

Sub-programme 1.1: Office of the MEC

Performance indicators

Indicator title 1.1	Effective and efficient support services
Short definition	The effective and efficient rendering of support services, including the management of the minister's diary, correspondence management, secretarial and administrative services and co-ordination of responses parliamentary questions.
Purpose/importance	The reviewing/development, implementation and monitoring of sets of standards will ensure that all support services are rendered effectively and efficiently and will contribute to the positive image of the PGWC.
Source/collection of data	Management of minister's diary - Reviewed and amended set of standards for programme management; hard copy and electronic diary. Correspondence management - Reviewed and amended set of standards for correspondence management; electronic management system reports and copy of correspondence. Secretarial and administrative services – Set of standards; APP input; QPR – Subprogramme 1.1; IYM input; AR input; Procurement Reports; Asset register; Leave register; PERMIS reports.
Method of calculation	Actual performance against set of standards.
Data limitations	Mostly manual, therefore the accuracy of the information depends on the input.
Type of indicator	The indicator is measuring outputs.
Calculation type	The reported information is non-cumulative.
Reporting cycle	The indicator will be reported quarterly.
New indicator	New indicator.
Desired performance	Actual performance lower than targeted performance is desirable.
Indicator responsibility	Head of Office, Administrative Secretary, Personal Assistant, Driver, Registry Clerk, Secretary/Receptionist

Indicator title 1.2	An operational plan that builds on dashboard and QPR requirements setting out milestones, desired quantum and quality of service.
Short definition	The development and monitoring of an operational plan that builds on dashboard and QPR requirement setting out the process, steps, start and completion date, responsible person, identifying the risks and the mitigation thereof, the competencies required, as well as the training needs and the progress made per quarter.
Purpose/importance	It provides a clear indication of the steps, time-frames, responsibility and risks involved in a specific year to be able to attain the set strategic objectives and goals. It also provides a mechanism to track performance quarterly and to institute remedial plan steps if required.
Source/collection of data	Operational plan and source documents (evidence file).
Method of calculation	Actual performance against targets.
Data limitations	Mostly manual, therefore the accuracy of the information depends on the input.
Type of indicator	The indicator is measuring outputs.
Calculation type	The reported information is cumulative.
Reporting cycle	The indicator will be reported quarterly.
New indicator	New indicator.
Desired performance	Actual performance lower than targeted performance is desirable.
Indicator responsibility	Head of Office.

Indicator title 1.3	Composition and implementation of a customised development plan for each staff member in line with competency requirements
Short definition	The composition and the implementation of a customised development plan for each staff member in line with the competencies required to perform roles and responsibilities
Purpose/importance	The personal development plan for each staff member will ensure that all training and development initiatives are done in accordance with a plan.
Source/collection of data	Individual personal development plans.
Method of calculation	Actual training initiative against planned training initiatives.
Data limitations	Mostly manual, therefore the accuracy of the information depends on the input.
Type of indicator	Outputs.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	New indicator.
Desired performance	Actual performance higher than targeted performance is desirable.
Indicator responsibility	Head of Office.

Indicator title 2.1	Effective communication, media liaison services and events coordination.
Short definition	To provide communication services; ensuring that the intended message via the most efficient communication methods reach the intended audience; to ensure effective liaison with media and the effective coordination of events.
Purpose/importance	Effective communication will ensure that the public is well informed of the objectives, projects and services of the Western Cape Provincial and will contribute to a positive external image of Minister and the Western Cape Provincial Government.
Source/collection of data	Monthly communication plan; Register of press releases and other engagements with media as well as media clippings; Media monitoring report.
Method of calculation	Actual performance against plan, number of "hits" – on-theme as well as not on-theme
Data limitations	Mostly manual, therefore dependent on the accuracy of the registers and reports.
Type of indicator	The indicator is measuring outputs.
Calculation type	The reported performance is non-cumulative.
Reporting cycle	The indicator will be reported quarterly.
New indicator	The indicator continues without change from previous year.
Desired performance	Actual performance higher than targeted performance is desirable.
Indicator responsibility	Media Liaison Officer

Indicator title 3.1	Effective strategic management and support
Short definition	The provision of effective strategic management and support to the Minister.
Purpose/importance	Effective strategic management and support will ensure that the Minister executes his responsibilities as Executive Authority and that the departments (PT and Economic Development and Tourism) deliver on their mandates.
Source/collection of data	Set of standards; Copy of documentation; notification of meetings; discussion frameworks; action notes and follow up actions taken.
Method of calculation	Actual performance against set of standards.
Data limitations	The accuracy of the information depends on the input.
Type of indicator	The indicator is measuring outputs.
Calculation type	The reported performance is non-cumulative.
Reporting cycle	The indicator will be reported quarterly.
New indicator	New indicator.
Desired performance	Actual performance higher than targeted performance is desirable.
Indicator responsibility	Head of Office and Administrative Secretary

Sub-programme 1.2: Management Services

Indicator title 4.1	Effective and efficient support services
Short definition	Provide a support service to the PT in respect of the PT Calendar, the website, translations, Library and correspondence management.
Purpose/importance	To maintain and update all departmental information on the intranet and website, to translate all main documents into three western cape languages, to co-ordinate meetings and to administer the PT Calendar and the document tracking system.
Source/collection of data	National Treasury notifications, Schedule of Cabinet and PTM meetings, diaries of Senior Managers and fixed meetings arranged with PT: As requested by the Head Official. HOD's diary is also utilised when managers require appointments with him. In-Magic software is utilised for tracking books and in library. It depends on requests for translations All the information is received from departmental components as well as National Treasury Website.
Method of calculation	An email system (MS-Outlook) is utilised to capture the dates and times on the Treasury Calendar by way of a reminder note. User information survey questionnaire is used to collect data. The number of updates on the intranet and cape gateway. Keeping records for translations and editing of APP and AR and other small departmental documents.
Data limitations	1. Functioning of the system is dependent on the availability of the email system and the accurate and timeous information provided by the stakeholders. 2. The service providers do not prioritise the requests for translation work and they submit documents very late. 3. Sum the number of people who classify the services provided by the library as good, poor or excellent and divides them into the total number of people surveyed and multiplies by 100 to express user's satisfaction rate as a percentage. 4. Dependant on the functioning of the Cape Gateway system and the number of requests received.
Type of indicator	Input
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Striving to attain high-level performance is dependent on the co-operation by all stakeholders.
Indicator responsibility	Office Manager

Indicator title 4.2	An Operational Plan (OP) that builds on dashboard and QPR requirements setting out milestones, desired quantum and quality of delivery
Short definition	The OP provides how the sub-programme will meet the dashboard and QPR requirements by setting out milestones, desired quantum and quality of delivery.
Purpose/importance	The operational plan is developed for each sub-programme to provide how it will give effect in reaching the requirements as set out in the dashboard and QPR.
Source/collection of data	Annual Performance Plan(APP), QPR Dashboard, Performance Agreement
Method of calculation	Detailed population of an Xcel spread sheet with set targets and goals
Data limitations	The activities or goals are hampered if the responsible officials don't refer to the Operational Plan as their guide throughout the year.
Type of indicator	Activities and output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	An operational plan is developed that meets the requirements as set out in the dashboard and QPR.
Indicator responsibility	Sub-Programme Manager

Indicator title 4.3	Composition and implementation of a customised development plan for each staff member in line with competency requirements for each unit.
Short definition	Training opportunities are provided through a detailed staff training plan for the year to improve the competency levels of each staff member
Purpose/importance	To ensure that staff has the necessary competencies for them to do their job optimally, which contributes to increasing the scarce skill recruitment pool.
Source/collection of data	Personal Development Plan (PDP)
Method of calculation	Actual training initiative against planned training initiatives.
Data limitations	Budgetary constraints. Service Providers. Availability of staff
Type of indicator	Input
Calculation type	Cumulative
Reporting cycle	Quarterly and annually
New indicator	No
Desired performance	The implementation of the bespoke development plan will improve the competency levels of the staff, which will contribute to the retention of scarce skills for the department.
Indicator responsibility	Sub-Programme Manager

Indicator title 4.4	Effective communication and events co-ordination
Short definition	Provide communication services and events management to internal and external stakeholders
Purpose/importance	Ensure that proper communication in the message, language and medium is conveyed to the relevant stakeholders and building the brand of the Provincial Treasury
Source/collection of data	Communication Strategy, Language Policies, Cape Gateway Guidelines. The Treasure Chest, external media.
Method of calculation	1.Disseminating, compiling and circulating information.
Data limitations	1.Budget constraints and functions are blurred between components
Type of indicator	Activities
Calculation type	Cumulative
Reporting cycle	Quarterly and annually
New indicator	No
Desired performance	Effective communication services results in the stakeholders being informed of the department's outputs.
Indicator responsibility	Office Manager

Indicator title 5.1	Monitor, assess and report on the compliance to the service delivery standards of the CSC as assigned
Short definition	To ensure that documentation/ requests submitted to the CSC are correctly executed and addressed within the agreed timeframes (service standards)
Purpose/importance	To ensure the timeous and correctness of HR related issues
Source/collection of data	Prescribed documentation and Personnel and Salary Administration System (PERSAL)
Method of calculation	Number of days from receipt of documentation/ requests to execution
Data limitations	Data only available in respect of Human Resource Administration issues
Type of indicator	It identifies the compliance/ non-compliance to service standards and error rate
Calculation type	Per document/ request
Reporting cycle	Monitoring daily and reporting monthly
New indicator	Yes
Desired performance	It is desirable that the actual performance is achieved with the minimum of errors
Indicator responsibility	Deputy Director: CRU

Indicator title 5.2	Periodic review of the SLA
Short definition	To review the service schedules and service standards at least annually, 3 months prior to the beginning to the new financial year
Purpose/importance	To ensure the practical application of services and compliance to departmental requirements
Source/collection of data	Current SLA, service schedules, service standards, PERSAL, databases, etc.
Method of calculation	Per functional area
Data limitations	Electronic data only available in respect of Human Resource Administration
Type of indicator	Indicates the current service standards vs the departmental required standards to ensure effective and efficient service delivery
Calculation type	Per functional area
Reporting cycle	At least annually or when required
New indicator	Yes
Desired performance	It is desirable that service standards comply to the departmental requirements, ensuring an effective and efficient service
Indicator responsibility	Deputy Director: CRU

Indicator title 5.3	Drafting and consolidation of prescribed departmental plans and reports for submission to CSC.
Short definition	Compilation and submission of statutory reports on prescribed dates as required
Purpose/importance	Compliance to statutory requirements and for management information purposes
Source/collection of data	PERSAL, databases and inputs from directorates
Method of calculation	Per statutory report
Data limitations	Access to CSC databases and correctness of data
Type of indicator	It identifies compliance/ non-compliance to statutory requirements and timeframes
Calculation type	Per report
Reporting cycle	In accordance with statutory requirements and timeframes
New indicator	Yes
Desired performance	Full compliance to statutory requirements and timeframes
Indicator responsibility	Deputy Director: CRU

Indicator title 5.4	Coordinate the appointment of members of prescribed departmental committees/ transversal forums and other statutory requirements
Short definition	Recommend to the HOD names of staff members for appointment to prescribed departmental committees, transversal forums and other statutory requirements
Purpose/importance	To ensure compliance to the establishment of prescribed departmental committees
Source/collection of data	Database of appointed members to the various committees
Method of calculation	Per departmental committee
Data limitations	No limitation
Type of indicator	It indicates the appointed members to the various departmental committees
Calculation type	Per departmental committee
Reporting cycle	Per statutory requirements depending on the specific departmental committee
New indicator	Yes

Indicator title 5.5	Serve as a nodal point between the department and the CSC pertaining to correspondence, access, services and other HR related issues
Short definition	To ensure that all documentation/ requests from the department and to the department are receipted and channelled to the relevant officials
Purpose/importance	To ensure that documentation/ requests are timeously executed/ addressed by the relevant parties
Source/collection of data	Record of incoming and outgoing documentation/ requests
Method of calculation	Per document/ request and date of finalisation
Data limitations	Availability of scanning equipment
Type of indicator	It indicates the date of submission of documentation/ reports to CSC and date of receipt of documentation/ requests from CSC
Calculation type	Per document/ request
Reporting cycle	Daily
New indicator	Yes
Desired performance	It is desirable that a full record exists of documentation/ requests from and to the department and is available and updated on a daily basis
Indicator responsibility	Deputy Director: CRU

Sub programme 1.3: Financial Management

Indicator title 6.1	APP and QPR at level 3 + reporting standards.
Short definition	Preparing and evaluating the Strategic Plans and APP's to reflect the Department's business objectives to realise an appropriately funded budget.
Purpose/importance	Ensuring that the budget prepared can meet the business of the department as outlined in the Strategic Plan and APP, which provides the strategic route and the performance indicators that will be undertaken to achieve the outcomes.
Source/collection of data	QPR, IYM, BAS, Persal, Vulindlela
Method of calculation	Applying the SMART and KISS principles to formulate the strategic goals and objectives as well as the performance indicators in the Strategic Plan and APP. Once the mandate and performance indicators are identified it can be used to formulate the appropriate funding level at a SCoA item level in order to achieve the business objectives.
Data limitations	Information that is not measurable and the timeous supply of it by managers.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	The aim is to ensure that all of Treasury's objectives are met as required by the PFMA and MFMA.
Indicator responsibility	Manager: Management Accounting

Indicator title 6.2	Fully costed budget with minimum shifts between the main and adjustments budget and is aligned to the APP.
Short definition	Compilation of a Main and Adjusted budget that is realistically costed
Purpose/importance	A performance based budget that is appropriated and realistically costed to reflect what the department will achieve and has minimum shifts in the Adjustments Estimate and at the end of the financial year.
Source/collection of data	QPR, IYM, BAS, Persal, Vulindlela
Method of calculation	Actual and projected revenue and expenditure calculations are done in excel databases (budget and personnel workbooks) that account for each post and SCoA items to compile budgets to meet the business objectives. Efficiency and trend analysis are compiled to determine what the revenue and expenditure should be for both in year and budgeting purposes.
Data limitations	Projected revenue and expenditure depends on accuracy of the information received and collated.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Minimum shifting of funds in the Adjustments Estimate and at financial year end, which are within 2% of the appropriated budgets.
Indicator responsibility	Manager: Management Accounting

Indicator title 6.3	Compilation and coordination of Annual Report.
Short definition	Compilation of the IYM and QPR as well as the Annual Report
Purpose/importance	The IYM and QPR inform the public as to how the department is fairing against its planned outputs in terms of the budget and the APP as well as ensuring that information gathered and reported on can be substantiated for audit purposes. The Annual Report provides the outcome of the department's activities and financial performance for the politicians and public to scrutinise.
Source/collection of data	<p><u>1) IYM</u> BAS, Persal and Vulindlela</p> <p><u>2) QPR</u> Operational plans and daily files. Performance Management, PMF, M&E systems. Back-up files and information.</p> <p><u>3) Annual Report</u> APP, Budget, QPR's, AFS and Persal</p>
Method of calculation	<p><u>1) IYM</u> Reports are drawn from BAS and Persal to obtain the actual revenue and expenditure. Actual and projected revenue and expenditure calculations are done in excel databases (budget and personnel workbooks) that account for each post and SCoA items to compile the IYM. The IYM is then discussed with the Accounting Officer before submission to the Provincial Treasury.</p> <p><u>2) QPR</u> A finance instruction is sent to all managers requesting their quarterly inputs. The QPR inputs are evaluated and collated into one document. Each programme is then discussed with the Accounting Officer before submission to the Provincial Treasury.</p> <p><u>3) Annual Report</u> 4 QPR's achievements measured against the planned output in the APP summarised and taken up in Part 2 of the Annual Report Receipt of the Audit Committee report Preparing the Appropriation statement for auditing. Incorporating the audited AFS in Part 4 of the Annual Report. Receipt of the AGSA Report on the AFS Receipt of the HR information</p>
Data limitations	These processes are dependent on the accuracy of the information received and collated as well as the timeous supply of information by the managers.
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	An unqualified audit report that meets the norms and standards set by National and Provincial Treasury.
Indicator responsibility	Manager: Management Accounting

Indicator title 7.1	Fully functional payment system to predetermined standards.
Short definition	Fully functional system that enables accurate payment within 30 days after receipt of invoice.
Purpose/importance	To ensure compliance to National Treasury Regulations and Finance Instructions where all payments due to creditors are adhered to and commitments are kept to a minimum.
Source/collection of data	Manual Excel payment register Basic Accounting System (BAS)
Method of calculation	Date of invoice receipt and adherence to prescripts.
Data limitations	Date of receipt of invoice is not always correctly recorded when received within the Department.
Type of indicator	Activity
Calculation type	Non-cumulative for a single payment, cumulative for all payments.
Reporting cycle	Quarterly to HOD
New indicator	No
Desired performance	Invoices to be processed for payment from date of receipt to reduce turnaround time.
Indicator responsibility	Manager: Financial Accounting

Indicator title 7.2	Clearance of ledger accounts to predetermined standards
Short definition	Monitoring and assessment system that will allow all accounts to be cleared or dealt with on a quarterly basis
Purpose/importance	To ensure that all outstanding balances are followed up and cleared, taking into account system and accounting practices with minimum balances taken up in the annual financial statements after year end closure
Source/collection of data	Detail and trial balance reports on BAS
Method of calculation	Monthly trial balance meetings
Data limitations	Unavailability of BAS Insufficient information available to allocate amounts Pending Internal Control investigations
Type of indicator	Outcomes
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To clear outstanding balances and maintain minimum balances that is reported to Provincial Treasury and is taken up in the annual financial statements
Indicator responsibility	Manager: Financial Accounting

Indicator title 7.3	Compile Annual Financial Statements (AFS) to predetermined standards
Short definition	Prepare and submit annual financial statements in terms of the PFMA.
Purpose/importance	Maintain a sound set of financial records culminating in the annual financial statements, which represents the state of affairs of the department, its business, its financial results and its financial position as at the end of the financial year.
Source/collection of data	Trial balance and various reports from BAS, LOGIS and PERSAL. Excel workbooks created to supplement information in AFS. AFS template provided by National Treasury.
Method of calculation	In accordance with preparation guide as issued by National Treasury.
Data limitations	Unavailability of BAS and LOGIS and reports not being printed on certain dates. Limitations of preparation guide and AFS template. Unavailability of information on BAS and LOGIS in the correct format.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Improve the department's financial performance to level 4
Indicator responsibility	Manager: Financial Accounting

Indicator title 8.1	Demand and Acquisition Management to predetermined standards
Short definition	To compile bid documents, set criteria and administer contracts that are in line with the AO system.
Purpose/importance	1) To determine whether the needs analysis are aligned with the budgetary allocation of the department and to follow the relevant SCM processes, which is covered by the AO system that is in line with the requirements of the Provincial Treasury.
Source/collection of data	PFMA PPPFA AO System NTR's and PTI's Departmental instructions and delegations Supply chain management guide for AO
Method of calculation	Compliance to Legislation, prescripts, AO System and delegations.
Data limitations	Operating within a limited environment and time constraints which renders it difficult to test the market.
Type of indicator	Outputs
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	Full compliance to the SCM processes and proper management of contracts as required by the AO system as it is updated.
Indicator responsibility	Manager: Supply Chain Management

Indicator title 8.2	Logistics management to predetermined standards
Short definition	To manage the ordering of goods and services and the payment thereof
Purpose/importance	To ensure proper stock levels, timeous placing of orders to secure good store and asset management. To ensure the timeous placing of orders and proper management of stock and assets
Source/collection of data	Asset register/inventory registers (Logis) Commitment Register (Logis) Payment register (Excel)
Method of calculation	To check and quantify sources/collection of data.
Data limitations	Poor discipline of Managers and prioritising work flow.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Weekly to CFO and Quarterly for QPR purposes.
New indicator	No
Desired performance	To ensure the timeous placing of orders and proper management of stock and assets Asset and stock levels that meet the demand of the department that is also compliant with SCM prescripts.
Indicator responsibility	SCM Manager

Indicator Title 9.1	Execution of general internal control functions.
Short Definition	Reduce the number of audit findings by mitigating risks on quarterly basis.
Purpose / Importance	Internal control areas to be compiled from external and internal audit findings and prioritised inspections to be performed.
Source / Collection of data	Excel database for internal control and ERA software for risks
Method of Calculation	Management should identify, mitigate and capture risks.
Data Limitations	Inaccuracy of identified risks and internal control measures
Type of Indicator	Output
Calculation Type	Identified from relevant spreadsheets.
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	The indicator is for both risks and internal control so as to inform the CFO and managers on how to mitigate them.
Indicator Responsibility	CFO, AO and all SMS.

Indicator Title 9.2	Assist AO to drive the risk management process
Short Definition	To drive the risk management process within the department i.t.o ERM implementation plan with the AO
Purpose / Importance	To drive the risk management process in terms of the ERM implementation plan: PT according the 5 point plan, namely: Risk plan, Risk orientation, Risk profile, Risk mitigation and Risk reporting.
Source / Collection of data	Excel / ERA software
Method of Calculation	Management should assess the events identified from two perspectives, impact and likelihood.
Data Limitations	Inaccuracy of identified risk and mitigation steps
Type of Indicator	Output
Calculation Type	In accordance to the ERA & Excel Risk Profile
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	The indicator is for the use of monitoring the risks identified by the department and also identify risks the department might encounter in the future and to provide the results to the Audit committee on a quarterly basis, to hold FARMCO meetings on a quarterly basis and assist AO to drive the risk management process in terms of the ERM implementation plan
Indicator Responsibility	Assistant Director , AO, FARMCO and All SMS

Indicator Title 10.1	General support services to predetermined standards.
Short Definition	Render high quality support service to the department.
Purpose / Importance	To provide high quality support services to all components within the department relating to document control and e-filing, GG transport, telephone, reprographic services, messengers, food aid services and other auxiliary services.
Source / Collection of data	Emails, phone calls and verbal requests.
Method of Calculation	In accordance to the Performance Management Framework (PMF)
Data Limitations	Unrealistic demands and poor timing
Type of Indicator	Outcome
Calculation Type	In accordance to the PMF that was compiled within the Directorate in 2009/10.
Reporting Cycle	Ongoing basis.
New Indicator	No
Desired Performance	The indicator is used to monitor the progress of support services within the department.
Indicator Responsibility	Assistant Director Support Services

Sub-Programme 2.1 : Programme Support 2

Indicator title 11.1	Effective and efficient support services
Short definition	The effective and efficient rendering of support services, including the management of the DDG's diary, correspondence management, secretarial and administrative services and maintaining of effective communication, transparency and event coordination.
Purpose/importance	The reviewing/development, implementation and monitoring of sets of standards will ensure that all support services are rendered effectively and efficiently and will contribute to the positive image of the PGWC.
Source/collection of data	Diaries of the DDG and Senior Managers, Inputs from Personal Assistants, Managers, CFO, Asset register; Set of standards for correspondence management; Set of standards for secretarial and administrative services, prescripts policies relating to secretarial and administrative procedures; APP input; QPR; Leave register; PERMIS reports.
Method of calculation	Proper record keeping of key identified administrative procedures that are in line with a comprehensive Administrative Procedure Manuel.
Data limitations	Buy-in of other PA's and managers/ Accuracy of registers and files.
Type of indicator	Activities and output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Adherence to the secretarial and administrative procedure manual will result in the programme meeting the activities as set out in the operational plans.
Indicator responsibility	Office Manager

Indicator title 11.2	An operational plan that builds on dashboard and QPR requirements setting out milestones, desired quantum and quality of delivery.
Short definition	The OP provides how the sub-programme will meet the dashboard and QPR requirements by setting out milestones, desired quantum and quality of delivery.
Purpose/importance	The operational plan is developed for each sub-programme to provide how it will give effect in reaching the requirements as set out in the dashboard and QPR.
Source/collection of data	Annual Performance Plan(APP), QPR Dashboard, Performance Agreement
Method of calculation	Detailed population of an Xcel spread sheet with set targets and goals
Data limitations	The activities or goals are hampered if the responsible officials don't refer to the Operational Plan as their guide throughout the year.
Type of indicator	Activities and output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	An operational plan is developed that meets the requirements as set out in the dashboard and QPR.
Indicator responsibility	Office Manager

Indicator title 11.3	Composition and implementation of a customised development plan for each staff member in line with competency requirement.
Short definition	Training opportunities and bursaries are provided through a bespoke development plan for each staff member that needs the skills and knowledge they do not have in relation to the competency of the job.
Purpose/importance	To ensure that staff has the necessary competencies for them to do their job optimally, which contributes to increasing the scarce skill recruitment pool.
Source/collection of data	Annual Performance Plan (APP) and Personal Development Plans (PDP). Competency Framework for the job. Multi-year training plan. Bursary policy and bursary applications.
Method of calculation	The bespoke development plan should capture the training required for each person working within the programme. The training should be identified by looking at what is required for the job as per the APP against the skills and knowledge the person has. This should then be put against the Competency framework for the job where the training required by the person will be identified. Staff can also apply for the bursary subject to certain criteria as set out in the Bursary policy. Those that are successful must be taken up in the bespoke development plan. The successful applicant will provide certain documents in order for the tertiary institution to be paid. Once the applicant completes the studies a copy of the qualification is provided for record purposes. Both of these processes are subject to the available resources.
Data limitations	Budgetary constraints. Service Providers. Availability of staff.
Type of indicator	Input
Calculation type	Cumulative
Reporting cycle	Quarterly and Annually
New indicator	No
Desired performance	The implementation of the bespoke development plan will improve the competency levels of the staff, which will contribute to the retention of scarce skills for the department.
Indicator responsibility	Programme Manager

Indicator title 11.4	Maintain effective communication, transparency and event coordination.
Short definition	Provide communication services to internal and external stakeholders and event coordination within the branch
Purpose/importance	Ensure proper communication within the branch as well as to internal and external stakeholders
Source/collection of data	Communication Strategy, Language policies and prescripts
Method of calculation	Disseminating, compiling and circulating of information.
Data limitations	Budgetary constraints, accuracy of registers and reports
Type of indicator	Activities and outputs
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Effective communication, transparency and event coordination result in the smooth running of the branch and achieving of set goals
Indicator responsibility	Office Manager

Sub-Programme 2.2: Fiscal Policy

Indicator title 12.1	Review of the national fiscal transfer system to provinces and local government
Short definition	This indicator relates to researching, reviewing and engaging with the national transfer system for provincial and local government
Purpose/importance	Implementation of a revised fiscal transfer system in order to ensure responsive fiscal transfer system supportive for maximum service delivery impact
Source/collection of data	National Treasury documentation, Provincial Treasury database
Method of calculation	Simple count
Data limitations	-
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Revised PI
Desired performance	To ensure that provincial recommendations are incorporated into the national transfer system for provincial and local government.
Indicator responsibility	Sub-Program Manager

Indicator title 13.1	Research, monitor and advise on the sustainability and credibility of provincial own revenue sources
Short definition	This indicator relates to assessing provincial own revenue trends and submitted policies. Researching and/or reviewing new sources of provincial revenue in order to enhance provincial own receipts.
Purpose/importance	To ensure sustainability and credibility of provincial own revenue forecasts as well as to identify potential new sources of revenue.
Source/collection of data	National Treasury documentation, Provincial Treasury database, research
Method of calculation	Simple count
Data limitations	-
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Monthly, Quarterly and Annually
New indicator	Revised PI
Desired performance	To ensure the credibility and sustainability and enhancement provincial own revenue
Indicator responsibility	Sub-Program Manager

Indicator title 13.2	Ensure oversight and efficient management of the WCGRB to optimise revenue
Short definition	This indicator relates to the assessment of the Annual Performance Plan of the WCGRB including quarterly performance, budget approval and oversight of the WCGRB in order to enhance governance.
Purpose/importance	This indicator relates to ensuring good governance and oversight of the WCGRB.
Source/collection of data	WCGRB
Method of calculation	Simple count
Data limitations	-
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Quarterly, Annually
New indicator	Revised PI
Desired performance	Effective and efficient WCGRB that adheres to good governance principles
Indicator responsibility	Sub-Program Manager

Indicator title 13.3	Research into revenue sources/tariff structures for local government
Short definition	This indicator relates into research into the credibility and sustainability of tariffs with regards to local government service charges.
Purpose/importance	Undertake research and provide recommendations to municipalities regarding the credibility and sustainability of their service tariffs.
Source/collection of data	Census data, municipal administrative data
Method of calculation	Simple count
Data limitations	Census data, municipal administrative data
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Quarterly and Annually
New indicator	Revised PI
Desired performance	Sustainable LG related to service delivery and able to meet financial obligations
Indicator responsibility	Sub-Program Manager

Indicator title 14.1	Alignment of vote expenditure to vote receipts in accordance with an approved Provincial Treasury payment schedule
Short definition	Ensuring investment of surplus funds at reputable financial institutions and the corporation of public deposits in accordance with an approved investment policy maximising returns from investments
Purpose/importance	To maximise returns on investments at the lowest possible risk
Source/collection of data	Database of investments
Method of calculation	The difference between the prime rate and interest rate obtained
Data limitations	None
Type of indicator	The effective management of cash flows and investments
Calculation type	Per investment
Reporting cycle	Monthly / quarterly
New indicator	Revised performance measure indicator
Desired performance	To exceed prime rate minus 3.75%
Indicator responsibility	Sub-Programme Manager

Indicator title 15.1	Assessment of monthly municipal IYM and any remedial action necessary inclusive of user support and training.
Short definition	To ensure that municipalities are provided with guidance and support to develop and implement the cash management and investment policy (practice model) for effective financial management.
Purpose/importance	To ensure compliance with legislative requirements and effective and efficient cash flow and investment management.
Source/collection of data	Legislative prescripts and financial management systems.
Method of calculation	Number of municipalities in compliance or non-compliance.
Data limitations	Limited municipal input/feedback and non-compliance by municipalities
Type of indicator	Effective and efficient financial management implementation tool.
Calculation type	Number of municipalities assessed and/or provided with support, guidance and training. (Quantitative and qualitative).
Reporting cycle	Monthly and as need arises
New indicator	Revised PI
Desired performance	Full compliance with the MFMA. Prudent financial management and good governance in accordance with their cash management policy framework.
Indicator responsibility	Sub sub programme manager

Indicator title 15.2	Support, assessment and advice on external borrowings by municipalities
Short definition	To ensure sustainable and capacitated municipalities
Purpose/importance	To improve service delivery and ensure effective financial management
Source/collection of data	Financial management reports and legislative prescripts
Method of calculation	Guidance and support to municipalities based on request
Data limitations	Supporting documentation
Type of indicator	Assists with improvement of financial management and infrastructure spending to improve service delivery
Calculation type	Number of municipalities provided with user support, guidance and training.
Reporting cycle	Quarterly
New indicator	Revised PI
Desired performance	To ensure municipalities apply the PT borrowing framework enabling informed decisions on external borrowings and improvement on infrastructure budgeting and spending.
Indicator responsibility	Sub-Program Manager

Sub-Programme 2.3: Budget Management

Sub sub-Programme 2.3.1: Provincial Government Budgets

Indicator title 16.1	Provincial APP and budget assessments to enhance responsiveness
Short definition	This indicator relates to the assessments of the Annual Performance Plans (APPs) of all votes and remedial actions identified to enhance the responsiveness of the plans and budgets to socio-economic imperatives.
Purpose/importance	The assessments of the APPs aim to improve the responsiveness of the budgets to social and economic needs and to ensure the alignment between identified priorities, and budget allocation for maximum impact.
Source/collection of data	Provincial Government Medium Term Expenditure Committee (PG MTEC) assessments and debriefing documents stored on Provincial Treasury database.
Method of calculation	Simple Count.
Data limitations	-
Type of indicator	Output indicator
Calculation type	Non cumulative
Reporting cycle	Quarterly
New indicator	New indicator
Desired performance	To assess all votes
Indicator responsibility	Sub -Programme Manager

Indicator title 16.2	Performance reports evaluated on the implementation of budget
Short definition	This indicator measures the number of assessments of the Quarterly Performance Reports of all departments and submissions to Cabinet and Provincial Parliament on a quarterly basis. It also measures the number of assessments annually on non-financial performance as reflected in the Annual Reports of all votes with recommendations provided.
Purpose/importance	The reports illustrate policy attainment across the provincial sphere and introduction of associated remedial steps.
Source/collection of data	Quarterly Performance Reports assessments and signed-off Cabinet submissions stored on Provincial Treasury database. Annual Report compliance assessments included in Financial Governance Review and Outlook.
Method of calculation	-Simple count
Data limitations	-
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Not a new indicator
Desired performance	Reports on all votes
Indicator responsibility	Sub sub programme manager

Indicator title 17.1	Publication of the Provincial Economic Review and Outlook (PER&O)
Short definition	This indicator is the publication of the Provincial Economic Review and Outlook research which is tabled in the Provincial Parliament before the development of the Medium Term Budget Policy Statement.
Purpose/importance	Illustrates the research and publication of the provincial economic review and outlook with a particular focus on the Western Cape that provides the backdrop for the annual Western Cape Medium Term Budget Policy Statement and Provincial Overview of Revenue and Expenditure.
Source/collection of data	Publication stored electronically on Provincial Treasury database and hard copy publication.
Method of calculation	Simple count
Data limitations	-
Type of indicator	Output indicator
Calculation type	Non-cumulative – annual publication
Reporting cycle	Quarterly
New indicator	No
Desired performance	To publish timeously to feed into the Medium Term Budget Policy Statement
Indicator responsibility	Sub sub programme manager

Sub sub-Programme 2.3.2: Local Government Budgets

Indicator title 18.1	Municipal budget assessments to enhance responsiveness
Short definition	This indicator relates to the assessments of the municipal budgets and remedial actions identified to enhance the responsiveness of the budgets to socio-economic imperatives.
Purpose/importance	The assessments of the municipal budgets aim to improve the responsiveness of the budgets to social and economic needs and to ensure the alignment between identified priorities, and budget allocation for maximum impact.
Source/collection of data	Local Government Medium Term Expenditure Committee (LG MTEC) assessments and debriefing documents stored on Provincial Treasury database.
Method of calculation	- Simple count
Data limitations	-
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	New indicator
Desired performance	To assess all municipalities
Indicator responsibility	Sub sub programme manager

Indicator title 18.2	Performance reports evaluated on the implementation of budgets and support provided to municipalities to improve performance information.
Short definition	This indicator measures the number of assessments of the Quarterly SDBIPs, of all municipalities and submissions to Cabinet and Provincial Parliament on a quarterly basis. It also measures the number of assessments annually on non-financial performance as reflected in the Mid-Year and Annual Reports of all municipalities with recommendations provided.
Purpose/importance	The reports illustrate policy attainment across the local sphere and introduction of associated remedial steps.
Source/collection of data	Quarterly Performance Reports assessments and signed-off Cabinet submissions stored on Provincial Treasury database. Mid-year and Annual Report assessments included in the LG MTEC 3 assessments.
Method of calculation	-Simple count
Data limitations	-
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Reports on all votes
Indicator responsibility	Sub sub programme manager

Indicator title 19.1	Publication of the Socio-Economic Review of Local Government (SEP-LG)for districts Profiles and the Metro
Short definition	This indicator is the publication of Socio Economic Profiles which is released before the development of the Integrated Development Plans of municipalities.
Purpose/importance	Illustrates the research and publication of the socio economic profiles for local government for six municipal regions in the Western Cape that provides the backdrop for annual integrated plans of municipal.
Source/collection of data	Publication stored electronically on Provincial Treasury database and Cape Gateway website.
Method of calculation	Simple count
Data limitations	-
Type of indicator	Output indicator
Calculation type	Non-cumulative – annual publication
Reporting cycle	Quarterly
New indicator	No
Desired performance	To publish timeously to feed into the Integrated Development Plans of municipalities
Indicator responsibility	Sub sub programme manager

Sub-Programme 2.4: Public Finance

Sub sub- Programme 2.4.1: Provincial Government Finance

Indicator title 20.1	Provincial budget assessments to enhance sustainability and credibility of the budget and the development and rollout of a budget management framework inclusive of user support.
Short definition	The assessment of provincial budgets that determines the sustainability and credibility.
Purpose/importance	Determining whether the budget is in line with the regulatory framework, based on previous expenditure trends and revenue streams can adequately fund the departments and entities and that the input mix (economic classification) is realistic to achieve the stated outputs.
Source/collection of data	National and Provincial databases specific for departments and entities. Signed hard copies submitted by departments. An expenditure model based on past trends and department specific anomalies.
Method of calculation	On an annual basis each of the 14 departments submits their 1 st draft budget to the Provincial Treasury by end of August or early September. Provincial Treasury makes an assessment of the draft budget and submit a report to the department which is discussed with the department during the PG MTEC 1 engagement. By end of November or early December the 2 nd draft budget is submitted whereby again an assessment is made and is discussed during the PG MTEC2 engagement. A benchmark analysis report is prepared based on the 2 nd draft budget for each department, which is used at the discussion with the National Treasury in mid January. The departments submit their final budgets, which is collated into the Estimates of Provincial Expenditure and is tabled in the Provincial Legislature in early March.
Data limitations	Appropriately skilled and trained personnel (both internal and external) influence the quality and the analytical assessments of the budget.
Type of indicator	Inputs
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	Revised PI
Desired performance	The provincial budgets are based on previous expenditure trends and are credible.
Indicator responsibility	Financial Management Co-ordinator

Indicator title 21.1	In-year monitoring reports evaluated on the implementation of the budget in order to enhance x-efficiency, financial prudence and fiscal discipline in departments.
Short definition	The monitoring and reporting of the budget implementation in the departments.
Purpose/importance	IYM serves as an early detection mechanism for any financial deterioration in departments and the timeous intervention by the relevant authority.
Source/collection of data	National and Provincial IYM databases specific for departments. Provincial and national consolidation databases for the IYM. Reports from the Basic Accounting System (BAS) Persal (Personnel system) and Vulindlela (Management Information System).
Method of calculation	On a monthly basis all 14 departments submits there IYM by the 15 th working day to the Provincial Treasury of which the consolidated IYM report is submitted to the National Treasury by the 22 nd working day. A monthly narrative report is compiled for each department's IYM, which feeds into the quarterly submission to the Provincial Cabinet and the relevant Standing Committee in the Provincial Legislature.
Data limitations	Appropriately skilled and trained personnel (both internal and external) influence the IYM reporting. Accurate classification and recording of expenditure and revenue by Departments and Entities.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly and Quarterly
New indicator	Revised PI
Desired performance	It is an early warning system that detects any deteriorating financial performance in the departments and to ensure timeous intervention.
Indicator responsibility	Provincial Budgets: IYM Co-coordinator

Sub sub-Programme 2.4.2 and 3: Local Government Finance

Indicator title 22.1	Municipal budgets assessed for sustainability, credibility and ensure compliance with regulatory framework.
Short definition	The assessment of municipal budgets that improves the sustainability, credibility and compliance to regulatory framework.
Purpose/importance	To assess whether the budgets are sustainable and credible, whether projections are based on previous revenue and expenditure trends and informed by current and future obligations. Ensure if budgets do comply with regulatory framework.
Source/collection of data	National databases specific for municipalities. Hard copies and Electronic Copies (CD's) obtained from municipalities.
Method of calculation	On an annual basis each of the 30 municipalities table's a draft budget which is complying with regulations in council by 31 March and submits it to, amongst others, the Provincial Treasury. The Provincial Treasury assesses the draft budget and submits an assessment report to the municipality which is discussed during the LGMTEC 3 engagement. The report together with the final budget is tabled in a council before 30 June for consideration and approval.
Data limitations	Outdated municipal financial and related systems influences data integrity and timeous submission as legislatively required. Appropriately skilled and trained personnel (both internal and external) influence the quality of the budget and the analytical assessments. Limited knowledge and understanding of regulatory framework. Effective Internal Planning
Type of indicator	Inputs

Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Sustainable and credible municipal budgets based on previous revenue and expenditure trends informed by current and future realities. Understanding of budget regulatory framework
Indicator responsibility	Local Government Financial Management Co-ordinator

Indicator title 23.1	IYM reports assessed to enhance x-efficiency, financial prudence and fiscal discipline.
Short definition	The monitoring and reporting of the budget performance in the municipalities to enhance x-efficiency, financial prudence and fiscal discipline.
Purpose/importance	The IYM monitors the implementation of the approved budget and serves as an early detection mechanism of any financial problems in municipalities and the timeous intervention.
Source/collection of data	National databases specific for municipalities. National consolidation databases for the IYM.
Method of calculation	On a monthly basis all 30 municipalities submit their IYM by the 10 th working day to the National Treasury Data Base of which the consolidated IYM report is submitted to the National Treasury by the 22 nd working day. A monthly narrative report is compiled for each municipality based on the IYM, which feeds into the quarterly submission to Cabinet, the gazetting and the tabling in the Provincial Legislature.
Data limitations	Outdated municipal financial and related systems have an influence on the accuracy and timeous submission of the IYM data. Understanding of Municipal Systems by the respective municipal financial officials. Appropriately skilled and trained personnel (both internal and external) influence the IYM reporting.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly and Quarterly
New indicator	No
Desired performance	The IYM monitors the implementation of the approved budget and serves as an early detection mechanism of any financial problems in municipalities and the timeous intervention.
Indicator responsibility	Local Government Financial Management Co-ordinator

Indicator title 24.1	Implementation of selected MFMA priorities
Short definition	Implementation of selected MFMA priorities and effective participation in inter governmental structures
Purpose/importance	A functional MFMA Sub Committee and CFO Forum; Relevant and timeous policy advice and training to ensure sound and sustainable management of financial affairs of municipalities; Effective departmental Joint Working Group sessions.
Source/collection of data	National and Provincial databases specific for municipalities. MFMA Email.
Method of calculation	Quarterly MFMA Sub Committee Engagements. Quarterly CFO Forum Engagements. Quarterly Joint working Group Sessions. Annual Municipal Allocations. Monthly Debt Management and Technical Meetings. Daily policy advice and knowledge sharing.
Data limitations	Availability of stakeholders and the absence of best practices influence the engagements. Appropriately skilled and trained personnel (both internal and external) influence

	the quality of advice and training.
Type of indicator	Outputs
Calculation type	Cumulative
Reporting cycle	Daily, Monthly, Quarterly, Half Yearly and Yearly
New indicator	No
Desired performance	Effective Debt Management processes, Provision of policy advice and training, Knowledge sharing and the implementation of standards to ensure sound and sustainable management of financial affairs of municipalities, Effective Joint working group sessions.
Indicator responsibility	Local Government Financial Management Co-ordinator

Sub sub-Programme: 2.4.4 Immovable Asset Management

Indicator title 25.1	Infrastructure Planning processes and procedures compliant to the Infrastructure Development Improvement Programme (IDIP).
Short definition	The departments are assisted towards effective and efficient infrastructure delivery by developing and institutionalising the best practice systems and tools and building capacity
Purpose /importance	To assist the departments to effectively plan and manage infrastructure delivery in order to improve general service delivery to public
Source/collection of data	<ul style="list-style-type: none"> Effectiveness reports Infrastructure expenditure reports User-asset management plans
Method of calculation	<ul style="list-style-type: none"> Capability assessments will be conducted once a year Effectiveness reports conducted quarterly IRM reports conducted quarterly
Data limitations	Accuracy and availability of data from departments
Type of indicator	Activities and outputs
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Higher performance is desired
Indicator responsibility	PFMA Unit managers

Indicator title 25.2	Promote compliance of Departmental User Asset Management Plans, in terms of GIAMA guidelines, in collaboration with Public Works.
Short definition	To assess and monitor the compliance of U-AMPS and C-AMPS of departments to GIAMA
Purpose /importance	It is a legislative requirement
Source/collection of data	Submission of U-AMPS and C-AMPS by departments
Method of calculation	Annual assessments
Data limitations	Depends on the accuracy of the information and the timeous submission of the U-AMPS and C-AMPS by departments
Type of indicator	Outputs / Activities
Calculation type	Non-Cumulative
Reporting cycle	annual
New indicator	No
Desired performance	Higher performance will be desirable
Indicator responsibility	PFMA Unit Managers

Indicator title 25.3	Implementation of an assessment and remedial action model for closed PPP deals (bi-annual assessments).
Short definition	Implement an assessment framework for monitoring the performance of closed PPP deals. ..
Purpose /importance	This will provide intelligence about financial affordability, value for money, sustainability, concession compliance, risk profile of closed deals to enable Treasury to initiate remedial action where and when necessary.
Source/collection of data	PPP agreements, service level agreements, project operations and maintenance reports, minutes of project meetings, annual reports and site visits
Method of calculation	One bi-annual report per project.
Data limitations	Depends on the accuracy of the information and the timeous submission of the source documentation listed above.
Type of indicator	Outputs
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Higher performance will be desirable
Indicator responsibility	PPP Unit Manager

Sub Programme 3.2: Programme Support 3

Indicator title 26.1	Effective and efficient support services
Short definition	The effective and efficient rendering of support services, including the management of the DDG's diary, correspondence management, secretarial and administrative services and maintaining of effective communication, transparency and event coordination.
Purpose/importance	The reviewing/development, implementation and monitoring of sets of standards will ensure that all support services are rendered effectively and efficiently and will contribute to the positive image of the PGWC.
Source/collection of data	Diaries of the DDG and Senior Managers, Inputs from Personal Assistants, Managers, CFO, Asset register; Set of standards for correspondence management; Set of standards for secretarial and administrative services, prescripts policies relating to secretarial and administrative procedures; APP input; QPR; Leave register; PERMIS reports.
Method of calculation	Proper record keeping of key identified administrative procedures that are in line with a comprehensive Administrative Procedure Manual.
Data limitations	Buy-in of other PA's and managers/ Accuracy of registers and files.
Type of indicator	Activities and output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Adherence to the secretarial and administrative procedure manual will result in the programme meeting the activities as set out in the operational plans.
Indicator responsibility	Office Manager

Indicator title 26.2	An operational plan that builds on dashboard and QPR requirements setting out milestones, desired quantum and quality of delivery.
Short definition	The OP provides how the sub-programme will meet the dashboard and QPR requirements by setting out milestones, desired quantum and quality of delivery.
Purpose/importance	The operational plan is developed for each sub-programme to provide how it will give effect in reaching the requirements as set out in the dashboard and QPR.
Source/collection of data	Annual Performance Plan(APP), QPR Dashboard, Performance Agreement
Method of calculation	Detailed population of an Xcel spread sheet with set targets and goals
Data limitations	The activities or goals are hampered if the responsible officials don't refer to the Operational Plan as their guide throughout the year.
Type of indicator	Activities and output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	An operational plan is developed that meets the requirements as set out in the dashboard and QPR.
Indicator responsibility	Office Manager

Indicator title 26.3	Composition and implementation of a customised development plan for each staff member in line with competency requirement.
Short definition	Training opportunities and bursaries are provided through a bespoke development plan for each staff member that needs the skills and knowledge they do not have in relation to the competency of the job.
Purpose/importance	To ensure that staff has the necessary competencies for them to do their job optimally, which contributes to increasing the scarce skill recruitment pool.
Source/collection of data	Annual Performance Plan (APP) and Personal Development Plans (PDP). Competency Framework for the job. Multi-year training plan. Bursary policy and bursary applications.
Method of calculation	The bespoke development plan should capture the training required for each person working within the programme. The training should be identified by looking at what is required for the job as per the APP against the skills and knowledge the person has. This should then be put against the Competency framework for the job where the training required by the person will be identified. Staff can also apply for the bursary subject to certain criteria as set out in the Bursary policy. Those that are successful must be taken up in the bespoke development plan. The successful applicant will provide certain documents in order for the tertiary institution to be paid. Once the applicant completes the studies a copy of the qualification is provided for record purposes. Both of these processes are subject to the available resources.
Data limitations	Budgetary constraints. Service Providers. Availability of staff.
Type of indicator	Input
Calculation type	Cumulative
Reporting cycle	Quarterly and Annually
New indicator	No
Desired performance	The implementation of the bespoke development plan will improve the competency levels of the staff, which will contribute to the retention of scarce skills for the department.
Indicator responsibility	Programme Manager

Indicator title 26.4	Maintain effective communication, transparency and event coordination.
Short definition	Provide communication services to internal and external stakeholders and event coordination within the branch
Purpose/importance	Ensure proper communication within the branch as well as to internal and external stakeholders
Source/collection of data	Communication Strategy, Language policies and prescripts
Method of calculation	Disseminating, compiling and circulating of information.
Data limitations	Budgetary constraints, accuracy of registers and reports
Type of indicator	Activities and outputs
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Effective communication, transparency and event coordination result in the smooth running of the branch and achieving of set goals
Indicator responsibility	Office Manager

Sub Programme 3.2: Asset Management

Sub sub- Programme 3.2.1: Moveable Asset Management (PFMA)

Indicator title 27.1	Develop key principles and guidelines in respect of SCM structures for provincial departments
Short definition	Develop a standardised key requirements for SCM structures
Purpose/importance	To close SCM gaps and develop institutional capacity to create an enabling environment for departments to attain a level 3+ financial Capability
Source/collection of data	From SCM Virtuous Cycle SCM Assessments Reports and Departmental Action Plans; Financial Governance Review and Outlook Reports; Quarterly Reports and IYM
Method of calculation	Non-cumulative
Data limitations	Rate of implementation of key principles by departments and budgetary constraints.
Type of indicator	Inputs and outputs
Calculation type	Non -Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	SCM Structures that are responsive to departmental needs and enhanced financial capability
Indicator responsibility	Deputy Director/s and sub-programme managers (SMS) are responsible and accountable for the oversight and implementation.

Indicator title 27.2	Provide training; assistance; guidance and supplier development initiatives to assist departments
Short definition	Development and enhancement of departmental SCM skill and capacity
Purpose/importance	Structured programmes through training, supplier development initiatives, helpdesk assistance and SCM forums that will assist departments to improve their SCM skill and knowledge, thereby enabling them to attain a level 3+ financial capability
Source/collection of data	Training Reports; quarterly helpdesk reports; bi- annual supplier open day reports; quarterly SCM forum minutes; IYM
Method of calculation	Cumulative and Non-cumulative
Data limitations	None
Type of indicator	Inputs, outputs; outcomes and impact
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Enhanced departmental SCM capacity that places departments at a level 3+ financial capability for SCM
Indicator responsibility	Deputy Director/s and sub-programme managers (SMS) are responsible and accountable for the oversight and implementation.

Indicator title 27.3	Enforce Good Governance practices and compliance to SCM Policies and Prescripts
Short definition	Prescribing mandatory SCM requirements for the Province by the issue of Provincial Treasury Instructions for SCM; A provincial Blueprint accounting officers system (AOS) and assessing SCM functionality within departments through SCM Virtuous Cycle Assessments
Purpose/importance	Enhance SCM functionality within the Province; create institutional memory and ensure compliance to SCM policy and prescripts
Source/collection of data	Issued Provincial Treasury Instructions and Blueprint AOS; Virtuous Cycle Assessment Reports; Financial Governance Review and Outlook Reports; Quarterly Reports and IYM
Method of calculation	Cumulative and no-cumulative
Data limitations	None
Type of indicator	Inputs, outputs; outcomes and impact
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Greater compliance to SCM policy and Prescripts and departments moving toward a level 3+ financial capability
Indicator responsibility	Deputy Director/s and sub-programme managers (SMS) are responsible and accountable for the oversight and implementation.

Indicator title 27.4	Ensure SCM Systems integrity and data transparency
Short definition	Developing and implementing reporting requirements for SCM and e- procurement system enhancements that speaks to credible and transparent SCM data
Purpose/importance	To ensure SCM systems and data integrity to enable a more efficient governance and monitoring and evaluation process for SCM
Source/collection of data	Quarterly SCM reports; monthly publication of provincial SCM data on provincial Treasury's website
Method of calculation	Cumulative and no-cumulative
Data limitations	Lack of integration of SCM systems; data dependant on manual reporting and inputs into the system by departments
Type of indicator	Inputs, outputs; outcomes and impact
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Systems integrity and SCM data reporting that speaks to data on SCM systems
Indicator responsibility	Deputy Director/s and sub-programme managers (SMS) are responsible and accountable for the oversight and implementation.

Indicator title 27.5	Ensure quality and cost effective bulk buying that leverages economies of scale
Short definition	Leverage transversal buying initiatives for the Province through contracts facilitated and arranged by the Provincial Treasury
Purpose/importance	To leverage departmental bulk buying to attain economies of scale for provincial departments , thereby giving effect to value for money and efficiency gains
Source/collection of data	Transversal contract policy; pilot study of EAP contract; any new business case table at the PTM; contract database / contract documentation for current contracts; PTM resolutions
Method of calculation	Cumulative and no-cumulative
Data limitations	None
Type of indicator	Inputs, outputs; outcomes and impact
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Leveraged buying power and value for money in SCM for the Province
Indicator responsibility	Deputy Director/s and sub-programme managers (SMS) are responsible and accountable for the oversight and implementation.

Sub sub- Programme 3.2.2: Moveable Asset Management (MFMA)

Indicator title 28.1	Develop key principles and guidelines in respect of SCM structures for municipalities
Short definition	Develop a standardised key requirements for SCM structures
Purpose/importance	To close SCM gaps and develop institutional capacity to create an enabling environment for municipalities to attain a level 3+ financial Capability
Source/collection of data	From SCM Virtuous Cycle SCM Assessments Reports and Municipal Action Plans; Financial Governance Review and Outlook Reports; Quarterly Reports and IYM.
Method of calculation	Non-cumulative
Data limitations	None
Type of indicator	Inputs and outputs
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	SCM Structures that are responsive to municipal needs and enhanced financial capability
Indicator responsibility	Deputy Director/s and sub-programme managers (SMS) are responsible and accountable for the oversight and implementation.

Indicator title 28.2	Provide training; assistance; guidance and supplier development initiatives to assist municipalities
Short definition	Development and enhancement of municipal SCM skill and capacity
Purpose/importance	Structured programmes through training, supplier development initiatives, helpdesk assistance and SCM forums that will assist municipalities to improve their SCM skill and knowledge, thereby enabling them to attain a level 3+ financial capability
Source/collection of data	Training Reports; quarterly helpdesk reports; bi- annual supplier open day reports; quarterly SCM forum minutes; IYM.
Method of calculation	Cumulative and non-cumulative
Data limitations	None
Type of indicator	Inputs, outputs; outcomes and impact
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Enhanced departmental SCM capacity that places departments at a level 3+ financial capability for SCM
Indicator responsibility	Deputy Director/s and sub-programme managers (SMS) are responsible and accountable for the oversight and implementation.

Indicator title 28.3	Enforce Good Governance practices and compliance to SCM Policies and Prescripts
Short definition	Reviewing municipal SCM policy and issuing assistance guidance and best practice guidelines to municipalities and assessing SCM functionality within municipalities through SCM Virtuous Cycle Assessments
Purpose/importance	Enhance SCM functionality within municipalities; create institutional memory and ensure compliance to SCM policy and prescripts
Source/collection of data	Policy Assessment Reports; Virtuous Cycle Assessment Reports; Financial Governance Review and Outlook Reports; Quarterly Reports and IYM
Method of calculation	Cumulative and no-cumulative
Data limitations	None
Type of indicator	Inputs, outputs; outcomes and impact
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Greater compliance to SCM policy and Prescripts and municipalities moving toward a level 3+ financial capability
Indicator responsibility	Deputy Director/s and sub-programme managers (SMS) are responsible and accountable for the oversight and implementation.

Indicator title 28.4	Ensure SCM Systems integrity and data transparency
Short definition	Developing and implementing reporting requirements for SCM that speaks to credible and transparent SCM data
Purpose/importance	To ensure SCM reporting data integrity to enable a more efficient governance and monitoring and evaluation process for SCM
Source/collection of data	Quarterly SCM reports; National Treasury PCI systems; Virtuous Cycle Assessment Reports
Method of calculation	Cumulative and no-cumulative
Data limitations	Lack of uniform SCM systems for municipalities; data dependant on manual reporting and inputs into the system by municipalities
Type of indicator	Inputs, outputs; outcomes and impact
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Systems integrity and SCM data reporting that speaks to data on SCM systems
Indicator responsibility	Deputy Director/s and sub-programme managers (SMS) are responsible and accountable for the oversight and implementation.

Sub Programme 3.3: Support and Interlinked Financial Systems

Indicator title 29.1	Number of authorised (BAS, PERSAL and LOGIS) core system users appropriately trained in accordance with their system profiles
Short definition	To ensure users that have access to the system are trained in at least the function(s) they perform on the system
Purpose/importance	To ensure that the functionalities are correctly and optimally utilised
Source/collection of data	Transversal systems and training database
Method of calculation	The comparison between the training requirement and training received
Data limitations	Data only available in respect of training presented by Provincial Treasury since 1996
Type of indicator	It identifies the impact that have on training needs (quantity and quality)
Calculation type	It is cumulative for a year
Reporting cycle	Quarterly and annually
New indicator	It continues with slight changes from the previous year
Desired performance	It is desirable that the actual performance is higher than the target that users are trained in additional functionalities with a 70% pass rate.
Indicator responsibility	Sub-program Manager

Indicator title 29.2	The further development of PT integrated training interventions to ensure the correct and optimal utilisation of systems.
Short definition	To ensure that training interventions within PT are structured, integrated and effective
Purpose/importance	To ensure that there is one training programme for PT as a whole addressing all training needs in a more structured fashion
Source/collection of data	Transversal systems and training database
Method of calculation	The comparison between the training requirement and training received
Data limitations	Data only available in respect of integrated training presented by Provincial Treasury as from 1 January 2010
Type of indicator	It identifies the impact we have on training needs
Calculation type	It is cumulative for a year
Reporting cycle	Quarterly and annually
New indicator	No
Desired performance	It is desirable that the actual performance is higher than the target that users are trained in additional functionalities/ disciplines
Indicator responsibility	Sub-program Manager

Indicator title 29.3	Provision of an effective user account management service to all departments/institutions to predetermined criteria.
Short definition	To ensure that effective user account management is executed and maintained, generic policies exist for the management of transversal systems, users are trained in accordance with their profiles, exception reports are timeously identified and addressed and log-on violations are identified and addressed.
Purpose/importance	The effective management of transversal systems and to ensure veracity of data.
Source/collection of data	Transversal systems, training database and system reports
Method of calculation	Per department/institution
Data limitations	The availability of the system and system-generated reports
Type of indicator	It identifies the effective management and the optimal utilisation of transversal systems
Calculation type	Per department/institution
Reporting cycle	Monthly/quarterly/annually
New indicator	No
Desired performance	The effective management and optimal utilisation of transversal systems
Indicator responsibility	Sub-program manager

Indicator title 29.4	Accessibility to management and detailed information extracted from auditor downloads that meets management requirements
Short definition	Provision of appropriate and timeous management and detailed information on a monthly basis
Purpose/importance	Provision of appropriate and timeous information for reporting and decision-making purposes
Source/collection of data	Auditor downloads from NT after month closure
Method of calculation	Availability of information after month-end
Data limitations	The ability of the network and hardware to accommodate large volumes of data
Type of indicator	Identify the provision of timeous management and detailed information after month-end
Calculation type	Monthly
Reporting cycle	Monthly/annually
New indicator	No
Desired performance	Provision of information 5 days after month-end
Indicator responsibility	Sub-program manager

Indicator title 29.5	Accessibility to a fully operational helpdesk
Short definition	To ensure that queries received from departmental system controllers throughout the Province are appropriately addressed within a 3 hour turnaround time and feedback given within a 24 hour period pertaining to queries referred to National Treasury
Purpose/importance	To ensure that queries are addressed within a reasonable time enabling the system users to execute their functions properly and not negatively impacting on service delivery
Source/collection of data	Call-log system indicating the type of call, date, time received, current status and finalisation date and time
Method of calculation	The comparison between date and time received and date and time finalised
Data limitations	Where calls are referred to National Treasury and dependent on resources to address the queries within a reasonable time and give feedback to Provincial Treasury
Type of indicator	It identifies the service delivery standard on queries received
Calculation type	Per enquiry
Reporting cycle	Quarterly and annually
New indicator	No
Desired performance	It is desirable that the actual performance is higher than the target - that queries are addressed within even a shorter period
Indicator responsibility	Sub-program Manager

Indicator title 29.6	The acquisition and implementation of a supply chain and asset management system that complies to predetermined requirements
Short definition	Phased roll-out of the core supply chain and asset management system to two pilot sites
Purpose/importance	Compliance to the requirements of a supply chain and asset management system
Source/collection of data	Project plans
Method of calculation	Number of departments/institutions implemented
Data limitations	Availability of supply chain and asset management system by 1 May 2011
Type of indicator	Identify the number of departments/institutions successfully implemented
Calculation type	Per department/institution
Reporting cycle	Per predetermined due date
New indicator	Yes
Desired performance	It is desirable that the actual performance is higher than the target (e.g. more departments/institutions implemented)
Indicator responsibility	Sub-program manager

Sub Programme 4.1: Programme Support 4

Indicator title 30.1	Effective and efficient support services
Short definition	The effective and efficient rendering of support services, including the management of the DDG's diary, correspondence management, secretarial and administrative services and maintaining of effective communication, transparency and event coordination.
Purpose/importance	The reviewing/development, implementation and monitoring of sets of standards will ensure that all support services are rendered effectively and efficiently and will contribute to the positive image of the PGWC.
Source/collection of data	Diaries of the DDG and Senior Managers, Inputs from Personal Assistants, Managers, CFO, Asset register; Set of standards for correspondence management; Set of standards for secretarial and administrative services, prescripts policies relating to secretarial and administrative procedures; APP input; QPR; Leave register; PERMIS reports.
Method of calculation	Proper record keeping of key identified administrative procedures that are in line with a comprehensive Administrative Procedure Manual.
Data limitations	Buy-in of other PA's and managers/ Accuracy of registers and files.
Type of indicator	Activities and output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Adherence to the secretarial and administrative procedure manual will result in the programme meeting the activities as set out in the operational plans.
Indicator responsibility	Office Manager

Indicator title 30.2	An operational plan that builds on dashboard and QPR requirements setting out milestones, desired quantum and quality of delivery.
Short definition	The OP provides how the sub-programme will meet the dashboard and QPR requirements by setting out milestones, desired quantum and quality of delivery.
Purpose/importance	The operational plan is developed for each sub-programme to provide how it will give effect in reaching the requirements as set out in the dashboard and QPR.
Source/collection of data	Annual Performance Plan(APP), QPR Dashboard, Performance Agreement
Method of calculation	Detailed population of an Xcel spread sheet with set targets and goals
Data limitations	The activities or goals are hampered if the responsible officials don't refer to the Operational Plan as their guide throughout the year.
Type of indicator	Activities and output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	An operational plan is developed that meets the requirements as set out in the dashboard and QPR.
Indicator responsibility	Office Manager

Indicator title 30.3	Composition and implementation of a customised development plan for each staff member in line with competency requirement.
Short definition	Training opportunities and bursaries are provided through a bespoke development plan for each staff member that needs the skills and knowledge they do not have in relation to the competency of the job.
Purpose/importance	To ensure that staff has the necessary competencies for them to do their job optimally, which contributes to increasing the scarce skill recruitment pool.
Source/collection of data	Annual Performance Plan (APP) and Personal Development Plans (PDP). Competency Framework for the job. Multi-year training plan. Bursary policy and bursary applications.
Method of calculation	The bespoke development plan should capture the training required for each person working within the programme. The training should be identified by looking at what is required for the job as per the APP against the skills and knowledge the person has. This should then be put against the Competency framework for the job where the training required by the person will be identified. Staff can also apply for the bursary subject to certain criteria as set out in the Bursary policy. Those that are successful must be taken up in the bespoke development plan. The successful applicant will provide certain documents in order for the tertiary institution to be paid. Once the applicant completes the studies a copy of the qualification is provided for record purposes. Both of these processes are subject to the available resources.
Data limitations	Budgetary constraints. Service Providers. Availability of staff.
Type of indicator	Input
Calculation type	Cumulative
Reporting cycle	Quarterly and Annually
New indicator	No
Desired performance	The implementation of the bespoke development plan will improve the competency levels of the staff, which will contribute to the retention of scarce skills for the department.
Indicator responsibility	Programme Manager

Indicator title 30.4	Maintain effective communication, transparency and event coordination.
Short definition	Provide communication services to internal and external stakeholders and event coordination within the branch
Purpose/importance	Ensure proper communication within the branch as well as to internal and external stakeholders
Source/collection of data	Communication Strategy, Language policies and prescripts
Method of calculation	Disseminating, compiling and circulating of information.
Data limitations	Budgetary constraints, accuracy of registers and reports
Type of indicator	Activities and outputs
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Effective communication, transparency and event coordination result in the smooth running of the branch and achieving of set goals
Indicator responsibility	Office Manager

Sub-Programme 4.2: Accounting Services

Sub sub-Programme: 4.2.1: Local Government Accounting

Indicator title 31.1	Assess and roll-out the latest Accounting policy framework for accurate and complete implementation by municipalities and their entities to improve financial reporting
Short definition	Effective assessment and roll-out of the latest accounting policy framework that leads to unqualified audit opinions by the AGSA
Purpose/importance	To improve the financial reporting of municipalities and municipal entities to level 3
Source/collection of data	NT guidelines on AFS, bi-lateral engagements with clients and NT, workshops and training, CFO/ASB/AGSA fora and AGSA audit reports
Method of calculation	Municipal Audit Outcomes analysis based on AGSA reports
Data limitations	Quality of AFS submitted (reliant on client), material corrections made during audit process, dependency on consultants, high staff turnover compromises quality and political instability which affects the leadership in the BTO office.
Type of indicator	Output
Calculation type	Cumulative – annual assessment
Reporting cycle	Annually
New indicator	No
Desired performance	Unqualified audit opinion with no other matter
Indicator responsibility	Sub- programme manager

Indicator title 31.2	Review the accounting systems and processes and implement strategies to improve the integrity of financial data
Short definition	Optimal utilization of accounting system that produces reliable financial data
Purpose/importance	To improve the financial reporting of municipalities and municipal entities to level 3
Source/collection of data	Engagement with system service providers, municipalities, PT and NT units
Method of calculation	Analyses of AGSA reports to see if there were issues reported on accounting system functionality and the reliability of quality of AFS
Data limitations	Non availability of system service providers, limited knowledge of the functionality of the accounting system.
Type of indicator	Output
Calculation type	Cumulative – annual assessment
Reporting cycle	Annually
New indicator	Yes
Desired performance	Unqualified audit opinion
Indicator responsibility	Sub-programme manager

Indicator title 31.3	Improve the adequacy and functionality of Budget and Treasury Office structures of municipalities and municipal entities by ensuring the implementation of key accounting principles and guidelines
Short definition	Fully capacitated BTO's that are able to implement sound financial management processes within the municipalities and the entities.
Purpose/importance	To improve the accounting skills level of municipalities and municipal entities to level 3
Source/collection of data	Survey conducted to identify skills gap (BTO) and issues raised in the Audit reports
Method of calculation	BTO adequately structured and capacitated
Data limitations	Unavailability of information, change in the management within the municipalities and municipal entities
Type of indicator	Output
Calculation type	Cumulative – for the year
Reporting cycle	Annually
New indicator	Yes
Desired performance	Fully functional and capacitated Budget and Treasury Office with regard to skills, structure and knowledge of processes.
Indicator responsibility	Sub- programme manager

Indicator title 31.4	Build and maintain a competent municipal accounting units by providing training on GRAP reporting
Short definition	Provide structured training on identified gaps
Purpose/importance	To improve the accounting skill level of municipalities and municipal entities to level 3
Source/collection of data	Continuous assessments by PT, Audit Reports, ASB and NT updates on GRAP standards
Method of calculation	BTO assessment and other available data in order to provide training on identified gaps
Data limitations	May not have the target audience (CFO/Preparers of AFS) on training
Type of indicator	Output
Calculation type	Cumulative – for the year
Reporting cycle	Annually
New indicator	No
Desired performance	To build and maintain competent accounting staff base across the municipalities to raise the Financial Management Capability to level 3
Indicator responsibility	Sub- programme manager

Sub sub-Programme: 4.2.2: Provincial Government Accounting

Indicator title 32.1	Assess and roll-out the latest accounting policy framework for accurate and complete implementation by all votes to improve financial reporting
Short definition	Effective assessment and roll-out of accounting policy that leads to unqualified audit opinions by the AGSA
Purpose/importance	To improve the financial reporting of votes and entities to level 3+
Source/collection of data	NT guidelines on AFS, bi-lateral engagements with clients and NT through workshops, training and CFO/FA/AGSA fora
Method of calculation	Audit outcomes and the analysis of AGSA report
Data limitations	Quality of AFS submitted (reliant on client), material corrections made during audit process and high staff turnover compromises quality.
Type of indicator	Output
Calculation type	Cumulative – annual assessment
Reporting cycle	Annually
New indicator	No
Desired performance	Unqualified audit opinion with no other matter
Indicator responsibility	Sub- programme manager

Indicator title 32.2	Review accounting systems and processes, and implement strategies to improve the integrity of financial data
Short definition	Optimal utilization of accounting systems that produce reliable financial data
Purpose/importance	To improve the FMC level of votes and entities to level 3+
Source/collection of data	Audited AFS, IFS reports, IYM reports, minutes of bilateral engagements, AGSA reports and FMC assessments
Method of calculation	Analysis of the aforementioned documents
Data limitations	Departmental leadership, inconsistent use of SCOA and limited integration of systems.
Type of indicator	Output
Calculation type	Cumulative – annual assessment
Reporting cycle	Annually
New indicator	Yes
Desired performance	Unqualified audit opinion with no other matters
Indicator responsibility	Sub- programme manager

Indicator title 32.3	Ensure compliance with key accounting principles and guidelines in respect of reporting structures and responsibilities for provincial departments and entities
Short definition	Effective reporting structures that supports sound financial management
Purpose/importance	To improve the financial reporting of departments and entities to level 3+
Source/collection of data	Reporting structures loaded on transversal systems i.e. BAS, Logis and PERSAL
Method of calculation	Reporting structures of selected departments adequately structured on transversal systems
Data limitations	Limited knowledge of existing reporting structures in departments.
Type of indicator	Output
Calculation type	Cumulative – annual assessment
Reporting cycle	Annually
New indicator	Yes
Desired performance	Timeous financial reporting supported by the required information
Indicator responsibility	Sub- programme manager

Indicator title 32.4	Build and maintain competent accounting units within votes and entities by providing training on reporting frameworks.
Short definition	Provide structured training on identified gaps
Purpose/importance	To improve the accounting skills of accounting practitioners of votes and entities
Source/collection of data	Analysis of current skills and competencies of accounting staff
Method of calculation	Training interventions provided based on annually reviewed skills gap analysis
Data limitations	Resistance of staff to divulge experience and qualifications
Type of indicator	Output
Calculation type	Cumulative – for the year
Reporting cycle	Annually
New indicator	No
Desired performance	To establish and maintain competent accounting staff base across the Province to raise the FMC level to 3+
Indicator responsibility	Sub- programme manager

Indicator title 32.5	Publication of the Annual Consolidated Financial Statements
Short definition	Transversal areas for strategic intervention identified to improve the efficacy and efficiency of spend
Purpose/importance	To improve the FMC level of votes and entities to 3+
Source/collection of data	Audited AFS of votes, entities, PRF, departmental appropriation statements and relevant audit reports
Method of calculation	Consolidation, analysis and interpretation of the AFS of Votes and entities
Data limitations	Dependent on the audit outcomes of the financial statements of the departments, the PRF and entities
Type of indicator	Activity
Calculation type	Cumulative – annual assessment
Reporting cycle	Annually
New indicator	No
Desired performance	Past and new transversal areas of concern assessed for strategic intervention to raise the FMC to level 3+
Indicator responsibility	Sub-programme manager

Sub-Programme 4.3: Corporate Governance

Indicator title 33.1	Develop and implement a framework to assess the CFO offices in department and municipalities.
Short definition	To develop and implement a framework to assess the CFO offices in department and municipalities.
Purpose/importance	To assess CFO offices in the province.
Source/collection of data	CFO meetings, CFO forum, NT meetings, culminating in the framework
Method of calculation	According to activities and milestones as contained in the project plan
Data limitations	The development and relevance of the framework will depend largely on communication between the PT, CFO's and NT.
Type of indicator	Output
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	The indicator is for the provision of a framework for CFO's
Indicator responsibility	Sub-programme manager

Indicator title 33.2	Implementation of NT Competency Frameworks for CFO Offices in departments and municipalities
Short definition	Implementation of NT Competency Frameworks
Purpose/importance	To capacitate and support CFO offices in the province.
Source/collection of data	Workshops with CFO's office
Method of calculation	According to activities and milestones as contained in the project plan
Data limitations	The implementation of the competency frameworks will depend largely on NT finalizing the implementation plans and related communication between the PT, CFO's and NT.
Type of indicator	Output
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	The As-is analysis finalized in order to support CFO offices
Indicator responsibility	Sub-programme manager

Indicator title 34.1	Drive, monitor and evaluate the effectiveness of financial governance structures in departments and municipalities
Short definition	Effective of financial governance structures driven, monitored and evaluated.
Purpose/importance	To strengthen financial governance and enable enhanced service delivery.
Source/collection of data	Research, surveys and workshops
Method of calculation	Number of assessment reports issued.
Data limitations	The monitoring and reporting depend on return forms received from departments and municipalities.
Type of indicator	Output
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	To drive, monitor and evaluate the effectiveness of financial governance structures in departments and municipalities
Indicator responsibility	Sub-programme manager

Indicator title 34.2	Implement and drive compliance to regulatory frameworks
Short definition	To ensure a relevant financial legislative framework and compliance thereto.
Purpose/importance	To ensure that our legislative framework addressed any possible lacuna and thereby strengthening good governance through compliance thereto.
Source/collection of data	Review of all financial legislation and compliance assessments
Method of calculation	100% input to national legislation and provincial legislation and number of compliance reports issued
Data limitations	Dependent on the update of national legislation.
Type of indicator	Output
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	A robust and relevant legislative framework covering all national and provincial legislation and to drive financial management improvement.
Indicator responsibility	Sub-programme manager

Indicator title 34.3	Enterprise Risk Management (ERM) capacitation for municipalities
Short definition	To institutionalize ERM in all municipalities and drive capacity at selected municipalities
Purpose/importance	To ensure the implementation of enterprise risk management as per the NT risk frameworks as well the PFMA
Source/collection of data	Bi-annual assessment
Method of calculation	Assessment based on the number of reports issued
Data limitations	The accuracy of the assessment is dependent on the reliability of the information as supplied by municipalities
Type of indicator	Output
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	To institutionalize ERM in all municipalities and drive capacity at selected municipalities to the level 3 FMCM
Indicator responsibility	Sub-programme manager