



Finance

Department:

Finance

North West Provincial Government
REPUBLIC OF SOUTH AFRICA

VOTE 7

1st QUARTERLY PERFORMANCE REPORT 2013-2014

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ACTING ACCOUNTING OFFICER

DATE: _____

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1. SITUATIONAL ANALYSIS (*the environment within which programmes and subprogrammes operated*)

1.1 PROGRAMME 1: ADMINISTRATION

1.1.1 SUB-PROGRAMME : CORPORATE SERVICES

Information Management

The unit has been able to produce draft communication strategy, security policy, records management policy and file plan and also provided media liaison services wherein 12 statements were produced and published in media.

Plan and ensure that the following events take place:

The Provincial Clean Audit Indaba, the Departmental Budget Speech, the Employee wellness event and submission PFMA Annual Financial Statements.

Human Resource Management

The Directorate operated under a lot of pressure (which greatly stretched the few skilled officers) emanating from:

- Number of positions advertised versus the available practitioners in the unit which even resulted in overtime.
- The intensive audit exercise that had to be attended to in addition to increased daily operations increased by the requisite end of year reports.
- Multiple meetings that have to be attended to and staff shortages (especially in HRD) exacerbated by resignations.
- The need to assist with responsibilities of another unit (in relation to HR Plan).

Strategic Management

The Directorate managed to conduct gender mainstreaming training and HR plan meeting. The Directorate also managed to submit Service Delivery Improvement Plan (SDIP), HR plan and 2012-2013 Annual Report.

1.2. PROGRAMME 2: SUSTAINABLE RESOURCE MANAGEMENT

1.2.1. SUB-PROGRAMME : ECONOMIC ANALYSIS

The unit provides socio-economic research and analysis on the socio-economic stance of the province as well as the impact of the budget on the economy of the province and on the livelihood of its inhabitants to inform future budget allocations. Data is collected periodically on various socio-economic indicators and such data forms the basis of analysis. The unit is also responsible for analysing the equitable share of the province and to advise on future allocations. The unit is expected to compile two reports bi-annually, one on the socio-economic analysis of the province and the other on the provincial economic review and budget analysis. The third report reviews the socio-economic status of the province and forms part of the Budget book.

1.2.2. SUB-PROGRAMME : FISCAL POLICY

Monitoring and overseeing the performance of Provincial Departments in the collection of revenue in order to maximise the provincial envelope. Comparing the revenue estimates against the actual collection per department. Where there is any deviation or none compliance remedial steps are taken with the relevant department. In order to verify the monthly payments effected to the Provincial Exchequer by departments a comparison is made against what departments have submitted to Provincial Revenue Oversight and the Exchequer personnel. In the event there is a deviation we interact with the relevant department seeking an explanation to resolve the problem. Interventions are also taken in the none payment of monthly collections by provincial departments.

1.2.3. SUB-PROGRAMME : BUDGET MANAGEMENT

The aim of the sub-programme is to provide advice and support on provincial budgets as well as monitoring and control of the North West provincial expenditures. Budget management is one of the key transversal functions which aim at allocating resources in line with the government priorities, and providing oversight role on the implementation of the budgets within departments.

The sub-programme managed to execute the following during the first quarter;

- Co-ordinated the request for rollovers both Equitable Share and Conditional Grants and recommendations were sent to the MEC for Finance for approval.
- Initiated for the formulation of the budget forum which will act as the technical advisory structure to the CFO's forum, whereby all budget issues for the departments will be discussed.
- The analysis of the captured budget for all departments was also conducted in order to ensure that what was capture on the system balanced to the tabled 2013/14 EPRE.
- As part of performance oversight treasury visited the Itireleng projects in order to determine the value for money.
- The I-common drive was also initiated to enhance communication flow within the units and departments.

1.2.4. SUB-PROGRAMME : PUBLIC FINANCE

The Directorate monitors the implementation of the annual budget by reporting timeously on the collection of own revenue, provincial government expenditure, conditional grant, infrastructure including assessment of personnel expenditure.

The directorate obtains monthly reports from the Accounting Officers and Chief Financial Officers of the provincial departments.

1.2.5. SUB-PROGRAMME : INFRASTRUCTURE COORDINATION

The appointment of sufficient staff will escalate monitoring of departmental project implementation to a much higher level. The lack of commitment by departmental key officials to implement the NW IDMS processes and systems further impedes on the delivery of infrastructure in the province.

1.3. PROGRAMME 4: FINANCIAL GOVERNANCE

1.3.1. SUB-PROGRAMME : ACCOUNTING SERVICES (INCORPORATES LIABILITIES MANAGEMENT)

The sub-programme provides quality financial and management accounting services which incorporate provincial expenditure management, revenue and Exchequer, document control, and tribal trust affairs.

In an effort for implementation of Accounting Norms & Standards the following were done:

- Two practical Training Workshop on preparation of 2012/13 AFS were conducted for CFO Office Officials of Provincial Departments and for Provincial Public Entities during the first quarter.
- Preparation of 2012/13 Provincial Revenue Fund AFS completed and submitted to Auditor General on 31 May 2013 with Provincial Departments & Public Entities. First 2012/13 PRF-AFS Submission in the country and the 2012/13 Financial Year is the first PRF-AFS submission by the NW Province on 31 May.
- Audit of the 2011/12 PRF-AFS commenced in March 2013 and was conducted and completed over three months including April to May 2013.
- Preparation conducted on Consolidation of the Provincial Department AFS and PRF-AFS for the 2010/11 & 2011/12 Financial Years

Facilitation between the Auditor General & Provincial Departments

- The third and final Drafts, which were amended with the recommendations of the previous reviews, of the Provincial Departmental 2014 Clean Audit Plans of Action were reviewed for implementation.
- Commencement of Roll-out of the 2014 Clean Audit Technical Support Project, Phase 1 being support provided by consultants to Provincial Departments & Public Entities with preparation of the 2012/13 AFS
- Support provided to Provincial Departments & Public Entities with preparation of 2012/13 AFS
- Review conducted of the 2012/13 AFS prepared by Departments with the assistance of the Technical Support Consultants with recommendations for amendments before submission to the AG on 31 May 2013
- Successful turnaround in the 31 May 2013 submission from in **2011/12: 13 Departments & 7 Public Entities (Total = 20)** to in **2012/13: 13 Departments & 40 Public Entities (Total = 53)**

Administration of the Non-governmental Tribal & Trust Accounts

- Tribal Authority Cashbooks captured for the three months April to June 2013 in Quarter 1: 2013/14 Financial Year
- Statements of Receipts and Payments for the three months April to June 2013 in Quarter 1: 2013/14 Financial Year generated, printed and filed after posting of the cashbooks captured.
- Conducted Cash Management of the Tribal & Trust Fund Investments upon maturity every 90-Day Cycle by requesting quotations from major banks and awarding the tender of re-investment to the bank with the highest Re-investment Interest Rate Quotation

- Interest for the three months January to March 2013 in Quarter 4: 2012/13 Financial Year captured, posted and allocated to all the Tribal & Trust Accounts pro-rata the capital balances. The interest is allocated upon maturity of the investment after every 90-Day Cycle
- Attended Provincial Public Accounts Committee (PPAC) hearings relating to media coverage of complaints from community members belonging to the Bapo Ba Mogale Tribal Authority

Departmental Submissions for Unauthorised, Irregular and Fruitless & Wasteful Expenditure

- In terms of a resolution taken at CFO Forum level, a Task Team was formed to develop the process of dealing with Irregular Expenditure and a draft Terms of Reference document to deal with Irregular Expenditure has also been developed.

1.3.2. SUBPROGRAMME : PROVINCIAL INTERNAL AUDIT

Awaiting finalisation of appointment of Provincial Audit Committee.

2. SPECIFIC KEY CHALLENGES AND RESPONSES *(per subprogrammes)*

2.1. PROGRAMME 1: ADMINISTRATION

2.1.1 MANAGEMENT SERVICES (HOD)

RISK MANAGEMENT

Challenge 1:

The Risk and Fraud Policies have been sent to the Risk Management Committee for the inputs and review of the 2013/14 financial year. The unit is still awaiting submission from the Committee members to finalise this.

Response to challenge 1:

Reminder has been sent to the Committee members to submit their inputs

MONITORING AND EVALUATION

Challenge 1:

Time frame for assessment of reports was underestimated. The Unit performance is depended on the submission of 1st quarter performance report of all the Provincial Departments and Public Entities for oversight.

Challenge 2:

Report on efficiency, effectiveness and economy is informed by the assessment of the quarterly performance report , which are still due for submission and analysis

Response to challenge 1:

Targets will be adjusted to conform to the quarterly time frame in the next financial year APP.

Response to challenge 2:

Targets will be adjusted to conform to the quarterly time frame in the next financial year APP.

2.1.2. SUBPROGRAMME : CORPORATE SERVICES

HUMAN RESOURCE MANAGEMENT

Challenge 1:

Understaffing, Staff shortages

Challenge 2:

Capacity (Skills)

Response to challenge 1:

Advertisement of critical funded posts.

The Vacancy Management Committee has approved the request to advertise critical funded posts in HR which when filled will assist. It is envisaged that the posts will be in the media in the second week of July 2013.

Response to challenge 2 :

On the job training – but depended on the commitment and willingness to learn by affected officers as well as availability of time to do on the job training.

STRATEGIC MANAGEMENT

Challenge 1:

Understaffing.

The Strategic Management unit still understaffed.

Response to challenge 1:

Some of the funded vacant positions have been advertised and some to be advertised in this second quarter.

LEGAL SERVICES

Challenge 1:

Under-staffing.

The unit has been operating with just one personnel.

Response to challenge 1:

We have appointed the Senior Legal Administration Officer, in the unit and Advertised two posts for Legal Administration officers.

We offered the opinions to the Director in the office of the MEC and the Chief Director Corporate Services, as well as the Special Advisor to the Premier.

Busy with the contract between the Department and First National Bank,

2.2. PROGRAMME 2: SUSTAINABLE RESOURCE MANAGEMENT

2.3.1. BUDGET MANAGEMENT

Challenge 1:

Tight National Treasury budget time frames especially submission of the database.
Lack of comprehensive information on the Estimates of Provincial Revenue and Expenditure (EPRE).

Response to challenge 1:

The Budget Management unit endeavours to meet the deadlines as outlined by National Treasury and has initiated for the formulation of the budget forum which will discuss all budget related matters.

2.2.2. PUBLIC FINANCE

Challenge 1:

Understaffing due to 18 positions on the approved structure and only 9 positions filled, resulting in a 50 percent vacancy rate.

Response to challenge 1:

Under-spending is mainly registered under Compensation of Employees due to non filling of critical vacant positions. The vacancy rate is 50 percent or 9 vacant positions. A request to fill the 9 vacancies has been submitted on 06 May 2013 to Corporate Services through the Vacancy Management Committee. An indication was received on the 02 July 2013 that only three (3) posts would be advertised on the 07 July 2013.

2.2.3. INFRASTRUCTURE COORDINATION

Challenge 1:

Understaffing.
Due to an additional workload in terms of Conditional Grants as well as interventions in terms of infrastructure delivery, the unit sometimes experiences challenges to achieve the required APP targets.

Response to challenge 1:

Continuous reprioritisation of tasks is performed.

2.3. PROGRAMME 3: ASSET AND LIABILITIES MANAGEMENT

2.3.1. ASSET MANAGEMENT

Challenge 1 :

- **Existence of Assets:** Registers were not updated on timely basis based on results of regular physical verification processes. Assets not identified could not be physically verified.
- **Value at which receivables are stated in financial statements:** No/inadequate supporting evidence No/ineffective policies and procedures for collection of receivables.
- **Existence of debtors:** Insufficient documentation to substantiate debtors at year-end

Response to challenge 1:

- Conduct extensive Asset Register Training; deploy provincial asset officer to monitor the process.
- Enforce strict adherence record keeping through provincial asset monitoring and internal audit teams.
- Compile Policy and Procedure manual for collection of receivables.

2.4. PROGRAMME 4: FINANCIAL GOVERNANCE

2.4.1. ACCOUNTING SERVICES

Challenge 1:

Implementation of Audit Action plan in the Departments and commitment towards it by the Departments.

Response to challenge 1:

Regular meeting with CFO's of the Departments and monitoring of the implementation. It is also going to be part of Financial Management support programme.

2.4.2. FINANCIAL SYSTEMS AND TRAINING

Challenge 1:

Payment Interface between Walker and BAS

Response to challenge 1:

Re-implementation of BAS and development of necessary changes in the Walker BAS interface caused delay in payment to Creditors. This problem was fixed and up and running now by 18 April 2013. Still experiencing challenges in few functions of interface but getting attention.

2.4.3. PROVINCIAL RISK MANAGEMENT

Challenge 1:

Delay in the approval of the Provincial Strategic Support Plan by EXCO

Response to challenge 1:

The matter has been taken up with the HOD and the MEC to make follow-up's with EXCO. It was observed that the original submission was returned and a new submission was done by the request of Exco.

2.4.4. PROVINCIAL INTERNAL AUDIT

Challenge 1:

Awaiting finalisation of appointment of Provincial Audit Committee.

Response to challenge 1:

The matter is currently being processed and finalised by the office of the HOD.

3. ACTUAL PERFORMANCE AGAINST 2013-2014 FIRST QUARTERLY TARGETS

3.1. 2013/14– PROGRAMME 1: ADMINISTRATION QUARTERLY TARGETS

QUARTERLY TARGETS SUB-PROGRAMME 1.1: OFFICE OF THE MEC

No	Performance indicator	Annual target 2013/14	1 st quarter planned targets	1 st quarter actual outputs	Reasons for underperformance or overachievement	Measures undertaken to address under or overachievements
1	Provincial budget tabled not later than two weeks after the tabling of the National Budget	March	N/A	N/A	N/A	N/A
2	Annual report tabled in September after receiving the Audit Report.	September	N/A	N/A	N/A	N/A

QUARTERLY TARGETS SUB-PROGRAMME 1.2 - MANAGEMENT SERVICES (HOD)

Performance indicator	Annual target 2013/14	1 st quarter planned targets	1 st quarter actual outputs	Reasons for underperformance or overachievement	Measures undertaken to address under or overachievements
1. <ul style="list-style-type: none"> Annual assessments of SMS. 	Annually after finalisation of annual report	N/A	N/A	N/A	N/A

1.2.1 RISK MANAGEMENT APP 2013-14

QUARTERLY TARGETS 1.2.1 - RISK MANAGEMENT

Performance indicator		Annual target 2013/14	1 st quarter planned targets	1 st quarter actual outputs	Reasons for underperformance or overachievement	Measures undertaken to address under or overachievements
1	Risk management policy reviewed and implemented	Risk management policy reviewed and implemented	Risk management policy reviewed	Target not achieved	The policy not finalised due to non submission of inputs by the Risk Management Committee.	Intervention has been requested from the Chairperson of the Committee.
2	Fraud prevention policy reviewed and implemented	Fraud prevention policy reviewed and implemented	Fraud prevention policy reviewed	Target not achieved	The policy not finalised due to non submission of inputs by the Risk Management Committee.	Intervention has been requested from the Chairperson of the Committee

1.2.2. MONITORING AND EVALUATION

Quarterly Targets for 2013/14

No	Performance indicator	Annual target 2013/14	1 st quarter planned targets	1 st quarter actual outputs	Reasons for underperformance or overachievement	Measures undertaken to address under or overachievements
1.1	Number of workshops on Treasury Frameworks conducted	2	N/A	N/A	N/A	N/A
1.2	Number of analysis reports on department's performance	13	13	Target not achieved	The Unit performance is depended on the submission of 1 st quarter performance report of all the provincial departments and public entities for oversight, moreover timelines are tight and unrealistic.	Targets will be adjusted to conform to the quarterly time frame in the next financial year APP.
1.3	Number of analysis reports on Public Entities performance	7	N/A	N/A	N/A	N/A
1.4	Number of Departments Annual performance Plans assessed in line with the Treasury framework	13	N/A	N/A	N/A	N/A
1.5	Number of Public Entities Annual Performance Plans assessed in line with the Treasury Framework	7	N/A	N/A	N/A	N/A
1.6	Number of Provincial Departments Annual Reports analyzed	13	N/A	N/A	N/A	N/A
1.7	Number of Public Entities Annual Reports Analyzed	7	N/A	N/A	N/A	N/A
1.8	Number of reports on Efficiency, Effectiveness and Economy.	4	1	Target not achieved	3Es report is informed by the assessment of the quarterly performance report , which are still due for submission and analysis	Targets will be adjusted to conform to the quarterly time frame in the next financial year APP.

SUB-PROGRAMME 1.3: CORPORATE SERVICES

QUARTERLY TARGETS FOR 2013/2014 – INFORMATION MANAGEMENT

Performance indicator		Annual target 2013/14	1 st quarter planned targets	1 st quarter actual outputs	Reasons for underperformance or overachievement	Measures undertaken to address under or overachievements
1	Number of reviews conducted on Communication Strategy	communication strategy reviewed	N/A	N/A	N/A	N/A
2	Number of reviews conducted on Departmental Security strategy Developed.	Security strategy developed	N/A	N/A	N/A	N/A
3	Records management policy developed	Records management policy developed	N/A	N/A	N/A	N/A

QUARTERLY TARGETS FOR 2013/2014 - HUMAN RESOURCES

Performance indicator		Annual target 2013/14	1 st quarter planned targets	1 st quarter actual outputs	Reasons for underperformance or overachievement	Measures undertaken to address under or overachievements
1	Number of reports on SMS performance agreements submitted to DPSA	1 report	1	1 Report on signing of Performance Agreements by SMS submitted to DPSA	On target	On target
2	Number of vacancies filled	20	5	Total appointments: 72 Perm App :21 Prom. App: 9 Cont. App (30 days payment unit):28 Transfers in :14	Concerted effort to fill posts in the new structure which also included overtime and dedicated days for recruitment resulted in the overachievement	
3	Number of Workplace Skills Plan (WSP) developed	WSP developed and submitted to relevant SETA's by June	Developed WSP – June	WSP developed and submitted to relevant SETA's	On target	On target
4	Number of Employee Health and Wellness events held	<ol style="list-style-type: none"> 1. Wellness Events 1. OHS Awareness event 2. Wellness day 3. Departmental build up to World AIDS Day 4. STI/ Condom week awareness 	OHS Awareness event	1 Health Promotion event held (incorporated OHS matters)	On target	On target

QUARTERLY TARGETS FOR 2013-2014– STRATEGIC MANAGEMENT

Programme performance indicators / measure	Annual target 2013/14	1 st quarter planned targets	1 st quarter actual outputs	Reasons for underperformance or overachievement	Measures undertaken to address under or overachievements
1 Departmental Annual Performance Plan developed, which complies with APP framework and submitted to the Legislature in March	Final Departmental APP developed and submitted to the Legislature in March	N/A	N/A	N/A	N/A
2 Number of quarterly performance reports produced	4 quarterly performance reports produced	1 quarterly performance reports produced	4 th Quarterly performance report compiled and submitted to Public Finance	On target	On target
3 Business processes reviewed and implemented	1.Review Human Resource Plan	Review Human Resource Plan	Human Resource Plan Reviewed and submitted to DPISA	On target	On target
	2.Develop Service Delivery Model	N/A	N/A	N/A	N/A
	3.Develop Procedure Manual for Designing the organisational Structure	N./A	N/A	N/A	N/A
	Report on Human Resource Plan implementation progress	N/A	N/A	N/A	N/A
4 Number of training programs on transformation to enhance equity target conducted in the Department	2 Training programs for 20 staff and managers	N/A	Facilitated Gender Mainstreaming Training on the 28 - 31 May 2013 for 18 officials	Training was done in the first quarter as more events activities will be conducted in the second quarter.	Training which was planned for the second quarter was done in the first quarter.

Quarterly targets for 2013/2014 – Legal Services

Performance indicator		Annual target 2013/14	1 st quarter planned targets	1 st quarter actual outputs	Reasons for underperformance or overachievement	Measures undertaken to address under or overachievements
1	Number of quarterly reports produced on rendering of legal opinions and advice	4 reports	1	3	Most of the opinions/advices requested are not in writing therefore we are unable to have records.	We intend to make request in liaison with our communication that all opinions and advises be in writing
2	Number of reports on Editing of contracts and Service Level Agreements (SLA) produced	4 reports	1	1	On target	On target
3	Promotion of Access to Information Act (PAIA) Manual developed in order to promote transparency and accessibility of information.	PAIA Manual developed	N/A	N/A	N/A	N/A

SUB-PROGRAMME 1.4: FINANCIAL MANAGEMENT (CFO)

QUARTERLY TARGETS - MANAGEMENT ACCOUNTING

Performance indicator		Annual target 2013/14	1 st quarter planned targets	1 st quarter actual outputs	Reasons for underperformance or overachievement	Measures undertaken to address under or overachievements
1	Number of legislative financial reports produced (IYM x12, Interim AFS x 3 & final AFS)	16	3 x IYM (by the 15 th of each month) Final AFS by 31 st May	1 IYM submitted on 14 th June 2013 2 IYM submitted on 17 th April 2013 and 16 th May 2013 respectively Final AFS submitted by 31 st May 2013	Capacity challenges On target	Filling of the vacant AD post is currently being prioritised. On target
2	Number of Interim and Final Employees Tax (PAYE) reconciliation submitted	2	1 x Final PAYE Reconciliation by 31 May	Final PAYE recon submitted on 28 th May 2013	On target	On target
3	Number of reports on the efficiency of the BAS system	4	1	1	On target	On target

QUARTERLY TARGETS 2013-2014 - SUPPLY CHAIN MANAGEMENT SERVICES

Performance indicator		Annual target 2013/14	1 st quarter planned targets	1 st quarter actual outputs	Reasons for underperforman ce or overachievemen t	Measures undertaken to address under or overachievements
1	Number of reconciliation reports to ensure an updated Asset Register	12 Reconciliation reports	3 Reconciliation reports	3 Reconciliation Reports produced	On target	On target
2	Departmental Procurement Plan approved and implemented	Approved and implemented Departmental Procurement Plan	Approved Departmental Procurement Plan	Procurement Plan approved	On target	On target
3	Payment of service providers within 30 days after receipt of an invoice	All service providers paid within 30 days	All service provides paid within 30 days	4 late payments	Walker- Bas System problems due to upgrading from V3 to V4	System problems resolved

3.2. PROGRAMME 2: SUSTAINABLE RESOURCE MANAGEMENT

QUARTERLY TARGETS – 2.2. MACRO ECONOMIC ANALYSIS-

No	Performance indicator	Annual target 2013/14	1 st quarter planned targets	1 st quarter actual outputs	Reasons for underperformance or overachievement	Measures undertaken to address under or overachievements
1	Number of reports compiled on socio-economic status of the province	1	N/A	1	3 socio-economic reports to be produced, 1 of which will be incorporated into the 2013/2014 budget book	
2	Number of reports compiled on the economic impact of the provincial budget	2	1	1	On target	On target
3	Socio economic database created	1	N/A	1	The annual target has been moved forward and accordingly achieved.	

QUARTERLY TARGETS SUB-PROGRAMME 2.3: FISCAL POLICY

Performance indicator		Annual target 2013/14	1 st quarter planned targets	1 st quarter actual outputs	Reasons for underperformance or overachievement	Measures undertaken to address under or overachievements
1	Number of annual departmental tariffs revised / adjusted	8	N/A	N/A	N/A	N/A
2	Number of monthly IYM and Fiscal Policy reports prepared	24	6	6	On target	On target

QUARTERLY TARGETS – 2.4. BUDGET MANAGEMENT

No	Performance indicator	Annual target 2013/14	1 st quarter planned targets	1 st quarter actual outputs	Reasons for underperformance or overachievement	Measures undertaken to address under or overachievements
1	Number of Adjustment Budget finalized	1	N/A	N/A	N/A	N/A
2	Number of Annual budget finalized	1	N/A	N/A	N/A	N/A
3	Number of analysis reports on the alignment of the plan to the budget for all the departments and public entities compiled.	21 non cumulative	N/A	N/A	N/A	N/A
4						

No	Performance indicator	Annual target 2013/14	1 st quarter planned targets	1 st quarter actual outputs	Reasons for underperformance or overachievement	Measures undertaken to address under or overachievements
	Number of Quarterly assessment reports prepared in terms of actual revenue and expenditure of Public Entities	4	1	1	On target	On target
5	Number of gazettes on transfers of funds to Municipalities developed	1	1	1	On target	On target
6	Number of budget assessment reports per department including Legislature through MTEC hearings session compiled	13	N/A	N/A	N/A	N/A

QUARTERLY TARGETS SUB-PROGRAMME 2.5: PUBLIC FINANCE

No	Performance indicator	Annual target 2013/14	1 st quarter planned targets	1 st quarter actual outputs	Reasons for underperformance or overachievement	Measures undertaken to address under or overachievements
1	Number of Quarterly performance (non-financial and financial information) reports of departments compiled	8	2	2	On Target	On Target
2	Number of audited provincial expenditure reports compiled	1	N/A	N/A	N/A	N/A
3	Number of expenditure reports of departments through monthly In-Year-Monitoring compiled	12	3	3	On Target	On target
4	Number of Quarterly infrastructure spending reports through Infrastructure Reporting model compiled	4	1	1	On Target	On target

QUARTERLY TARGETS SUB-PROGRAMME 2.6: INFRASTRUCTURE COORDINATION

No	Performance indicator	Annual target 2013/14	1 st quarter planned targets	1 st quarter actual outputs	Reasons for underperformance or overachievement	Measures undertaken to address under or overachievements
1	Number of training sessions to improve the understanding of IDMS Toolkit best practises by provincial departments within the NW.	4	1	1	On target	None
2	Number of assessment reports on Departmental MTEF Final Infrastructure plans.	6	6	6 For DoE; DoH; DPWR&T; ARD; SAC; SDWCPD;	On target	On target
3	Number of assessment reports on conditional grants business cases/plans	1	N/A	N/A	N/A	N/A
4	Number of site visits reports relating to the evaluation, planning and delivery of infrastructure within the North west Province produced	12	3	3 For DoE; DoH; SDWCPD	On target	On target
5	Trading entity established	Trading entity established	N/A	N/A	N/A	N/A

QUARTERLY TARGETS 2.7 SUB-PROGRAMME : MUNICIPAL FINANCIAL MANAGEMENT

QUARTERLY TARGETS FOR 2013/2014 – MFM

Performance indicator		Annual target 2013/14	1 st quarter planned targets	1 st quarter actual outputs	Reasons for underperformance or overachievement	Measures undertaken to address under or overachievements
1	Number of consolidated evaluation reports compiled on final budgets for 23 municipalities	1	N/A	N/A	N/A	N/A
2	Number of consolidated Monthly Budget Statements compiled (Sec.71) (1) for 23 municipalities	12	3	3	On target	On target
3	Number of consolidated quarterly financial reports gazetted Sec.71(7) for 23 municipalities	4	1	1	On target	On target
4	Number of consolidated quarterly reports submitted for tabling to the legislature. Sec.71(7) for 23 municipalities	4	1	1	On target	On target
5	Number of consolidated Mid-Term Reports compiled (section 72& adjustment budget) for 23 municipalities	1	N/A	N/A	N/A	N/A
6	Number of municipalities assisted in compilation of Annual Financial Statements	8	2	0	Submission date of AFS is 31 August 2013.Preparations starts from July, therefore all 8 municipalities will be assisted during the 2 nd quarter.	

Performance indicator		Annual target 2013/14	1 st quarter planned targets	1 st quarter actual outputs	Reasons for underperformance or overachievement	Measures undertaken to address under or overachievements
7	Number of municipalities supported on GRAP compliant asset registers	3	N/A	N/A	N/A	N/A
8	Number of Training sessions conducted on MFMA reforms	4	1	0	Training programmes postponed to 2 nd quarter due to commitment on the budget process	2 training programmes to implemented in the 2 nd quarter
9	Number of SCM audit sessions conducted .	8	2	2	On target	On target
10	Number of sessions facilitated on reduction of debts	6	1	4	Additional efforts undertaken as a result of resolutions taken by Munics and MEC's engagement with munics.	None
11	Quarterly compliance reports compiled for 23 municipalities in respect of implementation of risk management and internal audit	4	1	1	On target	On target

3.3. PROGRAMME 3 : ASSETS AND LIABILITIES

QUARTERLY TARGETS FOR 2013/2014: 3.2. ASSETS MANAGEMENT

No	Performance indicator	Annual target 2013/14	1 st quarter planned targets	1 st quarter actual outputs	Reasons for underperformance or overachievement	Measures undertaken to address under or overachievements
1	Consolidated report prepared on cash flow projections	Analyse and consolidated departmental cash projections (1 x)	N/A	N/A	N/A	N/A
2	Number of reports on IYM prepared	Review consolidated departmental Rev-IYM (NT)	3	3	On target	On target
3	Number of asset management reports on disposal, losses, redundant and transfers from departments	48	12	7	The target is dependent on submission by departments. No responses from the following 5 provincial departments: : Education, Health, Office of the Premier, Public Safety and Public Works and Transport	Letters and telephone reminders sent
4	Number of asset monitoring sessions conducted	16 departments (12 departments and 4 auctions)	4 asset monitoring sessions conducted (3 departments and 1 auction)	3	1 auction is outstanding in this quarter due to cancellation the auction contract with the restricted supplier.	Transversal Contracts is awaiting approval to advertise auction tender

QUARTERLY TARGETS FOR 2013 - PROVINCIAL 3.3. PROVINCIAL SUPPLY CHAIN MANAGEMENT

No	Performance indicator	Annual target 2013/14	1 st quarter planned targets	1 st quarter actual outputs	Reasons for underperformance or overachievement	Measures undertaken to address under or overachievements
1	Number of officials trained on SCM in all departments	700 officials trained	175 officials trained	57 officials trained	During the first quarter officials were engaged with closing of books and auditors.	Training was rescheduled for the 2 nd quarter.
2	Provincial SCM Policy reviewed and implemented	Provincial SCM Policy reviewed and implemented	Issuance of Provincial SCM Policy document	A follow-up was made for approval.	The document is still with the authorities for approval.	The document is still with the authorities for approval.
3	Electronic Tendering and Quotation/Supplier Database System upgraded	Electronic Tendering and Quotation/Supplier Database System upgraded	Configuration of the latest version of the system on the server, Data migration	The system upgrade project is in progress. Data cleansing performed.	The availability of the server delayed the final configuration of the latest version.	Reminders has been sent to the service provider.
4	Number of suppliers registered	2250 suppliers registered on a Provincial database	562 suppliers registered on a Provincial database	739 suppliers registered on the provincial database	The backlog was cleared after the appointment of interns.	
5	Number of transversal contracts awarded and monitored	9 transversal contracts awarded and monitored	9 transversal contracts awarded and monitored	8 transversal contracts awarded and monitored	1 Bid has been cancelled due to non compliance.	To be readvertised.
6	Number of workshops conducted on SCM compliance (departments, entities and suppliers)	8 workshops conducted	2 workshops conducted	3 workshops conducted	High demand from departments.	
7	Number of procurement plans of departments assessed.	12 procurement plans submitted by departments	12 procurement plans submitted by departments	12 procurement plans submitted by departments	On target	On target

No	Performance indicator	Annual target 2013/14	1 st quarter planned targets	1 st quarter actual outputs	Reasons for underperformance or overachievement	Measures undertaken to address under or overachievements
8	Number of reports related to invoices paid after 30 days - submitted by departments and submitted to National Treasury.	12 consolidated reports to National Treasury on 30 day payments	3 consolidated reports to National Treasury on 30 day payments	3 consolidated reports to National Treasury on 30 day payments	On target	On target
9	Number of consolidated quarterly 30 day payment deviation reports	4 consolidated 30 day deviation quarterly reports	1 consolidated 30 day deviation quarterly report	1 consolidated 30 day deviation quarterly report	On target	On target

3.4. Programme 4 : Financial Governance

QUARTERLY TARGETS FOR 2013/14 SUB-PROGRAMME 4.2: ACCOUNTING SERVICES

No	Performance indicator	Annual target 2013/14	1 st quarter planned targets	1 st quarter actual outputs	Reasons for underperformance or overachievement	Measures undertaken to address under or overachievements
1	Number of capacity building interventions for Departmental CFO's by conducting workshops on Accounting updates	2	N/A	N/A	N/A	N/A
2	Number of capacity building interventions for Departmental CFO's by conducting Chief Financial Officers' Forums where such issues as cashflow, budget etc are discussed.	2	N/A	N/A	N/A	N/A
3	Number of workshops on preparation Guide and AFS Template – Departments and active Public Entities Conducted	2	1	2	National Treasury developed 2012/13 AFS Template for Public Entities which is different from the AFS Template for departments as a result 2 training workshops had to be held.	
4	Number of reports on Departmental AFS reviewed	1	N/A	1	To add value towards the 2014 Clean Audit initiative, the 2012/13 Departments AFS were reviewed with recommendations to be implemented before submission to Auditor General by 31 May 2013	

No	Performance indicator	Annual target 2013/14	1 st quarter planned targets	1 st quarter actual outputs	Reasons for underperformance or overachievement	Measures undertaken to address under or overachievements
5	Number of monitoring reports on a plan of action on AFS audit outcomes compiled	1	N/A	N/A	N/A	N/A
6	Unauthorised expenditure bill prepared and submitted to Legislature for condonement	1	N/A	N/A	N/A	N/A
7	Number of monitoring reports on irregular, fruitless and wasteful expenditure compiled	1	N/A	N/A	N/A	N/A

QUARTERLY TARGETS: 2013/14 SUB-PROGRAMME: 4.3 FINANCIAL SYSTEMS AND TRAINING

No	Performance indicator	Annual target 2013/14	1 st quarter planned targets	1 st quarter actual outputs	Reasons for underperformance or overachievement	Measures undertaken to address under or overachievements
1	Number of departments assessed on the Financial Management Capability Maturity Model.	13	N/A	N/A	N/A	N/A
2	Number of non-core financial managers in provincial departments trained in Financial Management	1000	1000	500	Low enrolment by departments	Recruitment drive in districts is underway
3	Number of Chief Financial Officers units in Public Entities trained in Financial Management	13	N/A	N/A	N/A	N/A

No	Performance indicator	Annual target 2013/14	1 st quarter planned targets	1 st quarter actual outputs	Reasons for underperformance or overachievement	Measures undertaken to address under or overachievements
4	Number of Chief Financial Officers units in Provincial Departments trained in Financial Management	13	N/A	N/A	N/A	N/A
5	Number of Provincial Departmental staff trained in financial systems	500	N/A	161	Training is based upon demand and implementation of new BAS required us to train the staff early	
6	Number of Provincial Departments trained in SCoA and Economic Reporting Format (ERF) for Managers & Other Officials	13	N/A	N/A	N/A	N/A
7	Number of provincial departments provided with financial Systems support and systems interfaces on Walker, BAS, etc.	13(non-cumulative)	13	13	On target	On target
8	Number of Provincial PERSAL User Forums facilitated	4	1	1	On target	On target
9	Number of PERSAL Exception Reports produced based on PERSAL Salary Runs to monitor financial risks on salary transactions	140	30	30	On target	On target
10	Number of Departmental Annual Financial Liability Reports produced	12	3	3	On target	On target

SUB-PROGRAMME 4.4: PROVINCIAL RISK MANAGEMENT

QUARTERLY TARGETS FOR 2013/14

Performance indicator		Annual target 2013/14	1 st quarter planned targets	1 st quarter actual outputs	Reasons for underperformance or overachievement	Measures undertaken to address under or overachievements
1	Number of Departments assisted with establishment of Risk Management committees.	13 (non cumulative)	13	11	North West Provincial Legislature did not submit the quarterly report as required. Department of Agriculture and Rural Development is in the process of appointing the RMC	Follow-up's made with Provincial Legislature. Engaged the Department of Agriculture & Rural Development regarding the appointment of the RMC
2	Number of Departments that have been supported on the implementation of Fraud Prevention Plan	13	N/A	12	Support is based on requests from departments. The requests were more than planned	
3	Number of Provincial Risk Management Forums held.	4	1	1	On target	On target

Quarterly targets Sub-programme 4.5: Provincial Internal Audit

No	Performance indicator	Annual target 2013/14	1 st quarter planned targets	1 st quarter actual outputs	Reasons for underperformance or overachievement	Measures undertaken to address under or overachievements
1	Number of audits assignments completed as per annual audit plan	140	25	39	The departmental operational plans made provisions for more audits than in the Annual Performance Plans.	
2	Number of departmental risk management and fraud prevention strategies and processes reviewed for adequacy and effectiveness	11	3	3	On target	On target
3	Number of departmental supply chain management processes reviewed for adequacy and effectiveness	11	N/A	N/A	N/A	N/A
4	Number of departmental transfer payment and conditional grant operational procedures reviewed for adequacy and effectiveness	10	N/A	N/A	N/A	N/A
5	Number of departmental performance information systems reviewed for adequacy, and effectiveness	11	N/A	N/A	N/A	N/A
6	Number of departmental financial statement systems reviewed for adequacy and effectiveness	N/A	N/A	N/A	N/A	N/A
7	Number of quarterly reports issued by Internal Audit to HOD's on significant findings and the status of implementation of action plans	44	11	11	On target	On target
8	Number of Continued Professional Education (CPE) hours received per professionally qualified staff member, as required by the Institute of Internal Auditors CPE Policy	40	N/A	N/A	N/A	N/A

Programme 5: Information Technology

PROGRAMME 6 – INFORMATION TECHNOLOGY QUARTERLY TARGETS FOR 2013/14

Performance Indicator		Annual Target 2013/14	1 st quarter planned targets	1 st quarter actual outputs	Reasons for underperformance or overachievement	Measures undertaken to address under or overachievements
1	Voice over IP (VOIP) implemented	VOIP Handsets to 5 Departmental Building Sites Installed	Handset to be installed as and when requested	Handsets Installed as per Department: Finance = 18 OTP = 19 Health & Soc. Dev = 2 Roads / Transport = 2 Local Govt. = 1 Education = 3 Agriculture = 1 Economic Dev. = 1 Sports / Culture = 1 Total = 48	None	None
2	Disaster Recovery Plan (DRP) Tests conducted	2 DRP Tests (Mainframe)	1 st DRP test to be done	1 st Test completed successfully in May 2013	On target	On target
3	Usage and consumption of hardware monitored	Capacity Reporting on a Quarterly Basis (on Mainframe, Server,	1 Quarterly report	1 Report submitted	On target	On target

Performance Indicator		Annual Target 2013/14	1 st quarter planned targets	1 st quarter actual outputs	Reasons for underperformance or overachievement	Measures undertaken to address under or overachievements
		Databases, Applications, Networks)				
4	Departmental Websites maintained	8 Departments	Departmental content to be loaded	Local Govt = 10 Public Safety = 9 Agriculture = 17 Human Settle: = 7 Finance = 24 Social Dev: 10 DSDWPCPD = 10 Total = 87	None	None
5	Financial data archived	Archive Walker Data from 2006-2010	Data for 2006/07	No progress	Await for staff to be employed	Posts to be filled
6	IT Governance best practices followed	4 Quarterly Reports on Steering Committee Activities	1 Quarterly Report	1 Report submitted	On target	On target