

Annual Performance Plan

2011/12
to 2013/14

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treasury
Department of
Treasury
FREE STATE PROVINCE

Vision

"A leading and influential Provincial Treasury in fiscal discipline for a better life of Free State communities"

Mission

As a leading agent, promote responsive and sustainable service delivery that is in line with government priorities in an economical, efficient and effective manner through:

- prudent resource management
- sound processes
- systems and reporting measures
- prompt and quality services
- policy and statutory compliance

Values

Every employee is expected to be guided by the principles and core values that the Department espouse by:

- Performance
- Discipline
- Consistency
- Transparency
- Integrity
- Sensitivity
- Accountability
- Diligence
- Prudence
- Professionalism
- Fairness
- Consultation
- Responsiveness

FOREWORD

This Annual Performance Plan is as a result of consultative process amongst staff members of the Provincial Treasury. What is contained in this plan is what is expected to be attained during the course of next financial year 2011-2012 and two outer years.

Some of the 12 outcomes adopted by National Cabinet in 2009 are also incorporated into this Annual performance Plan. One of our main intent during 2011-2012 financial year is to see to it that Provincial Treasury receives Clean Audit opinion like it did in the past financial year 2009-2010 and also to ensure that all Provincial Departments and Entities are given necessary support necessary to also receive Clean Audit by 2014. This is a National and Provincial commitment that must be attained.

I am mindful of the fact that this is a mammoth task ahead of us. This can only be made possible by a motivated and dedicated staff. I have no doubt in my mind that this will be possible.

I present this Annual Performance Plan 2011-2014 for the Free State Provincial Treasury.



A handwritten signature in black ink, appearing to be 'S. Mohai', written over a dotted line.

Mr S MOHAI
Executive Authority (Department of Treasury)

Date: 28/04/2011

OFFICIAL SIGN-OFF

The Acting CEO: Provincial Treasury hereby certifies that this Annual Performance Plan:

- Was developed by the management of the Provincial Treasury under the guidance of MEC S. Mohai.
- Takes into account all the relevant policies, legislation and other mandates for which the Provincial Treasury is responsible
- Accurately reflects the strategic goals and objectives which the Provincial Treasury will endeavour to achieve over the period 2011/12 to 2013/14 financial year.



Mr. H. L. Kgomongwe
Acting CEO

Mr. GORDON LETLHOGILE
Head official responsible for Planning
Date: 28/04/2011

Signature:  _____

Mr. THAMI MABIJA
Chief Financial Officer
Date: 28/04/2011

Signature:  _____

Mr. HUMPHREY .L. KGOMONGWE
Acting Accounting Officer
Date: 28/04/2011

Signature:  _____

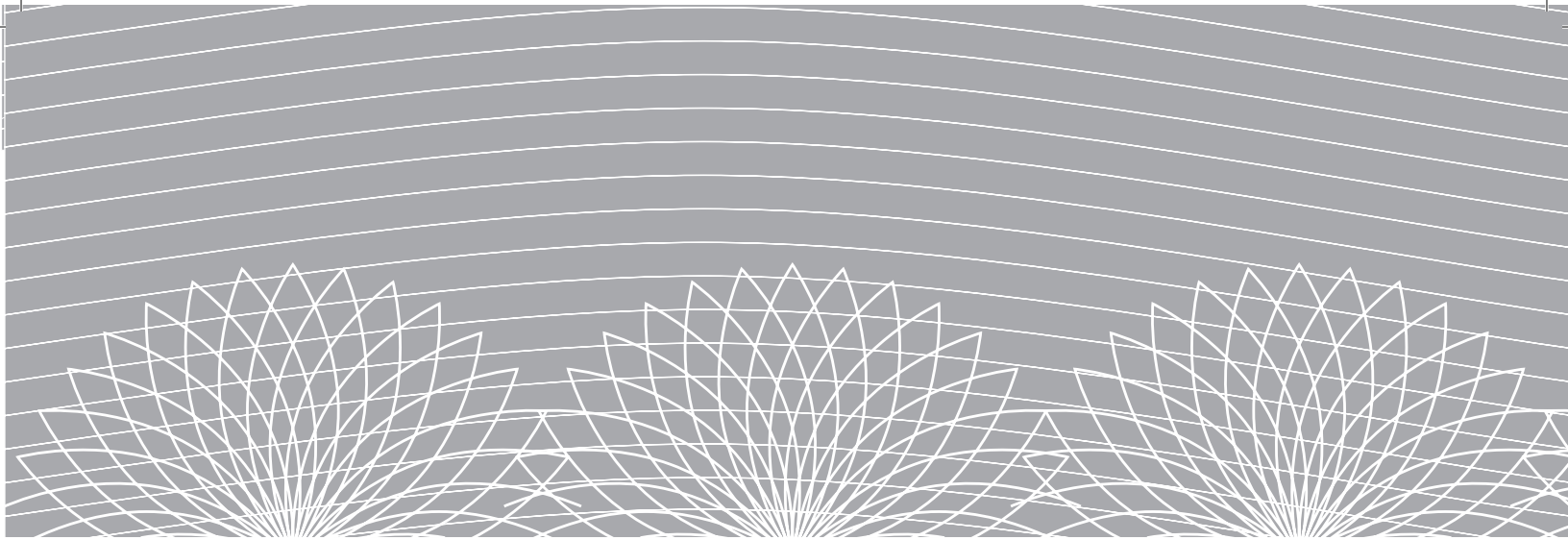
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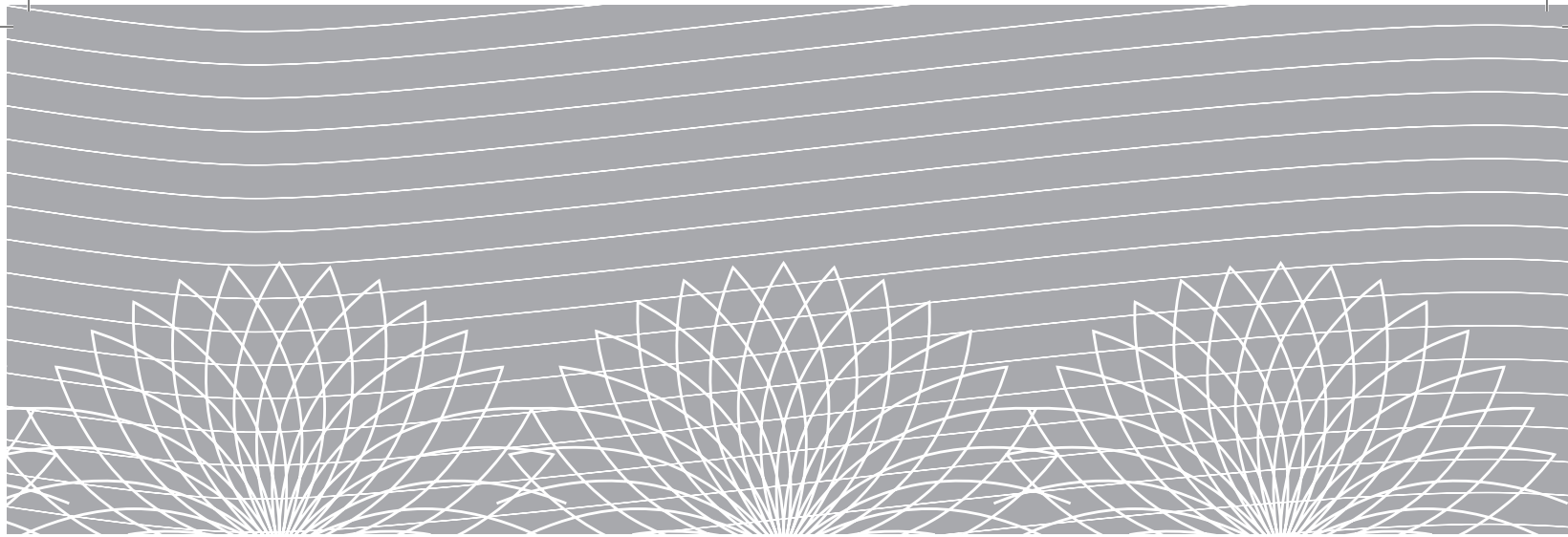
MR SEISO MOHAI
Executive Authority
Date: 28/04/2011

Signature:  _____

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PART A:

STRATEGIC OVERVIEW



PART A: STRATEGIC OVERVIEW

1. Updated situational analysis

Twelve (12) outcomes adopted by the National Cabinet are still our guiding principles. This is aimed at ensuring that there is real change in the lives our citizens.

An announcement to review the current departmental organograms was made by the department of the Premier. External service providers were invited to bid for this exercise. Internal consultation was done. The proposed organogram has 446 staff establishment as compared to the current organogram which stand at 405.

The provincial Treasury also intends to intensify hands on support to municipalities. This has resulted in the introduction of a Chief Directorate to the current structure. The new Chief Directorate is called Municipal Finance Management. This chief Directorate consists of five (5) directorates: viz, Municipal Budget and Monitoring, Municipal Revenue and Debt Management, Municipal Accounting Services, Supply Chain Management and Compliance and Municipal Risk Management and Internal Audit.

1.1 Performance delivery environment

The Department will continue to render support and oversight to all Departments, Public Entities and Municipalities in the following form: -

- Support on provincial economic analysis, fiscal policy, and management of the annual budget process and the implementation of provincial budgets.
- Facilitate the effective and efficient management of assets, liabilities and financial management systems.
- Promote accountability through substantive reflection of financial activities of the province as well as compliance with financial norms and standards.
- The old organogram has been revised and programme four (4) is affected. Additional posts have been added into the new organogram.
- Programme four (4) has a new Chief Directorate called Municipal Finance Management. This chief Directorate consists of five (5) directorates: viz, Municipal Budget and Monitoring, Municipal Revenue and Debt Management, Municipal Accounting Services, Supply Chain Management and Compliance and Municipal Risk Management and Internal Audit.

The following are identified as Departmental strengths:-

- Skilled System Controllers and User support
- Circulars and Practice notes are in place
- Training Management System is fully functional
- Proper Monitoring and evaluation on infrastructure spending, IYM and non financial performance of the departments and Public Entities
- The necessary skills and knowledge to execute responsibilities.
- Development and monitoring of set KPIs for Departments, Public Entities and Municipalities on all financial and related matters.

1.2 Organisational environment

The revised organogram was sent to DPSA via the department of the Premier. Provincial Treasury has completed its implementation plan of the revised organogram.

2. Revisions to legislative and other mandates

There are no changes to the department's legislative mandates.

There is introduction of a Chief Directorate to the current structure. The new Chief Directorate is called Municipal Finance Management. This chief Directorate consists of five (5) directorates: viz, Municipal Budget and Monitoring, Municipal Revenue and Debt Management, Municipal Accounting Services, Supply Chain Management and Compliance and Municipal Risk Management and Internal Audit.

3. Overview of 2011-2012 Budget and MTEF estimates

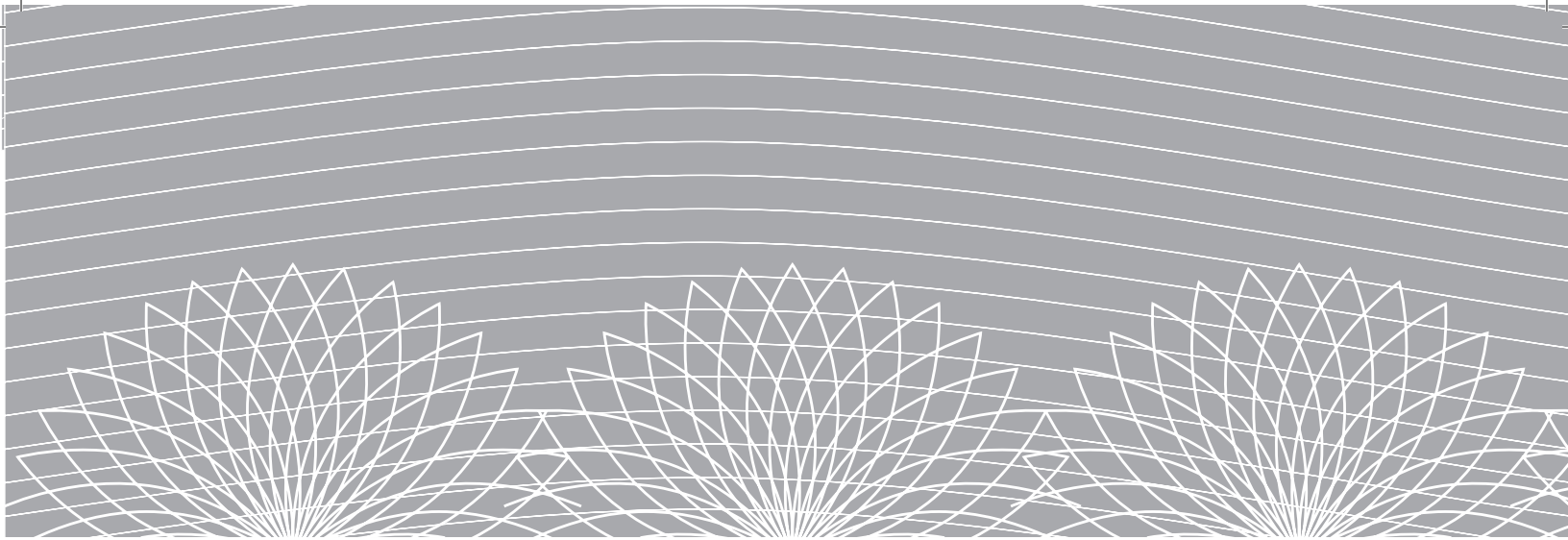
3.1 Expenditure estimates

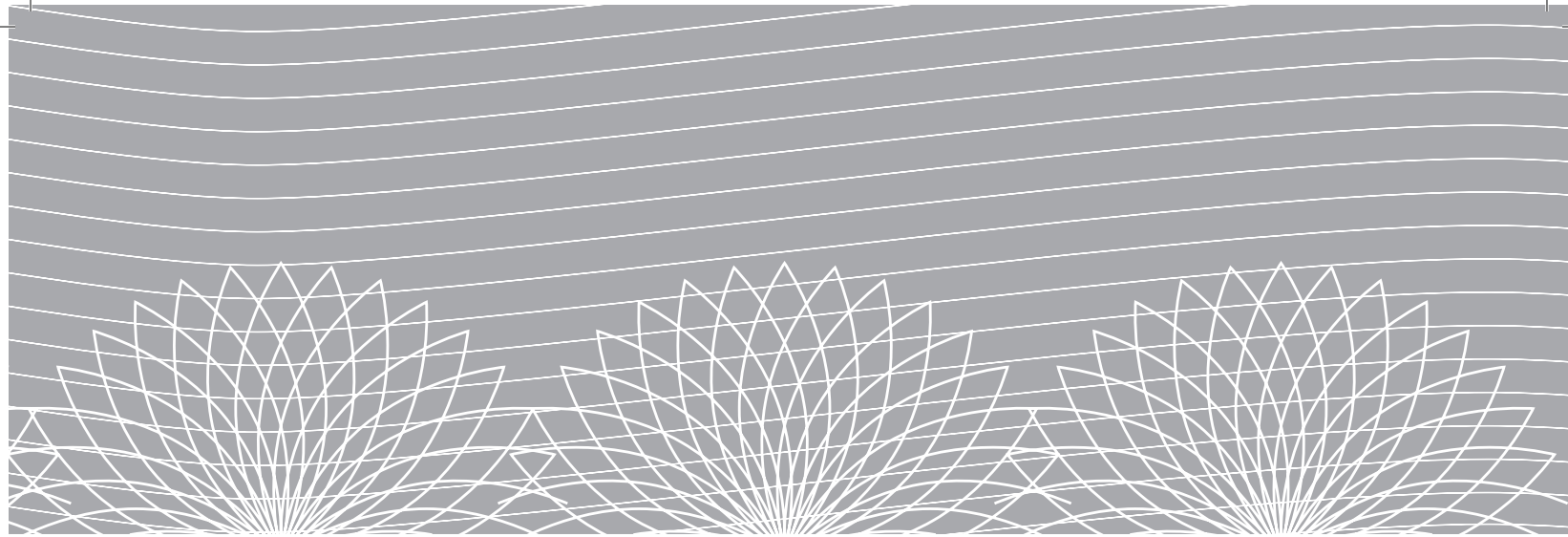
Table 4.4: Summary of payments and estimates: Free State Provincial Treasury

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Programme 1: Administration	41 916	48 324	61 382	64 136	66 419	66 821	68 757	72 305	75 877
Programme 2: Sustainable Resource Manage	13 372	16 448	17 613	21 156	21 657	20 992	23 717	25 014	26 289
Programme 3: Asset and Liability Management	51 098	53 372	46 146	60 024	52 629	53 977	67 439	70 159	73 680
Programme 4: Financial Governance	17 266	19 903	24 409	32 193	32 193	32 719	41 120	44 274	48 025
Total payments and estimates	123 652	138 047	149 550	177 509	172 898	174 509	201 033	211 752	223 871

Table 4.5: Summary of provincial payments and estimates by economic classification: Free State Provincial Treasury

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Current payments	117 107	134 425	142 822	174 609	165 910	168 804	197 822	208 506	220 538
Compensation of employees	65 975	83 999	96 867	118 196	114 021	116 763	135 537	144 830	155 335
Goods and services	51 132	50 142	42 055	56 413	51 889	51 946	62 285	63 676	65 203
Interest and rent on land		284	3 900			95			
Transfers and subsidies to:	1 719	2 056	4 083	500	654	750	535	572	603
Provinces and municipalities	1 110		245			1			
Departmental agencies and accounts									
Universities and technikons									
Foreign governments and international organisations									
Public corporations and private enterprises		4							
Non-profit institutions	6		2 122						
Households	603	2 052	1 716	500	654	749	535	572	603
Payments for capital assets	4 527	1 514	2 564	2 400	6 334	4 955	2 676	2 674	2 730
Buildings and other fixed structures									
Machinery and equipment	4 389	1 431	2 564	2 400	6 334	4 955	2 676	2 674	2 730
Heritage Assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible asset	138	83							
Payments for financial assets	299	52	81						
Total economic classification: (nam	123 652	138 047	149 550	177 509	172 898	174 509	201 033	211 752	223 871





PART B:

PROGRAMME AND SUBPROGRAMME PLANS



PART B:

PROGRAMME AND SUBPROGRAMME PLANS

4. PROGRAMME 1: ADMINISTRATION

Programme purpose	Brief description & Structure	Key categories of personnel
To provide leadership, strategic management in accordance with legislation, regulations and policies as well as to ensure that there is appropriate support service to all other programmes.	There are five operational sub-programmes: <ul style="list-style-type: none"> • Office of the MEC • Management Services • Corporate Services • Financial management (Office of the CFO) • Internal Audit 	MEC CEO SMS Members

4.1 STRATEGIC OBJECTIVES AND ANNUAL TARGETS FOR 2011-12

The role of this programme is to provide leadership, strategic management in accordance with legislation, regulations and policies as well as to ensure there is appropriate support service to all other programmes. The programme consists of five operational sub-programmes:

1.1 Office of the MEC										
Strategic objective 1: To ensure that an adequate support service is rendered to the MEC towards ensuring the effective and efficient functioning of the department										
Performance indicator / measure	Strategic plan target	Audited/Actual performance				Estimated performance 2010-11	Medium-term targets			
		2007-08	2008-09	2009-10	2010-11		2011-12	2012-13	2013-14	
1.1.1	Accurate and efficient records management system is implemented	N/A	100%	1	1	1	1	1	1	1
1.1.2	Turn-around time for documents received by the Office of the MEC	2 working days	2 working days	2 working days	2 working days	2 working days	2 working days	2 working days	2 working days	2 working days
1.1.3	Turn around on responses to issues raised by external stakeholders	N/A	N/A	5 Working Days	5 Working Days	5 Working Days	5 Working Days	5 Working Days	5 Working Days	5 Working Days
1.1.4	Regular interaction with constituency and constituency office	N/A	N/A	91 interactions	50 interactions	50 interactions	50 interactions	50 interactions	50 interactions	50 interactions
1.1.5	Regular interaction with internal and external stakeholders <ul style="list-style-type: none"> • Quarterly Infrastructure and expenditure reviews • Auditor General, suppliers etc) 	N/A	N/A		4 reviews	4 reviews	4 reviews	4 reviews	4 reviews	4 reviews
					12 interactions	12 interactions	12 interactions	12 interactions	12 interactions	12 interactions

1.2 Management services										
Strategic objective 2: To ensure that an adequate support service is rendered to the CEO towards ensuring the effective and efficient functioning of the department										
Performance indicator / measure	Strategic plan target	Audited/Actual performance			Estimated performance 2010-2011	Medium-term targets				
		2007-08	2008-09	2009-10		2011-12	2012-13	2013-14		
1.2.1	Number of meetings planned and chaired by the CEO	N/A	100 per cent of 150 meetings	115	103	100 Meetings	100 Meetings	100 Meetings	1 record system	1 record system
1.2.2	Accurate and efficient records management system implemented and maintained	N/A	100 per cent	1 record system	1 record system	1 record system	1 record system	1 record system	2 working days	2 working days
1.2.3	Turn-around time for documents received by the Office of the CEO	N/A	2 working days	2 working days	2 working days	2 working days	2 working days	2 working days	2 working days	2 working days
1.2.4	Number of strategic leadership meetings held <ul style="list-style-type: none"> Meetings with Senior management Meetings with the MEC and Senior Executive Management 	11	12	6	12 meetings	12 meetings	12 meetings	12 meetings	12 meetings	12 meetings
1.2.5	Consolidated report on all finalised Departmental delegations	Quarterly	Quarterly	Quarterly	4 meetings	4 meetings	4 meetings	4 meetings	1 report	1 report
1.2.6	Risk management framework reviewed	N/A	N/A	1	1	1 framework	1 framework	1 framework	1 framework	1 framework
1.2.7	Updated risk register for the department	N/A	1	1	1	1 register	1 register	1 register	2 reports	2 reports
1.2.8	Number of risk mitigation reports presented to Management	N/A	N/A	2	2	2 reports	2 reports	2 reports	1 report	1 report
1.2.9	Annual finalisation of risk assessment report	N/A	N/A	1	1	1 report	1 report	1 report	4 sessions	4 sessions
1.2.10	Number of training /workshop sessions held	N/A	2	2	4	4 sessions	4 sessions	4 sessions	4 sessions	4 sessions

1.3 Corporate Services		Strategic objective 3: To create a highly skilled responsive and competent workforce for the department over the planning period, the Provincial Treasury renders oversight role to Provincial departments, Municipalities and Public Entities.									
Performance indicator / measure	Strategic plan target	Audited/Actual performance				Estimated performance 2010-2011	Medium-term targets				
		2007-08	2008-09	2009-10	2011-12		2012-13	2013-14			
1.3.1	Total number of funded posts filled on the approved staff establishment	Appointment= 109 Promotions= 36 Transfer= 16	353 on approved staff establishment	358	390	400 posts filled	406 posts filled	424 posts filled			
1.3.2	Limit the number of staff leaving the department	N/A	28 terminations		40	<40 employees	<40 employees	<42 employees			
1.3.3	Total number of employees employed in line with EE plan <ul style="list-style-type: none"> • African males • African females • Coloured males • Coloured females • Indian males • Indian females • White males • White females 	N/A	N/A	N/A	N/A	African males 160 African females 152 Coloured males 7 Coloured females 11 Indian males 0 Indian females 1 White males 21 White females 48	African males 164 African females 154 Coloured males 7 Coloured females 11 Indian males 0 Indian females 1 White males 21 White females 48	African males 171 African females 162 Coloured males 8 Coloured females 11 Indian males 1 Indian females 1 White males 22 White females 48			
1.3.4	Number of reviewed, approved and implemented departmental HRM policies	4	8	8	8 policies	8 policies	8 policies	8 policies			
1.3.5	Number of approved Human Resources Plans	N/A	N/A	N/A	N/A	1 plan	1 plan	1 plan			
1.3.6	Number of HR information sessions conducted	N/A	N/A	N/A	N/A	8 sessions	8 sessions	8 sessions			

1.3 Corporate Services										
Strategic objective 3: To create a highly skilled responsive and competent workforce for the department over the planning period, the Provincial Treasury renders oversight role to Provincial departments, Municipalities and Public Entities.										
Performance indicator / measure	Strategic plan target	Audited/Actual performance				Estimated performance 2010-2011	Medium-term targets			
		2007-08	2008-09	2009-10	2010-2011		2011-12	2012-13	2013-14	
1.3.7	Number of leave reconciliations conducted	N/A	N/A	N/A	N/A	N/A	4 reconciliations	4 reconciliations	4 reconciliations	4 reconciliations
1.3.8	Number of staff absenteeism reports	N/A	N/A	N/A	N/A	N/A	1 report	1 report	1 report	1 report
1.3.9	Number of months to fill vacant funded post	N/A	N/A	N/A	N/A	N/A	3 months	3 months	3 months	3 months
1.3.10	Number of Human Resource delegations developed, approved and implemented	N/A	N/A	N/A	N/A	N/A	1 set of HR delegations reviewed	1 set of HR delegations reviewed	1 set of HR delegations reviewed	1 set of HR delegations reviewed
1.3.11	Number of Provincial and National days celebrated	5	11	25	7		10 days	10 days	10 days	10 days
1.3.12	Number of wellness workshops/ empowerment or information sessions/ written articles and empowerment activities	7	14	16	10		10 sessions	10 sessions	10 sessions	10 sessions
1.3.13	Quarterly compliance reports on relevant aspects of OHS Act	OHS act implementation	4	5	4		4 reports	4 reports	4 reports	4 reports
1.3.14	Report on implemented EHWP Strategic framework	N/A	N/A	N/A	N/A		4 reports	4 reports	4 reports	4 reports

1.3 Corporate Services		Strategic objective 3: To create a highly skilled responsive and competent workforce for the department over the planning period, the Provincial Treasury renders oversight role to Provincial departments, Municipalities and Public Entities.									
Performance indicator / measure	Strategic plan target	Audited/Actual performance				Estimated performance 2010-2011	Medium-term targets				
		2007-08	2008-09	2009-10	2011-12		2012-13	2013-14			
1.3.15	Total number of posts evaluated on the staff establishment	N/A	32	358	390	400 posts	406 posts	424 posts			
1.3.16	Annual review of organizational structure by specified dead-line.	1 approved organizational structure	0		June 2010	June 2011	June 2012	June 2013			
1.3.17	Performance bonuses to qualifying officials finalised within the prescribed timeframe	N/A	July 2008	August 2009	July 2010	July 2011	July 2012	July 2013			
1.3.18	Submission of Performance Development plans and Agreements	N/A	N/A	N/A	N/A	31 May 2011 (first Bi-annual - agreements) 31 October (second Bi-annual)	31 May 2011 (first Bi-annual - agreements) 31 October (second Bi-annual)	31 May 2011 (first Bi-annual - agreements) 31 October (second Bi-annual)			
1.3.19	Finalisation of assessed Performance Agreements of SMS members	N/A	N/A	N/A	N/A	December 2011	December 2012	December 2013			
1.3.20	Finalisation of Pay progression for qualifying level 1-12 officials	N/A	July 2008	August 2009	July 2010	July 2011	July 2012	July 2013			
1.3.21	Number of information awareness letters / circulars issued on Legal and Labour Relations matters	80 employees trained	3	4	6	8 awareness letters / circulars	8 awareness letters / circulars	8 awareness letters / circulars			
1.3.22	Number of days to finalise disciplinary cases in accordance with legislation	Handled within 30 working days	14 days	30 days	30 days	30 days	30 days	30 days			

1.3 Corporate Services									
Strategic objective 3: To create a highly skilled responsive and competent workforce for the department over the planning period, the Provincial Treasury renders oversight role to Provincial departments, Municipalities and Public Entities.									
Performance indicator / measure	Strategic plan target	Audited/Actual performance			Estimated performance 2010-2011	Medium-term targets			
		2007-08	2008-09	2009-10		2011-12	2012-13	2013-14	
1.3.23	Developed guidelines on PAIA and PAJA for officials	N/A	N/A	N/A	N/A	2 guidelines	0	0	
1.3.24	Policy compliance reports on MISS produced on quarterly basis	N/A	11 legislative requirements	4	4	4 reports	4 reports	4 reports	
1.3.25	Designated officials and employees declaring financial interests	N/A	25	19 SMS members	19 SMS members	19 SMS members	19 SMS members	19 SMS members	
1.3.26	Number of Vetting reports: <input type="checkbox"/> Individual shortlisted candidates before employment <input type="checkbox"/> Security clearance (Z204) on all employees <input type="checkbox"/> Service providers contracted to the department	N/A	N/A	N/A	N/A	4 reports	4 reports	4 reports	
1.3.27	Number of Monthly report on inspections and findings related to security aspects	2	4	13	12	12 reports	12 reports	12 reports	
1.3.28	Number of security awareness programmes conducted	2	0	6	6	8 sessions	10 sessions	12 sessions	

1.3 Corporate Services		Strategic objective 3: To create a highly skilled responsive and competent workforce for the department over the planning period, the Provincial Treasury renders oversight role to Provincial departments, Municipalities and Public Entities.									
Performance indicator / measure	Strategic plan target	Audited/Actual performance				Estimated performance 2010-2011	Medium-term targets				
		2007-08	2008-09	2009-10	2011-12		2012-13	2013-14			
1.3.29	Number of interns appointed	22 intern appointed	25	25 interns	20	20 interns	20 interns	20 interns	20 interns	20 interns	
1.3.30	Number of employees trained in line with needs	542	565	916	350	350 employees	350 employees	350 employees	350 employees	350 employees	
1.3.31	Number of induction sessions conducted	5	4	3	4	4 sessions	4 sessions	4 sessions	4 sessions	4 sessions	
1.3.32	Number of workplace skills plan formulated and implemented (programme success rate)	0	1	1	1	1 plan	1 plan	1 plan	1 plan	1 plan	
1.3.33	Number of part-time bursaries awarded	17	24	24	12	12 bursaries	15 bursaries	15 bursaries	15 bursaries	15 bursaries	
1.3.34	Number of student interns appointed	22	25	20	20	10 interns	12 interns	12 interns	12 interns	12 interns	
1.3.35	Number of batho pele empowerment sessions conducted	0	0	5	4	4 sessions	4 sessions	4 sessions	4 sessions	4 sessions	
1.3.36	Number of SMS members subjected to competency assessment	N/A	N/A	N/A	N/A	15 SMS members	0	0	0	0	
1.3.37	Number of service delivery improvement plan	2	2	3	4	1 plan	1 plan	1 plan	1 plan	1 plan	

1.3 Corporate Services		Strategic objective 3: To create a highly skilled responsive and competent workforce for the department over the planning period, the Provincial Treasury renders oversight role to Provincial departments, Municipalities and Public Entities.									
Performance indicator / measure	Strategic plan target	Audited/Actual performance				Estimated performance 2010-2011	Medium-term targets				
		2007-08	2008-09	2009-10	2010-2011		2011-12	2012-13	2013-14		
1.3.38	Number of online quarterly newsletters	1	4	4	4	4	4 newsletters	4 newsletters	4 newsletters	4 newsletters	
1.3.39	Developed and implemented comprehensive Communications strategy	N/A	N/A	N/A	N/A	N/A	Develop, approve and implement	Review, develop and implement	Review, develop, approve and implement		
1.3.40	Developed and implemented Corporate identity plan	N/A	N/A	0	1	1	Identity plan developed	Review and implement	Review and implement		
1.3.41	Developed, implemented and maintained electronic information resource strategy	N/A	N/A	N/A	N/A	N/A	Review and implement	Review and implement	Review and implement		
1.3.42	Sustainable and accessible ICT infrastructure provided	N/A	N/A	N/A	N/A	N/A	Enforce information security measures and implement 1 st phase Business Continuity Plan	Implement 2 nd phase Business Continuity Plan	Implement 3 rd phase Business Continuity Plan		
1.3.43	Number of IT workshops conducted	N/A	10	6	6	6	8 workshops	10 workshops	12 workshops		
1.3.44	Developed and implemented master system plan	N/A	1	1	1	1	1 IT plan	1 IT plan	1 IT plan		
1.3.45	Quality and reliable ICT Services provided to End-users	N/A	N/A	N/A	N/A	N/A	Develop, implement service catalogue and train End-users	Review and implement	Review and implement		

1.4 Financial Management									
Strategic objectives 4: To ensure that allocated funds are planned, managed and spent efficiently and effectively in order to avoid unqualified audit reports over the planning period.									
Performance indicator / measure	Strategic plan target	Audited/Actual performance				Estimated performance 2010-11	Medium-term targets		
		2007-08	2008-09	2009-10	2011-12		2012-13	2013-14	
1.4.1 Adherence to predetermined financial and banking KPI's: <ul style="list-style-type: none">AccountingBanking	Adherence to predetermined Key Performance Indicators	96% N/A	94% N/A	95.04% 95.33%	96% 92%	95% 94%	96% 95%		
1.4.2 Adherence to key Budget Deadlines: <ul style="list-style-type: none">Credible Adjustment Budget produced (one report submitted November)	Sound financial and budget control in the department	1 report	1 report	1 report	1 report	1 report	1 report		1 report
1.4.3 <ul style="list-style-type: none">Credible Estimates of Provincial Expenditure Statement II Produced (2 drafts and 1 final report submitted January)		3 reports	3 reports	Estimates of Provincial Expenditure report and 1 final report submitted in January	3 reports	3 reports	3 reports		3 reports
1.4.4 Adherence to PFMA Reporting requirements: <ul style="list-style-type: none">Number of in year monitoring (IYM) reports compiled		N/A	12 IYM	12 IYM Reports	12 IYM Reports	13 IYM Reports	13 IYM Reports		13 IYM Reports
1.4.5 Accurate Annual Financial Statements finalized before (May)		1 set of AFS	1 set of AFS	1 set of AFS	1 set of AFS	1 set of AFS	1 set of AFS		1 set of AFS

1.4 Financial Management												
Strategic objectives 4: To ensure that allocated funds are planned, managed and spent efficiently and effectively in order to avoid unqualified audit reports over the planning period.												
Performance indicator / measure	Strategic plan target	Audited/Actual performance				Estimated performance 2010-11	Medium-term targets					
		2007-08	2008-09	2009-10	2010-11		2011-12	2012-13	2013-14			
1.4.6	Accurate Interim Financial Statements compiled	N/A	N/A	1 Interim Financial Statements	2 Interim Financial Statements	2 Interim Financial Statements	2 Interim Financial Statements	2 Interim Financial Statements	2 Interim Financial Statements	2 Interim Financial Statements	2 Interim Financial Statements	2 Interim Financial Statements
1.4.7	Finalization of the Annual Report (August)	1	1	1	1	1	1	1	1	1	1	1
1.4.8	Finalization of programme performance information that forms part of the Annual report	1	1	1	1	1	1	1	1	1	1	1
1.4.9	Published Annual performance plan	1 APP	1 APP	1 APP 1SPP	1 APP	1 APP	1 APP	1 APP	1 APP	1 APP	1 APP	1 APP
1.4.10	Timely production of operational plans for all directorates	0	4	August 2009	August 2010-11	August 2010-11	August 2010-11	August 2010-11	August 2010-11	August 2010-11	August 2010-11	August 2010-11
1.4.11	Quarterly Performance Information Reports produced and submitted	4 quarterly reports	4 quarterly reports	4 quarterly reports	4 quarterly reports	4 quarterly reports	4 quarterly reports	4 quarterly reports	4 quarterly reports	4 quarterly reports	4 quarterly reports	4 quarterly reports
1.4.12	Number of workshop Conducted on Reporting	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
1.4.13	Number of reports submitted on departmental injunctions	4 quarterly reports	4 quarterly reports	4 quarterly reports	4 quarterly reports	4 quarterly reports	4 quarterly reports	4 quarterly reports	4 quarterly reports	4 quarterly reports	4 quarterly reports	4 quarterly reports
1.4.14	Number of Strategic Planners' fora held	0	0	10	10	10	10	10	10	10	10	10
	Number of Monitoring and Evaluation meetings held											

1.4 Financial Management									
Strategic objective 5: to procure and maintain quality goods and services in an economical and effective manner over the planning period to ensure sound financial management.									
Performance indicator / measure	Strategic plan target	Audited/Actual performance			Estimated performance 2010-11	Medium-term targets			
		2007-08	2008-09	2009-2010		2011-12	2012-13	2013-14	
1.4.15 Effective Management of all Departmental Assets to meet minimum LOGIS asset register requirements	Efficient, effective and economical Supply chain, Asset management and services		1 complete Asset Management Register	1 updated asset management register	1 updated asset management register	1 updated asset management register	1 complete asset management register	1 complete asset management register	
1.4.16 Annual Demand Management Plan aligned with the APP / Budget		N/A	N/A	1 complete demand plan	1	1 complete demand plan	1 plan	1 plan	
1.4.17 All bids considered for procurement by bid committee and reports produced		N/A	1	100% of all bids considered by bid committee	1 report per bid	Bid committee reports produced (within 90 days of bid validity)	Bid committee reports produced (within 90 days of bid validity)	Bid committee reports produced (within 90 days of bid validity)	
1.4.18 Payment of creditors within 30 days.		N/A	1 report	98.60%	Creditors to be paid within 30 days	100% payments within 30 days	100% payments within 30 days	100% payments within 30 days	

1.5 Internal Audit													
Strategic objective 6: To ensure compliance with best practices, norms and standards, independent assessment of the adequacy and effectiveness of internal controls and risk management will be implemented during the planning period.													
Performance indicator / measure		Strategic plan target	Audited/Actual performance			E s t i m a t e d performance 2010-11	2011-12		2012-13		2013-14		
1.5.1	Number of audits performed per year	Provision of effective and professional internal audit services	2007-08	2008-09	2009-2010	2010-11	2011-12	2012-13	2013-14				
1.5.2	Number of days after completion of audit within which a report is issued		N/A	52	29 audits performed	13 audits performed	10 audits performed	11 audits performed	12 audits performed				
1.5.3	Number of unresolved recommendations of Auditor General's management letter at the year end		N/A	10	5days	5days	2 days	2 days	2 days	2 days			
1.5.4	Number of workshops conducted at service points for Internal controls		N/A	0	0	0-unresolved recommendation of the AG	0-unresolved recommendation of the AG	0-unresolved recommendation of the AG	0-unresolved recommendation of the AG	0-unresolved recommendation of the AG	4 workshops conducted	4 workshops conducted	4 workshops conducted

4.2 QUARTERLY TARGETS FOR 2011/12

1.1 Office of the MEC						
Strategic objective 1: To ensure that an adequate support service is rendered to the MEC towards ensuring the effective and efficient functioning of the department						
Performance indicators / measure	Reporting period	Annual target 2011/12	Quarterly targets			
			1 st	2 nd	3 rd	4 th
1.1.1 Accurate and efficient records management system is implemented	Annual	1	N/A	N/A	N/A	1 accurate system
1.1.2 Turn-around time for documents received by the Office of the MEC	Quarterly	2 working days	2 working days	2 working days	2 working days	2 working days
1.1.3 Turn around on responses to issues raised by external stakeholders	Quarterly	5 working days	5 working days	5 working days	5 working days	5 working days
1.1.4 Regular interaction with constituency and constituency office	Quarterly	50 interactions	12 interactions	12 interactions	13 interactions	13 interactions
1.1.5 Regular interaction with internal and external stakeholders <ul style="list-style-type: none"> • Quarterly Infrastructure and expenditure reviews • Auditor General, suppliers etc) 	Quarterly	4 reviews	1 review	1 review	1 review	1 review
		12 interactions	3 interactions	3 interactions	3 interactions	3 interactions

1.2 Management services		Strategic objective 2: To ensure that an adequate support service is rendered to the CEO towards ensuring the effective and efficient functioning of the department						
Programme performance indicators/ measure		Reporting period	Annual target 2011/12	Quarterly targets				
				1 st	2 nd	3 rd	4 th	
1.2.1	Number of meetings planned and chaired by the CEO	Quarterly	100 meetings	25 meetings	25 meetings	25 meetings	25 meetings	
1.2.2	Accurate and efficient records management system implemented and maintained	Quarterly	1 accurate and efficient record system	25% information populated on the record system	50% information populated on the record system	75% information populated on the record system	100% information populated on the record system	
1.2.3	Turn-around time for documents received by the Office of the CEO	Daily	2 working days	2 working days	2 working days	2 working days	2 working days	
1.2.4	Number of strategic leadership meetings held Meetings with Senior management Meeting with the MEC and Senior Executive Management	Monthly Quarterly	12 meetings 4 meetings	3 meetings 1 meeting	3 meetings 1 meeting	3 meetings 1 meeting	3 meetings 1 meeting	
1.2.5	Consolidated report on all finalised Departmental delegations	Annually	1 report	N/A	1 report	N/A	N/A	
1.2.6	Risk management framework reviewed	Annually	1 risk framework	1 risk framework	N/A	N/A	N/A	
1.2.7	Updated risk register for the department	Annually	1 risk register	1 risk register	N/A	N/A	N/A	
1.2.8	Number of risk mitigation reports presented to Management	Bi-Annual	2 reports	1 report	N/A	1 report	N/A	
1.2.9	Annual finalisation of risk assessment report	Annual	1 report	N/A	N/A	N/A	1 report	
1.2.10	Number of training /workshop sessions held	Quarterly	4 sessions	1 session	1 session	1 session	1 session	

1.3 Corporate Services		Strategic objective 3: To create a highly skilled responsive and competent workforce for the department over the planning period, the Provincial Treasury renders oversight role to Provincial departments, Municipalities and Public Entities.				
Performance indicators / measure	Reporting period	Annual target 2011/12	Quarterly targets			
			1 st	2 nd	3 rd	4 th
1.3.1 Total number of funded posts filled on the approved staff establishment	Quarterly	400 posts filled	392 posts filled	394 posts filled	397 posts filled	400 posts filled
1.3.2 Limit the number of staff leaving the department	Quarterly	<40 employees	<10 employees	<10 employees	<10 employees	<10 employees
1.3.3 Total number of employees employed in line with EE plan <input type="checkbox"/> African: males <input type="checkbox"/> African females <input type="checkbox"/> Coloured males <input type="checkbox"/> Coloured females <input type="checkbox"/> Indian males <input type="checkbox"/> Indian females <input type="checkbox"/> White males <input type="checkbox"/> White females	Quarterly	African males 160 African females 152 Coloured males 7 Coloured females 11 Indian males 0 Indian females 1 White males 21 White females 48	African males 154 African females 148 Coloured males 7 Coloured females 11 Indian males 0 Indian females 1 White males 21 White females 48	African males 156 African females 150 Coloured males 7 Coloured females 11 Indian males 0 Indian females 1 White males 21 White females 48	African males 158 African females 151 Coloured males 7 Coloured females 11 Indian males 0 Indian females 1 White males 21 White females 48	African males 160 African females 152 Coloured males 7 Coloured females 11 Indian males 0 Indian females 1 White males 21 White females 48
1.3.4 Number of reviewed, approved and implemented departmental HRM policies	Annual	8 policies	2 policies	2 policies	2 policies	2 policies
1.3.5 Number of approved Human Resources Plan	Annually	1 plan	1 plan	0	0	0
1.3.6 Number of HR information sessions conducted	Quarterly	8 sessions	2 sessions	2 sessions	2 sessions	2 sessions
1.3.7 Number of leave reconciliations conducted	Quarterly	4 reconciliations	1 reconciliations	1 reconciliations	1 reconciliations	1 reconciliations
1.3.8 Number of staff absenteeism reports	Annually	1 report	N/A	N/A	N/A	1 report
1.3.9 Number of months to fill vacant funded posts	Quarterly	3 months	3 months	3 months	3 months	3 months

1.3 Corporate Services		Strategic objective 3: To create a highly skilled responsive and competent workforce for the department over the planning period, the Provincial Treasury renders oversight role to Provincial departments, Municipalities and Public Entities.						
Performance indicators / measure	Reporting period	Annual target 2011/12	Quarterly targets					
			1 st	2 nd	3 rd	4 th		
1.3.10	Number on Human Resource delegations developed, approved and implemented	Annually	1 set of HR delegation reviewed	N/A	N/A	N/A		
1.3.11	Number of Provincial and National days celebrated	Quarterly	2 days	3 days	3 days	2 days		
1.3.12	Number of wellness workshops/ empowerment or information sessions/ written articles and other empowerment activities	Quarterly	2 sessions	3 sessions	3 sessions	2 sessions		
1.3.13	Quarterly compliance reports on relevant aspects of OHS Act	Quarterly	1 report	1 report	1 report	1 report		
1.3.14	Reports on implemented EHWP Strategic framework	Quarterly	1 report	1 report	1 report	1 report		
1.3.15	Total number of posts evaluated on the staff establishment	Annually	392 posts evaluated	394 posts evaluated	397 posts evaluated	400 posts evaluated		
1.3.16	Annual review of organizational structure by specified dead-line.	Annually	June 2011	0	0	0		
1.3.17	Performance bonuses to qualifying officials finalised within the prescribed timeframe	Annually	0	July 2011	0	0		
1.3.18	Submission of Performance Development plans and Agreements	Bi-Annually	31 May (first Bi-annual - agreements)		31 October (second Bi-annual)			
1.3.19	Finalisation of assessed Performance Agreements of SMS members	Annually	0	0	December 2011	0		
1.3.20	Finalisation of Pay progression for qualifying level 1-12 officials	Annually	0	July 2011	0	0		
1.3.21	Number of information awareness letters / circulars issued on Legal and Labour Relations matters	Quarterly	2 awareness letters / circulars	2 awareness letters / circulars	2 awareness letters / circulars	2 awareness letters / circulars		

1.3 Corporate Services

Strategic objective 3: To create a highly skilled responsive and competent workforce for the department over the planning period, the Provincial Treasury renders oversight role to Provincial departments, Municipalities and Public Entities.

Performance indicators / measure	Reporting period	Annual target 2011/12	Quarterly targets			
			1 st	2 nd	3 rd	4 th
1.3.22 Number of days to finalise disciplinary cases in accordance with legislation	Quarterly	30 days	30 days	30 days	30 days	30 days
1.3.23 Developed guidelines on PAIA and PAJA for officials	Annually	2 guidelines	1 guideline	0	1 guideline	0
1.3.24 Policy compliance reports on MISS produced on quarterly basis	Quarterly	4 reports	1 report	1 report	1 report	1 report
1.3.25 Designated officials and employees declaring financial interests	Annually	19 officials	19 officials	0	0	0
1.3.26 Number of Vetting reports: <ul style="list-style-type: none"> • Individual shortlisted candidates before employment • Security clearance (Z204) on all employees • Service providers contracted to the department 	Quarterly	4 reports	1 report	1 report	1 report	1 report
1.3.27 Number of monthly reports on inspections and findings related to security aspects	Quarterly	12 reports	3 reports	3 reports	3 reports	3 reports
1.3.28 Number of security awareness programmes	Quarterly	8 sessions	2 sessions	2 sessions	2 sessions	2 sessions
1.3.29 Number of interns appointed	Annually	20 interns	20 interns	N/A	N/A	N/A
1.3.30 Number of employees trained in line with needs	Quarterly	350 employees	100 employees	100 employees	75 employees	75 employees
1.3.31 Number of induction sessions conducted	Quarterly	4 sessions	1 session	1 session	1 session	1 session
1.3.32 Number of workplace skills plan formulated and implemented (programme success rate)	Quarterly	1 plan	1 plan	N/A	N/A	N/A
1.3.33 Number of part-time bursaries awarded	Annually	12 bursaries	N/A	N/A	12 bursaries	N/A
1.3.34 Number of student interns appointed	Annually	10 interns	10 interns	N/A	N/A	N/A
1.3.35 Number of batho pele empowerment sessions	Quarterly	4 sessions	1 session	1 session	1 session	1 session

1.3 Corporate Services		Strategic objective 3: To create a highly skilled responsive and competent workforce for the department over the planning period, the Provincial Treasury renders oversight role to Provincial departments, Municipalities and Public Entities.						
Performance indicators / measure	Reporting period	Annual target 2011/12	Quarterly targets					
			1 st	2 nd	3 rd	4 th		
1.3.36 Number of SMS members subjected to competency assessment	Annually	15 SMS members	5 SMS members	5 SMS members	5 SMS members	N/A	N/A	
1.3.37 Number of service delivery improvement plan	Quarterly	1 plan	1 plan	N/A	N/A	N/A	N/A	
1.3.38 Number of online quarterly newsletters produced	Quarterly	4 newsletters	1 newsletter	1 newsletter	1 newsletter	1 newsletter	1 newsletter	
1.3.39 Developed and implemented comprehensive Communications strategy	Annually	Develop, approve and implement communication strategy	1 strategy developed	N/A	N/A	N/A	N/A	
1.3.40 Developed and implemented Corporate identity plan	Annually	Identity plan developed	Identity plan developed	N/A	N/A	N/A	N/A	
1.3.41 Developed, implemented and maintained Electronic information resource strategy	Quarterly	1 resource strategy developed	Finalization of the first draft	Final draft for approval and implementation of the non-financials	Implementation of Non-financials and financials	Review and continue to implement further	Review and continue to implement further	
1.3.42 sustainable and accessible ICT infrastructure provided	Annually	Enforce information security measures and implement 1 st phase Business Continuity Plan	Approval of information Security framework and implementation of non-financials and phase of BCP/DRP framework	Implementation of information Security framework financials and implementation of phase of BCP/DRP framework	Completion of information security framework financials and BCP/DRP framework financials	Review and monitoring of information Security framework and BCP/DRP	Review and monitoring of information Security framework and BCP/DRP	
1.3.43 Number of IT workshops conducted	Quarterly	8 workshops	2 workshops	2 workshops	2 workshops	2 workshops	2 workshops	
1.3.44 Developed and implemented master system plan	Annually	1 IT plan developed	Implement Master system plan	Implement Master system plan	Review the Master system plan	Submit final draft for approval	Submit final draft for approval	
1.3.45 Quality and reliable ICT Services provided to End-users	Quarterly	1 reliable ICT service	Final draft approval and implementation	Implementation and monitoring	Implementation and monitoring	Review service catalogue	Review service catalogue	

1.4 Financial Management		Strategic objective 4: To ensure that allocated funds are planned, managed and spent efficiently and effectively in order to avoid unqualified audit reports over the planning period						
Programme performance indicators / measure		Reporting period	Annual target 2011/12	Quarterly targets				
				1 st	2 nd	3 rd	4 th	
1.4.1	Adherence to predetermined financial and banking KPI's <ul style="list-style-type: none"> Accounting Banking 	Monthly Monthly	95% 93%	95% 93%	95% 93%	95% 93%		
1.4.2	Adherence to key Budget Deadlines: Credible Adjustment Budget produced (one report submitted November)	Annually	1 report	0	1 report	0		
1.4.3	<ul style="list-style-type: none"> Credible Estimates of Provincial Expenditure Statement II produced (2 drafts and 1 final report Submitted January) 	Quarterly	3 reports	1 st draft submitted	2 nd draft submitted	3 rd draft submitted		
1.4.4	Adherence to PFMA Reporting requirements: Number of in year monitoring (IYM) reports produced	Monthly	13 IYM reports					
1.4.5	Accurate Annual Financial Statements finalized before (May)	Annually	1 set of AFS					
1.4.6	Accurate interim financial statements compiled	Quarterly	2 interim financial statements					
1.4.7	Finalization of the Annual Report (August)	Annually	1 Annual Report					
1.4.8	Finalization of programme performance information that forms part of the Annual report	Annually	1 programme performance information finalized					
1.4.9	Published Annual performance plan	Annually	1 APP					
1.4.10	Timely production of operational plans for all directorates	Annually	March 2011-2012					

1.4 Financial Management		Strategic objective 4: To ensure that allocated funds are planned, managed and spent efficiently and effectively in order to avoid unqualified audit reports over the planning period						
Programme performance indicators / measure		Reporting period	Annual target 2011/12	Quarterly targets				
				1 st	2 nd	3 rd	4 th	
1.4.11	Quarterly Performance Information Reports produced and submitted	Quarterly	4 quarterly reports	1 report (by April 2011-2012)	1 report (by July 2011-2012)	1 report (by October 2011-2012)	1 report (by January 2011-2012)	
1.4.12	Conduct workshop on reporting	Quarterly	1 workshop on reporting conducted	1 workshop on reporting conducted	N/A	N/A	N/A	
1.4.13	Number of reports submitted on Departmental injunctions	Quarterly	4 quarterly reports	1 report	1 report	1 report	1 report	
1.4.14	Number of Strategic Planner's Fora held	Quarterly	10 strategic planners' fora	3 fora	3 fora	1 forum	3 fora	
	Number of Monitoring & Evaluation meetings attended	Quarterly	10 M & E meetings	3 meetings	3 meetings	1 meeting	3 meetings	

1.4 Financial Management		Strategic objective 5: To procure and maintain quality goods and services in an economical and effective manner over the planning period to ensure sound financial management						
Programme performance indicators / measure		Reporting period	Annual target 2011/12	Quarterly targets				
				1 st	2 nd	3 rd	4 th	
1.4.15	Effective Management of all Departmental Assets to meet minimum LOGIS asset register requirements	Annually	1 complete asset management register	1 updated asset management register	1 updated asset management register	1 updated asset management register	1 complete asset management register	
1.4.16	Annual Demand Management Plan aligned with the APP/Budget	Annually	1 complete demand plan.	Draft	Inputs	Analysis	Complete Demand plan	
1.4.17	All bids considered for procurement by bid committee and reports produced	Annually	Bid committee reports produced (within 90 days of bid validity)	1 report per bid produced (provided a bid was advertised)	1 report per bid produced (provided a bid was advertised)	1 report per bid produced (provided a bid was advertised)	1 report per bid produced (provided a bid was advertised)	
1.4.18	Payment of creditors within 30 days	Annually	payments within 30 days	100% payments within 30 days	100% payments within 30 days	100% payments within 30 days	100% payments within 30 days	

1.5 Internal Audit							
Strategic objective 6:- To ensure compliance with best practices, norms and standards, independent assessment of the adequacy and effectiveness of internal controls and risk management will be implemented during the planning period.							
Programme performance indicators/ measure		Reporting period	Annual target 2011/12	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1.5.1	Number of audits performed per year	Quarterly	10 audits performed	2 audits performed	2 audits performed	3 audits performed	3 audits performed
1.5.2	Number of days after completion of audit within which a report is issued	Quarterly	2 days	2 days	2 days	2 days	2 days
1.5.3	Number of unresolved recommendations of Auditor General's management letter at the year end	Annually	0 unresolved AG recommendations	0 unresolved AG recommendations	0 unresolved AG recommendations	0 unresolved AG recommendations	0 unresolved AG recommendations
1.5.4	Number of workshops conducted at service points for Internal controls	Quarterly	4 workshops	1 workshop	1 workshop	1 workshop	1 workshop

4.3 Reconciliation: performance targets with the budget and MTEF

Table 4.6: Summary of payments and estimates: Programme 1: Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Sub-programme 1: Office of the MEC	3 582	4 355	4 600	4 993	5 072	5 011	5 690	6 039	6 371
Sub-programme 2: Management Services	3 651	2 315	10 742	2 879	2 816	2 816	3 078	3 282	3 426
Sub-programme 3: Corporate Services	17 049	22 613	24 566	28 334	29 953	28 673	29 394	30 794	31 943
Sub-programme 4: Financial Management	15 187	16 345	18 843	24 125	24 763	26 875	26 409	27 963	29 637
Sub-programme 5: Internal Audit - departmental	2 148	2 696	2 631	3 805	3 815	3 446	4 186	4 444	4 500
Theft and Losses	299								
Total payments and estimates: Programme 1: Administration	41 916	48 324	61 382	64 136	66 419	66 821	68 757	72 522	75 877

Table 4.5: Summary of provincial payments and estimates by economic classification: Free State Provincial Treasury

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Current payments	117,107	134,425	142,822	174,609	165,910	164,098	197,822	208,506	220,538
Compensation of employees	65,975	83,999	96,867	118,196	114,021	113,061	135,246	144,525	155,013
Goods and services	51,132	50,142	42,055	56,413	51,889	50,873	62,576	63,981	65,525
Interest and rent on land		284	3,900			164			
Transfers and subsidies to:	1,719	2,056	4,083	500	654	1,182	535	572	603
Provinces and municipalities	1,110		245						
Departmental agencies and accounts									
Universities and technikons									
Foreign governments and international organisations									
Public corporations and private enterprises		4							
Non-profit institutions	6		2,122			25			
Households	603	2,052	1,716	500	654	1,157	535	572	603
Payments for capital assets	4,527	1,514	2,564	2,400	6,334	6,474	2,676	2,674	2,730
Buildings and other fixed structures									
Machinery and equipment	4,389	1,431	2,564	2,400	6,334	6,474	2,676	2,674	2,730
Heritage Assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible asset	138	83							
Payments for financial assets	299	52	81						
Total economic classification: (nam	123,652	138,047	149,550	177,509	172,898	171,754	201,033	211,752	223,871

5. PROGRAMME 2: SUSTAINABLE RESOURCE MANAGEMENT

5.1 STRATEGIC OBJECTIVES AND ANNUAL TARGETS FOR 2011-12

The role of this programme is to provide professional advice and support on provincial economic analysis, fiscal policy, and the management of the annual budget process and the implementation of provincial budgets. The programme consists of five operational sub-programmes:

2.2 Economic Analysis		Strategic plan target	Audited/Actual performance				Estimated performance	Medium-term targets		
Strategic objective 1:- To influence the development and/or implementation of government policies and programmes in support of enhanced economic growth and development within the Free State Province over the planning period			2007-08	2008-09	2009/10	2010-2011		2011-12	2012-13	2013-2014
Performance indicator / measure										
2.2.1	Updated Regional Explorer database	Provision of socio-economic research and analysis	1	183	1	1 updated database	4 updated database	4 updated database	4 updated database	
2.2.2	Update of Computable General Equilibrium and Social Accounting Matrix		N/A	N/A	N/A	1 CGE	1	1	1	
2.2.3	Social Accounting Matrix multiplier report		N/A	N/A	N/A	1 SAM	N/A	1	0	
2.2.4	Computable General Equilibrium studies		N/A	N/A	N/A	2 studies	2 studies	2 studies	2 studies	
2.2.5	Number of research based reports produced		Published as chapter 6 of the socio-economic	4	1	4	4 reports	4 reports	4 reports	
2.2.6	Workshops conducted with stakeholders: -Provincial Economic Review and Outlook -Familiarize the practice of Socio-economic review analysis		N/A	6	5	6	6 workshops	6 workshops	6 workshops	
2.2.7	Publish Quarterly Labour Market Reviews		N/A	N/A	2	1	4 reviews	4 reviews	4 reviews	
2.2.8	Publish the Provincial Economic Review and Outlook (PERO) annually		N/A	N/A	1 document	1 document	1 document	1 document	1 document	
2.2.9	Contribute Chapter 1 of Medium Term Budget Policy Statement		N/A	N/A	1 document	1 Chapter	1 Chapter	1 Chapter	1 Chapter	

2.3 Fiscal Policy									
Strategic objectives 2: To enhance the provincial revenue growth yearly through development and implementation of sound fiscal policy framework in the Free State Province in order to promote Socio-economic growth									
Performance indicator / measure	Strategic plan target	Audited/Actual performance				Estimated performance 2010-11	Medium-term targets		
		2006-07	2007-08	2009-10	2011-12		2012-13	2013-14	
2.3.1	Credible revenue base for 12 departments Train Departments on revenue	55%	N/A	11 Depts 5 Depts	12 Depts 12 Depts	12 Depts 12 Depts	12 Depts 12 Depts	12 depts 12 Depts	12 depts 12 Depts
2.3.2	Revenue target analysis reports	N/A	N/A	12 reports	12 reports	12 reports	12 reports	12 reports	12 reports
2.3.3	Quarterly meetings on revenue	N/A	N/A	12	4 meetings	4 meetings	4 meetings	4 meetings	4 meetings
2.3.4	Develop & issue guidelines on revenue related matters	N/A	N/A	3 guidelines	6 guidelines	6 guidelines	6 guidelines	6 guidelines	6 guidelines
2.3.5	Conduct revenue inspections	N/A	N/A	9 inspections	16 inspections	20 inspections	20 inspections	20 inspections	20 inspections
2.3.6	Quarterly reports on Provincial Equitable Shares	N/A	N/A	2 reports	4 reports	4 reports	4 reports	4 reports	4 reports
2.3.7	Report on evaluation of the Annual Performance Plan of 12 revenue generating departments.	N/A	N/A	N/A	1 report	1 report	1 report	1 report	1 report
2.3.8	Develop Provincial Revenue Strategy	N/A	N/A	N/A	N/A	Strategy developed	Strategy review	Strategy Review	Strategy Review

2.3 Fiscal Policy											
Strategic objectives 2: To enhance the provincial revenue growth yearly through development and implementation of sound fiscal policy framework in the Free State Province in order to promote Socio-economic growth											
Performance indicator / measure	Strategic plan target	Audited/Actual performance				Estimated performance 2010-11	Medium-term targets				
		2006-07	2007-08	2009-10	2011-12		2012-13	2013-14			
2.3.9 Produce 1 chapter on provincial fiscal envelope for the MTBPS document	Optimizing revenue from Conditional Grants	N/A	N/A	N/A	1 chapter	1 chapter	1 chapter	1 chapter	1 chapter	1 chapter	
2.3.10 1 Submission on PES on the FCC's Division of Revenue recommendations		N/A	N/A	1	1 submission	1 Submission	1 Submission	1 Submission	1 Submission		
2.3.11 Quarterly reports on all measures taken to optimise conditional grants		N/A	N/A	4	4 reports reports	4 reports	4 reports	4 reports	4 reports		
2.3.12 Monthly reports on donor funding		N/A	N/A	5	12	12 reports	12 reports	12 reports	12 reports		

2.4 Budget Management									
Strategic objective 3- To ensure that Provincial financial resources are annually allocated in line with government priorities									
Performance indicator	Strategic plan target	Audited/Actual performance			Estimated performance 2010-2011	Medium-term targets			
		2007-08	2008-09	2009-10		2011-12	2012-13	2013-14	
2.4.1	Tabled appropriation and Provincial Budget in line with National prescriptions	Preparation of budget in line with provincial priorities	Credible Provincial budget tabled within 2 weeks after National budget	Credible Provincial budget tabled within 2 weeks after National budget	Credible Provincial budget tabled within 2 weeks after National budget	Credible Provincial budget tabled within 2 weeks after National budget	Credible Provincial budget tabled within 2 weeks after National budget	Credible Provincial budget tabled within 2 weeks after National budget	Credible Provincial budget tabled within 2 weeks after National budget
2.4.2	Tabled Adjustment Budget in line with National prescriptions		Credible Adjustment budget tabled within 30 days after National Adjustment Budget	Credible Adjustment budget tabled within 30 days after National Adjustment Budget	Credible Adjustment budget tabled within 30 days after National Adjustment Budget	Credible Adjustment budget tabled within 30 days after National Adjustment Budget	Credible Adjustment budget tabled within 30 days after National Adjustment Budget	Credible Adjustment budget tabled within 30 days after National Adjustment Budget	Credible Adjustment budget tabled within 30 days after National Adjustment Budget
2.4.3	Report on alignment of budget, strategic and annual performance plans		1 report per department	1 report per department	1 report per department	1 report per department	3 evaluation report per department	3 evaluation report per department	3 evaluation report per department
2.4.4	Produce 2 chapters on provincial budget allocation for the Medium Term Budget Policy Statement		N/A	N/A	N/A	N/A	2 chapters	2 chapters	2 chapters
2.4.5	Produce quarterly reports on progress made against funded priorities		New measure	New measure	New measure	New measure	4 reports	4 reports	4 reports

2.5 Public Finance									
Strategic objective 4:- To monitor and advise continuously on financial and non-financial performance of provincial departments and public entities to ensure sound management of resources									
Performance indicator / measure	Strategic plan target	Audited/Actual performance			Estimated performance 2010-2011	Medium-term targets			
		2007-08	2008-09	2009-10		2011-12	2012-13	2013-14	
2.5.1	Number of assessment reports prepared in terms of In Year Monitoring Model	14 reports	14 reports	14 reports	19 reports	19 reports	19 reports	19 reports	19 reports
2.5.2	Number of reports prepared in terms of infrastructure reporting model	4 reports	4 reports	4 reports	4 reports	4 reports	4 reports	4 reports	4 reports
2.5.3	Number of reports prepared in terms of the quarterly performance model	4 reports	4 reports	4 reports	4 reports	4 reports	4 reports	4 reports	4 reports

5.2 QUARTERLY TARGETS FOR 2011-2012

2.2 Economic Analysis		Reporting period	Annual target 2011/12	Quarterly targets			
Programme performance indicators / measure				1 st	2 nd	3 rd	4 th
Strategic objective 1:- To influence the development and/or implementation of government policies and programmes in support of enhanced economic growth and development within the Free State Province over the planning period							
2.2.1	Updated Regional Explorer database	Quarterly	4 updated database	1 updated database	1 updated database	1 updated database	1 updated database
2.2.2	Update of Computable General Equilibrium and Social Accounting Matrix	Quarterly	1	N/A	N/A	1	
2.2.3	Social Accounting Matrix Multiplier report	Annually	1 report	N/A	N/A	1 report	
2.2.4	Computable General Equilibrium studies	Bi-annually	2 studies	1 study	N/A	1 study	
2.2.5	Number of research based reports produced	Quarterly	4 reports	N/A	N/A	4 reports	
2.2.6	Workshops conducted with stakeholders: <ul style="list-style-type: none"> • Provincial Economic Review and Outlook • Familiarize the practice of Socio-economic review analysis 	Quarterly	6 workshops	1 workshop	2 workshops	2 workshops	
2.2.7	Publish Quarterly Labour Market Reviews	Quarterly	4 reviews	1 review	1 review	1 review	
2.2.8	Publish the provincial economic review and outlook (PERO) annually	Annually	1 document	N/A	1 document	N/A	
2.2.9	Contribute Chapter 1 of Medium Term Budget Policy Statement	Annually	1 chapter	N/A	1 chapter	N/A	

2.3 Fiscal Policy		Reporting period	Annual target 2011/12	Quarterly targets			
Programme performance indicators / measure				1 st	2 nd	3 rd	4 th
2.3.1	Credible revenue base for 12 departments	Annually	12 depts	0	12 depts	0	
	Train Departments on revenue	Annually	12 depts	0	0	12 depts	
2.3.2	Revenue target analysis reports	Monthly	12 reports	3 reports	3 reports	3 reports	
2.3.3	Quarterly meetings on revenue	Quarterly	4 meetings	1 meeting	1 meeting	1 meeting	
2.3.4	Develop & issue guidelines on revenue related matters Conduct revenue inspections	Quarterly	6 guidelines	1 guideline	1 guideline	3 guidelines	
2.3.5		Quarterly	20 inspections	4 inspections	6 inspections	4 inspections	
2.3.6	Quarterly reports on Provincial Equitable Shares	Quarterly	4 reports	1 report	1 report	1 report	
2.3.7	Report on evaluation of the Annual Performance Plan of revenue 12 generating departments.	Annually	1 report	1 report	N/A	N/A	
2.3.8	Develop Provincial Revenue Strategy	Quarterly	Strategy developed	1 st draft inputs	1 st draft completed	Final inputs for document	Strategy developed
2.3.9	Produce 1 chapter on provincial fiscal envelope for the MTBPS document	Annually	1 chapter	N/A	N/A	1 chapter	N/A
2.3.10	1 Submission on PES on the FCC's Division of Revenue recommendations	Annually	1 submission	N/A	1 submission	N/A	N/A
2.3.11	Quarterly reports on all measures taken to optimise conditional grants	Quarterly	4 reports	1 report	1 report	1 report	1 report
2.3.12	Monthly report on donor funding	Monthly	12 reports	3 reports	3 reports	3 reports	3 reports

2.4 Budget Management		Strategic objective 3:- To ensure that Provincial financial resources are annually allocated in line with government priorities						
Programme performance indicators	Reporting period	Annual target 2011/12	Quarterly targets					
			1 st	2 nd	3 rd	4 th		
2.4.1 Tabled appropriation and Provincial Budget in line with National prescripts	Annually	Credible Provincial budget tabled within 2 weeks after National budget	Issue budget format guidelines and Initial allocation letters	Provincial Medium Term Committee	Conduct Provincial Budget Lekgotla	Benchmark exercise	1 Appropriation budget tabled	
2.4.2 Tabled Adjustment Budget in line with National prescripts	Annually	Credible Adjustment budget tabled within 30 days after National Adjustment Budget	Assessment and Evaluation of rollover requests	Finalization of Provincial rollovers	1 adjustment budget tabled	NA		
2.4.3 Report on alignment of budget, strategic and annual performance plans	Quarterly	3 evaluation reports per department	Issue guidelines on preparation of APPs.	1st draft evaluation report	2nd draft evaluation report	3rd draft evaluation report		
2.4.4 Produce 2 chapters on provincial budget allocation for the Medium Term Budget Policy Statement	Annually	2 chapters	N/A	N/A	Contribute 2 chapters of the MTBS.	N/A		
2.4.5 Produce quarterly reports on progress made against funded priorities	Quarterly	4 reports	1 report	1 report	1 report	1 report		

2.5 Public Finance						
Strategic objective 4:- To monitor and advise continuously on financial and non-financial performance of provincial departments and public entities to ensure sound management of resources						
Programme performance indicators / measure	Reporting period	Annual target 2011/12	Quarterly targets			
			1 st	2 nd	3 rd	4 th
2.5.1 Number of assessment reports prepared in terms of In Year Monitoring Model	Quarterly	19 reports	5 reports	5 reports	4 reports	5 reports
2.5.2 Number of reports prepared in terms of infrastructure reporting model	Quarterly	4 reports	1 report	1 report	1 report	1 report
2.5.3 Number of reports prepared in terms of the quarterly performance model	Quarterly	4 reports	1 report	1 report	1 report	1 report

5.3 Reconciliation: performance targets with the budget and MTEF

Table 4.8: Summary of payments and estimates: Programme 2: Sustainable Resource Management

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Sub-programme 1: Programme Support	1 152	1 101	1 129	1 371	1 375	1 345	1 450	1 563	1 664
Sub-programme 2: Economic Analysis	2 855	3 905	3 477	5 346	5 404	4 416	5 906	6 297	6 708
Sub-programme 3: Fiscal Policy	2 854	4 032	4 070	5 400	5 392	4 854	5 757	6 100	6 473
Sub-programme 4: Budget Management	3 973	4 518	5 837	5 382	5 864	6 906	6 676	6 967	7 079
Sub-programme 5: Public Finance	2 538	2 892	3 100	3 657	3 622	3 471	3 928	4 087	4 365
Total payments and estimates: Programme 2: Sustainable Resource Management	13 372	16 448	17 613	21 156	21 657	20 992	23 717	25 014	26 289

Table 4.9: Summary of provincial payments and estimates by economic classification: Programme 2: Sustainable Resource Management

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Current payments	12 630	16 386	17 194	21 046	21 300	20 574	23 406	24 720	25 973
Compensation of employees	9 269	12 918	15 525	17 354	18 004	17 705	19 955	21 305	22 424
Goods and services	3 361	3 418	1 615	3 692	3 296	2 847	3 451	3 415	3 549
Interest and rent on land		50	54		-	22			
Transfers and subsidies to:	-		17						
Provinces and municipalities									
Departmental agencies and accounts									
Universities and technikons									
Public corporations and private enterprises									
Foreign governments and international organisations									
Non-profit institutions									
Households			17						
Payments for capital assets	742	46	402	110	357	418	311	294	316
Buildings and other fixed structures					-				
Machinery and equipment	616	46	402	110	357	418	311	294	316
Cultivated assets									
Software and other intangible asset	126								
Land and subsoil assets									
Heritage assets									
Specialised military assets									
Payments of financial assets		16							
Total economic classification: Progi	13 372	16 448	17 613	21 156	21 657	20 992	23 717	25 014	26 289

3.2 Asset Management											
Strategic objective 1: To continuously promote the prudent management of physical and financial assets and the implementation of supply chain management framework											
Performance indicator / measure	Strategic plan target	Audited/Actual performance			Estimated performance 2010/2011	Medium-term targets					
		2007-08	2008-09	2009/10		2011-12	2012-13	2013-14			
3.2.5	Number of supply chain management forums and training sessions conducted	4 SCM Forums 3 SCM training sessions	2 SCM Forums 3 Training sessions	5 SCM Forum conducted 5 Training sessions	4 SCM Forums 4 training sessions	4 SCM Forums 4 training sessions	4 SCM Forums 4 training sessions	4 SCM Forums 4 training sessions			
3.2.6	Number of supplier management system maintained	1 system	N/A	1 supplier management system maintained	1 supplier database	1 system	1 system	1 system			
3.2.7	Arrange and manage transversal Procurement of goods and services in the Free State Province	N/A	N/A	3 contracts	1 transversal contract	1 transversal contracts	1 transversal contracts	1 transversal contracts			
3.2.8	Number of monitoring and evaluation reports produced	44 reports	25 reports	25 monitoring and evaluation reports produced	44 reports	44 reports	44 reports	44 reports			
3.2.9	Number of infrastructure delivery meetings, including IDIP held	46 meetings	48 meetings	35 infrastructure delivery meeting inc IDP held	40 meetings	40 meetings	40 meetings	40 meetings			
3.2.10	Number of training sessions conducted / facilitated	2 sessions	121 sessions	1 sessions	1 training sessions	1 training sessions	1 training sessions	1 training sessions			
3.2.11	Number of infrastructure site visits conducted	100 projects	70 projects	55 infrastructure site visit conducted	60 projects	60 projects	60 projects	60 projects			
3.2.12	Number of infrastructure monitoring reports produced	N/A	N/A	10 monitoring reports produced	8 reports	8 reports	8 reports	8 reports			

3.2 Asset Management											
Strategic objective 1: To continuously promote the prudent management of physical and financial assets and the implementation of supply chain management framework											
Performance indicator / measure	Strategic plan target	Audited/Actual performance			Estimated performance 2010/2011	Medium-term targets					
		2007-08	2008-09	2009/10		2011-12	2012-13	2013-14			
3.2.13	Number of infrastructure Review Reports Produced	N/A	N/A	N/A	4 reports	4 reports	4 reports	4 reports	4 reports	4 reports	4 reports
3.2.14	Number of PPP monitoring reports produced	N/A	N/A	N/A	N/A	N/A	N/A	4 reports	4 reports	4 reports	4 reports
3.2.15	Timely and reliable Provincial revenue Fund annual financial statements according to prescripts	N/A	1 set of AFS	2 set of AFS	1 set of AFS	1 set of AFS	1 set of AFS	1 set of AFS	1 set of AFS	1 set of AFS	1 set of AFS
3.2.16	Monthly cash transfer reports produced	N/A	N/A	12 cash transfer reports	12 reports	12 reports	12 reports	12 reports	12 reports	12 reports	12 reports
3.2.17	Facilitated revenue generation through investment : Investment reports	N/A	N/A	13 investment report	12 reports	12 reports	12 reports	12 reports	12 reports	12 reports	12 reports
3.2.18	Participation in the quarterly cash management/PMG forums/bilateral	N/A	N/A	N/A	4 forums	4 forums	4 forums	4 forums	4 forums	4 forums	4 forums

3.4 Supporting and Interlinked Financial Systems									
Strategic objective 2- To manage and support the successful functioning of transversal financial management systems on continuous basis									
Performance indicator / measure	Strategic plan target	Audited/Actual performance			Estimated performance 2010-2011	Medium-term targets			
		2007-08	2008-09	2009-10		2011-2012	2012-2013	2013-2014	
3.4.1	Availability and stability of the BAS Terminal Servers	95 per cent of working hours	95 per cent of working hours	95 per cent of 8 working hours	95 per cent of 8 working hours	95 per cent of 8 working hours	95 per cent of 8 working hours	95 per cent of 8 working hours	95 per cent of 8 working hours
3.4.2	Provide technical and functional support to Provincial Departments within working hours	8 hours	8 hours	95% of working hours	Within 8 working hours	Within 8 working hours	Within 8 working hours	Within 8 working hours	Within 8 working hours
3.4.3	Process submissions from departments for online banking and/or hand written cheques	N/A	N/A	All calls Responded within 8 working hours	Within 24 working hours	Within 24 working hours	Within 24 working hours	Within 24 working hours	Within 24 working hours
3.4.4	Interfaces successfully integrated with external systems	100 per cent of interfaced	100 per cent of interfaces	100% of External systems interfaced	100 per cent of 4 Interfaced	100 per cent of 4 Interfaced	100 per cent of 4 Interfaced	100 per cent of 4 Interfaced	100 per cent of 4 Interfaced
3.4.5	Number of clear and user-friendly Transversal System Circulars and Practice Notes	N/A	27 Transversal systems circulars and practise notes issued	29 Transversal System Circulars and Practice Notes	15 Circulars and Practice Notes	15 Circulars and Practice Notes	15 Circulars and Practice Notes	15 Circulars and Practice Notes	15 Circulars and Practice Notes
3.4.6	Process credible and accurate entities within 10 working days	100 per cent of 563	100 per cent	100% of 1165 credible and accurate Entity Register on LOGIS and BAS	Within 10 working days	Within 10 working days	Within 10 working days	Within 10 working days	Within 10 working days
3.4.7	Items codified and standardized (Process item- codification requests) Within 48 working hours	100 per cent of 3589	100 per cent of 12670 requests 3646 codified 9021 ICN's	100% of 2246 codified and standardized	codify and standardize items within 48 working hours	within 48 working hours	within 48 working hours	within 48 working hours	within 48 working hours

3.4 Supporting and Interlinked Financial Systems									
Strategic objective 2- To manage and support the successful functioning of transversal financial management systems on continuous basis									
Performance indicator / measure	Strategic plan target	Audited/Actual performance			Estimated performance 2010-2011	Medium-term targets			
		2007-08	2008-09	2009-10		2011-2012	2012-2013	2013-2014	
3.4.8 Number of employees trained on Transversal Systems (BAS, PERSAL and LOGIS)	Capacity building in utilization of transversal systems	LOGIS 563 PERSAL-413 BAS 347	LOGIS 491 PERSAL 463 BAS 141	LOGIS: 597 PERSAL 404 BAS 300 = 1 290	700 employees	700 employees	800 employees	700 employees	

6.2 QUARTERLY TARGETS FOR 2011-112

Strategic objective 1:- To continuously promote the prudent management of physical and financial assets and the implementation of supply chain management framework		Reporting period	Annual target 2011/12	Quarterly targets			
				1 st	2 nd	3 rd	4 th
3.2.1.	Number of physical assets management key performance indicators template implemented	Annually	1 template	N/A	N/A	1 template	N/A
3.2.2	Number of physical assets management forums and training sessions conducted	Quarterly	14 PAM Forums 8 Training Sessions	3 Forum 2 Training sessions	4 Forum 2 Training sessions	4 Forum 2 Training sessions	3 Forum 2 Training sessions
3.2.3	Number of FSPT asset management steering committee meetings held	Quarterly	4 meetings	1 meeting	1 meeting	1 meeting	1 meeting
3.2.4	Number of physical asset management monitoring visits conducted □ Monitoring reports	Quarterly	120 reports	30 reports	30 reports	30 reports	30 reports
3.2.5	Number of supply chain management forums and training sessions conducted	Quarterly	4 SCM Forums 4 Training Sessions	1 forum 1 training session	1 forum 1 training session	1 forum 1 training session	1 forum 1 training session
3.2.6	Number of supplier management system maintained	Annually	1 system	Ongoing	Ongoing	Ongoing	Ongoing
3.2.7	Arrange and manage Transversal Procurement of goods and services in the FS Province	Quarterly	1 Transversal contracts	N/A	1 Transversal Contract	N/A	N/A
3.2.8	Number of monitoring and evaluation reports produced	Quarterly	44 Monitoring Reports	11 Reports	11 Reports	11 Reports	11 Reports
3.2.9	Number of infrastructure delivery meetings, including IDIP held	Quarterly	40 meetings	10 meetings	10 meetings	10 meetings	10 meetings
3.2.10	Number of training sessions conducted / facilitated	Quarterly	1 training session	0	0	1 training session	0
3.2.11	Number of infrastructure site visits conducted	Quarterly	60 projects	15 projects	15 projects	15 projects	15 projects
3.2.12	Number of infrastructure monitoring reports produced	Quarterly	8 reports	2 reports	2 reports	2 reports	2 reports
3.2.13	Number of infrastructure Review Reports Produced	Quarterly	4 reports	1 report	1 report	1 report	1 report

Strategic objective 1:- To continuously promote the prudent management of physical and financial assets and the implementation of supply chain management framework						
Programme performance indicators / measure	Reporting period	Annual target 2011/12	Quarterly targets			
			1 st	2 nd	3 rd	4 th
3.2.14	Quarterly	4 reports	1 report	1 report	1 report	1 report
3.2.15	Annually	1 set of AFS	N/A	N/A	1 set of AFS	N/A
3.2.16	Quarterly	12 reports	3 reports	3 reports	3 reports	3 reports
3.2.17	Quarterly	12 reports	3 reports	3 reports	3 reports	3 reports
3.2.18	Quarterly	4 fora	1 forum	1 forum	1 forum	1 forum

3.4 Supporting and Interlinked Financial Systems		Strategic objective 2- To manage and support the successful functioning of transversal financial management systems on continuous basis				
Programme performance indicators / measure	Reporting period	Annual target 2011/12	Quarterly targets			
			1 st	2 nd	3 rd	4 th
3.4.1	Quarterly	95 per cent of 8 working hours	95 per cent of 8 working hours	95 per cent of 8 working hours	95 per cent of 8 working hours	95 per cent of 8 working hours
3.4.2	Quarterly	Within 8 working hours	Within 8 working hours	Within 8 working hours	Within 8 working hours	Within 8 working hours
3.4.3	Quarterly	Within 24 working hours	Within 24 working hours	Within 24 working hours	Within 24 working hours	Within 24 working hours
3.4.4	Quarterly	100 per cent of 4 Interfaces	100 per cent of 4 Interfaces	100 per cent of 4 Interfaces	100 per cent of 4 Interfaces	100 per cent of 4 Interfaces
3.4.5	Quarterly	15 Circulars and Practice Notes	4 Circulars and Practice Notes	3 Circulars and Practice Notes	3 Circulars and Practice Notes	5 Circulars and Practice Notes
3.4.6	Quarterly	Within 10 working days	Within 10 working days	Within 10 working days	Within 10 working days	Within 10 working days
3.4.7	Quarterly	Within 48 working hours	Within 48 working hours	Within 48 working hours	Within 48 working hours	Within 48 working hours
3.4.8	Quarterly	700 employees	200 employees	200 employees	200 employees	100 employees

6.3 Reconciliation: performance targets with the budget and MTEF

Table 4.10: Summary of payments and estimates: Programme 3: Asset and Liability Management

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Sub-programme 1: Programme Support	856	981	3 130	1 260	1 316	1 558	1 341	1 416	1 566
Sub-programme 2: Asset Management	9 905	8 717	14 899	12 776	13 210	12 086	13 573	14 084	15 335
Sub-programme 3: Liability Management						-			
Sub-programme 4: Supporting and Interlinked Financial Systems	40 337	43 674	28 117	45 988	38 103	38 657	52 525	54 442	56 696
Total payments and estimates: Programme 3: Asset and Liability Management	51 098	53 372	46 146	60 024	52 629	52 301	67 439	69 942	73 597

Table 4.11: Summary of provincial payments and estimates by economic classification: Programme 3: Asset and Liability Management

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Current payments	49 252	53 177	43 580	59 420	50 675	50 127	66 089	68 618	72 295
Compensation of employees	18 865	21 280	24 182	28 718	27 763	27 421	30 578	32 576	35 331
Goods and services	30 387	31 835	15 716	30 702	22 912	22 683	35 511	36 042	36 964
Interest and rent on land		62	3 682			23			
Transfers and subsidies to:	-	114	2 092		270	525			
Provinces and municipalities									
Departmental agencies and accounts									
Universities and technikons									
Public corporations and private enterprises									
Foreign governments and international organisations									
Non-profit institutions						25			
Households		114	2 092		270	500			
Payments for capital assets	1 846	47	429	604	1 684	1 649	1 350	1 324	1 302
Buildings and other fixed structures									
Machinery and equipment	1 846	47	429	604	1 684	1 649	1 350	1 324	1 302
Cultivated assets									
Software and other intangible assets									
Land and subsoil assets									
Heritage assets									
Specialised military assets									
Payments for financial assets		34	45						
Total economic classification: Prog	51 098	53 372	46 146	60 024	52 629	52 301	67 439	69 942	73 597

7. PROGRAMME 4: FINANCIAL GOVERNANCE

7.1 STRATEGIC OBJECTIVES AND ANNUAL TARGETS FOR 2011-12

The role of this programme is to promote accountability through substantive reflection of financial activities of the province as well as compliance with financial norms and standards. There have been changes to programme 4. The programme consists of seven (7) sub-programmes

4.2 Accounting services									
Strategic objective 1:- To promote prudent financial management within the Free State Provincial Government									
Performance indicator / measure	Strategic plan target	Audited/Actual performance			Estimated performance 2010-2011	Medium-term targets			
		2007-08	2008-09	2009-10		2011-12	2012-13	2013-14	
4.2.1 Number of monthly assessment reports for Departments and entities monitored to adhere to predetermined % of the following: Accounting KPI's <ul style="list-style-type: none"> Departments 	Improvement of financial management within the province	83%	11(85%)	11 Departments adhered to 93% accounting related KPI's from weighted 100%	12 (89 %)	120 reports	120 reports	120 reports	
<ul style="list-style-type: none"> Trading Entities 		83%	2(85%)	2 Trading entities adhered to 87% accounting related KPI's from weighted 100% 5 (60%)	2 (90 %)	22 reports	22 reports	22 reports	
<ul style="list-style-type: none"> Public Entities 		N/A	3(60%)	Dept and trading entities 97% of banking arrangement KPI's	4 (63 %)	33 reports	33 reports	33 reports	
Banking KPI's		N/A	Developed KPI's		14 KPIs (85 %)	140 reports	140 reports	140 reports	

4.2 Accounting services									
Strategic objective 1:- To promote prudent financial management within the Free State Provincial Government									
Performance indicator / measure	Strategic plan target	Audited/Actual performance			Estimated performance 2010-2011	Medium-term targets			
		2007-08	2008-09	2009-10		2011-12	2012-13	2013-14	
4.2.2 Number of forums for provincial departments and entities Number of formal training sessions conducted/facilitated for Provincial Departments, and Entities on the following: • Asset and liability accounts • Basic accounting handbook • Annual financial statements		N/A	N/A	N/A	10 fora	10 fora	10 fora	10 fora	10 fora
		22	11	10 sessions	8 sessions	6 sessions	6 sessions	6 sessions	6 sessions
4.2.3 Number of interim and annual financial statements assessment reports produced		N/A	N/A	N/A	28	44 financial statements	44 financial statements	44 financial statements	44 financial statements
4.2.4 Timely submission of consolidated annual financial statements and Annual Report • Draft CFI • Final CFI • Annual Report		2	2	N/A	2	30 June 10 September 31 October	30 June 10 September 31 October	30 June 10 September 31 October	132 reports
4.2.5 Number of Departments and Entities' Key Control Matrix assessment reports produced .		New PM/I	New PM/I	New PM/I	16	132 reports	132 reports	132 reports	132 reports

4.3. Municipal Budget and Monitoring (IYM)									
Strategic objective 2: To monitor and enhance Budget, Planning and Implementation									
Performance indicator / measure	Strategic plan target	Audited/Actual performance			Estimated performance 2010-2011	Medium-term targets			
		2007-08	2008-09	2009-10		2011-12	2012-13	2013-14	
4.3.1 Number of assessment reports with regard to MTREF on <ul style="list-style-type: none"> • Draft budget • Final budget • Adjustment (budgets received) 	Implementation of MFMA within the local government	New PM/I	New PM/I	New PM/I	New PM/I	23 reports	23 reports	23 reports	
4.3.2 Number of assessment reports on the alignment of the IDP to budget		New PM/I	New PM/I	New PM/I	New PM/I	12 reports	18 reports	23 reports	
4.3.3 Number of assessment reports produced on the alignment of the SDBIP to budget		New PM/I	New PM/I	New PM/I	New PM/I	6 reports	12 reports	23 reports	
4.3.4 Number of assessment reports produced on the budget timeline schedules		New PM/I	New PM/I	New PM/I	New PM/I	23 reports	23 reports	23 reports	
4.3.5 Number of assessment reports on revenue and expenditure trends of the municipalities		New PM/I	New PM/I	New PM/I	New PM/I	12 Consolidated reports 4 Publications	12 Consolidated reports 4 Publications	12 Consolidated reports 4 Publications	
4.3.6 Number of municipalities assessed for cash flow management		New PM/I	New PM/I	New PM/I	New PM/I	8 municipalities	16 municipalities	23 municipalities	
4.3.7 Number of training sessions conducted on: <ul style="list-style-type: none"> • Cash flow management 		New PM/I	New PM/I	New PM/I	New PM/I	1 session	1 session	1 session	

4.4. Municipal Revenue and Debt Management									
Strategic objective 3: To monitor and provide guidance on Municipal Revenue and Debt Management									
Performance indicator / measure	Strategic plan target	Audited/Actual performance				Estimated performance 2010-2011	Medium-term targets		
		2007-08	2008-09	2009-10	2011-12		2012-13	2013-14	
4.4.1	Monthly assessment reports produced on municipal revenue and debt management	New PM/I	New PM/I	New PM/I	New PM/I	New PM/I	6 reports	12 reports	12 reports
4.4.2	Number of Assessment reports for identified municipalities on implementation of free basic services produced	New PM/I	New PM/I	New PM/I	New PM/I	New PM/I	2 reports	4 reports	8 reports
4.4.3	Number of Assessment reports for identified municipalities on management of debtors	New PM/I	New PM/I	New PM/I	New PM/I	New PM/I	2 reports	4 reports	8 reports
4.4.4	Number of assessments reports on implementation of policies and procedures	New PM/I	New PM/I	New PM/I	New PM/I	New PM/I	4 reports	4 reports	4 reports

4.5 Municipal Accounting Services											
Strategic objective 4: To promote implementation of Generally Recognised Accounting Practices (GRAP) as well as liability management and reporting											
Performance indicator / measure	Strategic plan target	Audited/Actual performance			Estimated performance 2010-2011	Medium-term targets					
		2007-08	2008-09	2009-10		2011-12	2012-13	2013-14			
4.5.1	Number of assessment reports on GRAP compliance	New PM/I	New PM/I	New PM/I	New PM/I	23 reports	23 reports	23 reports	23 reports	23 reports	23 reports
4.5.2	Compliance reports on tabling of annual and oversight reports	New PM/I	New PM/I	New PM/I	New PM/I	23 reports	23 reports	23 reports	23 reports	23 reports	23 reports
4.5.3	Quarterly reports on assets & liability management produced	New PM/I	New PM/I	New PM/I	New PM/I	4 reports	4 reports	4 reports	4 reports	4 reports	4 reports
4.5.4	Issue guidelines on Annual financial reporting cycle and procedures	New PM/I	New PM/I	New PM/I	New PM/I	1 guideline	1 guideline	1 guideline	1 guideline	1 guideline	1 guideline
4.5.5	Quarterly assessment reports on implementation rate of legislative resolutions	New PM/I	New PM/I	New PM/I	New PM/I	4 reports	4 reports	4 reports	4 reports	4 reports	4 reports

4.6 Municipal Supply Chain Management and Compliance									
Strategic objective 5: To promote implementation of Supply Chain Management and Procedures									
Performance indicator / measure	Strategic plan target	Audited/Actual performance				Estimated performance 2010-2011	Medium-term targets		
		2007-08	2008-09	2009-10	2010-2011		2011-12	2012-13	2013-14
4.6.1	Number of assessments reports produced on implementation of SCM policies and procedures	New PM/I	New PM/I	New PM/I	New PM/I	New PM/I	23 reports	23 reports	23 reports
4.6.2	Number of assessments reports on SCM compliance <ul style="list-style-type: none"> • Monthly • Bi-annually 	New PM/I	New PM/I	New PM/I	New PM/I	New PM/I	276 reports 46 reports	276 reports 46 reports	276 reports 46 reports
4.6.3	Number of assessment reports produced on contract management	New PM/I	New PM/I	New PM/I	New PM/I	New PM/I	3 reports	23 reports	23 reports
4.6.4	Number of assessments reports produced on MFMA compliance	New PM/I	New PM/I	New PM/I	New PM/I	New PM/I	4 reports	4 reports	4 reports
4.6.5	Number of assessment reports produced on municipal delegations	New PM/I	New PM/I	New PM/I	New PM/I	New PM/I	23 reports	23 reports	23 reports
4.6.6	Number of bi-annual assessment reports produced on skills development program of municipal interns	New PM/I	New PM/I	New PM/I	New PM/I	New PM/I	2 reports	2 reports	2 reports
4.6.7	Number of forums conducted to enhance capacity on MFMA compliance	New PM/I	New PM/I	New PM/I	New PM/I	New PM/I	4 fora	4 fora	4 fora
4.6.8	Number of Financial Recovery Plans developed	New PM/I	New PM/I	New PM/I	New PM/I	New PM/I	2 plans	3 plans	3 plans

4.7 Municipal Risk Management and Internal Audit									
Strategic objective 6: To promote sound Risk Management and internal Audit practices									
Performance indicator / measure	Strategic plan target	Audited/Actual performance				Estimated performance 2010-2011	Medium-term targets		
		2007-08	2008-09	2009-10	2011-12		2012-13	2013-14	
4.7.1	Number of bi-annual assessment reports produced for delegated municipalities with IA activity against predetermined IA activity KPIs	New PM/I	New PM/I	New PM/I	New PM/I	New PM/I	44 reports	46 reports	46 reports
4.7.2	Development of audit committee key performance indicators	New PM/I	New PM/I	New PM/I	New PM/I	New PM/I	1 set of indicators	N/A	N/A
4.7.3	Number of bi annual assessment reports produced for delegated municipalities with Audit Committee activity against predetermined IA committee activity KPIs	New PM/I	New PM/I	New PM/I	New PM/I	New PM/I	30 reports	23 reports	23 reports
4.7.4	Number of formal training sessions conducted on: <ul style="list-style-type: none"> Public sector Internal Audit Framework 	New PM/I	New PM/I	New PM/I	New PM/I	New PM/I	2 sessions	2 sessions	2 sessions
4.7.5	Number of forums held to enhance capacity at municipalities <ul style="list-style-type: none"> Internal Audit 	New PM/I	New PM/I	New PM/I	New PM/I	New PM/I	2 fora	2 fora	2 fora
4.7.6	Number of bi- annual assessment reports for delegated municipalities with Risk management activity against predetermined Risk management activity KPIs	New PM/I	New PM/I	New PM/I	New PM/I	New PM/I	44 reports	46 reports	46 reports
4.7.7	Development of risk committee key performance indicators	New PMI	New PMI	New PMI	New PMI	New PMI	1 set of indicators	N/A	N/A
4.7.8	Number of bi- annual assessment reports for delegated municipalities with Risk Committee activity against predetermined Risk committee activity KPIs	New PMI	New PMI	New PMI	New PMI	New PMI	2 reports	2 reports	2 reports
4.7.9	Number of forums conducted to enhance capacity at municipalities <ul style="list-style-type: none"> Risk 	New PMI	New PMI	New PMI	New PMI	New PMI	2 fora	2 fora	2 fora

4.8 Risk Management and Internal Audit										
Strategic objective 7: To create and sustain a culture of accountability within the Free State Provincial Administration										
Performance indicator / measure	Strategic plan target	Audited/Actual performance				Estimated performance 2010-2011	Medium-term targets			
		2007-08	2008-09	2009/10	2011-12		2012-13	2013-14		
4.8.1	Number of bi-annual assessment reports produced for Departments and Public Entities against predetermined Risk Management Activity KPI's.	New PM/I	New PM/I	New PM/I	New PM/I	12	13	14		
4.8.2	Number of Bi-annual assessment reports for Departments and Entities against predetermined Risk Management Committee KPI's	New PM/I	New PM/I	New PM/I	New PM/I	12	13	14		
4.8.3	Number of consolidated reports on status of FMCMM questionnaire for the Departments and Public Entities produced.	New PM/I	New PM/I	New PM/I	New PM/I	2 reports	2 reports	2 reports		
4.8.4	Number of consolidated assessment Reports produced of FMCMM action plans.	New PM/I	New PM/I	New PM/I	New PM/I	4 reports	4 reports	4 reports		
4.8.5	Number of forums conducted for Departments and Public Entities Risk Management	New PM/I	New PM/I	New PM/I	New PM/I	3 fora	3 fora	3 fora		
4.8.6	Number of formal training sessions conducted/facilitated on Risk Management	New PM/I	New PM/I	New PM/I	New PM/I	2 sessions	2 sessions	2 sessions		
4.8.7	Number of Bi-annual assessment reports produced for Departments and Public Entities against predetermined Internal Audit Activity KPI's.	New PM/I	New PM/I	New PM/I	New PM/I	12 reports	13 reports	14 reports		
4.8.8	Number of Bi-annual assessment reports produced for Departments and Entities against predetermined Internal Audit Committee KPI's.	New PM/I	New PM/I	New PM/I	New PM/I	12 reports	13 reports	14 reports		
4.8.9	Number of fora conducted for Departments and Public Entities Internal Audit Capacity Building	New PM/I	New PM/I	New PM/I	New PM/I	3 fora	3 fora	3 fora		

4.8 Risk Management and Internal Audit										
Strategic objective 7: To create and sustain a culture of accountability within the Free State Provincial Administration										
Performance indicator / measure	Strategic plan target	Audited/Actual performance				Estimated performance 2010-2011	Medium-term targets			
		2007-08	2008-09	2009/10	2011-12		2012-13	2013-14		
4.8.10 Number of formal training sessions conducted/facilitated on Internal Audit on: • Managing Fraud in the work Place • Performance Audit		New PM/I	New PM/I	New PM/I	New PM/I	New PM/I	2 sessions	2 sessions	2 sessions	
4.8.11 Number of consolidated assessment reports produced on predetermined implementation rate of legislature resolutions for Departments and Public Entities.		New PM/I	New PM/I	New PM/I	New PM/I	New PM/I	3 reports	4 reports	4 reports	
4.8.12 Number of quarterly assessment reports produced on system of delegations for Departments and Public Entities		New PM/I	New PM/I	New PM/I	New PM/I	New PM/I	45 reports	60 reports	60 reports	
4.8.13 Number of annual assessment reports produced on Public Entity boards based on the compliance with PFMA and relevant legislature.		New PM/I	New PM/I	New PM/I	New PM/I	New PM/I	3 reports	3 reports	3 reports	
4.8.14 Number of reports produced on Maintenance of Entity general information		New PM/I	New PM/I	New PM/I	New PM/I	New PM/I	4 reports	4 reports	4 reports	
4.8.15 Confirmation (Listing) of contingent liability for housing guaranteees in respect of financial institutions on quarterly basis.		New PM/I	New PM/I	New PM/I	New PM/I	New PM/I	20	20	20	
4.8.16 Number of updated reports produced to National Treasury on required detail of identified positions in departments and public entities		New PM/I	New PM/I	New PM/I	New PM/I	New PM/I	3 reports	3 reports	3 reports	

7.2 QUARTERLY TARGETS FOR 2011/12

4.2 Accounting services							
Strategic objective 1:- To promote prudent financial management within the Free State Provincial Government							
Programme performance indicators / measure		Reporting period	Annual target 2011/12	Quarterly targets			
				1 st	2 nd	3 rd	4 th
4.2.1	<p>Number of monthly assessment reports for Departments and entities monitored to adhere to predetermined % of the following:</p> <p>Accounting KPI's</p> <ul style="list-style-type: none"> • Departments • Trading Entities • Public Entities <p>Banking KPI's</p>	Quarterly	<p>120 reports</p> <p>22 reports</p> <p>33 reports</p> <p>140 reports</p>	<p>24 reports</p> <p>6 reports</p> <p>9 reports</p> <p>28 reports</p>	<p>36 reports</p> <p>6 reports</p> <p>9 reports</p> <p>42 reports</p>	<p>24 reports</p> <p>4 reports</p> <p>6 reports</p> <p>28 reports</p>	<p>36 reports</p> <p>6 reports</p> <p>9 reports</p> <p>42 reports</p>
4.2.2	<p>Number of forums for provincial departments and entities</p> <p>Number of formal training sessions conducted/ facilitated for Provincial Departments, and Entities on the following:</p> <ul style="list-style-type: none"> • Asset and liability accounts • Basic accounting handbook • Annual financial statements 	Quarterly	<p>10 fora</p> <p>6 sessions</p>	<p>2 fora</p> <p>0 sessions</p>	<p>3 fora</p> <p>2 sessions</p>	<p>2 fora</p> <p>2 sessions</p>	<p>3 fora</p> <p>2 sessions</p>
4.2.3.	Number of interim and annual financial statements assessment reports produced	Annually	44 financial statements	18 financial statements	0 financial statements	13 financial statements	13 financial statements
4.2.4.	<p>Timely submission of consolidated annual financial statements and Annual Report</p> <ul style="list-style-type: none"> • Draft CFI • Final CFI • Annual Report 	Quarterly	<p>30 June</p> <p>10 September</p> <p>31 October</p>	<p>30 June</p> <p>0</p> <p>0</p>	<p>0</p> <p>10 September</p> <p>0</p>	<p>0</p> <p>0</p> <p>31 October</p>	<p>0</p> <p>0</p> <p>0</p>
4.2.5	Number of Departments and Entities' Key Control Matrix assessment reports produced	Quarterly	132 reports	36 reports	36 reports	36 reports	36 reports

4.3. Municipal Budget and Monitoring (IYM)						
Strategic objective 2: To monitor and enhance Budget, Planning and Implementation						
Programme performance indicators / measure	Reporting period	Annual target 2011/2012	Quarterly targets			
			1 st	2 nd	3 rd	4 th
4.3.1 Number of assessment reports produced with regard to MITREF on <ul style="list-style-type: none"> • Draft budget • Final budget • Adjustment (budgets received) 	Annually	23 reports	23 reports	23 reports	23 reports	Number of adjustment budgets received
4.3.2 Number of assessment reports produced on the alignment of the IDP to budget	Annually	12 reports	N/A	6 reports	N/A	6 reports
4.3.3 Number of assessment reports produced on the alignment of the SDBIP to budget	Annually	6 reports	N/A	6 reports	N/A	N/A
4.3.4 Number of assessment reports produced on the budget timeline schedules	Annually	23 reports	23 reports	23 reports	N/A	23 reports
4.3.5 Number of assessment reports produced on revenue and expenditure trends of the municipalities	Monthly Quarterly	12 Consolidated reports 4 Publications	3 Consolidated reports 1 Publications	3 Consolidated reports 1 Publications	3 Consolidated reports 1 Publications	3 Consolidated reports 1 Publications
4.3.6 Number of municipalities assessed for cash flow management	Quarterly	8 municipalities	2 municipalities	2 municipalities	2 municipalities	2 municipalities
4.3.7 Number of training sessions conducted on: <ul style="list-style-type: none"> • Cash flow management 	Annually	1 session	1 session	N/A	N/A	N/A

4.4. Municipal Revenue and Debt Management						
Strategic objective 3: To monitor and provide guidance on Municipal Debt Revenue and Management						
Programme performance indicators / measure	Reporting period	Annual target 2011/12	Quarterly targets			
			1 st	2 nd	3 rd	4 th
4.4.1 Monthly assessment reports produced on municipal revenue and debt management	Monthly	6 reports	N/A	2 reports	2 reports	2 reports
4.4.2 Number of Assessment reports produced for identified municipalities on implementation of free basic services	Bi-annually	2 reports	N/A	1 report	N/A	1 report
4.4.3 Number of Assessment reports produced for identified municipalities on management of debtors	Bi-annually	2 reports	N/A	2 reports	N/A	N/A
4.4.4 Number of assessments reports produced on implementation of policies and procedures	Quarterly	4 reports	1 report	1 report	1 report	1 report

4.5 Municipal Accounting Services						
Strategic objective 4: To promote implementation of Generally Recognised Accounting Practices (GRAP) as well as liability management and reporting						
Programme performance indicators / measure	Reporting period	Annual target 2011/12	Quarterly targets			
			1 st	2 nd	3 rd	4 th
4.5.1 Number of assessment reports produced on GRAP compliance	Quarterly	23 reports	23 reports	23 reports	23 reports	23 reports
4.5.2 Compliance reports on tabling of annual and oversight reports produced	Annually	23 reports	23	N/A	N/A	23 reports
4.5.3 Quarterly reports on asset & liability management produced	Quarterly	4 reports	1 report	1 report	1 report	1 report
4.5.4 Issue guidelines on Annual financial reporting cycle and procedures	Annually	1 guideline	N/A	1 guideline	N/A	N/A
4.5.5 Quarterly assessment reports on implementation rate of legislative resolutions produced	Quarterly	4 reports	1 report	1 report	1 report	1 report

4.6 Municipal Supply Chain Management and Compliance		Strategic objective 5: To promote implementation of Supply Chain Management and Procedures						
Programme performance indicators / measure	Reporting period	Annual target 2011/12	Quarterly targets					
			1 st	2 nd	3 rd	4 th		
4.6.1	Number of assessments reports produced on implementation of SCM policies and procedures	Annually	23 reports	N/A	6 reports	8 reports	9 reports	
4.6.2	Number of assessments reports produced on SCM compliance produced <ul style="list-style-type: none"> • Monthly • Bi-annually 	Monthly Biannually	276 reports 46 reports	69 reports N/A	69 reports 23 reports	69 reports N/A	69 reports 23 reports	
4.6.3	Number of assessment reports produced on contract management	Quarterly	3 reports	N/A	1 report	1 report	1 report	
4.6.4	Number of assessments reports produced on MFMA compliance	Quarterly	4 Reports	1 report	1 report	1 report	1 report	
4.6.5	Number of assessment reports produced on municipal delegations	Annually	23 reports	N/A	N/A	N/A	23	
4.6.6	Number of bi-annual assessment report produced on skills development program of municipal interns	Bi-annually	2 reports	N/A	1 report	N/A	1 report	
4.6.7	Number of forums conducted to enhance capacity on MFMA compliance	Quarterly	4 fora	1 forum	1 forum	1 forum	1 forum	
4.6.8	Number of Financial Recovery Plans developed	Annually	2 plans	N/A	1 plan	N/A	1 plan	

4.7. Municipal Risk Management and Internal audit		Strategic objective 6: To promote sound risk management and internal Audit practices						
Programme performance indicators / measure		Reporting period	Annual target 2011/12	Quarterly targets				
				1 st	2 nd	3 rd	4 th	
4.7.1	Number of bi-annual assessment reports produced for delegated municipalities with IA activity against predetermined IA activity KPIs	Bi-annually	44 reports	N/A	22 reports	N/A	22 reports	
4.7.2	Development of audit committee key performance indicators	Annually	1 set of indicators	1 set of indicators	N/A	N/A	N/A	
4.7.3	Number of bi-annual assessment reports produced for delegated municipalities with Audit Committee activity against predetermined IA committee activity KPIs	Bi-annually	30 reports	N/A	15 reports	N/A	15 reports	
4.7.4	Number of formal training sessions conducted on: <ul style="list-style-type: none"> Public sector Internal Audit Framework 	Bi-annually	2 sessions	N/A	1 session	N/A	1 session	
4.7.5	Number of forums conducted to enhance capacity at municipalities <ul style="list-style-type: none"> Internal Audit 	Bi-annually	2 fora	N/A	1 forum	N/A	1 forum	
4.7.6	Number of bi-annual assessment reports produced for delegated municipalities with Risk management activity against predetermined Risk management activity KPIs	Bi-annually	44 reports	N/A	22 reports	N/A	22 reports	
4.7.7	Development of risk committee key performance indicators	Annually	1 set of indicators	N/A	1 set of indicators	N/A	N/A	
4.7.8	Number of bi-annual assessment reports produced for delegated municipalities with Risk Committee activity against predetermined Risk committee activity KPIs	Bi-annually	2 reports	N/A	1 report	N/A	1 report	
4.7.9	Number of forums conducted to enhance capacity at municipalities <ul style="list-style-type: none"> Risk 	Bi-annually	2 fora	N/A	2 fora	N/A	N/A	

4.8. Risk Management and Internal Audit						
Strategic objective 7: To create and sustain a culture of accountability within the Free State Provincial Administration						
Programme performance indicators / measure	Reporting period	Annual target 2011/12	Quarterly targets			
			1 st	2 nd	3 rd	4 th
4.8.1 Number of bi-annual assessment reports produced for Departments and Public Entities against predetermined Risk Management Activity KPI's.	Bi-annually	12 reports	N/A	6 reports	N/A	6 reports
4.8.2 Number of bi-annual assessment reports produced for Departments and Entities against predetermined Risk Management Committee KPI's	Bi-annually	12 reports	N/A	6 reports	6 reports	N/A
4.8.3 Number of consolidated reports on status of FMCMM questionnaire for the Departments and Public Entities produced.	Bi-annually	2 reports	1 report	N/A	1 report	N/A
4.8.4 Number of consolidated assessment Reports produced on FMCMM action plans.	Quarterly	4 reports	1 report	1 report	1 report	1 report
4.8.5 Number of forums conducted for Departments and Public Entities on Risk Management	Quarterly	3 fora	1 forum	1 forum	1 forum	N/A
4.8.6 Number of formal training sessions conducted/facilitated on Risk Management	Quarterly	2 sessions	1 report	N/A	1 report	N/A
4.8.7 Number of bi-annual assessment reports produced for Departments and Public Entities against predetermined Internal Audit Activity KPI's.	Bi-annually	12 reports	6 reports	N/A	6 reports	N/A
4.8.8 Number of bi-annual assessment reports produced for Departments and Entities against predetermined Internal Audit Committee KPI's.	Bi-annually	12 reports	N/A	6 reports	N/A	6 reports
4.8.9 Number of forums conducted for Departments and Public Entities Internal Audit Capacity Building	Quarterly	3 fora	1 forum	1 forum	1 forum	N/A
4.8.10 Number of formal training sessions conducted/facilitated on Internal Audit on: <ul style="list-style-type: none"> • Managing Fraud in the work Place • Performance Audit 	Quarterly	2 sessions	1 session	N/A	1 session	N/A

4.8. Risk Management and Internal Audit						
Strategic objective 7: To create and sustain a culture of accountability within the Free State Provincial Administration						
Programme performance indicators / measure	Reporting period	Annual target 2011/12	Quarterly targets			
			1 st	2 nd	3 rd	4 th
4.8.11 Number of consolidated assessment reports produced on predetermined implementation rate of legislature resolutions for Departments and Public Entities	Quarterly	3 reports	1 report	1 report	1 report	N/A
4.8.12 Number of quarterly assessment reports produced on system of delegations for Departments and Public Entities	Quarterly	45 reports	15 reports	15 reports	15 reports	N/A
4.8.13 Number of annual assessment reports produced on Public Entity boards based on the compliance with PFMA and relevant legislature.	Annually	3 reports	N/A	3 reports	N/A	N/A
4.8.14 Number of reports produced on Maintenance of Entity general information	Quarterly	4 reports	1 report	1 report	1 report	N/A
4.8.15 Confirmation (Listing) of contingent liability for housing guaranteees in respect of financial institutions.	Quarterly	20	5	5	5	5
4.8.16 Number of updated reports produced to National Treasury on required detail of identified positions in departments and public entities	Quarterly	3 reports	1 report	1 report	1 report	N/A

7.3 Reconciliation: performance targets with the budget and MTEF

Table 4.12: Summary of payments and estimates: Programme 4: Financial Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Sub-programme 1: Programme Support	1,413	1,235	1,315	1,690	1,690	1,754	1,722	1,832	1,955
Sub-programme 2: Accounting Services	5,095	6,010	6,878	13,711	7,399	9,560	8,298	8,835	9,441
Sub-programme 3: Municipal Finance	7,947	8,526	10,868	9,593	14,817	16,184	23,603	25,625	28,099
Sub-programme 4: Risk Management and Internal Audit Provincial	2,811	4,132	5,348	3,962	6,046	3,143	7,497	7,982	8,530
Sub-programme 5: Provincial Internal Audit	-	-	-	3,237	2,241	2,078	-	-	-
Total payments and estimates: Programme 4: Financial Governance	17,266	19,903	24,409	32,193	32,193	32,719	41,120	44,274	48,025

Table 4.13: Summary of provincial payments and estimates by economic classification: Programme 4: Financial Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation 2010/11	Revised estimate	Medium-term estimates		
	2007/08	2008/09	2009/10				2011/12	2012/13	2013/14
Current payments	15,708	19,795	23,979	32,193	31,986	32,462	40,850	43,987	47,723
Compensation of employees	11,960	17,664	21,420	27,787	24,199	26,751	36,404	39,274	42,563
Goods and services	3,748	2,089	2,514	4,406	7,787	5,707	4,446	4,713	5,160
Interest and rent on land		42	45			4			
Transfers and subsidies to:	1,106	-							
Provinces and municipalities	1,100	-							
Departmental agencies and accounts									
Universities and technikons									
Public corporations and private enterprises									
Foreign governments and international organisations									
Non-profit institutions	6	-							
Households									
Payments for capital assets	452	108	430		207	257	270	287	302
Buildings and other fixed structures									
Machinery and equipment	452	108	430		207	257	270	287	302
Cultivated assets									
Software and other intangible assets									
Land and subsoil assets									
Heritage assets									
Specialised military assets									
Payments of financial assets									
Total economic classification: Progi	17,266	19,903	24,409	32,193	32,193	32,719	41,120	44,274	48,025

PART C: LINKS TO OTHER PLANS

8. Links to the long-term infrastructure and other capital plans

None

9. Conditional grants

None

10. Public entities

None

11. Public-private partnerships

None