

Performance Information 2010 - 2011

Strategic Objective	Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	Target	Actual	Variance	Outcome
Generate quality, innovative, pioneering research that informs key IGFR strategic debates and choices	Public Expenditure-Economic Growth Nexus: The South African Experience Research Project	Reports	Contribution to Submission on the Division of Revenue 2012 - 2013	March 2011	Achieved	Research Reports consolidated and published as " <i>Fiscal Rules</i> "	Policy advice that seeks to achieve positive public expenditure outcomes and discharge of Constitutional and Legislative Mandate
	Impact of Government Revenue on Economic Growth in South Africa Research Project						
	Public Investment and Budgetary Consolidation in South Africa Report						
	Short Term Forecasting Model for South Africa Development: Phase 1 - Theoretical Model	Phase 1 Report	Contribution to future forecasting and projection work	March 2011	Achieved	None	
	Interregional CGE Modelling For South Africa Model Development	Report	Contribution to Submission on the Division of Revenue 2012 - 2013	March 2011	Achieved		

Strategic Objective	Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	Target	Actual	Variance	Outcome
<p>Generate quality, innovative, pioneering research that informs key IGFR strategic debates and choices <i>cont</i> ...</p>	Realising the Millennium Development Goals through the Intergovernmental Financial Transfers Research Project	Reports	Contribution to Submission on the Division of Revenue 2012 - 2013	March 2011	Achieved	None	Policy advice that seeks to achieve positive public expenditure outcomes and discharge of Constitutional and Legislative Mandate
	Intertemporal CGE Modelling for South Africa Research Project						
	The Economic and Fiscal Costs of Inappropriate Land Use Research Project						
	Environmental Sustainability and climate change in Cities Research Project						
	Local Government Spending and Budget Analysis Research Project						
	Unpacking Municipality Debt Research Project				Achieved	Published as "Municipal Consumer Debt in South Africa"	

Strategic Objective	Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	Target	Actual	Variance	Outcome
Generate quality, innovative, pioneering research that informs key IGFR strategic debates and choices <i>cont</i> ...	Estimating the Factors that Influence Municipal Costs and Expenditure Research Project	Report	Contribution to Submission on the Division of Revenue 2012 - 2013	March 2011	Achieved	None	Policy advice that seeks to achieve positive public expenditure outcomes and discharge of Constitutional and Legislative Mandate
	Proposal for revisions to the Division of Revenue Bill Research Project: Phase I	Phase I Report					
	Assessment of spending, budgeting capacity and performance of South African National Government Research Project	Report					
	The impact of unfunded mandates in South African Intergovernmental relations Research Project	Report			Achieved and ongoing		
	Rural Development and Intergovernmental Fiscal Reforms in South Africa Report	Report					

Strategic Objective	Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	Target	Actual	Variance	Outcome
Generate quality, innovative, pioneering research that informs key IGFR strategic debates and choices <i>cont</i> ...	Financing of Natural Disasters in South Africa Research Project	Report	Contribution to future Recommendations on the Submission on the Division of Revenue	March 2011	Not achieved	Research extended to 2011/2012 Research Cycle pending completion of research	Policy advice that seeks to achieve positive public expenditure outcomes and discharge of Constitutional and Legislative Mandate
	Challenges and Gaps in the Current Human Settlements delivery System in South Africa Research Project	Report	Contribution to Submission on the Division of Revenue 2012 - 2013	March 2011	Achieved	None	
	Evaluation of the Land Use Patterns and Implications on Transport and the role of the Intergovernmental Fiscal Relation System Research Project	Report					
	Burden of diseases, Health Financing and Fiscal Impacts Research Project	Report					
	Spending, budgeting and revenue performance of provincial governments 2007/08 to 2012/13 Research Project	Report					

Strategic Objective	Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	Target	Actual	Variance	Outcome
Generate quality, innovative, pioneering research that informs key IGFR strategic debates and choices <i>cont</i> ...	Building accountable provincial government institutions Research Project	Budget Analysis Reports	In-year stakeholder advisories	March 2011	Achieved	None	Policy advice that seeks to achieve positive public expenditure outcomes and discharge of Constitutional and Legislative Mandate
	The Role of Intergovernmental Fiscal Relations in Promoting Innovation in South Africa Research Project	Concept Document	Commission approved Concept		Not achieved	Concept development extended to 2011/2012 Research Cycle Virgin territory	
	Basic Education Report	Report	Contribution to Submission on the Division of Revenue 2012 - 2013		Achieved	None	
	Higher Education Report	Report	Contribution to future Recommendations on the Submission on the Division of Revenue				
	Review of Research Strategy	Revised Research Strategy document	Strategy Review				Improved research capacity and output
	Review of Research Policy	Revised Research Policy	Policy Review				
	Research Workplan Development and Implementation	2010/2011 Research Workplan	Research Committee approval and Implementation	April 2010	Achieved		Enhanced delivery

Strategic Objective	Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	Target	Actual	Variance	Outcome
Compliance with legislation and adherence to relevant corporate governance best practise	Stakeholder Advisories Projects	Report and Briefing	Submission on 2010 Appropriations Bill finalised and tabled before Parliament	February 2011	Achieved	None	Policy advice that seeks to achieve positive public expenditure outcomes and discharge of Constitutional and Legislative Mandate
		Report and Briefing	Submission on Department of Basic Education request on Challenges/Problems Encountered with Funding Norms Applicable to Independent Schools finalised and submitted to Department of Basic Education	July 2010			
		Report	Submission on Municipal Property Rates Amendment Bill finalised and submitted to Minister of Finance	March 2011			
	Commission Response to 2010 MTBPS Project	Report and Briefing	Tabling of Submission on 2010 Medium Term Budget Policy Statement	October 2010			
	Commission Response to 2011 DoR Bill Project		Tabling of Submission on 2011 Division of Revenue Bill	February 2011			

Strategic Objective	Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	Target	Actual	Variance	Outcome
Compliance with legislation and adherence to relevant corporate governance best practise	Commission Submission on 2011 Fiscal Framework and Revenue Proposals Project	Report and Briefing	Tabling of Submission on 2011 Fiscal Framework and Revenue Proposals	February 2011	Achieved	None	Policy advice that seeks to achieve positive public expenditure outcomes and discharge of Constitutional and Legislative Mandate
	2011/2012 Submission on the DoR Project	Report and Briefings	Tabling of 2011/2012 Submission on the DoR	May 2010			
	2011/2012 Technical Report Project	Report	Publication of 2011/2012 Technical Report	June 2010			
	2009/2010 Annual Report Project	Report	Tabling of 2009/2010 Annual Report	August 2010			Accountability
	2012/2013 Submission on the DoR Project	Submission	In principle approval of 2012/2013 Submission for the Division of Revenue by Commission	March 2011			Policy advice that seeks to achieve positive public expenditure outcomes and discharge of Constitutional and Legislative Mandate
	2011/2012 Research Proposals Project	Research Proposals	Commission approval of 2011/2012 Research Proposals	March 2011			
	Submission on MTEF Project	Submission on 2011/ 2012 – 2013/2014 MTEF	Approved Submission on 2011/2012 – 2013/2014 MTEF and submission to NT	July 2010			Sustainable resource planning

Strategic Objective	Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	Target	Actual	Variance	Outcome
Compliance with legislation and adherence to relevant corporate governance best practise	Submission on Adjustment Estimates Project	Submission on 2010/2011 Budget Adjustment Estimates	Approved Submission on 2010/2011 Budget Adjustment Estimates and submission to NT	September 2010	Achieved	None	Budget reprioritisation and cost effective employment of resources
	Submission on Estimates of National Expenditure	Submission on 2011/2012 Estimates National Expenditure	Approved Submission on 2011/2012 Estimates National Expenditure and submission to NT	November 2010			
	Internal audit	Assessment and advice on <ul style="list-style-type: none"> • risk management strategy and practices • management (including IT) control frameworks • governance processes 	Assurance	Ongoing			Discharge by the Commission of its governance responsibilities
	External audit	Per 2009/2010 Audit Strategy	Full disclosure	May – July 2010			Accountability in the employ of public resources
	Protected Disclosures Mechanisms	Fraud Hotline	Operational Fraud Hotline	March 2011			Not achieved

Strategic Objective	Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	Target	Actual	Variance	Outcome
Compliance with legislation and adherence to relevant corporate governance best practise	Code of Conduct on Supply Chain Management Adoption	Adoption of NT Code of Conduct on SCM	Operational SCM Code of Conduct	March 2011	Achieved	None	Promotion of integrity in the procurement of goods and services
	Financial Policy and Procedures Implementation and Review	Revised Policies and Procedures	Approved and operational revisions	March 2011			Sound financial management
	Financial Risk Management Framework and Plan Implementation and Review	Revised Risk Management Framework and Plan	Approved and operational revisions	October 2010			Mitigation of risk
	Fraud Prevention Strategy and Plan Implementation and Review	Revised Fraud Prevention Strategy and Plan	Approved and operational revisions	October 2010			Mitigation of fraud and corruption
	Commission Governance Code Implementation	Communication	Adherence	Ongoing			Superior governance
	Reporting	Submission of reports and returns	Timely Submission of compliant reports and returns	As prescribed			Accountability

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Strategic Objective	Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	Target	Actual	Variance	Outcome
Compliance with legislation and adherence to relevant corporate governance best practise	Strategy and Business Planning	2010/2011 Corporate and Divisional Strategies and Business Plans	Commission approved Strategies and Business Plans	April 2010	Achieved	None	Optimal employment of resources
	Budget Performance	Expenditure as per approved Business Plans and Budgets	Audit Opinion	Unqualified Audit Opinion No matter of emphasis	Partially achieved	Opinion unqualified but with Matters of Emphasis	Delivery within allocated resources
	Commission and Committee Meetings	Scheduled and quorate Commission and Committee Meetings	Part 3 of Financial and Fiscal Commission Act	Commission Meetings: 5	Partially	Achieved: 4 One meeting not quorate due to vacancies	Mutual and consultative decision making
				Audit Committee: 4	Achieved: 4	None	
				Research Committee: 4	Partially Achieved: 2	One meeting converted into a Research Lekgotla One meeting not quorate due to vacancies	
				REMCO ¹ : 3	Partially achieved: 2	One meeting not quorate due to vacancies	

¹ Remuneration and Performance Review Committee

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Strategic Objective	Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	Target	Actual	Variance	Outcome
Progressive and innovative management of human resources that attracts, develops and retains key talent, and leverages external expertise	Review of Delivery Model	Revised Delivery Model	Commission approval of New Delivery Model Concept	March 2011	Partially achieved	Concept approved Organisational Development and Risk Assessment in progress	Delivery excellence with fewer resources
	Human Resource Policies and Procedures Implementation and Review	Revised Policies and Procedures	Approved and operational revisions	March 2011	Achieved	None	Sound talent management
	Filling of Budgeted posts	Minimum level of unoccupied but budgeted posts	Ratio of vacancies to budgeted posts	2 posts	Not Achieved	5 posts Reorganisation and moratorium in filling of vacancies	Sound resource management
	Remuneration of Staff	Competitive Remuneration	Rates not below levels prescribed by DPSA	March 2011	Achieved		Attraction and retention of key talent
Progressive and innovative management of human resources that attracts, develops and retains key talent, and leverages external expertise	Reward and recognition of staff	Implementation of Performance Management and Bonus System	As per Commission Policy	Normal Distribution	Achieved	None	Attraction and retention of key talent
	Recruitment of talent	Qualified personnel	Talent as per standards set in terms of Commission Policy	On hold	On hold	Moratorium on recruitment pending reorganisation	
	Attendance ²	Minimum level of absenteeism	<3%	<3%	2.88%	Improved leave management	Enhanced productivity

² Total Days Absent/Total Working Days%

Strategic Objective	Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	Target	Actual	Variance	Outcome
Progressive and innovative management of human resources that attracts, develops and retains key talent, and leverages external expertise	Misconduct and discipline ³	Maintenance of acceptable levels	<2%	<2%	0.75	Consistent policy implementation	Improved work ethic
	Training and development	Targeted training and development	Number of days in training and development per employee	3 days per employee	3.9 days per employee	Additional, extended and once-off training for Finance personnel	Enhanced productivity
	Gender Balance ⁴	Maximization of gender balance	Ratio of male and female employees	SMS 60/40 Professional 60/40 Organisation: 60/40	SMS: 87.5/12.5 Professional: 31.25/68.75 Organisation: 42.4/57.6	Pending reorganisation and moratorium in filling of vacancies	Deferred realisation of Constitutional ideals of equality and non-discrimination
	Results-based Management Framework Development	Framework	Commission approved Framework	March 2011	Achieved	Part of Outcomes-based Approach to Performance Management	
Coordinated, coherent, high-quality, innovative and cost-effective approach to ICT that meets the needs of the Commission, the Commission Secretariat and stakeholders	ICT Governance	Development of ICT Strategy	Best practise approved ICT Strategy (COBIT; ITIL)	March 2011	Not Achieved	Stabilisation of System and appointment of long-term IT Support Service Provider prioritised	Non-optimal value delivery of ICT
		Implementation of ICT Strategy	Best practise implementation of ICT Strategy (COBIT; ITIL)				
		Development of ICT Policies and Procedures	Best practise approved ICT Policies and Procedures (COBIT; ITIL)				

³ Incidents/Total Staff Compliment%

⁴ Numerator: Male and Denominator: Female

Strategic Objective	Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	Target	Actual	Variance	Outcome
Coordinated, coherent, high-quality, innovative and cost-effective approach to ICT that meets the needs of the Commission, the Commission Secretariat and stakeholders	ICT Governance	Implementation of ICT Policies and Procedures	Best practise implementation of ICT Policies and Procedures (COBIT; ITIL)	March 2011	Not Achieved	Stabilisation of System and appointment of long-term IT Support Service Provider prioritised	Non-optimal value delivery of ICT
	Upgrade of ICT Infrastructure	As per user specification requirements	Retirement of pre-2007 Server and Acquisition of Additional Server	2 replacements units	Partially Achieved	1 replaced Resource constraints	
				1 new unit	Not achieved	Resource constraints	
	Streamlining of ICT Network and Connectivity	Reconfigured Network	User satisfaction	Replace 128k Diginet Line with 2 x 4MB ADSL	Not achieved	Resource Constraints	
	Maintenance of ICT Network and Connectivity	Proactive maintenance of ICT Network and Connectivity	Downtime	<3hrs per month	<3hrs per month	None	
Coordinated, coherent, high-quality, innovative and cost-effective approach to ICT that meets the needs of the Commission, the Commission Secretariat and stakeholders	Upgrade of ICT Hardware	As per user specification requirements	Retirement of pre-2007 ICT Hardware	30 units	Partially achieved	12 units replaced 12 reformatted Resource constraints	Increased productivity
	Proactive and efficient maintenance of ICT Hardware	Proactive maintenance of ICT Hardware	Downtime	<1 hour per week	<1 hour per week	None	
	Management of outsourced services	Best practice management of outsourced services	Turnaround time	24 hours	24 hours		

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Strategic Objective	Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	Target	Actual	Variance	Outcome
Coordinated, cost-effective and innovative management of Commission assets in support of delivery on the Commission's mandate	Facilities Management Policies and Procedures Review and Implementation	Revised Policies and Procedures	Approved and operational revisions	March 2011	Achieved	None	Increased productivity
	Development of an Asset Management Plan (Fixed and Movable Asset Registers)	Draft 0	Management Workshop	March 2011	Partially achieved	Draft 0 finalised Workshop outstanding Scheduling constraints	Deferred optimal value delivery by Facilities
	Development of a Asset Utilization Profile	Draft 0	Management Workshop	March 2011			
	Determination and implementation of minimum maintenance requirements for the assets of the Commission	Draft 0	Management Workshop	March 2011	Draft 0 finalised Workshop outstanding Scheduling and resource constraints		
	Development and implementation of a year-round maintenance programme for Commission assets	Draft 0	Management Workshop	March 2011			

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Strategic Objective	Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	Target	Actual	Variance	Outcome	
Coordinated, cost-effective and innovative management of Commission assets in support of delivery on the Commission's mandate	Management of travel and accommodation arrangements	Proactive, cost effective and efficient management of travel and accommodation arrangements	Operational In-house Travel Desk	March 2011	Achieved	None	Value for money	
			Corporate Accounts	March 2011	Achieved			
			Discounted travel and accommodation	2 week advance booking	Partially achieved	Non-discountable ad hoc short notice travel and accommodation		
	Review of accommodation requirements	Office Space commensurate with current Commission requirements	Reduction in office space	Midrand: Surrender of first floor office space		Partially achieved	Midrand: Lease expires June 2011 and surrender scheduled for June 2011	Optimal use of resources
				Cape Town: Surrender boardroom		Not achieved	Cape Town: Negotiations ongoing Lease expires January 2013	Optimal use of resources deferred
	Creation of a safe, healthy and compliant working environment	Health and Safety Policies and Plan	Approved and best practise Health and Safety Policies and Procedures	March 2011	Approved of Health and Safety Policies and Plan	None	Employee wellness	
Management of outsourced services	Best practice management of outsourced services	Turnaround time	<4hrs	Achieved	None	Value for money		

Strategic Objective	Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	Target	Actual	Variance	Outcome
Effective and responsible leadership with specific focus on integrity, transparency and accountability, as well as on the development a positive organisational culture	Employee strategy formulation participation	Clarity of organisational direction and performance	Employee feedback	27 employees	Partially Achieved	19 employees Absence of congruence of organisational and some individual purpose, direction and performance	Employee buy-in
		Clarity of purpose for individual employee					
	Employee Engagement	Consultation and information sharing	Staff Meetings	6	Achieved	None	
	Adherence to the values of the Commission	Compliance with Commission Policies and Codes of Ethics/Conduct	Grievance Rate ⁵	<3%	Achieved: 0%	Adherence to Commission values	
Coordinated, cost-effective and innovative acquisition and management of Commission data, information and knowledge resources in support of delivery on the Commission's mandate	Knowledge holdings development Project	Selected books, articles, metadata and virtual links to library collection	Access to references	1750 units	Partially achieved	900 units Resource constraints	Talent empowerment
	Information Management, Enterprise Content Management and Records Management Project	File Plan and digitization of paper versions and electronic formats of 1994 – 2010 corporate memory	National Archives approved File Plan Phase 1: Records Survey	1 200 000 units	1 200 000 units	None	Deferred preservation of institutional memory
			Digitisation of Records Phase 1: Categorisation of Records	1 200 000 records	Partially achieved	1 300 records Resource constraints	

⁵ Total Number of Grievances/Total Number of Employees%

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Coordinated, cost-effective and innovative acquisition and management of Commission data, information and knowledge resources in support of delivery on the Commission's mandate	Access to non-library holdings reference sources project	Book exchanges	Turnaround time	Same day	Same day	None	Informed research
		Digital resources	Turnaround time	Same day	Same day	None	
Profiling Commission with a focus on the its Mandate, Vision, Mission and Role; the Commission's Short- and Long-Term Strategy; the Commission's position on specific issues; and The Commission's Challenges and Achievements	Development of Educational Materials, Stakeholder IGFR Workshops, and Dissemination of Commission Profferings	Stakeholder Education Manual	Stakeholder Manual	Final Draft	Partially achieved	Second Draft Resource constraints	Informed IGFR discourse and debate, and informed policy choices
		Stakeholder IGFR Education	Workshops	20 Parliamentary Committees	Partially achieved	2 Parliamentary Committees Committee scheduling	
				9 Provincial Legislatures	Partially achieved	2 Provincial Legislatures Legislature scheduling	

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Profiling Commission with a focus on the its Mandate, Vision, Mission and Role; the Commission's Short- and Long-Term Strategy; the Commission's position on specific issues; and The Commission's Challenges and Achievements	Development of Educational Materials, Stakeholder IGFR Workshops, and Dissemination of Commission Profferings	Dissemination of Information	Briefings on Division of Revenue Bill, Fiscal Framework and Revenue Proposals	20 Parliamentary Committees	Partially achieved	7 Parliamentary Committees Scheduling constraints	Informed IGFR discourse and debate, and informed policy choices	
				9 Provincial Legislatures	Partially Achieved	8 Provincial Legislatures Scheduling constraints		
			Briefings on Appropriations Bill	2 Parliamentary Committees	Achieved	2 Parliamentary Committees		None
			Briefings on Commission Submission for the Division of Revenue	20 Parliamentary Committees	Partially achieved	5 Parliamentary Committees Scheduling constraints		
				9 Provincial Legislatures	9 Provincial Legislatures	None		
				SALGA National Conference and Executive	Partially achieved	Executive briefed Unable to access Conference		
				Government (NT)	Achieved	None		
				Media	Achieved			
			Briefings on Annual Report	2 Parliamentary Committees	Achieved			

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Profiling Commission with a focus on the its Mandate, Vision, Mission and Role; the Commission's Short- and Long-Term Strategy; the Commission's position on specific issues; and The Commission's Challenges and Achievements	Development of Educational Materials, Stakeholder IGFR Workshops, and Dissemination of Commission Profferings	Dissemination of Information	Briefings on Annual Report	9 Provincial Legislatures	Partially achieved	2 Legislatures Legislature availability	Informed IGFR discourse and debate, and informed policy choices
	Advocacy in shaping the external reputation of the Commission		Conference Papers	3	Achieved	None	
Create new knowledge, institutionalise such knowledge and transfer it to other role players within the intergovernmental fiscal relations system	Conduct research	Technical Report	Publication of research	July 2010	Achieved	None	Contribution to development of IGFR Systems
	PEP School	IGFR Modelling Training	Course Subscription	20 Course Participants	Achieved 21 Course Participants	Oversubscription	
Adopt a Prudent and Transparent Approach to the Management of Finances	Budget management	Strategy and budget allocation congruence	% Deviation from Auditor-General Norm	+/-5%	Achieved -1.5%	None	Research and advice scope and depth constraints
	Budgeting under Austerity	Cost efficiency	Savings	+5%	Not achieved	Budget inadequacy	

Strategic Objective	Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	Target	Actual	Variance	Outcome
Adopt a Prudent and Transparent Approach to the Management of Finances	Alternative revenue sources	<ul style="list-style-type: none"> • Collaborations • Partnerships 	Joint projects	2 Projects	Not achieved	Absence of convergence	Research and advice scope and depth constraints
		<ul style="list-style-type: none"> • Donations 	Externally funded projects	1 Project	Not achieved	Absence of convergence and dearth of funding	