



Strategic Plan for 2020-2025

ABBREVIATIONS AND ACRONYMS

ACRONYM	DESCRIPTION
AG	Auditor General
APP	Annual Performance Plan
CEO	Chief Executive Officer
Commission	Financial and Fiscal Commission
DOR	Division of Revenue
DPME	Department of Planning Monitoring and Evaluation
ENE	Estimates of National Expenditure
COMMISSION	Financial and Fiscal Commission
ICT	Information and Communications Technology
IGFR	Intergovernmental Fiscal Relations
MTBPS	Medium Term Budget Policy Statement
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NPC	National Planning Commission
NT	National Treasury
PFMA	Public Finance Management Act
RP	Research Programme
SALGA	South African Local Government Association

STATEMENT BY COMMISSION



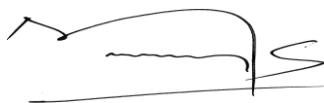
As the Chairperson and Executive Authority of the Financial and Fiscal Commission it gives me great pleasure to submit the Strategic Plan for 2020 – 2025. The Strategic Plan sets out the vision and mission of the Commission, in compliance with the relevant legislative prescripts.

South Africa is faced with a crisis: The impact of the COVID-19 pandemic coupled with the credit rating downgrade caused a seismic shock to our country's economy that was already plagued by a stubbornly low growth, high and increasing poverty, inequality and unemployment. Faced with mounting pressures of the nation-wide lockdown on our citizens, the faltering fiscal position and the credit rating downgrade, our economy will most likely experience deep economic recession (perhaps even depression) for the foreseeable future. Actions taken by Government and Parliament in midst of this crisis are key to our survival; there are no choice of trade-offs between lives and livelihoods. This is a pandemic that will have long-lasting consequences, and economic recovery is dependent on destroying virus and prioritizing the health and welfare of our people. The Commission must focus its work to address the economic and fiscal impacts of the COVID-19 pandemic; by advising on macroeconomic trends with fiscal and financial interventions to protect our people, economy and society at large.

In this era of crisis the work of the Commission in the next five years (2020-2025) must take on even greater prominence with boldness, informed by robust, empirical evidence to advise the three spheres of Government and Parliament on financial and fiscal matters. To that end, we inevitably shall expand our scope of research into understanding and trying to resolve complex and critical issues of macroeconomic and fiscal vulnerabilities of our economy. More specifically, in the next five years, we shall focus our attention on investigating the lasting impacts caused by COVID-19 on our economy; financial and fiscal risks caused by state-owned enterprises; as well as other policy priorities, specifically health, food security and local economic development.

To that end, the Commission will position itself as a research centre of excellence by ramping-up its research capacity, agility and capability, by bolstering a knowledge-based environment and research enterprise.

This strategic plan is essentially the Commission's statement of intent; a long-term roadmap for achieving the mission and the vision of the Commission, to guide our work towards optimising the effectiveness and efficiency of our fiscal system and realise the values as contained in the Constitution of the Republic of South Africa.



Prof DANIEL PLAATJIES, PhD
Chairperson
Date: 07 July 2020

ACCOUNTING OFFICER STATEMENT



The Commission's mandate is to fulfil its role as an independent and impartial advisory institution to the three spheres of Government on financial and fiscal matters, particularly on the Division of Revenue. The nature of our work in generating and disseminating government policy advice aim to impact the financial and fiscal systems of South Africa in the context of political, social and economic realities. The Commission is required to make trade-offs in its choices about its focus areas in undertaking research in a very constrained fiscal environment. The Commission administration appreciates the strategic guidance provided by the Commission in this Strategic Plan. The work done by the Commission is of particular importance in the current context, and we are required to undertake that work more efficiently by making the most of the valued – and limited – public resources at our disposal.

During the planning period that has just elapsed, the internal administration of the Commission has been through a period of some instability which has impacted on the organisation's performance. For the current 5-year Strategic Plan, a new management team is now in place that is capable and committed to leading the organisation. Our aim is to engage our stakeholders meaningfully in order to make a greater contribution, to create a conducive working environment for all staff, and to establish the Commission's reputation as influential in the intergovernmental fiscal system.



Dr KAY BROWN, PhD.
Accounting Officer
Date: 07 July 2020

OFFICIAL SIGN-OFF

It is hereby certified that the Strategic Plan was developed by the Financial and Fiscal Commission; takes into account all the relevant policies, legislation and other mandates for which the Financial and Fiscal Commission is responsible; and accurately reflects the impact and outcomes that the Commission will endeavour to achieve over the next five years, 2020-2025.

Accounting Officer:

Signature

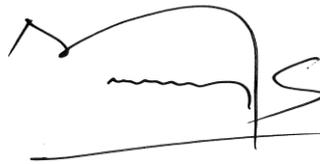


Date: 07 July 2020

Approved by:

Executive Authority:

Signature



Date: 07 July 2020

Table of Contents

PART A: OUR MANDATE	7
1 CONSTITUTIONAL MANDATE	7
2 RELEVANT LEGISLATIVE AND POLICY MANDATES	7
3 INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD	9
3.1 THE NATIONAL DEVELOPMENT PLAN (NDP)	9
3.2 THE MEDIUM-TERM STRATEGIC FRAMEWORK (MTSF) 2019-2024	9
3.3 THE MEDIUM-TERM BUDGET POLICY STATEMENT (MTBPS) 2019	10
4 RELEVANT COURT RULINGS	10
PART B: OUR STRATEGIC FOCUS	11
5 VISION	11
6 MISSION	11
7 VALUES	11
8 COMMISSION SITUATIONAL ANALYSIS	12
8.1 EXTERNAL ENVIRONMENT ANALYSIS	12
8.2 COMMISSION INTERNAL ENVIRONMENT ANALYSIS	14
8.2.1 ORGANISATIONAL STRUCTURE	14
PART C: MEASURING OUR PERFORMANCE	16
9 INSTITUTIONAL PERFORMANCE INFORMATION	16
9.1 MEASURING THE IMPACT.....	16
9.1.1 OUTCOMES	17
9.2 MEASURING OUTCOMES.....	18
9.3 EXPLANATION OF OUTCOMES.....	20
9.4 RISK MANAGMENT	22
PART D: TECHNICAL INDICATOR DESCRIPTIONS	23
10 OUTCOME: RELEVANT RESEARCH AND RECOMMENDATIONS	23
11 OUTCOME: AN EFFECTIVE ORGANISATION	26

PART A: OUR MANDATE

1 CONSTITUTIONAL MANDATE

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.

2 RELEVANT LEGISLATIVE AND POLICY MANDATES

The FFC Act, 1997 is the enabling Legislation that gives effect to the constitutional requirements. The Commission must perform its functions as envisaged in the Constitution or as required by national legislation; and may perform those functions on its own initiative; or on request of an organ of state. An organ of state in one sphere of Government which seeks to assign a power or function to an organ of state in another sphere of Government in terms of a law must first, before assigning the power or function notify the Commission of the fiscal and financial implications of such assignment and request the recommendation of the Commission on (a) the future division of revenue raised nationally between the spheres of Government as required by the Constitution; (b) in the case of an assignment to a provincial or local organ of state, the fiscal power, fiscal capacity and efficiency of the relevant province or municipality; and (c) any transfer of employees, assets and liabilities.

The Commission must, not later than 180 days from the date of its receipt of the notification and request or such other period agreed with the relevant organ of state, make such recommendation on the intended assignment as may be appropriate. An assignment contemplated in paragraph (a) has no legal force unless the organ of state making such assignment has requested and considered the recommendation of the Commission. The organ of state assigning any power or function to another organ of state must in an accompanying memorandum explain to the Commission, the organ of state to which a power or function is being assigned, the National Treasury and any other functionary responsible for authorising such assignment, the extent to which it has considered and considered the recommendation by the Commission.

Prior to requesting the recommendation of the Commission, the organ of state seeking to assign the power or function must, in the case of a national organ of state, obtain the written approval of the National Treasury; or of a provincial organ of state, obtain the written approval of the provincial treasury. The Commission must submit for tabling copies of all its recommendations made in terms of a provision of the Constitution to both Houses of Parliament and to the provincial legislatures.

In addition to the Constitution, 1996 and the Financial and Fiscal Commission Act, the Commission operates in terms of the undermentioned regulatory prescripts:

- a) **Borrowing Powers of Provincial Governments Act, 1996 (Act No 48 of 1996)** established a Loan Coordinating Committee (Committee) to coordinate the borrowing requirements of provincial governments which must report to the Commission so as to allow the Commission to effectively fulfil its functions as contemplated in the Constitution.
- b) **Intergovernmental Fiscal Relations Act, 1997 (Act No 97 of 1997)** allows for the Commission Chairperson or a delegation of the Commission designated by the Chairperson may attend Budget Council. After receiving any recommendations of the Commission in terms of but before the Division of Revenue Bill is introduced in the National Assembly, the Minister must consult the Provincial Governments, either in the Budget Council or in another way; organised local government, either in the Budget Forum or in another way; and the Commission.
- c) **Local Government: Municipal Finance Management Act, 2003 (Act No 56 of 2003)** requires that draft national legislation which directly or indirectly amends the Act or providing for the enactment of subordinate legislation that may conflict with the Act, may be introduced in Parliament only after the Minister of Finance and the Commission have been consulted and responded to in writing.
- d) **Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000)** (as amended) requires that any assignment of functions or powers to municipalities must be preceded by a request to the Commission to assess the financial and fiscal implications. Organised local government must, before embarking on any negotiations with parties in the bargaining council established for municipalities must consult the Commission.
- e) **Money Bills Amendment Procedure and Related Matters Act, 2009 (Act No 9 of 2009)** After the adoption of the fiscal framework the Division of Revenue Bill must be referred to the committee on appropriations of the National Assembly for consideration and report. The committees on appropriations must consult with the Commission and allow the Minister of Finance the opportunity to respond to any amendments proposed at least three days prior to the submission of the report to the relevant House
- f) **Municipal Fiscal Powers and Functions Act, 2007 (Act No 12 of 2007)** stipulates that the Minister of Finance must consult with the Commission prior to authorising a municipal tax and associated regulations.
- g) **Provincial Tax Regulation Process Act, 2001 (Act No 53 of 2001)** If a province intends to impose a new provincial tax, the MEC for Finance in the province must submit particulars of the proposed provincial tax to the Minister of Finance. The Minister of Finance must submit a copy to the Commission for comment. The Minister of Finance is obliged to consider the comments of the Commission.

3 INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD

A capable and developmental state – as envisioned in the NDP - is one that has the means to identify and deal with the causes of poverty and inequality in South Africa. As an independent Constitutional Institution, the Commission is not bound by policies of the Executive, but its work is informed by the strategic priorities reflected in the NDP, MTSF and MTBPS. The Commission is particularly concerned with the implications of government's policies and plan for the intergovernmental fiscal system, and extent to which fiscal policy is in fact effectively achieving its stated objectives, particularly in terms of addressing the critical challenges of poverty and inequality. The Commission is an important institutional measure for ensuring that government policy is equitable and that public sector finances are appropriately structured to achieve these ends.

3.1 THE NATIONAL DEVELOPMENT PLAN (NDP)

The NDP calls for the building of a “capable state”. According to the National Planning Commission (NPC) the state is capable to the extent “that it has the capacity to formulate and implement policies that serve the national interest” (NPC, 2012).

The NDP identifies the need to improve efficiency of government expenditure, noting that the overall fiscal envelope is likely to grow relatively slowly over the medium term, therefore creating an emphasis on the need to balance competing pressures. A core aspect of the Commission mandate involves providing evidence and research to support the optimal reallocation of scarce fiscal resources across the three spheres of government.

3.2 THE MEDIUM-TERM STRATEGIC FRAMEWORK (MTSF) 2019-2024

The MTSF is a government strategic document that guides the 5-year implementation and monitoring of the NDP 2030. It identifies the priorities to be undertaken during the MTSF planning period 2019 to 2024 which are to place the country on a positive trajectory towards the achievement of the 2030 vision. The COMMISSION mandate requires it to provide research and evidence on the division of revenue between the three spheres of government to ensure that the allocation, reallocation and reprioritisation of resources is informed by the priorities.

The MTSF sets targets for implementation of the priorities and interventions for the 5 year period and states the Outcomes and Indicators to be monitored. The Seven Priorities for 2019-2024 derived from the Electoral Mandate and 2019 State of the Nation Address are as follows:

- **Priority 1: Economic Transformation and Job Creation**
- **Priority 2: Education, Skills and Health**
- **Priority 3: Consolidating the Social Wage through Reliable and Quality Basic Services**
- **Priority 4: Spatial Integration, Human Settlements and Local Government**
- **Priority 5: Social Cohesion and Safe Communities**

- **Priority 6: A Capable, Ethical and Developmental State**
- **Priority 7: A Better Africa and World**

All the priorities are important for the Commission, which is tasked with providing evidence and research to inform government policy and allocations in supporting these priorities.

3.3 THE MEDIUM-TERM BUDGET POLICY STATEMENT (MTBPS) 2019

Recent budget documents tabled, have stipulated that fiscal revenue projections have been sharply reduced as a consequence of slower than expected economic growth necessitating a reduction of long-term annual growth estimates. At the same time, debt and debt-service costs have significantly increased (and are projected to increase further) while spending pressures – most notably led by state-owned companies in crisis and the public sector wage bill – continue to increase.

Against this context of severe fiscal constraints, the budgetary policy of government seeks to stabilise public finances and restore economic growth, while continuing to prioritise social grants, education and health into the future. This is going to require some economies, including reform of state-owned companies and the public sector wage bill, public institutions as well as tax measures, reforms and organisational efficiencies. Greater efficiency and impact in public spending will be critical to boosting economic growth, and this imperative will guide the Commission's work over the coming period.

4 RELEVANT COURT RULINGS

There are no relevant court rulings directly impacting on the organisation.

PART B: OUR STRATEGIC FOCUS

5 VISION

To provide influential advice for an equitable, efficient and sustainable intergovernmental fiscal relations (IGFR) system.

6 MISSION

To provide proactive, expert and independent advice on promoting a sustainable and equitable IGFR system, through evidence-based policy analysis to ensure the realisation of our Constitutional values.

7 VALUES

To enable the Commission to deliver on its mandate, it subscribes to the following values:

- 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 rather than stifle delegation, the tolerance of different views and ideas, and making resources available when required
- Trust which requires openness and transparency, humility, 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.

8 COMMISSION SITUATIONAL ANALYSIS

The Commission is charged with conducting independent research, using its own-generated and unique datasets, and providing expert and impartial opinions on fiscal and financial matters. The Commission provides advice on the structure of public finances more broadly, as well as on the equitable division of revenue amongst the three spheres of government.

It is incumbent upon the Commission to leverage influence disproportionate to its size. Key to achieving this is stakeholder engagement and partnerships which include:

- Parliament (including the National Assembly and National Council of Provinces) and the Provincial Legislatures to which the Commission provides statutorily mandated advice.
- The executive structures responsible for budgets and finance, including Ministry of Finance), Budget Council, Budget Forum.
- Other government stakeholders in IGFR, Constitutional Institutions, Organised Local Government, Provincial Executives, the Auditor-General, and Statistics South Africa
- Non-governmental stakeholders, including Academia and Non-Governmental Organisations, Civil Society, Organised Labour, and Donors.

The Commission is particularly concerned with government's impact on alleviating poverty and inequality. It has the constitutional muster to provide recommendations and advise on financial and fiscal matters.

8.1 EXTERNAL ENVIRONMENT ANALYSIS

The Commission's submission on the 2020 fiscal framework and revenue proposals emphasised the continued weakening of the South African economy as reflected in declining per capita economic growth numbers and further rising unemployment is threatening the social gains South Africa has made over the last 25 years.

Average life expectancy is estimated to have increased by nearly 10 years over the last decade. These substantial achievements in building the human capital and capabilities of South African cannot be lost. They are, however, threatened by the current economic and fiscal trajectory. Slow growth has impacted on government revenues leading to rising deficits and debts which is constraining government's ability to invest in society and economy.

The fiscal framework shows the rapid weakening of South Africa's fiscal situation and the threat of the costs of an increasing deficit and debt. Urgent action is indeed necessary to reduce the annual deficit and slow down debt accumulation and contingency liability management.

Climate change, population change, and migration, new technology and power shifts are creating opportunities for South Africans, but also risks.

Economic growth was making it difficult to tackle the triple challenges of high unemployment, poverty and inequality. The challenges to economic growth are, among others:

- Inefficiency in the way resources were used;
- Fiscal leakages;
- High levels of corruption and inefficiencies in government procurement;
- Intermittent electricity supplies;
- Infrastructure that was inadequately built and maintained; and
- Policy uncertainty on issues like e-tolls and state-owned enterprises (SOEs).

The skewed distribution of land has established a dual agricultural economy comprising commercial farmers and emerging farmers with the former having a monopoly over the productive assets and the value chain.

As much as comprehensive land reform is critical to food security and reduction of poverty and inequality, the complex interdependencies of the existing structure of the agricultural sector suggest risks in property value, that directly impacts on existing loan to book value of the commercial and land banks, which in turn will establish bottle necks to production. This will impact on South Africa's whole agriculture and food producing sectors, including the government's ability to address vulnerability and mitigate against increasing shocks to the economy and domestic households. The impact of COVID 19, though international modelling of the coronavirus is imperfect, coupled with low economic growth and development, South Africa faces an urgent need to fast track its precisions on climate change and create a good balance between land reform and strengthening of the agriculture sector.

8.2 COMMISSION INTERNAL ENVIRONMENT ANALYSIS

8.2.1 ORGANISATIONAL STRUCTURE

The diagram below provides an overview of the Commission organisational structure.

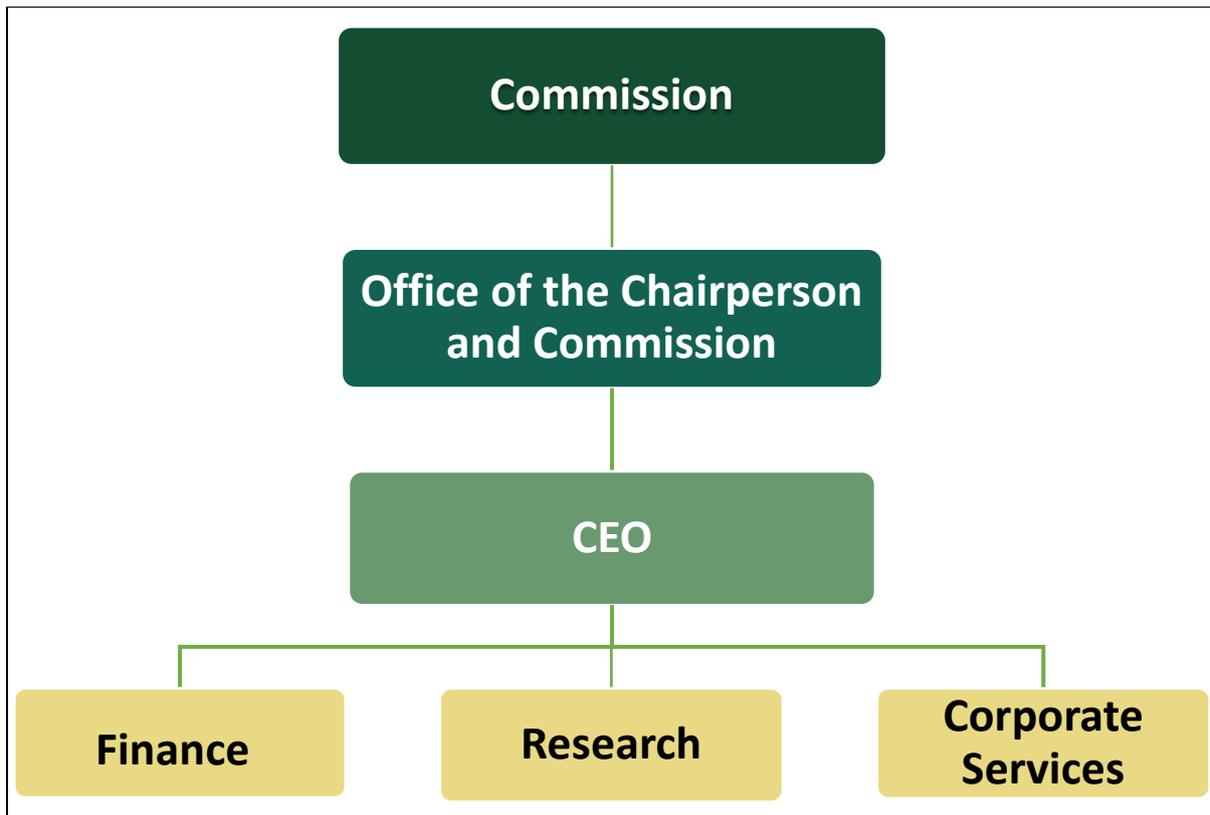


Figure 1: Organisational Structure of the Commission

The Commission, over the last few years, has experienced institutional and operational challenges that have impacted negatively on the internal environment of the organisation: Until recently, several senior positions and roles critical to governance and leadership of the Commission have been vacant or occupied in an acting capacity. This situation, whilst now largely resolved, has had an impact on the organisation's core functions and created a legacy of institutional shortfalls that are now being addressed.

In particular, a Human Resources Specialist has been appointed to strengthen internal Human Resources capacity, policies and procedures and ensure that vacant positions are filled. The organisation has identified the need for change management to support staff in accepting new systems and processes, build staff morale and support the Commission in working towards achieving its vision and mission.



In proactively responding to the challenges faced by the Commission over the last MTSF period, during strategic planning the Commission has confirmed two core programmes as its focus:

Administration - This programme aims to strengthen the effectiveness of the instruments available to the Commission to effectively support the organisation.

Research Programme - This programme focuses on conducting sound research to support credible and valued recommendations to government and public sector organisations.

PART C: MEASURING OUR PERFORMANCE

9 INSTITUTIONAL PERFORMANCE INFORMATION

To evaluate its current performance and opportunities and threats, the Commission has undertaken a SWOT analysis as depicted below:

Table 1: SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> Stakeholder engagement Continuous improvement of governance and leadership 	<ul style="list-style-type: none"> Divisional processes and communication need to be built up ICT strategy and resources to support research needed Procurement processes need to be improved
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> Widen stakeholder relationships to inform research priorities and increase impact Stronger financial and performance management More collaboration with international and local institutions Strengthen organisational culture Upskill staff Improve researcher flexibility 	<ul style="list-style-type: none"> The small size and structure of the Commission relative to its mandate Inability to deliver on greater research imperatives given budget constraints

9.1 MEASURING THE IMPACT

The following impact statement has been formulated for the Commission:

Decision-making in government financial and fiscal systems is strengthened to improve service delivery and reduce poverty and inequality.

9.1.1 OUTCOMES

The following outcomes have been formulated to support the Impact Statement.

1. Strengthen co-operative governance through harmonising the fiscal system.
2. Strengthening the effectiveness of the internal capacity available to the Commission.

9.2 MEASURING OUTCOMES

Impact: Decision-making in government financial and fiscal systems is strengthened to improve service delivery and reduce poverty and inequality.

Outcome	Outcome Indicators	Baseline	Five Year Targets
Strengthen co-operative governance through harmonising the fiscal system.	The number of seminars, meetings and forums initiated by the Commission with any stakeholders regarding Commission reports, policy briefs or other knowledge products and contributions	3	3 at the end of the 5-year planning period
	Proportion of recommendations on the annual budget responded to by government	To be determined	60% of recommendations responded to by government at the end of the 5-year planning period
	Number of downloads of reports and knowledge products from the Commission website	To be determined	100 downloads of reports and knowledge products from the Commission website per annum at the end of the 5-year planning period
Strengthening the effectiveness of the	Vacancy Rate of staff	To be determined	Less than 5% per annum at the end of the 5-year planning period
	ICT Strategy and Knowledge Management System	Outdated ICT Strategy and Knowledge Management System	A new ICT Strategy and Knowledge Management system is in place and implemented in each year



Financial and Fiscal Commission Strategic Plan for 2020-2025

Outcome	Outcome Indicators	Baseline	Five Year Targets
internal capacity available to the Commission	Reduction of annual repeat audit findings	Baseline: 41%	Annual repeat audit findings are between 5% to 10% at the end of the 5-year planning period

9.3 EXPLANATION OF OUTCOMES

The Commission aims to support a sustainable and equitable inter-governmental fiscal system and enable better fiscal decision making for coordinating the IGFR system. It does this through providing proactive, expert and independent advice on financial and fiscal matters to organs of state across the spheres of government. The expert advice informs government's policy, planning, implementation, monitoring and evaluation processes.

The central problem facing the Commission was identified in the strategic planning process and formulated as:

- Government is not adopting and/or implementing Commission Recommendations

Possible consequences of this include:

- Inconsistent policy and intergovernmental arrangements that are not aligned well
- Incorrect allocations of a scarce fiscal resources
- Incoherent implementation and decision-making
- Increased poverty, unemployment and inequality

Causes identified in relation to the central problem statement included:

- Lack of political will and contradictory political agendas driven in part by:
 - Bureaucratic resistance to change, professional and personal agendas, capacity issues and coordination challenges
 - Lack of specificity in Commission research and policy recommendations as a result of data limitations, capacity constraints, research process lacking more strategic focus, un-refined research methodologies.

The impact statement for the strategic plan is derived from a reframing of the problem statement:

- Government implements and/or is responsive to the Commission's research and recommendations

In turn the key strategic outcomes in the Strategic Plan are responsive to the lack of political will to implement Commission recommendations, specifically through:

- Effective advocacy and consultation with stakeholders to enhance the reach and stature of Commission recommendations
- Improving the focus and relevance of Commission recommendations for implementation by ensuring they have the level of granularity and differentiation needed by stakeholders
- Effective administration to ensure optimal use of the human capacity and technical resources at the Commission's disposal. This includes:
 - Continuous improvement of an enabling working environment to attract and retain talented and innovative researchers
 - Collaboration with partners to overcome data limitations

- Introducing better knowledge management systems and ITC infrastructure to improve research productivity

The following key themes emerged in the strategic planning process as a result of the internal and external situational analysis and informed the theory of change that led to the impact statement and strategic outcomes in this Strategic Plan:

- “Make the circle bigger” – this concerns the identity of the Commission and how it positions itself with stakeholders to maximise its impact, both in terms of promoting stakeholder engagement with the development of the Commission’s research agenda, and in interrogating, refining and supporting the research and recommendations arising from the research agenda.
- “Do more with less” – this concerns how the Commission can achieve greater impact as a small organisation with limited resources, and includes partnerships with local and international research organisations.
- “Deal with the causes of inequality and poverty” – this informs the focus of the Commission’s research agenda

9.4 RISK MANAGEMENT

Outcome	Key Risk	Risk Mitigation
<p>Strengthen co-operative governance through harmonising the fiscal system.</p>	<p>Recommendation are not accepted, valued</p>	<ul style="list-style-type: none"> • Research programme is in place to improve focus of and value of recommendations • Head of Research will provide leadership and guidance to the implementation of the research agenda. • The Commission will broaden its stakeholder target audience to widen its stakeholder engagement and increase impact • The Commission will endeavour to conduct valued and impactful stakeholder engagement
	<p>Recommendations do not meet the needs of policy and decision-makers</p>	<ul style="list-style-type: none"> • The research agenda and outputs will be guided to focus on the requirements clearly expressed through improved engagement with stakeholders • Operational systems within the organisation have improvement programmes in place to support the research programme
<p>Strengthening the effectiveness of the internal capacity available to the Commission</p>	<p>The Commission is unable to retain key, experienced and senior staff</p>	<ul style="list-style-type: none"> • Commission chairperson and CEO have been appointed • Executive Management members have been appointed • A change management programme is being implemented within the organisation

PART D: TECHNICAL INDICATOR DESCRIPTIONS

10 OUTCOME: RELEVANT RESEARCH AND RECOMMENDATIONS

Strengthen co-operative governance through harmonising the fiscal system

Indicator Title	The number of seminars, meetings and forums initiated by the Commission with any stakeholders regarding Commission reports, policy briefs or other knowledge products and contributions
Definition	Only engagements for which the Commission extends the invitation to stakeholders and provides input for, in the form of reports, policy briefs or other knowledge products and contributions and/or leads in a panel discussion will be included in the count.
Source of data	Minutes and/or attendance record, electronic copies of presentations and programmes
Method of Calculation / Assessment	Quantitative – simple count
Assumptions	The host should include one or more representatives from either the Commission or the Secretariat. Media briefings are included.
Reporting Cycle	Annual
Desired Performance	More is better
Indicator Responsibility	Secretariat led by CEO

Indicator Title	Proportion of recommendations on the annual budget responded to by government
Definition	Government is responsive to a recommendation when it: (a) accepts a recommendation; or (b) rejects a recommendation with reasons
Source of data	The Commission will report on government's response to each recommendation that draws on the relevant Annexure to the Budget and other relevant documents
Method of Calculation / Assessment	<p>Qualitative - Every recommendation to government is assessed to be either:</p> <ol style="list-style-type: none"> 1. Accepted 2. Rejected with reasons 3. Not responded to <p>The proportion of recommendations responded to by government is calculated as a percentage where:</p> <ul style="list-style-type: none"> • The total number of recommendations to government is the denominator • The numerator is the sum of recommendations that are: (1) accepted and implemented and (2) rejected with reasons
Assumptions	Treasury responds as required by the Intergovernmental Fiscal Relations Act
Reporting Cycle	Annual
Desired Performance	Higher is better
Indicator Responsibility	Secretariat led by CEO

Indicator Title	Number of downloads of reports and knowledge products from the Commission website
Definition	The Commission publishes research and recommendations as official reports, policy briefs and other knowledge products on its website to make them accessible to the research community and general public over an Internet connection. Every download of any document is recorded.
Source of data	Reports from Google Analytics/Service Provider
Method of Calculation / Assessment	Quantitative – simple count
Assumptions	It is assumed that each download is unique and that instances where a document is downloaded by the same individual will not significantly affect the overall number.
Reporting Cycle	Annual
Desired Performance	Higher is better
Indicator Responsibility	Secretariat led by CEO

11 OUTCOME: AN EFFECTIVE ORGANISATION

Strengthening the effectiveness of the internal capacity available to the Commission

Indicator Title	Vacancy rate
Definition	The level of vacancy as determined by the percentage of potential workdays that are lost due to approved and funded posts being vacant. The potential workdays is the count of all approved and funded posts multiplied by the number of workdays in the reporting cycle. The number of workdays lost is determined by adding the number of days for which all approved and funded posts are vacant during the reporting cycle.
Source of data	HR Records
Method of Calculation / Assessment	Quantitative Percentage Calculation Numerator is the number of working days for which all approved and funded posts are vacant in the reporting cycle. The denominator is the count of all approved and funded posts multiplied by the number of working days in the reporting cycle.
Assumptions	An up-to-date organogram including all approved and funded posts in respect of each reporting cycle.
Reporting Cycle	Annual with cumulative quarterly reporting
Desired Performance	Lower is better
Indicator Responsibility	Secretariat led by CEO

Indicator Title	New ICT Strategy and Knowledge Management System
Definition	The Commission is developing, updating and implementing an ICT Strategy and Knowledge Management System to improve the productivity of researchers. Progress in this regard is measured in terms of finalising the strategy and systems design, and a phased approach to implementing, monitoring and evaluating the associated action plans.
Source of data	Documented ICT Strategy and reports in terms of the documented targets for deliverables
Method of Calculation / Assessment	Qualitative: <ul style="list-style-type: none"> • Are targets in terms of the M&E framework for the ICT Strategy being met (Yes/No)
Assumptions	The ICT Strategy, Knowledge Management Plan, and monitoring and evaluation is fit to purpose
Reporting Cycle	Annual with cumulative quarterly reporting
Desired Performance	Targets are met for deliverable
Indicator Responsibility	Secretariat led by CEO

Indicator Title	Reduction of Annual Repeat Audit Findings
Definition	Audit findings that have been issued previously are satisfactory resolved by management and are not raised again by the Auditor General (external auditors)
Source of data	Final Management Report by the Auditor General
Method of Calculation / Assessment	Percentage Calculation: Numerator = number of repeat audit findings issued by the AG during the year-end audit Denominator = total number of audit findings raised by the AG during the previous year-end audit
Assumptions	Limited to the findings raised by the Auditor General
Reporting cycle	Annually
Desired Performance	Less is better
Indicator Responsibility	Secretariat led by CEO