

Performance indicators

Programme 1 – Administration

Sub-programme 1.1: Office of the MEC

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| Indicator title 1.1 | Support services in line with prescripts and standards |
| Short definition | The effective and efficient rendering of support services, including correspondence-, diary- and document management and other administrative support services, that conform to financial management and CRU prescripts and standards |
| Purpose/importance | To ensure that the Office of the Minister contributes toward growing the reputation of the Western Cape Government as a caring, responsive and competent organisation that acts with integrity and accountability. |
| Source/collection of data | <ul style="list-style-type: none">• Set of standards for diary management and review of diary• Set of standards for correspondence management and review of correspondence handling through electronic management system reports• Sets of standards for administrative and secretarial services and quarterly performance report input from staff assigned to these functions• Other data sources: PERMIS reports, leave register, asset register, procurement reports, Annual Report input, IYM input |
| Method of calculation | Actual performance against sets of standards |
| Data limitations | Predominantly manual, therefore the accuracy of information depends on the inputs |
| Type of indicator | Outputs |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| New indicator | Changed |
| Desired performance | Lower |
| Indicator responsibility | Head of Office, Private Secretary, Administrative Secretary, Driver, Registry Clerk, Secretary/Receptionist |

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| Indicator title 2.1 | Effective communication services |
| Short definition | The effective and efficient rendering of communication services, both proactive and reactive, to achieve the maximum number of positive on-theme hits. The production of quality speeches and speaking notes/research as required by Minister Winde for internal and external engagements. |
| Purpose/importance | To ensure that the Minister is profiled positively in the media and that the work of his departments is exposed to the general public. To ensure that the Office of the Minister contributes to the building of the Western Cape Government's reputation as a caring, responsive and competent organisation that acts with integrity and accountability. |
| Source/collection of data | <ul style="list-style-type: none"> • Monthly communication plan • Monthly media monitoring reports to Cabinet |
| Method of calculation | Performance is based on the number of positive on-theme media hits acquired. |
| Data limitations | Dependent on the accuracy of the media monitoring report which is manually compiled. |
| Type of indicator | Outputs, quality |
| Calculation type | Non-cumulative |
| Reporting cycle | Monthly |
| New indicator | Changed |
| Desired performance | Higher |
| Indicator responsibility | Media Liaison Officer |

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| Indicator title 3.1 | Effective strategic management and support |
| Short definition | The provision of strategic management and support services to Minister Winde |
| Purpose/importance | To assist the Minister to execute his responsibilities as Executive Authority. To ensure that Minister's departments deliver on their mandates and on the vision of the Minister. |
| Source/collection of data | <ul style="list-style-type: none"> • Sets of standards • Registry of documentation • Notification of meetings • Annual Performance Plans and Annual Reports |

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| Method of calculation | Performance against sets of standards |
| Data limitations | The accuracy of information depends on the input |
| Type of indicator | Outputs |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| New indicator | Continues without change from previous year |
| Desired performance | Higher |
| Indicator responsibility | Head of Office and Administrative Secretary |

Sub- programme 1.2: Management Services

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| Indicator title 4.1 | Support services in line with prescripts and standards |
| Short definition | Provide a support service, which fully complies with relevant prescripts, in respect of the CRU, Financial management, PT Calendar, Communication Services, Translations, Information Resource Centre (IRC), Correspondence and Stakeholder engagement and the completion, implementation and monitoring of an operational plan. |
| 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. To ensure the operationalization of a support service that is guided by prescripts to enable full compliance and full delivery of all medium-term targets. |
| Source/collection of data | <p>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.</p> <p>In-Magic software is utilised for tracking books and in library.</p> <p>It depends on requests for translations</p> <p>All the information is received from departmental components as well as National Treasury Website.</p> <p>E-mats reports</p> <p>Documents submitted to Financial management and Corporate Relations Unit</p> <p>Agendas and minutes of meetings</p> |

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| | Project plans and out-close reports of events Communications to staff |
| 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 and to convey information and consult with stakeholders. Policies to guide Communication-, Translation-, IRC services The number of updates on the intranet and cape gateway. Financial Instructions (FI) and General Admin Instructions (GAI) prescripts to guide financial management Persal system and Performance Management System, Training and Development prescripts and policies to guide CRU services |
| Data limitations | 1. Functioning of the system is dependent on the availability of the email system, Persal-, Logis 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 | Output |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | No |
| Desired performance | Actual performance higher than targeted performance is desirable |
| Indicator responsibility | Head of Office |

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| Indicator title 4.2 | Development of a performance management System for the Department. |
| Short definition | The development of policies and procedures for performance planning and reporting and evaluation, as well as the meeting the Provincial Transversal Management requirements with regard to PSO 12 (Financial Management). The consolidation, monitoring and reporting on Service Delivery Improvement Plan (SDIP). The monitoring of the performance on specific projects via the Dashboard. |
| Purpose/importance | The planning, monitoring and evaluation of performance is critical to ensure delivery on predetermined goals and objectives. |
| Source/collection of data | Policy and procedures on performance planning, reporting and evaluation; Strategic Plan; Annual Performance Plan; Quarterly non-financial performance reports; Annual Report (Part 2); PSO 12 (Financial Management) reports; Service Delivery Improvement Plan and reports; Project Initiation Documents Document (PID's) and Dashboard reports |
| Method of calculation | Actual performance against targets |
| Data limitations | Predominantly manual, therefore the accuracy of information depends on the inputs |
| Type of indicator | Output |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| New indicator | Yes |
| Desired performance | Actual performance higher than targeted performance is desirable |
| Indicator responsibility | Deputy-Director: Strategic Management Support Services |

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| 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 | Prescribed documentation and Personnel and Salary Administration |

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| data | 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 | Output indicator |
| Calculation type | Non-cumulative |
| Reporting cycle | Monthly |
| New indicator | No |
| Desired performance | Actual performance lower than targeted performance is desirable |
| Indicator responsibility | Deputy Director: CRU |

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| 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 that the SLA and service schedules addresses all departmental requirements adequately and that the implementation thereof are measurable. |
| Source/collection of data | Current SLA, service schedules, service standards, PERSAL, databases, etc. |
| Method of calculation | Not applicable |
| Data limitations | No data limitations |
| Type of indicator | Output indicator |
| Calculation type | Non-cumulative |
| Reporting cycle | Annually |
| New indicator | No |
| Desired performance | Actual performance lower than targeted performance is desirable |
| Indicator responsibility | Deputy Director: CRU |

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| 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 | Compliance to requirements |
| Data limitations | Access to CSC databases and correctness of data |
| Type of indicator | Output indicator |
| Calculation type | Non-cumulative |
| Reporting cycle | In accordance with statutory requirements and timeframes |
| New indicator | No |
| Desired performance | Actual performance lower than targeted performance is desirable |
| Indicator responsibility | Deputy Director: CRU |

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| 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 to replace outgoing member for appointment to prescribed departmental committees, transversal forums and other statutory requirements |
| Purpose/importance | To maintain membership to prescribed departmental committees/forums |
| Source/collection of data | Database of membership of the various committees |
| Method of calculation | Membership as per terms of reference of various committees/forums |
| Data limitations | No limitation |

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| Type of indicator | Output indicator |
| Calculation type | Non-cumulative |
| Reporting cycle | Per statutory requirements depending on the specific departmental committee |
| New indicator | No |
| Desired performance | Actual performance higher than targeted performance is desirable |
| Indicator responsibility | Deputy Director: CRU |

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| 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 | Lack of electronic tracking system |
| Type of indicator | Output indicator |
| Calculation type | Non-cumulative |
| Reporting cycle | Monthly |
| New indicator | No |
| Desired performance | Actual performance higher than targeted performance is desirable |
| Indicator responsibility | Deputy Director: CRU |

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| Indicator title 5.6 | Multi-skilled Corporate Services Relations Management Unit |
| Short definition | To enable staff to be effective in all areas of responsibilities in relation to the Services schedules of the CSC as well as departmental specific responsibilities. |
| Purpose/importance | To render effective human resource management services in support of the attainment of strategic objectives and enhanced management of personnel. |
| Source/collection of data | Training reports and attendance register |
| Method of calculation | Number of training interventions attended |
| Data limitations | Unavailability of training or staff |
| Type of indicator | Output indicator |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| New indicator | Yes |
| Desired performance | Actual performance higher than targeted performance is desirable |
| Indicator responsibility | Deputy Director: CRU |

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| Indicator title 5.7 | Development and implementation of internal SOP's that enforce good governance practices |
| Short definition | Internal SOP's developed and implemented on all functional areas of the CRU. |
| Purpose/importance | To provide effective and efficient supporting structures and guidelines to all Provincial Treasury staff and improved knowledge on all related policies, Acts and other regulatory frameworks. |
| Source/collection of data | Number of SOP's developed and implemented |
| Method of calculation | Reduced number of enquiries |
| Data limitations | Reluctance of Managers to implement |
| Type of indicator | Output indicator |

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| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| New indicator | Yes |
| Desired performance | Actual performance higher than targeted performance is desirable |
| Indicator responsibility | Deputy Director: CRU |

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| Indicator title 5.8 | Capacitated line managers/supervisors in all aspects of HR |
| Short definition | To co-ordinate training interventions, including workshops for managers and supervisors. |
| Purpose/importance | To ensure that managers / supervisors understand HR practices and ultimately contribute to increased staff morale, better working relations and decreased staff turnover. |
| Source/collection of data | Number of training interventions |
| Method of calculation | Reports and attendance registers |
| Data limitations | Unavailability of managers/ supervisors to attend training/ workshops |
| Type of indicator | Output indicator |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| New indicator | Yes |
| Desired performance | Actual performance higher than targeted performance is desirable |
| Indicator responsibility | Deputy Director: CRU |

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| Indicator title 5.9 | Fully functional OHAS |
| Short definition | Full compliance to the Occupational Health and Safety Act. |
| Purpose/importance | To ensure a healthy and safe working environment free of any hazards or threats. |

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| Source/collection of data | Meeting schedules and inspections |
| Method of calculation | Minutes, reporting on incidents |
| Data limitations | Reluctance to implement decisions taken |
| Type of indicator | Output indicator |
| Calculation type | Non-cumulative |
| Reporting cycle | Monthly |
| New indicator | Yes |
| Desired performance | Actual performance lower than targeted performance is desirable |
| Indicator responsibility | Deputy director: CRU |

Sub programme 1.3: Financial Management

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| 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 |

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| 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 |

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| 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 |

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| 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 3 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. |

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| 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 |

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| 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 |

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| 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 |

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| 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 | Trial balance and various reports from BAS, LOGIS and PERSAL. |

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| data | 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 |

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| 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 |

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| 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 |

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| 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 | Manager: Supply Chain Management |

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| Indicator Title 9.1 | Institution of general internal control functions |
| Short Definition | Reduce the number of audit findings. |
| Purpose / Importance | Internal control areas to be compiled from external and internal audit findings prioritise inspections to be performed and conduct post auditing of BAS and Logis. |
| Source / Collection of data | Excel database for internal control and payments from Financial Accounting Unit and Supply Chain Management Unit |
| Method of Calculation | Management should monitor their findings by addressing the root causes on an ongoing basis and implement steps to prevent re-occurrence. |
| Data Limitations | Inaccuracy of internal control measures |
| Type of Indicator | Output |
| Calculation Type | Identified from relevant spreadsheets, reports. |
| Reporting Cycle | Quarterly / ongoing |
| New Indicator | Yes |
| Desired Performance | To investigate losses within the department, to monitor the action plans of findings to prevent re-occurrence thereof, to test the effectiveness/evaluate of the controls in place when conducting inspections, to minimise irregular, fruitless and wasteful and unauthorized expenditure by conducting post auditing. |
| Indicator Responsibility | CFO, AO and all SMS. |

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| 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 |

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| 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 |

Programme 2 – Sustainable Resource Management

Sub-programme 2.1: Programme Support

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| Indicator title 10.1.1 | Support services in line with prescripts and standards |
| Short definition | Full compliance to financial management prescripts and standards |
| 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 | Set of standards for financial management; prescripts and policies relating to financial management; APP input; QPR |
| Method of calculation | Proper record keeping of key identified administrative procedures that are in line with a comprehensive Administrative Procedure Manual |
| Data limitations | Accuracy of registers and files |
| Type of indicator | Activities and output |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | New |
| Desired performance | Adherence to the financial management procedure manual / SOP's will result in the programme meeting the activities as set out in the operational plans |
| Indicator responsibility | Office Manager |

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| Indicator title 10.1.2 | Support services in line with prescripts and standards |
| Short definition | Full compliance to Corporate Relations Unit (CRU) prescripts and standards |
| Purpose/importance | Refine standards to include internal control and monitoring and evaluation systems |
| Source/collection of data | Set of standards for dealing with Corporate Relations Unit (CRU); prescripts and policies relating to Corporate Relations Unit (CRU); APP input; QPR |

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| Method of calculation | Proper record keeping of key identified administrative procedures that are in line with a comprehensive Administrative Procedure Manual |
| Data limitations | Accuracy of registers and files |
| Type of indicator | Activities and output |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | New |
| Desired performance | Adherence to the Corporate Relations Unit (CRU) procedure manual / SOP's will result in the programme meeting the activities as set out in the operational plans |
| Indicator responsibility | Office Manager |

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| Indicator title 10.1.3 | Support services in line with prescripts and standards |
| Short definition | Correspondence and document management to set standards |
| Purpose/importance | The reviewing /development, implementation and monitoring of sets of standards will ensure that all correspondence and document management are rendered effectively and efficiently and will contribute to the positive image of the PGWC |
| Source/collection of data | Set of standards for correspondence and document management; prescripts and policies relating to correspondence and document management; APP input; QPR |
| Method of calculation | Proper record keeping of key identified administrative procedures that are in line with a comprehensive Administrative Procedure Manual |
| Data limitations | Accuracy of registers and files |
| Type of indicator | Activities and output |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | New |
| Desired performance | Adherence to the correspondence and document management procedure manual will result in the programme meeting the activities |

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| | as set out in the operational plans |
| Indicator responsibility | Office Manager |

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| Indicator title 10.1.4 | Support services in line with prescripts and standards |
| Short definition | Effective management of internal and external stakeholder engagement |
| 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 | Set of standards for effective management of internal and external stakeholder engagement; prescripts and policies relating effective management to internal and external stakeholder; APP input; QPR; |
| Method of calculation | Proper record keeping of key identified administrative procedures that are in line with a comprehensive Administrative Procedure Manual |
| Data limitations | Accuracy of registers and files |
| Type of indicator | Activities and output |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | New |
| Desired performance | Adherence to the management of internal and external stakeholder procedure manual will result in the programme meeting the activities as set out in the operational plans |
| Indicator responsibility | Office Manager |

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| Indicator title 10.1.5 | Support services in line with prescripts and standards |
| Short definition | Targeted communication and event services |
| 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 | Set of standards for communication and event management; |

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| data | prescripts and policies relating to communication and event management; APP input; QPR; |
| Method of calculation | Proper record keeping of key identified administrative procedures that are in line with a comprehensive Administrative Procedure Manual |
| Data limitations | Absence of an approved Communication Strategy |
| Type of indicator | Activities and output |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | New |
| Desired performance | Adherence to the financial management procedure manual will result in the programme meeting the activities as set out in the operational plans |
| Indicator responsibility | Office Manager |

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| Indicator title 10.1.6 | Support services in line with prescripts and standards |
| Short definition | The OP provides how the sub-programme will meet the dashboard and QPR requirements 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 Excel spread sheet with set targets and goals |
| Data limitations | Non-adherence to the Operational Plan, as a guide, to execute |
| Type of indicator | Activities and output functions |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | New |

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| Desired performance | An operational plan is developed that meets the requirements as set out in the dashboard and QPR |
| Indicator responsibility | Office Manager |

Sub-programme 2.2 Fiscal Policy

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| Indicator title 11.1 | Research and input into the national fiscal transfer system to provinces and local government |
| Short definition | This indicator relates to researching, reviewing and engaging on the national transfer system of both provincial and local government |
| Purpose/importance | Implementation of a revised fiscal transfer system in order to ensure responsive fiscal transfer system that is supportive of maximum service delivery |
| Source/collection of data | National Treasury documentation, Provincial Treasury database, Statistics South Africa |
| Method of calculation | Simple count |
| Data limitations | Availability of data, interpretation of data |
| Type of indicator | Output indicator |
| Calculation type | Non-cumulative |
| Reporting cycle | Annual |
| New indicator | - |
| Desired performance | To ensure that provincial recommendations are incorporated into the national transfer system for provincial and local government |
| Indicator responsibility | Senior Manager: Fiscal Policy |

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| Indicator title 12.1 | Research, monitor and advise on the sustainability and credibility of provincial and local government revenue trends and cash management |
| Short definition | This indicator relates to researching, reviewing and engaging with the WCGRB and provincial departments in order to develop assessment frameworks, research, and review of provincial own sources of revenue inclusive of cash management. |

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| Purpose/importance | To ensure sustainability, credibility and optimisation of provincial own revenue |
| Source/collection of data | National Treasury documentation, Provincial Treasury database, Statistics South Africa, WCGRB |
| Method of calculation | Simple count |
| Data limitations | Availability of data, interpretation of data |
| Type of indicator | Output indicator |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly and annually |
| New indicator | -Revised PI |
| Desired performance | To ensure the credibility, sustainability and optimisation of provincial own revenue |
| Indicator responsibility | Senior Manager: Fiscal Policy |

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| Indicator title 12.2 | Efficient and Effective WCGRB to regulate the industry |
| 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 and annually |
| New indicator | Revised PI |
| Desired performance | Effective and efficient WCGRB that adheres to good governance |

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| Indicator responsibility | Senior Manager: Fiscal Policy |

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| Indicator title 12.3 | Sustainable, transparent and credible municipal service charges |
| Short definition | This indicator relates to the development of assessment frameworks and 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 services tariffs |
| Source/collection of data | Census data, municipal administrative data |
| Method of calculation | Simple count |
| Data limitations | - Availability of credible municipal administrative data |
| Type of indicator | Output indicator |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly and annually |
| New indicator | -Revised PI |
| Desired performance | Sustainable, credible and affordable service delivery charges enabling municipalities to meet their service delivery objectives |
| Indicator responsibility | Senior Manager: Fiscal Policy |

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| Indicator title 12.4 | Support, assessment and advice on external borrowings by municipalities |
| Short definition | This indicator relates to the development and application of a municipal borrowing assessment framework so as provide feedback to municipalities regarding their borrowing applications |
| Purpose/importance | To improve service delivery and ensure effective financial management |
| Source/collection of data | Municipal administrative data; financial management reports and legislative prescripts |
| Method of calculation | Guidance and support to municipalities based on request |

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| Data limitations | -Supporting documentation |
| Type of indicator | Output indicator |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly and annually |
| New indicator | -Revised PI |
| Desired performance | To ensure municipalities apply the PT borrowing framework enabling informed decisions and recommendations by PT on external borrowings. |
| Indicator responsibility | Senior Manager: Fiscal Policy |

Sub-Programme 2.3: Budget Management

Element: Provincial Government Budget Management

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| Indicator title 13.1.1 | Provincial Annual Performance Plan and budget assessments to enhance conformance and responsiveness of the budget |
| Short definition | Annual Performance Plans and budget submissions assessed and with recommendations to the provincial Medium Term Expenditure Committee (MTEC) |
| Purpose/importance | To enhance conformance and responsiveness of the budget. |
| Source/collection of data | Medium Term Expenditure Committee (MTEC) assessment reports e-copy available on database. [T:\PT DATA\g MTEC (Bilateral Discussion)] |
| 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 | Assessment Reports on all provincial departments |

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| Indicator responsibility | Senior Manager: Provincial Government Budget Office |
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| Indicator title 13.1.2 | Provincial Annual Performance Plan and budget assessments to enhance conformance and responsiveness of the budget |
| Short definition | Publication of the 2013/14 Medium Term Budget Policy Statement by November 2012 |
| Purpose/importance | To provide strategic direction that informs budget decisions. |
| Source/collection of data | The Western Cape Medium Term Budget Policy Statement (WC_MTBPS) available in hard copy an e-copy on database. [T:\PT DATA\j MTBPS (old Fiscal Policy)] |
| Method of calculation | - |
| Data limitations | - |
| Type of indicator | Output indicator |
| Calculation type | Non-cumulative |
| Reporting cycle | Annually |
| New indicator | New indicator |
| Desired performance | Timeous publication of the WC-MTBPS |
| Indicator responsibility | Senior Manager: Provincial Government Budget Office |

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| Indicator title 13.1.3 | Provincial Annual Performance Plan and budget assessments to enhance conformance and responsiveness of the budget |
| Short definition | Publication of the Provincial Overview of Revenue and Expenditure within two weeks of the tabling of the national budget. |
| Purpose/importance | Comply with section 18(1)(a) of the PFMA to prepare a provincial budget. |
| Source/collection of data | The Provincial Overview of Revenue and Expenditure is available in hard copy an e-copy on database.[T:\PT DATA\A Budget\2012\04 Final\A BS Overview] |
| Method of calculation | Simple count |

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| Data limitations | - |
| Type of indicator | Output indicator |
| Calculation type | Non-cumulative |
| Reporting cycle | Annually |
| New indicator | New indicator |
| Desired performance | The Provincial Overview of Revenue and Expenditure |
| Indicator responsibility | Senior Manager: Provincial Government Budget Office |

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| Indicator title 13.2 | Development of a framework for planning documents and reporting of performance information to improve conformance |
| Short definition | Production of a framework for planning and reporting of performance information against all relevant prescripts and standards, including National Treasury guidelines and frameworks for performance information |
| Purpose/importance | To ensure that relevant planning documentation and reporting meets the required standards and conform to the regulatory requirements. |
| Source/collection of data | Draft frameworks and supporting documentation (circulars, guidelines etc.) on PT database |
| Method of calculation | - |
| Data limitations | - |
| Type of indicator | Output indicator |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| New indicator | New indicator |
| Desired performance | Draft framework |
| Indicator responsibility | Senior Manager: Provincial Government Budget Office |

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| Indicator title 13.3.1 | Performance reports evaluated on the implementation of budget |
| Short definition | Quarterly Performance assessment reports on the quarterly performance report submitted by provincial departments and 4 submissions to Cabinet and Provincial Parliament aligned to a framework for non-financial reporting. |
| Purpose/importance | To monitor, evaluate and report on the progress of departments in terms of the implementation of the annual Performance Plan. |
| Source/collection of data | Assessment reports and Cabinet submissions available on database. [T:\PT DATA\IYM Model] and [T:\PT DATA\p Forums\Provincial Cabinet\02 Cabinet Submissions] |
| Method of calculation | Simple count |
| Data limitations | - |
| Type of indicator | Output indicator |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| New indicator | No |
| Desired performance | Timeous reporting to cabinet on departmental progress. |
| Indicator responsibility | Senior Manager: Provincial Government Budget Office |

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| Indicator title 13.3.2 | Performance reports evaluated on the implementation of budget |
| Short definition | Budget Performance evaluation reports on selected departmental performance information |
| Purpose/importance | To monitor, evaluate and report on the progress of departments in terms of the implementation of the annual Performance Plan. |
| Source/collection of data | Evaluation reports. T:\PT DATA\c Strategic Plans & APPs\2012\04 PT Assessment APPs\3rd Draft Final |
| Method of calculation | Simple count |
| Data limitations | - |
| Type of indicator | Output indicator |

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| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| New indicator | New |
| Desired performance | Department specific budget performance evaluation report. |
| Indicator responsibility | Senior Manager: Provincial Government Budget Office |

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| Indicator title 14.1 | Publication of the 2012 Provincial Economic Review and Outlook (PERO) |
| Short definition | The publication of research on the Provincial Economic Review and Outlook which is tabled in the Provincial Parliament. |
| Purpose/importance | Provides an updated review and outlook with a particular focus on the Western Cape economy 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. [T:\PT DATA\i PER&O (old Socio-Economic Review)] |
| Method of calculation | Simple count |
| Data limitations | - |
| Type of indicator | Output indicator |
| Calculation type | Non-cumulative |
| Reporting cycle | Annually |
| New indicator | No |
| Desired performance | To publish timeously to feed into the Medium Term Budget Policy Statement |
| Indicator responsibility | Senior Manager: Provincial Government Budget Office |

Element: Local Government Budgets

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| Indicator title 15.1 | Municipal budget assessments to improve conformance and responsiveness |
| Short definition | Assessment of the annual Municipal Budgets against predetermined conformance and responsiveness criteria submitted for the LG MTEC engagements with municipalities. |
| Purpose/importance | To assess and make recommendations on the conformance and responsiveness of the annual budgets |
| 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 | Annually |
| New indicator | No |
| Desired performance | To assess 30 municipal draft budgets and engage with municipalities thereon before budgets are adopted |
| Indicator responsibility | Senior Manager: Local Government Budget Office |

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| Indicator title 15.2.1 | Performance reports evaluated for conformance and responsiveness |
| Short definition | Quarterly performance assessment reports on the SDBIPs and Mid-year Reports submitted by municipalities and submissions to Cabinet and Provincial Parliament on quarterly non-financial performance. |
| Purpose/importance | To monitor, evaluate and report on the progress of municipalities in terms of the implementation of the budgets in the current financial year. |
| Source/collection of data | Assessment reports and Cabinet submissions available on database. |
| Method of calculation | Simple count |

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| Data limitations | - |
| Type of indicator | Output indicator |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| New indicator | No |
| Desired performance | Reports on all municipalities |
| Indicator responsibility | Senior Manager: Local Government Budget Office |

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| Indicator title 15.2.2 | Performance reports evaluated for conformance and responsiveness |
| Short definition | Annual Reports assessed of all municipalities, remedial action identified and communicated |
| Purpose/importance | To monitor, evaluated and report on the performance of municipalities for the previous financial year. |
| Source/collection of data | Assessment reports and feedback to municipalities available on database. |
| Method of calculation | -Simple count |
| Data limitations | - |
| Type of indicator | Output indicator |
| Calculation type | Non-cumulative |
| Reporting cycle | Annual |
| New indicator | No |
| Desired performance | Reports on all votes |
| Indicator responsibility | Senior Manager: Local Government Budget Office |

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| Indicator title 16.1.1 | Apply economic and other analysis to inform municipal planning and budgeting processes |
| Short definition | This indicator relates to the release of working papers on Socio Economic Profiles for 5 districts and Metro 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 municipalities. |
| 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 | Annually |
| New indicator | No |
| Desired performance | To publish timeously to feed into the Integrated Development Plans of municipalities |
| Indicator responsibility | Senior Manager: Local Government Budget Office |

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| Indicator title 16.1.2 | Apply economic and other analysis to inform municipal planning and budgeting processes |
| Short definition | The publication of research on the Municipal Economic Review and Outlook which is tabled in the Provincial Parliament |
| Purpose/importance | Provide an annual review of an outlook with particular focus on the Western Cape municipal economies that provides the backdrop for the annual integrated development plans of municipalities. |
| Source/collection of data | Publication stored electronically on Provincial Treasury database and Cape Gateway website. |

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| Method of calculation | Simple count |
| Data limitations | - |
| Type of indicator | Output indicator |
| Calculation type | Non-cumulative – annual publication |
| Reporting cycle | Annually |
| New indicator | No |
| Desired performance | To publish timeously to feed into the Integrated Development Plans of municipalities |
| Indicator responsibility | Senior Manager: Local Government Budget Office |

Sub-programme 2.4: Public Finance

Element: Provincial Government Finance

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| Indicator title 17.1 | Provincial budget assessments to enhance conformance, credibility and sustainability of the budget |
| Short definition | The assessment of provincial budgets to determine the conformance, credibility and sustainability. |
| Purpose/importance | Determining whether the budget is in line with the regulatory framework, based on previous expenditure trends, capacity to spend 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 votes submits their 1st 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 2nd 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 2nd draft budget for each department, which is used at the discussion with the National Treasury in mid January. The Votes submit their final budgets, which is collated into the Estimates of |

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| | 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 performance indicator |
| Desired performance | Identifies whether actual performance that is higher or lower than targeted performance is desirable |
| Indicator responsibility | Provincial Budget Co-ordinator |

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| Indicator title 17.2 | Development of a framework for expenditure management to improve conformance |
| Short definition | Compiling a framework which identifies all the rules and prescripts relating to expenditure management. |
| Purpose/importance | The framework would represent the conformance requirements for expenditure management. |
| Source/collection of data | PFMA, National Treasury practice notes, Provincial Treasury circulars and Departmental best practices. |
| Method of calculation | All expenditure management data will be sourced from the PFMA, National Treasury practice notes and Provincial Treasury circulars. The expenditure management data will be analysed to identify any gaps on instructions, interpretation and implementation. Recommendations/ remedial steps will be made on addressing the identified gaps. |
| Data limitations | Obtaining or identifying appropriately skilled and trained staff influences not only the finalisation of the actual output but also the quality of the output. |
| Type of indicator | The indicator measures activities as well as ultimately an output which is the framework itself. |
| Calculation type | Cumulative |
| Reporting cycle | This indicator is reported on a quarterly basis |

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| New indicator | This is a new indicator. |
| Desired performance | Due to the nature of the indicator, actual performance cannot be higher than the targeted performance. |
| Indicator responsibility | Senior Manager: Provincial Government Finance |

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| Indicator title 18.1 | In-Year monitoring reports evaluated on the implementation of the budget in order to enhance accountability, data integrity and efficiency, 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 15th working day to the Provincial Treasury of which the consolidated IYM report is submitted to the National Treasury by the 22nd 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 | Quarterly |
| New indicator | This is a revised indicator. |
| 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-ordinator |

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| Indicator title 18.2 | Draft Standards on selected SCoA items to improve data integrity |
| Short definition | In order to improve expenditure data integrity standards on selected SCoA items will be drafted and implemented. |
| Purpose/importance | The main purpose of this indicator is that the goods and services expenditure captured on the system (BAS) is a true reflection of what was actually purchased and received by the Western Cape Government. To assist the data integrity of expenditure in the Province, a uniformed view and interpretation of SCoA items must be achieved. |
| Source/collection of data | Trends of capturing and interpretation of selected SCoA items by provincial departments. SCoA items will be selected based on the impact of the purchases, the variance of interpretations and the opportunity for misclassifications. |
| Method of calculation | Items will be selected on the Basic Accounting System (BAS) item level 4. A uniformed interpretation will be compiled for each lowest level item within each selected level 4 item. |
| Data limitations | The lead time needed to achieve consensus on interpretation from all Votes could pose a challenge in meeting actual targets. |
| Type of indicator | Activities |
| Calculation type | Cumulative. |
| Reporting cycle | This indicator is reported on a quarterly basis |
| New indicator | This is a new indicator. |
| Desired performance | Due to the nature of the indicator, actual performance cannot be higher than the targeted performance. |
| Indicator responsibility | Senior Manager: Provincial Government Finance |

Element: Local Government Finance (Groups 1 and 2)

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| Indicator title 19.1 | Municipal budgets assessed for conformance, credibility and sustainability |
| Short definition | The assessment of municipal budgets against the refined conformance, credibility and sustainability criteria and recommendations made. |
| Purpose/importance | Assesses whether the budgets do comply with the refined conformance, credibility and sustainability criteria. This to assist in |

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| | terms of informing the types of recommendations to be made to respective municipalities. |
| 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 | <ul style="list-style-type: none"> - Out-dated 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/Continues without change from previous year |
| Desired performance | Municipal budgets assessed against the refined conformance ,credibility, and sustainability criteria |
| Indicator responsibility | Senior Managers Local Government Finance Groups 1 and 2 |

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| Indicator title 20.1 | IYM reports evaluated on the implementation of the budget in order to enhance conformance, accountability, data integrity, and efficiency in municipalities |
| Short definition | The monitoring and reporting of the budget performance, government debt collection, in municipalities to enhance conformance, accountability, data integrity and efficiency in municipalities. |
| Purpose/importance | The IYM monitors the implementation of the approved budget and serves as an early detection mechanism of any financial problems (inclusive of non-payment of government debt) in municipalities and |

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| | timeous intervention thereafter. |
| Source/collection of data | National databases with respect to IYM's and Provincial Data Base with respect to Government Debt Management relating to all municipalities when it comes to IYM's and specific municipalities relating to Government Debt. |
| Method of calculation | On a monthly basis all 30 municipalities submit their IYM's 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. Outstanding Government Debt information is also submitted during the same period to Provincial Treasury Data Base. A monthly narrative report is compiled for each municipality based on the IYM, which feeds into the quarterly submission to Cabinet this cabinet submission is submitted together with a separate Government Debt submission. There after the IYM report is gazetted and the tabled in the Provincial Legislature. |
| Data limitations | <p>Out-dated municipal financial and related systems have an influence on the accuracy and timeous submission of the IYM data.</p> <p>Understanding of Municipal Systems by the respective municipal financial officials.</p> <p>Non-splitting of Debt accounts, understanding of relevant legislation (e.g. relating to property rates), clarity in terms of ownership of respective debt accounts.</p> <p>Appropriately skilled and trained personnel (both internal and external) influence the IYM and Debt reporting.</p> |
| 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 (e.g. financial sustainability, escalating debts etc.) in municipalities and the timeous intervention. |
| Indicator responsibility | Senior Managers Local Government Finance Groups 1 and 2 |

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| Indicator title 21.1 | Coordinate MFMA implementation to improve conformance and performance in municipalities |
| Short definition | Assessment on MFMA implementation against framework and recommendations made to municipalities, roll out of training programmes to municipalities, and provision of financial assistance to |

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| | municipalities. All of these initiatives designed to improve financial governance/management, conformance, and performance in municipalities. |
| Purpose/importance | Functional MFMA Sub Committee, CFO and PT Forums. Relevant and timeous policy advice, training and financial support to ensure sound and sustainable management of financial affairs in municipalities; Effective departmental Joint Working Group sessions. |
| Source/collection of data | National and Provincial databases specific for municipalities. Intergovernmental structures. |
| Method of calculation | Monthly MFMA Sub Committee Engagements. Monthly PT forums. Quarterly CFO Forum Engagements. Quarterly Joint working Group sessions. Annual PT specific municipal Allocations and continuous monitoring therefore of. Annual Municipal Training sessions. Annual and Half Yearly Municipal Allocations from All PG departments. 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. Lack and non-availability of funding. |
| 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, Improved financial management/governance within municipalities. |
| Indicator responsibility | Senior Managers Local Government Finance Groups 1 and 2 |

Element: Immovable Asset Management

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| Indicator title 22.1 | Facilitating the implementation of the WC IDMS (Education and Health sectors) and the development of an IDMS(s) for housing delivery and roads delivery that is aligned with principles of the Infrastructure Development Improvement Programme (IDIP) |
| Short definition | This indicator relates to an Infrastructure Delivery Management System (IDMS) for infrastructure delivery and construction procurement system necessary to deliver, operate and maintain infrastructure, capacitate delivery units and facilitate a uniform approach to infrastructure delivery |
| Purpose/importance | It is aimed to facilitate the integration and promote seamless infrastructure delivery through a holistic approach of viewing infrastructure delivery and to ensuring quality of delivery and effective infrastructure delivery (value for money) |
| Source/collection of data | Construction Procurement Policy; Issued Provincial Treasury Instructions (Chapter 16B); Standard Operating Procedures (SOP's) (Standard for an Infrastructure Delivery Management System (WC IDMS) and Standard for a Construction Procurement System (WC CPS) |
| Method of calculation | Quarterly IMDC meetings |
| Data limitations | All the different aspects is not in the control of PT (influencing role) |
| Type of indicator | Inputs, activities, outputs, effectiveness and efficiency |
| Calculation type | Cumulative and non-cumulative |
| Reporting cycle | Quarterly |
| New indicator | Revised PI |
| Desired performance | Greater compliance to WCIDMS and increased infrastructure delivery to level 3+ |
| Indicator responsibility | Deputy Director(s) and Senior Manager are responsible and accountable for the oversight and implementation |

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| Indicator title 22.2 | Assessing potential impact (economic, job creation, etc.) of investment decisions in selected projects to improve budget allocations for infrastructure projects |
| Short definition | To assess potential contribution of investment decisions and to gain more insight into the impact thereof on a few selected projects. |

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| Purpose/importance | To obtain a better understanding of the impact of major infrastructure projects |
| Source/collection of data | Impact assessment reports |
| Method of calculation | Annually |
| Data limitations | Accuracy and availability of data from departments |
| Type of indicator | Outputs (documents) |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| New indicator | New PI |
| Desired performance | Higher performance will be desirable |
| Indicator responsibility | Deputy Director (s) and Senior Manager are responsible and accountable for the oversight and implementation |

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| Indicator title 22.3 | Quality Infrastructure Plans (U-AMPS and C-AMPS) aligned with National, Provincial, Local Government and Private Sector investments initiatives, and Departmental Strategic Plans and APPs |
| 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 reports |
| 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 |

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| Indicator responsibility | Deputy Director(s) and Senior Manager are responsible and accountable for the oversight and implementation |
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| Indicator title 22.4 | Implementation of an assessment and remedial action model for PPP deals and bolstering capacity |
| Short definition | Implement an assessment framework for the monitoring of 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 |

Element: Business Information and Data Management

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| Indicator title 23.1 | Develop, refine and pilot operational centralised document control |
| Short definition | Develop, refine and pilot a fully functional filing system and internal document flow control. |
| Purpose/importance | To ensure for a well-structured records classification system so that all official information contained as records is effectively being managed and controlled. |

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| | Ensuring systematic control of all official documents, allowing for reliable access to records. To meet legislative and regulatory requirements. |
| Source/collection of data | External, public and private entities. Records generated and processed internally. |
| Method of calculation | To determine and identify the optimal use of the Registry by staff members. Checking that records are accurate, accessible, complete, comprehensive, compliant and secure. |
| Data limitations | Staff members not familiar with record management procedures and guidelines. Staff members not acquainting themselves with the functionalities and role of the Registry. Roles and responsibility by Senior Managers. |
| Type of indicator | Activity. |
| Calculation type | Non-cumulative. |
| Reporting cycle | Quarterly. |
| New indicator | New indicator. |
| Desired performance | Actual performance lower than targeted performance is desirable. |
| Indicator responsibility | Senior Manager: Business Information and Data Management. |

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| Indicator title 23.2 | Develop, refine and pilot an electronic filing system |
| Short definition | To pilot an electronic filing and a document tracking system, this will allow for easy access to official documents. |
| Purpose/importance | To manage official records more effectively. To increase performance of duties. It renders easy access to information thereby increasing efficiency and effectiveness. Transfer of information to other PT colleagues and transfer of knowledge to the next PT generation. |
| Source/collection of data | Information received from and sent to public and private entities. A large amount of records are being produced within the department. |
| Method of calculation | Identification of all the files in circulation as well as files, documents and work items created. |
| Data limitations | System is network dependent. |
| Type of indicator | Activity. |

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| Calculation type | Cumulative. |
| Reporting cycle | Quarterly. |
| New indicator | Significantly changed. |
| Desired performance | Identifies whether actual performance that is lower than targeted performance is desirable. |
| Indicator responsibility | Senior Manager: Business Information and Data Management. |

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| Indicator title 23.3 | Administer the MISS, PAIA and PAJA requirements |
| Short definition | Minimum Information Security Standards in respect of document security and control. Promotion of Access to Information guidelines communicating the structure, the nature of records held by the department to private and public entities as well as powers and duties conferred to the HOD. |
| Purpose/importance | To ensure the efficient and effective execution of the MISS, PAIA and PAJA. Promoting transparency and accountability. |
| Source/collection of data | Prescripts and guidelines. |
| Method of calculation | MISS - Actual outcomes measured against set guidelines. Mandatory submission of section 32 reports in terms of PAIA Act of 2000 to the Human Rights Commission. |
| Data limitations | None. |
| Type of indicator | The indicator is measuring compliance and accessibility. |
| Calculation type | Cumulative. |
| Reporting cycle | Annually. |
| New indicator | Continues without change from previous year. |
| Desired performance | Actual performance that is lower than targeted performance is desirable. |
| Indicator responsibility | Senior Manager: Business Information and Data Management. |

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| Indicator title 23.4 | Relevant and up to date data sets supportive of PT strategic goals |
| Short definition | This indicator relates to the availability of comprehensive, high quality and up to date information through the management of the compilation of monthly, quarterly and annual datasets. |
| Purpose/importance | Information (financial and non-financial) forthcoming from the Budget, Annual Performance Plans, Service Delivery Budget Implementation Plans, Adjustment Estimates, IYM, Quarterly Performance Reports, Integrated Development Plans, Financial Statements and Annual Reports should be transferred correctly from the one process to the next process. |
| Source/collection of data | Information will be collected from Department/Votes and Municipalities via emails, slow mail, direct collections, PT database, etc. |
| Method of calculation | Simple count - amount of data sets. |
| Data limitations | Accuracy and availability of data from departments/votes and municipalities. |
| Type of indicator | Output indicator. |
| Calculation type | Non-cumulative. |
| Reporting cycle | Quarterly. |
| New indicator | New indicator. |
| Desired performance | Trustworthy datasets. |
| Indicator responsibility | Senior Manager: Business Information and Data Management. |

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| Indicator title 23.5 | Render an Efficient client interface and data collating service |
| Short definition | Coordinate departmental and municipal MTEC processes and document flow (hard and electronic) and the collation and technical refinement of Treasury publications and working papers. |
| Purpose/importance | To provide high quality services to all components within Provincial Treasury, provincial departments/votes, public and trading entities and municipalities relating to MTEC processes; document flow and |

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| | publications/working papers. |
| Source/collection of data | Schedule of Cabinet and PTM meetings, National Treasury Budget Process Schedule, National Treasury Guidelines, e-mails, national and provincial databases, PT components operational plans, signed-off hard budgetary related documentation submitted by votes/public and trading entities and municipalities. |
| Method of calculation | Prescripts and Guidelines. Disseminating, compiling and circulating of information. |
| Data limitations | Users not complying. Unrealistic demands, poor timing and late submissions. Trained personnel (both internal and external) influence the quality. |
| Type of indicator | Output. |
| Calculation type | Non-cumulative. |
| Reporting cycle | Quarterly. |
| New indicator | New indicator. |
| Desired performance | Striving to attain high-level performance is dependent on the co-operation by all stakeholders and effective communication. |
| Indicator responsibility | Senior Manager: Business Information and Data Management. |

Programme 3 – Asset and Liability Management

Sub Programme 3.1: Programme Support

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| Indicator title 24.1.1 | Support services in line with prescripts and standards |
| Short definition | Full compliance to financial management prescripts and standards |
| 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 | Set of standards for financial management; prescripts and policies relating to financial management; APP input; QPR |
| Method of calculation | Proper record keeping of key identified administrative procedures that are in line with a comprehensive Administrative Procedure Manual |
| Data limitations | Accuracy of registers and files |
| Type of indicator | Activities and output |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | New |
| Desired performance | Adherence to the financial management procedure manual / SOP's will result in the programme meeting the activities as set out in the operational plans |
| Indicator responsibility | Head of Office |

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| Indicator title 24.1.2 | Support services in line with prescripts and standards |
| Short definition | Full compliance to Corporate Relations Unit (CRU) prescripts and standards |
| Purpose/importance | Refine standards to include internal control and monitoring and evaluation systems |
| Source/collection of data | Set of standards for dealing with Corporate Relations Unit (CRU); prescripts and policies relating to Corporate Relations Unit (CRU); APP input; QPR |

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| Method of calculation | Proper record keeping of key identified administrative procedures that are in line with a comprehensive Administrative Procedure Manual |
| Data limitations | Accuracy of registers and files |
| Type of indicator | Activities and output |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | New |
| Desired performance | Adherence to the Corporate Relations Unit (CRU) procedure manual / SOP's will result in the programme meeting the activities as set out in the operational plans |
| Indicator responsibility | Head of Office |

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| Indicator title 24.1.3 | Support services in line with prescripts and standards |
| Short definition | Correspondence and document management to set standards |
| Purpose/importance | The reviewing /development, implementation and monitoring of sets of standards will ensure that all correspondence and document management are rendered effectively and efficiently and will contribute to the positive image of the PGWC |
| Source/collection of data | Set of standards for correspondence and document management; prescripts and policies relating to correspondence and document management; APP input; QPR |
| Method of calculation | Proper record keeping of key identified administrative procedures that are in line with a comprehensive Administrative Procedure Manual |
| Data limitations | Accuracy of registers and files |
| Type of indicator | Activities and output |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | New |
| Desired performance | Adherence to the correspondence and document management procedure manual will result in the programme meeting the activities |

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| | as set out in the operational plans |
| Indicator responsibility | Head of Office |

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| Indicator title 24.1.4 | Support services in line with prescripts and standards |
| Short definition | Effective management of internal and external stakeholder engagement |
| 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 | Set of standards for effective management of internal and external stakeholder engagement; prescripts and policies relating effective management to internal and external stakeholder; APP input; QPR; |
| Method of calculation | Proper record keeping of key identified administrative procedures that are in line with a comprehensive Administrative Procedure Manual |
| Data limitations | Accuracy of registers and files |
| Type of indicator | Activities and output |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | New |
| Desired performance | Adherence to the management of internal and external stakeholder procedure manual will result in the programme meeting the activities as set out in the operational plans |
| Indicator responsibility | Head of Office |

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| Indicator title 24.1.5 | Support services in line with prescripts and standards |
| Short definition | Targeted communication and event services |
| 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 | Set of standards for communication and event management; |

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| data | prescripts and policies relating to communication and event management; APP input; QPR; |
| Method of calculation | Proper record keeping of key identified administrative procedures that are in line with a comprehensive Administrative Procedure Manual |
| Data limitations | Absence of an approved Communication Strategy |
| Type of indicator | Activities and output |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | New |
| Desired performance | Adherence to the financial management procedure manual will result in the programme meeting the activities as set out in the operational plans |
| Indicator responsibility | Head of Office |

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| Indicator title 24.1.6 | Support services in line with prescripts and standards |
| Short definition | The OP provides how the sub-programme will meet the dashboard and QPR requirements 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 Excel spread sheet with set targets and goals |
| Data limitations | Non-adherence to the Operational Plan, as a guide, to execute |
| Type of indicator | Activities and output functions |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | New |

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| Desired performance | An operational plan is developed that meets the requirements as set out in the dashboard and QPR |
| Indicator responsibility | Head of Office |

Sub Programme 3.2: Asset Management

Element: Moveable Asset Management: Provincial Government

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|----------------------------------|--|
| Indicator title 25.1 | Enforce Good Governance practices and compliance to SCM and moveable asset management (MAM) 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 and the monitoring of departmental FMIP action plans |
| 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 Senior Manager are responsible and accountable for the oversight and implementation. |

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| Indicator title 25.2 | Ensure SCM/MAM Systems integrity of data and transparency |
| Short definition | Developing and implementing standard 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 Senior Manager are responsible and accountable for the oversight and implementation. |

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| Indicator title 25.3 | Provide training assistance, guidance and supplier development initiatives to assist departments and suppliers |
| Short definition | Development and enhancement of departmental SCM skill and capacity as well as creating SCM awareness and how to do business with government with its suppliers. |
| Purpose/importance | Structured programmes through training, supplier development initiatives, helpdesk assistance and SCM forums and workshops that will assist departments to improve their SCM skill and knowledge, thereby enabling them to attain a level 3+ financial capability and a supplier base that is responsive to government procurement processes. |
| Source/collection of | Training Reports; quarterly helpdesk reports; bi- annual supplier open |

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| data | 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 and responsive suppliers to governmental requirements |
| Indicator responsibility | Deputy Director/s and Senior Managers are responsible and accountable for the oversight and implementation. |

Element: Moveable Asset Management: Local Government

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| Indicator title 26.1 | 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 and the monitoring of municipal FMIP action plans |
| 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 |

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| 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 Senior Manager are responsible and accountable for the oversight and implementation. |

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| Indicator title 26.2 | Provide training, assistance and guidance and supplier development initiatives to assist municipalities to elevate themselves to a level 3+ financial capability |
| 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 Senior Manager are responsible and accountable for the oversight and implementation. |

Sub Programme 3.3: Supporting and Interlinked Financial Systems

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| Indicator title 27.1 | Provision of appropriate generic training and user support to system users as well as the integration of PT training interventions |
| Short definition | To ensure users that have access to the system are trained in at least the function(s) they perform on the system and all queries resolved within 3 hours |
| 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 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 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 | Senior Manager: Supporting and Interlinked Financial Systems |

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| Indicator title 27.2 | 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. |

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| 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 | Senior Manager: Supporting and Interlinked Financial Systems |

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| Indicator title 27.3 | Development/ enhancement/ acquisition and implementation of a supply chain and asset management system that are compliant to user requirement statement |
| 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) |

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| Indicator responsibility | Senior Manager: Supporting and Interlinked Financial Systems |
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| Indicator title 27.4 | Development and implementation of standard operating procedures and provision of management/ detailed information that enforces good governance practices and optimal utilisation of the systems |
| Short definition | Standard operating procedures that explain the purpose of each functionality, how to use the functionality, regularity framework and reports available |
| Purpose/importance | Optimal utilisation of the system will contribute to improved Financial Management information |
| Source/collection of data | An SOP document and KITSO |
| Method of calculation | A document per transversal system (BAS, PERSAL and LOGIS) |
| Data limitations | Content might change due to system changes |
| Type of indicator | 3 transversal systems |
| Calculation type | Per transversal system |
| Reporting cycle | Per predetermined due date |
| New indicator | Yes |
| Desired performance | It is desirable to implement before due date |
| Indicator responsibility | Senior Manager: Supporting and Interlinked Financial Systems |

Programme 4 – Financial Governance

Sub Programme 4.1: Programme Support 4

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| Indicator title 28.1.1 | Support services in line with prescripts and standards |
| Short definition | Full compliance to financial management prescripts and standards |
| 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 | Set of standards for financial management; prescripts and policies relating to financial management; APP input; QPR |
| Method of calculation | Proper record keeping of key identified administrative procedures that are in line with a comprehensive Administrative Procedure Manual |
| Data limitations | Accuracy of registers and files |
| Type of indicator | Activities and output |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | New |
| Desired performance | Adherence to the financial management procedure manual / SOP's will result in the programme meeting the activities as set out in the operational plans |
| Indicator responsibility | Head of Office |

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| Indicator title 28.1.2 | Support services in line with prescripts and standards |
| Short definition | Full compliance to Corporate Relations Unit (CRU) prescripts and standards |
| Purpose/importance | Refine standards to include internal control and monitoring and evaluation systems |
| Source/collection of data | Set of standards for dealing with Corporate Relations Unit (CRU); prescripts and policies relating to Corporate Relations Unit (CRU); APP input; QPR |

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|---------------------------------|--|
| Method of calculation | Proper record keeping of key identified administrative procedures that are in line with a comprehensive Administrative Procedure Manual |
| Data limitations | Accuracy of registers and files |
| Type of indicator | Activities and output |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | New |
| Desired performance | Adherence to the Corporate Relations Unit (CRU) procedure manual / SOP's will result in the programme meeting the activities as set out in the operational plans |
| Indicator responsibility | Head of Office |

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| Indicator title 28.1.3 | Support services in line with prescripts and standards |
| Short definition | Correspondence and document management to set standards |
| Purpose/importance | The reviewing /development, implementation and monitoring of sets of standards will ensure that all correspondence and document management are rendered effectively and efficiently and will contribute to the positive image of the PGWC |
| Source/collection of data | Set of standards for correspondence and document management; prescripts and policies relating to correspondence and document management; APP input; QPR |
| Method of calculation | Proper record keeping of key identified administrative procedures that are in line with a comprehensive Administrative Procedure Manual |
| Data limitations | Accuracy of registers and files |
| Type of indicator | Activities and output |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | New |
| Desired performance | Adherence to the correspondence and document management procedure manual will result in the programme meeting the activities |

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| | as set out in the operational plans |
| Indicator responsibility | Head of Office |

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| Indicator title 28.1.4 | Support services in line with prescripts and standards |
| Short definition | Effective management of internal and external stakeholder engagement |
| 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 | Set of standards for effective management of internal and external stakeholder engagement; prescripts and policies relating effective management to internal and external stakeholder; APP input; QPR; |
| Method of calculation | Proper record keeping of key identified administrative procedures that are in line with a comprehensive Administrative Procedure Manual |
| Data limitations | Accuracy of registers and files |
| Type of indicator | Activities and output |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | New |
| Desired performance | Adherence to the management of internal and external stakeholder procedure manual will result in the programme meeting the activities as set out in the operational plans |
| Indicator responsibility | Head of Office |

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| Indicator title 28.1.5 | Support services in line with prescripts and standards |
| Short definition | Targeted communication and event services |
| 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 | Set of standards for communication and event management; |

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| data | prescripts and policies relating to communication and event management; APP input; QPR; |
| Method of calculation | Proper record keeping of key identified administrative procedures that are in line with a comprehensive Administrative Procedure Manual |
| Data limitations | Absence of an approved Communication Strategy |
| Type of indicator | Activities and output |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | New |
| Desired performance | Adherence to the financial management procedure manual will result in the programme meeting the activities as set out in the operational plans |
| Indicator responsibility | Head of Office |

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|----------------------------------|--|
| Indicator title 28.1.6 | Support services in line with prescripts and standards |
| Short definition | The OP provides how the sub-programme will meet the dashboard and QPR requirements 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 Excel spread sheet with set targets and goals |
| Data limitations | Non-adherence to the Operational Plan, as a guide, to execute |
| Type of indicator | Activities and output functions |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | New |

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| Desired performance | An operational plan is developed that meets the requirements as set out in the dashboard and QPR |
| Indicator responsibility | Head of Office |

Sub-Programme 4.2: Accounting Services

Element: Local Government Accounting

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| Indicator title 29.1 | 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 | Senior Manager: Local Government Accounting |

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| Indicator title 29.2 | Monitor progress on implementation 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 | No but has been rephrased as it's the continuation of prior years indicator |
| Desired performance | Unqualified audit opinion |
| Indicator responsibility | Senior Manager: Local Government Accounting |

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| Indicator title 29.3 | Build and maintain 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 including AGSA reports 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 | Senior Manager: Local Government Accounting |

Element: Provincial Government Accounting

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| Indicator title 30.1 | Assess and roll-out the latest accounting policy framework for full conformance with the National Treasury framework by all votes |
| 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 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 | Senior Manager: Provincial Government Accounting |

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| Indicator title 30.2 | 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 |

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| Calculation type | Cumulative – annual assessment |
| Reporting cycle | Annually |
| New indicator | No |
| Desired performance | Unqualified audit opinion with no other matters |
| Indicator responsibility | Senior Manager: Provincial Government Accounting |

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| Indicator title 30.3 | 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 | No |
| Desired performance | Timeous financial reporting supported by the required information |
| Indicator responsibility | Senior Manager: Provincial Government Accounting |

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| Indicator title 30.4 | Build and maintain competent accounting units within departments and entities by providing training on reporting frameworks |
| Short definition | Provide structured training on identified gaps |

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| 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 | Senior Manager: Provincial Government Accounting |

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| Indicator title 30.5 | 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 |

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| Desired performance | Past and new transversal areas of concern assessed for strategic intervention to raise the FMC to level 3+ |
| Indicator responsibility | Senior Manager: Provincial Government Accounting |

Sub-Programme 4.3: Corporate Governance

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| Indicator title 31.1 | 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 | Senior Manager: Financial Governance |

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| Indicator title 31.2 | Effective Internal Control units for departments |
| Short definition | Effective Internal Control units for departments |
| Purpose/importance | To capacitate and support internal control units in the province. |
| Source/collection of data | Workshops with internal control officials |

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| Method of calculation | According to activities and milestones as contained in the project plan |
| Data limitations | The effectiveness of internal control units will depend largely on the availability of capacity and resources for these units. |
| Type of indicator | Output |
| Calculation type | Cumulative – for the year |
| Reporting cycle | Quarterly |
| New indicator | No |
| Desired performance | Framework developed for the establishments and functions of internal control units |
| Indicator responsibility | Senior Manager: Financial Governance |

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| Indicator title 31.3 | 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 | Senior Manager: Financial Governance |

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| Indicator title 32.1 | 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 | Senior Manager: Financial Governance |

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| Indicator title 32.2 | A comprehensive set of prescripts |
| Short definition | A comprehensive set of prescripts |
| 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. |

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| 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 | Senior Manager: Financial Governance |

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| Indicator title 32.3 | Local Government Financial Governance Review and Outlook (LG FGRO) and Financial Management Improvement Plan (FMIP) programme developed and implemented |
| Short definition | Implementation of LG FGRO and FMIP |
| Purpose/importance | To improve the FMC level of municipalities, votes and entities |
| 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 | Municipal and Departmental leadership and limited integration of systems. |
| Type of indicator | Output |
| Calculation type | Cumulative – annual assessment |
| Reporting cycle | Annually |
| New indicator | Yes |
| Desired performance | Annually published LG FGRO and Unqualified audit opinion with no other matters |
| Indicator responsibility | Senior Manager: Financial Governance |

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| Indicator title 32.4 | Monitor the implementation of Enterprise Risk Management (ERM) and Internal Audit in 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 | Senior Manager: Financial Governance |