



**LIMPOPO**

**PROVINCIAL GOVERNMENT**  
REPUBLIC OF SOUTH AFRICA

**PROVINCIAL TREASURY**

# **VALIDATED 3<sup>RD</sup> QUARTER PERFORMANCE REPORT: 2017/18**

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## ACRONYMS

The following acronyms are used in this report.

|         |   |   |
|---------|---|---|
| AFS     | - | Annual Financial Statements                                     |
| APP     | - | Annual Performance Plan   |
| CAFS    | - | Consolidated Annual Financial Statements                        |
| COGHSTA | - | Corporative Governance, Human Settlements & Traditional Affairs |
| DSSL    | - | Department of Safety, Security and Liaison                      |
| GAAL    | - | Gateway Airport Authority Limpopo                               |
| GITO    | - | Government Information and Technology Office                    |
| HOD     | - | Head of Department  |
| HRM     | - | Human Resource Management                                       |
| ICT     | - | Information and Communication Technology                        |
| LEDA    | - | Limpopo Economic Development Authority                          |
| LGB     | - | Limpopo Gambling Board  |
| LOGIS   | - | Logistics Information System                                    |
| LPT     | - | Limpopo Provincial Treasury                                     |
| LTA     | - | Limpopo Travel Authority  |
| MEC     | - | Member of Executive Council                                     |
| MPAT    | - | Management Performance Assessment Tool                          |
| N/A     | - | Not Applicable  |
| OTP     | - | Office of the Premier   |
| PFM     | - | Public Finance Management                                       |
| PFMA    | - | Public Finance Management Act                                   |
| PMDS    | - | Performance Management and Development System                   |
| RAL     | - | Road Agency Limpopo   |
| SAC     | - | Sport, Arts and Culture   |
| SAQA    | - | South African Qualifications Authority                          |
| SCM     | - | Supply Chain Management   |
| SDIP    | - | Service Delivery Improvement Plan                               |
| TC      | - | Transversal Contract  |
| TRM     | - | Transversal Risk Management                                     |
| QAIP    | - | Quality Assurance Improvement Programme                         |

## **THIRD QUARTER PERFORMANCE OVERVIEW**

This Performance report reflects the extent to which the Limpopo Provincial Treasury has performed against its 3<sup>rd</sup> quarter performance plan in respect of the tabled 2017/18 Annual Performance Plan.

## **SERVICE DELIVERY INFORMATION THAT IS OVER AND ABOVE THE SET OF PERFORMANCE INDICATORS**

Under Programme 4, two additional courses were conducted on transversal systems in line with National Treasury standards.

**PROGRAMME 1: ADMINISTRATION**

| No   | Programme Performance Indicators   | Annual Target | 3 <sup>rd</sup> Quarter Planned Output | 3 <sup>rd</sup> Quarter Preliminary Output | 3 <sup>rd</sup> Quarter Actual Output | Budget  | Challenges | Responses |
|--|--|---------------|--|--|---------------------------------------|---|------------|-----------|
| <b>Strategic Objective: Enable the Department to deliver in line with the departmental mandate by improving management practices on HR, Strategic Management and Financial Management to level 4 of MPAT standards by 2019/20.</b> |  |               |  |  |                                       |   |            |           |
| <b>HOD SUPPORT SERVICES</b>  |  |               |  |  |                                       |   |            |           |
| 1  | Number of programmes monitored for compliance to institutional arrangements. | 4             | 4                                      | 4  | 4                                     | Budget: R3,186,000.00<br>Expenditure: R4 035 569.84<br>% spent: 127 | None       | N/A       |
| <b>HRM</b>   |  |               |  |  |                                       |   |            |           |
| 2  | Number of programmes supported on compliance to PMDS policies.               | 4             | 4                                      | 4  | 4                                     | Budget: R9,806,000.00<br>Expenditure: R6 739 848.70<br>% spent: 69  | None       | N/A       |
| <b>TRANSFORMATION SERVICES</b>   |  |               |  |  |                                       |   |            |           |
| 3  | Number of key services monitored in implementation of SDIP.                  | 3             | 3                                      | 3  | 3                                     | Budget: R4,668,000.00<br>Expenditure: R1 058 783.03<br>% spent:23   | None       | N/A       |
| <b>ENTERPRISE RISK MANAGEMENT</b>  |  |               |  |  |                                       |   |            |           |
| 4  | Number of programmes supported in the mitigation of the prioritised risks.   | 4             | 4                                      | 4  | 4                                     | Budget: R2,846,000.00<br>Expenditure: R2 126 060.95<br>% spent:75   | None       | N/A       |
| <b>GITO</b>  |  |               |  |  |                                       |   |            |           |

| No   | Programme Performance Indicators                                      | Annual Target | 3 <sup>rd</sup> Quarter Planned Output | 3 <sup>rd</sup> Quarter Preliminary Output | 3 <sup>rd</sup> Quarter Actual Output | Budget   | Challenges | Responses |
|--|---|---------------|--|--|---------------------------------------|--|------------|-----------|
| <b>Strategic Objective: Enable the Department to deliver in line with the departmental mandate by improving management practices on HR, Strategic Management and Financial Management to level 4 of MPAT standards by 2019/20.</b> |   |               |  |  |                                       |  |            |           |
| 5  | Number of prioritised ICT projects implemented in line with ICT plan. | 2             | 0                                      | 0  | 0                                     | Budget:<br>R15,431,000.00<br>Expenditure:<br>R7 117 251.10<br>% spent:46 | None       | N/A       |

#### FINANCIAL MANAGEMENT SUB PROGRAMME

| No   | Programme Performance indicators   | Annual Target | 3 <sup>rd</sup> Quarter Planned output | 3 <sup>rd</sup> Quarter Preliminary output | 3 <sup>rd</sup> Quarter Actual output | Budget  | Challenges | Responses |
|--|--|---------------|--|--|---------------------------------------|---|------------|-----------|
| <b>Strategic Objective: Enable the Department to deliver in line with the departmental mandate by improving management practices on HR, Strategic Management and Financial Management to level 4 of MPAT standards by 2019/20.</b> |  |               |  |  |                                       |   |            |           |
| <b>MANAGEMENT ACCOUNTING</b>   |  |               |  |  |                                       |   |            |           |
| 6  | Number of budget documents compiled and submitted.   | 4             | 2                                      | 2  | 2                                     | Budget:<br>R3,721,000.00<br>Expenditure:<br>R2 760 228.59<br>% spent: 74  | None       | N/A       |
| <b>FINANCIAL ACCOUNTING</b>  |  |               |  |  |                                       |   |            |           |
| 7  | Number of financial statement compiled and submitted for review by Provincial Treasury in line with the reporting framework. | 4             | 1                                      | 1  | 1                                     | Budget:<br>R11,030,000.00<br>Expenditure:<br>R6 874 174.14<br>% spent: 62 | None       | N/A       |
| 8  | % of supplier's valid invoices paid within 30 days.  | 100%          | 100%                                   | 100%                                       | 100%                                  |   | None       | N/A       |

| No   | Programme Performance indicators   | Annual Target | 3 <sup>rd</sup> Quarter Planned output | 3 <sup>rd</sup> Quarter Preliminary output | 3 <sup>rd</sup> Quarter Actual output | Budget   | Challenges | Responses |
|--|--|---------------|--|--|---------------------------------------|--|------------|-----------|
| <b>Strategic Objective: Enable the Department to deliver in line with the departmental mandate by improving management practices on HR, Strategic Management and Financial Management to level 4 of MPAT standards by 2019/20.</b> |  |               |  |  |                                       |  |            |           |
| <b>STRATEGIC OPERATIONS &amp; POLICY COORDINATION</b>  |  |               |  |  |                                       |  |            |           |
| 9  | Number of programmes supported in development of the Annual Performance Plans.   | 4             | 4                                      | 4  | 4                                     | Budget:<br>R2,732,000.00<br>Expenditure:<br>R2 083 529.50<br>% spent:76    | None       | N/A       |
| 10   | Number of branch quarterly performance reports analysed in line with Performance Information Management Frameworks and Guidelines. | 24            | 18                                     | 18   | 18                                    |  | None       | N/A       |
| <b>DEPARTMENTAL SUPPLY CHAIN MANAGEMENT</b>  |  |               |  |  |                                       |  |            |           |
| 11   | Number of reconciliations done on the asset and inventory registers.   | 12            | 3                                      | 3  | 3                                     | Budget:<br>R16,516,000.00<br>Expenditure:<br>R 12 433 726.92<br>% spent:75 | None       | N/A       |

**PROGRAMME 2: SUSTAINABLE RESOURCE MANAGEMENT**

| No   | Programme Performance Indicators  | Annual Target | 3 <sup>rd</sup> Quarter Planned Output | 3 <sup>rd</sup> Quarter Preliminary Output | 3 <sup>rd</sup> Quarter Actual Output | Budget  | Challenges | Responses |
|--|---|---------------|--|--|---------------------------------------|---|------------|-----------|
| <b>Strategic Objective 1: To achieve sustainable fiscal policy for the province during 2015/16 to 2019/20.</b> |   |               |  |  |                                       |   |            |           |
| <b>MACRO ECONOMIC ANALYSIS</b>   |   |               |  |  |                                       |   |            |           |
| 1  | Number of Research documents produced to align the Provincial Fiscal Policy.  | 7             | 2                                      | 2  | 2                                     | Budget: R2,896,000.0<br>Expenditure: R2 059 122.89<br>% spent:71  | None       | N/A       |
| <b>FISCAL DEVELOPMENT</b>  |   |               |  |  |                                       |   |            |           |
| 2  | Number of departments and public entities supported to ensure collection of budgeted revenue.   | 15            | 15                                     | 15   | 15                                    | Budget: R5,179,000.0<br>Expenditure: R3 905 014.35<br>% spent: 75 | None       | N/A       |
| <b>BUDGET MANAGEMENT</b>   |   |               |  |  |                                       |   |            |           |
| 3  | Number of budget documents compiled, tabled and gazetted in line with the set standards and National Treasury guidelines (Main Appropriation Bill and Adjustment Budget). | 2             | 1                                      | 1  | 1                                     | Budget: R3,894,000.0<br>Expenditure: R2 511 807.02<br>% spent:65  | None       | N/A       |



| No  | Programme Performance Indicators  | Annual Target | 3 <sup>rd</sup> Quarter Planned Output | 3 <sup>rd</sup> Quarter Preliminary Output | 3 <sup>rd</sup> Quarter Actual Output | Budget   | Challenges   | Responses   |
|---|---|---------------|--|--|---------------------------------------|--|--|---|
| <b>Strategic Objective 1: To achieve sustainable fiscal policy for the province during 2015/16 to 2019/20.</b>  |   |               |  |  |                                       |  |  |   |
| <b>PUBLIC FINANCE</b>   |   |               |  |  |                                       |  |  |   |
| 4   | Number of departments and public entities supported to ensure 98% spending.   | 18            | 18                                     | 18   | 8                                     | Budget: R8,786,000.00<br>Expenditure: R6 694 262.50<br>% spent: 76 | Failure to hold Quarterly Bilateral Meetings due to unavailability of the LPT MEC, Departmental MECs and HODs. | Six (06) Departments (LPT, OTP, SAC, DSSL, CoGHSTA & Legislature) and four (04) Public Entities (LTA, LGB, GAAL LEDA) to be supported in the 4 <sup>th</sup> Quarter. |
| <b>INFRASTRUCTURE MANAGEMENT</b>  |   |               |  |  |                                       |  |  |   |
| 5   | Number of infrastructure departments supported in the implementation of the Infrastructure Delivery Management System to improve infrastructure service delivery. | 9             | 9                                      | 9  | 9                                     | Budget: R3,972,000.00<br>Expenditure: R2 921 565.16<br>% spent: 74 | None   | N/A   |
| <b>Strategic Objective 2: To achieve annual improvements on financial management and effective governance in 26 delegated municipalities and 3 municipal entities by 2019/20.</b> |   |               |  |  |                                       |  |  |   |
| <b>MUNICIPAL FINANCE</b>  |   |               |  |  |                                       |  |  |   |

| No   | Programme Performance Indicators   | Annual Target     | 3 <sup>rd</sup> Quarter Planned Output | 3 <sup>rd</sup> Quarter Preliminary Output | 3 <sup>rd</sup> Quarter Actual Output | Budget  | Challenges | Responses |
|--|--|-------------------|--|--|---------------------------------------|---|------------|-----------|
| <b>Strategic Objective 1: To achieve sustainable fiscal policy for the province during 2015/16 to 2019/20.</b> |  |                   |  |  |                                       |   |            |           |
| 6  | Number of municipalities and municipal entities supported on budgeting and implementation. | 26 Municipalities | 26 Municipalities                      | 26 Municipalities                          | 26 Municipalities                     | Budget: R45,076,000.00<br>Expenditure: R38 289 720.93<br>% spent:81 | None       | N/A       |

**PROGRAMME 3: ASSET, LIABILITIES AND SUPPLY CHAIN MANAGEMENT**

| No  | Programme Performance Indicators                                      | Annual Target | 3 <sup>rd</sup> Quarter Planned Output | 3 <sup>rd</sup> Quarter Preliminary Output | 3 <sup>rd</sup> Quarter Actual Output | Budget   | Challenges                              | Responses  |
|---|---|---------------|--|--|---------------------------------------|--|---|--|
| <b>Strategic Objective : To provide policy direction and support to 13 votes and 5 public entities on Assets, Liabilities, Supply Chain Management and Financial Systems to ensure improvement of audit outcomes by 2019/20</b> |   |               |  |  |                                       |  |   |  |
| <b>PROVINCIAL ASSET AND LIABILITIES MANAGEMENT</b>  |   |               |  |  |                                       |  |   |  |
| <b>PROVINCIAL ASSETS MANAGEMENT</b>   |   |               |  |  |                                       |  |   |  |
| 1   | Number of Votes and Public Entities supported on Asset Management     | 17            | 17                                     | 17   | 17                                    | Budget:<br>R11,989,000.00<br>Expenditure:<br>R9 313 265.14<br>% spent:78 | None                                    | N/A  |
| <b>BANKING AND CASH FLOW MANAGEMENT</b>   |   |               |  |  |                                       |  |   |  |
| 2   | Number of Votes and Public Entities supported on cash management      | 18            | 18                                     | 18   | 18                                    | Budget:<br>R9,285,000.00<br>Expenditure:<br>R6 203 703.03<br>% spent:67  | None                                    | N/A  |
| <b>PROVINCIAL SUPPLY CHAIN MANAGEMENT</b>   |   |               |  |  |                                       |  |   |  |
| <b>POLICY DEVELOPMENT AND IMPLEMENTATION</b>  |   |               |  |  |                                       |  |   |  |
| 3   | Number of Votes and Public Entities supported on SCM processes        | 17            | 17                                     | 17   | 17                                    | Budget:<br>R8,885,000.00<br>Expenditure:<br>R6 620 013.22<br>% spent:75  | None                                    | N/A  |
| <b>PROVINCIAL DEMAND AND ACQUISITION MANAGEMENT</b>   |   |               |  |  |                                       |  |   |  |
| 4   | Number of votes and Public Entities Supported on contract management. | 17            | 17                                     | 10   | 10                                    | Budget:<br>R6,652,000.00<br>Expenditure:<br>R4 329 930.88                | -02 votes not supported (OTP & COGHSTA) | - 2 votes to be supported in the 4 <sup>th</sup> quarter |

| No | Programme Performance Indicators  | Annual Target | 3 <sup>rd</sup> Quarter Planned Output | 3 <sup>rd</sup> Quarter Preliminary Output | 3 <sup>rd</sup> Quarter Actual Output | Budget     | Challenges   | Responses   |
|----|---|---------------|--|--|---------------------------------------|------------|--|---|
|    | <b>Strategic Objective : To provide policy direction and support to 13 votes and 5 public entities on Assets, Liabilities, Supply Chain Management and Financial Systems to ensure improvement of audit outcomes by 2019/20</b> |               |  |  |                                       |            |  |   |
|    |   |               |  |  |                                       | % spent:65 | <p>due to unavailability of officials</p> <ul style="list-style-type: none"> <li>- 03 Public Entities not supported (LGB, GAAL &amp; LTA) since their lease agreements for photocopying machines had expired.</li> <li>- 02 Public entities not supported due to their nonparticipation in the transversal contracts (RAL &amp; LEDA)</li> </ul> | <ul style="list-style-type: none"> <li>-Facilitate the request for approval to participate on Transversal contract TC/LP 01 2016 received from LTA</li> <li>- Make follow-up with GAAL &amp; LGB regarding their participation on the current contract TC/LP 01/2016 since their lease agreements have expired</li> <li>- To engage with RAL &amp; LEDA regarding their participation on the current transversal contract TC/LP 01/2016.</li> </ul> |

| No  | Programme Performance Indicators  | Annual Target | 3 <sup>rd</sup> Quarter Planned Output | 3 <sup>rd</sup> Quarter Preliminary Output | 3 <sup>rd</sup> Quarter Actual Output | Budget   | Challenges  | Responses  |
|---|---|---------------|--|--|---------------------------------------|--|---|--|
| <b>Strategic Objective : To provide policy direction and support to 13 votes and 5 public entities on Assets, Liabilities, Supply Chain Management and Financial Systems to ensure improvement of audit outcomes by 2019/20</b> |   |               |  |  |                                       |  |   |  |
| <b>PROVINCIAL SCM ADVICE CENTRE</b>   |   |               |  |  |                                       |  |   |  |
| 5   | Number of votes and public entities supported on Central Supplier Database and PFM Enquiry - portal | 17            | 17                                     | 14   | 14                                    | Budget: R11,447,000.0<br>0Expenditure: R1 636 400.95<br>% spent: 14          | Three (03) public entities (LGB, LEDA & RAL)were not available for the support meetings | LGB, LEDA & RAL to be supported in the 4 <sup>th</sup> quarter |
| <b>FINANCIAL SYSTEMS ADMINISTRATION</b>   |   |               |  |  |                                       |  |   |  |
| 6   | Number of votes supported and on financial system utilization                                       | 13            | 13                                     | 13   | 13                                    | Budget: R22,462,000.0<br>0<br>Expenditure: R11 958 035.7<br>6<br>% spent: 53 | None  | None   |
| <b>FINANCIAL SYSTEMS DEVELOPMENT</b>  |   |               |  |  |                                       |  |   |  |
| 7   | Number of LOGIS sites implemented   | 24            | 0                                      | 0  | 0                                     | Budget: R6 652,000.00<br>Expenditure: R4 064 201.94<br>% spent: 61           | N/A   | N/A  |

**PROGRAMME 4: FINANCIAL GOVERNANCE**

| No   | Programme Performance Indicators  | Annual Target | 3 <sup>rd</sup> Quarter Planned Output | 3 <sup>rd</sup> Quarter Preliminary Output | 3 <sup>rd</sup> Quarter Actual Output | Budget  | Challenges  | Responses   |
|--|---|---------------|--|--|---------------------------------------|---|---|---|
| <b>Strategic Objective: To achieve annual improvements in audit outcome in 12 votes and 5 public entities by 2019/20</b> |   |               |  |  |                                       |   |   |   |
| <b>ACCOUNTING SERVICES</b>   |   |               |  |  |                                       |   |   |   |
| <b>FINANCIAL TRAINING</b>  |   |               |  |  |                                       |   |   |   |
| 1  | Number of courses conducted on transversal systems in line with National Treasury standards | 107           | 26                                     | 29   | 29                                    | Budget: R8,308,000.00<br>Expenditure: R5 088 442.24<br>% spent:61 | One course conducted to close the 2 <sup>nd</sup> quarter gap. The other 2 additional courses were for LOGIS implementation project | None  |
| 2  | Number of financial management short courses coordinated in line with SAQA.                 | 10            | 4                                      | 2  | 2                                     |   | Service Providers for the courses not yet appointed by the Departmental SCM due to their  | 2 courses on financial management short courses to be provided in the 4 <sup>th</sup> quarter |



| No   | Programme Performance Indicators  | Annual Target | 3 <sup>rd</sup> Quarter Planned Output | 3 <sup>rd</sup> Quarter Preliminary Output | 3 <sup>rd</sup> Quarter Actual Output | Budget  | Challenges            | Responses |
|--|---|---------------|--|--|---------------------------------------|---|-----------------------|-----------|
| <b>Strategic Objective: To achieve annual improvements in audit outcome in 12 votes and 5 public entities by 2019/20</b> |   |               |  |  |                                       |   |                       |           |
| 3  | Number of long-term financial management qualification programmes coordinated in Provincial Departments | 1             | 0                                      | 0  | 0                                     |   | long processes<br>N/A | N/A       |
| <b>NORMS AND STANDARDS</b>   |   |               |  |  |                                       |   |                       |           |
| 4  | Number of Votes and Public Entities supported in resolving AG audit findings to improve audit outcomes  | 17            | 17                                     | 16   | 17                                    | Budget: R8,736,000.00<br>Expenditure: R588 228.79<br>% spent:7    | None                  | N/A       |
| 5  | Number of audit committee meetings supported to improve governance in votes and public entities         | 65            | 13                                     | 13   | 13                                    |   | None                  | N/A       |
| <b>FINANCIAL REPORTING</b>   |   |               |  |  |                                       |   |                       |           |
| 6  | Number of Votes and Public Entities supported in preparing financial statements in line with the PFMA.  | 17            | 17                                     | 17   | 17                                    | Budget: R4,694,000.00<br>Expenditure: R3 340 397.25<br>% spent:71 | None                  | None      |

| No   | Programme Performance Indicators  | Annual Target | 3 <sup>rd</sup> Quarter Planned Output | 3 <sup>rd</sup> Quarter Preliminary Output | 3 <sup>rd</sup> Quarter Actual Output | Budget  | Challenges  | Responses   |
|--|---|---------------|--|--|---------------------------------------|---|---|---|
| <b>Strategic Objective: To achieve annual improvements in audit outcome in 12 votes and 5 public entities by 2019/20</b> |   |               |  |  |                                       |   |   |   |
| 7  | Number of consolidated Annual financial statements for Votes and for Public Entities submitted to the Auditor | 4             | 0                                      | 0  | 0                                     |   | N/A   | N/A   |
| <b>TRANSVERSAL RISK MANAGEMENT</b>   |   |               |  |  |                                       |   |   |   |
| 8  | Number of provincial risk Profiles developed  | 1             | 1                                      | 0  | 0                                     | Budget: R8,635,000.00<br>Expenditure: R5 334 756.60<br>% spent:62 | The project was put on hold to allow for the service provider to undergo vetting. Vetting was conducted during the 2 <sup>nd</sup> quarter and the project resumed on the 2 <sup>nd</sup> of October 2017 (3 <sup>rd</sup> quarter) | -Review Provincial Risk Management Framework to identify areas of improvement by the service provider and submit to TRM in the 4 <sup>th</sup> quarter - Consultations to be conducted with remaining stakeholder |



| No   | Programme Performance Indicators  | Annual Target | 3 <sup>rd</sup> Quarter Planned Output | 3 <sup>rd</sup> Quarter Preliminary Output | 3 <sup>rd</sup> Quarter Actual Output | Budget   | Challenges | Responses                                 |
|--|---|---------------|--|--|---------------------------------------|--|------------|---|
| <b>Strategic Objective: To achieve annual improvements in audit outcome in 12 votes and 5 public entities by 2019/20</b> |   |               |  |  |                                       |  |            |   |
| 9  | Number of Votes and Public Entities supported on compliance with public sector Risk Management Framework  | 17            | 17                                     | 17   | 17                                    |  | None       | s in the 4 <sup>th</sup> quarter.<br>None |
| <b>PROVINCIAL INTERNAL AUDIT</b>   |   |               |  |  |                                       |  |            |   |
| 10   | Number of three year strategic rolling and annual audit plans prepared by Provincial Internal Audit and approved by the Audit committee for the year financial year 2018/19 | 12            | 0                                      | 0  | 0                                     | Budget: R42,066,000.0<br>Expenditure: R30 037 369.6<br>% spent: 71 | N/A        | N/A                                       |
| 11   | Number of votes audit as per approved annual audit plans to improve the internal control, risk management and governance processes.   | 12            | 12                                     | 12   | 12                                    |  | None       | None                                      |
| 12   | Number of internal Quality  | 1             | 0                                      | 0  | 0                                     |  | N/A        | N/A                                       |

| No   | Programme Performance Indicators  | Annual Target | 3 <sup>rd</sup> Quarter Planned Output | 3 <sup>rd</sup> Quarter Preliminary Output | 3 <sup>rd</sup> Quarter Actual Output | Budget | Challenges | Responses |
|--|---|---------------|--|--|---------------------------------------|--------|------------|-----------|
| <b>Strategic Objective: To achieve annual improvements in audit outcome in 12 votes and 5 public entities by 2019/20</b> |   |               |  |  |                                       |        |            |           |
|  | Assurance Improvement Programme (QAIP) implementation Report prepared to improve the quality of client services |               |  |  |                                       |        |            |           |

  
 \_\_\_\_\_  
**GC Pratt**  
**HEAD OF DEPARTMENT**

13/2/2018  
 \_\_\_\_\_  
**DATE**