



Financial and Fiscal Commission

STRATEGIC PLAN

2014 - 2019

Financial and Fiscal Commission
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Declaration

It is hereby certified that this Strategic Plan:

Was developed by the management of the Financial and Fiscal Commission under the guidance of the Commissioners;

That it takes into account all the relevant policies, legislation and other mandates for which the Financial and Fiscal Commission is responsible; and,

Accurately reflects the strategic outcome oriented goals and objectives which the Financial and Fiscal Commission will endeavour to achieve over the period 2014-2019

Approved by:



Mr Vellie Mbethe

Acting Chief Executive Officer and Accounting Officer

Financial and Fiscal Commission

Date: 30 January 2017

PART A

1. Introduction to the 2014 – 2019 Strategic Plan

1.1. Structure of the Plan

The first part of this Strategic Plan focuses on a strategic overview of the Commission, its mandate, legislation, the strategic planning process, environmental assessment, its vision, mission, values and the strategic outcome oriented goals it aims to achieve over the planning period. The second section sets out and discusses the strategic objectives, their resource implications and the risks involved to achieve them.

1.2. Mandate of the Commission

The Commission is established in terms of Section 220 of the Constitution of the Republic of South Africa Act, 1996 as amended. The Constitution provides among others that the Commission is an independent, and, impartial advisory institution to Parliament, provincial legislatures, organised local government and other organs of state on the division of revenue among the three spheres of government and any other financial and fiscal matters.

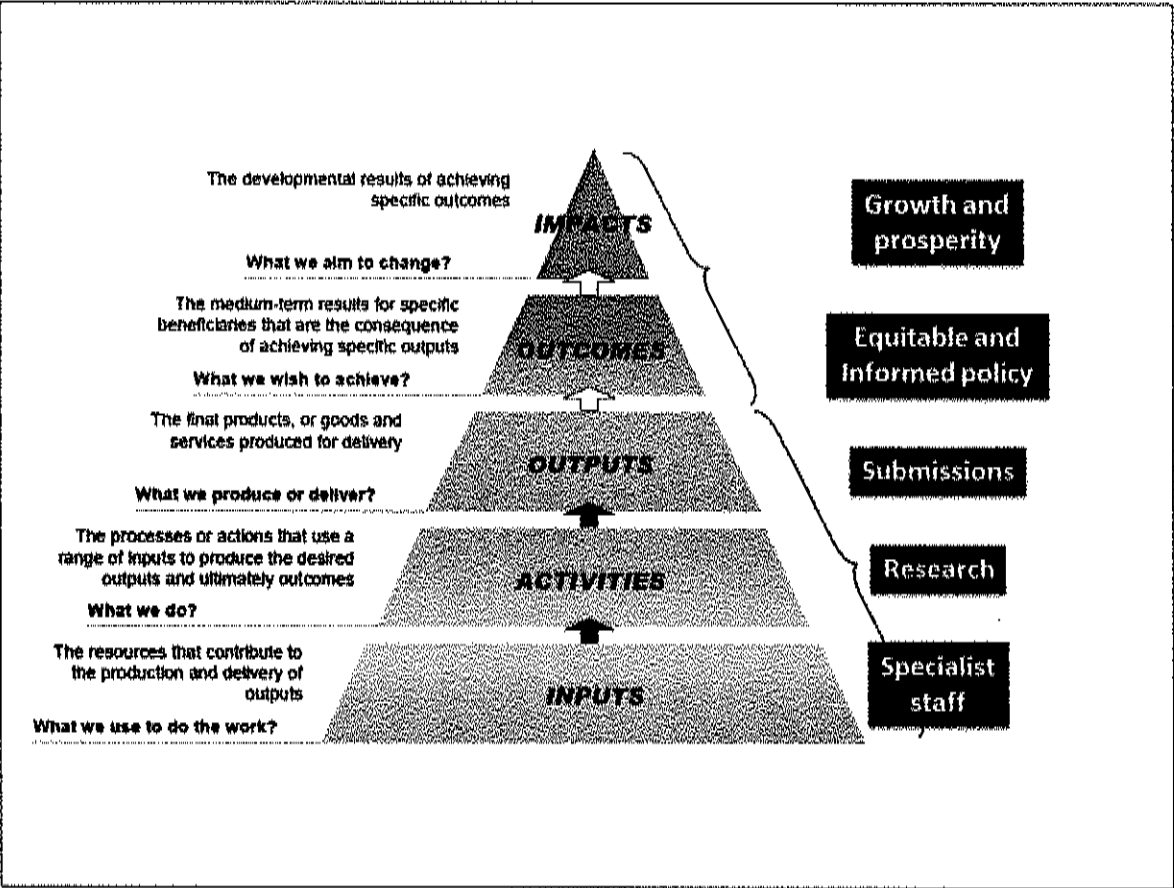
1.3. Enabling Legislation

The mandate of the Commission is enabled by: Constitution, 1996 (as amended), Financial and Fiscal Commission Act, 1997 (Act No 99 of 1997) (as amended), Money Bills Amendment Procedure and Related Matters Act, 2009 (Act No 9 of 2009), Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000) (as amended), Provincial Tax Regulation Process Act, 2001 (Act No 53 of 2001), Local Government: Municipal Finance Management Act, 2003 (Act No 56 of 2003) (as amended), Intergovernmental Relations Framework Act, 2005 (Act No. 13 of 2005) as amended, the Municipal Fiscal Powers and Functions Act, 2007 (Act No. 12 of 2007) and the Borrowing Powers of Provincial Government Act, 1996 (Act No 48 of 1996).

The overall approach that has been adopted for purposes of strategy formulation has as its starting point the Commission's interpretation of its mandate as defined in the Constitution and enabling legislation, and its translation to a Vision and Mission for the Commission.

This Strategic Plan sets out the Commission's priorities, programmes and project plans in terms of its Constitutional mandate within the scope of available resources. Its focus is on strategic outcomes-oriented goals for the institution as a whole. The objectives of its main service-delivery areas are aligned to the budget.

For purposes of demonstrating relevance, and seeking to align development needs and desired results, the Commission's key performance-information shown below is based on the outcomes oriented monitoring and evaluation approach not dissimilar to that led by the Presidency. This figure shows the Commissions strategic alignment to an outcomes oriented approach.



Adapted from NT Framework for Strategic Plans and Annual Performance Plans (August 2010)

The nature of the Commission's work and its long-term view (or strategic "lead time")¹ mean that the Commission has to make choices about possible responses in a very uncertain future, especially as its domain impacts (and is impacted by) on political, social and economic fronts.

The Strategic Plan defines the relationship between the Commission's broader policies and programmes and the Commission's budgets over a three to five year horizon. This plan identifies strategically important outcomes-orientated goals and objectives against which the Commission's medium-term results can be measured and evaluated by its stakeholders, parliament, provincial legislatures, organised local government, organs of state and the public in general. More importantly, the plan gives effect to the Commission's statutory responsibilities.

In terms of the regulations this strategic plan's horizon outlines the planned implementation of projects, programmes and other outputs. The plan also shows some of the related indicators.

The strategic analysis examines the external macro environment in which the Commission is operating, the choices that this environment predicates, the key requirements for success for any choice that is made, as well as an assessment of the risks attendant on any of the choices made.

The analysis that follows also assesses the Commission's internal environment, considers its core competencies and the resources available to it. An attempt is made to provide for strategic interventions to address any gaps that may be found.

¹ The time it takes from when the Commission conceptualises a research idea pertaining to a particular issue to the point where recommendations made or advice given by the Commission based on the ensuing research is intended to have an impact

2. Situational Analysis

2.1. 2009-2014 Past and Present Trends

2.1.1 External

- There was a global economic crisis and its fiscal consequences are still being felt in the prolonged aftermath and shape in the present and future global environment.
- Conflict within labour relations and tensions within collective bargaining has weakened the inflation anchor impact on public sector wage bill.
- There has been a greater demand on the Commission for oversight support and the Commission has improved its traction in Parliament.
- The progress with implementation of the Public Finance Management Act (PFMA) based on Auditor General reports, appears to have stalled across the board.
- Despite global pressures the fiscal and financial institutional framework in South Africa has been strengthened, for instance stronger Auditor-General, Public Protector and Reserve Bank among others have emerged.
- There have been some notable moves towards far-reaching reform, which will impact the IGFR system. The National Health Insurance (NHI) and the concept of a single public service are cases in point.
- The role of provincial governments has changed markedly as some functions were shifted to national government (namely FET colleges), whereas others were devolved to cities (namely public transports and housing). There are weaknesses in the public sector entity management and these pose a quasi-fiscal risk

2.1.2 Internal

- The Commission is providing effective and responsible leadership. It defines strategy, provides direction and establishes the ethics and values within the Commission that influence and guide practices and behaviour to achieve sustainable performance.

- The stability of the Commission is complicated by the continued uncertainty regarding vacancies including that of Chairperson of the Commission, which has been vacant since September 2010.
- The legislated conflation of the accounting and executing authorities of the Commission in one person continued to raise a serious governance issues.
- A coherent corporate strategy formulation, implementation, monitoring and review process is in place.
- Stronger research systems have meant that the secretariat is in a better position to support Commissioners in the interpretation and implementation of the mandate, vision and mission of the Commission.
- The packaging of Commission profferings has focused on the delivery of value to stakeholders both in terms of options, accessibility and communication media. The successful balancing of stakeholder demands made in terms of Section 3 of the Financial and Fiscal Commission Act, 1997 with the Commission's long-term research objectives, plain language editing, stakeholder education, the introduction of policy briefs and an improved Website are examples.
- The quality of Commission outputs has improved though challenges of skills flight, as well as uneven capacity and performance at programme manager level continue to persist.
- The Commission benefited with concluding alliances with strong research partners such as the Human Sciences Research Council (HSRC) and the Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN).
- As part of the Commission's aggressive drive to stakeholder management and to do things differently, public hearings (pre-engagement, engagement, post-engagement) and policy briefs are being institutionalised.
- The Commission has gained more visibility in the in local government space, and is consolidating visibility in the provincial arena.
- An inability to attract and retain key research talent which is fuelled among others by a skills shortage in a highly competitive market for talent in the financial and economic analysis domains which are core for the delivery of quality and relevant products by

the Commission continues to pose a challenge.

- Antiquated ICT systems that were on the verge of collapse have been replaced and connectivity has improved due to reprioritization of the budget.
- Through prudent financial management and longer term fiscal discipline measures, the legacy deficit has been brought under control.

2.2. 2014-2019 Future

2.2.1 External

Going forward, the Commission is of the view that the following will have an impact on the future direction of the IGFR system:

- Challenges with the adequacy and utility of Local Government Fiscal Framework (LGFF) that continue to remain unresolved
- The rise of metropolitan areas as centres of economic and political power
- Regulatory initiatives such as the National Health Insurance (NHI) and the 2011 amendment to Section 71(1) of the Municipal Systems Act
- An increasingly contested political space.

All of these collectively point to the fact that the IGR system remains in a state of flux, and that the Commission has an opportunity to influence the debate on the development trajectory going forward.

2.2.2 Internal

Moving forward, the Commission is of the view that the following will have an impact on the its performance:

- Long-standing Commission vacancies will continue to undermine the Commission's ability to fulfil its responsibilities effectively
- Development and implementation of a Implementation of a Service Delivery Model is urgent to respond to output quality issues and budget pressures

- The need to keep up to date with technological changes and invest in specialist research technologies that are mission critical for the work of the Commission
- The cost of compliance which remains high
- Internal Communication should be strengthened

2.3. The Commission's Operational Domain

2.3.1. Knowledge Resources

The Commission's knowledge of the South African intergovernmental fiscal relations system, its position as one of the premier intergovernmental fiscal relations research institutions in the world, its ability to draw on the intergovernmental body of knowledge on international and local good practice, its links with academia and other relevant stakeholders, and its nuanced understanding of relevant policy issues remain its key competence.

2.3.2. Value-add

The Parliamentary Ad Hoc Committee on the Review of Chapter 9 and Associated Institutions (2007) has confirmed the pivotal role that the Commission has played and has continued to play in the development of the South African system of intergovernmental fiscal relations.

2.3.3. Performance Environment

Changes in legislation such as the Money Bills Amendment Procedures and Related Matters Act (a bigger role for the Commission in the budget process) and the 2011 Amendment to the Municipal Systems Act (a role for the Commission in the wage negotiations between organised local government and organised labour), as well as the exponential increase in the demand for the Commission's services by stakeholders in terms of the Section 3 of the Financial and Fiscal Commission Act have provided the Commission with an opportunity to influence the development of the South African system of intergovernmental fiscal relations in such a manner that the constitutional and development goals and outcomes can be attained. These have however also placed a great deal of pressure on already oversubscribed Commissioner-time and limited Commission financial and human resources.

2.3.4. Stakeholder Management

- Government elections introduce a proportion of new legislators and members of executives some of whom will not, in varying degrees, be familiar with South African intergovernmental relations policy and practice. Bringing these new entrants up to speed in the shortest possible time will be key to ensuring that appropriate policy decisions are made and the benefits that are intended to flow from them are not delayed.
- The Commission is constantly addressing ways in which it can address the three spheres of Government in the execution of its constitutional mandate.
- The Commission further addresses and empowers the citizens in financial and fiscal.

2.4. Critical Success Factors

- Evidenced based policy advice.
- Quality research, which is a core business enabler of evidence-based policy advice.
- Excellence in research is unlikely to be impactful, unless policy analysis is packaged in a way that is understood by stakeholders and adds value to their processes.
- Insights and policy advice have no value to stakeholders unless –
 - They are timely;
 - They are disseminated employing appropriate platforms and media;
 - Stakeholder feedback is solicited and received, and
 - Implementation and outcomes are monitored and evaluated.
- Effective support – governance, human resource, research, finances, facilities, information technology, and knowledge management is crucial for the effective execution of the Commission's primary objective.
- For the Commission to leverage influence that is disproportionate to its size, a high performance culture, grounded both in the highest expression of professional values, and in living the broader values that are espoused in the Commission's strategic plan is non-negotiable.

2.5. Critical Risk Factors

- 2.5.1. A historical financial deficit which National Treasury has gone some way in addressing through revision of the Commission's MTEF Baseline Allocation and ever decreasing resources.
- 2.5.2. An exponential increase in the demand for the Commission's services by stakeholders precipitated not only by the Commission's proactive stakeholder management approach but also by the implications of the Money Bills Amendment Procedures and Related Matters Act of 2009 as well as the 2011 amendment to Section 71 of the Local Government: Municipal Systems Act of 2000.
- 2.5.3. Budget constraints in implementing adequate information technology systems. In a research driven environment like the Commission, access to up to date data and information systems is mission critical. In the light of past and continuing financial pressures, appropriate investment has often been deferred.
- 2.5.4. The high cost of compliance with among others the Constitution, the Copyright Act, the Electronic Communications and Transactions Act, the Promotion of Access to Information Act, the PFMA and the requirements and directives of the National Archives and Records Service of South Africa.
- 2.5.5. The difficulty in attracting and retaining suitable research expertise and obtaining the specialist technical skills required as there is not a large pool from which to recruit talent.

3. Commission Credo

3.1. Vision statement

To provide influential advise for an equitable, efficient and sustainable IGFR system

3.2. Mission statement

To provide proactive, expert and independent advice on promoting a sustainable and equitable IGFR system, through evidence based policy analysis to ensure the realization of our constitutional Values.

3.3. Organisational Values

The Values of the Commission identify the principles of conduct. These values enshrine the principles of Batho Pele. They are-

- **Professionalism**, which implies fairness and equal treatment; the free sharing of information; striving for quality; and time management.
- **Respect** for each other as colleagues and for the diversity of the workforce.
- **Empowerment** in employing policies to increase delegation rather than to stifle it; the tolerance of different views and ideas; and making resources available when required.
- **Trust** which requires openness and transparency; humility; person of integrity; and honesty in all undertakings.
- **Teamwork, which** encourages cross-functional integration; voluntary mentorship and coaching; taking responsibility; and flexibility.
- **Innovation, which** allows intellectual space; provides systems to support innovation; and tolerates mistakes as opportunities for learning.

PART B

Organisational Goals: Commission Strategy

A turbulent and fragile global and domestic economic, political and social environment is likely to obtain over the next 5 years, which will both shape the IGR system and, conversely, the IGR system can contribute to moulding the outcomes which eventuate. The allocation of powers and functions in the IGR system and the fiscal flows among and within the spheres exercise a major influence on equity, quality and sustainability of public service delivery. It is in this context that the Commission has to play its IGR system leadership role.

In the light of this, the Commission sees its primary organisational objective, in pursuit of its vision, mission and mandate, as generating and disseminating influential policy advice on using the intergovernmental system to realise the policy impacts necessary for national

development and the progressive realisation of the constitutional vision. To this end, quality research is a critical core business enabler of evidence-based recommendations. This is our second critical organisational goal. However, excellence in research is unlikely to be impactful, unless policy analysis is packaged in a way that is understood by our stakeholders and adds value to their processes. Accordingly, effective dissemination of research insights and recommendations and effective stakeholder management is the third pillar of the Commission's strategy. This includes follow-up on recommendation implementation and innovations in how we engage. Effective support is a crucial enabler of effective core business execution. This is the fourth organisational goal. It encompasses human resource, finances facilities, knowledge management and other critical functions. Institutionalizing a new delivery model will be crucial in answering the strategic issue of how a small organisation can leverage disproportionate influence in fulfilling an IGR leadership role. The fifth and final element of our strategy is creating a high performance culture, grounded both in the highest expression of professional values, and in living the broader values we espouse in our strategic plan.

4.1 Strategic Goals: 2014 - 2019

These strategic, outcomes-oriented goals identify areas of the Commission's performance that are critical to the achievement of its mission. There is no doubt that meeting them will remain an on-going challenge. The goals however are realistic and achievable.

These goals focus on the Commission's impact and its outcomes. They define priorities in planning the delivery of services.

These span the planning period, of at least five years. The goals may appear to have a general character but their aim is to encourage focused strategies and actions to achieve the Commission's mandated outcomes and impacts.

Strategic Outcome-Oriented Goals

Strategic Outcome-Oriented Goals		
1	Goal 1	A Stable and Innovative IGFR System
	Goal Statement	The system of Inter-governmental Fiscal Relations (IGFR) is progressive, sustainable and equitable
2	Goal 2	Strategic foresight
	Goal Statement	"No surprises" and future-oriented
3	Goal 3	Influential and informed policy advice
	Goal Statement	Effective policies that are evidence-based result from comprehensive and value-added engagement
4	Goal 4	Knowledge management
	Goal Statement	Relevant knowledge that enhances developmental impact is created and mobilised through the balance of internal and external specialist talent commensurate with the needs of the Commission
5	Goal 5	"Success" culture
	Goal Statement	A dynamic, productive organisational culture is created and nurtured
6	Goal 6	Balance
	Goal Statement	The balancing of present and future demands, leading to effective performance within the constraints of available resources.

The Commission also identified the following strategic issues for attention i.e.:

1. Creeping centralization of government services and the impact on society
2. Budget review for committees
3. Non-Governmental Organisation funding
4. Engagement with the business community
5. Impact of changes in various sectors brought about by the new executive (Government)
6. Introduction of the National Health Insurance – impact on provinces
7. Strengthening relationship with parliament
8. Review of the functions of Commissioners and Secretariat
9. Communications management within the Commission

PART C

5 2014 - 2019 Strategic Objectives: Balanced Scorecard

The Commission employs the Balanced Scorecard (BSC) methodology in its strategic planning process. This is a strategic performance management tool used by Commission to keep track of the execution of activities and to monitor the consequences arising from these actions.

The BSC is used because it articulates the links between leading inputs (human and physical), processes, and lagging outcomes and focuses on the importance of managing these components to achieve the organization's strategic priorities. It consists of four perspectives namely: the Stakeholder Perspective, Internal Business Processes Perspective, Learning and Innovation Perspective and Financial Perspective. The Stakeholder perspective is paramount in that it captures the Commissions research and policy advice outputs and their impact on the functioning of the intergovernmental system. These are in turn supported by the other three internally focussed perspectives.

5.1 Outcome-oriented Strategic Objectives

	Strategic Objective 5.1 : Stakeholder Perspective
5.1.1	<i>To profile the Commission with a special focus on the Commission's Mandate, Vision, Mission and Role, the Commission's Short- and Long-Term Strategy, the Commission's position on specific issues, the Commission's Challenges and Achievements</i>
5.1.2	<i>To ensure that Commission research is converted to policy advice and recommendations written in a language that is accessible to policymakers</i>
5.1.3	<i>To ensure that policy advice and recommendations respond timeously and proactively to the environment and to the dynamic needs of stakeholders</i>
5.1.4	<i>To ensure the generation of quality, innovative, pioneering research that informs key IGFR strategic debates and choices</i>
5.1.5	<i>To produce evidence-based results</i>
	Strategic Objective 5.2: Internal Business Processes
5.2.1	<i>To ensure the progressive and innovative management of human resources that attracts, develops and retains key talent, and leverages external expertise</i>
5.2.2	<i>To ensure the coordinated, coherent, high-quality, innovative and cost-effective approach to ICT that meets the needs of the Commission, the Commission Secretariat and stakeholders</i>
5.2.3	<i>To ensure the coordinated, cost-effective and innovative management of Commission assets in support of delivery on the Commission's mandate</i>
5.2.4	<i>To ensure compliance with legislation and adherence to relevant corporate governance best practice.</i>
5.2.5	<i>To ensure superior performance</i>
	Strategic Objective 5.3: Learning and Innovation
5.3.1	<i>To ensure the creation of new knowledge, the institutionalization of such knowledge and its transfer to other role players within the intergovernmental fiscal relations system</i>
5.3.2	<i>To ensure the coordinated, cost-effective and innovative acquisition and management of Commission data, information and knowledge resources in support of delivery on the Commission's mandate</i>
	Strategic Objective 5.4: Financial Perspective
5.4.1	<i>To ensure prudent and transparent management of the financial resources of the Commission</i>
5.4.2	<i>To ensure access to supplementary sources of funding</i>

5.2 Matrix: Strategic Outcome-Oriented Goals and Strategic Objectives

Objective	Goal					
	Sound and informed policy advice	Strategic foresight	A Stable and Innovative IGFR System	Knowledge management	"Success" culture	Balance
5.1.1 To profile the Commission with a special focus on the Commission's Mandate, Vision, Mission and Role, the Commission's Short- and Long-Term Strategy, the Commission's position on specific issues, the Commission's Challenges and Achievements	5.1.1 To profile the Commission with a special focus on the Commission's Mandate, Vision, Mission and Role, the Commission's Short- and Long-Term Strategy, the Commission's position on specific issues, the Commission's Challenges and Achievements	5.1.1 To profile the Commission with a special focus on the Commission's Mandate, Vision, Mission and Role, the Commission's Short- and Long-Term Strategy, the Commission's position on specific issues, the Commission's Challenges and Achievements	5.1.1 To profile the Commission with a special focus on the Commission's Mandate, Vision, Mission and Role, the Commission's Short- and Long-Term Strategy, the Commission's position on specific issues, the Commission's Challenges and Achievements	5.1.2 To ensure that Commission research is converted to policy advice and recommendations written in a language that is accessible to policymakers	5.2.1 To ensure the progressive and innovative management of human resources that attracts, develops and retains key talent, and leverages external expertise	5.2.1 To ensure the progressive and innovative management of human resources that attracts, develops and retains key talent, and leverages external expertise
5.1.2 To ensure that Commission research is converted to policy advice and recommendations written in a language that is accessible to policymakers	5.1.3 To ensure that policy advice recommendations respond to the needs of stakeholders	5.1.3 To ensure that policy advice recommendations respond to the needs of stakeholders	5.1.3 To ensure that policy advice recommendations respond to the needs of stakeholders	5.1.4 To ensure the generation of quality, innovative, pioneering research that informs key IGFR strategic debates and choices	5.2.2 To ensure the coordinated, coherent, high-quality, innovative and cost-effective approach to ICT that meets the needs of the Commission, the Commission Secretariat and stakeholders	5.2.2 To ensure the coordinated, coherent, high-quality, innovative and cost-effective approach to ICT that meets the needs of the Commission, the Commission Secretariat and stakeholders

Goal						
	Sound and informed policy advice	Strategic foresight	A Stable and innovative IGFR System	Knowledge management	"Success" culture	Balance
Objective	5.1.3 To ensure that policy and recommendations respond to the needs of stakeholders	5.3.1 To ensure the creation of new knowledge, the institutionalization of such knowledge and its transfer to other role players within the intergovernmental fiscal relations system	5.1.5 To produce evidence-based results	5.1.5 To produce evidence-based results	5.2.3 To ensure the coordinated, cost-effective and innovative management of Commission assets in support of delivery on the Commission's mandate	5.2.3 To ensure the coordinated, cost-effective and innovative management of Commission assets in support of delivery on the Commission's mandate
	5.1.4 To ensure the generation of quality, innovative, pioneering research that informs key IGFR strategic debates and choices	5.4.1 To ensure prudent and transparent management of the financial resources of the Commission	5.2.2 To ensure the coordinated, coherent, high-quality, innovative and cost-effective approach to ICT that meets the needs of the Commission, the Commission Secretariat and stakeholders	5.2.2 To ensure the coordinated, coherent, high-quality, innovative and cost-effective approach to ICT that meets the needs of the Commission, the Commission Secretariat and stakeholders	5.2.4 To ensure compliance with legislation and adherence to relevant corporate governance best practice.	5.2.5 To ensure superior performance
	5.1.5 To produce evidence-based results	5.4.2 To ensure access to alternative sources of funding	5.3.1 To ensure the creation of new knowledge, the institutionalization of such knowledge and its transfer to other role players within the intergovernmental fiscal relations system	5.2.3 To ensure the coordinated, cost-effective and innovative management of Commission assets in support of delivery on the Commission's mandate	5.2.5 To ensure superior performance	

Goal					
	Strategic foresight	A Stable and innovative IGR System	Knowledge management	"Success" culture	Balance
Objective	5.2.2 To ensure the coordinated, coherent, high-quality, innovative and cost-effective approach to ICT that meets the needs of the Commission, the Commission Secretariat and stakeholders		5.3.1 To ensure the creation of new knowledge, the institutionalization of such knowledge and its transfer to other role players within the intergovernmental relations system	5.4.1 To ensure prudent and transparent management of the financial resources of the Commission	5.4.1 To ensure prudent and transparent management of the financial resources of the Commission
	5.3.1 To ensure the creation of new knowledge, the institutionalization of such knowledge and its transfer to other role players within the intergovernmental relations system			5.4.2 To ensure access to alternative sources of funding	5.4.2 To ensure access to alternative sources of funding

5.3 2014 - 2019 Strategic Objectives: The Stakeholder Perspective

Preamble

The nature of the Commission’s mandate is such that its operations are linked to a complex network of stakeholders across the three spheres of government with diverse priorities and interests. Key stakeholders with functional linkages to the Commission include national, provincial and local government structures; Parliament; provincial legislatures; organised local government; and other inter-governmental budgetary institutions. In addition, there are a variety of other strategic stakeholders who are affected by, or can affect, the achievement of the Commission’s strategic goals such as its own employees; commissioners; management; other organs of state; academia, and organised civil society.

Strategic Objective	5.1.1 To profile the Commission with a special focus on the Commission's Mandate, Vision, Mission and Role, the Commission's Short- and Long-Term Strategy, the Commission's position on specific issues, the Commission's Challenges and Achievements					
Objective clarification	<ol style="list-style-type: none"> 1. Dissemination and clarification of outputs to a wider audience 2. Stakeholder instruction on IGFR and IGFR issues 3. Relationship building and consultation 4. Collaboration and partnership. 					
Baseline	<table border="1"> <thead> <tr> <th data-bbox="422 1249 884 1308">Description</th> <th data-bbox="884 1249 1343 1308">Indicator</th> </tr> </thead> <tbody> <tr> <td data-bbox="422 1308 884 1939">Dissemination of Commission profferings, engagement with stakeholders and issues management</td> <td data-bbox="884 1308 1343 1939"> <ul style="list-style-type: none"> • Number of Q2 to Q3 briefings on Submission for the Division of Revenue annually by financial year end • Number of Q3 briefings on Medium Term Budget Policy Statement annually by financial year end • Number of Q4 briefings on Commission Submission to Division of Revenue Bill annually by financial year end • Number of Q4 briefings on Commission Submission on Fiscal Frameworks and Revenue Proposals annually by financial year end • Number of Q4 briefings on Commission Submission on Appropriations Bill annually by financial year end • Number of Q3 briefings on Commission Annual Report annually by financial year end • Number of other (Section 3(2)(b)(i) and (ii) of </td> </tr> </tbody> </table>	Description	Indicator	Dissemination of Commission profferings, engagement with stakeholders and issues management	<ul style="list-style-type: none"> • Number of Q2 to Q3 briefings on Submission for the Division of Revenue annually by financial year end • Number of Q3 briefings on Medium Term Budget Policy Statement annually by financial year end • Number of Q4 briefings on Commission Submission to Division of Revenue Bill annually by financial year end • Number of Q4 briefings on Commission Submission on Fiscal Frameworks and Revenue Proposals annually by financial year end • Number of Q4 briefings on Commission Submission on Appropriations Bill annually by financial year end • Number of Q3 briefings on Commission Annual Report annually by financial year end • Number of other (Section 3(2)(b)(i) and (ii) of 	
Description	Indicator					
Dissemination of Commission profferings, engagement with stakeholders and issues management	<ul style="list-style-type: none"> • Number of Q2 to Q3 briefings on Submission for the Division of Revenue annually by financial year end • Number of Q3 briefings on Medium Term Budget Policy Statement annually by financial year end • Number of Q4 briefings on Commission Submission to Division of Revenue Bill annually by financial year end • Number of Q4 briefings on Commission Submission on Fiscal Frameworks and Revenue Proposals annually by financial year end • Number of Q4 briefings on Commission Submission on Appropriations Bill annually by financial year end • Number of Q3 briefings on Commission Annual Report annually by financial year end • Number of other (Section 3(2)(b)(i) and (ii) of 					

		<p>the Financial and Fiscal Commission Act) stakeholder engagements annually by financial year end</p> <ul style="list-style-type: none"> • Number of TCF (Technical Committee on Finance) Meetings by financial year end
Baseline	Description	Indicator
	<ul style="list-style-type: none"> • Dissemination of Commission profferings, engagement with stakeholders and issues management 	<ul style="list-style-type: none"> • Number of Budget Council Meetings by financial year end • Number of IGFR Workshops annually by financial year end • Number of Public Hearings annually by financial year end
Strategic Objective	5.1.2 To ensure that Commission research is converted to policy advice and recommendations written in language that policymakers can understand	
Objective clarification	Translation of research findings to credible, evidenced policy advice and providing this advice in a manner which can be easily understood and acted upon by the relevant policymakers and other IGR system stakeholders	
Baseline	Description	Indicator
	Accessible Commission profferings	<ul style="list-style-type: none"> • Number of clear language edited Commission publications annually by financial year end
Strategic Objective	5.1.3 To ensure that policy advice and recommendations respond to the needs of stakeholders	
Objective clarification	Ensuring that research, policy advice and recommendations are based on an understanding of the environment and the needs and aspirations of stakeholders	
Baseline	Description	Indicator
	Research, policy advice and recommendations that deal with IGFR issues that are relevant and topical	<ul style="list-style-type: none"> • Number of state forums attended to identify Government's areas of focus and priorities annually by financial year end

Strategic Objective	5.1.4 To ensure the generation of quality, innovative, pioneering research that informs key IGFR strategic debates and choices					
Objective clarification	The Commission is in the process of implementing a 5 year research strategy which was developed and approved in 2008. The strategy aims to consolidate the work of the Commission to date, and to identify a broader set of institutional and governance arrangements that are capable of achieving positive public expenditure outcomes. The strategy seeks to give a clear focus on what the outcomes and impact of government interventions should be. The strategy also focuses on issues of change, adaptation and accountability for results, as well on an explicit strategic approach to research adopted to tackle these rather imposing issues.					
Baseline	<table border="1"> <thead> <tr> <th data-bbox="416 904 775 972">Description</th> <th data-bbox="775 904 1348 972">Indicator</th> </tr> </thead> <tbody> <tr> <td data-bbox="416 972 775 1364"> <ul style="list-style-type: none"> Better stewardship of public funds/Value for Money </td> <td data-bbox="775 972 1348 1364"> <ul style="list-style-type: none"> Annual Submission for Division of Revenue annually by due date Submission on the Medium Term Budget Policy Statement Response annually by due date Submission on the Division of Revenue Bill annually by due date Submission on the Fiscal Frameworks and Tax Proposals annually by due date Submission on the Appropriations Bill each annually by due date </td> </tr> </tbody> </table>	Description	Indicator	<ul style="list-style-type: none"> Better stewardship of public funds/Value for Money 	<ul style="list-style-type: none"> Annual Submission for Division of Revenue annually by due date Submission on the Medium Term Budget Policy Statement Response annually by due date Submission on the Division of Revenue Bill annually by due date Submission on the Fiscal Frameworks and Tax Proposals annually by due date Submission on the Appropriations Bill each annually by due date 	
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Strategic Objective	5.1.5 To produce evidence-based results					
Objective statement	<i>Findings and recommendations based on empirical evidence</i>					
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5.2 Strategic Objectives: Internal Business Processes

<p>Strategic Objective</p>	<p>5.2.1 <i>To ensure the progressive and innovative management of human resources that attracts, develops and retains key talent, and leverages external expertise</i></p>	
<p>Objective Clarification</p>	<p>The Commission is a knowledge-based institution that requires unique and extremely scarce skills. The preservation of its institutional memory, the management of its knowledge holdings, as well as the attraction and retention of those sources of knowledge, are therefore pivotal to its on-going relevance and long-term sustainability. In a word, its core competence is a function of its human capital holdings.</p> <p>The Commission has in the past experienced unprecedented levels of critical skills flight and with it the severe drain of its institutional memory and a serious decline in its knowledge holdings. In an attempt to arrest the exodus of skills, the Commission has recently developed progressive talent management strategies, policies and procedures.</p>	
<p>Baseline</p>	<p>Description</p>	<p>Indicator</p>
	<p>People organised effectively for performance</p>	<ul style="list-style-type: none"> • Number of Organisational Development (OD) components completed by March 2016 • Revised Human Resource Strategy annually • Annual number of revised Human Resources Management Policies and Procedures • Annual remuneration of staff at rates not below levels prescribed by DPSA • Proportion of staff (normal distribution curve) rewarded and recognised for superior performance annually • Annual number of employees that meet competence standards set in Commission Policy
<p>Baseline</p>	<p>Description</p>	<p>Indicator</p>

	People organised effectively for performance	<ul style="list-style-type: none"> • Annual number of unoccupied but budgeted posts • Annual rate of absenteeism • Number of employees disciplined for misconduct² annually by financial year end • Annual number of days in training per organisational training and development plan per employee • Annual ratio of male to female staff
Strategic Objective	5.2.2 To ensure the coordinated, coherent, high-quality, innovative and cost-effective approach to ICT that meets the needs of the Commission, the Commission Secretariat and stakeholders	
Objective statement	Appropriate ICTs that meet the needs of the Commission	
Baseline	Description	Indicator
	ICT organised effectively for performance	<ul style="list-style-type: none"> • Revised ICT Strategy annually by financial year end • Revised ICT Plan annually by financial year end • Revised ICT Policies and Procedures annually by financial year end • Revised Disaster Recovery Plan annually by financial year end • Revised Business Continuity Plan annually by financial year end • Number of new and/or upgraded hardware and software units per ICT Strategy and Plan annually by financial year end • Video Conferencing capability • Annual number of incidents reported by users

² Incidents/Total Staff Compliment%

Strategic Objective	5.2.3 <i>To ensure the coordinated, cost-effective and innovative management of Commission assets in support of delivery on the Commission's mandate</i>	
Objective statement	Commission assets need to be managed and maintained to ensure that they continue to function as efficiently and effectively as possible in supporting the delivery of a wide range of Commission services.	
Baseline	Description	Indicator
	Space, infrastructure, people and organization effectively coordinated for performance	<ul style="list-style-type: none"> • Revised Facilities Management Strategy and Plan annually by year end • Revised Facilities Management Plan annually by year end • Annual number of revised Facilities Management Policies and Procedures annually by financial year end

Strategic Objective	5.2.4 <i>To ensure compliance with legislation and adherence to relevant corporate governance best practice.</i>	
Objective statement	Compliance with the Constitution, the Financial and Fiscal Commission Act, the Public Finance Management Act, the Commission's Code of Conduct, all Commission Policies, the King Code on Corporate Governance to the extent applicable and such other pieces of legislation as the Commission is bound to comply with	
Baseline	Description	Indicator
	Commitment to legal and ethical standards, and doing the right thing	<ul style="list-style-type: none"> • Strategic Plan to NT by due date • Final Strategic Plan to Parliament and NT by due date • Tabling of Submission for the Division of Revenue per IGFR Act • Submission of Annual Financial and Non-financial Performance Information to AG by due date • Submission of Quarterly Financial and Non-Financial Performance Information to NT by

		<p>due date</p> <ul style="list-style-type: none"> • MTEF Submission to NT by due date • Submission and tabling of Annual Report before Parliament, Provincial Legislatures, Organised Local Government, NT and AG by due date • Budget Adjustment Estimates Submission to NT by due date • Annual Enterprise Risk Assessment • Estimates of National Expenditure (ENE) Submission to NT by due date • Annual Commission Governance as prescribed by Part III of the Financial and Fiscal Commission Act, the Commission Governance Code, and approved Committee Terms of Reference
Baseline	Description	Indicator
	Commitment to legal and ethical standards, and doing the right thing	<ul style="list-style-type: none"> • Stakeholder advisories in terms of Section 3(2)(l)(b) of the Financial and Fiscal Commission Act and other applicable legislation by March 2014
Strategic Objective	5.2.5 To ensure superior performance	
Objective statement	A focus on attainment of goal-oriented strategic objectives	
Baseline	Description	Indicator
	Consistent attainment of organisational goals	<ul style="list-style-type: none"> • Number of Annual Performance Targets achieved by each financial year end

5.3 Strategic Objectives: Learning and Innovation Perspective

Strategic Objective	5.3.1 To ensure the creation of new knowledge, the institutionalization of such knowledge and its transfer to other role players within the intergovernmental fiscal relations system
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<p>Objective clarification</p>	<ol style="list-style-type: none"> 1. An effective Knowledge Management strategy provides access to best/latest thinking stimulates novel approaches and the generation of new ideas. These in turn lead to innovation and faster problem-solving. 2. It also leads to better communication and the sharing of information which in turn enables new incumbents to become productive quicker. 3. Knowledge Management minimises duplication and re-invention. This results in higher levels of productivity and performance gains 4. Knowledge Management minimises the extent of knowledge loss or leakage in that it institutionalises it. 	
<p>Baseline</p>	<p>Description</p>	<p>Indicator</p>
	<p>Preservation institutional memory</p>	<ul style="list-style-type: none"> • file Plan, systems, infrastructure and digitisation by March 2019
	<p>Advancement of IGFR Knowledge</p>	<ul style="list-style-type: none"> • Annual number of peer-reviewed publications in accredited journals as per Research Policy • Annual number of recognised book chapters or working papers or Technical Reports published as per Research Policy

<p>Strategic Objective</p>	<p>5.3.2 To ensure the coordinated, cost-effective and innovative acquisition and management of Commission data, information and knowledge resources in support of delivery on the Commission's mandate</p>	
<p>Objective statement</p>	<p>The credibility of the Commission's research and hence its policy advice rests on accurate, up to date and timely data, information and knowledge resources</p>	
<p>Baseline</p>	<p>Description</p>	<p>Indicator</p>
	<p>Unrestricted access to information in many formats from a variety of sources</p>	<ul style="list-style-type: none"> • Annual number of successful referencing transactions • Number of reference works acquired annually by financial year end

5.4 Strategic Objectives: Financial Perspective

Implementation of Financial and Fiscal Commission Strategy

Funding has not commensurate with the ever growing demands imposed on the resources of the Commission. Further, Cabinet's call for a cut in overall expenditure throughout Government and in other entities funded by the State has exacerbated the matter.

All of the above notwithstanding, the Commission has resolved to respond positively to the call for financial discipline and will not only reprioritise its work but also impose cost saving measures in the procurement of goods and services.

Strategic Objective	5.4.1 To ensure prudent and transparent management of the financial resources of the Commission	
Objective statement	Sound and accountable management of the revenue, expenditure, assets and liabilities of the Commission	
Baseline	Description Organizational agility through the allocation of scarce resources amongst competing interests and opportunities	Indicator <ul style="list-style-type: none"> • Revised Financial Management Policies annually • Revised Supply Chain Management Policies annually • AG Audit Report with no matters of emphasis annually • Percentage deviation from budget allocation annually • % Reduction of legacy deficit through bidding for allocations, budget adjustments and implementation of financial discipline annually
Strategic Objective	5.4.2 To ensure access to supplementary sources of funding	
Objective clarification	Given binding budget constraints, the only way the Commission can maintain and extend its research and policy advice is by leveraging other sources of finance for its activities.	
Baseline	Description Cooperating to create and/or acquire knowledge	Indicator <ul style="list-style-type: none"> • Number of partnerships, sponsorships and collaboration agreements annually by financial year end