



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

PROVINCIAL TREASURY

Annual Performance Plan 2013/14

Date of tabling

19 March 2013

FOREWORD BY THE MEMBER OF THE EXECUTIVE COUNCIL OF LIMPOPO PROVINCIAL TREASURY

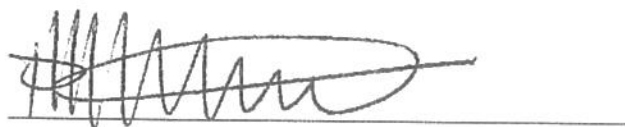
The 2013/14 planning cycle happens within the backdrop of a new strategic framework for growth and development, the National Development Plan 2030, as concluded by the National Planning Commission. This Annual Performance Plan is therefore guided by Limpopo Growth and Development Plan (LEGDP) as informed by the National Development Plan. The Departmental vision of being the best provincial fundraiser, allocator, monitor, manager and evaluator of the Public Finance for socio-economic development in South Africa will propel us towards the achievement of set objectives as outlined in these national and provincial plans.

This planning cycle also comes at time when the section 100 (1) (b) Intervention is continuing with the recovery process. Key recovery projects have been identified for the five affected departments, including the Provincial Treasury.

The Provincial Treasury recovery projects include the following key focus areas:

- i) Re-organising Provincial Treasury through the Organisational Realignment & Learning Project
- ii) Improving Cash Management in the province
- iii) Improving Procurement processes in the province to ensure value for money
- iv) Cost containment measure
- v) Reduction of the Compensation of Employee budget
- vi) Compliance to the payment of invoices within 30 days
- vii) Improving Infrastructure Management
- viii) Strengthening the revenue generation capacity
- ix) Replacement of FINEST system with LOGIS

These focus areas 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.

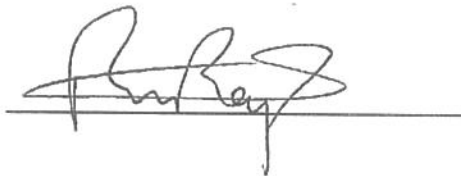
Accurately reflects the performance targets which Limpopo Provincial Treasury will endeavour to achieve given the resources made available in the budget for 2013/14.

MP RAPHESU

Senior Manager

Strategic Operations & Policy Coordination

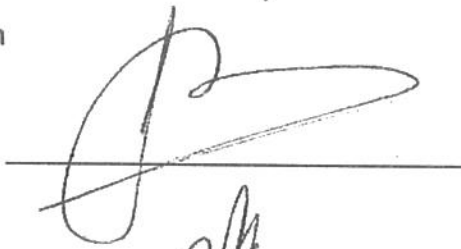
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HM MAWELA

Chief Financial Officer

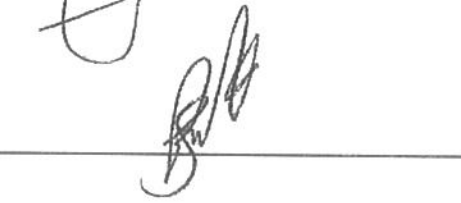
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GC Pratt

Head of Department

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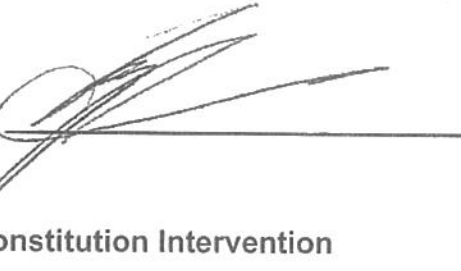


MMP Tom

Administrator:

Limpopo Government Section 100(1) (b) Constitution Intervention

Signature:



Approved by:

D Masondo (MPL)

Executive Authority

Signature:

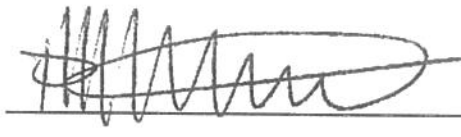


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LIST OF ACRONYMS

Acronym	Description
AFS	Annual Financial Statement
AG	Auditor General
AMF	Asset Management Forum
APP	Annual Performance Plan
BAS	Basic Accounting System
CFO	Chief Financial Officer
CRO	Chief Risk Officer
EXCOM	Executive Management Committee
FMCMM	Financial Management Capability Maturity Model
GIAMA	Government Immovable Asset Management Act
GCIS	Government Communication & Information System
HOD	Head of Department
HR	Human Resource
HRD	Human Resource Development
IDMS	Infrastructure Development Management System
IDIP	Infrastructure Delivery Improvement Programme
IRM	Infrastructure Reporting Model
IT	Information Technology
IYM	In Year Monitoring
LEDET	Limpopo Economic Development, Environment & Tourism
LEGDP	Limpopo Employment, Growth and Development Plan
LIBSA	Limpopo Business Support Agency
LOGIS	Logistics Information System
LPT	Limpopo Provincial Treasury
MEC	Member of the Executive Council
MFMA	Municipal Finance Management Act
MISS	Minimum Information Security Standard
MPL	Member of the Provincial Legislature
MTBPS	Medium Term Budget Policy Statement

MTEF	Medium Term Expenditure Framework
MTREF	Medium Term Revenue and Expenditure Framework
N/A	Not Applicable
NIA	National Intelligence Agency
PERSAL	Personnel Salary
PFMA	Public Finance Management Act
PMC	Programme Management Committee
PMS	Performance Management System
PPP	Public Private Partnership
PPPFA	Preferential Procurement Policy Framework Act
PRF	Provincial Revenue Fund
PPSC	Provincial Programme Steering Committee
PTCF	Provincial Technical Committee on Finance
PWG	Provincial Working Group
SAQA	South African Qualification Authority
SBD	Standard Bidding Documentation
SCM	Supply Chain Management
SCMF	Supply Chain Management Forum
SCOPA	Standing Committee on Public Accounts
SEDA	Small Enterprise Development Agency
SISP	Strategic Information Systems Plan
SITA	State Information Technology Agency
SLA	Service Level Agreement
SMME	Small Medium Micro Enterprise
TR	Treasury Regulations

PART A: STRATEGIC OVERVIEW

1. UPDATED SITUATIONAL ANALYSIS

1.1 Performance delivery environment

The Department is one of the five departments that were put under section 100 (1) (b) Intervention. The Administration team conducted a diagnosis exercise within the five departments leading to a Diagnosis Report. Recovery plans were developed from this diagnosis for each of the five departments, including the Provincial Treasury. Areas of intervention for Provincial Treasury include the following:

i) Organisational Realignment and Learning

- Realignment of the Provincial Treasury's structure to the Generic Treasuries' structure.
- Assessment of capacity to deliver in CFO's offices in departments and the various transversal support functions in Provincial Treasury.

ii) Cash Management

- Improvements in the cash management cycle and reduction of the overdraft and unauthorised expenditure.

iii) Procurement

- Provincial Treasury will identify strategic and common items to be considered for transversal provincial tenders to benefit from economy of scales and will further investigate price index modalities.

iv) Cost Containment

- Cost containment measures will continue in the 2013/14 financial year as per Instruction 1 of 2012, in order to alleviate identified budget pressures.

v) Replacement of FINEST with LOGIS

- Provincial Treasury to investigate and implement LOGIS in Limpopo.
- LOGIS being a National system integrates into BAS and will assist the province to better manage its procurement and payment processes and also have the ability to manage inventories and assets in respective departments.

vi) Revenue Enhancement

- The provincial revenue strategy will be developed and implemented.

vii) Reduction of Compensation of Employees budget

- Head count project in the Department of Health and Education to confirm the number of employees and investigation into the root causes of the high percentage COE spend in Limpopo.

viii) Infrastructure Management

- The Provincial Treasury will continue to institutionalise the approved Limpopo Infrastructure Delivery Management System in all the departments that are involved in the infrastructure delivery value chain.

ix) Management of payment within 30 days

- Payment processes will be reviewed in all departments but more specifically in Health and Education to identify root causes of late payment of suppliers.
- Co-operation with the Small Enterprise Development Agency (SEDA) will be strengthened to assist Provincial Treasury and departments to monitor payment complaints by suppliers.

1.2 Organisational environment

There is an Organisational re-alignment project that is underway where the current structure is being re-aligned to the Treasuries' Generic Structure as part of the recovery project.

2. REVISIONS TO LEGISLATIVE AND OTHER MANDATES

The Legislative and other mandates were not revised.

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				2013/14	2014/15	2015/16
	2009/10	2010/11	2011/12	2012/13					
Programme 1: Administration	92 466	101 160	129 273	118 655	130 549	117 807	121 545	127 072	128 513
Programme 2: Sustainable Resource Management	34 801	31 542	37 545	49 806	38 291	42 677	50 705	53 683	45 161
Programme 3: Asset and Liabilities Management	131 793	118 562	66 544	76 372	78 204	130 549	73 727	72 623	72 486
Programme 4: Financial Governance	97 348	108 108	59 322	70 688	57 891	63 463	138 731	72 693	71 312
Total payments and estimates	356 408	359 372	292 684	315 521	304 935	354 496	384 708	326 071	317 472

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

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 2009/10	Audited 2010/11	Audited 2011/12						
				2012/13			2013/14	2014/15	2015/16
Current payments	346 821	350 890	281 307	303 430	294 369	343 436	378 131	318 246	309 325
Compensation of employees	151 641	157 529	175 755	197 856	185 371	194 952	220 974	218 627	217 116
Goods and services	195 180	193 361	105 552	105 574	108 998	148 484	157 157	99 619	92 209
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	7 078	5 526	8 980	9 226	4 175	6 479	3 700	5 000	5 196
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	7 078	5 526	8 980	9 226	4 175	6 479	3 700	5 000	5 196
Payments for capital assets	2 509	2 956	2 397	2 865	6 391	4 581	2 877	2 825	2 951
Buildings and other fixed structures	-	8	-	-	220	220	-	-	-
Machinery and equipment	2 430	2 935	2 397	2 865	6 171	4 361	2 877	2 825	2 951
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised Military Assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	79	-	-	-	-	-	-	-	-
Land and subsoil assets	-	13	-	-	-	-	-	-	-
Total economic classification	356 408	359 372	292 684	315 521	304 935	354 496	384 708	326 071	317 472

3.2 Relating expenditure trends to strategic outcome oriented goals

The overall budget has increased by 21 per cent year on year from R304, 9 million in 2012/13 to R384, 7 million in 2013/14. Compensation of employees' budget has grown to cater for salary increment as well as funding of critical posts to be filled during 2013/14 financial year.

Goods & services increased by 31 per cent from 2012/13 adjusted budget.

Transfers & subsidies will be used to fund leave gratuities and existing bursary holders.

Payments for capital assets decreased due to once off purchases for IT equipments bought during 2012/13.

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 2013/14

4.1.1 PROGRAMME 1 STRATEGIC OBJECTIVES ANNUAL REPORT				Medium-term targets			
Programme 1 Strategic objectives		Audited/Actual performance		Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11		2011/12	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	Draft Compliance in calendar place to monitor monthly compliance	100% adherence to compliance 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
		Draft HR Plan communicated to programmes but Inadequate implementation of policies and procedures	HR Plan implemented	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
		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 reasonable assurance on the	Top 10 Departmental Risks mitigated in line with the risk management plan to provide reasonable assurance on the	Top 10 Departmental Risks mitigated in line with the risk management plan to provide reasonable assurance on the	Top 10 Departmental Risks mitigated in line with the risk management plan to provide reasonable assurance on the

Programme 1 Strategic objectives	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
	2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
Strategic outcome oriented Goal 1: Effective and efficient administrative support in the department.							
	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 achieved 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	100% of prioritised Strategic Information Systems Plan (SISP) projects implemented to achieve departmental objectives through optimal use of information	100% of prioritised Strategic Information Systems Plan (SISP) projects implemented to achieve departmental objectives through optimal use of information	100% of prioritised Strategic Information Systems Plan (SISP) projects implemented to achieve departmental objectives through optimal use of information	100% of prioritised Strategic Information Systems Plan (SISP) projects implemented to achieve departmental objectives through optimal use of information

Programme 1 Strategic objectives	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
	2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
Strategic outcome oriented Goal 1: Effective and efficient administrative support in the department.							
			information technology	technology	technology	technology	technology
	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 achieved 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	Provided office housekeeping services in 7 buildings					
	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% compliance with MISS Policy & Security Strategy for improved information and physical security; and prevention of fraud and corruption	75% compliance with MISS Policy & Security Strategy for improved information and physical security; and prevention of fraud and corruption	100% compliance with MISS Policy & Security Strategy for improved information and physical security; and prevention of fraud and corruption	100% compliance with MISS Policy & Security Strategy for improved information and physical security; and prevention of fraud and corruption	100% compliance with MISS Policy & Security Strategy for improved information and physical security; and prevention of fraud and corruption

Programme 1 Strategic objectives	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
	2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
Strategic outcome oriented Goal 1: Effective and efficient administrative support in the department.							
2 Improve financial management in the department from financial capability level 3 to level 3+ by 2014/15	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 capability management attained	Level 3+ financial capability management attained
	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	98 - 100% of expenditure in line with allocated budget
	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 and 88% 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	Performance of 4 Programmes monitored in line with Performance information frameworks to ensure that 95% of planned targets are achieved

4.1.2 PROGRAMME 1 PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2013/14 – 2015/16

Programme 1 Performance indicators	1'Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
	2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
Strategic Objective 1: To provide strategic internal administrative support to four programmes in line with relevant prescripts during 2010/11 to 2014/15.							
1	Number of programmes monitored for compliance to institutional arrangements	90% of departmental meetings coordinated in line with institutional arrangement protocols	100% adherence to compliance calendar and institutional arrangements	4	4	4	4
2	Number of HR Strategies / Plans implemented in line with the approved HR Plan	Implemented seven HR strategies from HR Plan in four programmes	Implemented six HR strategies from HR Plan in four programmes	7	7	7	7
Indicator 3 contributes towards the Limpopo Employment, Growth and Development Plan (LEGDP) key action programme of Corporate Governance (Risk Management)							
3	Number of programmes supported and monitored in the implementation of Enterprise Risk	Facilitated and monitored the identification of top ten risks per branch. The identified top ten risks were addressed using the risk register	Monitored and supported 4 programmes in risk management process	4	4	4	4

¹ Audited/actual performance rephrased to align with the Framework for Strategic Plans & APPs

Programme 1 Performance indicators	1 Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
	2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
Management plan to provide reasonable assurance on the achievement of set objectives							
4 Number of Information Management Strategies implemented and monitored for improved information management in the department	No Information Management Strategy	Developed, implemented and monitored 2 Information Management Strategies (Communication Strategy and Records Management System)	2	2	2	2	2
5 Number of buildings provided with auxiliary services in line with the GIAMA Plan	No baseline	Facilitated maintenance of 7 office buildings and provided housekeeping services in 2 of the 7 buildings	9	9	9	9	9

Programme 1 Performance indicators		1 Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
Indicator 6 contributes towards the Limpopo Employment, Growth and Development Plan (LEGDP) key action programme of Corporate Governance (Information Technology Governance)								
6	Number of implementation reports on prioritised SISP projects in line with Operational Plan	SISP not developed	Strategic Systems plan developed	Information developed	50% of prioritised SISP projects implemented	4	4	4
7	Number of Security Policies and Investigation Strategies implemented and monitored for improved information and physical security; and prevention of fraud and corruption	Implemented and monitored 1 Security Policy (MISS) and 82% of cases concluded within three months	Implemented and monitored 1 Security Policy (MISS) and 1 Investigation Strategy	2		2	2	2

Programme 1 Performance indicators	1Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
	2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
Strategic Objective 2: Improve financial management in the department from financial capability level 3 to level 3+ by 2014/15.							
Indicators contribute towards the Limpopo Employment Growth and Development Plan (LEGDP) key action programme on Corporate Governance (Internal Financial Controls and Financial Management Capabilities)							
8	Number of IYM reports compiled in line with National Treasury prescripts to monitor expenditure	Monitored expenditure trends by compiling IYM reports and spent 97,98% of the adjusted budget	Compiled and submitted IYM reports	12	12	12	12
9	Number of successful closure of books in line with National Treasury prescripts	Books closed successfully for all the 12 months	Books closed successfully for all the 12 months	100% maintenance of departmental accounts in line with prescripts achieved	12	12	12
10	Number of departmental plans and performance reports developed in line with National Treasury	Departmental Strategic and Annual Performance Plans consolidate. Monitored the achievement of the APP targets through the analysis of the quarterly progress report	Aligned Annual Performance Plans to the departmental priorities and National Treasury Frameworks	Performance of 4 Programmes monitored in line with Performance information frameworks	8	8	8

Programme 1 Performance indicators	¹ Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
	2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
Frameworks			and 88% of planned targets are achieved				
11 Number of strategic sourcing, maintenance and disposal plans implemented in line with applicable SCM prescripts	100% Goods and services acquired, managed and disposed in line with applicable prescripts	100% Goods and services acquired, managed and disposed in line with applicable prescripts	100% Goods and services acquired, managed and disposed in line with applicable prescripts	5	5	5	5

4.1.3 PROGRAMME 1 QUARTERLY TARGETS FOR 2013/14

Programme 1 Performance indicators	Reporting period	Annual target 2013/14	Quarterly targets			
			1 st	2 nd	3 rd	4 th
Strategic Objective 1: To provide strategic internal administrative support to four programmes in line with relevant prescripts during 2010/11 to 2014/15.						
1	Number of programmes monitored for compliance to institutional arrangements	Monthly, Quarterly and Annually	4	4	4	4
2	Number of HR Strategies / Plans implemented in line with the approved HR Plan	Quarterly	7	7	7	7
3	Number of programmes supported and monitored in the implementation of Enterprise Risk Management plan to provide reasonable assurance on the achievement of set objectives	Quarterly and Annually	4	4	4	4
4	Number of Information Management Strategies implemented and monitored for improved information management in the department	Quarterly	2	2	2	2
5	Number of buildings provided with auxiliary services in line with the GIAMA Plan	Quarterly	9	9	9	9

Programme 1 Performance indicators	Reporting period	Annual target 2013/14	Quarterly targets			
			1 st	2 nd	3 rd	4 th
6	Number of implementation reports on prioritised SISP projects in line with Operational Plan	4	1	1	1	1
7	Number of Security Policies and Investigation Strategies implemented and monitored for improved information and physical security; and prevention of fraud and corruption	2	2	2	2	2
Strategic Objective 2: Improve financial management in the department from financial capability level 3 to level 3+ by 2014/15.						
8	Number of IYM reports compiled in line with National Treasury prescripts to monitor expenditure	12	3	3	3	3
9	Number of successful closure of books in line with National Treasury prescripts	12	3	3	3	3
10	Number of departmental plans and performance reports developed in line with National Treasury Frameworks	8	2	2	2	2
11	Number of strategic sourcing, maintenance and disposal plans implemented in line with applicable SCM prescript	5	5	5	5	5

4.1.4 RISK MANAGEMENT

Programme 1: Administration		
Strategic Objective(s)	Strategic Risk	Mitigation
To provide strategic internal administrative support to four programmes in line with relevant prescripts during 2010/11 to 2014/15	Insufficient administrative support to the branches	Enforce implement of policies, procedures and applicable prescripts. Develop and implement staff utilization strategy. Integrated Business Process Re-engineering.
	Loss of departmental data	Implementation of DRP and back up facility through departmental procurement processes.

4.1.5 Reconciling performance targets with the Budget and MTEF

Expenditure estimates

Table 5.3(a): Summary of payments and estimates: Programme 1: Administration

	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited	Audited	Audited						
R thousand	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
Subprogramme									
Statutory Payment	-	-	-	-	-	-	-	-	-
Office of the MEC	3950	5 254	4 569	5 115	4 107	4 107	4 789	5 612	5 870
Management Services	2887	2 724	3 488	3 567	2 567	2 567	3 070	3 914	4 094
Programme Support (Office of the SGM)	-	-	-	-	-	-	5 000	1 200	1 255
Corporate Services	45426	69 810	86 257	75 976	90 588	79 346	76 082	77 079	75 946
Financial Management (Office of CFO)	40203	23 372	34 959	33 997	33 287	31 787	32 604	39 267	41 348
Risk Management & Security Services	-	-	-	-	-	-	-	-	-
Total payments and estimates	92 466	101 160	129 273	118 655	130 549	117 807	121 545	127 072	128 513

Table 5.3(b): Summary of provincial payments and estimates by economic classification: Programme 1: Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited 2009/10	Audited 2010/11	Audited 2011/12	2012/13	2013/14	2014/15	2015/16		
Current payments	84 692	94 708	119 262	107 774	122 315	108 973	117 271	119 672	120 807
Compensation of employees	52 027	56 760	58 740	59 277	62 327	61 027	70 637	68 714	69 354
Goods and services	32 665	37 948	60 522	48 497	59 988	47 946	46 634	50 958	51 453
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	6 089	4 505	7 910	8 626	2 627	5 127	2 000	5 000	5 196
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	6 089	4 505	7 910	8 626	2 627	5 127	2 000	5 000	5 196
Payments for capital assets	1 685	1 947	2 101	2 255	5 607	3 707	2 274	2 400	2 510
Buildings and other fixed structures	-	8	-	-	220	220	-	-	-
Machinery and equipment	1 606	1 937	2 101	2 255	5 387	3 487	2 274	2 400	2 510
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	79	-	-	-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	2	-	-	-	-	-	-	-
Total economic classification	92 466	101 160	129 273	118 655	130 549	117 807	121 545	127 072	128 513

Performance and expenditure trends

The overall allocation for this programme increases from R130, 5 million in 2012/13 adjusted appropriation to R121, 5 million in 2013/14.

Goods & Services budget decreased by 22, 3 per cent from 2012/13 adjusted appropriation.

The budget within the programme will fund contractual obligations namely: Leases of office building, Telephones, Security services and Audit fees.

Transfers and subsidies will be used to fund new bursaries which will awarded by the department.

Payments for capital assets decreased due to once purchases of IT equipments bought during 2012/13.

4.2 PROGRAMME 2: SUSTAINABLE RESOURCE MANAGEMENT

The programme purpose is to inform financial resource allocation, manage the provincial budget and to support and monitor provincial departments, municipalities and public entities for efficient and effective use of the province's fiscal resources.

The programme has the following sub-programmes:

- Fiscal Policy
- Economic Analysis
- Infrastructure Management and PPPs
- Intergovernmental Fiscal Relations (Municipal Finance)

4.2.1 PROGRAMME 2 STRATEGIC OBJECTIVES ANNUAL TARGETS FOR 2013/14

Programme 2 Strategic objectives	² Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
	2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
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)							
1	To achieve clean audit in 13 Provincial Departments and 30 Municipalities by 2014	5 Research and Budget documents produced to align with the Fiscal Policy	6 Research and Budget documents produced to align with the Fiscal Policy	7 Research / Budget documents produced to align the Fiscal Policy	7 Research and Budget documents produced to align with the Fiscal Policy	7 Research and Budget documents produced to align with the Fiscal Policy	7 Research and Budget documents produced to align with the Fiscal Policy
	Achieved 100% of projected provincial revenue target	Supported 13 departments / votes to collect the revenue targets	100% (R583,5m) collection of revenue target achieved	Develop and monitor implementation of revenue enhancement strategy	Review and monitor implementation of revenue enhancement strategy	Review and monitor implementation of revenue enhancement strategy	Review and monitor implementation of revenue enhancement strategy
	3 budget documents compiled, tabled and gazetted in line with the set standards	Compiled, tabled and gazetted budget documents in line with the set standards and national	2 budget document compiled, tabled and gazetted in line with the set standards and national	2 budget documents compiled, tabled and gazetted in line with the set standards and national	2 budget documents compiled, tabled and gazetted in line with the set standards and national	2 budget documents compiled, tabled and gazetted in line with the set standards and national	2 budget documents compiled, tabled and gazetted in line with the set standards and national treasury guidelines

² Audited/Actual Performance rephrased to align to the Framework for Strategic Plans & APPs

Programme 2 Strategic objectives	² Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
	2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
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)							
	and national treasury guidelines	treasury guidelines (Provincial Expenditure Overview & Estimates of Provincial Expenditure) for transfers to local government	treasury guidelines	treasury guidelines	treasury guidelines	treasury guidelines	
	13 departments Strategic Plans and APPs were assessed in line with their allocated budgets	Assessed 13 Annual Performance Plans to align those plans with budget	13 departments monitored and supported in the implementation of planning and performance information				

Programme 2 Strategic objectives	² Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
	2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
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)							
	Expenditure and trends analysis reports produced	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	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
	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	Provincial Infrastructure expenditure monitored
	8 Monthly 4 quarterly						

Programme 2 Strategic objectives		² Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
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)								
	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	100% of PPP projects for departments, municipalities and entities monitored and supported in line with Treasury Regulation 16	PPP for
		8 municipalities receive unqualified audit outcomes/opinions	5 municipalities receive unqualified audit outcomes/opinions	2 municipalities received unqualified audit opinion (3 audits outstanding)	10 municipalities receive unqualified audit opinion	25 municipalities receive unqualified audit opinion	30 municipalities receive unqualified audit opinion	

4.2.2 PROGRAMME 2 PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2013/14 – 2015/16

Programme 2 performance indicators		³ Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
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	Produced Sectoral analysis and Social report	Produced one Sectoral Impact analysis (Economic and Social outlook) report	7	7	7	7	7
2	Number of Revenue and management reports to ensure collection of budgeted revenue and recovery of outstanding debts	4 quarterly revenue analysed and compiled	13 departments / votes supported to collect the set revenue targets as per service standard	13 departments / votes supported to collect the set revenue targets as per service standard	12	12	12	12
3	Number of budget documents compiled, tabled and gazetted in line with the set standards and National Treasury guidelines (Main Appropriation)	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)	2	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 2012/13	Medium-term targets		
	2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
Bill and Adjustment Budget)		Expenditure Overview Estimates Provincial Expenditure) for transfers to local government					
4 Number of departments and public entities monitored and supported in the implementation of planning performance information frameworks to ensure achievement of set targets	Assessed 13 Annual Performance Plans to align them plans with budget	Assessed 13 Annual Performance Plans to align them plans with budget	13	18	18	18	18
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	Produced 8 monthly and 4 quarterly provincial expenditure and trends analysis reports	Produced 8 monthly and 4 quarterly provincial expenditure trends analysis reports	12	12	12	12	12

Programme 2 performance indicators		³ Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
6	Number of infrastructure departments monitored and supported in the implementation of the Infrastructure Delivery Management System	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	8	8	8
7	Number of departments monitored on Infrastructure expenditure to improve infrastructure service delivery	Expenditure monitored on monthly and quarterly basis and 99% of infrastructure budget was spent in line with norms (IYM)	Produced monthly and quarterly infrastructure expenditure monitoring reports	11	8	8	8	8
8	Number of existing PPP projects for departments and municipalities monitored and supported in line with Treasury Regulation 16	5 projects monitored and supported	Identified 100% of PPP projects for departments, municipalities and entities provided them with technical assistance and support	Identified 100% of PPP projects for departments, municipalities and entities provided them with technical assistance and support	12	6	6	6

Programme 2 performance indicators		³ Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
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								
9	Number of Municipalities monitored and supported on budget process and documentation, financial management and governance matters	Monitored and Supported 30 municipalities and 2 entities on budget process and documentation, financial management and governance	Monitored and Supported 30 municipalities and 2 entities partially on budget process and documentation, financial management and governance	30	30	30	30	30

4.2.3 PROGRAMME 2 QUARTERLY TARGETS FOR 2013/14

Programme 2 Performance indicators		Reporting period	Annual target 2013/14	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	18	18	18	18	18

Programme 2 Performance indicators		Reporting period	Annual target 2013/14	Quarterly targets			
				1 st	2 nd	3 rd	4 th
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
6	Number of infrastructure departments monitored and supported in the implementation of the Infrastructure Delivery Management System	Monthly/ Quarterly/ Annually	8	8	8	8	8
7	Number of departments monitored on Infrastructure expenditure to improve infrastructure service delivery	Monthly	8	8	8	8	8
8	Number of existing PPP projects for departments and municipalities monitored and supported in line with Treasury Regulation 16	Annually/ Quarterly	6	6	6	6	6
9	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

R thousand	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
				Outcome	Main	Adjusted appropriation			
Revised estimate	Audited	Audited	Audited	appropriation	appropriation	Revised estimate	Medium-term estimates		
Current payments	34 131	31 344	36 991	49 877	37 704	42 093	50 392	53 564	45 038
Compensation of employees	27 605	26 812	30 322	38 858	33 008	35 558	41 413	38 281	38 238
Goods and services	6 526	4 532	6 669	10 819	4 696	6 535	8 979	15 283	6 800
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	514	15	400	-	437	434	-	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Universities and technicians	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	514	15	400	-	437	434	-	-	-
Payments for capital assets	156	183	154	129	150	150	313	119	123
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	156	183	154	129	150	150	313	119	123
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-	-	-
Total economic classification	34 801	31 542	37 545	49 806	38 291	42 677	50 705	53 683	45 161

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

R thousand	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
	Outcome	Main	Adjusted appropriation	Revised estimate	Revised estimate	Revised estimate			
Medium-term estimates	Audited	Audited	Audited	appropriation	appropriation	Revised estimate	Medium-term estimates		
Subprogramme	1 763	1 378	1 120	1 754	1 264	1 464	1 447	1 650	1 750
Programme Support (Office of the SGM)	2 383	2 195	3 942	3 011	1 969	1 969	1 995	2 303	2 455
Economic Analysis	13 750	9 710	10 914	13 107	11 715	12 815	15 609	14 306	13 533
Fiscal Policy	4 627	2 864	3 976	4 662	4 560	4 410	4 933	4 968	5 229
Budget Management	3 034	4 984	4 984	6 878	5 336	6 136	7 144	7 546	7 893
Public Finance	9 244	10 411	12 609	20 384	13 447	15 883	19 577	22 910	14 301
Intergovernmental Relations	34 801	31 542	37 545	49 806	38 291	42 677	50 705	53 683	45 161
Total payments and estimates	34 801	31 542	37 545	49 806	38 291	42 677	50 705	53 683	45 161

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

Expenditure estimates

4.2.5 Reconciling performance targets with the Budget and MTEF

Performance and expenditure trends

The budget for Sustainable Resource Management increased from R38, 2 million in 2012/13 adjusted appropriation to R50, 7 million in 2013/14. Included in this allocation is R5 million allocated to the Intergovernmental Relations sub-programme for them to have capacity so that they can support municipalities.

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 branch relate to research, travelling and printing.

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 2013/14

Programme 3 Strategic objectives	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
	2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
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	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 5 Public Entities to improve on the management of assets	Asset Management Policy Implementation monitored in 13 departments and 5 Public Entities to improve on the management of assets	Asset Management Policy Implementation monitored in 13 departments and 5 Public Entities to improve on the management of assets	Asset Management Policy Implementation monitored in 13 departments and 5 Public Entities to improve on the management of assets
	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 produced 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

Programme 3 Strategic objectives	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
	2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
Strategic outcome oriented Goal 2: Responsive, accountable, effective and efficient provincial and local government system							
	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 produced 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	13 reports on technical support given to 13 departments on banking services
	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	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

Programme 3 Strategic objectives	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
	2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
Strategic outcome oriented Goal 2: Responsive, accountable, effective and efficient provincial and local government system							
	Logistics Management and guidelines and Practice Notes developed	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 achieved 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
	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	Identified and managed 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

Programme 3 Strategic objectives		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
Strategic outcome oriented Goal 2: Responsive, accountable, effective and efficient provincial and local government system								
		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	Trained SMMEs 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 12 provincial departments during 2010/11 to 2014/15	No baseline	Analyzed and consolidated 12 reports on systems utilisation	Provided 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	12 departments provided with financial systems support in order to improve financial and HR data management

4.3.2 PROGRAMME 3 PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2013/14 – 2015/16

Programme 3 Performance Indicators		4 Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
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	Formulation of draft Provincial Inventory Management Policy Completed	Produced 10 Inventory Management Monitoring and Support Reports	10	10	10	10	10
2	Number of Asset Management Monitoring and Support Reports to improve effectiveness, efficiency and economical Asset Management	Transversal Asset Management Procedure Manuals developed and presented to AMF, PTCF and SCMF for department to customise Reviewed Provincial Asset Management Policy	Produced 10 Asset Management monitoring and Asset Economic Utilisation Assessment reports	10	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 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
3	Number of cash forecasting and implementation reports to ensure that departments spend within available funds	No Baseline	Supported and monitored 13 departments in the rolling out of cash management policies and procedures	14	14	14	14	14
4	Number of banking services reports on technical support provided to 13 departments	12 monthly SLA meetings held to monitor banking contract and SLA	Compiled 12 performance monitoring reports	10	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	Draft Revenue Fund Annual Financial Statements were prepared and the AFS not submitted for audit	Prepared reconciliation statements for each: - Provincial Revenue Fund - Bank Charges - Interest Account - Own Revenue	12	13	13	13	13

Programme 3 Performance Indicators		⁴ Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
6	Number of Provincial Departments and Public Entities monitored on SCM compliance	45 Institutions assessed on SCM performance	Assessed SCM compliance, analysed and monitored the implementation of SCM in provincial departments and public entities	20	20	17	17	17
7	Number of capacity building interventions conducted	No baseline	No baseline	13	8	8	8	8
8	Number of coordinated bids for adjudication in line with prescripts to ensure transparent, equitable, fair, competitive and cost-effective procurement system in the province	No baseline	Bidding processes of two (2) transversal bids were managed	1	4	2	2	2

Programme 3 Performance Indicators		⁴ Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
9	Number of reports on compliance to transversal contracts by departments & suppliers issued	No baseline	No baseline	No baseline	4	4	4	4
10	Number of SMMEs skilled on bidding with government	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	2126 SMMEs and 196 Cooperatives	1500	1600	1700	1800
11	Number of SMMEs assessed on their capacity to deliver on government procurement	76 SMMEs reviewed their ability to deliver on government tenders	68 SMMEs were capacitated to deliver government contracts	85 SMMEs and 12 Cooperatives	60 SMMEs	65 SMMEs	70 SMMEs	75 SMMEs

Programme 3 Performance Indicators		4 Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
Strategic Objective 2: To provide transversal financial systems support to 13 provincial departments during 2010/11 to 2014/15.								
12	Number of reports on financial systems utilization produced and analysed	No baseline	Analyzed reports on systems utilization	12	4	4	4	4
13	% implementation of LOGIS identified sites	No baseline	No baseline	No baseline	No baseline	100% in 3 sites	100% 4 sites	100% 5 sites

4.3.3 PROGRAMME 3 QUARTERLY TARGETS FOR 2013/14

Programme 3 Performance indicators		Reporting period	Annual target 2013/14	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 2013/14	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 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 Provincial Departments and Public Entities monitored on SCM compliance	Quarterly	17	3x Department	3x Department	3x Department	3x Department
				1 x Public Entities	2 x Public Entities	1 x Public Entities	1 x Public Entities

Programme 3 Performance indicators		Reporting period	Annual target 2013/14	Quarterly targets			
				1 st	2 nd	3 rd	4 th
7	Number of SCM capacity building interventions	Quarterly	8	2	2	2	2
8	Number of bids coordinated for adjudication in line with prescripts to ensure transparent, equitable, fair, competitive and cost-effective procurement system in the province	Quarterly	2	N/A	1	N/A	1
9	Number of reports on compliance to transversal contracts by departments & suppliers issued	Quarterly	4	1	1	1	1
10	Number of SMMEs skilled on bidding with government	Quarterly	1600	350	450	450	350
11	Number of SMMEs assessed on their capacity to deliver on government procurement	Quarterly	65 SMMEs	15 SMMEs	20 SMMEs	15 SMMEs	15 SMMEs

Programme 3 Performance indicators		Reporting period	Annual target 2013/14	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.							
12	Number of reports on financial systems utilization produced and analysed	Quarterly and Annually	12	1	1	1	1
13	% implementation of LOGIS in identified sites	Quarterly	100%	25%	50%	75%	100%

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 8 and 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	Adjusted	Revised	Medium-term estimates		
	Audited	Audited	Audited	appropriation	appropriation	estimate			
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
Subprogramme									
Programme Support	3 739	-		213	14 246	63 607	2 087	1 602	1 684
Asset Management	8 568	8 340	8 703	8 924	9 365	10 632	10 881	11 845	12 298
Liabilities Management	10 737	7 611	10 044	10 692	9 179	10 179	8 849	11 493	12 190
Supply Chain Management	17 949	19 804	20 724	23 073	22 040	21 763	25 556	24 996	24 438
Support and Interlinked Financial Systems	90 800	82 807	27 073	33 270	23 374	24 348	26 354	22 687	21 676
Total payments and estimates	131 793	118 562	66 544	76 372	78 204	130 549	73 727	72 623	72 486

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

R thousand	Outcome			Main	Adjusted	Revised	Medium-term estimates		
	Audited	Audited	Audited	appropriation	appropriation	estimate			
	2009/10	2010/11	2011/12	2012/13			2013/14	2014/15	2015/16
Current payments	131 365	117 798	66 248	75 622	76 923	129 408	72 572	72 459	72 317
Compensation of employees	37 302	38 754	41 740	44 844	43 618	46 149	50 622	51 495	51 621
Goods and services	94 063	79 044	24 508	30 778	33 305	83 259	21 950	20 964	20 696
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	179	716	250	600	1 088	918	1 000	-	-
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	600	1 088	918	1 000	-	-
Payments for capital assets	249	48	46	150	193	223	155	164	169
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	249	37	46	150	193	223	155	164	169
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	11	-	-	-	-	-	-	-
Total economic classification	131 793	118 562	66 544	76 372	78 204	130 549	73 727	72 623	72 486

Performance and expenditure trends

- The budget for this programme has decreased from R78, 2 million in 2012/13 adjusted appropriation to R73, 7 million in 2013/14.
- Goods and services allocation decreased by 34 per cent. An amount of R5 million has been set aside for LOGIS implementation.
- Transfers and subsidies is for payment of leave gratuities for staff due for retirement.
- Machinery & Equipment will be used to acquire IT and Office Equipments to be used by those officials who will be appointed during the year.

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 2013/14

Programme 4 Strategic objectives	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
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 5 Public Entities by 2014	700 officers trained on transversal systems and 100 trained on financial management	876 officials trained on transversal systems	Provided financial management and transversal systems training to nominated officials in 13 votes and 8 public entities	Provided financial management and transversal systems training to nominated officials in 13 votes and 5 public entities to improve financial management skills in the province	Co-ordinate and administer financial management training and provide transversal systems training to nominated officials in 13 votes and 5 public entities to improve financial management skills in the province	Co-ordinate and administer financial management training and provide transversal systems training to nominated officials in 13 votes and 5 public entities to improve financial management skills in the province	Co-ordinate and administer financial management training and provide transversal systems training to nominated officials in 13 votes and 5 public entities to improve financial management skills in the province
	Supported and guided provincial Departments and public entities to obtain unqualified audit opinions	Supported and guided 13 votes to obtain unqualified audit opinions	Supported 13 votes for them to improve their outcomes	Supported 12 votes on financial management for improved financial management capability level of 3+	Supported 12 votes on financial management for improved financial management capability level of 3+	Supported 12 votes on financial management for improved financial management capability level of 3+	Supported 12 votes on financial management for improved financial management capability level of 3+

Programme 4 Strategic objectives	Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
	2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
Strategic outcome oriented Goal 2: Responsive, accountable, effective and efficient provincial and local government system							
	Monitored and supported Departments and submit annual financial statements to Auditor General. 2 out of 8 Public entities did not submit their annual financial statement to Auditor General	Supported 13 votes and 8 public entities in preparing annual financial statements in line with the PFMA	Supported 13 votes and 8 public entities on financial reporting frame work	Supported 13 votes and 5 public entities on financial reporting framework to improve financial reporting	Support 13 votes and 5 public entities on financial reporting framework to improve financial reporting	Support 13 votes and 5 public entities on financial reporting framework to improve financial reporting	Support 13 votes and 5 public entities on financial reporting framework to improve financial reporting
	Consolidated Annual financial statements for 2008/09 not prepared	Prepared Consolidated Financial Statements for votes and public entities in line with the PFMA	Prepared 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	Consolidated Annual Financial Statements for votes and public entities prepared in line with PFMA
	Annual financial statements for 2006 – 2009	Prepared Annual Financial Statements	Prepared credible annual financial	Annual Financial Statements for Tribal	Annual Financial Statements Tribal and Levies Trust	N/A	N/A

Programme 4 Strategic objectives		Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
Strategic outcome oriented Goal 2: Responsive, accountable, effective and efficient provincial and local government system								
	not prepared in line with accounting standards	for Levies and Trust Accounts	statements	Levies and Trust Accounts prepared	Accounts prepared			
	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 delivering set objectives	Risk Management framework implementation and monitoring provided to all 12 budget votes and 8 public entities to minimise government risks to assure delivering set objectives	Risk Management framework implementation and monitoring provided to all 12 budget votes and 5 public entities to minimise government risks to assure delivering set objectives	Risk Management framework implementation and monitoring provided to all 12 budget votes and 5 public entities to minimise government risks to assure delivering set objectives	Risk Management framework implementation and monitoring provided to all 12 budget votes and 5 public entities to minimise government risks to assure delivering set objectives	Risk Management framework implementation and monitoring provided to all 12 budget votes and 5 public entities to minimise government risks to assure delivering set objectives
	Financial management capability maturity assessment conducted	Supported and monitored 13 votes in the development of internal control	Provide assistance and assurance on internal controls towards a clean audit for departments	Reviewed and improved adequacy of 4 high risk financial process internal control	Review and improve adequacy of 4 high risk financial process internal control procedures	Review and improve adequacy of 4 high risk financial process internal control procedures	Review and improve adequacy of 4 high risk financial process internal control procedures	Review and improve adequacy of 4 high risk financial process internal control procedures towards a clean audit for

Programme 4 Strategic objectives			Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
			2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
Strategic outcome oriented Goal 2: Responsive, accountable, effective and efficient provincial and local government system									
		improvement plans	and public entities	procedures towards a clean audit for departments and public entities	towards a clean audit for departments and public entities	towards a clean audit for departments and public entities	towards a clean audit for departments and public entities	departments and public entities	
	No baseline	No baseline	Compliance with 2011/12 approved risk based internal audit plan achieved for 12 votes to achieve improved internal controls in departments	Compliance with 2012/13 approved risk based internal audit plan achieved 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	Compliance with 2015/16 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 2013/14 – 2015/16

Programme 4 Performance indicators		5 Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
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	1527 officers trained on financial management and transversal systems	992 trained officials on transversal systems	99	96	54	96	96
2	Number of financial management courses co-ordinated in line with SAQA		66 trained officials on financial management	9	8	3	8	8
3	Number of reports on the administration of long-term financial management programme in Provincial Departments	No baseline	No baseline	No baseline	1	4	4	4

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

Programme 4 Performance indicators		⁵ Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
Strategic Objective 1: To achieve clean audits in 13 Provincial departments and 8 Public Entities by 2014								
4	Number of votes monitored in resolving AG audit findings to improve audit outcomes	Departments were assisted with the clearance of the issues raised in the 2008/09 audit reports 8 departments obtained unqualified audit opinions	13 departments monitored in the implementation of strategies to resolve external audit findings	13	13	13	13	13
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	All meetings of the audit committee were facilitated and supported	Supported 3 Clusters Audit Committees and Central Audit committee	23	23	23	23	23
6	Number of votes supported with regards to SCOPA matters	SCOPA was supported	11 Departments monitored in the implementation of SCOPA resolutions	13	13	13	13	13

Programme 4 Performance indicators		⁵ Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
Strategic Objective 1: To achieve clean audits in 13 Provincial departments and 8 Public Entities by 2014								
7	Number of votes and public entities supported in preparing annual financial statements in line with the PFMA	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) 5 (public entities)	13 (votes) 5 (public entities)	13 (votes) 5 (public entities)	
8	Number of consolidated Annual financial statements for votes and for public entities prepared and submitted to the Auditor General	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	0	4 AFS for Votes (2008/09, 2009/10, 2010/11 & 2011/12)	5 AFS (Votes) 2008/09, 2009/10, 2010/11, 2011/12, 2012/13)	1 AFS (Votes)	
9	Number of Annual Financial Statement prepared for Tribal Levies and Trust	Annual financial statements for 2008/09 drafted but not finalised	Aggregation of Annual Financial Statement done but final consolidation not yet finalised	0	3 AFS for Public Entities 2009/10, 2010/11 & 2011/12)	2 AFS (Public Entities) 2011/12 & 2012/13)	1 AFS (Public Entities)	
			Annual Financial Statements for Tribal Levies and Trust Accounts not prepared	0	9	1	N/A	

Programme 4 Performance indicators		⁵ Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
Strategic Objective 1: To achieve clean audits in 13 Provincial departments and 8 Public Entities by 2014								
Accounts								
Indicators contributes towards the Limpopo Employment, Growth and Development Plan (LEGDP) key action programme of Corporate Governance (Risk Management)								
10	Number of votes and public entities assessed on Risk Management Performance	No baseline	All department's risk profiles reviewed for implementation of mitigations	13 votes were assessed on Risk Management Performance	17	17	17	17
11	Number of Provincial Risk Profiles monitored in departments and public entities	No baseline	Developed the Provincial Profile monitored mitigations	1	1	1	1	1
12	Number of developed or Transversal Risk Management Prescripts	No baseline	1	1	5	5	4	5
13	Number of votes and public entities assessed in	Financial Capability Model	Supported and monitored votes in the	20 and 13 the	17	17	17	17

Programme 4 Performance indicators		⁵ Audited/Actual performance			Estimated performance 2012/13	Medium-term targets		
		2009/10	2010/11	2011/12		2013/14	2014/15	2015/16
Strategic Objective 1: To achieve clean audits in 13 Provincial departments and 8 Public Entities by 2014								
	implementing and reviewed high risk financial process internal control procedures	assessment conducted	development of internal control improvement plans through FMCMM					
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	Reviewed internal audit reported findings for implementation	12	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	92 % compliance with the approved annual audit plan. 144 out of a planned 155 audit projects (92.09%) were completed	12	12	12	12	12

4.4.3 PROGRAMME 4 QUARTERLY TARGETS FOR 2013/14

Programme 4 Performance indicators		Reporting period	Annual target 2013/14	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	Quarterly	54 (transversal systems)	12	23	8	11
2	Number of financial management courses co-ordinated in line with SAQA	Quarterly	3 (financial Management)	N/A	1	1	1
3	Number of reports on the administration of long-term financial management in Provincial Departments	Quarterly	4	1	1	1	1
4	Number of votes monitored in resolving AG audit findings to improve audit outcomes	Quarterly	13	13	13	13	13
5	Number of audit committee meetings supported to improve governance in departments	Quarterly	23	4	8	4	7
6	Number of votes supported with regards to SCOPA matters	Quarterly	13	13	13	13	13

Programme 4 Performance indicators		Reporting period	Annual target 2013/14	Quarterly targets			
				1 st	2 nd	3 rd	4 th
7	Number of votes and public entities supported in preparing annual financial statements in line with the PFMA	Annually	13 (votes) 5 (public entities)	13 (votes) 5 (public entities)	13 (votes) 5 (public entities)	13 (votes) 5 (public entities)	13 (votes) 5 (public entities)
8	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)	4	1	N/A	N/A
		Annually	3 AFS for Public Entities 2009/10, 2010/11 & 2011/12)	1	1	N/A	N/A
9	Number of Annual Financial Statement prepared for Tribal Levies and Trust Accounts	Annually	1	1	N/A	N/A	N/A
10	Number of votes and public entities assessed on Risk Management Performance	Quarterly	17	17	17	17	17
11	Number of Provincial Risk Profiles monitored	Quarterly	1	1	1	1	1
12	Number of developed or reviewed Transversal Risk Management Prescripts	Quarterly	5	2	1	1	1

Programme 4 Performance indicators		Reporting period	Annual target 2013/14	Quarterly targets			
				1 st	2 nd	3 rd	4 th
13	Number of votes and public entities assessed in implementing reviewed and improved high risk financial process internal control procedures	Quarterly	17	17	17	17	17
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

4.4.4 RISK MANAGEMENT

Programme 4: Financial Governance		
Strategic Objective	STRATEGIC RISK	MITIGATION
To achieve clean audit in 13 Provincial Departments and 8 Public Entities by 2014	Inadequate/ poor support to departments and public entities caused by lack of financial management technical skills and insufficient training personnel leading to non attainment of unqualified audit opinions and ultimately Clean Audit 2014	Implement a comprehensive capacity development strategy
	Inadequate/ poor risk management support to departments and public entities caused by lack of risk management technical skills leading to departments and public entities not achieving goals due to risks not adequately mitigated	- Implement Barn Owl System to strengthen the implementation and monitoring of Risk Management Framework - Implement a comprehensive capacity development strategy - Strengthen the Risk Management Forum
	High staff turnover caused by the high demand for audit skills across all industries leading to lack of assurance to departments that internal controls, risk management and governance are effective	Integrate the Internal Audit Retention Strategy with the Departmental HR Retention Strategy

4.4.5 Reconciling performance targets with the Budget and MTEF

Expenditure estimates

Table 5.6(a): Summary of payments and estimates: Programme 4: Financial Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited 2009/10	Audited 2010/11	Audited 2011/12				2013/14	2014/15	2015/16
Subprogramme									
Programme Support	2 597	975	2 462	1 829	1 132	1 608	69 783	1 600	1 700
Accounting Services	83 573	100 011	49 246	58 933	49 478	53 188	58 583	59 204	57 176
Norms and Standards				-		-	-	-	-
Support and Interlinked Financial Systems				-		-	-	-	-
Risk Management	11 178	7 122	7 614	9 926	7 281	8 667	10 365	11 889	12 436
Total payments and estimates	97 348	108 108	59 322	70 688	57 891	63 463	138 731	72 693	71 312

Table 5.6(b): Summary of payments and estimates by economic classification: Programme 4: Financial Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	Audited 2009/10	Audited 2010/11	Audited 2011/12				2013/14	2014/15	2015/16
Current payments	96 633	107 040	58 806	70 357	57 427	62 962	137 896	72 551	71 163
Compensation of employees	34 707	35 203	44 953	54 877	46 418	52 218	58 302	60 137	57 903
Goods and services	61 926	71 837	13 853	15 480	11 009	10 744	79 594	12 414	13 260
Interest and rent on land	-	-	-	-		-	-	-	-
Transfers and subsidies to:	296	290	420	-	23	-	700	-	-
Provinces and municipalities	-	-	-	-		-	-	-	-
Departmental agencies and accounts	-	-	-	-		-	-	-	-
Universities and technikons	-	-	-	-		-	-	-	-
Public corporations and private enterprises	-	-	-	-		-	-	-	-
Foreign governments and international organisations	-	-	-	-		-	-	-	-
Non-profit institutions	-	-	-	-		-	-	-	-
Households	296	290	420	-	23	-	700	-	-
Payments for capital assets	419	778	96	331	441	501	135	142	149
Buildings and other fixed structures	-	-	-	-		-	-	-	-
Machinery and equipment	419	778	96	331	441	501	135	142	149
Heritage assets	-	-	-	-		-	-	-	-
Specialised military assets	-	-	-	-		-	-	-	-
Biological assets	-	-	-	-		-	-	-	-
Software and other intangible assets	-	-	-	-		-	-	-	-
Land and subsoil assets	-	-	-	-		-	-	-	-
Payments for financial assets	-	-	-	-		-	-	-	-
Total economic classification	97 348	108 108	59 322	70 688	57 891	63 463	138 731	72 693	71 312

Performance and expenditure trends

Programme 4's allocation has grown by 58.3 per cent. Increase on CoE will cover general salary increment as well as new appointments to be made. There is an amount set aside for special projects to assist those departments which were put under section 100 (1)(b) constitution intervention in addressing all disclaimers as well as qualifications. This branch also provides financial training and development for officials in provincial departments.

PART C: LINKS TO OTHER PLANS

5. Links to the long term infrastructure and other capital plans

The Department has no long term infrastructure and other capital plans.

6. Conditional grants

No conditional grant for the MTEF period.

7. Public entities

The department does not oversee any public entities.

8. Public-private partnerships

The department has no public-private partnership agreements entered into.

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 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	2
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	3
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	4
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	5
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	6
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	7
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	8
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	9
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	10
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	11
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 12 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	12 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 the Infrastructure Delivery Management System.
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 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	9
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 AFSSs, 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 Provincial Departments and Public Entities Monitored on SCM compliance
Short definition	Increased SCM compliance
Purpose/importance	To identify areas of non-compliance to SCM prescripts and enforce compliance.
Source/collection of data	Provincial departments and public entities
Method of calculation	Each department is counted after the compliance monitoring has been conducted
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	7
Indicator title	Number of SCM capacity building interventions conducted
Short definition	Capacity building interventions on Supply Chain Management through SCM Forums and training
Purpose/importance	Competency building in SCM practitioners
Source/collection of data	In-house and external SCM service providers and SCM Forums
Method of calculation	Each capacity building initiative is counted after it has been conducted
Data limitations	None
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Quarterly and Annually
New indicator	No
Desired performance	Competent SCM practitioners
Indicator responsibility	Senior Manager: SCM Policy Development and Implementation

Indicator number	8
Indicator title	Number of bids coordinated for adjudication 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	Source: Departments and Service providers/Suppliers. Data Collection: 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	9
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	10
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	11
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	12
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	13
Indicator title	% implementation of LOGIS in identified sites
Short definition	100% Implementation of LOGIS in 3 sites
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
New indicator	New
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
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 financial management courses co-ordinated 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	3
Indicator title	Number of reports on the administration of long-term financial management programme in Provincial Departments
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, Service Providers, Training schedules, attendance registers
Method of calculation	Quantitative
Data limitations	Data is dependent on budget and availability of 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	100% 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 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	8
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	9
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	10
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	11
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	12
Indicator title	Number of developed or reviewed Transversal Risk Management Prescripts
Short definition	This is about an effective system of risk management
Purpose/importance	It ensures that there is uniformity in the implementation of risk management across the province
Source/collection of data	Public Sector and Provincial Risk Management Framework; conducting research on best practise models of risk management; benchmarking with other provinces; collect inputs from various stakeholders e.g. CRO's and other officials from department; entities and municipalities; National Treasuries; Audit Committee; Internal Audit;
Method of calculation	Quantitative and qualitative
Data limitations	Inadequate research analytical skills; poor IT infrastructure to capture data collected from research. Inadequate inputs from related stakeholders.
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 2013/14 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