

**FINANCIAL AND FISCAL COMMISSION**  
**ANNUAL PERFORMANCE PLAN**  
**FOR 2012/2013**

## FOREWORD


The 2012/2013 Annual Performance Plan of the Financial and Fiscal Commission is guided by its Five Year Strategic Plan formulated in 2008, and has been reviewed annually since then. The Strategic Plan and the Commission's 2012/2013 Annual Performance Plan take into account Government's Medium Term Strategic Framework (MTSF) which reflects political outcomes priorities. They also take into account the prevailing economic climate.

The main priorities for 2012/2013 include:

1. *A focus on addressing the Commission's 2011 Perception Survey and Impact Assessment.*
2. *The core competence of the Commission of generating quality, innovative, pioneering research that would inform key IGFR strategic debates and choices*
3. *Deepening the implementation of the Commission's Five Year Research Strategy while responding to the changing legislative and socio-economic environment such as the requirements of the Money Bills Amendment Procedures and Related Matters Act of 2010 and the 2011 amendment to Section 71(1) of the Municipal System Act of 2000*
4. *Management of talent and other strategic resources innovatively*
5. *Governance challenges including among others long-standing Commission vacancies as well as the conflation of the positions of Chairperson of the Commission and that of the Chief Executive Officer/Accounting Officer of the Commission*
6. Mobilization of resources and the related need to address a long-standing deficit and increase efficiency of spending.

Performance targets for 2012/13 were developed by the Commission and are presented in this Performance Plan. These performance targets will be monitored quarterly to reflect the Commission's continued progress and effort toward meeting its long-term performance goals and objectives. It is our hope that this performance framework will help society to understand the importance of our work and the contributions we are making toward advancing sustainable and equitable intergovernmental fiscal relations system to realise the values of the Constitution.

The Commission endorses the Annual Performance Plan and is committed to ensuring that it is implemented.



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Bongani Khumalo (Mr.)  
Acting Chairperson/CE  
Financial and Fiscal Commission  
Friday, February 24, 2012

## DECLARATION

It is hereby certified that the attached Divisional Annual Performance Plans were developed by the management of the Financial and Fiscal Commission under the guidance of the Commission; take into account all the relevant policies, legislation and other mandates for which the Financial and Fiscal Commission is responsible; and accurately reflects the annual targeted performance and budgets, and are based the business strategic outcome oriented goals and objectives which the Financial and Fiscal Commission will endeavour to achieve given the resources that have been in the budget for the 2012/2013 Financial Year.

Approved by:



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**Mavuso Vokwana**  
Chief Financial Officer



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**Mashumi K Mzaidume**  
Commission Secretary



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**Bongani Khumalo (Mr.)**  
Acting Chairperson and Accounting Officer  
Financial and Fiscal Commission  
Friday, 24 February 2012

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## **PART A**

### **1. Updated Situational Analysis**

#### **1.1 The Commission's Operational Domain**

1.1.1 Cross cutting issues around the adjustment from the global economic crisis, climate change, and the knowledge and green economies remain important and the Commission has to respond to them as and when they impact the system of intergovernmental fiscal relations.

1.1.2 The Commission has the responsibility to contribute to new initiatives such as the National Health Insurance (NHI) and urban housing and transport matters such as the Bus Rapid Transit (BRT) system. Far-reaching new policy proposals (such as the NHI and ongoing social security reforms) continue to impact the intergovernmental system of planning and budgeting, requiring Commission analysis and input.

#### **1.2 Organisational Environment**

1.2.1 The lingering Eurozone crisis has introduced additional new dynamics to the intergovernmental arena. The need for reprioritization driven by imperatives for fiscal consolidation has implications for the realization of the millennium development goals and the progressive realization of socio-economic rights in general. It has become more urgent to give meaning to the concept of a "developmental state".

1.2.2 Newly released National Development Plan currently under discussion will impact on and guide the Commission work as soon as it is adopted by Government.

1.2.3 It is hoped that that the Parliamentary Budget Office (PBO) that is soon to be established by Parliament will focus its attention on among others tax policy capability, debt management, and the analysis of national government department budget proposals and thus complement the work that the Commission is already undertaking both in terms of its mandate and on special request from Parliament. The Commission will also play a role in sharing data and information with that PBO as well as assist in building its analytic capacity when required.

## 2 Revisions to Legislative and Other Mandates

The 2011 amendment to *Section 71 of the Local Government: Municipal Systems Act of 2000* which gives a role to the Commission in the collective bargaining process between organised local government and unions could have serious resource and budgetary implications for the Commission.

### 3 Overview of 2012/2013 Budget and MTEF Estimates

#### 3.1 Expenditure Estimates

	Audited Outcomes			Adjusted Appropriation	Medium-term Expenditure Estimate		
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
<b>R thousand</b>							
Revenue							
Non-tax revenue	241	97	402	120	125	130	135
Other non-tax revenue	241	97	402	120	125	130	135
Interest, dividends and rent on land	219	96	155	120	125	130	135
Transfers received	26,125	26,580	31,391	33,036	37,268	39,159	40,294
<b>Total revenue</b>	<b>26,366</b>	<b>26,677</b>	<b>31,793</b>	<b>33,156</b>	<b>37,393</b>	<b>39,289</b>	<b>40,429</b>
<b>Expenses</b>							
<b>Current expense</b>	<b>27,217</b>	<b>27,189</b>	<b>33,446</b>	<b>33,156</b>	<b>34,393</b>	<b>38,289</b>	<b>40,429</b>
Compensation of employees	15,189	17,158	19,664	19,548	19,618	19,854	21,037
Goods and services	10,911	9,093	13,058	13,193	14,461	18,120	19,053
Depreciation	976	780	584	415	314	315	339
Interest, dividends and rent on land	141	158	140	0	0	0	0
<b>Total expenses</b>	<b>27,217</b>	<b>27,189</b>	<b>33,446</b>	<b>33,156</b>	<b>34,393</b>	<b>38,289</b>	<b>40,429</b>
Surplus / (Deficit)	-851	-512	-1,653	0	3,000	1,000	0
Carrying value of assets	1,475	920	842	727	718	664	625
of which: Acquisition of assets	94	225	513	300	305	261	300
Receivables and prepayments	117	52	58	52	52	0	0
Cash and cash equivalents	588	130	0	54	-25	681	720
Total assets	2,180	1,102	900	833	745	1,345	1,345
Accumulated surplus/deficit	-1,119	-2,173	-3,974	-3,974	-974	26	26
Capital and reserves	919	919	919	919	919	919	919
Finance lease	203	189	154	88	0	0	0
Trade and other payables	1,843	1,807	3,400	3,400	400	0	0



R thousand	Audited Outcomes			Adjusted Appropriation	Medium-term Expenditure Estimate		
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Provisions	334	360	400	400	400	400	400
Total equity and liabilities	2,180	1,102	900	833	745	1,345	1,345
Accumulated Surplus/(deficit),	-200	-1,254	-3,055	-3,055	-55	945	945

### 3.2 Relating Expenditure Trends to Strategic Outcome Oriented Goals

Strategic Outcome Oriented Goals		Expenditure R thousand	
		2011/2012	2012/2013
1	<i>Stable IGFR System:</i> The system of Inter-governmental Fiscal Relations (IGFR) is sustainable and equitable	16,745	19101
2	<i>Strategic foresight:</i> "No surprises" and future-oriented		
3	<i>Sound and informed policy advice:</i> Effective policies that are evidence-based result from comprehensive and value-added engagement		
4	<i>Knowledge management:</i> Relevant knowledge that enhances developmental impact is created and mobilised through the balance of internal and external specialist talent commensurate with the needs of the Commission	1,227	1,276
5	<i>"Success" culture:</i> A dynamic, productive organisational culture is created and nurtured	6,145	6,690
6	<i>Balance:</i> The balancing of present and future demands, leading to effective performance within the constraint of available resources.	9,454	10,515

### 3.3 Relating Expenditure to Strategic Objectives

Name of the Objectives	Audited Performance Plan			Estimated Outcome 2011/12	Medium-term estimate		
	2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
<b>R Thousand</b>	<b>27,217</b>	<b>27,189</b>	<b>33,446</b>	<b>33,156</b>	<b>37,268</b>	<b>38,289</b>	<b>40,429</b>
<b>Name of the Objectives</b>							
1 5.1.4 To ensure the generation of quality, innovative, pioneering research that informs key IGFR strategic debates and choices							
	12,672	13,033	14,451	15,764	18,199	18,545	19,503
Compensation of employees	8,810	10,851	11,052	9,592	9,162	10,431	10,862
Use of goods and services	3,862	2,182	3,399	6,172	6,962	8,114	8,641
Interest, dividends and rent on land							
Transfers and subsidies							
Other							
2 5.1.5 To produce evidence-based results	74	123	734	566	588	620	657
Compensation of employees							
Use of goods and services	74	123	734	566	588	620	657
Interest, dividends and rent on land							
Transfers and subsidies							
Other							
3 5.2.4 To ensure compliance with legislation and adherence to relevant corporate governance best practice.	4,588	3,731	5,476	5,815	6,230	7,044	7,466
Compensation of employees	2,992	2,609	3,150	4,107	4,255	3,305	3,621
Use of goods and services	1,596	1,122	2,326	1,708	1,975	3,739	3,845
Interest, dividends and rent on land							
Transfers and subsidies							
Other							
4 Prudent and transparent management of financial resources	3,043	3,239	4,892	3,639	4,285	3,993	4,232
Compensation of employees	1,861	1,997	2,996	2,381	2,471	2,110	2,236
Use of goods and services	1,041	1,084	1,756	1,258	1,314	1,883	1,996
Interest, dividends and rent on land	141	158	140				
Transfers and subsidies							
Other							
5 5.2.1 To ensure the progressive and innovative management of human resources that attracts, develops and retains key talent, and leverages external expertise	947	958	1,968	2,383	2,478	2,614	2,770
Compensation of employees	298	323	1,013	1,823	1,894	1,997	2,116
Use of goods and services	649	635	955	560	584	617	654
Interest, dividends and rent on land							
Transfers and subsidies							
Other							
6 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	891	931	1,091	1,227	1,276	1,346	1,427
Compensation of employees	232	183	139	200	247	263	279
Use of goods and services	659	748	952	1,027	1,029	1,083	1,148
Interest, dividends and rent on land							
Transfers and subsidies							
Other							
7 5.2.3 To ensure the coordinated, cost-effective and innovative management of Commission assets in support of delivery on the Commission's mandate	5,002	5,174	4,834	3,762	4,212	4,127	4,374
Compensation of employees	996	1,195	1,314	1,445	1,589	1,748	1,923
Use of goods and services	3,030	3,199	2,936	1,902	2,009	2,064	2,112
Interest, dividends and rent on land							
Transfers and subsidies							
Other	976	780	584	415	314	315	339
8	-	-	-	-	-	-	-
Compensation of employees							
Use of goods and services							
Interest, dividends and rent on land							
Transfers and subsidies							
Other							
Other							
<b>Total</b>	<b>27,217</b>	<b>27,189</b>	<b>33,446</b>	<b>33,156</b>	<b>37,268</b>	<b>38,289</b>	<b>40,429</b>

PART B

## Divisional Annual Performance Plans

**ANNUAL PERFORMANCE PLAN AND  
BUDGET  
COMMISSION AND COMMISSION  
EXECUTIVE  
2012/2013 FINANCIAL YEAR**

Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2012/2013 Target	Budget
<b>Measurable Strategic Objective 5.1.1: To 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</b>				
<b>Legislature and Government Plan</b>	Develop and implement a strategy and a plan for engaging with stakeholders	Briefing on 2013/2014 Recommendations for the Division of Revenue	18 Parliament	336 798
			9 Provincial Legislatures	168 399
			1 SALGA	10 675
			1 Government and Legislatures (Technical Personnel)	33 000
		Briefing on 2011 Medium Term Budget Policy Statement	4 Parliament	74 844
		Briefing on Commission Submission to 2012 Division of Revenue Bill	4 Parliament	74 844
		Briefing on Commission Submission on 2012 Division of Revenue Bill	9 Provincial Legislatures	168 399
		Briefing on Commission Submission 2012 Appropriations Bill	2 Parliament	37 422
		Briefing on Commission 2011/2012 Annual Report	1 Parliament	48 097
	Briefing on Commission 2012/2013 Strategic Plan	1 Parliament	48 097	

Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2012/2013 Target	Budget
Legislature and Government Plan <i>cont ...</i>	Develop and implement a strategy and a plan for engaging with stakeholders	<ul style="list-style-type: none"> <li>• <u>Diffusion</u> of Commission-relevant information through the briefing of Parliament, provincial legislatures, national government, provincial government, local government, Media, ISDs, NGOs, CBOs, Academia, and Peers</li> <li>• <u>Clear, relevant, objective, easy to understand</u> and useful information about the Commission and its recommendations, positions, programmes, services and initiatives in Commission submissions, reports, briefs, advisories, public relations materials, and on Commission Website.</li> </ul>	2 MINMECs	21 350
			1 Budget Leggotla	10 675
			2 Budget Council	21 300
			2 Budget Forum	
			8 Ad hoc briefings and attendances Legislature Government	149 688
			International Travel	-
			4 Conferences 3 Meetings Ad hoc attendances	-
			18 <sup>th</sup> Anniversary Conference	-
			2 Public Hearings	500 000
			Media, ISDs, NGOs, CBOs, Academia, Peers	

Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2012/2013 Target	Budget
<b>Measurable Strategic Objective 5.2.4 : To ensure compliance with legislation and adherence to relevant corporate governance best practise</b>				
<b>Compliance</b>	Develop, implement and maintain a compliance framework	Strategic planning (Phase I)	Revised Corporate Strategy	204 050
		Submission for the Division of Revenue (including Technical Report)	Tabling	829 000
		Performance Monitoring	Unaudited AFS to AG	-
			Unaudited Performance Information to AG	-
			Monthly financials to NT	-
		Performance Monitoring	Q1 Financial Statements and Performance Information to NT	-
		Budget planning	MTEF to NT	-
		Strategic planning (Phase I)	Draft 1 of Revised Corporate Strategy to NT	-
		Accounting to Parliament and Provincial Legislatures	Tabling of Annual Report	297 000
			ENE Submission to NT	-
		Strategic planning (Phase II)	Draft 2 of Revised Corporate Strategy to NT	-
		Performance monitoring	Q2 Financial Statements and Performance Information to NT	-

Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2012/2013 Target	Budget
Compliance cont ...	Develop, implement and maintain a compliance framework	Budget reprioritisation	Budget Adjustment Estimates to NT	-
		Efficient risk management and fraud prevention	Revised Risk and Fraud Prevention Framework and Profile	160 000
		Performance monitoring	Q3 Financial Statements and Performance Information to NT	-
		Strategic Planning (Phase III)	Final Corporate Strategy to NT	-
		Effective decision-making	4 Commission Meetings	468 200
			9 Commission Committee Meetings	660 450
			12 EXCO Meetings	146 100
			12 MANCO Meetings	-
			Ad hoc submissions	-
		Stakeholder advisories in terms of Section 3 of the Financial and Fiscal Commission Act and other applicable legislation  Professional services	Ad hoc professional services	300 000
			Policy Briefs	110 000
			PAIA Manual (all three versions)	-



Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2012/2013 Target	Budget
<b>Measurable Strategic Objective 5.2.5: To ensure effective and responsible leadership with specific focus on integrity, transparency and accountability, as well as on the development of a positive organisational culture</b>				
<b>Performance Management</b>	Develop and implement an approach that ensures that goals are consistently being met	Effective delivery on strategic and operational goals	June and December Touch base	-
			September and March Performance Assessments	-
<b>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</b>				
<b>Information Management, Enterprise Content Management, and Knowledge Management</b>	Develop, implement and maintain Library and Knowledge Management Strategy	Efficient Information Management, Enterprise Content Management and Knowledge Management function	Strategy finalised	-
			Policies and Procedures finalised	-
	Sort and categorize documents	Broad categories of functional documents to support development of file plan	1995 to 2010 documents sorted and categorised	-
	Develop functional structure for file plan	Concept, terms of reference and taxonomy to support the development of a file plan	File Plan	-
	Create and maintain a presence in the social media	Platforms for depositing and sharing of information	Website, Facebook, Twitter and Linked-in IGFR Groups	130 000

Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2012/2013 Target	Budget
<b>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</b>				
<b>Library</b>	Create a hybrid library	Efficient library function	Updated Collection Development Manual	-
		Access to virtual resources	Sabinet and WizCat Functionality	95 000
	Acquisition of materials representing a diversity of points of view	Collaborate with other libraries to improve the range of available resources and services.	Interlending	3 000
		Partner and share information and knowledge resources with compatible institutions	Exchanges	1 500
		Negotiate greater value for money, through collaborations with publishers, distributors, vendors, information services, and other suppliers.	Books	50 000
<b>Strategic Objective 5.4.2: To ensure Access to alternative sources of funding</b>				
<b>Collaboration and Partnerships</b>	Develop and implement a sound approach to collaboration, partnership and sponsorship	Partnership and collaboration agreements concluded with institutions having similar interests, and secure sponsorships.	3 MOUs 1 Peer learning	-

Total	5,057,888
Plus Remuneration	4,350,686
<b>TOTAL</b>	<b>9,408,574</b>

**ANNUAL PERFORMANCE PLAN AND  
BUDGET  
RESEARCH AND RECOMMENDATIONS  
PROGRAMME  
2012/2013 FINANCIAL YEAR**

The overarching Commission objective reported on is to *“Generate quality, innovative, pioneering research that informs key IGFR strategic debates and choices”*. With a need to be consistent with the key messages and the FFC brand, the Research and Recommendations Program (RRP) seeks to provide the Commission with independent and objective research analysis, and advice on relevant policy and technical issues pertaining to achieving *improved quality of intergovernmental fiscal relations* as part of efforts to contribute to reduced poverty, promotion of economic and social development and protection of the environment. This divisional objective is effected through (1) qualitative innovative and independent research, (2) effective administration and (3) intensive and innovative stakeholder engagement. For the research business unit, the Commission objective has been broken down into the following 3 sub objective:

- **A** – “Advance”: To advance knowledge that enhances the developmental impact of public resources through the fiscal and financial system;
- **B** – “Better”: Give advise that leads to “better” stewardship of public funds, namely research that has a net social benefit and ensures public funds are applied effectively and efficiently;
- **C** – “Continuous”: Continuous professional development of staff in research and policy development. This is done by entrenching a programme and project based culture within the Commission that will enable researchers to become future leaders in research management and innovation, as well as competent researchers in their own right.

A series of indicators under each sub objective have been developed and will be used for monitoring performance in 2012/13.

### Quarterly Performance Targets for 2012/13

	Description	Target 2012/13	Target Q1 12/06/30	Target Q2 12/09/30	Target Q3 12/12/31	TargetQ4 13/03/31	Remarks: Time dimension
Objective	1. <b>B: Better stewardship of public funds/Value for Money</b>						
Indicator 1	Annual Submission For Division of Revenue	1	0.25	0.25	0.25	1	Cumulative: By the end of the reporting period  Quarterly targets calculated on the basis of 25% increase per quarter
Indicator 2	Medium Term Budget Policy Statement Response	1	0.25	0.25	0.25	1	Cumulative: By the end of the reporting period  Quarterly targets calculated on the basis of 25% increase per quarter
Indicator 3	Division of Revenue Bill Response	1	0.25	0.25	0.25	1	Cumulative: By the end of the reporting period  Quarterly targets calculated on the basis of 25% increase per quarter
Indicator 4	Fiscal Frameworks and Tax Proposals Response	1	0.25	0.25	0.25	1	Cumulative: By the end of the reporting period  Quarterly targets calculated on the basis of 25% increase per quarter
Indicator 5	Appropriations Bill Response	1	0.25	0.25	0.25	1	Cumulative: By the end of the reporting period  Quarterly targets calculated on the basis of 25% increase per quarter
Objective	2. <b>A: To advance IGFR Knowledge-generation and dissemination R6,350.418</b>						
Indicator 6	Peer-reviewed publications in an internationally accredited scientific journal (Division) or recognized book chapter	13.6	3.4	3.4	3.4	13.6	Cumulative: By the end of the reporting period  Quarterly targets calculated on the basis of 25% increase per quarter. Differentiated according to Researcher Profile

	Description	Target 2012/13	Target Q1 12/06/30	Target Q2 12/09/30	Target Q3 12/12/31	TargetQ4 13/03/31	Remarks: Time dimension
7	The number of working papers or Technical Reports Published	22	5.5	5.5	5.5	22	Cumulative: By the end of the reporting period  Quarterly targets calculated on the basis of 25% increase per quarter
Objective	3. <b>C</b> : Continuous professional staff development						
Indicator 8	The number of FFC research datasets/model codes/syntax archived for future use/public hearings etc	22	5.5	5.5	5.5	22	Cumulative: By the end of the reporting period  Quarterly targets calculated on the basis of 25% increase per quarter. One per project
Indicator 9	Weekly Plans, Monthly, Quarterly and Annual reports						Count: 1 every week, month, quarter and year

<b>Total : Research</b>	<b>6,350,418</b>
<b>Plus: Remuneration</b>	<b>9,083,215</b>
<b>TOTAL</b>	<b>15,433,633</b>

# ANNUAL PERFORMANCE PLAN AND BUDGET CORPORATE SERVICES 2012/2013 FINANCIAL YEAR



Projects/Activities (Input)	Output Deliverable)	Key Performance Indicator	2012/2013 Target	Budget
<b>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</b>				
<b>Efficient Human Resource Management</b>	<p>Fair, equitable and consistent reward of staff</p> <p>Retention of staff in accordance with their value to the Commission</p> <p>Acquisition of skills, knowledge and related qualifications needed by staff to perform effectively the duties and tasks for which they are employed</p> <p>Development of potential to meet the future human resource needs of the Commission</p>	Organizational Development	March 2013 Approval by MANCO, EXCO and the Commission	<b>923,443</b>
		Updated Human Resource Policies and Procedures	March 2013 Approval by MANCO and EXCO	
		Performance Management that is fair, equitable and consistent	June and December 2012 Touch Base Reviews September 2012 and March 2013 Performance Evaluations	
		Minimum level of unoccupied but budgeted posts	Less than 15% of budgeted but vacant posts	
		Reward and recognition of staff in terms of Commission Policy	20% SMS/ 25% MMS and NMS receive Performance Bonus	

Projects/Activities (Input)	Output Deliverable)	Key Performance Indicator	2012/2013 Target	Budget
Efficient Human Resource Management cont ...	<p>Fair, equitable and consistent reward of staff</p> <p>Retention of staff in accordance with their value to the Commission</p> <p>Acquisition of skills, knowledge and related qualifications needed by staff to perform effectively the duties and tasks for which they are employed</p> <p>Development of potential to meet the future human resource needs of the Commission</p>	Remuneration of Staff at rates not below levels prescribed by DPSA	All staff to be remunerated as per DPSA prescriptions	-
		Recruitment of talent that meets the standards set in terms of Commission Policy	All appointments must meet the minimum requirements	
		Maintenance of absenteeism rate within acceptable levels	<5%	
		Maintenance of acceptable levels of misconduct and discipline	<3%	
		Targeted training and development per employee as per organizational training and development plan	3 days	
		Maximization of gender balance	<p>SMS 60/40</p> <p>MMS 60/40</p> <p>Organisational 60/40</p>	

Projects/Activities (Input)	Output Deliverable)	Key Performance Indicator	2012/2013 Target	Budget
<b>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</b>				
<b>Efficient ICT Management</b>	A single way of accessing networked resources, from any location at any time	Development and Implementation of ICT Strategy	March 2013 Approval by MANCO and EXCO	<b>1,109,909</b>
	Seamless and authorised access to the network	Development and Implementation of ICT Policies and Procedures	March 2013 Approval by MANCO and EXCO	
	Joined-up, robust, and personalised systems to support research, learning, communication, administration and management	Upgrade of ICT Infrastructure (Hardware and Software) as per strategy and policy	March 2013 as per Upgrade Plan	
	Personal files-store and remote access repository	Streamlining of ICT Network and Connectivity	March 2013 Conclusion of new Network and Connectivity Agreement	
	ICT services which evolve in line with user requirements	Proactive maintenance of ICT Hardware, Network and Connectivity (Downtime)	<8 hours per occurrence	
		Efficient desktop support to users (Turnaround time)	<3 hours per occurrence	

Projects/Activities (Input)	Output Deliverable)	Key Performance Indicator	2012/2013 Target	Budget
<b>Efficient Facilities Management</b>	Effective utilisation of the Commission's movable and immovable assets	Review and Implementation of Facilities Management Policies and Procedures	March 2013 Approval by MANCO and EXCO	<b>3.207,476</b>
	Year-round maintenance programme, prioritising maintenance work to areas of greatest need	Asset Management and Utilization Plan (Fixed and Movable Asset Registers)	March 2013 Approval of Plan by MANCO and EXCO	
	Risk management	Minimum year-round maintenance requirements for the assets of the Commission as per Commission Maintenance Plan	As per 2012/2013 Asset Maintenance Plan	
	Safe and healthy working environment	Office Space commensurate with Commission resources and requirements	Midrand 42% reduction by June 2012 Cape Town 50% by March 2013	
	Stakeholder satisfaction within the working environment (Stakeholder wellbeing)	Proactive, cost effective and efficient event management	As per allocated budget	
	Compliance with laws, regulations and policies	Proactive, cost effective and efficient management of travel and accommodation arrangements	Travel and accommodation as per Commission Policy	
		Creation of a safe, healthy and compliant working environment	Compliance with OHS and Commission Policies and Procedures	

Total : Human Resources	923,443
Plus: Information Communication Technology Management	1,109,909
Plus: Facilities Management	3,207,476
Plus: Remuneration	2,040,868
<b>TOTAL</b>	<b>7,281,751</b>

# ANNUAL PERFORMANCE PLAN AND BUDGET FINANCE 2012/2013 FINANCIAL YEAR

Projects/Activities (Input)	Output (Deliverable)	Key Performance Indicator	2012/2013 Target	Budget
Measurable Strategic Objective: 5.44.1. <i>To ensure prudent and transparent management of the financial resources of the Commission</i>				
Measurable Divisional Strategic Objective: <i>To plan, organise, direct and control the financial activities of the Commission including procurement and utilization of funds.</i>				
Estimate the budgetary requirements of the Commission	• Submission	2013/2014 MTEF	July 2012	2,171,945
	• Submission	2012/2013 Budget Adjustment Estimates	September 2012	
Regular and adequate supply of funds	• Submission	2013/2014 Cash Flow Projections	January 2013	
	• Allocations	2012/2013 Divisional Budgets	March 2013	
Exercise control over the finances of the Commission	• Report	Compliance with Finance Policies and Procedures	Monthly	
	• Plan	Deficit Reduction	April 2012	
	• Reports	Deviation from Allocations	Monthly	
Safety of Commission resources	• Report	Financial Risk and Fraud Assessment	December 2012	
Asset and Liability Management	• Report	Asset Register	March 2013	

Projects/Activities (Input)	Output (Deliverable)	Key Performance Indicator	2012/2013 Target	Budget
Supply Chain Management	<ul style="list-style-type: none"> <li>Report</li> </ul>	Compliance with Procurement Policies and Procedures	Quarterly	-

Total	2,171,945
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Plus Remuneration	2,264,179
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TOTAL	4,436,124
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## ANNEXURE D

## **Vision**

**TO ENHANCE THE DEVELOPMENTAL IMPACT OF PUBLIC  
RESOURCES THROUGH THE FINANCIAL AND FISCAL SYSTEM IN  
SOUTH AFRICA**

## **Mission Statement**

**TO PROVIDE PROACTIVE, EXPERT AND INDEPENDENT ADVICE ON  
PROMOTING A SUSTAINABLE AND EQUITABLE IGFR SYSTEM,  
THROUGH THE FORMULATION AND COLLATION OF POLICY  
RELEVANT ANALYSIS, IN ORDER TO REALISE THE VALUES OF THE  
CONSTITUTION.**

## Organisational 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 delegation rather than to stifle it; the tolerance of different views and ideas; and making resources available when required

**Trust** which requires openness and transparency; humility; person of 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

Strategic Outcome-Oriented Goals		
1	Goal 1	Stable IGFR System
	Goal statement	The system of Inter-governmental Fiscal Relations (IGFR) is sustainable and equitable
2	Goal 2	Strategic foresight
	Goal statement	"No surprises" and future-oriented
3	Goal 3	Sound and informed policy advice
	Goal statement	Effective policies that are evidence-based result from comprehensive and value-added engagement
4	Goal 4	Knowledge management
	Goal statement	Relevant knowledge that enhances developmental impact is created and mobilised through the balance of internal and external specialist talent commensurate with the needs of the Commission
5	Goal 5	"Success" culture
	Goal statement	A dynamic, productive organisational culture is created and nurtured
6	Goal 6	Balance
	Goal statement	The balancing of present and future demands, leading to effective performance within the constraint of available resources.

2012/2013 Strategic Objectives

<i>Strategic Objective 5.1 : Stakeholder Perspective</i>	
5.1.1	<i>To 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, the Commission’s Challenges and Achievements</i>
5.1.2	<i>To ensure that Commission research is converted to policy advice and recommendations written in a language that is accessible to policymakers</i>
5.1.3	<i>To ensure that policy advice and recommendations respond to the needs of stakeholders</i>
5.1.4	<i>To ensure the generation of quality, innovative, pioneering research that informs key IGFR strategic debates and choices</i>
5.1.5	<i>To produce evidence-based results</i>
<i>Strategic Objective 5.2: Internal Business Processes</i>	
5.2.1	<i>To ensure the progressive and innovative management of human resources that attracts, develops and retains key talent, and leverages external expertise</i>

5.2.2	<i>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</i>
5.2.3	<i>To ensure the coordinated, cost-effective and innovative management of Commission assets in support of delivery on the Commission's mandate</i>
5.2.4	<i>To ensure compliance with legislation and adherence to relevant corporate governance best practice.</i>
5.2.5	<i>To ensure effective and responsible leadership with specific focus on integrity, transparency and accountability, as well as on the development a positive organisational culture.</i>
	<b><i>Strategic Objective 5.3: Learning and Innovation</i></b>
5.3.1	<i>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</i>
5.3.2	<i>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</i>

	<i>Strategic Objective 5.4: Financial Perspective</i>
	<i>5.4.1 To ensure prudent and transparent management of the financial resources of the Commission</i>
	<i>5.4.2 To ensure access to alternative sources of funding</i>

## ANNEXURE E: TECHNICAL INDICATORS

Indicator 1

<b>Indicator Title</b>	<b>Peer-reviewed publications in an internationally accredited scientific journal, per researcher</b>
<b>Definition</b>	Computed as a ratio. The number of articles with an FFC researcher listed as author or co-author, published during the period under review in internationally accredited peer-reviewed journals (Level), divided by the number of researchers employed by the FFC at the <u>end of the reporting period</u> .
<b>Purpose/Importance</b>	<ol style="list-style-type: none"><li>This is an indicator of Quality/Excellence and compares our performance to a technical standard (peer reviewed, internationally accredited journals).</li><li>It also measures <i>Productivity</i> (number of articles per researcher or compares outputs with physical inputs).</li><li>Peer-review process ensures that FFC work is subject to independent scrutiny and quality control, over and above our own internal quality review process.</li><li>Proof of research excellence is critical for research findings to be taken seriously, for the stature of researchers, organizational recognition and to be able to have credibility of our advise amongst key stakeholders.</li><li>Publication in internationally accredited journals ensures that research findings are made publicly available – aligned with FFC mandated objectives of <b>proactive, expert and independent advice provided on promoting a sustainable and equitable IGFR system</b> by dissemination to a wider audience.</li></ol>
<b>Calculation Method</b>	<ol style="list-style-type: none"><li>Count number of peer-reviewed journal articles with one or more FFC researchers listed as author (i.e. no adjustment for multiple authors) published during the period under review.</li><li>Count number of FFC staff on permanent payroll (1 year or longer), appointed at levels of Researcher and above, as at the last day of the reporting period</li><li>Calculate: a/b expressed as a ratio</li></ol>



Type of Indicator	<ul style="list-style-type: none"> <li>a. This is an <u>output indicator</u> as it is based on number of publications</li> <li>b. It also measures <u>efficiency or productivity</u> because its number of publications per researcher (productivity), i.e. number of publications per researcher as stipulated in Results Based Management</li> </ul>
Calculation Type	Cumulative Indicator – for 5 Years
Reporting Cycle	<ul style="list-style-type: none"> <li>a. Reporting Cycle: Quarterly</li> <li>b. Target Set: Annual Performance and 5 Year Cycle</li> </ul>
New Indicator	NO – Already in Research Policy and Approved. But more detail on definition, measurement and rationale added
Desired Performance	Equal to or higher than targeted performance set in Research Policy. This is an indicator of <u>effectiveness</u> as it compares actual results with planned results.
Indicator Responsibility	<ul style="list-style-type: none"> <li>a. Publications – RRP Administrator (capturing of data supplied by research programs)</li> <li>b. Ratio and Quality – Research Director (quality control based on Research Policy, IS and computation of ratios)</li> </ul>
<hr/>	
Indicator 2	
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Indicator Title	<b>Technical Reports, Book Chapters, Working Papers Published</b>
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Short Description	Count the total number of book chapters, technical reports, occasional papers, conference papers and working papers with an FFC researcher listed as author or co-author, published during the period under review.
Purpose/Importance	<ul style="list-style-type: none"> <li>a. This is an indicator of effectiveness</li> <li>b. Its also an indicator of relevance</li> <li>c. Aligned directly with FFC mandated objective of <b>proactive, expert and independent advice provided on promoting a sustainable and equitable IGFR system</b> by dissemination to a wider audience.</li> </ul>

<b>Calculation Method</b>	<ul style="list-style-type: none"> <li>a. Count number of technical reports, book chapters, conference papers, working papers and occasional papers with one or more FFC researchers listed as author (i.e. no adjustment for multiple authors) published during the period under review.</li> <li>b. Count number of FFC staff on permanent payroll (1 year or longer), appointed at levels of Researcher and above, as at the last day of the reporting period</li> <li>c. Calculate: a/b expressed as a ratio</li> </ul>
<b>Type of Indicator</b>	<ul style="list-style-type: none"> <li>a. This is an <u>output indicator</u> as it is based on number of publications</li> <li>b. It also measures <u>efficiency or productivity</u> because its number of publications per researcher (productivity), i.e. number of publications per researcher as stipulated in Results Based Management</li> </ul>
<b>Calculation Type</b>	Cumulative Indicator – for 5 Years
<b>Reporting Cycle</b>	<ul style="list-style-type: none"> <li>a. Reporting Cycle: Quarterly</li> <li>b. Target Set: Annual Performance and 5 Year Cycle</li> </ul>
<b>New Indicator</b>	NO
<b>Desired Performance</b>	Equal to or higher than targeted performance set in Research Policy. This is an indicator of <u>effectiveness</u> as it compares actual results with planned results.
<b>Indicator Responsibility</b>	<ul style="list-style-type: none"> <li>a. Publications – RRP Administrator (capturing of data supplied by research programs)</li> <li>b. Ratio and Quality – Research Director (quality control based on Research Policy, IS and computation of ratios)</li> </ul>
<b>Indicator 3</b>	
<b>Indicator Title</b>	<b>Publications and citations in national and international Newspaper, TV, radio and PMG, government media and relevant stakeholder media</b>
<b>Definition</b>	The number of articles with an FFC researcher who can demonstrate significant input to the document published either through contributing to the background research, as author or co-author, published during the period under review.

Purpose/Importance	<ul style="list-style-type: none"> <li>a. This is an indicator of effective dissemination.</li> <li>b. It also measures <i>effectiveness</i> (number of articles planned versus published per year).</li> <li>c. Publication in popular press ensures that research findings are made publicly available – aligned with FFC mandated objectives of impact and dissemination.</li> <li>d. Contribute to organizational recognition</li> </ul>
Calculation Method	<ul style="list-style-type: none"> <li>a. Count number of articles/citations with one or more FFC researchers listed as author (i.e. no adjustment for multiple authors) published during the period under review.</li> <li>b. Count number of FFC staff on permanent payroll (1 year or longer), appointed at levels of Researcher and above, as at the last day of the reporting period</li> <li>c. Calculate: a/b expressed as a ratio</li> </ul>
Type of Indicator	<ul style="list-style-type: none"> <li>a. This is an <u>output indicator</u> as it is based on number of publications</li> <li>b. It also measures <u>efficiency and dissemination effectiveness</u>.</li> </ul>
Calculation Type	Cumulative Indicator – Annual and over 5 Years
Reporting Cycle	<ul style="list-style-type: none"> <li>a. Reporting Cycle: Quarterly</li> <li>b. Target Set: Annual Performance and 5 Year Cycle</li> </ul>
New Indicator	NO
Desired Performance	Equal to or higher than targeted performance set in Research Policy. This is an indicator of <u>effectiveness</u> as it compares actual results with planned results.
Indicator Responsibility	<ul style="list-style-type: none"> <li>a. Publications – RRP Administrator (capturing of data supplied by research programs and LKM)</li> <li>b. Ratio and Quality – Research Director (quality control based on Research Policy, IS and computation of ratios)</li> </ul>
<b>Indicator 4</b>	
Indicator Title	<b>The number of FFC datasets that were archived during the period under review</b>

<b>Definition</b>	The number of unique datasets developed and preserved for future use during the research cycle of the project.
<b>Purpose/Importance</b>	<ul style="list-style-type: none"> <li>a. This is an indicator of effective dissemination</li> <li>b. Counts the number of unique datasets that were preserved for future use, for the first time during the period of review.</li> <li>c. Serves as an indicator of how we are responding to mandated objective of developing and making publicly available new datasets to underpin research, policy development and public discussion</li> </ul>
<b>Calculation Method</b>	<ul style="list-style-type: none"> <li>a. Count number of data sets archived during the period under review.</li> <li>b. The Data and Information Unit will develop compliance criteria and confirm that the dataset complies with the necessary criteria in terms of scope and complexity, and that it has been that it has been preserved according to the required procedures.</li> </ul>
<b>Type of Indicator</b>	This is an <u>output indicator</u> as it is based on number of data sets archived
<b>Calculation Type</b>	Cumulative Indicator – Annual and over 5 Years
<b>Reporting Cycle</b>	<ul style="list-style-type: none"> <li>a. Reporting Cycle: Quarterly</li> <li>b. Target Set: Annual Performance and 5 Year Cycle</li> </ul>
<b>New Indicator</b>	YES
<b>Desired Performance</b>	Equal to or higher than targeted performance.
<b>Indicator Responsibility</b>	<ul style="list-style-type: none"> <li>a. Publications – RRP Administrator (capturing of data supplied by research programs and LKM)</li> <li>b. Data and Information Unit Head –(quality control based on developing compliance measures and guidelines, archiving and so on)</li> </ul>

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**Indicator 5**

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<b>Indicator Title</b>	<b>The number of Model Codes and Syntax developed and archived during the period under review</b>
<b>Definition</b>	The number of model codes and syntax developed and preserved for future use during the research cycle of the project.

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Purpose/Importance	<ol style="list-style-type: none"> <li>Counts the number of codes and syntax that were preserved for future use, for the first time during the period of review.</li> <li>Serves as an indicator of how we are responding to mandated objective of developing, preserving and making publicly available new modeling techniques to underpin research, policy development and public discussion</li> </ol>
Calculation Method	<ol style="list-style-type: none"> <li>Count number of codes archived during the period under review.</li> <li>The Program Managers and Researchers will develop compliance criteria and confirm that the code/syntax complies with the necessary criteria in terms of scope and complexity, and that it has been preserved according to the required procedures.</li> </ol>
Type of Indicator	This is an <u>output indicator</u> as it is based on number of model codes archived
Calculation Type	Cumulative Indicator – Annual and over 5 Years
Reporting Cycle	<ol style="list-style-type: none"> <li>Reporting Cycle: Quarterly</li> <li>Target Set: Annual Performance and 5 Year Cycle</li> </ol>
New Indicator	YES
Desired Performance	Equal to or higher than targeted performance.
Indicator Responsibility	<ol style="list-style-type: none"> <li>Publications – RRP Administrator (capturing of data supplied by research programs and LKM)</li> <li>Program Managers –(quality control based on developing compliance measures and guidelines, archiving and so on)</li> </ol>
<b>Indicator 6</b>	
Indicator Title	<b>Effective Research Administration</b>
Definition	Documented instances of effective and efficient administration.
Purpose/Importance	<p>Serves as an indicator of how we are responding to mandated objective of</p> <ul style="list-style-type: none"> <li>Sound management practices (accountability and reporting framework, time management, people management, internal communications, technology support etc)</li> </ul>

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<b>Calculation Method</b>	<ul style="list-style-type: none"> <li>• Professional development of Financial and Fiscal Commission staff in administrative effectiveness</li> <li>• Timely preparation of “week ahead plans” and participation in agreeing deliverables and timelines.</li> <li>• Achievement of pre-agreed timelines for research papers.</li> <li>• Informative monthly, quarterly, annual and Commission meetings reports outlining salient issues, progress and follow-ups required</li> <li>• Compliance with standard report format requirements (See templates)</li> <li>• Participation and contribution to strategy, policy, workplans documents</li> <li>• Good documents and file management (Following guidelines adopted)</li> <li>• On time submission of invoices and project reports</li> <li>• Preparation of Annual Leave Plan</li> <li>• On time submission of leave forms</li> <li>• Assist other departments with administrative matters such as staff recruitment, staff induction, HR meetings etc.</li> </ul>
<b>Type of Indicator</b>	This is partly input and partly output indicator..
<b>Calculation Type</b>	Cumulative Indicator – for 5 Years
<b>Reporting Cycle</b>	<ul style="list-style-type: none"> <li>a. Reporting Cycle: Monthly</li> <li>b. Target Set: Annual Performance and 5 Year Cycle</li> </ul>
<b>New Indicator</b>	NO
<b>Desired Performance</b>	Equal to or higher than targeted performance set in agreed norms (e.g., submit meeting report after 3 working days as agreed at MANCOM).
<b>Indicator Responsibility</b>	<ul style="list-style-type: none"> <li>a. Documents – RRP Administrator (capturing of reports and document supplied by research programs) and HR (Leave etc)</li> <li>a. Quality – Immediate Supervisor</li> </ul>

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Indicator 7

Indicator Title	Effective Stakeholder Management
<b>Definition</b>	The number of stakeholder interactions, mandated, referrals, rapid response or otherwise documented.
<b>Purpose/Importance</b>	<p>Serves as an indicator of how we are responding to mandated objective of:</p> <ul style="list-style-type: none"> <li>• Organisational recognition</li> <li>• Compliance (MTBPS, DORB, Annual Submission, Referrals etc)</li> <li>• Customer/stakeholder satisfaction</li> <li>• Attribution</li> </ul>
<b>Calculation Method</b>	<ul style="list-style-type: none"> <li>• Number of stakeholders relevant to the organisation/division/unit/project</li> <li>• Number of meetings, telephonic calls, emails, other correspondence relating to the research</li> <li>• Minutes of meetings with stakeholders outlining salient issues raised and follow-ups required in accordance with agreed template</li> <li>• Number of presentations made, documents prepared</li> <li>• Official accolades received for specific and exceptional work such as nomination to national working committees, board membership, editorial boards etc</li> <li>• Number of proposals and recommendations made and accepted by stakeholder</li> <li>• Preparation of Divisional Stakeholder Policy</li> </ul>
<b>Type of Indicator</b>	This is partly input and partly output indicator.
<b>Calculation Type</b>	Cumulative Indicator – monthly and for 5 Years
<b>Reporting Cycle</b>	<ol style="list-style-type: none"> <li>a. Reporting Cycle: Monthly and Quarterly</li> <li>b. Target Set: Annual Performance and 5 Year Cycle</li> </ol>
<b>New Indicator</b>	NO
<b>Desired Performance</b>	Equal to or higher than targeted performance set

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**Indicator Responsibility**

- a. Documents – RRP Administrator (capturing of reports and document supplied by research programs) and Commission Secretary, Executive
  - b. Quality – Immediate Supervisor
-