

Performance Information 2011 - 2012

Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2011/2012 Annual Target	Actual	Variance
Measurable Strategic Objective 1: Generate quality, innovative, pioneering research that informs key IGFR strategic debates and choices					
Research and Recommendations Programme	Advancement of IGFR Knowledge-generation and dissemination	Peer-reviewed publications in an accredited scientific journal (Division)	13.6 ¹	Partially Achieved 11.6	Delays in accreditation
		The number of recognised book chapters or working papers or Technical Reports Published	22 ²	Achieved	
	Better stewardship of public funds/Value for Money	Annual Submission for Division of Revenue	1 ³	Achieved	
		Medium Term Budget Policy Statement Response	1 ⁴	Achieved	
		Division of Revenue Bill Response	1 ⁵	Achieved	
		Fiscal Frameworks and Tax Proposals Response	1	Achieved	
		Appropriations Bill Response	1	Achieved	
	Continuous professional staff development	The number of Commission research datasets/model codes/syntax archived for future use/public hearings.	22	Achieved	

¹ Cumulative: By the end of the reporting period Quarterly targets calculated on the basis of 25% increase per quarter. Differentiated according to Researcher Profile

² Cumulative: By the end of the reporting period Quarterly targets calculated on the basis of 25% increase per quarter

³ See footnote 2

⁴ See footnote 2

⁵ See footnote 2

		Weekly Plans, Monthly, Quarterly and Annual reports	50, 8, 4 and 1	Achieved	
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Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2011/2012 Annual Target	Actual	Variance
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Measurable Strategic Objective 2: Progressive and innovative management of human resources that attracts, develops and retains key talent, and leverages external expertise

Human Resource Management	Develop, implement and maintain a Human Resource Management Strategy	Concept document for Organisational Development (OD ⁶) and Risk Assessment by March 2012	Concept document by March 2012	Partially achieved	Delayed pending identification of service provider with specialist skills
		Performance Management and Bonus System Document by March 2012	Revised Document by March 2012	Achieved	
		Employee Wellness Policy by March 2012	Policy Document by March 2012	Partially Achieved	Comments on initial draft received and being considered
		Number of unoccupied but budgeted posts annually ⁷	No more than 15% by end of March 2012	Achieved	
		Remuneration of staff at rates not below levels prescribed by DPSA annually (2011 Public Sector Coordinating Bargaining Council Wage Settlement Resolution for non-SMS and 2012 DPSA Circular on Improvement of Conditions of Service of Members of	As per rates negotiated in the public sector ⁸ by July 2011 for non-SMS and February 2012 for SMS	Achieved	

⁶ Organisational Development
⁷ Baseline: 0%

		Senior Management Services)			
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Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2011/2012 Annual Target	Actual	Variance
Human Resource Management cont ...	Develop, implement and maintain a Human Resource Management Strategy	Number of employees annually recognised for superior performance in terms of Commission Policy ⁹	SMS 20% Non SMS 25% March 2012	Achieved	
		Number of staff meeting Job Profile criteria annually	Compliance by all staff with Job Profiles by March 2012	Achieved	
		Annual Absenteeism Levels ¹⁰	<5% by March 2012	Achieved	
		Number of employees disciplined for unacceptable levels of misconduct ¹¹ annually	<3% by March 2012	Not achieved	4 Verbal Warnings: 1 Written Warning 1 Final Written Warning
		Number of days in training per employee annually	3 days per employee by March 2012	Achieved	
		Employment Equity ¹² by March 2012	SMS 60/40; Professional 60/40; Organisation 60/40 by March 2012	Not achieved SMS 87.5/12.5 Professional 39/61 Organisation 67.6/32.4	Scarcity of female specialist skills

⁹ **Baseline:** Not more than 20% of total SMS staff complement and not more than 25% of total non-SMS staff complement

¹⁰ Total Days Absent/Total Working Days%

¹¹ **Baseline:** 3%; Incidents/Total Staff Complement%;

¹² Ratio of male and female employees

Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2011/2012 Annual Target	Actual	Variance
Measurable Strategic Objective 3: Coordinated, coherent, high-quality, innovative and cost-effective approach to ICT that meets the needs of the Commission, the Commission Secretariat and stakeholders					
ICT Management	Develop, implement and maintain an ICT Strategy	Strategy Document by March 2012	Strategy by March 2012	Achieved	
	Development of ICT Policies and Procedures	Policies and Procedures Document March 2012	Updated Policies and Procedures by March 2012	Partially Achieved	Policies and procedures updated and pending formal approval
	Ensure the proper maintenance of ICTs	Service Level Agreement (SLA) with Desktop Support Service Provider by August 2011	SP ¹³ appointed by August 2011	Achieved	
	Develop integrated business solutions	Server Replacement and migration by March 2012	Retirement of pre-2007 Server, acquisition and migration to new server by March 2012	Achieved	
		Desktop, Laptop, Printer and Copier Replacement by March 2012	Retirement of pre-2007 ICT Hardware by March 2012	Partially Achieved	Hardware retired <u>ad hoc</u> pending appointment of ICT Service Provider, conduct of IT Audit and finalisation of IT Strategy
		Service Level Agreement (SLA) with Connectivity Service Provider by March 2012	SP appointed by March 2012	Partially Achieved	Contract to be concluded June 2012. Delayed by pending appointment of ICT Service Provider, conduct of IT Audit and finalisation of IT

					Strategy
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Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2011/2012 Annual Target	Actual	Variance
Measurable Strategic Objective 4: Coordinated, cost-effective and innovative management of Commission assets in support of delivery on the Commission's mandate					
Facilities Management	Develop, implement and maintain Facilities Management Strategy	Strategy Document by March 2012	Strategy by March 2012	Not Achieved	Delayed pending conclusion of New Lease Agreement for Midrand premises only finalised March 31 2012
		Policies and Procedures document by March 2012	Updated Policies and Procedures by March 2012		
		Asset Utilization Profile Document by March 2012	Profile by March 2012	Achieved	
		Asset Maintenance Plan by March 2012	Minimum Maintenance Requirements by March 2012	Achieved	
		Office Space commensurate with Commission resources and current requirements by June 2011	42% reduction of Midrand office space by June 2011	Not achieved	Signing of New Lease delayed until 31 March 2012 by DPW
Measurable Strategic Objective 5: Coordinated, cost-effective and innovative acquisition and management of Commission data, information and knowledge resources in support of delivery on the Commission's mandate					
Library	Create a hybrid library	Collection Development Manual Document by March 2012	Updated Collection Development Manual by March 2012	Achieved	
		Continuous access to virtual resources	Sabinet and Wizcat Functionality by March 2012	Achieved	

Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2011/2012 Annual Target	Actual	Variance
Measurable Strategic Objective 5: Coordinated, cost-effective and innovative acquisition and management of Commission data, information and knowledge resources in support of delivery on the Commission's mandate					
Library cont ...	Acquisition of materials representing a diversity of points of view	Number Library Materials Exchanges by March 2012 ¹⁴	12 exchanges by March 2012	Achieved 76	
		Number of Memoranda of Understanding by March 2012 (MoUs ¹⁵) ¹⁶	6 MoUs by March 2012	Achieved 28	
		Number of Reference Books ¹⁷ by March 2012	4 books by March 2012	Achieved 44	1 Reference Book Purchased 2 Updates Purchased 32 Books and Monographs donated
Measurable Strategic Objective 6: Compliance with legislation and adherence to relevant corporate governance best practise					
Compliance	Develop, implement and maintain a compliance framework	First Draft Strategic Plan to NT by due date	Draft to NT by August 2011	Achieved	
		Submission for the Division of Revenue by due date	Tabling by May 2011	Achieved	
		Submission on Financial and Non-Financial Performance Information to AG by due date	Unaudited AFS to AG and Performance Information to AG by May 31 2011	Achieved	

¹⁴ Baseline: 12

¹⁵ Memorandum of Understanding

¹⁶ Baseline: 4

¹⁷ Baseline: 2

Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2011/2012 Annual Target	Actual	Variance
Compliance cont ...	Develop, implement and maintain a compliance framework	Submission of monthly Financial Performance Information to NT by due date	Monthly financials to NT by due date	Achieved	
		Submission on Q1 Financial and Non-Financial Performance Information to NT by due date	Q1 Financial Statements and Performance Information to NT by July 31 2011	Achieved Q2	
		MTEF Submission to NT by due date	Submission to NT by July 2011	Achieved	
		Second Draft Strategic Plan to NT by due date	Draft to NT by September 2011	Achieved	
		Tabling of Annual Report before Parliament, Provincial Legislatures and Organised Local Government by due date	Tabling of Annual Report by September 30 2011	Achieved	
		Budget Adjustment Estimates Submission to NT by due date	Budget Adjustment Estimates to NT by September 2011	Achieved	
		Estimates of National Expenditure (ENE) Submission to NT by due date	ENE Submission to NT by November 2011	Achieved	
		Submission on Q2 Financial and Non-Financial Performance Information to NT by due date	Q2 Financial Statements and Performance Information to NT by	Achieved	

			October 31 2012		
Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2011/2012 Annual Target	Actual	Variance
Compliance cont ...	Develop, implement and maintain a compliance framework	Enterprise Risk Assessment by October 2011	Revised Risk Management and Fraud Prevention Framework and Profile by October 2011	Achieved	Finalised in November 2011 due to emergent commitments
		Submission on Q3 Financial and Non-Financial Performance Information to NT by due date	Q3 Financial Statements and Performance Information to NT by January 31 2012	Achieved	
		Final Strategic Plan to NT by due date	Final Plan to NT by March 2012	Achieved	
		Commission Governance as prescribed by the Financial and Fiscal Commission Act and approved Terms of Reference	5 Commission Meetings ¹⁸	Achieved	
			10 Commission Committee Meetings	Achieved	
		Commission Governance as prescribed by the Financial and Fiscal Commission Act and approved Terms of Reference	12 EXCO ¹⁹ Meetings	Achieved	
			12 MANCO ²⁰ Meetings	Achieved	

¹⁸ April, July, and November 2011; January and March 2012

¹⁹ Monthly Executive Committee

²⁰ Monthly Management Committee

		Stakeholder advisories in terms of Section 3 of the Financial and Fiscal Commission Act and other applicable legislation	Analysis of Local Government Revenue and Expenditure: FS ²¹ Municipalities	Achieved	
Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2011/2012 Annual Target	Actual	Variance
Compliance cont ...	Develop, implement and maintain a compliance framework	Stakeholder advisories in terms of Section 3 of the Financial and Fiscal Commission Act and other applicable legislation	eThekwini LBT advisory	Achieved	
			SALGA/AARTO Advisory	Work in progress	Work in progress
Measurable Strategic Objective 7: Effective and responsible leadership with specific focus on integrity, transparency and accountability, as well as on the development a positive organisational culture					
Performance Management	Develop and implement an approach that ensures that goals are consistently being met	Effective delivery on strategic and operational goals as per Annual Performance Contracts	June and December Touchbase	Achieved	
			September and March Performance Assessments	Achieved	
Measurable Strategic Objective 8: 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; and the Commission's Challenges and Achievements					
Legislature and Government Plan	Develop and implement a strategy and a plan for engaging with legislatures and government	Number of Q2 to Q3 briefings on 2012/2013 Recommendations for the Division of Revenue by March 2012	5 Parliament ²²	Achieved	
			9 Provincial Legislatures ²³	Partially Achieved 8	

²¹ Free State

²² June to September

²³ July to September

			1 SALGA ²⁴	Achieved	
			1 ²⁵ Government	Achieved	

²⁴ July to September

²⁵ June

Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2011/2012 Annual Target	Actual	Variance
Legislature and Government Plan	Develop and implement a strategy and a plan for engaging with legislatures and government	Number of Q3 briefings on 2011 Medium Term Budget Policy Statement by March 2012	2 Parliament ²⁶	Achieved	
		Number of Q4 briefings on Commission Submission to 2012 Division of Revenue Bill by March 2012	4 Parliament ²⁷	Achieved	
			9 Provincial Legislatures ²⁸	Partially achieved 2 Provincial Legislatures	Not invited by Seven (7) Provincial Legislatures
		Number of Q4 briefings on Commission Submission on 2012 Fiscal Frameworks and Revenue Proposals	4 Parliament ²⁹	Achieved	
			9 Provincial Legislatures ³⁰	Not achieved	Not invited by nine (9) Provincial Legislatures
		Number of Q3 briefings on Commission 2010/2011 Annual Report	1 Parliament ³¹	Achieved Q3	
		Number of Q4 briefings on Commission Submission on 2012 Appropriations Bill by March 2012	2 Parliament ³²	Achieved	

²⁶ October to November

²⁷ February to March

²⁸ February to March

²⁹ February to March

³⁰ February to March

³¹ September to November

³² March

Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2011/2012 Annual Target	Actual	Variance			
Measurable Strategic Objective 9: Promote, inform and influence grassroots, intergovernmental, legislative and intellectual discourse and thought on Commission-relevant IGFR issues								
Stakeholder Management Programme	Develop and implement a strategy for educating stakeholders about IGFR and IGFR issues, and for participating in intergovernmental fiscal relations and associated fora	Number of stakeholder engagements by March 2012	2 Seminars by March 2012	Achieved				
			2 Workshops by March 2012	Achieved ³³				
			2 Conferences by March 2012	Achieved ³⁴				
			6 TCF ³⁵ by March 2012	Achieved				
						2 MINMECs ³⁶ by March 2012	Not achieved	Not invited
						1 Budget Lekgotla ³⁷ by March 2012	Achieved	
						2 Budget Council by March 2012	Achieved	
						2 Budget Forum by March 2012 ³⁸	Achieved	

³³ Capacity Building: Standing Committee on Appropriations; Public Service National Anti-Corruption Workshop
³⁴ National Treasury and Department of Cooperative Governance IGFR Pre-Summit; SALGA National Conference
³⁵ Technical Committee on Finance
³⁶ Minister's and Members of Provincial Executives Committee on the Budget
³⁷ August and subsumed in Budget Council
³⁸ Subsumed in Budget Council

		Stakeholder Information Manual	Manual by March 2012	Partially Achieved	Third draft under review
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Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2011/2012 Annual Target	Actual	Variance
Measurable Strategic Objective 10: Facilitate engagement between stakeholders (government legislatures, interest groups, academia and citizens) on key IGFR issues					
Media Plan	Develop, implement and maintain a media engagement strategy to enhance the dispersal of information	Number of dissemination of information initiatives by March 2012	3 Media Briefings by March 2012	Achieved	
			Updated Website every 7 days	Achieved	
Strategic Objective 11: Contribute new knowledge, institutionalise such knowledge and transfer it to other role players within the IGFR System					
Information Management, Enterprise Content Management, and Knowledge Management	Develop, implement and maintain Library and Knowledge Management Strategy	Strategy Document by March 2012	Revised Strategy by December 2011	Partially Achieved	Final draft pending Management Approval
	Develop and maintain Library and Knowledge Management Policies and Procedures	Policies and procedures document by March 2012	Revised Policies and Procedures by December 2011	Partially Achieved	Final draft pending Management Approval
	Sort and categorize documents	Broad categories for File Plan in Q2	Sort 1995 to 2010 documents by category by September 2011	Achieved	
	Develop functional structure for file plan	Concept, terms of reference and taxonomy to support the development of a file plan by March 2012	Concept and terms of reference by December 2011	Achieved	

			Taxonomy by March 2012	Not achieved	Consultation in progress
Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2011/2012 Annual Target	Actual	Variance
Information Management, Enterprise Content Management, and Knowledge Management	Create a presence in the social media	Platform for depositing and sharing of information by September 2012	Facebook, Twitter and Linked-in IGFR Group by September 2011	Achieved	
Strategic Objective 12: Prudent and transparent management of financial resources					
Supply Chain Management	Develop and maintain a sound procurement strategy	Installed electronic procurement system	System fully piloted by March 2012	Achieved	
		Revised Policies and Procedures document for supply chain management by March 2012	Review and rollout of revised Policies and Procedures by March 2012	Achieved	
Financial Management	Develop and maintain a sound financial management strategy	Revised Policies and procedures document for financial management by March 2012			
		Compliance with Auditor-General Norm on budget allocation deviation	No more and no less than 5% of allocation by March 2012	Achieved	
		Targeted reduction of legacy deficit through bidding for allocations, budget adjustments and implementation of austerity measures by March 2012	25% reduction of deficit by March 2012	Achieved	

Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2011/2012 Annual Target	Actual	Variance
Strategic Objective 14: Access to alternative Sources of Funding					
Collaboration and Partnerships	Develop and implement a sound approach to collaboration, partnership and sponsorship	Number of partnership and collaboration agreements by March 2012	2 Projects by March 2012	Achieved ³⁹	