

Provincial Treasury

Annual Performance Plan

2014/2015 - to - 2016/2017

Free State Province



treasury

Department of
Treasury
FREE STATE PROVINCE

FOREWORD

The 2014 Medium Term Expenditure Framework signals the beginning of both a new financial year as well as a new electoral term. The mandate of the Provincial Treasury is derived from the Constitution, 1996 and further developed in terms of the Public Finance Management Act (PFMA), 1999 (as amended) and the Municipal Finance Management Act, 2003 (as amended) and other relevant legislation.



The Provincial Treasury has both an internal and external focus. This relates to its capacity to support sustainable public finance; support good governance in provincial departments and provincial public entities, the promotion of government's fiscal framework, the management of budget processes, supporting the financial management of the local government sector as well as the promotion of transparency in the broader budget management.

Our work in supporting and strengthening the financial management environment of the local government sector, in collaboration with the Department of Cooperative Governance and Traditional Affairs and SALGA, has been highlighted as a priority area that should receive specific focus. Another specific focus area will be the continued improvement and strengthening of the centralized supplier database system of the Free State Provincial government. We continue to support the priority outcomes of government, specifically as it relates to "Decent employment through inclusive growth" (Outcome 9) and "An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship" (Outcome 12.)

Equally significant is the fact that the Provincial Treasury also supports the broader developmental mandates of the national and provincial government. In this regard, we remain conscious of the imperatives of the National Development Plan (NDP) and the aligned Free State Growth and Development Strategy (FSGDS) and our focus will be to provide the appropriate support to the implementation framework of the NDP and the FSGDS. As the custodian of public funds in the province, we shall continue to support all critical elements aimed at achieving the provincial targets of this developmental mandate.

The Free State Provincial Treasury shall continue to model itself to effectively provide support and value to the developmental challenges of the province. We are mindful of the challenges facing our people and indeed our role in supporting efforts aimed at alleviating these challenges.

A handwritten signature in black ink, appearing to read 'Me EC Rockman'.

Me EC ROCKMAN

Executive Authority (Department of Treasury)

Date: 26.07.2014...

OFFICIAL SIGN-OFF



As the CEO of Provincial Treasury, I hereby certify that this Annual Performance Plan:

- Was developed by the management of the Provincial Treasury under the guidance of MEC E. Rockman.
- 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 2014/15 to 2016/17 financial year.

Ms K.B. MOSHODI
Manager: Strategic Planning
Date: 25/02/2014

Signature:  _____

Mr. A.T.M. MABIJA
Chief Financial Officer
Date: 26/02/2014

Signature:  _____

Mr. M.N.G. MAHLATSI
Accounting Officer
Date: 26/02/2014

Signature:  _____

Approved by:

Me. E.C. ROCKMAN
Executive Authority
Date: 26/02/2014

Signature:  _____

CONTENTS

ITEM NO.	HEADING (S)	PAGE NUMBER (S)
PART A: Strategic Overview		
1	Updated Situational Analysis	7
1.1	Performance Delivery Environment	8
1.2	Organizational Environment	8
2	Revisions to legislative and other mandates	8
3	Overview of the 2014/15 budget and MTEF estimates	9
3.1	Expenditure estimates	9
3.2	Relating expenditure trends to strategic outcome oriented goals	9
PART B: Programme and sub-programme plans, budget & MTEF estimates		
4	Programme 1: Administration	11
4.1	Strategic objectives; annual and quarterly targets for 2014/15	11-21
4.2	Reconciliation: performance targets with the Budget and MTEF	22
5	Programme 2: Sustainable Resource Management	23
5.1	Strategic objectives; annual and quarterly targets for 2014/15	23-29
5.2	Reconciliation: performance targets with the Budget and MTEF	30
6	Programme 3: Asset and Liability Management	31
6.1	Strategic objectives; annual and quarterly targets for 2014/15	31-36
6.2	Reconciliation: performance targets with the Budget and MTEF	37
7	Programme 4: Financial Governance	38
7.1	Strategic objectives; annual and quarterly targets for 2014/15	38-55
7.2	Reconciliation: performance targets with the Budget and MTEF	56
PART C: Links to other plans		
8	Links to the long-term infrastructure and other capital plans	58
9	Conditional grants	58
10	Public Entities	58
11	Public-Private Partnerships	58

ANNEXURES		
12	Annexure A	60
12.1	Vision	60
12.2	Mission	60
12.3	Values	60
12.4	Strategic Goals	61-62
12.5	Budget Programmes Structure	63
13	Annexure D: Outcome Based Priorities Template	64-71
14	Annexure E: Technical Indicators	72

ACRONYMS

AGSA	Auditor General of South Africa
APP	Annual Performance Plans
AR	Annual Report
CFI	Combined Financial Information
CFS	Combined Financial Statements
DPSA	Department of Public Service and Administration
EE	Employment Equity
EHWP	Employee Health and Wellness Program
FFC	Financial Fiscal Commission
FMCMM	Financial Management Capability Maturity Model
FSGDS	Free State Growth and Development Strategy
GRAP	Generally Recognised Accounting Practice
HRM	Human Resource Management
IA	Internal Audit
ICT	Information and Communication Technology
IDIP	Infrastructure Delivery Improvement Program
IYM	In Year Monitoring
KPI	Key Performance Indicators
MISS	Minimum Information Security Standards
MTBPS	Medium Term Budget Policy Statement
MTEF	Medium Term Expenditure Framework
OHS	Occupational Health and Safety
PAIA	Promotion of Access to Information Act
PAJA	Promotion of Administrative Justice Act
PES	Provincial Equitable Share
PPP	Public, Private, Partnerships
QPR	Quarterly Performance Report
RM	Risk Management
SLA	Service Level Agreements
SMS	Senior Management Services
SPP	Strategic Performance Plan

PART A

PART A: STRATEGIC OVERVIEW

1. Updated Situational Analysis

The APP of the Department of Treasury is tabled amidst the ever changing global, national and provincial economies. The well-established economies have regained some of the strengths they lost during the recession years, thus spelling good news for the broader world economies. The world economic forecast is projected to reach 4.0% in 2014, thus moving from the negative growth that has been experienced during the recession years.

In a stark contrast to the global economy, the South African economy growth potential has reneged. The South African economy grew by a meagre 2.4%, during 2013. Leading economic experts, local and internationally, have from time to time re-projected the country's growth forecast negatively as the country's economy has not shown any resilience to challenges it faces. The International Monetary Fund (IMF) forecasted the economic growth potential of South Africa to 2.4% in 2013. This also has implications for the provincial economy, which has almost always lagged the national economic growth. The provincial economy is projected to grow at around 3% in 2014. A good, but yet possibly ineffective growth, as it will not necessarily make any meaningful impact on various aspects of the economy, specifically job creation.

The implication for the above mentioned economic situation is that the prospects for the growth of the provincial purse will remain bleak. With the economic underperformance, jobs will continue to be shed and therefore any potential for revenue collection will also be subjected to this reality. The government will be expected to deliver more socio-economic oriented programmes, amidst a declining revenue purse. This comes against the backdrop of a budget that is declining in real terms. Since 2009/10 to 2014 MTEF, the province has lost a total amount of **R2.673 billion** on Equitable Share. Because of the declining share of the population, furthermore, the Free State is amongst provinces that have lost substantially as a result of data revisions related to census data 2011. The province however remains under pressure to deliver on various developmental mandates posed by the Free State Growth and Development Strategy as well as the broader MTSF which encompasses the National Development Plan.

During the new electoral term, the Free State Provincial Treasury will be expected to support all outcomes of the new MTSF, but a particular emphasis will be placed on outcome 9: Responsive, accountable, effective and efficient developmental local government system and Outcome 12: Efficient, effective and developmental oriented public service. The same will apply to the Free State Growth and Development Strategy, whose Pillar 6 will directly affect Treasury.

The above represents the challenges that the Department is facing in implementing its mandate, we would therefore have to convert some of the challenges into opportunities and continue to search for alternatives for financing the growing need for public services.

1.1 Performance delivery environment

The department will continue to provide support and oversight to all Departments, Public Entities and Municipalities by:

- Ensuring support on provincial economic analysis, fiscal policy, management of the annual budget process and the implementation of provincial budgets
- Facilitating the effective and efficient management of assets, liabilities and financial management systems
- Promoting accountability through substantive reflection of financial activities of the provincial and local spheres as well as compliance with financial norms and standards

1.2 Organisational environment

During the 2013/14 financial year the Department had a vacancy rate of 20%. However, two strategic posts were filled during this period. Namely, the posts of Senior Executive Manager: Asset and Liability Management and Senior Executive Manager: Municipal Finance Management.

The post of Senior Executive Manager: Asset and Liability Management is critical to ensure proper asset and liability management processes within the Free State Provincial Government and to develop policies and guidelines to guide risk management processes with regard to asset and liabilities.

The post of Senior Executive Manager: Municipal Finance Management needs to give strategic direction with regard to municipal finance management and also to plan, implement and manage the monitoring and oversight function of all Free State municipalities.

2. Revisions to legislative and other mandates

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

3. Overview of the 2014/15 budget and MTEF estimates

3.1 Expenditure estimates

FS Provincial Treasury

– Table Y.1 [FREE STATE PROVINCIAL TREASURY

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
Programme 1: Administration	62,946	81,818	82,771	82,111	92,088	94,763	87,929	95,502	98,952
Programme 2: Sustainable Resource	20,286	22,779	24,792	27,585	26,349	25,654	29,061	30,355	31,963
Programme 3: Asset and Liability Man	46,702	51,452	59,869	60,857	61,369	61,326	61,402	60,800	64,017
Programme 4: Financial Governance	32,844	28,923	39,113	45,802	39,830	40,741	48,348	49,391	52,010
Total	162,778	184,972	206,545	216,355	219,636	222,484	226,740	236,048	246,942

Economic classification

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
Current payments	154,728	177,937	198,867	213,724	212,332	215,034	224,392	233,200	243,942
Compensation of employees	108,027	123,834	140,513	159,537	145,513	147,550	167,365	175,631	184,954
Goods and services	46,548	53,952	57,826	54,187	66,819	67,484	57,027	57,569	58,989
Interest and rent on land	153	151	528						
Transfers and subsidies to:	1,060	977	406	336	3,512	3,487	332	347	365
Provinces and municipalities	1	11							
Departmental agencies and accounts									
Universities and technikons									
Foreign governments and international organisations									
Public corporations and private enterprises		1	9	20					
Non-profit institutions									
Households	1,059	965	397	316	3512	3487	332	347	365
Payments for capital assets	6,407	5,920	6,356	2,295	3,792	3,825	2,016	2,501	2,634
Buildings and other fixed structures			303						
Machinery and equipment	6,105	5,920	5,991	2,295	3792	3825	2,016	2,501	2634
Heritage Assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets	302		62						
Payments for financial assets	583	138	916			138			
Total economic classification: (name of department)	162,778	184,972	206,545	216,355	219,636	222,484	226,740	236,048	246,942

3.2 Relating expenditure trends to strategic outcome oriented goals

The allocation made to Programme 1 continues to provide appropriate support services to other programmes.

Programme 2 contributes toward the promotion of effective management of the provincial fiscal framework.

The promotion of effective management of provincial assets and liabilities is catered for under Programme 3.

The budget allocation in Programme 4 is aimed at promoting the financial governance of both the provincial and local government.

PART B

PART B: PROGRAMME AND SUB-PROGRAMME PLANS

4. PROGRAMME 1: ADMINISTRATION

The role of this programme is 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. This programme consists of five operational sub-programmes.

4.1 STRATEGIC OBJECTIVES, ANNUAL AND QUARTERLY TARGETS FOR 2014/2015

Sub-programme 1.1: Office of the MEC - Annual Targets

Strategic objective 1: To provide support to the office of the MEC in ensuring effective and efficient functioning of the Department

Performance indicators/measures	Audited/Actual performance		Estimated performance 2013/14	Medium-term targets		
	2010/2011	2011/12		2012/13	2014/15	2015/16
1.1.1 Number of interactions with constituency	45 interactions	58 interactions	51 interactions	50 interactions	50 interactions	50 interactions
1.1.2 Number of interaction with internal and external stakeholders <ul style="list-style-type: none"> Quarterly Infrastructure Expenditure Reviews Auditor General 	11 reviews 34 interactions	2 reviews 15 interactions	3 reviews 28 interactions	4 reviews 12 interactions	4 reviews 12 interactions	4 reviews 12 interactions
1.1.3 Tabling of Provincial Budget, Budget Vote, Adjustment Budget, Annual Report, APPs in terms of the PFMA at the legislature and cabinet	4	4	4	<ul style="list-style-type: none"> Provincial Budget Budget Vote Adjustment Budget Annual Report Annual Performance Plan 	<ul style="list-style-type: none"> Provincial Budget Budget Vote Adjustment Budget Annual Report Annual Performance Plan 	<ul style="list-style-type: none"> Provincial Budget Budget Vote Adjustment Budget Annual Report Annual Performance Plan

Sub-programme 1.1 Office of the MEC - Quarterly Targets

Strategic objective 1: To provide support to the office of the MEC in ensuring effective and efficient functioning of the Department

Performance indicators / measures		Reporting period	Annual target 2014/2015	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1.1.1	Number of interactions with constituency	Quarterly	50 interactions	12 interactions	12 interactions	13 interactions	13 interactions
1.1.2	Number of interaction with internal and external stakeholders <ul style="list-style-type: none"> Quarterly Infrastructure and Expenditure Reviews Auditor General 	Quarterly	4 reviews 12 interactions	1 review 3 interactions	1 review 3 interactions	1 review 3 interactions	1 review 3 interactions
1.1.3	Tabling of Provincial Budget, Budget Vote, Adjustment Budget, Annual Report and Annual Performance Plan in terms of the PFMA at the Legislature and Cabinet	Quarterly	<ul style="list-style-type: none"> Provincial Budget Budget Vote Adjustment Budget Annual Report Annual Performance Plan 		Annual Report (2013/14)	Adjustment Budget	Provincial Budget Budget Vote Annual Performance Plan (2015/16)

Sub-programme 1.2: Management Services - Annual Targets

Strategic objective 2: To provide support to the office of the CEO in ensuring effective and efficient functioning of the Department

Performance indicators/measures		Audited/Actual performance		Medium-term targets				
		2010/2011	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
1.2.1	Risk management framework reviewed	1 framework reviewed	1 risk framework	1 risk framework	1 risk framework	1 risk framework	1 risk framework	1 risk framework
1.2.2	Policy compliance reports on MISS produced on quarterly basis	4 reports	4 reports	4 reports	4 reports	4 reports	4 reports	4 reports
1.2.3	Percentage of Senior Managers who have disclosed their financial interests	17 SMS members	23 SMS members	23 SMS members	25 SMS members	100%	100%	100%
1.2.4	Management report on vetting of: <ul style="list-style-type: none"> Individual shortlisted candidates before employment Coordination of the completion of Security Clearance forms (Z204) for all employees Service providers contracted to the department 	285 staff vetted 74 contracts vetted	4 reports	4 reports	4 reports	4 reports	4 reports	4 reports

Sub-programme 1.2 Management Services- Quarterly Targets

Strategic objective 2: To provide support to the office of the CEO in ensuring effective and efficient functioning of the Department

Performance indicators /measures	Reporting period	Annual target 2014/2015	Quarterly targets			
			1 st	2 nd	3 rd	4 th
1.2.1 Risk management framework reviewed	Annually	1 risk framework	1 risk framework	0	0	0
1.2.2 Policy compliance reports on MISS produced on quarterly basis	Quarterly	4 reports	1 report	1 report	1 report	1 report
1.2.3 Percentage of Senior Managers who have disclosed their financial interests	Annually	100%	100%	0	0	0
1.2.4 Management report on vetting of: <ul style="list-style-type: none"> Individual shortlisted candidates before employment Coordination of the completion of Security Clearance form (Z204) for all employees Service providers contracted to the department 	Quarterly	4 reports	1 report	1 report	1 report	1 report

Sub-programme 1.3 Corporate Services - Annual Targets

Strategic objective 3: To facilitate a skilled, competent and responsive workforce for the Department

Performance indicators/measures	Audited/Actual performance		2012/2013	Estimated performance 2013/14	Medium-term targets		
	2010/2011	2011/2012			2014/15	2015/16	2016/17
1.3.1 Funded vacancy rate (average % of posts on PERSAL which are vacant)	N/A	N/A	N/A	N/A	11%	10%	9%
1.3.2 Average number of days taken to complete the Recruitment and Selection process	N/A	N/A	N/A	N/A	90 days	90 days	90 days
1.3.3 Percentage of exit interviews conducted for recording of relevant information	N/A	N/A	N/A	N/A	100% for all exits	100% for all exits	100% for all exits
1.3.4 Performance and Development Management system implemented:	N/A	N/A	N/A	N/A			
<ul style="list-style-type: none"> Percentage of performance agreements for SMS members signed and submitted by 31 August Percentage of performance plans captured on Persal for levels 1-12 by 30 June Percentage of performance assessments for SMS members completed 31 December Percentage of performance assessments for levels 1-12 completed 30 August 					100%	100%	100%
1.3.5 Average number of days taken to resolve disciplinary cases	N/A	N/A	N/A	N/A	90 days	90 days	90 days
1.3.6 Number of Wellness workshops/empowerment or information sessions / written	N/A	N/A	N/A	16 Activities	16 Activities	16 Activities	16 Activities

Strategic objective 3: To facilitate a skilled, competent and responsive workforce for the Department

Performance indicators/measures	Audited/Actual performance				Estimated performance 2013/14	Medium-term targets		
	2010/2011	2011/2012	2012/2013	2013/14		2014/15	2015/16	2016/17
<p>articles or other empowerment activities</p> <p>1.3.7 Communication strategy approved and implemented</p> <p>Number of media liaison engagements</p> <p>Participation in 20 years of Democracy celebration</p>	N/A	N/A	N/A	1 1 N/A N/A	1 Strategy 1 Implementation report 4 Report on participation in 20 years of Democracy celebration	1 Strategy 1 Implementation report 4	1 Strategy 1 Implementation report 4	
<p>1.3.8 ICT Governance Policy and framework approved and implemented</p>	N/A	N/A	N/A	N/A	Approved: • ICT Governance Framework and Charter • ICT Portfolio Management Framework • ICT Management Framework Implementation Report	1 Report on ICT Audit Plan	1 Report on ICT Risk Management	
<p>1.3.9 Development and implementation of:</p> <ul style="list-style-type: none"> • Workplace skills plan • HRD Plan • SDIP 	N/A	N/A	N/A	N/A	8 Workplace Skills Plan Reports 1 HRD Plan 4SDIP Reports	8 Workplace Skills plan Reports 1 HRD Plan 4SDIP Reports	8 Workplace Skills Plan Reports 1 HRD Plan 4SDIP Reports	

Sub-programme 1.3 Corporate Services - Quarterly Targets

Strategic objective 3: To facilitate a skilled, competent and responsive workforce for the Department

Performance indicators /measures		Reporting period	Annual target 2014/2015	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1.3.1	Funded vacancy rate (average % of posts on PERSAL which are vacant)	Annually	11%	0	0	0	11%
1.3.2	Average number of days taken to complete the Recruitment and Selection process	Quarterly	90 days	90 days	90 days	90 days	90 days
1.3.3	Percentage of exit interviews conducted for recording of relevant information	Quarterly	100% for all exits	100% for all exits	100% for all exits	100% for all exits	100% for all exits
1.3.4	Performance and Development Management system implemented: <ul style="list-style-type: none"> Percentage of performance agreements for SMS members signed and submitted by 31 August Percentage of performance plans captured on PERSAL for levels 1-12 by 30 June Percentage of performance assessments for SMS members completed 31 December Percentage of performance assessments for levels 1-12 completed 30 August 	Annual	100%	0	100%	0	0
1.3.5	Average number of days taken to resolve disciplinary cases	Quarterly	90 days	90 days	90 days	90 days	90 days
1.3.6	Number of Wellness workshops/empowerment or information sessions / written articles or other empowerment activities	Quarterly	16 activities	4 Activities	4 Activities	4 Activities	4 Activities

Strategic objective 3: To facilitate a skilled, competent and responsive workforce for the Department

Performance indicators /measures		Reporting period	Annual target 2014/2015	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1.3.7	Communication strategy approved and implemented	Quarterly	1 Approved Strategy	0	1 Strategy	0	1 Implementation report
	Number of media liaison engagements	Quarterly	1 implementation report	1	1	1	1
	Participation in 20 years of Democracy celebration	Annually	4	0	0	0	1 report
1.3.8	ICT Governance Policy and Framework approved and implemented	Bi-Annually	Approved:	0			
			• ICT Governance Framework and Charter		• ICT Governance Framework and Charter	0	Implementation Report
			• ICT Portfolio Management Framework		• ICT Portfolio Management Framework		
			• ICT Management Framework		• ICT Management Framework		
			Implementation Report				
1.3.9	Development and implementation of : • Workplace skills plan • HRD Plan • SDIP	Quarterly	8 Workplace Skills Plan Reports	2 WSP Reports	2 WSP Reports	2 WSP Reports	2 WSP Reports
			1 HRD Plan 4 SDIP Reports	1 SDIP Report	1 SDIP Report	1 SDIP Report	1 HRD Plan 1 SDIP Report

Sub-programme 1.4 Financial Management - Annual Targets

Strategic objectives 4: To ensure that allocated funds are planned for, managed and spent efficiently

Performance indicators/measures	Audited/Actual performance		Estimated performance 2013/14	Medium-term targets		
	2010/2011	2011/2012		2012/2013	2014/2015	2015/2016
1.4.1 Legislative financial and prescribed provincial reports provided: <ul style="list-style-type: none"> • 17 x Key Control Matrix • 1 x Adjustment Budget • 3x Estimates of Provincial Revenue Expenditure 	97% 92% 1 report 3 reports	93% 100% 1 report 3 reports	95% 100% 1 report 3 reports	17 KCM reports 1 Adjustment Budget 3 EPRE reports	17KCM reports 1 Adjustment Budget 3 EPRE reports	17 KCM reports 1 Adjustment Budget 3 EPRE reports
1.4.2 Prepared in line with National / Provincial Guidelines: <ul style="list-style-type: none"> • Annual Performance Plan • Annual Report • 5 - year Strategic Plan • Quarterly Performance Reports 	APP Annual Report Published SPP 4 QPR	1 APP Annual Report Published 4 QPR	1 APP Annual Report Published 4 QPR	1 Annual Performance Plan 1 Annual Report 1 Five year Strategic Plan 4 Quarterly Performance Reports	1 Annual Performance Plan 1 Annual Report 4 Quarterly Performance Reports	1 Annual Performance Plan 1 Annual Report 4 Quarterly Performance Reports

Strategic objective 5: (Supply Chain Management) To procure and maintain quality goods and services in an economical and efficient manner

1.4.3 Management of all Departmental assets to meet minimum LOGIS asset register requirements	1 updated Asset Management Register	1 updated Asset Management Register	1 updated Asset Management Register	1 updated asset register	1 updated asset register	1 updated asset register
1.4.4 Annual Procurement Plan aligned with the APP / Budget	1 complete demand plan	1 complete demand plan	Alignment of needs, inputs and budget allocations	1 complete procurement plan	1 complete procurement plan	1 complete procurement plan
1.4.5 Percentage of creditors paid within 30 days.	Creditors to be paid within 30 days	99.01% Payment within 30 days	98.82% creditors were paid within 30days	Payment within 30 days	98%	98%

Sub-programme 1.4 Financial Management - Quarterly Targets

Strategic objectives 4: To ensure that allocated funds are planned for, managed and spent efficiently

Performance indicators/measures	Reporting period	Annual target 2014/2015	Quarterly targets			
			1 st	2 nd	3 rd	4 th
1.4.1 Legislative financial and prescribed provincial reports provided: <ul style="list-style-type: none"> 17 x KCM 1 x Adjustment Budget 3x Estimates of Provincial Revenue Expenditure 	Quarterly Annually/ Quarterly	17 KCM Reports 1 Adjustment budget 3 EPRE Reports	4 KCM 0 0	5 KCM Reports 0 1 EPRE Report	4 KCM Reports 1 Adjustment Budget 1 EPRE Report	4 KCM Reports 0 1 EPRE Report
1.4.2 Prepared in line with National/ Provincial Guidelines: <ul style="list-style-type: none"> Annual Performance Plan Annual Report 5 - year Strategic Plan Quarterly Performance Reports 	Annually Annually Annually Quarterly	APP AR SPP 4 QPR	0 0 0 1 QPR	0 1 Annual Report 0 1 QPR	0 0 0 1 QPR	1 APP 0 1 SPP 1 QPR

Supply Chain Management

Strategic objectives 5: To procure and maintain quality goods in an economical and effective manner

Performance indicators/measures	Reporting period	Annual target 2014/2015	Quarterly targets			
			1 st	2 nd	3 rd	4 th
1.4.3 Management of all Departmental assets to meet minimum LOGIS asset register requirements	Annually	1 updated Asset Register	0	0	0	1 updated Asset Register
1.4.4 Annual Procurement Plan aligned with the APP / Budget	Annually	1 procurement plan	1 procurement plan	0	0	0
1.4.5 Percentage of creditors paid within 30 days	Quarterly	98%	98%	98%	98%	98%

Sub-programme 1.5 Internal Audit - Annual Targets

Strategic objective 6: To ensure compliance with best practices, norms and standards, independent assessment of the adequacy and effectiveness of internal controls

Performance indicators/measures	Audited/Actual performance				Estimated performance 2013/2014	Medium-term targets		
	2010/2011	2011/2012	2012/2013	2013/2014		2014/2015	2015/2016	2016/2017
1.5.1 Number of audits performed per year	13 Audits performed	10 Audits performed	17 Audits performed	13 Audits performed	18 Audits performed	20 Audits performed	22 Audits performed	
1.5.2 Number of workshops conducted at service points for internal controls	3 workshops conducted	4 workshops conducted	2 Workshops conducted	2 workshops conducted	2 workshops conducted	2 workshops conducted	2 workshops conducted	
1.5.3 Audit plans developed and submitted to audit committee for approval	N/A	N/A	2 audit plans	2 audit plans	2 audit plans	2 audit plans	2 audit plans	
1.5.4 Audit charters reviewed and submitted to audit committee for approval	N/A	N/A	2 audit charters	2 audit charters	2 audit charters	2 audit charters	2 audit charters	

Sub-programme 1.5 Internal Audit - Quarterly Targets

Strategic objective 6: To ensure compliance with best practices, norms and standards, independent assessment of the adequacy and effectiveness of internal controls

Performance indicators/measures	Reporting period	Annual target 2014/15	Quarterly targets			
			1 st	2 nd	3 rd	4 th
1.5.1 Number of audits performed per year	Quarterly	18 audits performed	4 audits performed	5 audits performed	4 Audit performed	5 audits performed
1.5.2 Number of workshops conducted at service points for Internal controls	Bi-Annually	2 workshops conducted	0	1 workshop conducted	0	1 workshop conducted
1.5.3 Audit plans developed and submitted to audit committee for approval	Annually	2 audit plans	2 audit plans	0	0	0
1.5.4 Audit charters reviewed and submitted to audit committee for approval	Annually	2 audit charters	2 audit charters	0	0	0

4.2 Reconciliation: performance targets with the budget and MTEF

Expenditure estimates

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
Sub-programme 1: Office of the MEC	5,401	6,120	5,906	6,128	6,959	6708	6,528	6,563	6,911
Sub-programme 2: Management Services	2,369	3,531	5,876	5,284	14,516	14204	5,571	5,569	5,864
Sub-programme 3: Corporate Services	27,166	33,223	33,256	33,661	31,436	34580	33,698	42,228	41,358
Sub-programme 4: Financial Management	24,769	34,815	33,366	32,711	34,580	34812	35,080	36,490	39,920
Sub-programme 5: Internal Audit - departmental	3,241	4,129	4,367	4,327	4,597	4459	5,052	4,652	4,899
Total	62,946	81,818	82,771	82,111	92,088	94,763	85,929	95,502	98,952

Economic classification

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
Current payments	57 863	77 865	77 677	79 674	85 584	88 202	83 605	93 048	96 368
Compensation of employees	41 281	49 051	54 196	57 640	54 909	55 440	60 363	63 738	67 115
Goods and services	16 516	28 760	23 481	22 034	30 675	32 762	23 242	29 310	29 253
Interest and rent on land	66	54							
Transfers and subsidies to:	535	942	103	336	3374	3350	332	347	365
Provinces and municipalities	1	11							
Departmental agencies and accounts									
Universities and technicians									
Foreign governments and international organisations									
Public corporations and private enterprises		1	9	20					
Non-profit institutions									
Households	534	930	94	316	3374	3350	332	347	365
Payments for capital assets	3 983	2 887	4 312	2101	3130	3086	1992	2107	2219
Buildings and other fixed structures			6						
Machinery and equipment	3 983	2 887	4 244	2 101	3130	3086	1 992	2 107	2219
Heritage Assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets			62						
Payments for financial assets	565	124	679			125			
Total economic classification:	62 946	81 818	82 771	82 111	92 088	94 763	85 929	95 502	98 952

5. PROGRAMME 2: SUSTAINABLE RESOURCE MANAGEMENT

The role of this programme is to promote the effective management of the provincial fiscal framework. The programme consists of four sub-programmes.

5.1 STRATEGIC OBJECTIVES, ANNUAL AND QUARTERLY TARGETS FOR 2014/2015

Sub-programme 2.2: Economic Analysis - Annual Targets

Strategic objective 1: To influence policy development and implementation in line with Fiscal framework									
Performance indicators/measures		Audited/Actual performance				Estimated performance 2013/14	Medium-term targets		
		2010/2011	2011/12	2012/13	2013/14		2014/15	2015/16	2016/17
2.2.1	Number of research based reports produced	6	4 reports	5 reports	4 reports	6 reports	6 reports	6 reports	6 reports
2.2.2	Workshops conducted with stakeholders: <ul style="list-style-type: none"> Provincial Economic Review and Outlook Familiarize the practice of Socio-Economic Review Analysis 	8	6 workshops	6 workshops	6 workshops	4 Workshops	4 Workshops	4 Workshops	4 Workshops
2.2.3	Quarterly Labour Market Reviews published	4 reviews	4 reviews	4 reviews	4 reviews	4 reviews	4 reviews	4 reviews	4 reviews
2.2.4	Provincial Economic Review and Outlook (PERO) published annually	1 document	1 document	1 document	1 document	1 PERO	1 PERO	1 PERO	1 PERO
2.2.5	MTBS document coordinated and published	1 MTBPS	1 MTBPS	1 chapter produced	1 MTBPS	1 MTBPS document	1 MTBPS document	1 MTBPS document	1 MTBPS document
2.2.6	Submission on PES on the FFC's Division of Revenue recommendations	1 Submission	1 Submission	1 Submission	1 Submission	1 Submission	1 Submission	1 Submission	1 Submission

Sub-programme 2.2: Economic Analysis - Quarterly Targets

Strategic objective 1: To influence policy development and implementation in line with Fiscal framework						
Performance indicators/measures	Reporting period	Annual target 2014/15	Quarterly targets			
			1 st	2 nd	3 rd	4 th
2.2.1	Quarterly	6 reports	1 report	1 report	2 reports	2 reports
2.2.2	Quarterly	4 workshops	1 Workshop	1 Workshop	1 Workshop	1 Workshop
2.2.3	Quarterly	4 reviews	1 Review	1 Review	1 Review	1 Review
2.2.4	Annually	1 PERO	0	0	1 PERO	0
2.2.5	Annually	1 MTBPS document	0	0	1 MTBPS document	0
2.2.6	Annually	1 Submission	0	1 Submission	0	0

Sub-programme 2.3: Fiscal Policy - Annual Targets

Strategic objective 2: To provide fiscal policy implementation support to Departments and Entities

Performance indicators/measures	Audited/Actual performance		Estimated performance 2013/14	Medium-term targets		
	2010/2011	2011/12		2012/13	2014/15	2015/16
2.3.1 Credible revenue base developed for 12 departments.	12 Depts.	12 Depts.	12 Depts.	Revenue base for 12 Departments	Revenue base for 12 Departments	Revenue base for 12 Departments
2.3.2 Revenue inspections conducted	16 inspections	38 inspections	20 inspections	24 Inspection Reports	24 Inspection Reports	24 Inspection Reports
2.3.3 Monthly Performance Analysis of: • Own Revenue • Conditional Grants • REA Projects	12 reports	12 reports	12 reports 12 reports 12 reports	36 Performance Reports	36 Performance Reports	36 Performance Reports
2.3.4 Financial and non-financial performance of Public Entities evaluated on quarterly basis	12 reports	N/A	N/A	4 Performance Reports	4 Performance Reports	4 Performance Reports
2.3.5 Corporate Plans/ Annual Performance Plans of Public Entities evaluated	New PM/I	New PM/I	New PM/I	1 Evaluation Report	1 Evaluation Report	1 Evaluation Report
2.3.6 Research/study on fiscal matters conducted	N/A	N/A	2 reports	1 Study / Research Report	1 Study / Research Report	1 Study / Research Report

Sub-programme 2.3 Fiscal Policy - Quarterly Targets

Strategic objective 2: To provide fiscal policy implementation support to Departments and Entities

Performance indicators/measures		Reporting period	Annual target 2014/15	Quarterly targets			
				1 st	2 nd	3 rd	4 th
2.3.1	Credible revenue base developed for 12 departments	Annually	Revenue base for 12 Departments	0	0	Revenue base for 12 Departments	0
2.3.2	Revenue inspections conducted	Quarterly	24 Inspection Reports	6 Inspection Reports	6 Inspection Reports	6 Inspection Reports	6 Inspection Reports
2.3.3	Monthly Performance Analysis of: <ul style="list-style-type: none"> • Own Revenue • Conditional Grants • REA Projects 	Monthly	36 Performance Reports	9 Performance Reports	9 Performance Reports	9 Performance Reports	9 Performance Reports
2.3.4	Financial and non-financial performance of Public Entities evaluated on quarterly basis	Quarterly	4 Performance Reports	1 Performance Report	1 Performance Report	1 Performance Report	1 Performance Report
2.3.5	Corporate Plans/ Annual Performance Plans of Public Entities evaluated	Annually	1 Evaluation Report	0	0	1 Evaluation Report	0
2.3.6	Research/study on fiscal matters conducted	Annually	1 Study/Research Report	0	0	1 Study/Research Report	0

Sub-programme 2.4: Budget Management - Annual Targets

Strategic objective 3: To allocate financial resources in line with government priorities

Performance indicators/measures	Audited/Actual performance		Estimated performance			Medium-term targets		
	2010/2011	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	
2.4.1 Appropriation and Provincial Budget tabled in line with National prescripts	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 (March 2015)	Credible Provincial Budget tabled within 2 weeks after National Budget (March 2016)	Credible Provincial Budget tabled within 2 weeks after National Budget (March 2017)	
2.4.2 Adjustment Budget tabled in line with National prescripts	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 (November 2014)	Credible Adjustment Budget tabled within 30 days after National Adjustment Budget (November 2015)	Credible Adjustment Budget tabled within 30 days after National Adjustment Budget (November 2016)	
2.4.3 Number of reports on alignment of budget, strategic and annual performance plans	3 report per department	3 evaluation reports per department	3 evaluation reports per department	3 evaluation reports per department	3 evaluation reports per department (39 reports)	3 evaluation reports per department (39 reports)	3 evaluation reports per department (39 reports)	
2.4.4 Number of reports on progress made against funded priorities	New measure	New measure	4 reports	4 reports	4 reports	4 reports	4 reports	

Sub-programme 2.4 Budget Management - Quarterly Targets

Strategic objective 3: To allocate financial resources in line with government priorities

Performance indicators/measures		Reporting period	Annual target 2014/15	Quarterly targets			
				1 st	2 nd	3 rd	4 th
2.4.1	Appropriation and Provincial Budget tabled in line with National prescripts	Annually	Credible Provincial budget tabled within 2 weeks after National Budget (March 2015)	Issue MTEF Budget guidelines, budget format and initial allocation letters	Provincial Expenditure Review meetings (July/August visit)	Provincial Medium Term Committee Meeting	Benchmark exercise Appropriation Bill Tabled Estimates of Provincial Revenue and Expenditure (13 votes)
2.4.2	Adjustment Budget tabled in line with National prescripts	Annually	Credible Adjustment budget tabled within 30 days after National Adjustment Budget (November 2014)	Assessment and Evaluation of rollover requests	Finalization of Provincial rollovers	Adjusted Appropriation Bill tabled Adjusted Estimates of Provincial Revenue and Expenditure (13 votes)	0
2.4.3	Number of reports on alignment of budget, strategic and annual performance plans	Quarterly	3 evaluation reports per department (39 reports)	0	1 st draft evaluation report per department (13 reports) 1 report	2 nd draft evaluation report per department (13 reports) 1 report	Final or 3 rd draft evaluation report per department (13 reports) 1 report
2.4.4	Number of reports on progress made against funded priorities	Quarterly	4 reports	1 report	1 report	1 report	1 report

Sub-programme 2.5: Public Finance - Annual Targets

Strategic objective 4: To monitor financial and non-financial performance of the Provincial Government

Performance indicators/measures	Audited/Actual performance		Estimated performance 2013/14	Medium-term targets		
	2010/2011	2011/12		2012/13	2014/15	2015/16
2.5.1 Number of monthly assessment reports prepared in terms of In-Year Monitoring Model	16 reports	19 reports	14 reports	15 reports	15 reports	15 reports
2.5.2 Number of quarterly assessed reports prepared in terms of the Quarterly performance model	4 reports	4 reports	4 reports	4 reports	4 reports	4 reports
2.5.3 Number of quarterly assessed reports prepared in terms of Infrastructure model	4 reports	4 reports	5 reports	5 reports	5 reports	5 reports

Sub-programme 2.5 Public Finance - Quarterly Targets

Strategic objective 4: To monitor financial and non-financial performance of the Provincial Government

Performance indicators/measures	Reporting period	Annual target 2014/15	Quarterly targets			
			1 st	2 nd	3 rd	4 th
2.5.1 Number of monthly assessment reports prepared in terms of In-Year Monitoring Model	Quarterly	15	4	4	3	4
2.5.2 Number of quarterly assessed reports prepared in terms of the Quarterly performance model	Quarterly	4	1	1	1	1
2.5.3 Number of quarterly assessed reports prepared in terms of Infrastructure model	Quarterly	5	2	1	1	1

5.2 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 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
Sub-programme 1: Programme Support	1,378	1,404	2,414	1,440	1,422	1,396	1,492	1,560	1,642
Sub-programme 2: Economic Analysis	4,284	5,429	5,665	6,529	6,783	6,371	6,780	7,204	7,586
Sub-programme 3: Fiscal Policy	4,965	5,381	4,024	6,291	4,765	4,847	6,424	6,946	7,314
Sub-programme 4: Budget Management	6,371	7,404	8,637	8,987	9,076	8,991	9,682	9,903	10,428
Sub-programme 5: Public Finance	3,288	3,161	4,052	4,338	4,275	4,049	4,683	4,742	4,993
Total payments and estimates: Programme 2: Sustainable Resource Management	20,286	22,779	24,792	27,585	26,321	25,654	29,061	30,355	31,963

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
Current payments	19 852	22 104	24 475	27 585	26 164	25 494	29 061	30 355	31 963
Compensation of employees	17 162	19 366	20 862	24 069	22 805	22 965	26 075	26 658	28 070
Goods and services	2 654	2 713	3 613	3 516	3 359	2 529	2 986	3 697	3 893
Interest and rent on land	36	25							
Transfers and subsidies to:									
Provinces and municipalities									
Departmental agencies and accounts									
Universities and technikons									
Public corporations and private enterprises									
Foreign governments and international organisations									
Non-profit institutions									
Households									
Payments for capital assets	434	672	151		157	160			
Buildings and other fixed structures									
Machinery and equipment	434	672	151		157	160			
Cultivated assets									
Software and other intangible assets									
Land and subsoil assets									
Heritage assets									
Specialised military assets									
Payments of financial assets		3	166						
Total economic classification:	20 286	22 779	24 626	27 585	26 321	25 654	29 061	30 355	31 963

6. PROGRAMME 3: ASSETS AND LIABILITY MANAGEMENT

The role of this programme is to promote effective management of provincial assets and liabilities. The programme consists of two sub-programmes.

6.1 STRATEGIC OBJECTIVES, ANNUAL AND QUARTERLY TARGETS FOR 2014/2015

Sub-programme 3.2 Asset Management - Annual Targets

Strategic objective 1: To monitor the effective and efficient management of movable and immovable assets									
Performance indicators/measures	Audited/Actual performance			Estimated performance 2013/2014	Medium-term targets				
	2010/2011	2011/2012	2012/2013		2014/2015	2015/2016	2016/2017		
3.2.1 Infrastructure/IDP delivery meetings and reviews conducted	21 meetings(Inf & IDMS)	18 meetings 4 meetings	8 meetings	8 meetings	12 meetings	12 meetings	12 meetings		
3.2.2 Number of infrastructure site visits conducted	65 projects	72 projects	60 projects	60 projects	60 projects	60 projects	60 projects		
3.2.3 Number of infrastructure monitoring & review reports produced	8 reports 4 reviews	9 reports 3reviews	11 reports 4 reviews	8 reports	8 reports	8 reports	8 reports		
3.2.4 Number of consolidated reports produced on effective management of PPP projects	N/A	2 reports	4 consolidated reports	4 consolidated reports	4 consolidated reports	4 consolidated reports	4 consolidated reports		
3.2.5 Number of PPP forums conducted	N/A	N/A	N/A	4 forums conducted	4 forums conducted	4 forums conducted	4 forums conducted		
3.2.6 Monthly monitoring of the provincial banker in line with the SLA through monthly meetings	N/A	N/A	11 meetings	11 meetings	11 meetings	11 meetings	11 meetings		
3.2.7 Timely submission of accurate Annual Financial Statements on the Provincial Revenue Fund	1 set of AFS	1 set of AFS	1 set of AFS submitted on time	1 set of AFS submitted on time	1 set of AFS submitted on time	1 set of AFS submitted on time	1 set of AFS submitted on time		
3.2.8 Monthly reports on Cash allocations to departments	12 reports	12 reports	12 reports	12 reports	12 reports	12 reports	12 reports		
3.2.9 Monthly monitoring reports on Investments	12 reports	12 reports	12 reports	12 reports	12 reports	12 reports	12 reports		

Strategic objective 1: To monitor the effective and efficient management of movable and immovable assets

Performance indicators/measures	Audited/Actual performance			Estimated performance 2013/2014	Medium-term targets		
	2010/2011	2011/2012	2012/2013		2014/2015	2015/2016	2016/2017
3.2.10 Annual review and implementation of the settlement limit and bridging finance	N/A	N/A	Review of Bridging finance 12 Settlement limits N/A	Review of Bridging finance 12 Settlement limits N/A	Review of Bridging finance 12 Settlement limits 12 recons per Department	Review of Bridging finance 12 Settlement limits 12 recons per Department	Review of Bridging finance 12 Settlement limits 12 recons per Department
3.2.11 Monthly reconciliations between Provincial Revenue Fund and PMGs	N/A	N/A	N/A	N/A	1 set of SCM KPIs developed and monitored	1 set of SCM KPIs developed and monitored	1 set of SCM KPIs developed and monitored
3.2.12 Supply chain management key performance indicators reviewed	N/A	N/A	1 set of SCM KPIs developed and monitored	1 set of SCM KPIs developed and monitored	4 SCM Fora 4 training sessions	4 SCM Fora 4 training sessions	4 SCM Fora 4 training sessions
3.2.13 Number of supply chain management fora and training sessions conducted	3 SCM Fora 6 training sessions	4 SCM Fora 9 training sessions	4 SCM Fora 4 training sessions	4 SCM Fora 4 training sessions	1 supplier database	1 supplier database	1 supplier database
3.2.14 Report on administration of Supplier Management System	4 systems maintained	1 supplier database	1 supplier database	1 supplier database	52 reports	52 reports	52 reports
3.2.15 Number of SCM monitoring reports produced	44 reports	44 reports	52 reports	52 reports	4 reports	4 reports	4 reports
3.2.16 Report on transversal contracts assessed	NEW PM/I	NEW PM/I	NEW PM/I	NEW PM/I	4 reports	4 reports	4 reports
3.2.17 Report on number of legitimate invoices from suppliers reported as not paid within 30 days from departments and public entities	NEW PM/I	NEW PM/I	NEW PM/I	NEW PM/I	4 reports	4 reports	4 reports
3.2.18 Number of fora and training sessions held to improve physical asset management in departments and public entities	8 AM Fora 26 Training Sessions	23 AM Fora 8 Training Sessions	14 AM Fora 8 Training Sessions	14 AM Fora 8 Training Sessions	16 PAM Fora 16 Training Sessions	16 PAM Fora 16 Training Sessions	16 PAM Fora 16 Training Sessions

Strategic objective 1: To monitor the effective and efficient management of movable and immovable assets						
Performance indicators/measures	Audited/Actual performance		Estimated performance 2013/2014	Medium-term targets		
	2010/2011	2011/2012		2012/2013	2014/2015	2015/2016
3.2.19 Physical Asset Management monitoring reports produced to promote effective physical asset management practices within the province	200 reports	170 reports	120 reports	140 Reports	140 reports	140 reports

Sub-programme 3.2 Asset Management - Quarterly Targets

Strategic objective 1: To monitor the effective and efficient management of movable and immovable assets						
Performance indicators/measures	Reporting period	Annual target 2014/2015	Quarterly targets			
			1 st	2 nd	3 rd	4 th
3.2.1 Infrastructure/IDP delivery meetings and reviews conducted	Quarterly	12 meetings	3 meetings	3 meetings	3 meetings	3 meetings
3.2.2 Number of infrastructure site visits conducted	Quarterly	60 projects	15 projects	15 projects	15 projects	15 projects
3.2.3 Number of infrastructure monitoring & review reports produced	Quarterly	8 reports	2 reports	2 reports	2 reports	2 reports
3.2.4 Number of consolidated reports produced on effective management of PPP projects	Quarterly	4 consolidated reports	1 consolidated report	1 consolidated report	1 consolidated report	1 consolidated report
3.2.5 Number of PPP forums conducted	Quarterly	4 quarterly forums	1 quarterly forum	1 quarterly forum	1 quarterly forum	1 quarterly forum
3.2.6 Monthly monitoring of the provincial banker in line with the SLA through monthly meetings	Quarterly	11 meetings	3 meetings	3 meetings	2 meetings	3 meetings
3.2.7 Timely submission of accurate Annual Financial Statements on the Provincial Revenue Fund	Annually	1 set of AFS submitted on time	1 set of AFS submitted on time	0	0	0
3.2.8 Monthly reports on Cash allocations to departments	Quarterly	12 reports	3 reports	3 reports	3 reports	3 reports
3.2.9 Monthly monitoring reports on	Quarterly	12 reports	3 reports	3 reports	3 reports	3 reports

Strategic objective 1: To monitor the effective and efficient management of movable and immovable assets						
Performance indicators/measures		Reporting period	Annual target 2014/2015	Quarterly targets		
				1st	2nd	3rd
						4th
	Investments					
3.2.10	Annual review and implementation of the settlement limit and bridging finance	Annually Quarterly	Review of Bridging finance 12 Settlement limits	0 3 sets of limits	0 3 sets of limits	Review of bridging finance 3 sets of limits
3.2.11	Monthly reconciliations between Provincial Revenue Fund and PMGs	Quarterly	12 recons per departments	3 recons per department	3 recons per department	3 recons per department
3.2.12	Supply chain management key performance indicators reviewed	Annually	1 set of SCM KPIs developed and monitored	0	0	1 set of SCM KPIs developed and monitored
3.2.13	Number of supply chain management fora and training sessions conducted	Quarterly	4 SCM Fora 4 training sessions	1 SCM forum 1 training session	1 SCM forum 1 training session	1 SCM forum 1 training session
3.2.14	Report on administration of Supplier management system	Quarterly	4 supplier database administration reports	1 supplier database administration report	1 supplier database administration report	1 supplier database administration report
3.2.15	Number of SCM monitoring reports produced	Quarterly	52 reports	13 reports	13 reports	13 reports
3.2.16	Report on transversal contracts assessed	Quarterly	4 reports	1 consolidated transversal report	1 consolidated transversal report	1 consolidated transversal report
3.2.17	Report on number of legitimate invoices from suppliers reported as not paid within 30 days from departments and public entities	Quarterly	4 reports	1 report	1 report	1 report
3.2.18	Number of fora and training session held to improve physical asset management in departments and public entities	Quarterly	16 PAM Forum 16 Training Sessions	6 PAM Forum 6 Training Sessions	6 PAM Forum 6 Training Sessions	6 PAM Forum 6 Training Sessions
3.2.19	Physical Asset Management monitoring reports produced to promote effective physical asset management practices within the province	Quarterly	140 reports	35 reports	35 reports	35 reports

Sub-programme 3.4 Supporting and Interlinked Financial Systems - Annual Targets

Strategic objective 2: To manage transversal financial management systems

Performance indicators/measures	Audited/Actual performance			Estimated performance 2013/2014	Medium-term targets		
	2010/2011	2011/2012	2012/2013		2014/2015	2015/2016	2016/2017
3.4.1 Percentage of working hours that BAS Terminal Servers are available	95% of 8 working hours	95% of 8 working hours	95% of 8 working hours	95 % of 8 working hours	95% of 8 working hours	95% of 8 working hours	95% of 8 working hours
3.4.2 Percentage of requests for technical and functional support responded to within 8 working hours	Respond within 8 working hours	Respond within 8 working hours	Respond within 8 working hours	Respond within 8 working hours	95%	95%	95%
3.4.3 Turn around time for processing submissions from departments for online banking and/or hand written cheques	Within 24 working hours	Within 24 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 Turn around time for processing credible and accurate entities	Within 10 working days	Within 10 working days	Within 10 working days	Within 10 working days	Within 10 working days	Within 10 working days	Within 10 working days
3.4.5 Turn around time for processing item-codification requests and items to be codified and standardised	Within 48 working hours	Within 48 working hours	Within 48 working hours	Within 48 working hours	Within 48 working hours	Within 48 working hours	Within 48 working hours
3.4.6 Number of users trained on Transversal Systems (BAS, PERSAL and LOGIS)	1545 users trained	1372 users trained	700 users trained	700 users trained	600 users trained	900 users trained	900 users trained

Sub-programme 3.4 Supporting and Interlinked Financial Systems - Quarterly Targets

Strategic objective 2: To manage transversal financial management systems							
Performance indicators/measures		Reporting period	Annual target 2014/2015	Quarterly targets			
				1st	2nd	3rd	4th
3.4.1	Percentage of working hours that BAS Terminal Servers are available	Quarterly	95% of 8 working hours	95% of 8 working hours	95% of 8 working hours	95% of 8 working hours	95% of 8 working hours
3.4.2	Percentage of requests for technical and functional support responded to within 8 working hours	Quarterly	95% of 8 working hours	95%	95%	95%	95%
3.4.3	Turn around time for processing submissions from departments for online banking and/or hand written cheques	Quarterly	Within 24 working hours	Within 24 working hours	Within 24 working hours	Within 24 working hours	Within 24 working hours
3.4.4	Turn around time for processing credible and accurate entities	Quarterly	Within 10 working days	Within 10 working days	Within 10 working days	Within 10 working days	Within 10 working days
3.4.5	Turn around time for processing item-codification requests and items to be codified and standardised	Quarterly	Within 48 working hours	Within 48 working hours	Within 48 working hours	Within 48 working hours	Within 48 working hours
3.4.6	Number of users trained on Transversal Systems (BAS, PERSAL and LOGIS)	Quarterly	600 users trained	100 users trained	150 users trained	200 users trained	150 users trained

6.2 Reconciliation: performance targets with the budget and MTEF

Table 4.9: Summary of payments and estimated : Programme 3 : Asset and Liability Management

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
1. Programme Support	1,509	1,194	3,238	1,515	702	607	1,517	1,661	1,749
2. Asset Management	10,972	12,083	15,082	16,235	20,675	21,021	20,633	17,287	18,198
3. Liabilities Management									
4. Supporting and Interlinked Financial Systems	34,221	38,175	41,549	43,107	39,992	39,698	41,252	41,852	44,070
Total payments and estimates	46,702	51,452	59,869	60,857	61,369	61,326	63,402	60,800	64,017

Table 4.10: Summary of provincial payments and estimates by economic classification: Programme 3: Asset and Liability Management

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
Current payments	44,801	49,565	58,282	60,742	61,018	60,957	63,402	60,458	63,657
Compensation of employees	27,228	29,752	32,061	36,187	32,131	32,368	37,226	40,044	42,166
Goods and services	17,543	19,776	25,693	24,555	28,887	28,589	26,176	20,414	21,491
Interest and rent on land	30	37	528						
Transfers and subsidies to:	525	35	303		101	101			
Provinces and municipalities									
Departmental agencies and accounts									
Universities and technikons									
Public corporations and private enterprises									
Foreign governments and international organisations									
Non-profit institutions									
Households	525	35	303		101	101			
Payments for capital assets	1,363	1,841	1,213	115	250	255		342	360
Buildings and other fixed structures			297						
Machinery and equipment	1,061	1,841	916	115	250	255		342	360
Cultivated assets									
Software and other intangible assets	302								
Land and subsoil assets									
Heritage assets									
Specialised military assets									
Payments for financial assets	13	11	71			13			
Total economic classification	46,702	51,452	59,869	60,857	61,369	61,326	63,402	60,800	64,017

7. PROGRAMME 4: FINANCIAL GOVERNANCE

The role of this programme is to promote financial governance within the provincial government. There have been changes to programme 4. The programme now consists of six (7) sub-programmes of which 5 is for MFM Directorate.

7.1 STRATEGIC OBJECTIVES, ANNUAL AND QUARTERLY TARGETS FOR 2014/2015

Sub-programme 4.2 Accounting Services - Annual Targets

Strategic objective 1: To promote sound accounting practices and reporting									
Performance indicators/measures		Audited/Actual performance			Estimated performance 2013/2014	Medium-term targets			2016/2017
		2010/2011	2011/2012	2012/2013		2014/2015	2015/2016	2016/2017	
4.2.1	Number of accounting related Fora/work sessions/ bilateral to build capacity in Provincial Departments and Entities.	7 training for AS	10	8	8	8	8	8	8
4.2.2	Formal training sessions conducted/facilitated to build capacity in Provincial Departments and Entities on: <ul style="list-style-type: none"> Asset and liability accounts Accounting Manuals 	23	6	6	6	6	6	6	6
4.2.3	Number of consolidated reports on interim and annual financial statements assessments produced to promote quality financial statements	49 Assessed	44	70	4	4	4	4	4
4.2.4	Timely submission of consolidated annual financial statements and Annual Report <ul style="list-style-type: none"> Draft CFS Final CFS Annual Report 	30 June 10 September 31 October	30 June 31 August 31 October	30 June 31 August 31 October	30 June 31 August 31 October	30 June 31 August 31 October	30 June 31 August 31 October	30 June 31 August 31 October	30 June 31 August 31 October
4.2.5	Number of consolidated Key Control Matrix assessment reports produced for Departments and trading entities to promote compliance	16	132	164	11	11	11	11	11

Strategic objective 1: To promote sound accounting practices and reporting

Performance indicators/measures	Audited/Actual performance		Estimated performance 2013/2014	Medium-term targets		
	2010/2011	2011/2012		2012/2013	2014/2015	2015/2016
with legislative requirements						

Sub-programme 4.2 Accounting Services - Quarterly Targets

Strategic objective 1: To promote sound accounting practices and reporting							
Performance indicators/measures		Reporting period	Annual target 2014/2015	Quarterly targets			
				1 st	2 nd	3 rd	4 th
4.2.1	Number of accounting related Fora/work sessions/bilateral to build capacity in Provincial Departments and Entities.	Quarterly	8	1	2	2	3
4.2.2	Formal training sessions conducted/facilitated to build capacity in Provincial Departments and Entities on: <ul style="list-style-type: none"> • Asset and liability accounts • Accounting Manuals 	Quarterly	6	1	1	2	2
4.2.3	Number of consolidated reports on interim and annual financial statements assessments produced to promote quality financial statements.	Quarterly	4	1	1	1	1
4.2.4	Timely submission of consolidated annual financial statements and annual report <ul style="list-style-type: none"> • Draft CFS • Final CFS • Annual Report 	Annually Annually Annually	30 June 31 August 31 October	30 June 0 0	0 31 August 0	0 0 31 October	0 0 0
4.2.5	Number of consolidated Key Control Matrix assessment reports produced for Departments and trading entities' to promote compliance with legislative requirements	Quarterly	11	3	3	3	2

Sub-programme 4.3 Municipal Budget and Monitoring (IYM) - Annual Targets

Strategic objective 2: To monitor and assess Budget planning and implementation in Municipalities

Performance indicators/measures	Audited/Actual performance			2012/13	Estimated performance 2013/14	Medium-term targets		
	2010/2011	2011/12	2012/13			2014/15	2015/16	2016/17
4.3.1 Credible Draft Budgets, Final Budgets and received Adjustment Budgets	New PMI	15 draft 21 final 9 adjustment	23 reports 23 reports on budgets received	1 Consolidated report for 23 municipalities	3 Consolidated reports for 23 municipalities	1 Consolidated report for 23 municipalities	1 Consolidated report for 23 municipalities	
4.3.2 Percentage of municipalities complying with S71 reporting requirements	New PMI	12 Consolidated reports	12 Consolidated reports	Quarterly publication of section 71	50% of 23 municipalities	80% of 23 municipalities	100% of 23 municipalities	
4.3.3 Capacity building initiatives to municipalities on budget preparation and in year reports	7 formal training conducted	4 Publications 3 reports- cash flow management	4 Publication 2 sessions	2 training sessions (1 Budget preparation, 1 IYM)	2 training sessions	2 training sessions	2 training sessions	
4.3.4 MFM Joint Forum	Reported in accounting services	New PMI	2 sessions	2 Forum	1 Forum	1 Forum	1 Forum	
4.3.5 Report on SDBIPs linked to budgets	New PMI	New PMI	New PMI	New PMI	1 report	1 report	1 report	
4.3.6 Report on number of municipal councils that adopt and approve budgets within specified time-frames	New PMI	New PMI	New PMI	New PMI	1 report	1 report	1 report	

Sub-programme 4.3. Municipal Budget and Monitoring (IYM) - Quarterly Targets

Strategic objective 2: To monitor and assess Budget planning and implementation in municipalities							
Performance indicators/measures		Reporting period	Annual target 2014/15	Quarterly targets			
				1st	2nd	3rd	4th
4.3.1	Credible Draft budgets, Final budgets and received Adjustment budgets	Quarterly	3 Consolidated Reports for 23 municipalities	1 Report on Draft Budget	1 Report on Final Budget	0	1 Report on Adjustment Budget
4.3.2	% of municipalities complying with S71 reporting requirements	Annually	50% of 23 municipalities	0	50%	0	0
4.3.3	Capacity building initiatives to municipalities on budget preparation and in year reports	Biannually	2 training sessions (1 Budget preparation, 1 IYM)	0	1 Training	0	1 Training
4.3.4	MFM Joint Forum	Annually	1 Forum	0	1 Forum	0	0
4.3.5	Report on SDBIPs linked to budgets	Annually	1 report	0	1 report	0	0
4.3.6	Report on number of municipal councils that adopt and approve budgets within specified time-frames	Annually	1 report	0	1 report	0	0

Sub-programme 4.4 Municipal Revenue and Debt Management - Annual Targets

Strategic objective 3: To monitor municipal revenue and debt in establishing sound fiscal management

Performance indicators/measures	Audited/Actual performance			Estimated performance			Medium-term targets		
	2010/2011	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17		
4.4.1 Monthly assessment on municipal revenue and debt management to improve management processes as per MFMA section 71	New PM/I	6 consolidated reports	10 Local Municipalities	12 consolidated reports	12 consolidated reports	12 consolidated reports	12 consolidated reports		
4.4.2 Assessment of draft revenue policies in compliance to legislation: <ul style="list-style-type: none"> • Credit control and debt collection • Property rates • Tariff • Indigent • Debt write off 	New PM/I	4 reports	19 Municipalities	19 reports	19 reports	19 reports	19 reports		
4.4.3 Number of intergovernmental work sessions conducted to resolve national and provincial debt owed to municipalities	New PM/I	2 reports	10 Working sessions	2 plenary sessions 10 work sessions at Municipalities 2 Fora	2 plenary sessions 10 work sessions at Municipalities 1 Forum	2 plenary sessions 10 work sessions at Municipalities 1 Forum	2 plenary sessions 10 work sessions at Municipalities 1 Forum		
4.4.4 MFM joint Fora	New PM/I	New PM/I	New PM/I	2 Fora	1 Forum	1 Forum	1 Forum		
4.4.5 Revenue value chain workshop	N/A	New PM/I	1 Session	1 Session	1 workshop	1 workshop	1 workshop		
4.4.6 Number of municipal indigent registers verified	New PM/I	New PM/I	New PM/I	New PM/I	1 consolidated report of 19 Indigent Registers assessed	1 consolidated report of 19 Indigent Registers assessed	1 consolidated report of 19 Indigent Registers assessed		

Sub-programme 4.4. Municipal Revenue and Debt Management - Quarterly Targets

Strategic objective 3: To monitor municipal revenue and debt in establishing sound fiscal management

Performance indicator		Reporting period	Annual target 2014/15	Quarterly targets			
				1 st	2 nd	3 rd	4 th
4.4.1	Monthly assessment on municipal revenue and debt management to improve management processes as per MFMA section 71	Quarterly	12 consolidated reports	3 consolidated reports	3 consolidated reports	3 consolidated reports	3 consolidated reports
4.4.2	Assessment of draft revenue policies in compliance to legislation, i.e. <ul style="list-style-type: none"> • Credit control and debt collection • Property rates • Tariff • Indigent • Debt write off 	Annually	19 reports	19 reports	0	0	0
4.4.3	Number of intergovernmental work sessions conducted to resolve national and provincial debt owed to municipalities	Bi-annual Quarterly	2 plenary sessions 10 work sessions at Municipalities	0 2 work sessions	1 plenary 3 work sessions	0 2 work sessions	1 plenary 3 work sessions
4.4.4	MFIM Joint Fora	Annually	1 Forum	0	1 Forum	0	0
4.4.5	Revenue value chain workshop	Annually	1 workshop	0	0	1 Workshop	0
4.4.6	Number of municipal indigent registers verified	Annually	1 consolidated report of 19 Indigent Registers assessed	0	1 report	0	0

Sub-programme 4.5 Municipal Accounting Services - Annual Targets

Performance indicators/measures		Strategic objective 4: To support, promote and monitor sound financial reporting in line with legislation						
		Audited/Actual performance		Estimated performance	Medium-term targets			
		2010/2011	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
4.5.1	Adherence to GRAP standards and submission of annual financial statements by 31 August	1 set of guidelines	1 set of guidelines	1 set of guidelines	4 consolidated reports for 23 municipalities	3 reports : • 1 report on assessment of readiness of AFS preparations • 1 report on review of AFS and Mid-year Financial Statements • 1 report on review of AFS and Mid-year Financial Statements	3 reports : • 1 report on assessment of readiness of AFS preparations • 1 report on review of AFS and Mid-year Financial Statements • 1 report on review of AFS and Mid-year Financial Statements	3 reports : • 1 report on assessment of readiness of AFS preparations • 1 report on review of AFS and Mid-year Financial Statements • 1 report on review of AFS and Mid-year Financial Statements
4.5.2	Promotion of improved audit outcomes in municipalities	3 reports	New PMI	3 reports	4 consolidated reports for 23 municipalities	4 consolidated reports on: • 6 municipalities supported • 6 municipalities monitored 4 reports on assessments of submitted key controls	4 consolidated reports on: • 6 municipalities supported • 6 municipalities monitored 4 reports on assessments of submitted key control	4 consolidated reports on: • 6 municipalities supported • 6 municipalities monitored 4 reports on assessments of submitted key control

Strategic objective 4: To support, promote and monitor sound financial reporting in line with legislation

Performance indicators/measures	Audited/Actual performance				Estimated performance 2013/14	Medium-term targets		
	2010/2011		2010/2011			2014/15	2014/15	2014/15
	2010/2011	2010/2011	2010/2011	2010/2011		2014/15	2014/15	2014/15
4.5.3 Promotion of improved assets and liability registers	2 reports 2 reports 2 reports	4 reports	2 reports 2 reports 2 reports	4 consolidated reports for 23 municipalities	4 reports on asset management 4 reports in liability management 1 draft asset management policy	4 reports on asset management 4 reports in liability management	4 reports on asset Management 4 reports in liability management	
4.5.4 Monitor the submission of • Draft Annual Report • Tabling of Annual Report	1 report 1 report	1 report 1 report	1 report 1 report	31 August 31 January	31 August 31 January	1 Report on the submission of Draft Annual Report 1 Report on the Tabling of Annual Reports	1 Report on the submission of Draft Annual Report 1 Report on the Tabling of Annual Reports	
4.5.5 Free State Provincial MFM Joint meeting conducted	4 guidelines issued	1 GRAP training 4 district fora	1 GRAP training 1 CFO forum 4 district fora	2 MFM Joint Fora	1 MFM Joint forum	1 MFM Joint forum	1 MFM Joint forum	

Sub-programme 4.5. Municipal Accounting Services - Quarterly Targets

Strategic objective 4: To support, promote and monitor sound financial reporting in line with legislation		Quarterly targets				
Performance indicators/measures		Annual target 2014/15	1st	2nd	3rd	4th
Reporting period	Annual target 2014/15	1st	2nd	3rd	4th	4th
4.5.1	Adherence to GRAP standards, and submission of annual financial statements by 31 August	<p>3 reports :</p> <ul style="list-style-type: none"> 1 on assessment of readiness of AFS preparations 1 on review of AFS and 1 on review of Mid-year Financial Statements <p>1 guideline on AFS preparation</p>	<p>Report on the assessment of readiness of municipalities on AFS preparation</p>	<p>Guideline on the preparation of the 2013/14 AFS</p>	<p>Report on the review of submitted AFS</p>	<p>Report on the review of submitted mid-year financial statements</p>
4.5.2	Promotion of improved audit outcomes in municipalities	<p>4 consolidated reports on:</p> <ul style="list-style-type: none"> 6 municipalities supported and 6 municipalities monitored <p>4 reports on assessments of submitted key controls</p>	<p>1 consolidated report on: Municipalities supported (Mafube, Maluti, Mantsopa, Naledi, Ngwathe & Phumelela)</p> <p>Municipalities monitored (Setsoto, Mohokare, Kopanong, Xhariep, Masilo and Tokologo)</p>	<p>1 consolidated report on: Municipalities supported (Mafube, Maluti, Mantsopa, Naledi, Ngwathe & Phumelela)</p> <p>Municipalities monitored (Setsoto, Mohokare, Kopanong, Xhariep, Masilo and Tokologo)</p>	<p>1 consolidated report on: Municipalities supported (Mafube, Maluti, Mantsopa, Naledi, Ngwathe & Phumelela)</p> <p>Municipalities monitored (Setsoto, Mohokare, Kopanong, Xhariep, Masilo and Tokologo)</p>	<p>1 consolidated report on: Municipalities supported (Mafube, Maluti, Mantsopa, Naledi, Ngwathe & Phumelela)</p> <p>Municipalities monitored (Setsoto, Mohokare, Kopanong, Xhariep, Masilo and Tokologo)</p>

Strategic objective 4: To support, promote and monitor sound financial reporting in line with legislation

Performance indicators/measures		Reporting period	Annual target 2014/15	Quarterly targets		
				1 st	1 st	1 st
4.5.3	Promotion of improved assets and liability registers	Quarterly	4 reports on asset management 4reports in liability management 1 draft asset management policy	1 report on assessment of asset management policies 1 report on the existence of Liability registers Issuing of a draft policy where there is no adequate one,	1 report on municipalities having complete asset registers 1 report on existence of liability registers	1 report on municipalities having complete asset registers 1 report on existence of liability registers
4.5.4	Monitor the submission of <ul style="list-style-type: none"> Draft Annual Report Tabling of Annual Report 	Bi-Annually	31 August 31 January	0	0	0
4.5.5	Conduct Free State Provincial MFM Joint meeting	Annually	1 Forum	0	1 Forum	0
						1 consolidated report on the tabling of Annual Reports by municipalities (31 January) 0

Sub-programme 4.6 Municipal Supply Chain Management and Compliance - Annual Targets

Strategic objective 5: To promote implementation of Supply Chain Management and compliance with norms and standards

Performance indicators/measures	Audited/Actual performance		Estimated performance 2013/14	Medium-term targets		
	2010/2011	2011/12		2012/13	2014/15	2015/16
4.6.1 Number of municipalities assessed and assisted with compliance to SCM prescripts	New PMI	23 reports	7 Municipalities	23 Municipalities	23 Municipalities	23 Municipalities
4.6.2 Number of municipalities assessed to improve compliance against the MFMA 30 Monitoring Indicators	47 reports	4 reports	4 reports	4 consolidated reports on 23 Municipalities	4 consolidated reports on 23 Municipalities	4 consolidated reports on 23 Municipalities
4.6.3 Number of municipalities assessed on annual review and implementation of MFMA system of delegations	24 reports	2 reports	1 consolidated report	1 consolidated status report and 3 progress report	1 consolidated status report and 3 progress report	1 consolidated status report and 3 progress report
4.6.4 Number of municipalities assessed and assisted with contract management	New PMI/I	New PMI/I	New PMI/I	23 Municipalities	23 Municipalities	23 Municipalities
4.6.5 Capacity building:						
• MFM Joint Fora	7 fora	4 fora	10 fora	2 fora	1 MFM Joint forum	1 MFM Joint forum
• Interns Fora		2 reports	2 interns fora	2 interns fora	2 interns fora	2 interns fora
• Minimum Competency Level Requirements		N/A	1 report	2 reports	2 reports	2 reports
• SCM training			1 training session	1 training session	23 Municipalities	23 Municipalities

Sub-programme 4.6 Municipal Supply Chain Management and Compliance - Quarterly Targets

Strategic objective 5: To promote implementation of Supply Chain Management and compliance with norms and standards

Performance indicators/measures		Reporting period	Annual target 2014/15	Quarterly targets			
				1 st	2 nd	3 rd	4 th
4.6.1	Number of Municipalities assessed and assisted with compliance to SCM prescripts	Quarterly	23 Municipalities	6 Municipalities	6 Municipalities	6 Municipalities	5 Municipalities
4.6.2	Number of municipalities assessed to improve compliance against the MFMA 30 Monitoring Indicators	Quarterly	4 Consolidated Reports on 23 Municipalities	1 Consolidated Report on 23 Municipalities	1 Consolidated Report on 23 Municipalities	1 Consolidated Report on 23 Municipalities	1 Consolidated Report on 23 Municipalities
4.6.3	Number of Municipalities assessed on annual review and implementation of MFMA system of delegations	Quarterly	1 Consolidated Status Report 3 Progress Reports 23 Municipalities	1 Consolidated Status Report for 23 Municipalities	1 Progress Report for 23 Municipalities	1 Progress Report for 23 Municipalities	1 Progress Report for 23 Municipalities
4.6.4	Number of municipalities assessed and assisted with contract management	Quarterly	23 Municipalities	6 Municipalities	6 Municipalities	6 Municipalities	5 Municipalities
4.6.5	Capacity building: <ul style="list-style-type: none"> • MFM Joint Fora • Interns Fora • Minimum Competency Level Requirements • SCM training 	Annually Bi-annually Bi-annually Quarterly	1 MFM Joint Forum 2 Interns Fora 2 Reports 23 Municipalities	0 0 0 6 Municipalities	1 Forum 1 Forum 1 Report 6 Municipalities	0 0 0 6 Municipalities	0 1 Forum 1 Report 5 Municipalities

Sub-programme 4.7 Municipal Risk Management and Internal Audit - Annual Targets

Strategic objective 6: To promote sound Risk Management and Internal Audit in Municipalities

Performance indicators/measures		Audited/Actual performance					Estimated performance 2013/14	Medium-term targets		
		2010/2011	2011/12	2012/13	2014/15	2015/16		2016/17		
4.7.1	Review KPIs to monitor Compliance to Applicable Legislations, IIA Standards and Frameworks	NEW PMI	2 KPIs	10 set of KPIs	10 set of KPIs	10 set of KPIs	10 set of KPIs	10 set of KPIs	10 set of KPIs	
4.7.2	Improved Compliance to Applicable Legislations, IIA Standards and Frameworks. <u>Capacity</u> <ul style="list-style-type: none"> Internal Audit Audit Committee Risk Unit Risk Committee <u>Functionality</u> <ul style="list-style-type: none"> Internal Audit Audit Committee Risk Unit Risk Committee Fraud Management	NEW PMI	NEW PMI	2 Consolidated Reports 2 Consolidated Reports 1 Consolidated Report	2 Consolidated Reports 2 Consolidated Reports 1 Consolidated Report	2 Consolidated Reports 2 Consolidated Reports 1 Consolidated Report	<ul style="list-style-type: none"> 13muns (60%) on 60% score 6muns (26%) on 60% score 	<ul style="list-style-type: none"> 18 muns (78%) on 80% score 12 muns (52%) on 80% score 17muns (74%) on 70% score 10muns (43%) on 60% score 10muns(43%) on 60% score 6muns (26%) on 50% score 	<ul style="list-style-type: none"> 23muns (100%) on 100% score 18muns (78%) on 100% score 20muns (87%) on 90% score 17muns (74%) on 75% score 17muns (74%) on 75% score 	
4.7.3	Number of Municipalities on Implementing Internal Audit Recommendations	NEW PMI	NEW PMI	1 report	2 Consolidated Reports	2 Consolidated Reports	12 muns (50%)	17 muns (74%)	23 muns (100%)	
4.7.4	Capacity building: <ul style="list-style-type: none"> Formal training (IA & RM practices) MFM Joint Forum (RM&IA) Annual Audit (Committee chairperson's For a) Host forum – fraud 	N/A	2 Fora	2 Trainings 2 Fora 1 Forum 1 Forum	2 Trainings 2 Fora 1 Forum 1 Forum	2 Trainings 2 Fora 1 Forum 1 Forum	2 Trainings 1 Forum 2 Fora 1 Forum	2 Trainings 1 Forum 4 Fora 1 Forum		

Strategic objective 6: To promote sound Risk Management and Internal Audit in Municipalities

Performance indicators/measures	Audited/Actual performance		Estimated performance 2013/14	Medium-term targets		
	2010/2011	2011/12		2012/13	2014/15	2015/16
awareness week						

Sub-programme 4.7 Municipal Risk Management and Internal Audit - Quarterly Targets

Strategic objective 6: To promote sound Risk Management and Internal Audit								
Performance indicators/measures		Reporting period	Annual target 2014/15	Quarterly targets				
				1 st	2 nd	3 rd	4 th	
4.7.1	Review KPIs to monitor Compliance to Applicable Legislations, IIA Standards and Frameworks	Annually	10 set of KPI's	10 set of KPI's	N/A	N/A	N/A	
4.7.2	Improved Compliance to Applicable Legislations, IIA Standards and Frameworks. <u>Capacity</u> <ul style="list-style-type: none"> Internal Audit Audit Committee Risk Unit Risk Committee <u>Functionality</u> <ul style="list-style-type: none"> Internal Audit Audit Committee Risk Unit Risk Committee Fraud Management	Bi-Annually	<ul style="list-style-type: none"> 13mun(60%) on 60% score 6muns(26%) on 60% score 	N/A	<ul style="list-style-type: none"> 13mun(60%) on 50% score 6muns(26%) on 50% score 	N/A	<ul style="list-style-type: none"> 12mun(50%) on 50% score 6muns(26%) on 50% score 	CAPACITY FOLLOW UP AND FUNCTIONALITY <ul style="list-style-type: none"> 13mun(60%) on 60% score 6muns(26%) on 60% score
4.7.3	Number of Municipalities monitored on Implementation of Internal Audit Recommendations	Bi- annually	12 muns (50%)	12 muns 30% score	0	12 muns 50% score	0	

Strategic objective 6: To promote sound Risk Management and Internal Audit							
Performance indicators/measures		Reporting period	Annual target 2014/15	Quarterly targets			
				1st	2nd	3rd	4th
4.7.4	Capacity building: <ul style="list-style-type: none"> • Formal training (IA & RM practices) • MFM Joint Forum (RM&IA) • Annual Audit (Committee chairperson's For a) • Host forum – fraud awareness week 	Bi-Annually Annually Bi-Annually Annually	2 Trainings 1 Forum 2 Forum 1 Forum	Internal Audit Training 0 1 Forum 0	0 1 Forum 0 0	Risk management Training 0 1 Forum Fraud Awareness Week	0 0 0 0

Sub-programme 4.8 Provincial Risk Management and Internal Audit - Annual Targets

Performance indicators/measures		Audited/Actual performance					Estimated performance			Medium-term targets		
		2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2014/2015	2015/2016	2016/2017	
4.8.1	Bi-annual consolidated assessments reports produced for Departments and Public Entities to promote compliance with Risk Management framework	27	19	29	2 consolidated reports	2 consolidated reports	2 consolidated reports	2 consolidated reports	2 consolidated reports	2 consolidated reports	2 consolidated reports	
4.8.2	Annual consolidated Financial Management Capability Maturity (FMC) assessment report to determine performance level on financial management components for Departments and Entities.	1	4	2 consolidated reports	1 consolidated report	1 consolidated report	1 consolidated report	1 consolidated report	1 consolidated report	1 consolidated report	1 consolidated report	
4.8.3	Number of Risk Management and internal Audit related Fora / sessions to build capacity in Provincial Departments and Entities. <ul style="list-style-type: none"> • Risk Management • Internal Audit 	3	3	2	6	3	3	6	6	6	6	
4.8.4	Formal training sessions conducted/facilitated to build capacity for Provincial Departments and Entities <ul style="list-style-type: none"> • Risk Management • Internal Audit 	New PMI	New PMI	New PMI	2	2	1	2	2	2	2	
4.8.5	Bi-annual consolidated assessment reports produced for Departments and Public Entities to promote compliance with Internal Audit framework.	26	26	30	1 consolidated report	1 consolidated report	2 consolidated reports	2 consolidated reports	2 consolidated reports	2 consolidated reports	2 consolidated reports	
4.8.6	Number of consolidated Key Control Matrix assessment reports produced for Public Entities to promote compliance with legislative requirements	New PMI	1	1	3	4 Consolidated reports	4 Consolidated reports	4 Consolidated reports	4 Consolidated reports	4 Consolidated reports	4 Consolidated reports	

Strategic objective 8: To promote sound Risk Management and Internal Audit practices						
Performance indicators/measures	Audited/Actual performance			Estimated performance 2013/2014	Medium-term targets	
	2010/2011	2011/2012	2012/2013	2014/2015	2015/2016	2016/2017
4.8.7 Bi-annual consolidated assessments reports produced for Departments and Public Entities to promote compliance with Fraud Risk Assessment in line Risk Management framework.	New PMI	New PMI	New PMI	New PMI	2 Consolidated reports	2 Consolidated reports
4.8.8 Number of Fraud Awareness Sessions to be facilitated for to promote alertness in Provincial Departments and Entities.	New PMI	New PMI	New PMI	New PMI	1	1

Sub-programme 4.8 Provincial Risk Management and Internal Audit - Quarterly Targets

Strategic objective 8: To promote sound Risk Management and Internal Audit practices		Annual target 2014/2015	Quarterly targets			
Performance indicators/measures	Reporting period		1st	2nd	3rd	4th
4.8.1	Bi-annual consolidated assessments reports produced for Departments and Public Entities to promote compliance with Risk Management framework	2 consolidated reports	0	1 Consolidated report	0	1 Consolidated report
4.8.2	Annual consolidated Financial Management Capability Maturity (FMCN) assessment report to determine the performance level on financial management components for Departments and Entities.	1 consolidated report	0	0	1 Consolidated report	0
4.8.3	Number of Risk Management and internal Audit related Fora / sessions to build capacity in Provincial Departments and Entities. <ul style="list-style-type: none"> • Risk Management • Internal Audit 	3 3	1 1	1 1	0 0	1 1
4.8.4	Formal training sessions conducted/facilitated to build capacity for Provincial Departments and Entities <ul style="list-style-type: none"> • Risk Management • Internal Audit 	1 1	0 0	0 0	1 0	0 1
4.8.5	Bi-annual consolidated assessment reports produced for Departments and Public Entities to promote compliance with Internal Audit framework.	2 consolidated reports	1 consolidated report	0	1 consolidated report	0
4.8.6	Number of consolidated Key Control Matrix assessment reports produced for Public Entities to promote compliance with legislative requirements	4 Consolidated reports	1 Consolidated report	1 Consolidated report	1 Consolidated report	1 Consolidated report
4.8.7	Bi-annual consolidated assessments reports produced for Departments and Public Entities to promote compliance with Fraud Risk Assessment in line Risk Management framework.	2 Consolidated reports	0	1 Consolidated report	0	1 Consolidated report
4.8.8	Number of Fraud Awareness Sessions to be facilitated for to promote alertness in Provincial Departments and Entities.	1 Session	0	0	1 Session	0

7.2 Reconciliation: performance targets with the budget and MTEF

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
Sub-programme 1: Programme Support	1,625	1,576	1,731	1,890	1,818	1,791	1,993	2,093	2,204
Sub-programme 2: Accounting Services	7,627	8,129	7,769	9,305	7,761	8,083	9,896	10,290	10,835
Sub-programme 3: Municipal Finance	18,347	13,749	22,350	26,650	21,902	22,511	27,689	29,245	30,796
Sub-programme 4: Risk Management and Internal AuditProvincial	5,245	5,469	7,263	7,957	8,349	8,356	8,770	7,763	8,174
Sub-programme 5: Provincial Internal Audit	-	-	-	-	-	-	-	-	-
Total payments and estimates: Programme 4: Financial Governance	32,844	28,923	39,113	45,802	39,830	40,741	48,348	49,391	52,010

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2013/14	Revised estimate	Medium-term estimates		
	2010/11	2011/12	2012/13				2014/15	2015/16	2016/17
Current payments	32 212	28 403	38 433	45 723	39 538	40 381	48 324	49 339	51 955
Compensation of employees	22 356	25 665	33 394	41 641	35 639	36 777	43 701	45 191	47 602
Goods and services	9 835	2 703	5 039	4 082	3 899	3 604	4 623	4 148	4 353
Interest and rent on land	21	35							
Transfers and subsidies to:					37	36			
Provinces and municipalities									
Departmental agencies and accounts									
Universities and technikons									
Public corporations and private enterprises									
Foreign governments and international organisations									
Non-profit institutions									
Households					37	36			
Payments for capital assets	627	520	680	79	255	324	24	52	55
Buildings and other fixed structures									
Machinery and equipment	627	520	680	79	255	324	24	52	55
Cultivated assets									
Software and other intangible assets									
Land and subsoil assets									
Heritage assets									
Specialised military assets									
Payments of financial assets	5								
Total economic classification:	32 839	32 844	39 113	45 802	39 830	40 741	48 348	49 391	52 010

PART C

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

ANNEXURES

12. Annexure A

12.1 Vision

Your partner in financial resource management excellence, for a better life for all in the Free State Province

12.2 Mission

To promote sound financial resource management, for improved service delivery in the Free State Province

12.3 Values

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

- Integrity
- Accountable
- Assertiveness
- Collaborative
- Responsive
- Committed
- Proactive

12.4 Strategic Goals

Programme	Administration
Strategic Goal 1 (Short title for the goal)	High quality support services to internal and external stakeholders
Goal statement (goal in full)	Provision of high quality support services to internal and external stakeholders yearly
Justification	This aims to improve the functioning of the department to better support service delivery to citizens
Links	This goal is linked to outcome No. 12 as pronounced by National Cabinet Outcome number 12: An efficient, effective and development oriented public service Chapter 13 of the National Development Plan

Programme 2	Sustainable Resource Management
Strategic Goal 2 (Short title for the goal)	Prioritized resource allocation
Goal statement (goal in full)	To promote the effective management of the provincial fiscal framework
Justification	Achievement of this goal will ensure improved quality and standard of living of the Free State communities
Links	Medium Term Strategic Framework guides planning and resource allocation across all spheres of government, Global economic crisis has forced government departments to make tough choices and serious trade-offs.

Programme 3	Assets and Liability Management
Strategic Goal 3 (Short title for the goal)	Monitoring of asset and financial systems
Goal statement (goal in full)	To promote effective management of provincial assets and liabilities
Justification	Achievement of this goal will contribute to the realization of clean audit 2014 as stated on the State of the Province Address by the Free State Premier on 15 June 2009.
Links	State of the Province Address by the Premier on 15 June 2009 committed the Province to enhance capacity within Departments and Municipalities to ensure that "Vision Clean Audit by 2014" is attained. The achievement of this goal will also contribute to the object of the Public Finance Management Act, Act 1 of 1999 as amended.

Programme 4	Financial Governance
Strategic Goal 4 (Short title for the goal)	Financial accountability
Goal statement (goal in full)	Promotion of financial governance within the provincial government
Justification	This aims to ensure that there is compliance to financial policies and Legislation
Links	The achievement of this goal will contribute to the objectives of the Public Finance Management Act, Act 1 of 1999 as amended and Municipal Finance Management Act, Act No. 55 of 2003.

Programme 4	Municipal Finance Management
Strategic Goal 5	Municipal financial accountability
Goal statement (goal in full)	To promote the effective implementation of municipal finance related legislation
Justification	Promotion of financial governance within the local government
Links	Outcome 9 Responsive, accountable, effective and efficient developmental local government system Chapter 13 of the National Development Plan Promotion of financial governance within the provincial government

12.5 Budget Programme Structure

Budget Programmes	Sub-Programmes
Programme 1: Administration	Office of the MEC Management Services Corporate Services Financial Management Internal Audit
Programme 2: Sustainable Resource Management	Programme Support Economic Analysis Fiscal Policy Budget Management Public Finance
Programme 3: Asset & Liability Management	Programme Support Asset Management Support and Interlinked Financial Systems
Programme 4: Financial Governance	Programme Support Accounting Services Municipal Budget and Monitoring (IYM) Municipal Revenue and Debt Management Municipal Accounting Services Municipal Supply Chain Management and Compliance Municipal Risk Management and Internal Audit Provincial Risk Management and Internal Audit

Annexure D

13. Links Outcome Based priorities

Strategic Plan and Annual Performance Plan		Annual Performance Plan				Strategic Plan and Annual Performance Plan						
		2014/2015 (8)				Target Value 2014/201	Target Value 2015/20	Target Value 2016/201				
Performance Indicator (1)	Alignment		Budget Programme (7)	Actual Value 2012/2013 (8)	Estimated 2013/2014 (8)	Target Value 1 st Quarter	Target Value 2 nd Quarter	Target Value 3 rd Quarter	Target Value 4 th Quarter			
	National Development Plan (2)	Free State Growth And Development Strategy (3)				Outcome Based Priority (4)	Sub Outcome (5)	Action (6)				
1.3.1	Funded vacancy rate (average % of posts on PERSAL which are vacant)	13	6: Good Governance Driver 15: Foster good governance to create a conducive climate for growth and development	12: An efficient, effective and development oriented public service	3: Sufficient technical and specialist professional skills	Funded vacancy rate (average % of posts on PERSAL which are vacant over a quarter, for all provincial departments (P24)	Prog 1	NEW	NEW	11	10	9

Performance Indicator	NDP	Alignment			Budget Prog	Actual 2012/13	Est. 2013/14	2014/15 Quarterly Targets				Medium Term Targets		
		FSGDS	OBP	Sub-outcome				Action	Quarter 1	Quarter 2	Quarter 3	Quarter 4	2014/15	2015/16
1.3.2 Average number of days taken to complete the Recruitment and Selection process	13	6: Good Governance Driver 15: Foster good governance to create a conducive climate for growth and development	12: An efficient, effective and development oriented public service	3: Sufficient technical and specialist professional skills	Appointment s at all levels are both based on the necessary combination of experience and expertise, and serve the objectives of transformation. ACTION 95	NEW	NEW	90	90	90	90	90	90	90
1.3.3 Percentage of exit interviews conducted for recording of relevant information	13	6: Good Governance Driver 15: Foster good governance to create a conducive climate for growth and development	12: An efficient, effective and development oriented public service	3: Priority sub-outcome(MT SF) Sufficient technical and specialist professional skills	Identify exiting employees and conducted exit interview. Submit the report to level 13 & above	100	100	100	100	100	100	100	100	100
1.3.4 Performance and Development Management system implemented: Percentage of performance agreements for SMS members signed and submitted by 31 August Percentage of performance plans captured on Persal for levels 1-12 by 30 June Percentage of performance assessments for SMS members completed 31 December Percentage of performance assessments for levels 1-12 completed 30 August	13	6: Good Governance Driver 15: Foster good governance to create a conducive climate for growth and development	12: An efficient, effective and development oriented public service	3: Sufficient technical and specialist professional skills	Enhance compliance to PDMS Framework	N/A	N/A	100	100	100	100	100	100	100

Performance Indicator	Alignment				Budget Prog	Actual 2012/13	Est. 2013/14	2014/15 Quarterly Targets				Medium Term Targets			
	NDP	FSGDS	OBP	Sub-outcome				Action	Quarter 1	Quarter 2	Quarter 3	Quarter 4	2014/15	2015/16	2016/17
									90	90	90	90	90	90	90
1.3.5 Average number of days taken to resolve disciplinary cases	13	6: Good Governance Driver 15: Foster good governance to create a conducive climate for growth and development	12: An efficient, effective and developme nt oriented public service	3: Sufficient technical and specialist professional skills	Adherence to Labour Relations Legislation	90	90	90	90	90	90	90	90		
1.3.6 Number of Wellness workshops/empowerment or information sessions /written articles or other empowerment activities	13	6: Good Governance Driver 15: Foster good governance to create a conducive climate for growth and development	12: An efficient, effective and developme nt oriented public service	4: Efficient and Effective Management and Operational System	Adherence to Employee Health & Wellness Strategic Framework	16	16	4	4	16	16	16	16		
1.3.7 Communication strategy approved and implemented Number of media liaison engagements	4	6: Good Governance Driver 15: Foster good governance to create a conducive climate for growth and development.	12: An efficient, effective and developme nt oriented public service	4: Efficient and Effective Management and Operational System	Adherence to the Provincial Communication Strategy	N/A	N/A	1	1	1	1	1	1		
1.3.8 ICT Governance Policy and framework approved and implemented Number of media liaison engagements	4	1: Inclusive Economic Growth and Sustainable Job Creation Driver 3 Provide appropriate and adequate Information and Communication Technology (ICT) infrastructure.	6: An efficient, competitive and responsive Economic infrastructure network	5: Expansion, modernisation, access and affordability of our Information and communications infrastructure ensured	Adherence to Public Service Corporate Governance of ICT Framework	N/A	N/A	N/A	N/A	1	1	1	1		
1.3.9 Development and implementation of: • Workplace skills plan • HRD Plan • SDIP	13	6: Good Governance Driver 15: Foster good governance to create a conducive climate for growth and development.	12: An efficient, effective and developme nt oriented public service	3: Sufficient technical and specialist professional skills	Adherence to NSD III & Batho-Pele Revitalization Strategic Framework	N/A	N/A	8	1	4	8	8	8		

Performance Indicator	Alignment						Est. 2013/14	2014/15 Quarterly Targets				Medium Term Targets			
	NDP	FSGDS	OBP	Sub-outcome	Action	Budget Prog		Actual 2012/13	Quarter 1	Quarter 2	Quarter 3	Quarter 4	2014/15	2015/16	2016/17
									Report	1 report	1 report	1 SDIP Report	Reports	Reports	Reports
3.2.14 Report on administration of Supplier management system	14	conductive climate for growth and development 6: Good Governance Driver 15: Foster good governance to create a conducive climate for growth and development	12: An efficient, effective and developme nt oriented public service	5: Procureme nt systems that deliver value for money	Database in place, maintained and utilised	Prog. 3	N/A	1 report	1 report	1 report	1 report	4 reports	4 reports	4 reports	
3.2.16 Report on transversal contracts assessed	14	6: Good Governance Driver 15: Foster good governance to create a conducive climate for growth and development	12: An efficient, effective and developme nt oriented public service	5: Procureme nt systems that deliver value for money	Scope for transversal contracts assessed and transversal contracts developed where appropriate	Prog. 3	N/A	1 report	1 report	1 report	1 report	4 reports	4 reports	4 reports	
3.2.17 Report on number of legitimate invoices from suppliers reported as not paid within 30 days from departments and public entities	14	6: Good Governance Driver 15: Foster good governance to create a conducive climate for growth and development	12: An efficient, effective and developme nt oriented public service	5: Procureme nt systems that deliver value for money	Number of legitimate invoices from suppliers reported as not paid within 30 days in monthly reports from departments to Treasury	Prog. 3	N/A	1 report	1 report	1 report	1 report	4 reports	4 reports	4 reports	
4.2.1 Number of accounting related For/work sessions/ bilateral to build capacity in Provincial Departments and Entities	Chapter 8	6: Good Governance Driver 15: Foster good governance to create a conducive climate for growth and development	12: An efficient, effective and developme nt oriented public service	H: Reduced corruption in the public service	Number of adverse and disclaimer annual audit reports on national and provincial government departments	Prog. 4	10	1	2	2	3	8	8	8	
4.2.2 Formal training sessions conducted/facilitated to build capacity in Provincial Departments and Entities on: *Asset and liability accounts *Accounting Manuals	Chapter 8	6: Good Governance Driver 15: Foster good governance to create a conducive climate for growth and development	12: An efficient, effective and developme nt oriented public service	H: Reduced corruption in the public service	Number of qualified, adverse and disclaimer annual audit reports on national and provincial government departments	Prog. 4	6	1	1	2	2	6	6	6	
4.2.3 Number of consolidated reports on interim and annual financial statements assessments	Chapter 8	6: Good Governance	12: An efficient, effective	H: Reduced corruption in the public	Number of qualified, adverse and	Prog. 4	70	1	1	1	1	4	4	4	

Performance Indicator	NDP	Alignment			Budget Prog	Actual 2012/13	Est. 2013/14	2014/15 Quarterly Targets				Medium Term Targets			
		FSGDS	OBP	Sub-outcome				Action	Quarter 1	Quarter 2	Quarter 3	Quarter 4	2014/15	2015/16	2016/17
produced to promote quality financial statements.		Driver 15: Foster good governance to create a conducive climate for growth and development	and develop oriented public service	service	disclaimer annual audit reports on national and provincial government departments										
4.2.4 Timely submission of consolidated annual financial statements and Annual Report • Draft CFS • Final CFS • Annual Report	Chapter 8	6: Good Governance Driver 15: Foster good governance to create a conducive climate for growth and development	12: An efficient, effective and develop oriented public service	H: Reduced corruption in the public service	Number of qualified, adverse and disclaimer annual audit reports on national and provincial government departments	30 June 31 Aug 31 Oct	30 June 31 Aug 31 Oct	31 August	N/A	30 June 31 August 31 October	30 June 31 August 31 October	30 June 31 August 31 October	3 reports (1 on assessment of readiness of AFS, 1 on review of AFS and 1 on review of Mid-year Financial Statements)	3 reports (1 on assessment of readiness of AFS, 1 on review of AFS and 1 on review of Mid-year Financial Statements)	3 reports (1 on assessment of readiness of AFS, 1 on review of AFS and 1 on review of Mid-year Financial Statements)
4.2.5 Number of consolidated Key Control Matrix assessment reports produced for Departments and trading entities' to promote compliance with legislative requirements	Chapter 8	6: Good Governance Driver 15: Foster good governance to create a conducive climate for growth and development	12: An efficient, effective and develop oriented public service	H: Reduced corruption in the public service	Number of qualified, adverse and disclaimer annual audit reports on national and provincial government departments	164	11	3	2	11	11	11	3 reports (1 on assessment of readiness of AFS, 1 on review of AFS and 1 on review of Mid-year Financial Statements)	3 reports (1 on assessment of readiness of AFS, 1 on review of AFS and 1 on review of Mid-year Financial Statements)	3 reports (1 on assessment of readiness of AFS, 1 on review of AFS and 1 on review of Mid-year Financial Statements)
4.4.2 Assessment of draft revenue policies in compliance to legislation: • Credit control and debt collection • Property rates • Tariff • Indigent • Debt write off	13	6: Good Governance Driver 15: Foster good governance to create a conducive climate for growth and development	9: Responsive, accountable and efficient development local government system	4 Municipalities demonstrate quality management and administrative practices	Provinces assisted to monitor implementation of improvement plans and provide	19	19	N/A	N/A	19	19	19	1 Consolidated report on 19 Indigent Registers assessed	1 Consolidated report on 19 Indigent Registers assessed	1 Consolidated report on 19 Indigent Registers assessed
4.4.6 Number of municipal indigent registers verified	13	6: Good Governance Driver 15: Foster good governance to create a conducive climate for growth and development	9: Responsive, accountable and efficient development local government system	4 Municipalities demonstrate quality management and administrative practices	Provinces assisted to monitor implementation of improvement plans and provide	N/A	20	N/A	N/A	N/A	N/A	N/A	1 Consolidated report on 19 Indigent Registers assessed	1 Consolidated report on 19 Indigent Registers assessed	1 Consolidated report on 19 Indigent Registers assessed
4.5.1 Adherence to GRAP standards and submission of annual financial statements by 31 August	14	6: Good Governance Driver 15: Foster good governance to create a conducive climate for growth and development	9: Responsive, accountable and efficient development local government system	7: Quality of Governance arrangements and political leadership enhances	Number of municipalities submitting unaudited financial statements to Auditor General for auditing	New	New	Guideline on the preparation of the 2013/14 AFS	Report on the review of submitted AFS	Report on the review of submitted mid-year financial statements	Report on the review of submitted mid-year financial statements	Report on the review of submitted mid-year financial statements	3 reports (1 on assessment of readiness of AFS, 1 on review of AFS and 1 on review of Mid-year Financial Statements)	3 reports (1 on assessment of readiness of AFS, 1 on review of AFS and 1 on review of Mid-year Financial Statements)	3 reports (1 on assessment of readiness of AFS, 1 on review of AFS and 1 on review of Mid-year Financial Statements)

Performance Indicator	Alignment					Budget Prog	Actual 2012/13	Est. 2013/14	2014/15 Quarterly Targets				Medium Term Targets			
	NDP	FSGDS	OBP	Sub-outcome	Action				Quarter 1	Quarter 2	Quarter 3	Quarter 4	2014/15	2015/16	2016/17	
4.5.2	Promotion of improved outcome in municipalities	14	6: Good Governance Driver 15: Foster good governance to create a conducive climate for growth and development	9: Responsive, accountable and efficient developmental local government system	3: Municipalities demonstrate good financial governance and management	% of municipalities which obtained clean or unqualified audit opinions and % of municipalities which do not obtain clean or unqualified audit opinions but improve their outcome year on year	Prog 4	New	New	1 consolidated report on supported municipalities monitored	1 consolidated report on municipalities supported and monitored	1 consolidated report on municipalities supported and monitored	1 consolidated report on municipalities supported and monitored	1 consolidated report on AFS preparation	1 consolidated report on AFS preparation	1 consolidated report on AFS preparation
4.5.3	Promotion of improved assets and liability registers	14	6: Good Governance Driver 15: Foster good governance to create a conducive climate for growth and development	9: Responsive, accountable and efficient developmental local government system	3: Municipalities demonstrate good financial governance and management	% of municipalities which obtained clean or unqualified audit opinions and % of municipalities which do not obtain clean or unqualified audit opinions but improve their outcome year on year	Prog 4	4 Reports	4 Reports	1 report on asset management policies	1 report on municipalities having complete asset registers	1 report on municipalities having complete asset registers	1 report on municipalities having complete asset registers	4 reports on asset management	4 reports on asset management	4 reports on asset management
4.5.4	Monitor the submission of: • Draft Annual Report • Tabling of Annual Report	14	6: Good Governance Driver 15: Foster good governance to create a conducive climate for growth and development	9: Responsive, accountable and efficient developmental local government system	7: Quality of Governance arrangements and political leadership enhances	Number of municipalities complying	Prog 4	1 report	1 report	N/A	1 report on submission of draft annual report	N/A	1 consolidated report on the tabling of Annual Reports by municipalities	1 Report on the submission of Draft Annual Report	1 Report on the submission of Draft Annual Report	1 Report on the submission of Draft Annual Report
4.6.1	Number of municipalities assessed and assisted with compliance to SCM prescripts	Chapter 13	6: Good Governance Driver 15: Foster good governance to	9: Responsive, accountable and	8: corruption within local government is tackled more effectively	Amended policy/regulation issued and/or improved implementation	Prog 4	7	8	6	6	5	23	23	23	23

Performance Indicator	Alignment				Budget Prog	Actual 2012/13	Est. 2013/14	2014/15 Quarterly Targets				Medium Term Targets		
	NDP	FSGDS	OBP	Sub-outcome				Action	Quarter 1	Quarter 2	Quarter 3	Quarter 4	2014/15	2015/16
4.B.1		create a conducive climate for growth and development	12: An efficient, effective and development oriented public service	H: Reduced corruption in the public service	Prog. 4	29	2 consolidated reports	N/A	1 consolidated report	N/A	1 consolidated report	2 consolidated reports	2 consolidated reports	2 consolidated reports
4.B.2	8	6: Good Governance Driver 15: Foster good governance to create a conducive climate for growth and development	12: An efficient, effective and development oriented public service	H: Reduced corruption in the public service	Prog. 4	2 consolidated reports	1 consolidated report	N/A	1 consolidated report	N/A	1 consolidated report	1 consolidated report	1 consolidated report	1 consolidated report
4.B.3	8	6: Good Governance Driver 15: Foster good governance to create a conducive climate for growth and development	12: an efficient, effective and development oriented H: Reduced corruption in the public service	H: Reduced corruption in the public service	Prog. 4	2	6	2	N/A	2	6	6	6	6
4.B.4	8	6: Good Governance Driver 15: Foster good governance to create a conducive climate for growth and development	12: An efficient, effective and development oriented public service	H: Reduced corruption in the public service	Prog. 4	N/A	2	N/A	1	N/A	2	2	2	2
4.B.5	8	6: Good Governance Driver 15: Foster good governance to create a conducive climate for growth and development	12: An efficient, effective and development oriented public service	H: Reduced corruption in the public service	Prog. 4	30	1 consolidated report	N/A	1 consolidated report	N/A	1 consolidated report	2 consolidated reports	2 consolidated reports	2 consolidated reports
4.B.6	8	6: Good Governance	12: An efficient, effective and development oriented public service	H: Reduced corruption in the public service	Prog. 4	1	3	1 consolidated	1	1	4	4	4	4

Performance Indicator	Alignment						Est. 2013/14	2014/15 Quarterly Targets				Medium Term Targets			
	NDP	FSGDS	OBP	Sub-outcome	Action	Budget Prog		Actual 2012/13	Quarter 1	Quarter 2	Quarter 3	Quarter 4	2014/15	2015/16	2016/17
									report	consolidated report	consolidated report	consolidated report	consolidated reports	consolidated reports	consolidated reports
Control Matrix assessment reports produced for Public Entities to promote compliance with legislative requirements		Governance Driver 15: Foster good governance to create a conducive climate for growth and development	efficient, effective and development oriented public service	corruption in the public service	corruption in the public service			report	consolidated report	consolidated report	consolidated report	consolidated reports	consolidated reports	consolidated reports	
4.8.7 Bi-annual consolidated assessments reports produced for Departments and Public Entities to promote compliance with Fraud Risk Assessment in line Risk Management framework.	8	6: Good Governance Driver 15: Foster good governance to create a conducive climate for growth and development	12: An efficient, effective and development oriented public service	H: Reduced corruption in the public service	H: Reduced corruption in the public service	Prog. 4	N/A	N/A	1 Consolidated report	1 Consolidated report	1 Consolidated report	2 Consolidated report	2 Consolidated report	2 Consolidated report	
4.8.8 Number of Fraud Awareness Sessions to be facilitated for to promote alertness in Provincial Departments and Entities.	8	6: Good Governance Driver 15: Foster good governance to create a conducive climate for growth and development	12: An efficient, effective and development oriented public service	H: Reduced corruption in the public service	H: Reduced corruption in the public service	Prog. 4	N/A	N/A	N/A	1 session	1 session	1 session	1 session	1 session	

Annexure E

14. Technical Indicators

The Technical indicator descriptions for the strategic objective performance indicators will be published on the Department's website: www.treasury.fs.gov.za