFIP III Programme Management Unit.

Performance Indicator no 8.2.1

Indicator title	Number of technical advisors placed at National Treasury, provincial treasuries and municipalities through the Municipal Finance Improvement Programme (MFIP)
Short definition	The MFIP aims to assist and support all three spheres of government to effectively perform their responsibilities regarding local government financial management compliance, support, monitoring and oversight.
Purpose/importance	The overall strategic goals of the MFIP are to facilitate: <ol style="list-style-type: none">1. improved local government financial management capacity;2. enhanced budget and financial management practices; and3. improved fiscal health & audit outcomes through the provision of direct technical capacity support.
Source/collection of data	Appointment letters of technical advisors. Advisor Bi-annual Performance Reports.
Method of calculation	Simple count of MFIP technical advisors placed or maintained at National Treasury, provincial treasuries and municipalities. This is a number of technical advisors placed/maintained in a year.
Data limitations	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.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	Revised.
Desired performance	60 technical advisors placed and maintained at National Treasury, provincial treasuries and municipalities through the Municipal Finance Improvement Programme (MFIP)
Indicator responsibility	Chief Director: MFIP III Programme Management Unit.

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

Indicator title	Number of Urban Integration and Neighbourhood development initiatives supported
Short definition	Promotion of urban integration and neighbourhood development.
Purpose/importance	Promote public and private investment in city development, integrated urban networks and neighbourhood development initiatives.
Source/collection of data	<ul style="list-style-type: none">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.Built Environment Performance Plans (BEPP) submitted by the municipalities.
Method of calculation	Simple count of Urban Integration and Neighbourhood development initiatives supported.
Data limitations	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	44 Urban Integration and Neighbourhood development initiatives supported.
Indicator responsibility	<ul style="list-style-type: none">Head: Neighbourhood Development Partnership ProgrammeCities Support Programme.Chief Directorate : Provincial and Local Government Infrastructure

Performance Indicator no 8.3.1

Indicator title	Number of investment plans completed
Short definition	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.
Purpose/importance	<p>The purpose of investment plans are to:</p> <ul style="list-style-type: none">• Identify land uses and reflect the long-term strategic spatial transformation plans at precinct level.• Lead to the identification and prioritisation of the Intergovernmental Project Pipeline.• Lead to the identification of non-capital interventions to unlock investment in precincts.• Identify and unlock both public and private sector leverage.• Lead to the ongoing sustainable management of the precinct by stakeholders.
Source/collection of data	Precinct Investment Plan Acceptance via Minutes of Precinct Review Sessions – NDP File Plan Structure (i-drive).
Method of calculation	Simple count of investment plans completed.
Data limitations	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Bi-Annually.
New indicator	No.
Desired performance	2 investment plans completed.
Indicator responsibility	Head: Neighbourhood Development Partnership Programme.

Performance Indicator no 8.3.2

Indicator title	Number of catalytic projects approved
Short definition	Catalytic project components are identified within strategic nodes, urban hubs, and secondary linkages as part of the precinct planning phase and also in rural areas. A catalytic project can be a single municipal project or a component thereof identified by having a name, scope, completion date, and cost estimates. It is developed in each identified Urban Hub precinct. Projects from the list are given “permission to proceed with implementation planning” as a result are regarded as approved.
Purpose/importance	<p>The purpose of approving catalytic projects are to:</p> <ul style="list-style-type: none">• Link a municipality’s development objectives and strategic planning processes to physical projects on the ground.• Target investment and development within strategically well-located areas to ensure value for money and to optimise impact.• Sequence the delivery and budgeting of identified and prioritised projects at the precinct level.• Ensure that the projects contribute as a catalytic investment to achieve a return of investment at third party leverage at the precinct level.• Improve the quality of life and the levels of access to opportunity for residents in South Africa’s under-served neighbourhoods.
Source/collection of data	Permission to Proceed with Planning (Project Approval Correspondence to municipalities) – NDP MIS.
Method of calculation	Simple count of the approved catalytic projects.
Data limitations	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	20 catalytic projects approved.
Indicator responsibility	Head: Neighbourhood Development Partnership Programme.

Performance Indicator no 8.3.3	
Indicator title	Number of programmes in Integration Zones identified for planning
Short definition	Within the integration zones cities need to identify, plan and implement catalytic projects. These projects must be integrated (mixed land use, mixed income, leverage investment from the private sector (households/business) and hence form part of larger infrastructure / land development programmes.
Purpose/importance	Many projects are generally planned sectorally and the synergies and efficiencies (with regarding financing and outcomes) that can be generated through integration are not realised. 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.
Source/collection of data	Built Environment Performance Plans submitted by municipalities.
Method of calculation	Simple count of programmes identified for planning in Integration zones as reflected in the BEPP submitted to NT for the year.
Data limitations	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Bi-Annually.
New indicator	No.
Desired performance	12 programmes in Integration Zones identified for planning.
Indicator responsibility	<ul style="list-style-type: none"> Cities Support Programme Chief Directorate : Provincial and Local Government Infrastructure

Performance Indicator no 8.3.4	
Indicator title	Number of programmes in Integration Zones under Implementation
Short definition	The integration zones are spatially targeted areas for infrastructure investment by the cities sometimes in partnership with the private sector. The implementation phase of the projects includes detailed design, construction and close out/ completion.
Purpose/importance	Many projects are generally financed and implemented sectorally and the synergies and efficiencies (with regard to financing and sustainability etc) that can be generated through integration are not realised. It is important to measure the number of projects being implemented as this relates to the expenditure of the grant finance.
Source/collection of data	They are reflected in the Built Environment Performance Plans (BEPP) of the municipalities and submitted to National Treasury on a yearly basis.
Method of calculation	Simple count of projects under implementation in integration zones as reflected in the BEPP submitted to NT for the year.
Data limitations	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Bi-annually.
New indicator	No.
Desired performance	10 programmes in Integration Zones under Implementation.
Indicator responsibility	<ul style="list-style-type: none"> • Cities Support Programme • CD: Provincial and Local Government Infrastructure.

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

Indicator title	Number of permanent jobs created (cumulative across the term of project)
Short definition	<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 employment tenure of 12 months or more.</p>
Purpose/importance	<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>
Source/collection of data	<p>Employment contracts or any other means of verification (including proxy measures) agreed to between the Jobs Fund and the Jobs Fund Partners.</p>
Method of calculation	<p>Simple count of permanent jobs created by projects.</p>
Data limitations	<ul style="list-style-type: none">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 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.

	<ul style="list-style-type: none"> 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.
Type of indicator	Outcome.
Calculation type	Cumulative (project inception to date).
Reporting cycle	Annually.
New indicator	No.
Desired performance	150,000 permanent jobs created (cumulative across the term of project).
Indicator responsibility	DDG: Employment Facilitation.

Performance Indicator no 8.4.1

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

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

Performance Indicator no 8.4.3	
Indicator title	Matched funding committed (cumulative across the term of project)
Short definition	Denotes the quantum (in Rand value terms) of: <ul style="list-style-type: none"> Matched funding committed by Jobs Fund Partners.
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"> Total committed matched funding as reflected in Investment Committee Meeting Minutes and decision record.
Data limitations	None.
Type of indicator	Output.
Calculation type	Cumulative (from project inception to date).
Reporting cycle	Annually.
New indicator	No.
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)
Short definition	<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>
Purpose/importance	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.
Source/collection of data	Signed grant agreements with Jobs Fund Partners.
Method of calculation	Simple count of new jobs contracted (Cumulative across the term of project).
Data limitations	The data are accurate to the extent that projects have adequately projected the quantum of anticipated jobs to be created. These numbers can change 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.
Type of indicator	Outcome.
Calculation type	Cumulative (from project inception to date).
Reporting cycle	Annually.
New indicator	No.
Desired performance	150,000 new jobs contracted (cumulative across the term of project).
Indicator responsibility	DDG: Employment Facilitation.

Performance Indicator no 8.4.5

Indicator title	Number of placements contracted (cumulative across the term of project).
Short definition	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.
Purpose/importance	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.
Source/collection of data	As per signed grant agreements.
Method of calculation	Simple count of new placements contracted (Cumulative across the term of project).
Data limitations	The data will be accurate to the extent that projects have adequately projected the quantum of anticipated job placements to be facilitated. These numbers can change 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.
Type of indicator	Outcome.
Calculation type	Cumulative (from project inception to date).
Reporting cycle	Annually.
New indicator	No.
Desired performance	80,000 placements contracted (cumulative across the term of project).
Indicator responsibility	DDG: Employment Facilitation.

Performance Indicator no 8.4.6

Indicator title	Number of training opportunities contracted (cumulative across the term of project).
Short definition	Denotes the number of training opportunities that Jobs Fund Partners endeavour to offer project participants over the projects' contracted lifecycle.
Purpose/importance	As part of its holistic value proposition, the Jobs Fund seeks to, amongst other things; improve the employability of the beneficiaries that participate in Jobs Fund supported projects.
Source/collection of data	Signed grant agreements with Jobs Fund Partners..
Method of calculation	Simple count of training opportunities contracted (cumulative across the term of project).
Data limitations	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 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.
Type of indicator	Output.
Calculation type	Cumulative (from project inception to date).
Reporting cycle	Annually.
New indicator	No.
Desired performance	250,000 training opportunities contracted.
Indicator responsibility	DDG: Employment Facilitation.

Performance Indicator no 8.4.7	
Indicator title	Value of grant funding disbursed (cumulative across the term of project)
Short definition	Denotes the Rand-value of grant funding disbursed to contracted Jobs Fund projects.
Purpose/importance	The Jobs Fund operates on an advance disbursement principle in its dealings with its Partners on a quarterly basis. Disbursements enable the projects to undertake their implementation plan activities, which are converted to outputs and these in turn are converted to the desired outcomes. Tracking the flow of disbursement is important in ensuring that the Jobs Fund projects are on course to meet their quarterly and ultimately overall contracted results.
Source/collection of data	As per grants disbursement payment schedule and supported by proof of payments.
Method of calculation	Simple count of the sum of all payments made to eligible Jobs Fund projects.
Data limitations	The data will be accurate to the extent that the projects request disbursements as per their disbursement schedule; however this may be impacted on by projects that have not accurately projected expenditure, external (environment and internal project challenges); change in project implementation model.
Type of indicator	Output.
Calculation type	Cumulative (from project inception to date).
Reporting cycle	Annually.
New indicator	No.
Desired performance	R 5 825m grant funding disbursed (cumulative across the term of project).
Indicator responsibility	DDG: Employment Facilitation.

Performance Indicator no 8.4.8

Indicator title	Number of Jobs Fund evaluation reports and dissemination of learning conducted
Short definition	Denotes the design, set up and management of monitoring and evaluation systems and processes that systematically collect, analyse and disseminate key information on the performance of portfolio projects during and post implementation.
Purpose/importance	One of the key Jobs Fund mandate objectives is the piloting of innovative and inclusive approaches to job creation. This indicator enables the Jobs Fund to systematically collect and decipher critical information on the effectiveness of different project models of change, and to better understand their delivery challenges and successes. This knowledge will assist future Jobs Fund decision making and could inform future government policy on job creation.
Source/collection of data	Comparative Studies, Evaluation Reports and Learning Forum agenda/attendance register.
Method of calculation	Simple count of Jobs Fund evaluation reports and dissemination of learning conducted.
Data limitations	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Bi-Annually.
New indicator	No.
Desired performance	2 project evaluation reports and 1 learning event conducted.
Indicator responsibility	DDG: Employment Facilitation.

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

Indicator title	Number of capacity improvement initiatives in infrastructure planning, management and skills development done
Short definition	<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">• Technical Assistants support to provincial departments and to institutionalise the Infrastructure Delivery Management System (IDMS);• Training and workshops conducted on IDMS to government officials;• Workshops conducted on Standards for Infrastructure Procurement and Delivery Management (SIPDM) to government officials;• Workshops conducted on Framework for Infrastructure Delivery Management System (FIDPM) Training on Infrastructure Delivery Management Toolkit (IDMT); and• Review and update of a Model (Infrastructure Progression Model) to assist provincial departments to improve capability and performance through the Improvement Plans. <p>Initiatives offered by ISDG:</p> <ul style="list-style-type: none">• Number of graduates in training for professional registration as sponsored by ISDG
Purpose/importance	Improved infrastructure planning, management and skills development.
Source/collection of data	Attendance registers for IDIP initiatives Database of graduates for ISDG initiatives.
Method of calculation	Simple count of capacity improvement initiatives in infrastructure planning, management and skills development conducted.
Data limitations	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	1,018 capacity improvement initiatives in infrastructure planning, management and skills development done.
Indicator responsibility	Chief Director: Provincial and Local Government Infrastructure.

Performance Indicator 8.5.1

Indicator title	Percentage response to procure approved Professional Service Providers to assist with institutionalising the IDMS
Short definition	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).
Purpose/importance	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.
Source/collection of data	Professional Service Providers' signed contracts.
Method of calculation	$\frac{\text{Number of approved requests for procurement of professional service providers responded to}}{\text{Total number of approved requests for procurement of professional service providers received}} \times 100$
Data limitation	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No
Desired performance	100% response to requests to procure approved Professional Service Providers to assist with institutionalising the IDMS.
Indicator responsibility	Chief Director: Provincial and Local Government Infrastructure.

Performance Indicator 8.5.2

Indicator title	Number of officials trained on the infrastructure delivery management system initiatives
Short definition	Training of public sector officials that are involved in the delivery of infrastructure on the following initiatives: <ul style="list-style-type: none">• Infrastructure Progression Model (IPM);• Knowledge Management (KM);• Infrastructure Delivery Management Programme (IDMP);• Infrastructure Reporting Model (IRM);• Human Resource Capacitation;• Infrastructure Delivery Management System (IDMS); and• Standard for Infrastructure Procurement and Delivery Management (SIPDM).
Purpose/importance	To improve provincial government capacity to plan, procure, deliver, maintain, manage and report on infrastructure. Ultimately this will contribute to improving the government's capability to deliver on infrastructure mandate.
Source/collection of data	Attendance registers.
Method of calculation	Simple count of delegates that attended each initiative.
Data limitations	Incomplete attendance registers.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	500 officials trained on the infrastructure delivery management system initiatives.
Indicator responsibility	Chief Director: Provincial and Local Government Infrastructure.

Performance Indicator 8.5.3

Indicator title	Number of graduates in training for professional registration
Short definition	<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>
Purpose/importance	<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>
Source/collection of data	<ul style="list-style-type: none">• Database of graduates.
Method of calculation	<p>Simple count of graduates in training for professional registration.</p>
Data limitations	<ul style="list-style-type: none">• Inconsistencies in the information reported by municipalities.• Some municipalities are not complying to the grant framework.
Type of indicator	<p>Output.</p>
Calculation type	<p>Non-cumulative.</p>
Reporting cycle	<p>Annually.</p>
New indicator	<p>No.</p>
Desired performance	<p>500 graduates in training for professional registration.</p>
Indicator responsibility	<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
Short definition	<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">• Training and workshops conducted on IDMS to officials through IDMP;• Workshops conducted on Standards for Infrastructure Procurement and Delivery Management (SIPDM) to government officials;• Identifying, capturing, and documenting of knowledge and good practices that will assist provinces to institutionalise the IDMS;• Review and update a web based reporting system (IRM);• Co-funding the filling of posts to support and sustain the IDMS• Update and review of the IDMS which assist provinces with processes and guidelines to deliver infrastructure; and• Review and update of a Model (Infrastructure Progression Model) to assist provincial departments to improve capability and performance through the Improvement Plans.
Purpose/importance	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.
Source/collection of data	Attendance registers.
Method of calculation	Simple count of capacity improvement initiatives undertaken.
Data limitations	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	18 capacity improvement initiatives undertaken to support infrastructure delivery.
Indicator responsibility	Chief Director: Provincial and Local Government Infrastructure.