



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

PROVINCIAL TREASURY

Annual Performance Plan 2012/13

Date of tabling
20 March 2012

FOREWORD

by the Member of the Executive
Council of Limpopo Provincial
Treasury

This 2012/13 planning cycle comes at a time when the Limpopo Provincial Treasury is reviewing its Vision and Strategy to ensure that we are able to contribute meaningfully to the Medium Term Strategic Framework, the National Outcomes and the Limpopo Employment Growth and Development Plan (LEDGP). The new vision of being the best provincial fundraiser, allocator, monitor, manager, monitor and evaluator of the Public Finance for socio-economic development in South Africa will propel us towards the set priorities.

During the strategic review process, the following focus areas were identified as priorities that would contribute towards the vision and set government priorities:

1. Fundraiser

- Mitigate risk in the Provincial Equitable Share reduction
- Increase Provincial Government's own revenue

2. Allocator

- Align budget to Strategy (LEGDP), Priorities and Outcomes

3. Manage/monitor public funds

- Clean Audit
- Financial Management Competency and Skills in Departments and Municipalities
- Implementation of IFMS
- Supply Chain Management (SCM) reform

4. Evaluation on Socio-Economic impact

- Value for money

5. Internal organization

- Skilled and committed employees
- Communication
- Accountability
- Systems

6. Build stakeholder relationships

This planning cycle also comes at time when five provincial departments are put under Administration in terms of Section 100(1) (b) of the Constitution. The province has developed Clean Audit and Bank Overdraft Strategies that were approved by the Executive Council to mitigate risks and gaps that led to the cash flow challenges. The main elements of the Bank Overdraft Strategies include the implementation of austerity measures, development and implementation of a Revenue Enhancement Strategy; reduction of compensation of employee, standardisation of prices, improvement of budgetary processes and costing models; and commitment by the leadership to implement the Strategy.

These focus areas, strategies and set targets will enable the department to sustain its contribution towards effective management of public resources, poverty eradication and job creation within the context of sustainable development.



D Masondo (MPL)
EXECUTIVE AUTHORITY

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

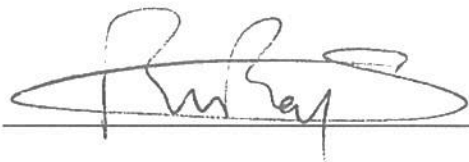
Was developed by the management of Limpopo Provincial Treasury under the guidance of the MEC David Masondo

Was prepared in line with the current Strategic Plan of Limpopo Provincial Treasury

Accurately reflects the performance targets which Limpopo Provincial Treasury will endeavour to achieve given the resources made available in the budget for 2012/13.

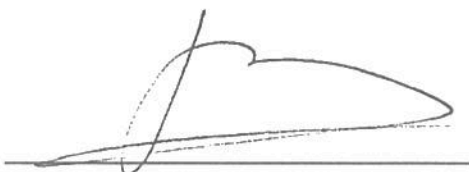
Ms MP RAPHESU
Senior Manager
Strategic Operations & Policy
Coordination

Signature:



Mr HM MAWELA
Chief Financial Officer

Signature:



Mr M Tom
Administrator:
Limpopo Government Section
100(1) (b) Constitution Intervention

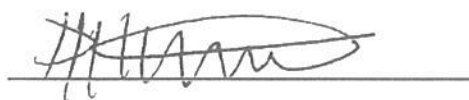
Signature:



Approved by:

D Masondo (MPL)

Signature:



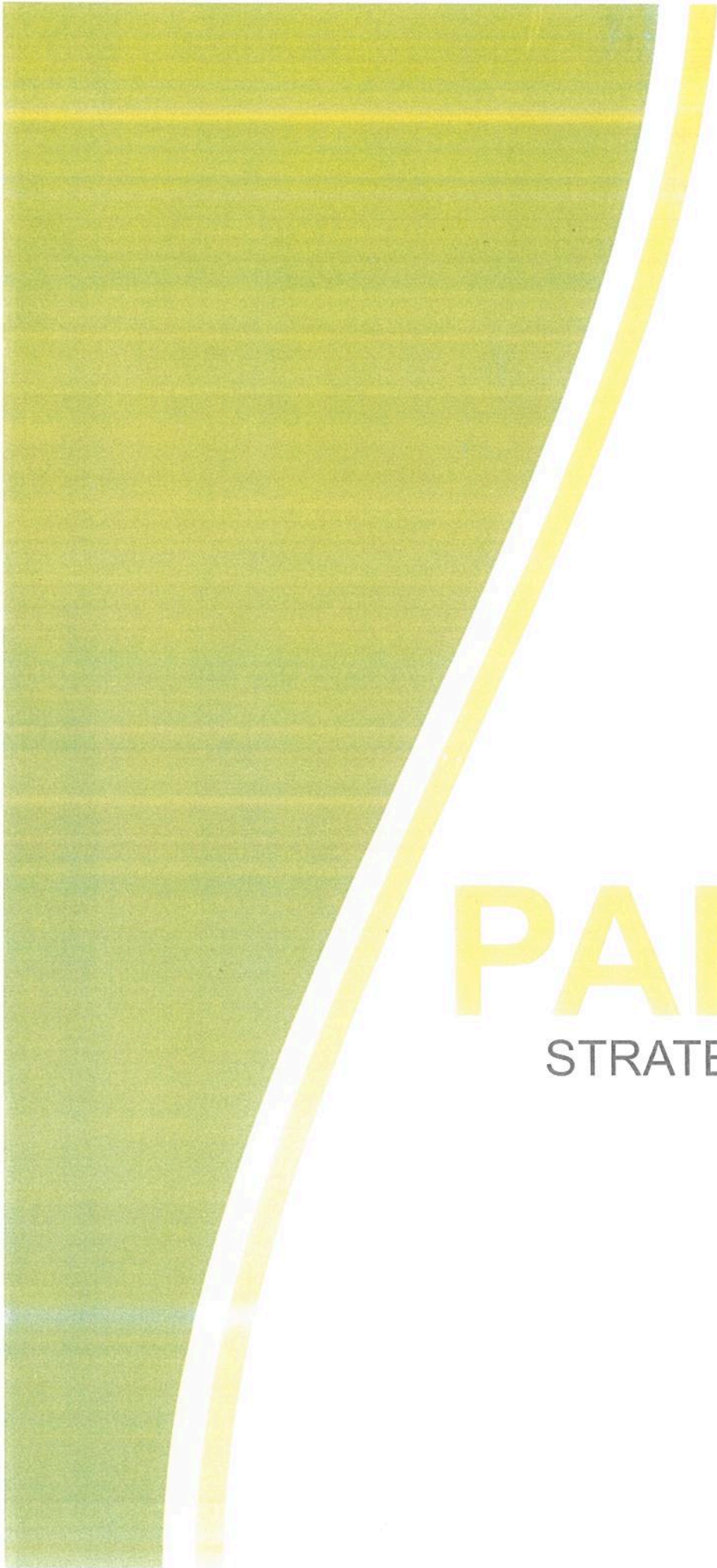
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LIST OF ACRONYMS

Acronym	Description
AFS	Annual Financial Statement
AG	Auditor General
APP	Annual Performance Plan
BAS	Basic Accounting System
CFO	Chief Financial Officer
DORA	Division of Revenue Act
EXCO	Executive Council
EXCOM	Executive Management Committee
FMCM	Financial Management Capability Maturity Model
GG	Government Garage
GIAMA	Government Immovable Asset Management Act
GRAP	Generally Recognized Accounting Practice
HOD	Head of Department
HR	Human Resource
HRD	Human Resource Development
IDIP	Infrastructure Delivery Improvement Programme
IFMS	Integrated Financial Management System
IT	Information Technology
IYM	In Year Monitoring
LEGDP	Limpopo Employment, Growth and Development Plan
LPT	Limpopo Provincial Treasury
MEC	Member of the Executive Council
MFMA	Municipal Finance Management Act
MISS	Minimum Information Security Standard
MTEF	Medium Term Expenditure Framework
MTREF	Medium Term Revenue and Expenditure Framework
N/A	Not Applicable
NCOP	National Council of Provinces
NIA	National Intelligence Agency
NT	National Treasury
PDP	Personal Development Plan
FERO	Provincial Economic Review Outlook
PERSAL	Personnel Salary
PFMA	Public Finance Management Act
PMS	Performance Management System
PPP	Public Private Partnership
PPPFA	Preferential Procurement Policy Framework Act
PRF	Provincial Revenue Fund
SAQA	South African Qualification Authority
SBD	Standard Bidding Documentation
SCM	Supply Chain Management
SCOPA	Standing Committee on Public Accounts
SGM	Senior General Manager
SISP	Strategic Information Systems Plan
TA	State Information Technology Agency
	Service Level Agreement
	Small Medium Micro Enterprise
	Senior Management Service
	Treasury Regulations



PART A

STRATEGIC OVERVIEW

PART A: STRATEGIC OVERVIEW

1. UPDATED SITUATIONAL ANALYSIS

Refer to the updated Strategic Plan – Annexure 5.

1.1 Performance delivery environment

Refer to the updated Strategic Plan – Annexure 5.

1.2 Organisational environment

Refer to the updated Strategic Plan – Annexure 5.

2. REVISIONS TO LEGISLATIVE AND OTHER MANDATES

Refer to the updated Strategic Plan – Annexure 5.

3. OVERVIEW OF 2012/13 BUDGET AND MTEF ESTIMATES

3.1 Expenditure estimates

Table 5.2(a): Summary of payments and estimates: Provincial Treasury

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited				2012/13	2013/14	2014/15
	2008/09	2009/10	2010/11						
				2011/12					
Programme 1: Administration	95,472	92,466	101,160	116,062	129,273	129,273	119,155	124,843	133,996
Programme 2: Sustainable Resource Management	35,741	34,801	31,542	46,413	37,545	37,545	49,806	54,179	59,159
Programme 3: Asset and Liabilities Management	149,732	131,793	118,561	75,837	66,544	66,544	75,872	78,054	84,347
Programme 4: Financial Governance	90,508	97,348	108,109	70,572	59,322	59,322	70,688	72,695	78,693
Total payments and estimates	371,453	356,408	359,372	308,884	292,684	292,684	315,521	329,771	356,195

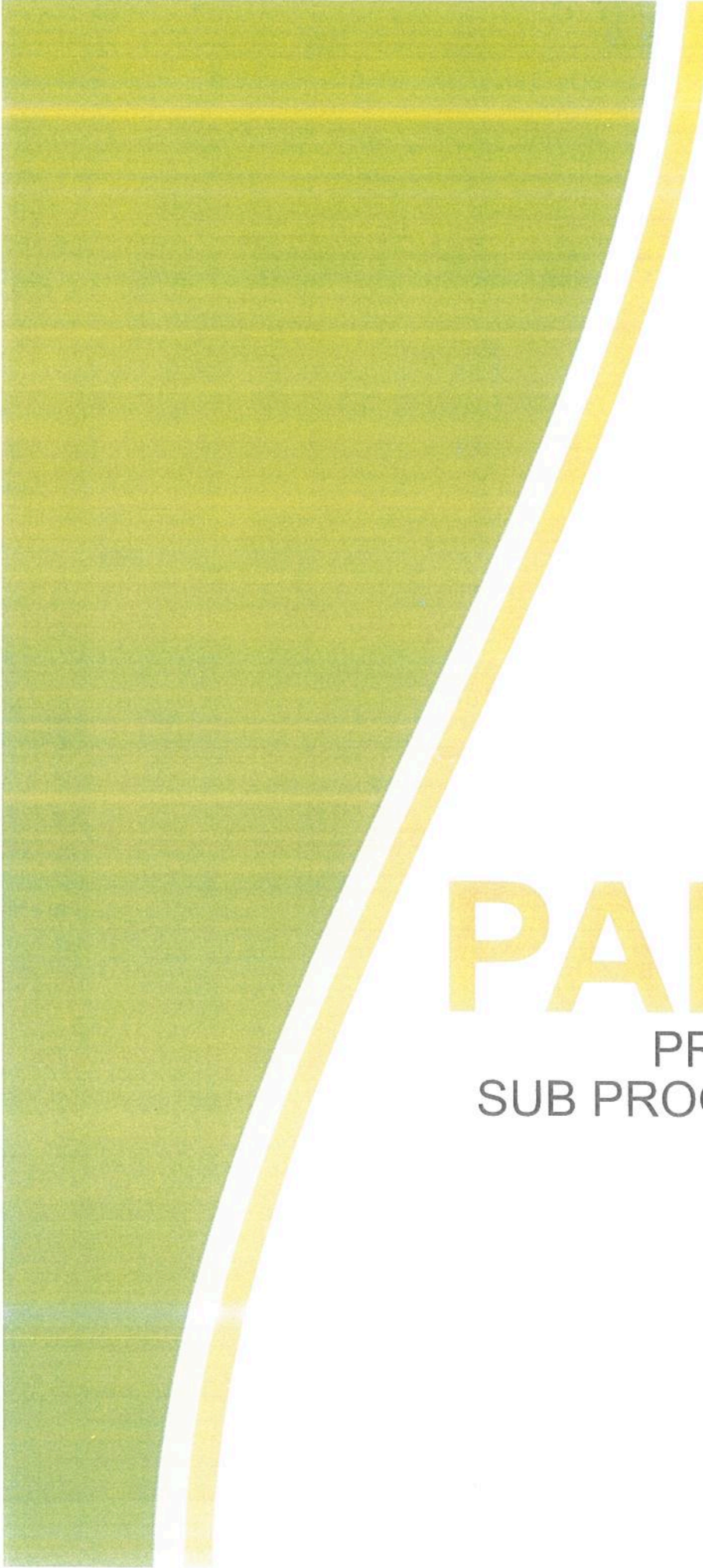
Table 5.2(b): Summary of provincial payments and estimates by economic classification: Provincial Treasury

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited				2012/13	2013/14	2014/15
	2008/09	2009/10	2010/11						
				2011/12					
Current payments	355,492	346,762	350,890	301,309	281,307	281,307	303,429	317,406	343,154
Compensation of employees	138,325	151,641	157,529	187,908	175,755	175,755	197,856	204,060	215,559
Goods and services	217,167	195,121	193,361	113,401	105,552	105,552	105,573	113,346	127,595
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	7,204	7,078	5,525	3,044	8,980	8,980	9,226	9,487	10,005
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	150	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	7,054	7,078	5,525	3,044	8,980	8,980	9,226	9,487	10,005
Payments for capital assets	8,757	2,568	2,957	4,531	2,397	2,397	2,866	2,878	3,036
Buildings and other fixed structures	167	59	8	-	-	-	-	-	-
Machinery and equipment	8,590	2,430	2,935	4,531	2,397	2,397	2,866	2,878	3,036
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised Military Assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	79	-	-	-	-	-	-	-
Land and subsoil assets	-	-	14	-	-	-	-	-	-
Total economic classification	371,453	356,408	359,372	308,884	292,684	292,684	315,521	329,771	356,195

3.2 Relating expenditure trends to strategic outcome oriented goals

The overall budget has increased by 7.8 per cent year on year from R292,6 million in 2011/12 to R315,5 million in 2012/13. Compensation of employees' budget has grown to cater for salary increment and to fund critical posts during the 2012/13 financial year.

The increase by 2.7 per cent on Transfers and Subsidies is to provide for inflation related increases on already awarded external bursaries and leave gratuities



PART B

PROGRAMME AND SUB PROGRAMME PLANS

PART B: PROGRAMME AND SUBPROGRAMME PLANS

Budget Structure

Programme	Sub-programme
a. Programme 1: Administration	1.1 Office of the MEC 1.2 Management Services 1.3 Corporate Services 1.4 Financial Management (Office of the CFO)
b. Programme 2: Sustainable Resource Management	2.1 Programme Support 2.2 Economic Analysis 2.3 Fiscal Policy 2.4 Budget Management 2.5 Public Finance 2.6 Intergovernmental Fiscal Relations (Municipal Finance)
c. Programme 3: Assets, Liabilities and Supply Chain Management	3.1 Programme Support 3.2 Asset Management 3.3 Liabilities Management 3.4 Provincial Supply Chain Management 3.5 Support & Interlinked Financial Systems
d. Programme 4: Financial Governance	4.1 Programme Support 4.2 Accounting Services 4.3 Transversal Risk Management & Internal Control

4. PROGRAMMES

4.1 PROGRAMME 1: ADMINISTRATION

The purpose of the programme is to provide effective and efficient Strategic management, administrative support and sound financial management to Provincial Treasury.

The programme has the following sub-programmes namely:

- MEC Support Services
- Management Services
- Corporate Services
- Financial Management (Office of the CFO)

4.1.1 PROGRAMME 1 STRATEGIC OBJECTIVES ANNUAL TARGETS FOR 2012/13

Programme 1 Strategic objectives	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Strategic outcome oriented Goal 1: Effective and efficient administrative support in the department.							
1 To provide strategic internal administrative support to four programmes in line with relevant prescripts during 2010/11 to 2014/15.	100% compliance with legislative reporting requirements	100% compliance with legislative reporting requirement	100% compliance with legislative reporting requirements	100% compliance with legislative reporting requirements	100% compliance with legislative reporting requirements	100% compliance with legislative reporting requirements	100% compliance with legislative reporting requirements
	No baseline	Draft Compliance calendar in place to monitor monthly compliance	100% adherence to compliance calendar and institutional arrangements.	100% compliance with institutional arrangements and implementation of EXCOM resolutions	100% compliance with institutional arrangements	100% compliance with institutional arrangements	100% compliance with institutional arrangements
	No baseline	Draft HR Plan communicated to programmes but Inadequate implementation of policies and procedures		HR Plan implemented	Implementation of HR plan to ensure recruitment and retention of skilled personnel in order to achieve organisational performance	Implementation of HR plan to ensure recruitment and retention of skilled personnel in order to achieve organisational performance	Implementation of HR plan to ensure recruitment and retention of skilled personnel in order to achieve organisational performance
	Top 10 risks per branch identified and addressed	Identification and addressing of the top 10 risks per branch monitored	Top 10 Departmental Risks mitigated to ensure achievement of set objectives	Top 10 Departmental Risks mitigated in line with the risk management plan to provide	Top 10 Departmental Risks mitigated in line with the risk management plan to provide	Top 10 Departmental Risks mitigated in line with the risk management plan to provide	Top 10 Departmental Risks mitigated in line with the risk management plan to provide

Programme 1 Strategic objectives	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Strategic outcome oriented Goal 1: Effective and efficient administrative support in the department.							
				reasonable assurance on the achievement of set objectives	reasonable assurance on the achievement of set objectives	reasonable assurance on the achievement of set objectives	reasonable assurance on the achievement of set objectives
	No Information Management Strategy	No Information Management Strategy	3 Information Management Strategies (SISP, Communication Strategy and Records Management System) developed, implemented and monitored	100% Compliance with Communication Strategy and Records Management System for improved information management	100% Compliance with Communication Strategy and Records Management System for improved information management	100% Compliance with Communication Strategy and Records Management System for improved information management	100% Compliance with Communication Strategy and Records Management System for improved information management
	-	SISP not developed	Strategic Information Systems plan developed	100% of prioritised Strategic Information Systems Plan (SISP) projects implemented to achieve departmental objectives through optimal use of information technology	100% of prioritised Strategic Information Systems Plan (SISP) projects implemented to achieve departmental objectives through optimal use of information technology	100% of prioritised Strategic Information Systems Plan (SISP) projects implemented to achieve departmental objectives through optimal use of information technology	100% of prioritised Strategic Information Systems Plan (SISP) projects implemented to achieve departmental objectives through optimal use of information technology

Programme 1 Strategic objectives	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Strategic outcome oriented Goal 1: Effective and efficient administrative support in the department.							
	Partial maintenance of offices and building has been achieved	100% maintenance of offices and buildings	Facilitated maintenance of 7 office buildings	100% compliance to GIAMA plan to ensure a safe and healthy built and office environment	100% compliance to GIAMA plan to ensure a safe and healthy built and office environment	100% compliance to GIAMA plan to ensure a safe and healthy built and office environment	100% compliance to GIAMA plan to ensure a safe and healthy built and office environment
	No baseline	No baseline	Provided office housekeeping services in 7 buildings				
	All applicable employees' vetting applications obtained and submitted to NIA within one month after employment	All applicable employees' vetting applications obtained and submitted to NIA within one month after employment.	Implemented and monitored 1 Security Policy (MISS) and 1 Investigation Strategy	50% (2 programmes) compliance with MISS Policy & Security Strategy for improved information and physical security; and prevention of fraud and corruption.	75% (3 programmes) compliance with MISS Policy & Security Strategy for improved information and physical security; and prevention of fraud and corruption.	100% (4 programmes) compliance with MISS Policy & Security Strategy for improved information and physical security; and prevention of fraud and corruption.	100% (4 programmes) compliance with MISS Policy & Security Strategy for improved information and physical security; and prevention of fraud and corruption.
	No baseline	Level 3 financial management capability attained	Level 3 financial management capability attained	Level 3 financial management capability attained.	Level 3 financial management capability attained	Level 3+ financial management capability attained	Level 3+ financial management capability attained
2	Improve financial management in the department						

Programme 1 Strategic objectives	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Strategic outcome oriented Goal 1: Effective and efficient administrative support in the department.							
from financial capability level 3 to level 3+ by 2014/15.	IYM submitted on or before the 15 th of every month	In Year Monitoring report submitted on or before the 15th of every month and expenditure monitored.	Compiled and submitted 12 IYM reports	98 - 100% of expenditure in line with allocated budget	98 - 100% of expenditure in line with allocated budget	98 - 100% of expenditure in line with allocated budget	98 - 100% of expenditure in line with allocated budget
	Quarterly and annual performance reports compiled, but monitoring not results based and efficient	Quarterly and annual performance reports compiled, but monitoring not results based and efficient 71% of planned targets achieved	Performance of 4 Programmes monitored in line with Performance information frameworks and 66% of planned targets were achieved	Performance of 4 Programmes monitored in line with Performance information frameworks to ensure that 90% of planned targets are achieved	Performance of 4 Programmes monitored in line with Performance information frameworks to ensure that 90% of planned targets are achieved	Performance of 4 Programmes monitored in line with Performance information frameworks to ensure that 95% of planned targets are achieved	Performance of 4 Programmes monitored in line with Performance information frameworks to ensure that 95% of planned targets are achieved

Programme 2 Strategic objectives	2 Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Strategic outcome oriented Goal 2: Responsive, accountable, effective and efficient provincial and local government system							
Indicators contribute towards the Limpopo Employment Growth and Development Plan (LEGDP) key action programme on Corporate Governance (Internal Financial Controls and Financial Management Capabilities)							
	97% of R3. 8 billion infrastructure budgets spent on Health, Education, Roads and Agriculture.	Monitored expenditure on a monthly and quarterly basis in line with norms • 8 Monthly • 4 quarterly	Produced 8 monthly and 4 quarterly infrastructure expenditure monitoring reports	11 departments monitored and supported in the implementation of IDIP to ensure that departments spend within 98 - 100% of their allocated infrastructure budgets	Provincial Infrastructure expenditure monitored	Provincial Infrastructure expenditure monitored	Provincial Infrastructure expenditure monitored
	3 projects approved	5 projects monitored and supported	100% of identified PPP projects for departments, municipalities and entities were provided with technical assistance and support	100% of PPP projects for departments, municipalities and entities monitored and supported in line with Treasury Regulation 16	100% of PPP projects for departments, municipalities and entities monitored and supported in line with Treasury Regulation 16	100% of PPP projects for departments, municipalities and entities monitored and supported in line with Treasury Regulation 16	100% of PPP projects for departments, municipalities and entities monitored and supported in line with Treasury Regulation 16
		8 municipalities receive unqualified audit outcomes/opinions	5 municipalities receive unqualified audit outcomes/opinions	7 municipalities receive unqualified audit opinion	15 municipalities receive unqualified audit opinion	25 municipalities receive unqualified audit opinion	30 municipalities receive unqualified audit opinion

Programme 2 Strategic objectives	2 Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Strategic outcome oriented Goal 2: Responsive, accountable, effective and efficient provincial and local government system							
Indicators contribute towards the Limpopo Employment Growth and Development Plan (LEGDP) key action programme on Corporate Governance (Internal Financial Controls and Financial Management Capabilities)							
			Estimates of Provincial Expenditure) for transfers to local government				
	13 votes spent their allocated budget in line with their APP	13 departments Strategic Plans and APPs were assessed in line with their allocated budgets	Assessed 13 Annual Performance Plans to align them plans with budget	13 departments monitored and supported in the implementation of planning and performance information			
	Expenditure reports and trends analysis produced	Expenditure and trends analysis reports produced 8 Monthly 4 quarterly	Produced 8 monthly and 4 quarterly provincial expenditure and trends analysis reports	13 provincial in year monitoring reports produced in line with section 32 of PFMA to ensure that 13 departments spend within 100% of their allocated budgets	12 provincial in year monitoring reports produced in line with section 32 of PFMA.	12 provincial in year monitoring reports produced in line with section 32 of PFMA.	

4.2.2 PROGRAMME 2 PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2012/13 – 2014/15

Programme 2 performance indicators		³ Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Strategic Objective 1: To achieve clean audit in 13 Provincial Departments and 30 Municipalities by 2014								
1	Number of Research documents produced to align the Provincial Fiscal Policy	No baseline	Produced one Sectoral Impact analysis (Economic and Social outlook) report.	Produced one Sectoral Impact analysis (Economic and Social outlook) report.	7	7	7	7
2	Number of Revenue and debt management reports to ensure collection of budgeted revenue and recovery of outstanding debts	No baseline	4 quarterly own revenue reports analysed and compiled	13 departments / votes supported to collect the set revenue targets as per service standard	13	12	12	12
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)	Compiled, tabled and gazetted 2 budget documents in line with the set standards and national treasury guidelines	Compiled, tabled and gazetted 2 budget documents in line with the set standards and National Treasury guidelines	Compiled, tabled and gazetted 2 budget documents in line with the set standards and National Treasury guidelines (Provincial Expenditure Overview & Estimates of Provincial Expenditure) for transfers to local government	2	2	2	2

³ Audited/Actual Performance rephrased to align to the Framework for Strategic Plan & APP

Programme 2 performance indicators		³ Audited/Actual performance			Estimated performance 2011/12	Medium-term targets			
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15	
4	Number of departments and public entities monitored and supported in the implementation of planning and performance information frameworks to ensure achievement of set targets	13 votes spent their allocated budget in line with their APP	Assessed 13 Annual Performance Plans to align them plans with budget	Assessed 13 Annual Performance Plans to align them plans with budget	13	21	21	21	
5	Number of provincial in year monitoring reports produced in line section 32 of PFMA to ensure that 13 departments spend within 98 - 100% of their allocated budgets	13 departments complied with IYM section 32	Produced 8 monthly and 4 quarterly provincial expenditure and trends analysis reports	Produced 8 monthly and 4 quarterly provincial expenditure and trends analysis reports	12	12	12	12	
6	Number of infrastructure departments monitored and supported in the implementation of IDIP.	100% institutionalisations of IDIP best practice in Health, Education and Public Works completed	Infrastructure programmes managed effectively through PWG, PMC, and PPSC	Infrastructure development programmes were managed through governance structures only in the first quarter	No baseline	3	3	3	

Programme 2 Strategic objectives	² Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15

Strategic outcome oriented Goal 2: Responsive, accountable, effective and efficient provincial and local government system

Indicators contribute towards the Limpopo Employment Growth and Development Plan (LEGDP) key action programme on Corporate Governance (Internal Financial Controls and Financial Management Capabilities)

	97% of R3.8 billion infrastructure budgets spent on Health, Education, Roads and Agriculture.	Monitored expenditure on a monthly and quarterly basis in line with norms	Produced 8 monthly and 4 quarterly infrastructure expenditure monitoring reports	11 departments monitored and supported in the implementation of IDIP to ensure that departments spend within 98 - 100% of their allocated infrastructure budgets	Provincial Infrastructure expenditure monitored	Provincial Infrastructure expenditure monitored	Provincial Infrastructure expenditure monitored
	3 projects approved	5 projects monitored and supported	100% of identified PPP projects for departments, municipalities and entities were provided with technical assistance and support	100% of PPP projects for departments, municipalities and entities monitored and supported in line with Treasury Regulation 16	100% of PPP projects for departments, municipalities and entities monitored and supported in line with Treasury Regulation 16	100% of PPP projects for departments, municipalities and entities monitored and supported in line with Treasury Regulation 16	100% of PPP projects for departments, municipalities and entities monitored and supported in line with Treasury Regulation 16
		8 municipalities receive unqualified audit outcomes/opinions	5 municipalities receive unqualified audit outcomes/opinions	7 municipalities receive unqualified audit opinion	15 municipalities receive unqualified audit opinion	25 municipalities receive unqualified audit opinion	30 municipalities receive unqualified audit opinion

Programme 2 Strategic objectives	² Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Strategic outcome oriented Goal 2: Responsive, accountable, effective and efficient provincial and local government system							
Indicators contribute towards the Limpopo Employment Growth and Development Plan (LEGDP) key action programme on Corporate Governance (Internal Financial Controls and Financial Management Capabilities)							
			Estimates of Provincial Expenditure) for transfers to local government				
	13 votes spent their allocated budget in line with their APP	13 departments Strategic Plans and APPs were assessed in line with their allocated budgets	Assessed 13 Annual Performance Plans to align them plans with budget	13 departments monitored and supported in the implementation of planning and performance information			
	Expenditure reports and trends analysis produced	Expenditure and trends analysis reports produced 8 Monthly 4 quarterly	Produced 8 monthly and 4 quarterly provincial expenditure and trends analysis reports	13 provincial in year monitoring reports produced in line with section 32 of PFMA to ensure that 13 departments spend within 100% of their allocated budgets	12 provincial in year monitoring reports produced in line with section 32 of PFMA.	12 provincial in year monitoring reports produced in line with section 32 of PFMA.	

4.2.2 PROGRAMME 2 PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2012/13 – 2014/15

Programme 2 performance indicators		³ Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Strategic Objective 1: To achieve clean audit in 13 Provincial Departments and 30 Municipalities by 2014								
1	Number of Research documents produced to align the Provincial Fiscal Policy	No baseline	Produced one Sectoral Impact analysis (Economic and Social outlook) report.	Produced one Sectoral Impact analysis (Economic and Social outlook) report.	7	7	7	7
2	Number of Revenue and debt management reports to ensure collection of budgeted revenue and recovery of outstanding debts	No baseline	4 quarterly own revenue reports analysed and compiled	13 departments / votes supported to collect the set revenue targets as per service standard	13	12	12	12
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)	Compiled, tabled and gazetted 2 budget documents in line with the set standards and national treasury guidelines	Compiled, tabled and gazetted 2 budget documents in line with the set standards and National Treasury guidelines	Compiled, tabled and gazetted 2 budget documents in line with the set standards and National Treasury guidelines (Provincial Expenditure Overview & Estimates of Provincial Expenditure) for transfers to local government	2	2	2	2

³ Audited/Actual Performance rephrased to align to the Framework for Strategic Plan & APP

Programme 2 performance indicators		³ Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
4	Number of departments and public entities monitored and supported in the implementation of planning and performance information frameworks to ensure achievement of set targets	13 votes spent their allocated budget in line with their APP	Assessed 13 Annual Performance Plans to align them plans with budget	Assessed 13 Annual Performance Plans to align them plans with budget	13	21	21	21
5	Number of provincial in year monitoring reports produced in line section 32 of PFMA to ensure that 13 departments spend within 98 - 100% of their allocated budgets	13 departments complied with IYM section 32	Produced 8 monthly and 4 quarterly provincial expenditure and trends analysis reports	Produced 8 monthly and 4 quarterly provincial expenditure and trends analysis reports	12	12	12	12
6	Number of infrastructure departments monitored and supported in the implementation of IDIP.	100% institutionalisations of IDIP best practice in Health, Education and Public Works completed	Infrastructure programmes managed effectively through PWG, PMC, and PPSC	Infrastructure development programmes were managed through governance structures only in the first quarter	No baseline	3	3	3

Programme 2 performance indicators		³ Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
7	Number of departments monitored on Infrastructure expenditure to improve infrastructure service delivery	Health, Education, Roads and Agriculture spent budget between 98% and 102%	Expenditure monitored on monthly and quarterly basis and 99% of infrastructure budget was spent in line with norms (IYM)	Produced 8 monthly and 4 quarterly infrastructure expenditure monitoring reports	11	8	8	8
8	Number of departmental infrastructure plans assessed to ensure alignment to LEGDP and Provincial Integrated Infrastructure Master Plan	No baseline	No baseline	No baseline	No baseline	8	8	
9	Number of existing PPP projects for departments and municipalities monitored and supported in line with Treasury Regulation 16	2 projects approved	5 projects monitored and supported	Identified 100% of PPP projects for departments, municipalities and entities and provided them with technical assistance and support	100%	12	12	12
Contributes towards the Limpopo Employment Growth and Development Plan (LEGDP) key action programme on Corporate Governance (Internal Financial Controls and Financial Management Capabilities) & Internal Audit								
10	Number of Municipalities	2 of high the capacity municipalities' budgets	Monitored and Supported 30	Monitored and Supported 30	33	30	30	30

Programme 2 performance indicators	³ Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
monitored and supported on budget process and documentation, financial management and governance matters	were compliant to circular 28 and 25 municipalities submitted compliant s71 reports as regulated within the prescribed timeframe	municipalities and 2 entities on budget process and documentation, financial management and governance	municipalities and 2 entities partially on budget process and documentation, financial management and governance				

4.2.3 PROGRAMME 2 QUARTERLY TARGETS FOR 2012/13

Programme 2 Performance indicators		Reporting period	Annual target 2012/13	Quarterly targets			
				1 st	2 nd	3 rd	4 th
Strategic Objective 1: To achieve clean audit in 13 Provincial Departments and 30 Municipalities by 2014							
1	Number of Research documents produced to align the Provincial Fiscal Policy	Annually	7	1	1	2	3
2	Number of Revenue and debt management reports to ensure collection of budgeted revenue and recovery of outstanding debts	Quarterly	12	3	3	3	3
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)	Annually	2	N/A	N/A	1	1
4	Number of departments and public entities monitored and supported in the implementation of planning and performance information frameworks to ensure achievement of set targets	Quarterly/ Annually	21	21	21	21	21
5	Number of provincial in year monitoring reports produced in line section 32 of PFMA to ensure that 13 departments spend within 98 - 100% of their allocated budgets	Quarterly/ Annually	12	3	3	3	3

Programme 2 Performance indicators		Reporting period	Annual target 2012/13	Quarterly targets			
				1 st	2 nd	3 rd	4 th
6	Number of infrastructure departments monitored and supported in the implementation of IDIP.	Monthly/ Quarterly/ Annually	3	3	3	3	3
7	Number of departments monitored on Infrastructure expenditure to improve infrastructure service delivery	Monthly	8	8	8	8	8
8	Number of departmental infrastructure plans assessed to ensure alignment to LEGDP and Provincial Integrated Infrastructure Master Plan	Annually	8	-	-	-	8
9	Number of existing PPP projects for departments and municipalities monitored and supported in line with Treasury Regulation 16	Annually/ Quarterly	12	12	12	12	12
10	Number of Municipalities monitored and supported on budget process and documentation, financial management and governance	Quarterly	30	30	30	30	30

4.2.4 RISK MANAGEMENT

Programme 2: Sustainable Resource Management		
Strategic Objective(s)	Strategic Risk	Mitigation
To achieve clean audit in 13 Provincial Departments and 30 Municipalities by 2014	Inadequate / Poor support to departments and public entities due to lack of technical financial management skills that leads to over- or under- spending on provincial budget	Implement a comprehensive capacity development program

4.2.5 Reconciling performance targets with the Budget and MTEF

Expenditure estimates

Table 5.4(a): Summary of payments and estimates: Programme 2: Sustainable Resource Management

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited				2012/13	2013/14	2014/15
	2008/09	2009/10	2010/11						
Subprogramme									
Programme Support (Office of the SGM)	820	1,763	1,378	1,260	1,120	1,120	1,764	1,824	1,924
Economic Analysis	3,939	2,383	2,195	2,881	3,942	3,942	3,011	3,131	3,303
Fiscal Policy	12,640	13,750	9,710	11,579	10,914	10,914	13,107	14,982	15,806
Budget Management	8,334	4,627	2,863	4,489	3,976	3,976	4,662	5,373	5,669
Public Finance	779	3,034	4,984	6,576	4,984	4,984	6,878	7,153	7,546
Intergovernmental Relations	9,229	9,244	10,412	19,628	12,609	12,609	20,384	21,716	24,910
Total payments and estimates	35,741	34,801	31,542	46,413	37,545	37,545	49,806	54,179	59,159

Table 5.4(b): Summary of provincial payments and estimates by economic classification: Programme 2: Sustainable Resource Management

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited				2012/13	2013/14	2014/15
	2008/09	2009/10	2010/11						
Current payments	34,894	34,131	31,344	46,057	36,991	36,991	49,676	54,066	59,040
Compensation of employees	24,463	27,605	26,811	35,961	30,322	30,322	38,858	39,413	41,581
Goods and services	10,431	6,526	4,533	10,096	6,669	6,669	10,818	14,653	17,459
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	458	514	15	-	400	400	-	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	458	514	15	-	400	400	-	-	-
Payments for capital assets	389	156	183	356	154	154	130	113	119
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	389	156	183	356	154	154	130	113	119
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-	-	-
Total economic classification	35,741	34,801	31,542	46,413	37,545	37,545	49,806	54,179	59,159

Performance and expenditure trends

The budget for Sustainable Resource Management increased from R46,4 million in 2011/12 main appropriation to R49,8 million in 2012/13. Included in this allocation is R5 million allocated for support to the Intergovernmental Relations sub-programme.

The Branch monitors the implementation of the budget in both provincial departments and municipalities. The increase in the goods and services budget is to provide for support and training activities in provincial departments and municipalities. Other cost drivers under this item relate to research, travelling and printing.

Compensation of employees increases by 28 per cent. Included in this is the R5 million allocated for support the Intergovernmental Relations unit to appoint personnel with relevant skills to provide targeted support to municipalities.

4.3 PROGRAMME 3: ASSETS, LIABILITIES AND SUPPLY CHAIN MANAGEMENT (INCLUDING FINANCIAL SYSTEMS)

This programme's purpose is to provide policy direction, facilitating the effective and efficient management of Assets, Liabilities, Financial Systems and Supply Chain Management.

The programme consists of the following sub-programmes:

- Programme Support
- Asset and Liabilities Management
- Provincial Supply Chain Management
- Support & Interlinked Financial Systems

4.3.1 PROGRAMME 3 STRATEGIC OBJECTIVES ANNUAL TARGETS FOR 2012/13

Programme 3 Strategic objectives	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Strategic outcome oriented Goal 2: Responsive, accountable, effective and efficient provincial and local government system							
1	To achieve clean audit in 13 Provincial Departments and 8 Public Entities by 2014	Guidelines developed by Provincial Supply Chain Management	Developed provincial inventory management policy and procedures manual	Produced 10 Inventory Management monitoring and support reports	Asset Management Policy Implementation monitored in 13 departments to decrease the number of departments qualified on assets from 4 to 3	Asset Management Policy Implementation monitored in 13 departments and 8 Public Entities to improve on the management of assets	Asset Management Policy Implementation monitored in 13 departments and 8 Public Entities to improve on the management of assets
	No Baseline	Developed and rolled-out Cash Management Policies and Procedures	Supported and monitored 13 departments in the rolling out of cash management policies and procedures.	14 provincial cash forecasting and implementation reports to ensure that departments spend within available funds.	14 provincial cash forecasting and implementation reports to ensure that departments spend within available funds.	14 provincial cash forecasting and implementation reports to ensure that departments spend within available funds.	14 provincial cash forecasting and implementation reports to ensure that departments spend within available funds.
	Implemented and monitored the banking contract and SLA	Monitored the Banking Contract and SLA	Compiled 12 performance monitoring reports	13 reports on technical support given to 13 departments on banking issues to ensure that the provincial banker meets its SLA targets.	13 reports on technical support given to 13 departments on banking services	13 reports on technical support given to 13 departments on banking services	13 reports on technical support given to 13 departments on banking services

Programme 3 Strategic objectives	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Strategic outcome oriented Goal 2: Responsive, accountable, effective and efficient provincial and local government system							
	No Baseline	Unqualified Audit Opinion on Provincial Revenue Fund achieved	Prepared 12 reconciliation statements for each: - Provincial Revenue Fund - Bank Charges - Interest Account - Own Revenue	1 Set of Provincial Revenue Fund Annual Financial Statements and 12 reconciliation statements for PRF, Bank Charges, Interest and Own Revenue Accounts to ensure unqualified audit opinion on PRF.	1 Set of Provincial Revenue Fund Annual Financial Statements and 12 reconciliation statements for PRF, Bank Charges, Interest and Own Revenue Accounts to ensure unqualified audit opinion on PRF.	1 Set of Provincial Revenue Fund Annual Financial Statements and 12 reconciliation statements for PRF, Bank Charges, Interest and Own Revenue Accounts to ensure unqualified audit opinion on PRF.	
	Logistics Management guidelines and Practice Notes developed	Developed and reviewed SCM policies and guidelines in line with the SCM prescripts.	Developed and reviewed SCM policies and guidelines in line with revised in SCM Prescripts.	100% compliance to SCM guidelines and prescripts to ensure transparent, equitable, fair, competitive and cost-effective procurement system in the province	100% compliance to SCM prescripts to ensure transparent, equitable, fair, competitive and cost-effective procurement system in the province	100% compliance to SCM prescripts to ensure transparent, equitable, fair, competitive and cost- effective procurement system in the province	100% compliance to SCM prescripts to ensure transparent, equitable, fair, competitive and cost- effective procurement system in the province

Programme 3 Strategic objectives		Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Strategic outcome oriented Goal 2: Responsive, accountable, effective and efficient provincial and local government system								
		Conducted research on the actual expenditure and demand on seven transversal bids	Identified and researched transversal goods and services for three (3) bids.	Arranged three bids from the researched and identified transversal goods and services areas	Identification and management of transversal contracts to ensure a cost-effective procurement system in the province.	Identification and management of transversal contracts to ensure a cost-effective procurement system in the province.	Identification and management of transversal contracts to ensure a cost-effective procurement system in the province.	Identification and management of transversal contracts to ensure a cost-effective procurement system in the province.
		Basic bidding information to be shared with 3500 SMMEs.	Developed SMME skills in the completion of Standard Bidding Documentation (SBD's) (1000).	Empowered 1200 SMMEs on bidding with government	Empowerment of SMMEs and Cooperatives on government procurement processes.	Training of SMMEs on government procurement processes	Training of SMMEs on government procurement processes	Training of SMMEs on government procurement processes
2	To provide transversal financial systems support to 13 provincial departments during 2010/11 to 2014/15.	No baseline	No baseline	Analyzed and consolidated 12 reports on systems utilisation	Provide effective financial systems support in order to improve financial management	12 departments provided with financial systems support in order to improve financial and HR data management	12 departments provided with financial systems support in order to improve financial and HR data management	12 departments provided with financial systems support in order to improve financial and HR data management
		No baseline	Implemented IFMS Asset Management module in 1 Provincial Departments	Implemented IFMS: Asset Management Module in 4 departments	IFMS Asset Management module implemented in 4 departments to improve asset management processes in the province	IFMS Asset Management module implemented in 5 departments to improve asset management processes in the province	IFMS Asset Management module implemented in 7 departments to improve asset management processes in the province	IFMS Asset Management module implemented in 9 departments to improve asset management processes in the province

4.3.2 PROGRAMME 3 PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2012/13 – 2014/15

Programme 3 Performance Indicators		⁴ Audited/Actual performance			Estimated performance 2011/12	Medium-term targets			
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15	
Strategic objective 1: To achieve clean audit in 13 Provincial Departments and 8 Public Entities by 2014									
Indicators contribute towards the Limpopo Employment Growth and Development Plan (LEGDP) key action programme on Corporate Governance (Internal Financial Controls and Financial Management Capabilities)									
1	Number of Inventory Management Monitoring and Support Reports to improve the effectiveness, efficiency and economical Inventory Management	No baseline	Formulation of draft Provincial Inventory Management Policy Completed	Produced 10 Inventory Management Monitoring and Support Reports	10	10	10	10	
2	Number of Asset Management Monitoring and Support Reports to improve effectiveness, efficiency and economical Asset Management	12 out of 13 Annual Asset Management Plans in place. Acquisition Strategy implemented Issued 2008/9 year end guidelines and draft generic procedure manuals for all departments in place and practice notes on disposal of assets amended and implemented	Transversal Asset Management Procedure Manuals developed and presented to AMF, PTCF and SCMF for department to customise. Reviewed Provincial Asset Management Policy. IFMS Asset Management Module implemented at LPT only	Produced 10 Asset Management monitoring and Asset Economic Utilisation Assessment reports	10	10	10	10	

⁴ Audit/Actual Performance rephrased to align to the Framework for Strategic Plans & APPs

Programme 3 Performance Indicators		⁴ Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
3	Number of cash forecasting and implementation reports to ensure that departments spend within available funds.	No Baseline	Reviewed and rolled-out Cash Management Policy through Cash Management Forum Meeting	Supported and monitored 13 departments in the rolling out of cash management policies and procedures.	14	14	14	14
4	Number of banking services reports on technical support provided to 13 departments.	ABSA contract extended by two years. The bank's performance was monitored through monthly meetings	12 monthly SLA meetings held to monitor banking contract and SLA	Compiled 12 performance monitoring reports	13	13	13	13
5	Number of Provincial Revenue Fund (PRF) Annual Financial Statements and reconciliation statements for PRF, Bank Charges, Interest and Own Revenue Account to ensure unqualified audit opinion on PRF.	Bank Reconciliation statements were prepared	Draft Revenue Fund Annual Financial Statements were prepared and the AFS not submitted for audit	Prepared 12 reconciliation statements for each: - Provincial Revenue Fund - Bank Charges - Interest Account - Own Revenue	13	13	13	13

Programme 3 Performance Indicators		4 Audited/Actual performance				Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11			2012/13	2013/14	2014/15
6	Number of SCM prescripts developed and enforced to ensure transparent, equitable, fair, competitive and cost-effective procurement system in the province	SCM Policies of all departments and public entities assessed to ensure the inclusion and implementation of the provisions of demand management Developed practice note no SCM:1 OF 2009, Amended practice note no SCM:5 of 2007, Issued circulars on training needs and LIMDEV sessions	Reviewed the following: LPPP Policy, Bid Committee Policy, Draft Demand Management Procedure Manual and one practice note	Developed and reviewed SCM policies and guidelines in line with revised in SCM Prescripts.		4	4	4	4
7	Number of Provincial Departments and Public Entities assessed on SCM Compliance	All departments and public entities assessed on SCM performance	45 Institutions assessed on SCM performance	Assessed SCM compliance analysed and monitored the implementation of SCM in provincial departments and public entities.		12 x Departments	20	20	20
						8 x Public Entities			

Programme 3 Performance Indicators		4 Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
8	Number of Provincial Departments and Public Entities monitored on SCM Compliance	All departments and public entities assessed on SCM performance	45 Institutions assessed on SCM performance	Assessed SCM compliance analysed and monitored the implementation of SCM in provincial departments and public entities.	12 x Departments 8 x Public Entities	20	20	20
9	Number of Departments trained on SCM Bid Committee Systems	No baseline	No baseline	No baseline	10	12	12	12
10	Number of SCM Forums held to support departments and public entities	9 x SCM Forums held	10 x SCM Forums held	11 x SCM Forums held	10	10	10	10
11	Number of existing bids evaluated in line with prescripts to ensure transparent, equitable, fair, competitive and cost-effective procurement system in the province.	No baseline	No baseline	Bidding processes of two (2) transversal bids were managed.	2	4	2	2

Programme 3 Performance Indicators		⁴ Audited/Actual performance				Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11			2012/13	2013/14	2014/15
12	Number of reports on compliance to transversal contracts by departments & suppliers issued	No baseline	No baseline	No baseline		No baseline	4	4	4
13	Number of SMMEs skilled on bidding with government.	323 workshops conducted with attendance of 10373 SMMEs. 5 seminars hosted with attendance of 1153 75 radio slots utilized for Tender Advice and 78 session conducted at Thusong centers	1588 SMMEs developed on the completion of Standard Bidding Documentation (SBD's) forms. 39 joint supplier development workshops were conducted with LIBSA, LEDET & GCIS	1832 SMMEs were empowered on bidding with government		1500 SMMEs and 50 Cooperatives	1500	1600	1700
14	Number of SMMEs assessed on their capacity to deliver on government procurement	No baseline	76 SMMEs reviewed their ability to deliver on government tenders	68 SMMEs were capacitated to deliver on government contracts		55 SMMEs and 5 Cooperatives	60 SMMEs	65 SMMEs	70 SMMEs
15	Number of reports on financial systems utilization produced and analysed	No baseline	No baseline	Analyzed 12 reports on systems utilization		12	12	12	12
16	% implementation of IFMS asset module in departments	No baseline	IFMS Asset Management module implemented in LPT	Implemented IFMS in 3 departments		100% (in 4 departments)	100% (4 phases) in 1 department	100% (4 phases) in 2 departments	100% (4 phases) in 2 departments

4.3.3 PROGRAMME 3 QUARTERLY TARGETS FOR 2012/13

Programme 3 Performance indicators		Reporting period	Annual target 2012/13	Quarterly targets			
				1 st	2 nd	3 rd	4 th
Strategic objective 1: To achieve clean audit in 13 Provincial Departments and 8 Public Entities by 2014							
1	Number of Inventory Management Monitoring and Support Reports to improve the effectiveness, efficiency and economical Inventory Management	Monthly	10	3	3	2	2
2	Number of Asset Management Monitoring and Support Reports to improve effectiveness, efficiency and economical Asset Management	Monthly	10	3	3	2	2
3	Number of cash forecasting and implementation reports to ensure that departments spend within available funds.	Quarterly	14	3	3	4	4

Programme 3 Performance indicators		Reporting period	Annual target 2012/13	Quarterly targets			
				1 st	2 nd	3 rd	4 th
4	Number of banking services reports on technical support provided to 13 departments	Quarterly	13	4	3	3	3
5	Number of Provincial Revenue Fund (PRF) Annual Financial Statements and reconciliation statements for PRF, Bank Charges, Interest and Own Revenue Account to ensure unqualified audit opinion on PRF.	Quarterly and Annually	13	4	3	3	3
6	Number of SCM prescripts developed and enforced to ensure transparent, equitable, fair, competitive and cost-effective procurement system in the province.	Quarterly	4	1	1	1	1

Programme 3 Performance indicators		Reporting period	Annual target 2012/13	Quarterly targets			
				1 st	2 nd	3 rd	4 th
7	Number of Provincial Departments and Public Entities assessed on SCM compliance	Quarterly	20	3x Department	3x Department	3x Department	3x Department
				2 x Public Entities	2 x Public Entities	2 x Public Entities	2 x Public Entities
8	Number of Provincial Departments and Public Entities monitored on SCM compliance	Quarterly	20	3x Department	3x Department	3x Department	3x Department
				2 x Public Entities	2 x Public Entities	2 x Public Entities	2 x Public Entities
9	Number of Departments trained on SCM Bid Committee Systems	Quarterly	12	6	6	N/A	N/A
10	Number of SCM Forums held to support departments and public entities		10	2	3	3	2

Programme 3 Performance indicators		Reporting period	Annual target 2012/13	Quarterly targets			
				1 st	2 nd	3 rd	4 th
11	Number of existing bids evaluated in line with prescripts to ensure transparent, equitable, fair, competitive and cost-effective procurement system in the province.	Quarterly	4	1	1	1	1
12	Number of reports on compliance to transversal contracts by departments & suppliers issued	Quarterly	4	1	1	1	1
13	Number of SMMEs skilled on bidding with government.	Quarterly	1500	300	450	450	300
14	Number of SMMEs assessed on their capacity to deliver on government procurement	Quarterly	60 SMMEs	15 SMMEs	15 SMMEs	15 SMMEs	15 SMMEs

Programme 3 Performance indicators		Reporting period	Annual target 2012/13	Quarterly targets			
				1 st	2 nd	3 rd	4 th
Strategic Objective 2: To provide transversal financial systems support to 13 provincial departments during 2010/11 to 2014/15.							
15	Number of reports on financial systems utilization produced and analysed	Quarterly and Annually	12	3	3	3	3
16	% implementation of IFMS asset module in departments	Quarterly	100% (4 phases) in 1 department)	25% (1 phase) in 1 department)	50% (2 phases) in 1 department	75% (3 phases) in 1 department	100% (4 phases) in 1 department

4.3.4 RISK MANAGEMENT

Programme 3 : Assets, Liabilities, Financial Systems and Supply Chain Management			
STRATEGIC OBJECTIVE	STRATEGIC RISK	MITIGATION	
To achieve clean audit in 13 Provincial Departments and 8 Public Entities by 2014	Potential provincial over expenditure caused by lack of fiscal discipline in departments leading to Provincial Bank Overdraft which will have a negative impact on funding of provincial priorities	• Payments are released within the cash allocations per disbursement	
	Misappropriation of government resources caused by wilful/negligent non-compliance to SCM prescripts, weak internal controls, poor capacity and inadequate skills leading to compromised service delivery and reduced value for money.	• Enforce the adherence to procurement plans • Implement, monitor and evaluate compliance to Contract Management Framework • Develop, Implement and Monitor Strategic Sourcing Framework • Implement a comprehensive capacity development program	
	Continuous non compliance to Asset Management prescripts caused by Management not taking appropriate action to deal with non compliance leading to misappropriation of assets	• Report non-compliance to the relevant Accounting Officer	

4.3.5 Reconciling performance targets with the Budget and MTEF Expenditure estimates

Table 5.5(a): Summary of payments and estimates: Programme 3: Asset and Liability Management

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited				2012/13	2013/14	2014/15
	2008/09	2009/10	2010/11						
Subprogramme									
Programme Support	431	3,739		-	-	-	-	666	703
Asset Management	6,605	8,568	8,339	8,937	8,703	8,703	8,924	9,332	9,845
Liabilities Management	4,688	10,737	7,611	10,308	10,044	10,044	10,892	11,368	12,993
Supply Chain Management	22,322	17,949	19,803	21,600	20,724	20,724	22,786	24,641	26,996
Support and Interlinked Financial Systems	115,686	90,800	82,808	34,992	27,073	27,073	33,270	32,047	33,810
Total payments and estimates	149,732	131,793	118,561	75,837	66,544	66,544	75,872	78,054	84,347

Table 5.5(b): Summary of payments and estimates by economic classification: Programme 3: Asset and Liability Management

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited				2012/13	2013/14	2014/15
	2008/09	2009/10	2010/11						
Current payments	148,965	131,365	117,797	75,729	66,248	66,248	75,122	77,198	83,447
Compensation of employees	32,976	37,302	38,755	41,540	41,740	41,740	44,844	45,872	48,395
Goods and services	115,989	94,063	79,042	34,189	24,508	24,508	30,278	31,326	35,052
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	-	179	716	-	250	250	600	700	735
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	179	716	-	250	250	600	700	735
Payments for capital assets	767	249	48	108	46	46	150	156	165
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	767	249	37	108	46	46	150	156	165
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	11	-	-	-	-	-	-
Total economic classification	149,732	131,793	118,561	75,837	66,544	66,544	75,872	78,054	84,347

Performance and expenditure trends

- The allocation for this sub-programme remains constant when compared to the 2011/12 main appropriation. The minimal increase is due to the fact that the budget was adjusted downwards by 13 per cent in the 2011/12 adjustment budget.
- Compensation of employees increases by 7.4 per cent in 2012/13. The increased allocation will be used to strengthen the banking and cash flow section by appointing additional staff. Goods and services allocation increases to provide for increases in SITA cost.

4.4 PROGRAMME 4: FINANCIAL GOVERNANCE

The purpose of the programme is:

- To ensure sound financial management and financial accountability in the province through capacity building, financial reporting, financial management policies development and support of oversight structures/bodies.
- To ensure that all Departments and public entities have implemented an effective risk management and internal control processes.
- To provide internal audit services to all Limpopo provincial departments in compliance with the approved internal audit plan.

The programme consists of the following sub-programmes:

- Programme Support
- Accounting Services
- Internal Control and Risk Management
- Internal Audit services

4.4.1 PROGRAMME 4 STRATEGIC OBJECTIVES ANNUAL TARGETS FOR 2012/13

Programme 4 Strategic objectives	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Strategic outcome oriented Goal 2: Responsive, accountable, effective and efficient provincial and local government system							
1	To achieve clean audits in 13 Provincial departments and 8 Public Entities by 2014	1000 officers trained on financial management and transversal systems	700 officers trained on transversal systems and 100 trained on financial management	876 officials trained on transversal systems 75 officials trained on financial management	Provide financial management and transversal systems training to nominated officials in 13 votes and 8 public entities to improve financial management skills in the province	Provide financial management and transversal systems training to nominated officials in 13 votes and 8 public entities to improve financial management skills in the province	Provide financial management and transversal systems training to nominated officials in 13 departments and 8 public entities to improve financial management skills in the province
		7 of the 13 votes obtained unqualified audit opinions for 2007/08 All Public Entities to obtain unqualified audit opinions for 2007/08	Supported and guided provincial Departments and public entities to obtain unqualified audit opinions	Supported and guided 13 votes to obtain unqualified audit opinions	Support 13 votes for them to improve their audit outcomes	Support 13 votes on financial management for improved financial management capability level of 3+	Support 13 votes on financial management for improved financial management capability level of 3+

Programme 4 Strategic objectives	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Strategic outcome oriented Goal 2: Responsive, accountable, effective and efficient provincial and local government system							
	13 votes were monitored in the implementation of SCOPA resolutions	13 votes were monitored in the implementation of SCOPA resolutions	Monitored 13 votes in the implementation of SCOPA resolutions	Support 12 votes for them to improve on financial governance	Support 13 votes on the resolution of audit outcomes to achieve financial management capability level 3+	Support 13 votes on the resolution of audit outcomes to achieve financial management capability level 3+	Support 13 votes on the resolution of audit outcomes to achieve financial management capability level 3+
	Ensured approval of policies	Reviewed financial policies	Monitored implementation of transversal financial policies		Monitor 13 votes on the implementation of transversal financial policies to ensure compliance thereto	Monitor 13 votes on the implementation of transversal financial policies to ensure compliance thereto	Monitor 13 votes on the implementation of transversal financial policies to ensure compliance thereto
	All Departments and Public Entities submitted annual financial statements for 2007/08 to Auditor General by 31 May 2008	Monitored and supported Departments and submit annual financial statements to Auditor General. 2 out of 8 Public entities did not submit their annual financial	Supported 13 votes and 8 public entities in preparing annual financial statements in line with the PFMA	Support 13 votes and 8 public entities on financial reporting frame work.	Support 13 votes and 8 public entities on financial reporting framework to improve financial reporting.	Support 13 votes and 8 public entities on financial reporting framework to improve financial reporting.	Support 13 votes and 8 public entities on financial reporting framework to improve financial reporting.

Programme 4 Strategic objectives	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Strategic outcome oriented Goal 2: Responsive, accountable, effective and efficient provincial and local government system							
		statement to Auditor General.					
	Consolidated Annual financial statements for 2007/08 not prepared.	Consolidated Annual financial statements for 2008/09 not prepared.	Prepared Consolidated Annual Financial Statements for votes and public entities in line with the PFMA	Prepare Consolidated Annual financial statements for votes and public entities.	Consolidated Annual Financial Statements for votes and public entities prepared in line with PFMA	Consolidated Annual Financial Statements for votes and public entities prepared in line with PFMA	Consolidated Annual Financial Statements for votes and public entities prepared in line with PFMA
	Annual financial statements for 2007-08 not prepared.	Annual financial statements for 2006 – 2009 not prepared in line with accounting standards	Prepared Annual Financial Statements for Tribal Levies and Trust Accounts	Prepare credible annual financial statements.	Annual Financial Statements for Tribal Levies and Trust Accounts prepared	N/A	N/A
	A strategic risk assessment conducted for 2009/10	Monitored and supported the development of the Final strategic risk profile for 2010/11.	Supported 13 votes and 8 public entities in the development of their strategic risk profiles for 2012/13	Review risk management implementation in line with the prescripts for all budget votes and public entities to minimise government risks to assure	Risk Management framework implementation guidance and monitoring provided to all 13 budget votes and 8 public entities to minimise risks to assure	Risk Management framework implementation guidance and monitoring provided to all 13 budget votes and 8 public entities to minimise risks to assure	Risk Management framework implementation guidance and monitoring provided to all 13 budget votes and 8 public entities to minimise risks to assure

Programme 4 Strategic objectives	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Strategic outcome oriented Goal 2: Responsive, accountable, effective and efficient provincial and local government system							
				delivering set objectives.	government risks to assure delivering set objectives.	government risks to assure delivering set objectives	
No baseline	Financial management capability maturity assessment conducted.	Supported and monitored 13 votes in the development of internal control improvement plans	Provide assistance and assurance on internal controls towards a clean audit for departments and public entities.	Review and improve adequacy of 4 high risk financial process internal control procedures towards a clean audit for departments and public entities.	Review and improve adequacy of 4 high risk financial process internal control procedures towards a clean audit for departments and public entities.	Review and improve adequacy of 4 high risk financial process internal control procedures towards a clean audit for departments and public entities.	
No baseline	No baseline	No baseline	Compliance with 2011/12 approved risk based internal audit plan for 12 votes to achieve improved internal controls in departments	Compliance with 2012/13 approved risk based internal audit plan for 12 votes to achieve a clean audit in departments	Compliance with 2013/14 approved risk based internal audit plan for 12 votes to achieve a clean audit in departments	Compliance with 2014/15 approved risk based internal audit plan for 12 votes to achieve a clean audit in departments	

4.4.2 PROGRAMME 4 PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2012/13 – 2014/15

Programme 4 Performance indicators		5 Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Strategic Objective 1: To achieve clean audits in 13 Provincial departments and 8 Public Entities by 2014								
Indicators contribute towards the Limpopo Employment Growth and Development Plan (LEGDP) key action programme on Corporate Governance (Internal Financial Controls and Financial Management Capabilities)								
1	Number of courses conducted on transversal systems in line with National Treasury standards and financial management courses in line with SAQA	1055 officers trained on financial management and transversal systems	1527 officers trained on financial management and transversal systems	992 officials trained on transversal systems	96	96	96	96
	Treasury standards and financial management courses in line with SAQA		66 officials trained on financial management		8	8	8	8
2	Number of Skills audit* conducted in respect of all finance staff within offices of Chief Financial Officers in Provincial Departments and Public Entities.	No baseline	No baseline	No baseline	No baseline	1	N/A	N/A
3	Number of long-term financial management programme rolled out to Provincial Departments and Public Entities	No baseline	No baseline	No baseline	No baseline	1	1 (continuation of the rolled out programme from 2012/13)	1 (continuation of the rolled out programme from 2012/13)
4	Number of votes monitored in resolving AG audit findings to	No baseline	Departments were assisted with	13 departments monitored in the	13	13	13	13

⁵ Audit/Actual Performance rephrased to align to the Framework for Strategic Plans & APPs

Programme 4 Performance indicators		⁵ Audited/Actual performance		Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10		2010/11	2012/13	2013/14
Strategic Objective 1: To achieve clean audits in 13 Provincial departments and 8 Public Entities by 2014							
	improve audit outcomes		the clearance of the issues raised in the 2008/09 audit reports. 8 departments obtained unqualified audit opinions	implementation of strategies to resolve external audit findings			
Indicator 5 contributes towards the Limpopo Employment, Growth and Development Plan (LEGDP) key action programme of Corporate Governance (Audit Committees)							
5	Number of audit committee meetings supported to improve governance in departments	Audit committee functions were fully supported	All meetings of the audit committee were facilitated and supported	Supported 3 Clusters Audit Committees and Central Audit committee	23	23	23
6	Number of votes supported with regards to SCoPA matters	SCOPA was supported	SCOPA was supported	11 Departments monitored in the implementation of SCOPA resolutions	13	13	12
7	Number of votes assessed for compliance with transversal financial policies	No baseline	No baseline	No baseline	No baseline	12	12

Programme 4 Performance indicators		⁵ Audited/Actual performance		Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11	2012/13	2013/14	2014/15
Strategic Objective 1: To achieve clean audits in 13 Provincial departments and 8 Public Entities by 2014							
8	Number of votes and public entities supported in preparing annual financial statements in line with the PFMA.	All Departments and Public Entities submitted annual financial statements for 2007/08 to Auditor General by 31 May 2008	All department and public entities were monitored and supported to prepare and submit annual financial statements to AG in line with PFMA and also trained on 2009/10 AFS Template	Supported 13 votes and 8 public entities in preparing annual financial statements in line with the PFMA	13 (votes) 8 (public entities)	13 (votes) 8 (public entities)	13 (votes) 8 (public entities)
9	Number of consolidated Annual financial statements for votes and public entities prepared and submitted to the Auditor General	Consolidated Annual financial statements for 2007/08 not prepared for departments	Consolidated Annual financial statements for departments not prepared for 2008/09. Aggregation for departments for both 2007/08 and 2008/09 finalised	Prepared Consolidated Annual Financial Statements for votes in line with the PFMA	3 AFS for votes (2008/09, 2009/10 & 2010/11)	4 AFS for Votes (2008/09, 2009/10, 2010/11 & 2011/12)	1 AFS (Votes)
				Aggregation of Annual Financial Statement done but final consolidation not yet finalised	2 AFS for public entities (2009/10 & 2010/11)	3 AFS for Public Entities 2009/10, 2010/11 & 2011/12)	1 AFS (Public Entities)

Programme 4 Performance indicators		⁵ Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Strategic Objective 1: To achieve clean audits in 13 Provincial departments and 8 Public Entities by 2014								
10	Number of Annual Financial Statement prepared for Tribal Levies and Trust Accounts.	Annual financial statements for 2007/08 not prepared	Annual financial statements for 2008/09 drafted but not finalised	Annual Financial Statements for Tribal Levies and Trust Accounts not prepared	7	9	N/A	N/A
Indicators contributes towards the Limpopo Employment, Growth and Development Plan (LEGDP) key action programme of Corporate Governance (Risk Management)								
11	Number of votes and public entities assessed on Risk Management Performance	No baseline	No baseline	All department's risk profiles reviewed for implementation of mitigations	21	21	21	21
12	Number of Provincial Risk Profiles monitored in departments and public entities	No baseline	No baseline	Developed the Provincial Risk Profile and monitored mitigations	1	1	1	1
13	Number of votes and public entities assessed in implementing reviewed and improved high risk financial process internal control procedures	No baseline	Financial Management Capability Maturity Model (FMCMM) assessment conducted	Supported and monitored 13 votes in the development of internal control improvement plans through FMCMM	21	21	21	21

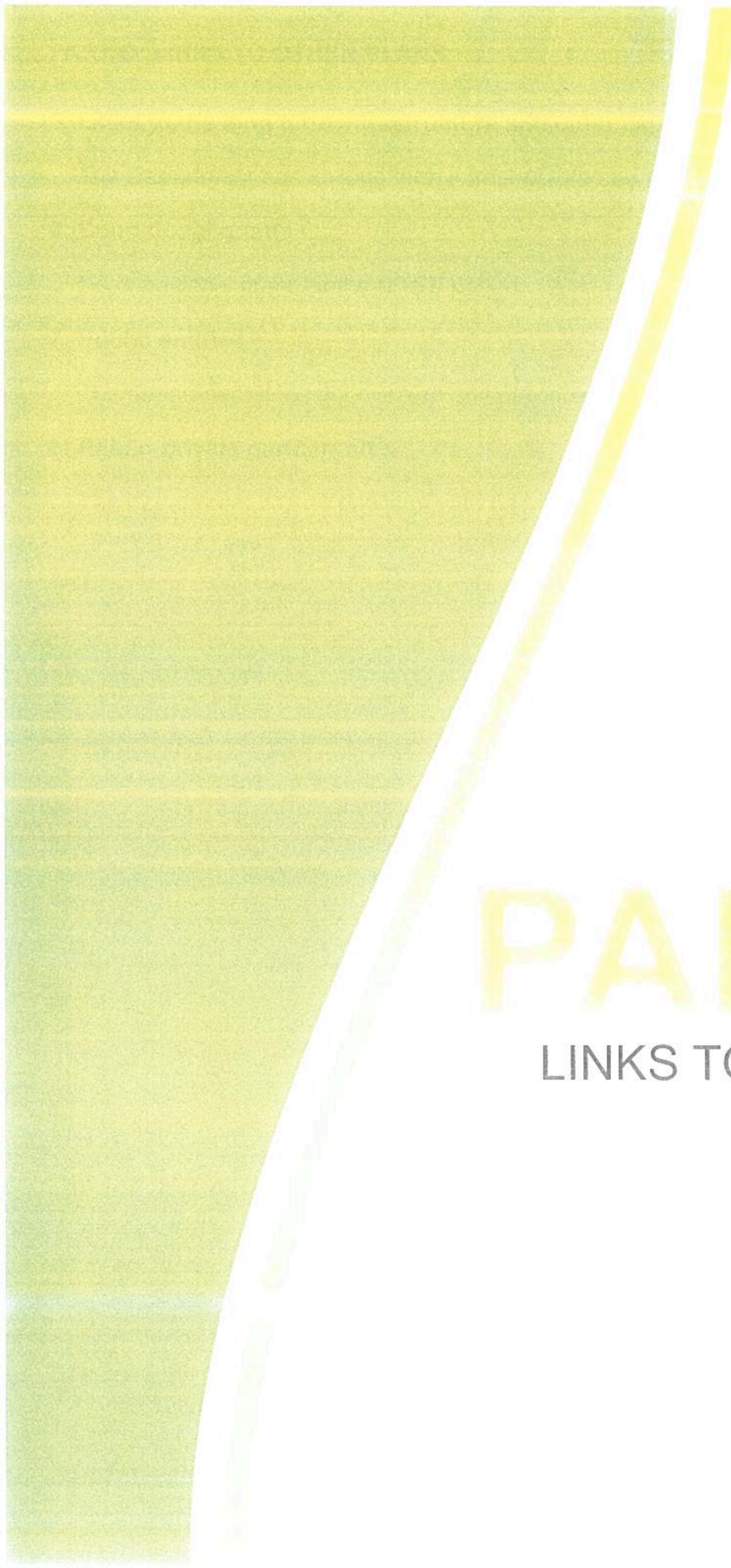
Programme 4 Performance indicators		⁵ Audited/Actual performance			Estimated performance 2011/12	Medium-term targets			
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15	
Strategic Objective 1: To achieve clean audits in 13 Provincial departments and 8 Public Entities by 2014									
Indicators contribute towards the Limpopo Employment Growth and Development Plan (LEGDP) key action programme on Corporate Governance (Internal Audit capacity and Capability)									
14	Number of votes monitored in the implementation of internal audit findings and recommendations to achieve improved internal controls in departments	No baseline	No baseline	Reviewed internal audit reported findings for implementation	12	12	12	12	
15	Number of votes audited by the Provincial Internal Audit in compliance with the approved risk based audit plan to achieve improved internal controls in departments	No baseline	No baseline	92 % compliance with the approved annual audit plan. 144 out of a planned 155 audit projects (92.09%) were completed	12	12	12	12	

4.4.3 PROGRAMME 4 QUARTERLY TARGETS FOR 2012/13

Programme 4 Performance indicators		Reporting period	Annual target 2012/13	Quarterly targets			
				1 st	2 nd	3 rd	4 th
Strategic Objective 1: To achieve clean audits in 13 Provincial departments and 8 Public Entities by 2014							
1	Number of courses conducted on transversal systems in line with National Treasury standards and financial management courses in line with SAQA	Quarterly	96 (transversal systems)	30	30	18	18
		Quarterly	8 (financial Management)	2	2	2	2
2	Number of Skills audit conducted in respect of all finance staff within offices of Chief Financial Officers in Provincial Departments and Public Entities	Quarterly	1	N/A	1	N/A	N/A
3	Number of long-term financial management programme rolled out to Provincial Departments and Public Entities	Quarterly	1	N/A	N/A	N/A	1
4	Number of votes monitored in resolving AG audit findings to improve audit outcomes	Quarterly	13	13	13	13	13

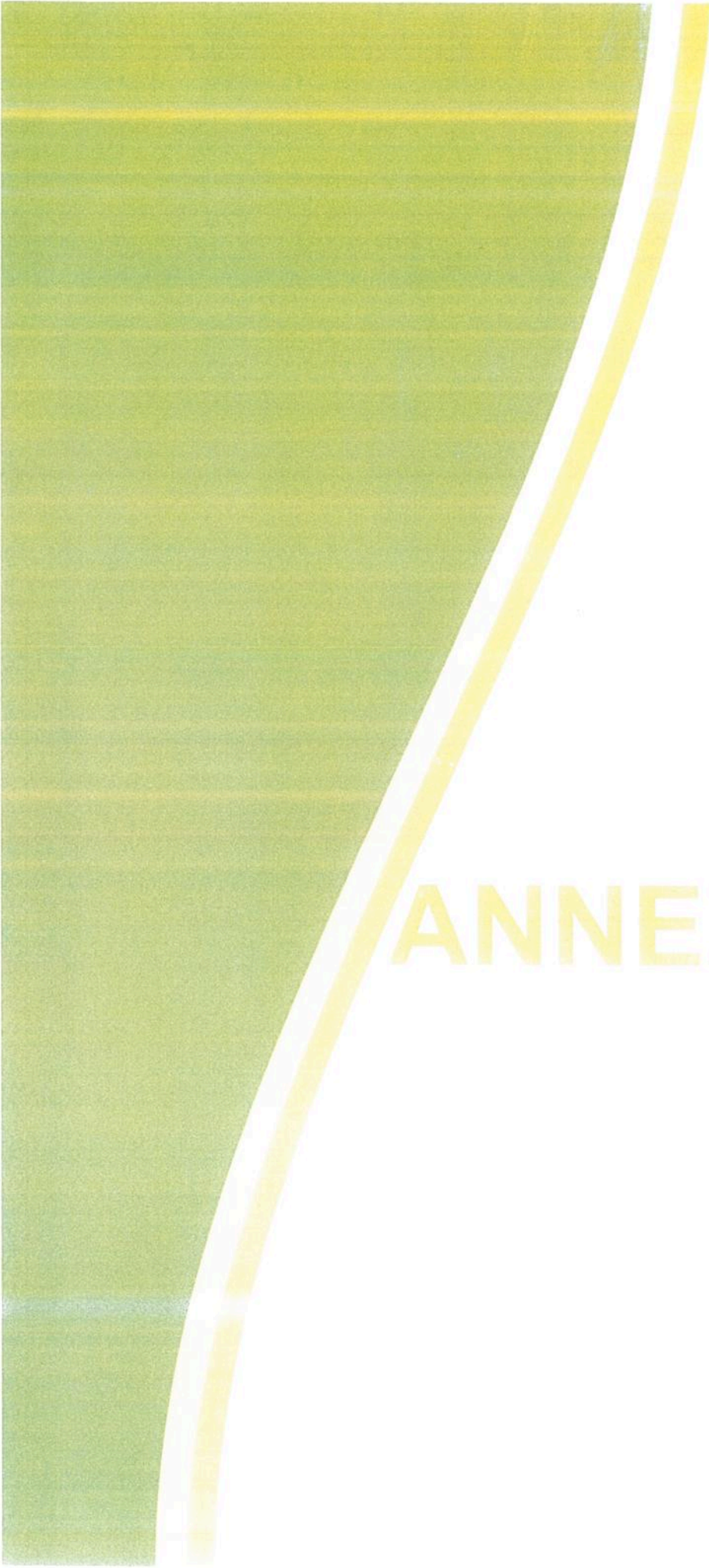
Programme 4 Performance indicators		Reporting period	Annual target 2012/13	Quarterly targets			
				1 st	2 nd	3 rd	4 th
5	Number of audit committee meetings supported	Quarterly	23	4	8	4	7
6	Number of votes supported with regards to SCoPA matters	Quarterly	13	13	13	13	13
7	Number of departments assessed for compliance with transversal financial policies	Quarterly	12	12	12	12	12
8	Number of votes and public entities supported in preparing annual financial statements in line with the PFMA.	Annually	13 (votes) 8 (public entities)	13 (votes) 8 (public entities)	13 (votes) 8 (public entities)	13 (votes) 8 (public entities)	13 (votes) 8 (public entities)
9	Number of consolidated Annual financial statements for votes and for public entities prepared and submitted to the Auditor General	Annually	4 AFS for Votes (2008/09, 2009/10, 2010/11 & 2011/12)	3	1	N/A	N/A
		Annually	3 AFS for Public Entities 2009/10, 2010/11 & 2011/12)	2	1	N/A	N/A
10	Number of Annual Financial Statement prepared for Tribal Levies and Trust Accounts.	Annually	9	8	1	N/A	N/A

Programme 4 Performance indicators		Reporting period	Annual target 2012/13	Quarterly targets			
				1 st	2 nd	3 rd	4 th
11	Number of votes and public entities assessed on Risk Management Performance	Quarterly	21	21	21	21	21
12	Number of Provincial Risk Profiles monitored	Quarterly	1	1	1	1	1
13	Number of votes and public entities assessed in implementing reviewed and improved high risk financial process internal control procedures	Quarterly	21	21	21	21	21
14	Number of votes monitored in the implementation of internal audits findings and recommendations to achieve improved internal controls in departments	Quarterly	12	12	12	12	12
15	Number of votes audited by the Provincial Internal Audit in compliance with the approved 2012/13 risk based audit plan to achieve improved internal controls in departments	Quarterly	12	12	12	12	12



PART C

LINKS TO OTHER PLANS



ANNEXURES

ANNEXURES

ANNEXURE 1: TECHNICAL INDICATORS FOR PROGRAMME 1

Technical Indicator Definitions

Strategic outcome oriented Goal 1: Effective and efficient administrative support in the department.

Indicator number	1
Indicator title	Number of reports submitted to Provincial Legislature in line with legislative requirements
Short definition	MEC's oversight role on performance of LPT 4 section 71 reports and quarterly and annual performance reports to Legislature
Purpose/importance	To adhere to statutory compliance of the MEC's oversight role on performance of LPT by reporting to Legislature, NCOP, Constituency office and other Stakeholders in order to enhance service delivery.
Source/collection of data	Primary and secondary sources (PERSAL, VULINDLELA, BAS and relevant stakeholders)
Method of calculation	Quantitative and qualitative
Data limitations	None
Type of indicator	output
Calculation type	Non- cumulative
Reporting cycle	Quarterly and annually
New indicator	No, this is not a new indicator
Desired performance	Actual performance as per target is desirable
Indicator responsibility	Senior Manager: MEC Support Services

Indicator number	2
Indicator title	Number of documents tabled in the Provincial Legislature
Short definition	MEC's oversight role on performance of LPT Annual Report, Consolidated AFS, Adjustment Estimates, Main Appropriation Bill and Annual Performance Report
Purpose/importance	To adhere to statutory compliance of the MEC's oversight role on performance of LPT by reporting to Legislature, NCOP, Constituency office and other Stakeholders in order to enhance service delivery.
Source/collection of data	Primary and secondary sources (PERSAL, VULINDLELA, BAS and relevant stakeholders)
Method of calculation	Quantitative and qualitative
Data limitations	None
Type of indicator	outcome
Calculation type	Non- cumulative
Reporting cycle	Quarterly and annually
New indicator	No, this is not a new indicator
Desired performance	Actual performance as per target is desirable
Indicator responsibility	Senior Manager: MEC Support Services

Indicator number	3
Indicator title	Number of programmes monitored for compliance to institutional arrangements
Short definition	To provide efficient and effective support for administrative commitments of the department
Purpose/importance	To adhere to institutional arrangements so as to enhance service delivery.
Source/collection of data	Primary and secondary sources (PERSAL, VULINDLELA, BAS and relevant stakeholders, minutes of meetings)
Method of calculation	Qualitative and quantitative analysis (Conversation, Global and Statistical analysis)
Data limitations	None
Type of indicator	Output/outcome
Calculation type	Non- cumulative
Reporting cycle	Quarterly and annually
New indicator	No, this is not a new indicator
Desired performance	Actual performance as per target is desirable
Indicator responsibility	Senior Manager: HoD Support Services

Indicator number	4
Indicator title	Number of HR Strategies / Plans implemented in line with the approved HR Plan
Short definition	Implementation of Recruitment and Retention Strategy, Organizational Development, PMS Strategy, Equity Plan, HRD Strategy, Employee Health and Wellness Strategic Framework and Batho Pele.
Purpose/importance	To facilitate the decrease in vacancy rate on funded posts, compliance with equity plan, training and development and promote employee health and wellness in an effort to enhance service delivery.
Source/collection of data	PERSAL, VULINDLEL, BAS and relevant stakeholders
Method of calculation	Statistics analysis
Data limitations	None
Type of indicator	output
Calculation type	Non-cumulative
Reporting cycle	Quarterly and annually
New indicator	No, this is not a new indicator
Desired performance	Actual performance as per target is desirable
Indicator responsibility	General Manager: Corporate Services

Indicator number	5
Indicator title	Number of programmes supported and monitored in the implementation of Enterprise Risk Management plan to provide reasonable assurance on the achievement of set objectives.
Short definition	Facilitation on identification, assessment and mitigation of strategic risks.
Purpose/importance	To limit the effect of risks in order to enhance service delivery.
Source/collection of data	Progress reports by programmes, Departmental Risk Register
Method of calculation	Statistical analysis
Data limitations	Risks may be incorrectly identified by risk owners
Type of indicator	output
Calculation type	Non cumulative
Reporting cycle	Quarterly and annually
New indicator	No, this is not a new indicator
Desired performance	Actual performance as per the target is desirable
Indicator responsibility	Senior Manager: Enterprise Risk Management

Indicator number	6
Indicator title	Number of Policy Dialogue Forums
Short definition	Policy Dialogue Forums held quarterly with relevant stakeholder
Purpose/importance	The Policy Dialogue Forums objectives are knowledge sharing and involvement of citizens of Limpopo in policy analysis by debating the appropriateness of policies in place
Source/collection of data	Policy Dialogue Forum Reports
Method of calculation	Qualitative and quantitative analysis
Data limitations	Accurate capturing of proceedings of the Forum
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes it is a new indicator
Desired performance	Actual performance as per target or higher is desirable
Indicator responsibility	Senior Manager: MEC Support Services

Indicator number	7
Indicator title	Number of Information Management Strategies implemented and monitored for improved information management in the department
Short definition	Implementation of the Communication and Records Management Strategies,
Purpose/importance	To facilitate professional internal and external communication as well as management of LPT records.
Source/collection of data	Interactive communication
Method of calculation	Qualitative and quantitative analysis
Data limitations	None
Type of indicator	output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No, this is not a new indicator
Desired performance	Actual performance as per target is desirable
Indicator responsibility	Senior Manager: Communication Services Senior Manager: Records Management

Indicator number	8
Indicator title	Number of buildings provided with auxiliary services in line with the GIAMA Plan
Short definition	Facilitation and provisioning of logistical and office support services that includes cleaning services, building maintenance, allocation of offices and provision of telecommunication
Purpose/importance	Provide necessary support to our internal and external clients on cleaning services, building maintenance, allocation of offices and provision of telecommunication
Source/collection of data	Telephone statement, cleaning routine forms, registers for building maintained plan on office allocation
Method of calculation	Quantitative and qualitative analysis
Data limitations	None
Type of indicator	Out-put
Calculation type	Non - cumulative
Reporting cycle	Quarterly and annually
New indicator	No, this is not a new indicator
Desired performance	Actual performance as per the target is desirable
Indicator responsibility	Senior Manager: Records Management & Auxiliary Services

Indicator number	9
Indicator title	Number of implementation reports on prioritised SISP projects in line with Operational Plan
Short definition	Implementation of prioritised SISP projects in the department
Purpose/importance	To improve on information management and use of technology in the department
Source/collection of data	Branches in the department and SITA
Method of calculation	Quantitative and qualitative
Data limitations	None
Type of indicator	Outputs
Calculation type	Cumulative
Reporting cycle	Quarterly and annually
New indicator	No, this is not a new indicator
Desired performance	Targeted performance will only be accepted
Indicator responsibility	Senior Manager: GITO

Indicator number	10
Indicator title	Number of Security Policies and Investigation Strategies implemented and monitored for improved information and physical security; and prevention of fraud and corruption
Short definition	Personnel suitability checks, vetting, investigations and prevention of fraud and corruption conducted on all prospective employees
Purpose/importance	Intended to show that all prospective employees are screened in order to minimize security risks for Provincial Treasury
Source/collection of data	Applications for employment & CV's
Method of calculation	Personnel suitability checks conducted v/s not conducted
Data limitations	Limited to the data as supplied by the institutions
Type of indicator	Outputs
Calculation type	Non cumulative
Reporting cycle	Quarterly
New indicator	No, this is not a new indicator
Desired performance	Actual performance as per the target is desirable
Indicator responsibility	Senior Manager: Security and Investigation Services

Indicator number	11
Indicator title	Number of IYM reports compiled in line with National Treasury prescripts to monitor expenditure
Short definition	Reporting on expenditure against the allocated budget.
Purpose/importance	To indicate possible areas of under - spending/over - spending in the department.
Source/collection of data	BAS, Vulindlela & PERSAL reports
Method of calculation	Quantitative and qualitative
Data limitations	None
Type of indicator	Indicates compliance with the legislative requirement.
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No, this is not a new indicator
Desired performance	% under-spending/over spending to be less than 2%.
Indicator responsibility	SM: Management Accounting

Indicator number	12
Indicator title	Number of successful closure of books in line with National Treasury prescripts
Short definition	Systematic recording and maintenance of the financial transactions
Purpose/importance	For the compilation of a credible financial statements
Source/collection of data	Bank reconciliation statements, payments registers and financial statements
Method of calculation	Qualitative and Quantitative
Data limitations	None
Type of indicator	output
Calculation type	Non-cumulative
Reporting cycle	Monthly, Quarterly and yearly
New indicator	No, this is not a new indicator
Desired performance	As per target on the APP
Indicator responsibility	SM: Financial Accounting

Indicator number	13
Indicator title	Number of departmental plans and performance reports developed in line with National Treasury Frameworks
Short definition	Departmental planning and M&E processes that are in line with National Treasury Performance Information and Planning Framework
Purpose/importance	The indicator tracks the Department's compliance to the planning and performance information frameworks and ensures that there is integrated planning and outcomes based performance monitoring for effective and efficient service delivery
Source/collection of data	Strategic Plan, Annual Performance Plan, Quarterly and Annual Reports
Method of calculation	Qualitative and quantitative analysis
Data limitations	None
Type of indicator	The indicator measures outputs (Strategic Plan, Annual Performance Plan, Quarterly reports)
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No, this is not a new indicator
Desired performance	Integrated planning that is aligned to planning frameworks is desired and will improve the compliance rate and service delivery by the Department.
Indicator responsibility	SM: Strategic Operations and Policy Coordination

Indicator number	14
Indicator title	Number of surveys conducted to evaluate support provided by LPT to departments, municipalities and public entities
Short definition	4 surveys conducted per annum (1 per quarter) to evaluate the value of the support provided to departments, municipalities and public entities by the three transversal programmes within LPT
Purpose/importance	To assist LPT to identify weaknesses in the support provided to departments, municipalities and public entities so that corrective measures and improvement plans can be put in place to improve on the support
Source/collection of data	Surveys will be conducted in departments, municipalities and public entities by use of questionnaires and or face to face interviews
Method of calculation	Adding the total number of surveys conducted
Data limitations	Accuracy of information provided by the survey participants
Type of indicator	The indicator measures outputs
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes this is a new indicator
Desired performance	Actual performance as per target or higher is desired
Indicator responsibility	SM: Strategic Operations and Policy Coordination

Indicator number	15
Indicator title	Number of strategic sourcing, maintenance and disposal plans implemented in line with SCM prescripts
Short definition	All requisitions received processed in line with applicable SCM prescripts.
Purpose/importance	Ensure procurement is done in a fair, transparent, cost effective, efficient and effective manner.
Source/collection of data	Database, contracts, SCM prescripts, e.g. Practice notes, PPPFA
Method of calculation	Qualitative and quantitative
Data limitations	Non availability if electronic supplier database
Type of indicator	Outputs
Calculation type	Non-cumulative
Reporting cycle	Monthly, Quarterly
New indicator	This is a new indicator
Desired performance	All requisitions received processed in line with SCM prescripts to enhance service delivery
Indicator responsibility	SM: Supply Chain Management

ANNEXURE 2: TECHNICAL INDICATORS FOR PROGRAMME 2

Technical Indicator Definitions

Strategic outcome oriented Goal 2: Responsive, accountable, effective and efficient provincial and local government system

Indicator number	1
Indicator title	Number of Research documents produced to align the Provincial Fiscal Policy
Short definition	Economic and Social outlook report, Economic bulletins published quarterly and Medium Term Budget Policy statement (MTBPS) annually and Budget Overview
Purpose/importance	Provincial resources are allocated according to the needs of the province(Provincial Socio-Economic Status)
Source/collection of data	Statistics South Africa and Quantec Research Pty Ltd
Method of calculation	Statistical analysis
Data limitations	None
Type of indicator	Outputs
Calculation type	Cumulative and non cumulative
Reporting cycle	Annual and Quarterly
New indicator	No, this is not a new indicator
Desired performance	A provincial budget directed to improving the socio-economic status of the citizens of Limpopo Province.
Indicator responsibility	Senior Manager:Macro Economic Analysis

Indicator number	2
Indicator title	Number of Revenue and debt management reports to ensure collection of budgeted revenue and recovery of outstanding debts
Short definition	Report on progress of revenue collection by 13 Departments to ensure collection of revenue and recovery of debts in the province
Purpose/importance	Ensure attainment of set targets
Source/collection of data	Monthly and quarterly reports
Method of calculation	Quantitative
Data limitations	No data limitations
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly and Annually
New indicator	No, this is not a new indicator
Desired performance	Maximization of revenue generation by maintaining current revenue and identification of sustainable new sources.
Indicator responsibility	Senior Manager: Fiscal Development

Indicator number	3
Indicator title	Number of budget documents compiled, tabled and gazetted in line with the set standards and National Treasury guidelines (Main Appropriation Bill and Adjustment Budget)
Short definition	Examination of baselines to ensure alignment with set priorities
Purpose/importance	Credibility of provincial budgets
Source/collection of data	Budget documents (Budget Statements, Appropriation Bills and Schedules, Citizen Guides, etc.)
Method of calculation	13 budget votes
Data limitations	None
Type of indicator	Outputs
Calculation type	Qualitative and quantitative
Reporting cycle	Quarterly and Annually
New indicator	No, this is not a new indicator
Desired performance	Improved alignment of budget to priorities
Indicator responsibility	Senior Manager: Budget Management

Indicator number	4
Indicator title	Number of departments and public entities monitored and supported in the implementation of planning and performance information frameworks to ensure achievement of set targets
Short definition	Provide policy advice, effective technical and strategic support on financial and non financial management.
Purpose/importance	Allocated budget spent on intended purpose
Source/collection of data	APP and Budget Book
Method of calculation	Quantitative and qualitative
Data limitations	None
Type of indicator	Output
Calculation type	Non cumulative
Reporting cycle	Quarterly and Annually
New indicator	No, this is not a new indicator
Desired performance	Departmental and public entities outputs in line with respective APP's
Indicator responsibility	Senior Manager: Public Finance

Indicator number	5
Indicator title	Number of provincial in year monitoring reports produced in line section 32 of PFMA to ensure that 13 departments spend within 98 - 100% of their allocated budgets
Short definition	Monthly and Quarterly expenditure analysis and spending trends
Purpose/importance	Departments spend within allocated budget
Source/collection of data	In year monitoring reports and Budget Book
Method of calculation	13 reports for 4 quarters
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly, Quarterly and Annually
New indicator	No, this is not anew indicator
Desired performance	Departments spending within allocated budgets
Indicator responsibility	Senior Manager: Public Finance

Indicator number	6
Indicator title	Number of infrastructure departments monitored and supported in the implementation of IDIP.
Short definition	Monthly meetings and Interventions through Technical Assistants in the implementation of established and systematic Infrastructure Delivery Management Systems. Consolidated progress reports and analysis.
Purpose/importance	Promote efficient and effective infrastructure delivery methodologies, budget alignment, HR capacity, and improved procurement systems.
Source/collection of data	IDIP Governance Structure Meetings/minutes and Infrastructure Meetings minutes
Method of calculation	Quantitative and Qualitative
Data limitations	None
Type of indicator	Output
Calculation type	Non cumulative
Reporting cycle	Monthly and quarterly
New indicator	Yes, this is a new indicator
Desired performance	Infrastructure Departments adopt IDIP and IDMS methodologies in infrastructure delivery.
Indicator responsibility	Senior Manager: Infrastructure Management

Indicator number	7
Indicator title	Number of departments monitored on Infrastructure expenditure to improve infrastructure service delivery
Short definition	Monthly and Quarterly Infrastructure Expenditure Reporting Models (IRMs) monitored. Reports consolidated and analysed.
Purpose/importance	Monitor spending in departments in line with the norm (+-8.33% per month, 25% per quarter). Propose Early Interventions where required.
Source/collection of data	Monthly and quarterly IRM reports
Method of calculation	Quantitative
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly and quarterly
New indicator	No, this is not a new indicator
Desired performance	Departments' spending in terms of the norm which is +-8.33% per month (25% per quarter), ie spending 98 – 100% of the infrastructure budget annually
Indicator responsibility	Senior Manager: Infrastructure Management

Indicator number	8
Indicator title	Number of departmental infrastructure plans assessed to ensure alignment to LEGDP and Provincial Integrated Infrastructure Master Plan,
Short definition	Assessments of infrastructure plans for 7 infrastructure departments
Purpose/importance	To promote that budget allocations be made to provincial priorities and are informed by a spatial and integrated view.
Source/collection of data	Departmental Infrastructure plans
Method of calculation	Quantitative and Qualitative
Data limitations	None
Type of indicator	Output
Calculation type	Non cumulative
Reporting cycle	Annually
New indicator	No, this is not a new indicator
Desired performance	Department's infrastructure plans reflect both National, Provincial and Municipal priorities. Infrastructure Projects to be implemented are properly appraised.
Indicator responsibility	Senior Manager: Infrastructure Management

Indicator number	9
Indicator title	Number of existing PPP projects for departments and municipalities monitored and supported in line with Treasury Regulation 16
Short definition	Support and monitor departments and municipalities to comply with PPP regulatory framework
Purpose/importance	This indicator ensures that the departments and municipalities comply with PPP regulatory framework when they implement PPP projects
Source/collection of data	PPP Guidelines, TR 16, project meetings minutes and reports
Method of calculation	Qualitative and quantitative
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly and Annually
New indicator	No, this is not a new indicator
Desired performance	The provincial departments and municipalities procure infrastructure and services through PPP and comply with regulatory framework
Indicator responsibility	Senior Managers: PPP

Indicator number	10
Indicator title	Number of Municipalities monitored and supported on budget process and documentation, financial management and governance
Short definition	Municipalities and their entities supported on the budget process, Financial Management areas that include Municipal Budget Reporting Regulations implementation, Debt management, Audit files, Action plans, Asset management and Municipal Internship programme; Corporate governance matters that include the implementation of Risk Management Framework, Compliance with the National Treasury's Internal Audit Framework and International Professional Practice Framework and best practices.
Purpose/importance	Enables the Provincial Treasury to measure the effectiveness of financial management in municipalities
Source/collection of data	Municipalities' MTREF budgets and In year monitoring submitted by the municipalities to the Provincial Treasury, as well as Information obtained from the municipalities through assessments conducted and support provided
Method of calculation	None
Data limitations	Inability of municipalities to provide data
Type of indicator	The indicator measures the efficiency of the financial management in municipalities
Calculation type	Non cumulative
Reporting cycle	Quarterly
New indicator	No, this is not a new indicator
Desired performance	Attainment of set annual target
Indicator responsibility	Senior Manager: Financial Planning and Budget Senior Manager: Accounting and Reporting Senior Manager: Compliance and Capacity Building

ANNEXURE 3: TECHNICAL INDICATORS FOR PROGRAMME 3

Technical Indicator Definitions

Strategic outcome oriented Goal 2: Responsive, accountable, effective and efficient provincial and local government system

Indicator number	1
Indicator title	Number of Inventory Management Monitoring and Support Reports to improve the effectiveness, efficiency and economical Inventory Management
Short definition	Monitor, support and report on the compilation and maintenance of Inventory Registers.
Purpose/importance	To ensure sound financial management
Source/collection of data	Provincial departments
Method of calculation	Quantitative and qualitative
Data limitations	Credibility of reports from departments
Type of indicator	Outputs
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No, this is not a new indicator
Desired performance	Inventory Registers are necessary to render accountability on inventory expenditure and to enhance efficient service delivery in the province.
Indicator responsibility	Senior Manager: Provincial Asset Management

Indicator number	2
Indicator title	Number of Asset Management Monitoring and Support Reports to improve the effectiveness, efficiency and economical Asset Management
Short definition	Monitor, support and report on the compilation and maintenance of Asset Registers. Conduct assessments on the economic utilization and safeguarding of assets.
Purpose/importance	To ensure sound financial management
Source/collection of data	Provincial departments
Method of calculation	Qualitative and quantitative
Data limitations	Credibility of reports from departments
Type of indicator	Outputs
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No, this is not a new indicator
Desired performance	Asset Registers are necessary to render accountability on capital expenditure and to enhance efficient service delivery in the province.
Indicator responsibility	Senior Manager: Provincial Asset Management

Indicator number	3
Indicator title	Number of cash forecasting and implementation reports to ensure that departments spend within available funds.
Short definition	Determining and funding the cash requirements of the departments over short, medium and long-term.
Purpose/importance	To determine and plan the funding of the cash requirements of the departments over the short, medium and long-term.
Source/collection of data	Provincial departments AFSs, Section 40(4)(a) reports, Unauthorised Expenditure Act, Budget Statement, Bank accounts Statements and IYM.
Method of calculation	Quantitative and qualitative
Data limitations	Compliance by departments
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Weekly, Monthly, Quarterly and annually
New indicator	No, this is not a new indicator
Desired performance	Fiscal discipline, Achievements of targets within appropriated budget.
Indicator responsibility	Senior Manager: Banking and Cash Flow Management

Indicator number	4
Indicator title	Number of banking services reports on technical support provided to 13 departments
Short definition	Attending to banking queries from departments and liaising with the contracted bank for smooth cash management in provincial departments.
Purpose/importance	To ensure that the contracted bank meets its commitments to the Service Level Agreement
Source/collection of data	Signed Banking Contract, Service Level Agreement, minutes of the meetings, departments and the bank.
Method of calculation	Quantitative and qualitative
Data limitations	Compliance and cooperation of both departments and the bank.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly, Quarterly, bi-annually and annually
New indicator	No, this is not a new indicator
Desired performance	To have all Service Level Agreement targets met
Indicator responsibility	Senior Manager: Banking and Cash Flow Management

Indicator number	5
Indicator title	Number of Annual Financial Statements and reconciliation statements produced (Provincial Revenue Fund (PRF), Bank Charges, Interest and Own Revenue Account) to ensure unqualified audit opinion on PRF.
Short definition	Accounting for Provincial Revenue Fund/Exchequer Account.
Purpose/importance	Accountability for the public funds
Source/collection of data	Provincial Revenue Fund database (BAS), Bank Statements
Method of calculation	Quantitative and qualitative
Data limitations	Un-updated reconciliations, System performance, Skills and commitment of staff.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly, Quarterly and annually
New indicator	No, this is not a new indicator
Desired performance	Getting unqualified audit opinion on Provincial Revenue Fund
Indicator responsibility	Senior Manager: Banking and Cash Flow Management

Indicator number	6
Indicator title	Number of SCM Prescripts developed and enforced to ensure transparent, equitable, fair, competitive and cost-effective procurement system in the province
Short definition	Regulate SCM compliance in the province
Purpose/importance	Ensure effective and efficient implementation of SCM prescripts by provincial departments and public entities.
Source/collection of data	National Treasury.
Method of calculation	Existing SCM policies and guidelines
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly and Annually
New indicator	No, this is not a new indicator
Desired performance	Increased SCM compliance
Indicator responsibility	Senior Manager: SCM Policy Development and Implementation

Indicator number	7
Indicator title	Number of Provincial Departments and Public Entities assessed on SCM compliance
Short definition	Increased SCM compliance
Purpose/importance	To identify areas of non- compliance to SCM prescripts.
Source/collection of data	Provincial departments and public entities
Method of calculation	SCM assessment reports.
Data limitations	None
Type of indicator	Output
Calculation type	Number of Departments and Public Entities
Reporting cycle	Quarterly and Annually
New indicator	No, this is not a new indicator
Desired performance	Increased SCM compliance
Indicator responsibility	Senior Manager: SCM Policy Development and Implementation

Indicator number	8
Indicator title	Number of Provincial Departments and Public Entities monitored on SCM compliance
Short definition	Increased SCM compliance
Purpose/importance	To track progress on identify areas of non- compliance to SCM prescripts.
Source/collection of data	Provincial departments and public entities
Method of calculation	Action Plan
Data limitations	None
Type of indicator	Output
Calculation type	Number of Departments and Public Entities
Reporting cycle	Quarterly and Annually
New indicator	No, this is not a new indicator
Desired performance	Increased SCM compliance
Indicator responsibility	Senior Manager: SCM Policy Development and Implementation

Indicator number	9
Indicator title	Number of Departments trained on SCM Bid Committee Systems
Short definition	Competency Building
Purpose/importance	Competency building in SCM practitioners
Source/collection of data	In-house and external SCM service providers
Method of calculation	Attendance registers
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly and Annually
New indicator	Yes this is a new indicator
Desired performance	Competent SCM practitioners
Indicator responsibility	Senior Manager: SCM Policy Development and Implementation

Indicator number	10
Indicator title	Number of SCM Forums held to support departments and public entities
Short definition	Increased SCM compliance and best practice
Purpose/importance	Platform for sharing SCM Best Practices.
Source/collection of data	Provincial departments and public entities
Method of calculation	SCM Forum minutes
Data limitations	None
Type of indicator	Output
Calculation type	Number of Departments and Public Entities
Reporting cycle	Quarterly and Annually
New indicator	No, this is not a new indicator
Desired performance	Increased SCM compliance
Indicator responsibility	Senior Manager: SCM Policy Development and Implementation

Indicator number	11
Indicator title	Number of existing bids evaluated in line with prescripts to ensure transparent, equitable, fair, competitive and cost-effective procurement system in the province.
Short definition	This is about the awarding of transversal contract on goods and services for use by the provincial government.
Purpose/importance	To award transversal contracts for execution by departments
Source/collection of data	<u>Source:</u> Departments and Service providers/Suppliers. <u>Data Collection:</u> Through monthly reporting by departments.
Method of calculation	Qualitative
Data limitations	None and late submission of necessary information by stakeholders;
Type of indicator	Outcomes
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Continues without change from the previous year.
Desired performance	Higher performance is desirable
Indicator responsibility	Senior Manager: Demand & Acquisition Management

Indicator number	12
Indicator title	Number of reports on compliance to transversal contracts by departments & suppliers issued.
Short definition	This is about monitoring the execution by departments of the awarded transversal contracts as well as performance by supplier as per Service Level Agreements
Purpose/importance	To monitor execution of transversal contracts by departments to avoid deviations which lead to unnecessary litigations emanating from signed Service Level Agreements
Source/collection of data	<u>Source:</u> Departments and Service providers/Suppliers. <u>Data Collection:</u> Through monthly reporting by departments.
Method of calculation	Quantitative and qualitative
Data limitations	None and late submission of necessary information by stakeholders;
Type of indicator	Outcomes
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes, this is a new indicator
Desired performance	Higher performance is desirable
Indicator responsibility	Senior Manager: Demand & Acquisition Management

Indicator number	13
Indicator title	Number of SMMEs skilled on bidding with government
Short definition	SMME Development
Purpose/importance	To increase participation of SMMEs from previously disadvantaged rural communities in government bidding process.
Source/collection of data	Provincial SMME database.
Method of calculation	Skills development interventions will be conducted in all the districts
Data limitations	Unlimited
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	Yes this is a new indicator
Desired performance	Increased participation by SMMEs from rural areas.
Indicator responsibility	Senior Manager: SCM Advice Centres

Indicator number	14
Indicator title	Number SMME's assessed on their capacity to deliver on government procurement
Short definition	SMME's supplier development
Purpose/importance	Evaluate small enterprise's capacity to deliver on government procurement with the view to either capacitate them or link them to relevant government institutions for further development.
Source/collection of data	Provincial departments and entities SMME's supplier database
Method of calculation	Number of feedback reports from the feeder client departments
Data limitations	Limited- depending on the cooperation of provincial departments and entities to give evaluation feedback to Treasury.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No, this is not a new indicator
Desired performance	SMME's suppliers' ability to deliver on government contracts improved.
Indicator responsibility	Senior Manager: SCM Advice Centres

Indicator number	15
Indicator title	Number of reports on financial systems utilization produced and analysed
Short definition	Monitoring of departments on utilization of financial systems
Purpose/importance	To provide support and monitor provincial departments on the use of financial system
Source/collection of data	National Treasury, Provincial Departments and SITA
Method of calculation	Quantitative and qualitative
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly and annually
New indicator	No, this is not a new indicator
Desired performance	Targeted performance will only be accepted
Indicator responsibility	Senior Manager: Financial Systems Administration

Indicator number	16
Indicator title	% implementation of IFMS asset module in departments
Short definition	Implementation of Integrated Financial Management System (IFMS) in 4 departments
Purpose/importance	To improve on financial management
Source/collection of data	National Treasury
Method of calculation	Quantitative and qualitative
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly and annually
New indicator	No, this is not a new indicator
Desired performance	Targeted performance will only be accepted
Indicator responsibility	Senior Manager: Financial Systems Development

ANNEXURE 4: TECHNICAL INDICATORS FOR PROGRAMME 4

Technical Indicator Definitions

Strategic outcome oriented Goal 2: Responsive, accountable, effective and efficient provincial and local government system

Indicator number	1
Indicator title	Number of courses conducted on transversal systems in line with National Treasury standards and financial management courses in line with SAQA
Short definition	Financial management capacity building through training courses
Purpose/importance	Improve financial management skills in the province
Source/collection of data	Departments, Public Entities, Service Providers, Training schedules, attendance registers
Method of calculation	Quantitative
Data limitations	Data is dependent on budget and availability of trainers, service providers and training venues
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Monthly, Quarterly and annually
New indicator	No, this is not a new indicator
Desired performance	100% achievement is required
Indicator responsibility	Senior Manager: Financial Training

Indicator number	2
Indicator title	Number of skills audit in respect of financial management staff within offices of Chief Financial Officers in Provincial Departments and Public Entities.
Short definition	Capacity building on financial management
Purpose/importance	Improve financial management skills in the province
Source/collection of data	Service providers, departments and public entities
Method of calculation	Qualitative
Data limitations	Data is dependent on compliance by Departments and Public Entities
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes, this is a new indicator
Desired performance	100% achievement as per set target is required
Indicator responsibility	Senior Manager: Financial Training

Indicator number	3
Indicator title	Number of long-term financial management programmes rolled out to Provincial Departments and Public Entities
Short definition	Financial management capacity building through long term financial management programme
Purpose/importance	Improve financial management skills in the province
Source/collection of data	Departments, Public Entities, Service Providers, Training schedules, attendance registers
Method of calculation	Quantitative
Data limitations	Data is dependent on budget and availability participants to the programme
Type of indicator	Output indicator
Calculation type	Non Cumulative
Reporting cycle	Monthly, Quarterly and annually
New indicator	Yes, this is a new indicator
Desired performance	95% or more achievement is required
Indicator responsibility	Senior Manager: Financial Training

Indicator number	4
Indicator title	Number of votes monitored in resolving AG audit findings to improve audit outcomes
Short definition	Monitor votes in resolving audit findings
Purpose/importance	Strive towards attainment of clean audits in provincial departments/votes
Source/collection of data	Accounting records, Auditor General's reports
Method of calculation	Quantitative and qualitative
Data limitations	Availability of action plans to resolve audit findings
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Quarterly and annually
New indicator	Continues without change from the previous year
Desired performance	100% achievement as per set target is required
Indicator responsibility	Senior Manager: Norms & Standards

Indicator number	5
Indicator title	Number of Audit Committee meetings supported to improve governance in departments
Short definition	Arrange logistics for Audit Committee meetings
Purpose/importance	Ensures that meetings of the Audit committee take place as planned
Source/collection of data	Request information from votes for compilation of audit committee packs
Method of calculation	Quantitative
Data limitations	None submission of information by votes
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Quarterly and annually
New indicator	Yes, this is a new indicator
Desired performance	100% achievement as per set target is required
Indicator responsibility	Senior Manager: Norms & Standards

Indicator number	6
Indicator title	Number of votes supported with regards to SCoPA matters
Short definition	Monitor implementation of SCoPA resolutions by votes
Purpose/importance	Ensure that resolutions of the Legislature (SCoPA) are implemented
Source/collection of data	Monthly progress report from votes
Method of calculation	Qualitative and quantitative
Data limitations	None submission of progress reports by votes
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Quarterly and annually
New indicator	No, this is not a new indicator
Desired performance	100% achievement as per set target is required
Indicator responsibility	Senior Manager: Norms & Standards

Indicator number	7
Indicator title	Number of departments assessed for compliance with transversal financial policies
Short definition	Assess the application of approved transversal financial policies by provincial votes
Purpose/importance	Ensure that the province complies to PFMA, Accounting Standards and approved policies
Source/collection of data	Transversal and departmental policies
Method of calculation	Qualitative and quantitative
Data limitations	None approval of policies
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes, this is a new indicator
Desired performance	100% achievement as per target is required
Indicator responsibility	Senior Manager: Norms & Standards

Indicator number	8
Indicator title	Number of votes and public entities supported in preparing annual financial statements in line with the PFMA
Short definition	Support votes and public entities in preparation and submission of Annual Financial Statements in line with PFMA
Purpose/importance	To ensure that public funds are properly and timely accounted for.
Source/collection of data	Financial Reports
Method of calculation	Quantitative and qualitative
Data limitations	Non submission of AFS by votes and entities
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Continues without change from the previous year
Desired performance	100% achievement as per target is required
Indicator responsibility	Senior Manager: Provincial Financial Reporting

Indicator number	9
Indicator title	Number of consolidated Annual financial statements for votes and for public entities prepared and submitted to the Auditor General
Short definition	Consolidated AFS for votes and for Public entities prepared and submitted for audit within the prescribed PFMA timeframes
Purpose/importance	To ensure that a provincial financial position is presented
Source/collection of data	Audited votes, public entities and Provincial Revenue Fund AFS
Method of calculation	Quantitative and qualitative
Data limitations	Delays in preparation and audit of the AFS
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Continues without change from the previous year
Desired performance	100% achievement as per set target is required
Indicator responsibility	Senior Manager: Provincial Financial Reporting

Indicator number	10
Indicator title	Number of Traditional Council Annual financial statements prepared and submitted to the Auditor General
Short definition	Traditional Council AFS prepared and submitted for audit
Purpose/importance	To ensure that a Traditional Council financial position is presented
Source/collection of data	Traditional Council records and bank statements
Method of calculation	Quantitative and qualitative
Data limitations	Delays in preparation and audit of the AFS
Type of indicator	Output indicator
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	New indicator
Desired performance	100% achievement as per set target is required
Indicator responsibility	Senior Manager: Provincial Financial Reporting

Indicator number	11
Indicator title	Number of votes assessed on Risk Management Performance
Short definition	This is about the assessment of implementation of risk management principles by votes and entities
Purpose/importance	It ensures that the provincial administration incorporates risk management in its planning in order to mitigate any risks that might impact on service delivery.
Source/collection of data	Strategic Plans and APP's, Annual reports, management reports from officials of votes, public entities.
Method of calculation	Qualitative and quantitative
Data limitations	Data is dependent on votes and public entities submissions.
Type of indicator	Outcome indicator
Calculation type	Non-cumulative
Reporting cycle	Quarterly and annually
New indicator	Continues without change from the previous year
Desired performance	100% or more achievement as per set target is required
Indicator responsibility	Senior Manager: Transversal Risk Management

Indicator number	12
Indicator title	Number of Provincial Risk Profiles monitored
Short definition	This is about the monitoring of the provincial risk profile to ensure high risks mitigated adequately
Purpose/importance	It ensures that the Provincial high risks are identified, mitigated and progress monitored
Source/collection of data	Strategic Plans and APP's, Annual reports, management reports from officials of votes, public entities.
Method of calculation	Qualitative and quantitative
Data limitations	Data is dependent on votes and public entities submissions.
Type of indicator	Outcome indicator
Calculation type	Non-cumulative
Reporting cycle	Quarterly and annually
New indicator	Continues without change from the previous year
Desired performance	100% or more achievement as per set target is required
Indicator responsibility	Senior Manager: Transversal Risk Management

Indicator number	13
Indicator title	Number of votes assessed in implementing reviewed and improved high risk financial process internal control procedures
Short definition	This is about an effective system of internal control
Purpose/importance	It ensures that the province implements the PFMA and complies with Corporate Governance codes and practices.
Source/collection of data	Strategic Plans and APP's, Annual reports, management reports from officials of votes, public entities.
Method of calculation	Qualitative and quantitative
Data limitations	Data is dependent on votes and public entities submissions.
Type of indicator	Outcome indicator
Calculation type	Cumulative
Reporting cycle	Quarterly and annually
New indicator	Continues without change from the previous year
Desired performance	100% or more achievement as per set target is required
Indicator responsibility	Senior Manager: Internal Control

Indicator number	14
Indicator title	Number of votes monitored in the implementation of internal audits findings and recommendations to achieve improved internal controls in departments
Short definition	This is about an effective system of addressing audit findings.
Purpose/importance	It ensures that the province addresses audit outcomes as they relate to risk and internal control in order to avoid repeat findings that could result in unfavourable audit outcomes.
Source/collection of data	Departmental management letters and Audit Reports
Method of calculation	Qualitative and quantitative
Data limitations	Data is dependent on votes and public entities submissions.
Type of indicator	Outcome indicator
Calculation type	Non-cumulative
Reporting cycle	Quarterly and annually
New indicator	Continues without change from the previous year
Desired performance	100% or more achievement as per set target is required
Indicator responsibility	Senior Manager: Internal Control

Indicator number	15
Indicator title	Number of votes audited by the Provincial Internal Audit in compliance with the approved 2012/13 risk based audit plan to achieve improved internal controls in departments
Short definition	Number of Limpopo Votes audited by Provincial Internal Audit in accordance with the approved risk based internal audit plan.
Purpose/importance	To report on the compliance with the risk based audit plan and on the effectiveness of internal controls, risk management and governance in departments.
Source/collection of data	Final Internal Audit reports.
Method of calculation	Simple count of the number of departments for which audit reports have been issued in compliance with the approved risk based internal audit plan and discussed with the respective departmental management teams.
Data limitations	None
Type of indicator	Outputs
Calculation type	The reported performance is non-cumulative
Reporting cycle	Quarterly and annually
New indicator	No, this is not a new indicator
Desired performance	Actual performance that is higher than targeted performance is desirable
Indicator responsibility	Chief Audit Executive

ANNEXURE 5: AMENDED STRATEGIC PLAN 2010/11 TO 2014/15

The amended Strategic Plan 2010/11 to 2014/15 is attached.

