

PERFORMANCE INFORMATION 2012/2013

Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2011/2012 Actual	2012/2013 Annual Target	2012/2013 Actual	Variance
Measurable Strategic Objective 5.1.1: 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	Dissemination of Commission of profferings, engagement with stakeholders and issues management	Number of Q2 to Q3 briefings on 2013/2014 Recommendations for the Division of Revenue by March 2013	5 Parliament	5 Parliament	Achieved	
			8 Provincial Legislatures	9 Provincial Legislatures	Achieved	
			1 SALGA	1 SALGA	Achieved	
			1 Government	1 Government	Achieved	
		Number of Q3 briefings on 2012 Medium Term Budget Policy Statement by March 2013	2 Parliament	1 Parliament	Achieved	Select and Standing Committees on Appropriations sitting separately in 2011/2012 and jointly in 2012/2013
		Number of Q4 briefings on Commission Submission to 2012 Division of Revenue Bill by March 2013	4 Parliament	2 Parliament	Achieved	Select and Standing Finance and Appropriations Committees sitting separately in 2011/2012 and jointly in 2012/2013
			1 Provincial Legislatures	9 Provincial Legislatures	Not achieved	Commission not called upon to comment by 8 Provincial Legislatures as required by legislation ¹
		Number of Q3 briefings on 2011/2012 Commission Annual Report in Q3	1 Parliament	1 Parliament	Not achieved	Not requested to brief Parliament

¹ Section 4(4)(c) of the Money Bills Amendment Procedures and Related Matters Act

Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2011/2012 Actual	2012/2013 Annual Target	2012/2013 Actual	Variance
Legislature and Government Plan cont ...	Dissemination of Commission profferings and engagement with stakeholders	Number of Q4 briefings to Fiscal Framework and Revenue Proposals by March 2013	4 Parliament	2 Parliament	Achieved	Select and Standing Finance and Appropriations Committees sitting separately in 2011/2012 and jointly in 2012/2013
		Number of Q4 Briefings on 2013 Appropriations Bill	1 Parliament	1 Parliament	Not achieved	Briefing only requested and made in May 2013
		Number of TCF ² Meetings by March 2013	6	6	Achieved	
		Number of MINMECs ³ by March 2013	0	2	Achieved	
		Number of Budget Council Meetings by March 2013	2	2	Achieved	
		Number of Public Hearings by March 2013	2	1 in Q1 and 1 in Q2	Achieved	
		Number of IGFR Workshops by March 2013	2	2	Achieved	
		Number of other (ad hoc ⁴) Legislature and Government briefings by March 2013		8 briefings @ 2 briefings per Quarter	Achieved	

² Technical Committee on Finance

³ Minister's and Members of Provincial Executives Committee on the Budget

⁴ Section 3(2)(b)(ii) of Financial and Fiscal Commission Act

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Media, ISDs, NGOs, CBOs, Academia, and Peers Management Plan cont ...	Dissemination of Commission profferings and engagement with stakeholders	Number of dissemination of information initiatives by March 2013	3 Media Briefings	3 Media Briefings by March 2013	7 Achieved	
			Updated Website every 7 days	Updated Website every 7 days	Achieved	
	Revised Communication and Stakeholder Management Strategy and Policy by March 2013		Revised Policies and Procedures Document in Q4	Achieved		
	Stakeholder Information Manual by March 2013	Partially achieved	Manual by March 2013	Not achieved	Need to repeatedly revise because of changes in environment.	
Measurable Strategic Objective 5.1.2: To ensure that Commission research is converted to policy advice and recommendations written in language that policymakers can understand						
Plain Language Editing	Accessible Commission profferings	Number of clear language edited Submissions, Reports and Policy Briefs by March 2013		1 2013/2014 Submission for the Division of Revenue in Q1	Achieved	
				1 2013/2014 Submission for the Division of Revenue Technical Report in Q2	Achieved	
				9 2013/2014 Submission for the Division of Revenue Policy Briefs in Q2	Achieved	
				1 2011/2012 Annual Report in Q2	Achieved	

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Measurable Strategic Objective 5.1.3: To ensure that policy advice and recommendations respond to the needs of stakeholders						
Environmental Scan and Issues Management	Research, policy advice and recommendations that deal with IGFR issues that are relevant and topical	Number of State and Government fora attended by March 2013		Medium Term Budget Policy Statement in Q3	Achieved	
				State of the Nation Address in Q4	Achieved	
				Budget Speech in Q4	Achieved	
Measurable Strategic Objective 5.1.4: To ensure the generation of quality, innovative, pioneering research that informs key IGFR strategic debates and choices						
Research and Recommendations Programme	Advancement of IGFR Knowledge-generation and dissemination	Number of peer-reviewed publications in an accredited journals by March 2013	11.6	10.6	11.6 Achieved	
		Number of recognised book chapters or working papers or Technical Reports published by March 2013	22	16	22 Achieved	
	Better stewardship of public funds/Value for Money	2014/2015 Annual Submission for Division of Revenue by March 2013	1	1	Achieved	
		2012 Medium Term Budget Policy Statement Submission by March 2013	1	1	Achieved	
		Division of Revenue Bill Submission by March 2013	1	1	Achieved	

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Research and Recommendations Programme	Better stewardship of public funds/Value for Money	2013 Fiscal Frameworks and Tax Proposals Submission by March 2013	1	1	Achieved	
		2013 Appropriations Bill Submission by March 2013	1	1	Achieved	
Measurable Strategic Objective 5.1.5: To produce evidence-based results						
Research and Recommendations Programme cont ...	Policy advice based on reliable and verifiable information	Number of Policy Briefs published by March 2013		9 Policy Briefs in Q2	Achieved	
		Technical Report published by March 2013		2013/2014 Technical Report published in Q2	Achieved	
Measurable Strategic Objective 5.2.1: To ensure the progressive and innovative management of human resources that attracts, develops and retains key talent, and leverages external expertise						
Human Resource Management	People organised effectively for performance	Number of reviewed Human Resource Management Policies and Procedures by March 2013		Revised Disciplinary Policies and Procedures by Q4	Achieved	
				Revised Performance Management Policy Document by March 2012	Revised Performance Management Policies and Procedures by Q4	
		Remuneration of staff at rates not below DPSA published rates by March 2013	Per DPSA rates in July 2011	Remuneration of non-SMS staff at rates not below rates published by DPSA by Q2	Achieved Per DPSA rates	

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Human Resource Management cont ...	People organised effectively for performance	Remuneration of staff at rates not below DPSA published rates by March 2013	Per DPSA rates in February 2012	Remuneration of SMS staff at rates not below DPSA published rates by Q4	Achieved DPSA rates commencing April 2013	
		Recognition and reward of staff per normal distribution curve by April 2012	SMS 28.6% Non SMS 82.6%	SMS 20% Non SMS 25%	Achieved SMS: 28.6% Non SMS: 78.3%	
		Number of employees that meet competence standards set in Commission Policy by March 2013	100%	No less than 80% of total number of employees by Q4	Achieved 100%	
		Number of unoccupied but budgeted posts by March 2013	11.8%	No more than 15% of total number of budgeted positions by end of March 2013	Achieved 3%	
		Number of days in training per organisational training and development plan per employee by the end of the year	4.5 days year per employee	3 days year per employee by March 2013	Partially achieved 2.1 days p.a. per employee	A Programme Manger was unable to attend a Management Development Programme that had been planned due to work commitments.
		Rate of absenteeism ⁵ by March 2013	2.82%	<5% by March 2013	Achieved 2.27%	

⁵ Total Days Absent/Total Working Days%

Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2011/2012 Actual	2012/2013 Annual Target	2012/2013 Actual	Variance
Human Resource Management cont ...	People organised effectively for performance	Number of employees disciplined for unacceptable levels of misconduct ⁶ by March 2013	21%	<3% by March 2013	Achieved 1.1%	
		Ratio of male to female staff by March 2013	SMS 85.7/14.3	SMS 60/40	Not achieved SMS: 88.9% / 11.1%	No suitably qualified female candidate could be found for a position that was advertised. . Candidates that were interviewed did not meet the minimum requirements for the position.
			Professionals 33.3/67.7	Professional 60/40	Achieved: 30.8%/69.2%	
			Non-SMS 14.3/85.7	Non- SMS 60/40	Achieved: 12.5%/87.5%	
			Organisation 40/60	Organisation: 60/40	Achieved: 43.3%/56.7%	
Measurable 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						
ICT Management	ICT organised effectively for performance	Revised ICT Strategy by March 2013	Strategy document by March 2013	Revised Strategy Document in Q4	Achieved	
		Revised ICT Policies and Procedures by March 2013r	Policies and Procedures by March 2012	Revised Policies and Procedures Document in Q4	Achieved	

⁶ Incidents/Total Staff Compliment%

Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2011/2012 Actual	2012/2013 Annual Target	2012/2013 Actual	Variance
ICT Management	Integrated business solutions	Appointment of ICT Network and Connectivity Provider by March 2013	Partially achieved	Appointment of ICT Network and Connectivity Provider in Q2	Achieved	
		Number of incidents reported by desktop users by March 2013		Not more than 90 per quarter (30 per month) by March 2013	Achieved 19 per month	
		Duration of downtime per incident by the end of March 2013		Not more than three (3) hours per incident for desktop support by March 2013	Achieved 1h45m per incident	
Measurable Strategic Objective 5.2.3: To ensure the coordinated, cost-effective and innovative management of Commission assets in support of delivery on the Commission's mandate						
Facilities Management	Space, infrastructure, people and organization effectively coordinated for performance	Office Space commensurate with requirements of Commission by March 2013	Not achieved	42% reduction in office space at Midrand Offices in Q1	Achieved	
				50% reduction in office space at Cape Town Offices in Q4	Achieved	
Measurable Strategic Objective 5.2.4: Compliance with legislation and adherence to relevant corporate governance best practise						
Compliance	Commitment to legal and ethical standards, and doing the right thing	Strategic Plan to NT by due date	Draft 1 submitted to NT in Q2	Draft 1 to NT in Q2	Achieved	
			Draft 2 submitted to NT in Q3	Draft 2 to NT in Q3	Achieved	
			Final Strategic Plan submitted to NT in Q4	Final Strategic Plan to NT in Q4	Achieved	

Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2011/2012 Actual	2012/2013 Annual Target	2012/2013 Status	Variance
Compliance cont ...	Commitment to legal and ethical standards, and doing the right thing	Strategic Plan to Parliament by due date	Strategic Plan submitted to Parliament in Q4	Final Strategic Plan to Parliament in Q4	Achieved	
		Tabling of Submission for the Division of Revenue per IGFR Act ⁷	Tabled Submission for the Division of Revenue by May 2011	Tabling of Submission by May 2012	Achieved	
		Submission of monthly Financial Performance Information to NT by due date	Monthly financials submitted to NT by due date	Monthly financials to NT by due date	Achieved	
		Submission on Quarterly Financial and Non-Financial Performance Information to NT by due date	Submitted Q4 2010/2011 Financial and Performance Information Reports to NT by April 2011	Q4 2011/2012 Reports to NT by April 2012	Achieved	
			Submitted Q1 2011/2012 Financial and Performance Information Report to NT by July 2011	Q1 2012/2013 Reports to NT by July 31 2012	Achieved	
			Submitted Q2 2011/2012 Financial and Performance Information Reports to NT by October 2011	Q2 2012/2013 Reports to NT by 31 October 2012	Achieved	

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Compliance cont ...	Commitment to legal and ethical standards, and doing the right thing	Submission on Quarterly Financial and Non-Financial Performance Information to NT by due date	Submitted Q3 2011/2012 Financial and Performance Information Reports to NT by January 2012	Q3 2012/2013 Report to NT by January 31 2013	Achieved	
		Submission on Financial and Non-Financial Performance Information to AG by due date	Submitted unaudited 2011/2012 AFS and Performance Information to AG by 31 May 2011	Unaudited 2012/2013 AFS and Performance Information to AG by 31 May 2012	Achieved	
		MTEF Submission to NT by due date	Submitted MTEF Submission to NT by July 2011	Submission to NT in Q2	Achieved	
		Submission and tabling of Annual Report before Parliament, Provincial Legislatures, Organised Local Government and NT by due date	Submitted Draft Annual Report to AG in Q2	Submission of Draft Annual Report to AG in Q2	Achieved	
			Submitted Annual Report to NT by September 15 2011	Annual Report to NT by September 15 2012	Achieved	
		Submission and tabling of Annual Report before Parliament, Provincial Legislatures, Organised Local Government and NT by due date	Tabled Annual Report by September 2011	Tabling of Annual Report by September 30 2012	Achieved	
		Budget Adjustment Estimates Submission to NT by due date	Submitted Budget Adjustment Estimates to NT September 2011	Budget Adjustment Estimates to NT in Q2	Achieved	

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Compliance cont ...	Commitment to legal and ethical standards, and doing the right thing	Enterprise Risk Assessment by March 2013	Conducted Organisation-wide Enterprise Risk Assessment in October 2011	Revised Risk Management and Fraud Prevention Framework and Profile in Q3	Achieved	Crowded out in Q3 because of Parliamentary commitments and rescheduled for Q4
		Estimates of National Expenditure (ENE) Submission to NT by due date	Submitted ENE to NT in November 2011	ENE Submission to NT in Q3	Achieved	
		Commission Governance as prescribed by the Financial and Fiscal Commission Act and approved Terms of Reference	5 scheduled Commission Meetings held	5 Commission Meetings ⁸ as per Schedule	Achieved	
			10 Scheduled Commission Committee meetings held	10 Commission Committee Meetings as per Schedule	Achieved	
			12 EXCO Meetings held	12 EXCO ⁹ Meetings	Achieved	
			12 EXCO Meetings held	12 MANCO ¹⁰ Meetings	Achieved	
		Stakeholder advisories in terms of Section 3(2)(i)(b) of the Financial and Fiscal Commission Act and other applicable legislation	Researched and made Submission on Analysis of Local Government Revenue and Expenditure: Free State Municipalities	Xhariep Advisory	Achieved	
				eNaTIS RTMC Advisory	Achieved	
				SALGA/AARTO Advisory	Achieved	

⁸ April, July, and November 2011; January and March 2012

⁹ Monthly Executive Committee

¹⁰ Monthly Management Committee

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Compliance cont ...	Commitment to legal and ethical standards, and doing the right thing	Stakeholder advisories in terms of Section 3(2)(i)(b) of the Financial and Fiscal Commission Act and other applicable legislation		Nama-Koi Advisory	Achieved	
				DoHS ¹¹ Advisory	Achieved	
				WDM ¹² Advisory	Achieved	
Measurable Strategic Objective 5.2.5: Effective and responsible leadership with specific focus on integrity, transparency and accountability, as well as on the development a positive organisational culture						
Performance Management	Consistent attainment of organisational goals	Number of Performance Reviews in terms of Commission Policy by March 2013	June and December Touchbase Reviews held	June and December Touchbase Reviews	Achieved	
			September and March Performance Assessment held	September and March Performance Assessments	Achieved	
		Level of employee satisfaction twice annually by March 2013		70% level of satisfaction in September 2012	Not achieved	Deferred pending Organisational Development exercise
				75% level of satisfaction in March 2013	Not achieved	
Measurable 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						
Information Management, Enterprise Content Management, and Knowledge Management	Identification, creation, representation, distribution and adoption of insights and experiences	File Plan for electronic and paper-based documents by March 2013		Procurement of Service Provider by Q4	Not achieved.	Terms of reference finalised procurement of service provider work in progress. Resource constraints.

¹¹ Department of Human Settlements

¹² West Rand District Municipality

Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2011/2012 Actual	2012/2013 Annual Target	2012/2013 Status	Variance
Information Management, Enterprise Content Management, and Knowledge Management	Identification, creation, representation, distribution and adoption of insights and experiences	Digitisation of documents by March 2013 Digitisation of documents by March 2013		Procurement of OCR Scanner by March 2013	Achieved	
Measurable Strategic Objective 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						
Library	Unrestricted access to information in many formats from a variety of sources	Revised Strategy document by March 2013	Not achieved	EXCO approval of Revised Strategy document by Q2	Achieved	
		Revised Policies and Procedures by March 2013	Not achieved	EXCO approval of Revised Policies and Procedures by Q2	Achieved	
		Number of successful Library transactions by March 2013		9000	Achieved 12 995	
		Number of reference works acquired by March 2013	44	4	Achieved 13	
Measurable Strategic Objective 5.4.1: To ensure prudent and transparent management of the financial resources of the Commission						
Financial Management	Organizational agility through the allocation of scarce resources amongst competing interests and opportunities	Revised Policies and procedures document for financial management by March 2013	Rollout of revised financial management policies and procedures	Review and rollout of revised Policies and Procedures by Q4	Achieved	
		AG Audit Report with no matters of emphasis by year end		2011/2012 AG Audit Report with no matters of emphasis	Achieved	

Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2011/2012 Actual	2012/2013 Annual Target	2012/2013 Status	Variance
Financial Management	Organizational agility through the allocation of scarce resources amongst competing interests and opportunities	Percentage deviation from budget allocation by March 2013	0.32%	No more and no less than 5% of allocation by March 2013	Partially achieved 6.28% surplus	Use of fiscal discipline to encourage savings so as to facilitate reduction of deficit
		Targeted reduction of legacy deficit through bidding for allocations, budget adjustments and implementation of austerity measures by March 2013	5.9%	25% reduction of deficit by Q4	Achieved 62% reduction in accumulated deficit	
Measurable Strategic Objective 5.4.2: To ensure access to alternative sources of funding						
Collaboration and Partnerships	Cooperating to create and/or acquire knowledge	Number of partnerships, sponsorships, collaboration agreements or special projects by March 2013	2 Memoranda of Understanding	2 partnerships, sponsorships, collaboration agreements or special projects by March 2013	Achieved ¹³	