dcs&tm

Department:
Community Safety & Transport Management
North West Provincial Government
REPUBLIC OF SOUTH AFRICA

2030
NDP

PERFORMANCE INFORMATION MANAGEMENT POLICY

Compiled by: Strategic Planning, Monitoring & Evaluation

"Together We Move North West Province Forward"

TABLE OF CONTENTS

1. LIST OF ACRONYMS

APP	Annual Performance Plan
AR	Annual Report
ATNS	Air Traffic Navigational Service
BDM	Bojanala District Municipality
BPS	Budget Programme Structures
C/Dir	Chief Director
CFO	Chief Financial Officer
CGICT	Corporate Governance of Information Communication Technology
CITPs	Comprehensive Integrated Transport Plans
COE	Compensation of Employees
CPF	Community Policing Forum
CSF	Community Safety Forum
CSPA	Civilian Secretariat for Police Act
Dept.	Department
DORA	Division of Revenue Act
Dr. KK	Dr. Kenneth Kaunda District Municipality
DPME	Department of Planning Monitoring and Evaluation
DPSA	Department of Public Service and Administration
Dr. RSM	Dr. Ruth Segomotsi Mompati District Municipality
EDMC	Extended Departmental Management Committee
eNaTIS	Electronic National Traffic Information System
eQPRS	electronic Quarterly Performance Reporting System
FMPPI	Framework for Managing Programme Performance Information
HoD	Head of Department
HRM	Human Resources Management
ICT	Information Communication Technology
IDP	Integrated Development Plan
IFS	Interim Financial Statements
JCPS	Justice Cluster Provincial Structure
KPA	Key Performance Area
MEC	Member of Executive Council
MISS	Minimum Information Security System
MPAT	Management Performance Assessment Tool
MPL	Member of Provincial Legislature
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
N/A	Not Applicable
NDP	National Development Plan
NDoT	National Department of Transport
NGO	Non-governmental Organisation
NMM DM	Ngaka Modiri Molema District Municipality
NMT	National Monitoring Tool
NPI	Non-Profit Institutions

NPO	Non-profit making Organisation
NTI	North West Transport Investment
OLAS	Operating Licensing Administration System
PAAP	Post Audit Action Plan
PFMA	Public Finance Management Act
PM	Performance Measure
PRE	Public Regulatory Entity
POE	Portfolio of Evidence
PPP	Private Public Partnerships
RAs	Registering Authorities
RAS	Registrar Administration System
RTMC	Road Traffic Management Corporation
SAPS	South African Police Service
SLA	Service Level Agreement
SMF	Service Monitoring Firms
SOE	State Owned Entities
SOP	Standard Operating Procedures
SOPA	State of the Province Address
Stats SA	Statistics South Africa
VTSs	Vehicle Testing Stations

2. INTRODUCTION

Performance information should revolve around planning, budgeting, implementation, reporting, monitoring and evaluation to ensure effective accountability. On the other hand, National and Provincial Treasuries make use of programme Performance Information for assessing the value-for-money of government activities. The two Treasuries are also accountable for ensuring that institutions have programme performance-information plans for gathering performance data that can inform management decisions. This is emphasised in the Framework for Managing Programme Performance Information (FMPPI) as well as the Presidency's determination to drive delivery from the centre and hold programme managers accountable. The Performance Management Information Policy will ensure:

- Proper guidance and controls are provided.
- Adequate performance indicators and targets are developed and included in the APP
- Complete and accurate performance reporting
- Reliability and integrity of performance information

In terms of the Framework for Managing Programme Performance Information, paragraph 5.2, performance information systems should be integrated within the existing management processes and systems. The accounting officer or head official of a department is responsible for ensuring that the department has:

Documentation addressing the following:
- Integration of performance information structures within existing management processes and systems.
- Definitions and technical standards of all the information collected by the institution.
- Processes for identifying, collecting, collating, verifying and storing information.
- Use of information in managing for results
- Publication of performance information
- Roles and responsibilities

According to the Treasury Regulation, paragraph 5.1.3, the Accounting Officer must establish a framework for managing Performance Information in order to facilitate performance monitoring, evaluation and corrective measures of reporting to the Executive Authority.

The AGSA is also of the view that it should address all the requirements for effective management of programme performance information. It is thus against this background information that the Strategic Planning, Monitoring and Evaluation directorate will review this Policy annually to address gaps and loopholes identified after the audit process in the current Policy in pursuit of an Unqualified Audit opinion.

Scope and Purpose

- The scope of this policy is to continuously monitor the implementation of Departmental policy priorities that are presented in the form of the Strategic and Annual Performance Plans and other important policy documents. Various mechanisms are undertaken by all programmes in monitoring and assessing progress in relation to Departmental strategic goals and objectives. Most importantly, to guide the Accounting Officer and Programme Managers of the Department to use Performance Information appropriately in line with the shift of government form output mode to outcomes based orientated monitoring and evaluation approach, where the focus is centred on the results-based management.

- The policy aims to redirect management approach to an Outcomes- based management approach, which integrates strategy, people, resources, processes and measurements to improve decision-making, transparency and accountability. The focus is on achieving outcomes, implementing performance measurement; learning from experiences adapting, and reporting on performance and further clarifies the roles and responsibilities of relevant personnel in order to achieve efficient and effective planning, execution and reporting of performance information.

This policy aims to:-

- Clarify definitions and standards for performance information in support of regular audits.
- Improve integrated structures, systems and processes required to manage performance information.
- Define roles and responsibilities for managing performance information and
- Promote accountability and transparency by providing all stakeholders (internal and external) and the public with timely, accessible and accurate performance information.

3. LEGISLATIVE AND REGULATORY FRAMEWORKS
(The *list is in no significant order*)

The legislative framework describes the legal and policy requirements that must be complied with to ensure improved public sector financial and performance information that underpin this policy.

3.1 The Constitution of the RSA, 1996

Section 92 of the Constitution stipulates that members of the Executive Council are accountable collectively and individually to Provincial Legislature for the exercise of their powers and the performance of their functions, and Section 133 provides for the MEC to provide Provincial Legislature with full and regular reports concerning matters under their control".

3.2 Public Service Act (1994 as amended by Act No. 30 of 2007)

The Act among others seeks to achieve:

- Improved governance through direct accountability and decision making as close as possible to the point of service delivery.
- Harmonisation of administrative and operational arrangements to suit the service delivery environment.

3.3 The Public Finance Management Act (PFMA) 1999

The Public Finance Management Act (PFMA) (1999) amongst others have enhanced control over public expenditure and empowered public sector managers. The challenge for the public sector is to use resources more efficiently. It emphasises the need for accountability of results by focusing on outputs and responsibility, rather than just on procedural accountability, which ensure that rules are adhered to. It basically situates budgeting and financial management in a performance management context by outlining clear roles and responsibilities for each level of management, and by requiring that measurable objectives be specified for each main division within a Departmental vote. In this way, it links the use of resources (or inputs) to objectives (outputs, outcomes and impact) and performance.

3.4 White Paper on Transforming the Public Service, (1997)

The White Paper further reiterates that broad policy objectives and targets will be implemented within Government Departments at both the national and provincial levels through:

- The setting of appropriate, specific and measurable objectives;
- The design and implementation of detailed strategies and action plans for their achievement;
- The mobilisation of the necessary resources and their effective utilisation;
- The identification of problems and constraints, and strategies for overcoming them;
- The introduction of effective systems for internal monitoring and review.

3.5 Policy Framework for a Government-Wide Monitoring and Evaluation System

The Government-wide Monitoring and Evaluation System requires that all Government institutions adopt an M&E strategy that outlines how the M&E findings inform planning, budget formulation and execution as well as annual reporting.

3.6 Framework for Strategic Plans and Annual Performance Plans, 2010

This Framework outlines key concepts that guide institutions in developing Strategic Plans and Annual Performance Plans. The Framework demonstrates that medium term Strategic Plans and Annual Performance Plans can play a constructive role in clarifying the relationship between broader policies and programmes, and Departmental and institutional budgets.

3.7 The National Evaluation Policy Framework (The Presidency, 2011)

This policy framework provides the basis for a basic system of evaluation across Government. Its main purpose is to promote quality evaluations, which can be used for learning, to improve the effectiveness and impact of Government, by reflecting on what is working and what is not working and revising interventions accordingly. It seeks to ensure that credible and objective evidence from evaluation is used in planning, budgeting, organisational improvement, policy review, as well as on-going programme and project management, to improve performance. It provides a mutual language for evaluation in the public service.

3.8 Framework for Managing Programme Performance Information, (National Treasury, 2007)

Performance information is essential to focus the attention of public and oversight bodies on whether public institutions are delivering value for money, by comparing their performance against their budgets and service delivery plans, and to alert managers to areas where corrective action is required.

3.9 South African Statistical Quality Assessment Framework (SASQAF) (StatsSA, 2008)

This framework puts emphasis on data quality of M&E studies satisfying eight (8) dimensions of quality, namely: relevance, accuracy, timeliness, accessibility, interpretability, coherence, methodological soundness and integrity.

3.10 Public Audit Act (Auditor-General 2004) as amended

Section 20(2) (c) of the PAA requires the report of the Auditor-General on the audit of a public institution to reflect at least an opinion or conclusion on the reported information relating to the performance of the audited against predetermined objectives. It should be noted that the auditing of performance information that will be applied by the Auditor-General in South Africa can be located on a spectrum between assurance on financial information (i.e. whether financial information fairly presents the financial status of an organisation) and reporting on value for money (i.e. whether resources are used efficiently and effectively by public institutions to achieve desired outcomes.

4. DEFINITIONS AND CONCEPTS

Performance information needs to be structured to demonstrate clearly how Government uses available resources to deliver on its mandate. The following are definitions of how mutual concepts will be applied in the Department of Community Safety and Transport Management (COSATMA); various sources have been consulted and this document proposes the standardised understanding of concepts.

Planning, Monitoring and Evaluation definitions and concepts

CONCEPT	DEFINITION
Strategic Plan	Document used to communicate with the organisation, the organisation's goals, the actions needed to achieve those goals, and all other critical elements developed during the planning process. Including the 5 year Strategic Plan, Annual Performance Plan and SOE's Corporate Plan.
Annual Performance Plan	Document that sets out what an institution intends delivering in the upcoming financial year and during the Medium Term Expenditure Framework (MTEF) to implement its strategic plan.
Business Plan	Business Plans are a COSATMA planning initiative to ensure that all Departmental initiatives outside the Annual Performance Plan are planned for, budgeted, monitored and reported on for the purpose of improving administrative monitoring of all activities undertaken within a COSATMA.
Operational Plan	The COSATMA Operational Plan should be a detailed plan used to provide management and staff with a clear picture of how each Directorate will contribute to the achievement of the Department's Strategic Outcome-oriented Goals and Strategic Objectives.
Service Delivery Improvement Plan	As part of improving service delivery the DPSA has introduced the Service Delivery Improvement Plan (SDIP), under which each government Department selects a few of its core or key activities for improvement.
Service Charter	The COSATMA Service Charter should confirm all Services which the Department provides to both external and internal clients
Performance Information Reports (Monthly, Quarterly / Annual)	The COSATMA Performance Information Reports should provide updates on programme performance and achievements against the Annual Performance Plan. Performance Information enables the Department to account to the Executive Authority, Provincial Legislature, the public, stakeholders regarding financial and non-financial management and service delivery performance against its mandate. Oversight bodies including and not limited to Office of the Premier, National Department of Transport, Civilian Secretariat, Provincial Treasury, Provincial Legislature and Department of Planning, Monitoring and Evaluation.
Strategic Outcome-Oriented Goal	A statement that identifies areas of institutional performance that is critical to the achievement of the mission.
Strategic Objective	A statement that sets out clearly what the institution intends delivering to achieve its Strategic Outcome-oriented Goal(s).
Performance Information	A generic term for non-financial information about government services and information.
Performance indicator/ measure	Predetermined signal that measure the achievement of a stated goal or objective. Identify specific numerical measurements that tracks progress towards achieving a goal
Performance Target	Express a specific level of performance that the institution aims to achieve within a given period. A particular level of service utilisation or service quality that an organisation aims to reach within a specific timeframe. Targets are therefore steps to aim for (in shorter time periods) along the way to achieving the objectives.

CONCEPT	DEFINITION
Customised sector indicators	Customised sector indicators are predetermined and communicated through the National Department to Provincial Departments.
Performance Standard	The minimum acceptable level of performance or the level of performance that is generally expected. Standards therefore indicate the expected level of performance associated with a particular performance indicator for a particular period and funding level.
Monitoring	Monitoring generally involves collecting and analysing non-financial performance data and recommending corrective measures towards the attainment of pre-determined objectives.

Monitoring is a continuous managerial function that aims to provide managers, decision makers and main stakeholders with regular feedback and early indications of progress or lack thereof in the achievement of intended results and the attainment of goals and objectives.

Monitoring involves reporting on actual performance against what was planned or expected according to Annual Performance Plan.

The provision of independent, objective oversight during a particular monthly, quarterly and annually on planned activities to ensure that these activities are on schedule in meeting the pre-determined Performance Targets and Strategic Objectives.

Monitoring provides progress against what was planned and provides managers, decision makers and other stakeholders with regular feedback on progress in implementation and serves as an early indicator of difficulties that need to be corrected. |
Reporting	The provision of timely, relevant and credible progress updates after a monthly, quarterly and annually in a structured and consistent manner on the implementation of the Department's plans to managers, decision makers and other stakeholders with an indication of performance results achieved and the performance challenges that are needed to be addressed to ensure service delivery remains on track.
Evaluation	The systematic collection and objective analysis of evidence on public policies, programmes, projects, functions and organisations to assess issues such as relevance, performance (effectiveness and efficiency), value for money, impact and sustainability and recommend ways forward.
Inputs	Resources that contribute to the production of service delivery outputs. They include finances, personnel, equipment and buildings.
Activities	Processes or actions that use a range of inputs to produce desired outputs and ultimately outcomes.
Outputs / Deliverables	Goods and services produced or delivered by Departments to customers or clients of the Department.
Outcomes	Medium term results for specific beneficiaries that are the consequences of achieving specific outputs.
Several outputs can contribute to the achievement of one outcome.
Impact	The result of achieving specific outcomes, such as reducing fatalities and crime levels.
Baseline	The current level of performance that an institution aims to improve when setting performance targets. In most instances it is the level of performance recorded in the year prior to the planning period. Baseline therefore becomes the starting point intended for future comparison to assess performance.
Logical Framework	Provides a structured, logical approach to setting priorities and determining the intended results and activities of interventions.

CONCEPT	DEFINITION
Results Chain	An identified expected causal link in the programme logic chain.
Corporate Plan	A vision statement. This is where you define the objectives that will guide your internal decision making. A strong vision statement can help you maintain your business focus and give a sense of purpose to your business. A mission statement.
Service level	The 'amount' or type of service that is to be provided, often expressed in Quantitative terms e.g. Visit to 83 police stations to assess compliance to the National Monitoring Tool (NMT) and Domestic Violence Act (DVA).
Service standard	Refers to the quality of the service to be provided, benchmarked against International standards whilst taking into account South Africa's current level of development. An example of a service standard is the quality of the compliance to the Road Traffic Act by most motorists across the Province.

5. ROLES, RESPONSIBILITIES AND ARRANGEMENTS

Effective management of performance information requires a clear understanding of different responsibilities involved in managing performance. A number of stakeholders play a key role in ensuring that the functions of planning, monitoring and reporting are competently undertaken within the Department.

ROLES AND RESPONSIBILITIES

Stakeholder	Roles	Responsibility
Executive authority: MEC	Provides political leadership to the Department	• Provides oversight to South African Police Service (SAPS), North West Transport Investment (NTI) • Ensures that the institutions (SAPS and NTI) under his/her control set up appropriate performance information systems, so that they are able to fulfil their accountability reporting responsibilities • Accounts to Provincial Legislature ✓ MEC should provide Provincial Legislature with full and regular reports, concerning matters under his/her control ✓ MEC tables Departmental Strategic Plans, Annual Performance Plan and NTI's Corporate Plans
Head of Department	• Accounting Officer for the Department of Community Safety and Transport Management • Provides administrative leadership to the Department	• Facilitate performance monitoring, evaluation and corrective measures of reporting to the Executive Authority • Ensures that the Department develops a Departmental Strategic Plan that is consistent with the Medium Term Strategic Framework and various policies mandates applicable to the Department. • Must establish a framework for managing Performance Information in order to facilitate performance monitoring, evaluation and corrective measures of reporting to the executive authority. • Ensures that the Departmental strategies and goals feed into the broader Government objectives and priorities • Provides strategic support in intergovernmental programmes within the sector as well as sector partnership • Establishes and maintains effective, efficient, and transparent systems of financial, risk management and internal control processes within the Department.
Chief Financial Officer	Official responsible for financial reporting	• Accounts for the efficient and proper use of the Department's financial resources
Chief Directors	• Programme Managers responsible for sign-offs of programme performance information	• Ensures the overall effective, efficient and timely delivery on the Department's mandate within the allocated resources as a key result area of the Department • Quality assure and approve accountability

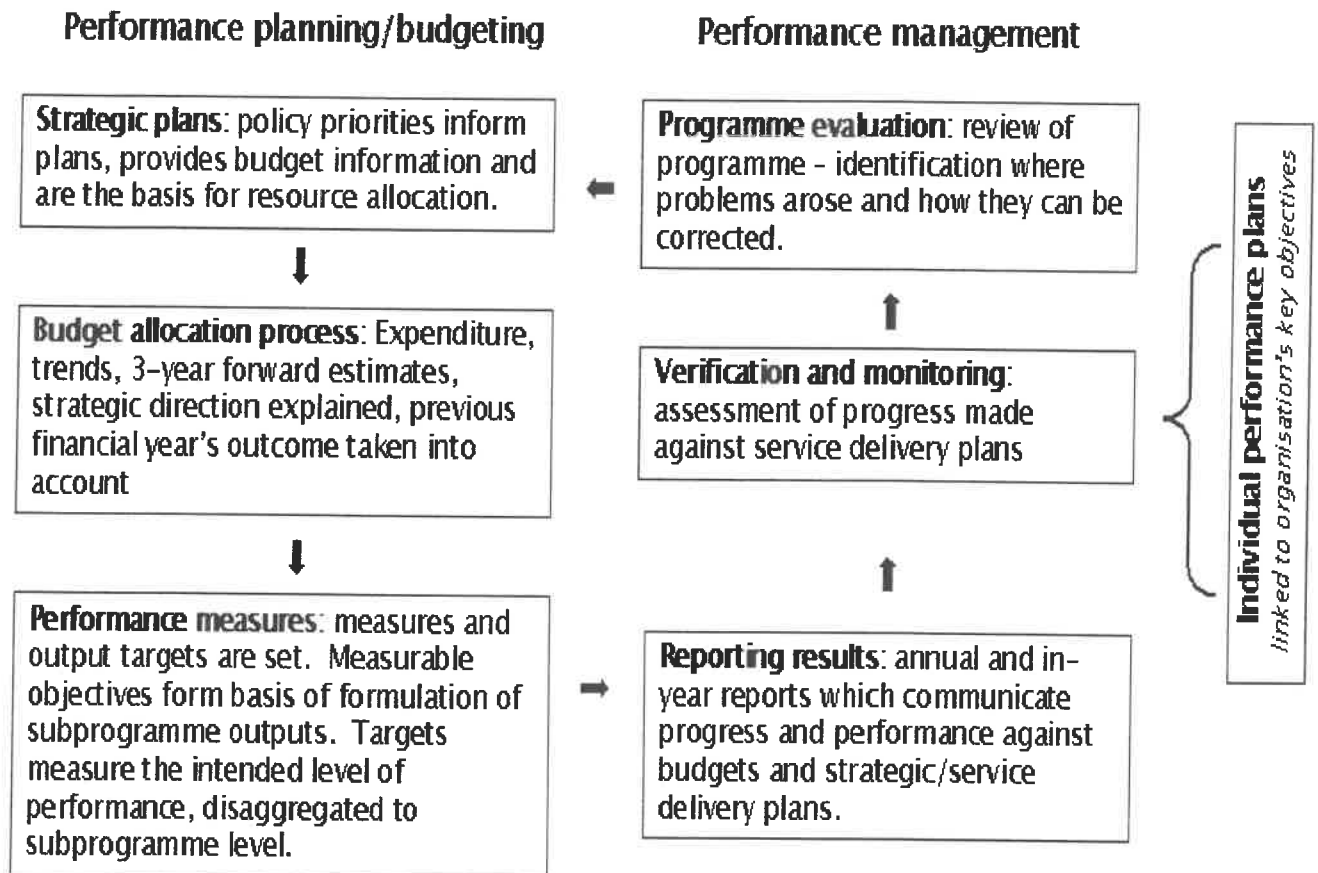| Stakeholder	Roles	Responsibility
	• Provide oversight during the Planning, Monitoring and Reporting processes	documents within the Department ➢ Conduct Chief directorates planning and performance review sessions: ➢ Quality assures narrative report, reasons for deviation and remedial actions. ➢ Verify portfolio of evidence for reported outputs ➢ Ensure programme compliance to guidelines ➢ Verify the status of reported performance information of programmes ➢ Approve the programme performance reports.
Line function managers	Responsible for the Planning, Monitoring and Reporting activities	• Ensure programme compliance to reporting guidelines • Report performance progress against predetermined objectives on a monthly, quarterly and annual basis • Capture, verify and upload relevant and credible Portfolio of Evidence (POE) on the Provincial Electronic Reporting System • Approve the sub-programme performance reports and Compliance Checklists • Responsible for the effective, efficient, economical and transparent use of financial and resources at their disposal • Accountable for accurate reporting, provision of performance information evidence and verification of reported information • Responsible for the safe keeping and safeguarding of portfolio of evidence within their respective units for audit purposes • Their Performance Agreements should also reflect these responsibilities to assist them to make informed management decisions
Director: Strategic Planning, Monitoring and Evaluation	Ensures adherence and compliance to Departmental performance information management policy	• Reviews existing performance management systems on predetermined objectives for their effectiveness in order to support the Department's overall objective of service excellence. • Ensures the quality of M&E support given to Programmes. • Present state of Departmental performance at appropriate structures. • Responsible for compilation of quarterly and annual performance reports. • Monitors and tracks progress of performance against planned targets • Facilitates quality reporting of performance information • Responsible for facilitating monthly reporting. • Coordinates the performance auditing processes. • Facilitates the development of Five Year Strategic Plan, Annual Performance Plan, Operational Plan and Standard Operating Procedures. • Coordinate Management Performance Assessment

Stakeholder	Roles	Responsibility
		Tool (MPAT) processes • Assess Corporate Plans of NTI as prescribed by framework for Strategic Plans and Annual Performance Plans
Director: Risk Management and Internal Control	Provide technical support during the Planning, Monitoring and Reporting processes	• Responsible for risk identification, analysis and mitigation on performance and financial information • The Internal Control unit facilitate the development, monitor and report on the implementation of Audit Action Plans for both Provincial Internal Audit and Auditor General of South Africa's report.
Premier (OOP)	Premier's Office have a direct interest in all aspects of performance information management	• Ensuring a smooth implementation of the eQPRS • Monitor the role within the performance reporting paradigm • Coordinate the quarterly performance reporting function; and ensure alignment of the planning and reporting processes
The Presidency (DPME)	Overall administrator of the eQPRS	• Providing input into the processes to select and define performance indicators, particularly to ensure that the Department gather the information that the Presidency requires to monitor and evaluate the effectiveness of government policies and plans • Assess Department's Plans and provide feedback • Assess Department's Reports and provide feedback • Configures the approved budget programme structure • Configures the standardised programme performance indicators for standardised sectors. • Grant eQPR access rights to approved users. • Annually set reporting timeframes on the system as outlined in these guidelines
Auditor-General South Africa	• Audits financial and non-financial performance Information	• Express Audit opinion on whether the reported performance against predetermined objectives produced by Department is useful and reliable
Internal Audit	• Ensure that effective internal controls are in place • Review systems, processes and controls in the Department in relation to Performance Information	• Assist both the Audit and Risk Management Committee and management through monitoring, examining, evaluating, reporting and recommending improvements to the adequacy and effectiveness • Evaluate measures instituted by management: ✓ To ensure adequacy of controls for Performance Information ✓ To ensure compliance with relevant policies, procedures, regulations, contracts and legislation, to determine whether the set objectives have been achieved and to report thereon, ✓ To ensure economic procurement of resources, ✓ To ensure efficient and effective utilisation of resources
Audit Committee	Provide an independent	• Review the effectiveness of the internal control

Stakeholder	Roles	Responsibility
	audit oversight to the Department of Community Safety and Transport Management	systems • Review the effectiveness of the internal audit function • Review the risk areas of the institution's operations to be covered in the scope of internal and external audits • Review the adequacy, reliability and accuracy of the financial information provided to management and other users of such information • Review any accounting and auditing concerns identified as a result of internal and external audits • Review and advice the Department on issues relating to the AG/PIA findings and develop an action plan to assist the Department in addressing the findings and ensures the implementation and monitoring thereof • Review the institution's compliance with legal and regulatory provisions • Review the activities of the internal audit function, including its annual work programme, coordination with the external auditors, the reports of significant investigations and the responses of management to specific recommendations.
Provincial Treasury	• Provincial Treasury prescribes budgets formats, prepare budgets • Provides measures to ensure transparency and expenditure control in each sphere of government.	• Developing standards that may be required to facilitate the implementation of this Framework • Monitoring the implementation of the Framework by all institutions within their respective spheres • Providing training on the use of financial information • Using the information generated by other institutions to monitor, evaluate and report on economy, efficiency, effectiveness and equity in the use of resources to deliver services
DPSA	Custodians of public service administration	• Ensures that the results of evaluations that raise questions around the performance or structure of the public service are addressed, and that evaluation is budgeted for
National School of Governance	Custodians of capacity building in Government	• Develops capacity-building programmes around Planning, Monitoring & Evaluation across Government
Department Management Committee (DMC)	Provide strategic direction to the Department and adhere to the provisions of this Policy	They are accountable for establishing and maintaining the Performance Information processes and systems within their area of responsibility
Extended Departmental Management Committee (EDMC)	Review of all Departmental Plans and programme Performance reports during Planning and quarterly review sessions chaired by the Accounting Officer	Interrogate, quality assure, and adopt Plans and Performance Reports The committee consists of Managers from Deputy Director level up-wards
Strategic	Coordination of non-	• Facilitate the development of the Departmental

Stakeholder	Roles	Responsibility
Planning, Monitoring and Evaluation unit	financial performance information	Strategic and Annual Performance Plans (APPs) in line with relevant prescripts • Ensure the development of Operational Plans and Standard Operating Procedures (SOPs) • Facilitate the compilation and development of Annual Reports Documents. • Coordinate monthly, quarterly annual performance reporting for all programmes. • Facilitate and coordinate Extended Departmental Management Committee (EDMC) quarterly review sessions and the Annual Review sessions • Coordinate submission of Departmental plans and reports to the Accounting Officer for sign-off and submission to all relevant stakeholders. • Validate quarterly reported outputs against the actual reported and planned.
		The data capturers have the following responsibilities: • Automate the APP in the eQPRS in line with the guideline for the implementation of the Provincial quarterly reporting system. • Ensure that data captured is accurate, valid, relevant and coherent The departmental coordinators have the following responsibilities: • To ensure accuracy, validity, and relevance.
Portfolio Committee on Transport	Oversee the work of the Department and its Budget votes	• Provide overarching oversight on the functions of COSATMA • Enquire and make recommendations about any aspect of the Department, including its structure, functioning and policy

6. PLANNING, BUDGETING AND REPORTING

The table below establishes a direct link between the Planning Budgeting and Reporting cycle

Performance planning/budgeting

Strategic plans: policy priorities inform plans, provides budget information and are the basis for resource allocation.

⬇

Budget allocation process: Expenditure, trends, 3-year forward estimates, strategic direction explained, previous financial year's outcome taken into account

⬇

Performance measures: measures and output targets are set. Measurable objectives form basis of formulation of subprogramme outputs. Targets measure the intended level of performance, disaggregated to subprogramme level.

Performance management

Programme evaluation: review of programme - identification where problems arose and how they can be corrected.

⬆

Verification and monitoring: assessment of progress made against service delivery plans

⬆

Reporting results: annual and in-year reports which communicate progress and performance against budgets and strategic/service delivery plans.

Individual performance plans *linked to organisation's key objectives*

The planning, budgeting and reporting cycle describe the relationship between these processes and emphasises that the executive is accountable to the relevant elected representative body for the entire process. Full and regular reports are required at each stage of the process. At any given time within government, information from multiple years is being considered, in planning and budgeting for next year, implementation for the current year and reporting on last year's performance. Although performance information is reported publicly at the last stage through an Annual Report, the performance information begins when policies are being developed, and continues through each of the planning, budgeting, implementation and reporting stages.

The diagram below depicts relationship between these core performance information concepts.

The developmental results of achieving specific outcomes

IMPACTS

What we aim to change?

The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs

OUTCOMES

What we wish to achieve?

The final products, or goods and services produced for delivery

OUTPUTS

What we produce or deliver?

The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes

ACTIVITIES

What we do?

The resources that contribute to the production and delivery of outputs

INPUTS

What we use to do the work?

Manage towards achieving these results

Plan, budget, implement and monitor

DEVELOPING PERFORMANCE INDICATORS

It is stipulated in the FMPPI, 2007 that institutional indicators should adhere to the SMART principle. This is an acronym which dictates that performance targets must be Specific, Measurable, Achievable, Relevant and Time-Bound. It recommends that institutions should utilise different approaches as suggested in the Treasury Hand book on PI in developing their yard sticks.

The emphasis is on specifying indicators that measure things that are useful from a management and accountability perspective. This requires a careful analysis of what is to be measured to address the core mandate of the institution. There needs to be a thorough understanding of the nature of the input or output, the activities, the desired outcomes and impacts, and all relevant definitions and standards used in the field.

A good performance indicator should have the following characteristics:

Reliable: the indicator should be accurate enough for its intended use and respond to changes in the level of performance.

Well-defined: the indicator needs to have a clear, unambiguous definition so that data will be collected consistently, and be easy to understand and use.

Verifiable: it must be possible to validate the processes and systems that produce the indicator.

Cost-effective: the usefulness of the indicator must justify the cost of collecting the data.

Appropriate: the indicator must avoid unintended consequences and encourage service delivery improvements, and not give managers incentives to carry out activities simply to meet a particular target.

Relevant: the indicator must relate logically and directly to an aspect of the institution's mandate, and the realisation of strategic goals and objectives.

Ensuring the availability of supporting evidence

In Chapters 2 and 3 of Performance Information (PI) Handbook developed by Treasury, Institutions are advised to ensure at the point of selecting indicators, that the necessary evidence to support the indicators will be available. The purpose of these processes is to ensure that the data used to review performance internally is accurate, valid and complete. Furthermore, organisations' ability to report to Provincial legislature fairly and accurately provides a clear indication of what has actually been achieved against predetermined objectives. This will assist the government to measure how they are performing towards the achievement of broader plans like the NDP and Millennium Goals. Furthermore, the Outcomes information reported will help government to prioritize interventions to achieve all their plans.

The officials from the Monitoring and Evaluation shall visit each directorate, sub-directorate, district offices and Traffic Stations to validate information reported against the Departmental Plans. Due to the shortage of space, the source documents must be kept at each service point for audit and validation purposes. The source documents must be filled, and arranged according to the signed checklist and kept safe for audit purposes.

This is according to the Framework for Managing Programme Performance Information (FMPPI) as prescribed by the National Treasury. All programme and line managers will be given a six (6) weeks grace period, as prescribed by Department of Planning Monitoring and Evaluation (DPME) and Office of the Premier (OOP) to validate the reported information with the agreed upon means of verification as per Technical Indicator Descriptions (TIDs).

6.1 PLANNING

The Departmental planning and reporting is guided by the Framework for Strategic Plans and Annual Performance Plans. Performance information should inform the development of the Departmental Strategic and Annual Performance plans, as well as reporting, monitoring and implementation. At the end of the Medium Term Strategic Framework (MTSF – 5 years and above) the Department needs to assess the impact and appropriateness/relevance or responsiveness of the strategies and interventions to determine gaps and challenges.

The planning process is informed and aligned to the Medium Term Expenditure Framework (MTEF), the National Development Plan (NDP) and the Provincial Development Plan (PDP). All plans will be aligned to the Treasury Framework for Strategic Plans and Annual Performance Plans.

Strategic planning is an instrument that is used to determine where an organization is going over the next year or more, how it's going to get there and how an organization will know if it is moving towards the right direction as planned or not. The focus of a strategic plan is usually on the entire organization, as opposed to business/operational plans is usually on a particular product, service or program. Given its strategic nature and versatility it is also a tool used to define performance that is to be measured, to set priorities and allocates resources.

The Strategic Plan relates to institutions policy priorities, programmes and project plans for a 5 year period as approved by its executive authority. The strategic plan should take into consideration the Medium Term Strategic Framework (MTSF), the National Development Plan (NDP), Integrated Development Plans (IDPs) of municipalities, Performance Agreements between the President and Ministers and Service Delivery Agreements entered into in terms of broad strategic outcomes by MECs.

Systems description for formulating Strategic and Annual Performance Plans

Activity	Description of processes and procedures	Timeframes	Systems used
Collection of information	The Strategic Planning sub-directorate customise and align planning templates to specific programmes and circulate them for completion by all programme managers for the development of Departmental Strategic Plan and Annual Performance Plan	June	Electronically using the email
	The Strategic Planning sub-directorate draw a workshop schedule and confirm dates with all programme managers to capacitate them on the planning template.	June	At a venue to be communicated
	All programmes should hold chief directorate planning sessions in order to prepare inputs for submission into draft plans	June, September	Electronically using the email
	The Strategic Planning sub-directorate analyses programme inputs and recommend improvements on identified areas for consolidation into the Departmental Plans.	June, September and January	Use of planning and analytic skills, etc.
	All programme managers must submit their signed-off inputs to the Strategic Planning sub-directorate.	October and January	Electronically using the email and manually for hard copies
Planning Sessions (Makgotla)	• The Department will hold Departmental planning sessions coordinated by the Strategic Planning sub-directorate and chaired by the Head of Department. • SPME Unit presents the draft plan collated from programme inputs. • Inputs are interrogated by the collective and changes are effected. • Compile a report on the processes followed in the planning sessions.	October and January	At a venue to be communicated
Processing and reporting Information	• Strategic Planning compiles extracts of the 2nd and final APP, for sign-off by Chief Directors. • The signed off inputs from all programme	October and January	Manually: submission of hard copies and electronically

Activity	Description of processes and procedures	Timeframes	Systems used
	managers are recorded and filed • A submission register of signed-off hard copies is compiled and circulated.		
	The final plan is presented to the Departmental management committee for final endorsement	February	At a venue to be communicated
	The final APP is signed-off by the Accounting Officer and approved by the MEC and finally submitted to relevant oversight bodies.	February	Electronic and hard copies
	AD Secretariat in the office of the HOD/ the SPME unit will provide secretarial services during Planning sessions (Makgotlas)	October/February	At a venue to be communicated

- *Note: The above processes and procedures are performed/ executed In line with the PFMA, Treasury Regulation, Framework for Strategic Plans and APPs, FMPPI, Departmental PIMP and the Budget Programme Structure (BPS)*

6.2 BUDGETING

The MTEF details three-year rolling expenditure and revenue plans for provincial departments and public entities. They are issued in accordance with section 27(3) of the Public Finance Management Act (PFMA), Act No. 1 of 1999.

The MTEF budget process is designed to match the overall resource envelope, estimated through 'top-down' macro-economic and fiscal policy processes, with the bottom-up estimation of the current and medium-term cost of existing departmental plans and expenditure programmes.

Through the budget process, a large number of public institutions plan, collaborate, negotiate and decide together on a comprehensive government-spending plan for the next three years. Given fiscal limits, resources must be allocated in the most effective and efficient way to meet the policy objectives of South Africa as a democratic state, as set out in the Constitution, the National Development Plan, Governments Nine Point Plan and government's Medium Term Strategic Framework (2014 – 2019).

The budget process ensures that resources are allocated to meet South Africa's political priorities and to improve the quality and effectiveness of spending within sustainable fiscal limits.

6.3 REPORTING

- As per the FMPPI, the Department is mandated to report progress on all performance indicators in the Annual Performance Plan including customised sector indicators.
- The customised sector indicators are reported quarterly/ annually to DPME and National Treasury with the view of determining how provinces are performing which will inform broader plans.
- SP, M&E unit will circulate the set Reporting dates as provided by Office of the Premier and DPME

Monthly Performance Reporting
- Progress is provided against key activities which are outlined in the Departmental Operational Plan

Quarterly Performance Reporting
- Progress is provided against targets set on performance indicators which are outlined in the Departmental Annual Performance Plan

Annual Performance Reporting
Annual reports of all programmes should be submitted to the Monitoring and Evaluation sub directorate in preparation for the review session on the date circulated by the M&E Unit.

The Department will hold an Annual Report (AR) review session to assess its performance against the plan and to also identify areas of non-performance and challenges encountered. This is in accordance with the PMFA and the Treasury Regulations and shall be substantiated with evidence to justify reported outputs as well as all deviations to targeted levels of performance. The standard formats for all reports are determined in terms of the National Annual Report Guideline.

Systems description for Reporting

Activity	Description of process and procedures	Timeframes	Systems used	Policies and Legal Prescripts
QUARTERLY REPORTING PROCESS				
Collection, Processing and reporting of Information The following sub-programmes in the Department are district based: Law Enforcement (Traffic stations), Transport Safety & Compliance, and Operator License & Permits). Data is collected from local municipality level and consolidated at	Strategic Planning, M&E submits the Annual Performance Plan to OOP for uploading on the Provincial M&E Reporting System and eQPR System Strategic Planning, Monitoring & Evaluation unit, quality assures the automated APP	Annually	Provincial M&E Reporting System and eQPR	In line with the PFMA, Treasury Regulations paragraph 5.3.1, Guideline for the Implementation of Provincial Quarterly Performance Reports, Provincial Performance Monitoring and Evaluation Guidelines, Departmental Performance Information Management Policy
	Customise and circulate narrative reporting templates to programme and line managers	Quarterly		
	Issue a notice of reporting dates to programme and line managers for them to commence with reporting on the Provincial M&E reporting system	Quarterly		
	District offices compile reports and POE and submit to head office Line managers submit consolidated narrative report and submit to	Quarterly/ Annually		

Activity	Description of process and procedures	Timeframes	Systems used	Policies and Legal Prescripts
district offices and finally submitted to head office	Programme managers Programme managers consolidate narrative reports from respective sub-programmes and submit to SP,M&E unit for compilation of Departmental Narrative Report Line managers capture the final outputs on the Provincial M&E electronic Reporting System Line managers upload the verified Portfolio of Evidence (POE) for reported outputs and deviations on the Provincial M&E electronic Reporting System			
	M&E Data capturers populate the eQPR system with reported outputs as exported from the Provincial reporting system The departmental coordinator: • Verifies the data submitted by the data capturer to ensure accuracy, validity, and relevance. • Submits completed performance data in the eQPRS to the responsible National Department with concurrent functions and the Office of the Premier for oversight • Amends the data captured based on the inputs from the National Department with concurrent functions and Offices of the Premier • Submits quarterly reports to the Head of Department for approval	Quarterly/ Annually		
	The M&E sub-directorate monitors reporting of programmes and sub-programmes on the Provincial M&E reporting system and sends out reminders to non-compliant programmes and sub-programmes	Monthly Quarterly		
	Receive, analyse inputs and provide feedback to programme and line managers of received inputs on the quantitative and narrative reports	Quarterly		
	The Monitoring and Evaluation sub-directorate consolidates all received inputs into a draft Departmental narrative report for presentation	Quarterly		

Activity	Description of process and procedures	Timeframes	Systems used	Policies and Legal Prescripts
	during the quarterly performance review session			
	The Monitoring and Evaluation sub-directorate exports the Excel report from the Provincial M&E reporting system for presentation during the quarterly performance review session	Quarterly		
	Programme and sub programme managers submit Annexure B together with final signed-off statistical reports exported from the Provincial Electronic M&E Reporting System and narrative reports.	Quarterly		
	The final electronic and signed-off Departmental quarterly reports are submitted to Office of the Premier and Provincial Legislature	Quarterly		
MONTHLY REPORTING PROCESS				
	Issue a notice of reporting dates to programme and line managers for them to commence with reporting on the Provincial M&E reporting system	Monthly	Electronically using the email	In line with Executive Council resolution
	Receive and analyse inputs from programme and line managers			
	Provide feedback to programme and line managers on received inputs			
	The M&E unit consolidates all received inputs into a draft Departmental monthly report for submission to Head of Department			
	SPM&E submits the monthly Departmental Report to Office of the Premier.			
ANNUAL REPORTING PROCESS				
	M&E receives the revised Annual Reporting guideline/framework	Annually	Electronically	In line with the PFMA, Treasury Regulations paragraph 5.3.1, Departmental Performance Information Management Policy, Annual Report Guide for National and Provincial Departments
	M&E sub-directorate customises and circulates Annual Reporting template to programme and line managers	Annually	Electronically	
	Receive and analyse inputs from programme and line managers	Annually	Electronically	
	Provide feedback to programme and line managers on received inputs	Annually	Electronically	
	The M&E unit consolidates all received non-financial inputs into a draft Departmental Annual Report for presentation at the Annual Report Review session	Annually	Electronically	
	All programme managers submit signed-off hard-copies to the M&E unit to confirm inputs into the Annual report	Annually	Manually	
	The M&E unit submits draft	Annually	Electronically	

Activity	Description of process and procedures	Timeframes	Systems used	Policies and Legal Prescripts
	Departmental Annual Report (pre-determined objectives) to the Quality Assurance Committee for adoption (EMC)		y	
	Submit Draft Annual Report to Provincial Internal Audit and Audit Committee for assessment and recommendations for improvement	Annually	Electronically	
	Incorporate recommendations from the PIA and audit committee and the head of department signs-off the Annual Report to be submitted to AGSA	Annually	Electronically	
	The final Annual Report is approved and signed-off by the HOD and the MEC	Annually	Electronic and hard copies	
	The SPM&E unit facilitates the printing of the final Departmental Annual Report	Annually	Electronically	
	Office of the MEC submits electronic and signed-off final Departmental Annual Report to Office to AGSA, Office of the Premier, Provincial Legislature for tabling	Annually	Electronically	
	SP,M&E Unit publishes the tabled Annual Report (Website and distribution of hardcopies)	Annually	Electronically & Manually	

Note: In 2019/20 financial year, only validated outputs will be reported, instead of preliminary outputs

Evaluation on the other hand refers to a time-bound periodic exercise, systematic and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into decision making process of both recipients and partners.

Evaluation also refers to the systematic process of determining the worth or significance of an activity, policy or programme in line with objectives of planned, on-going, or completed development intervention. Evaluation can also address outcomes or other development issues. Evaluation usually seeks to answer specific questions to guide decision-makers or programme managers and should advise whether underlying theories and assumptions were valid, what worked, what did not and why. Evaluation usually seeks to answer specific questions to guide decision-makers or programme managers.

Monitoring and Evaluation is therefore the process of collecting and analyzing information about the programme or projects you are implementing that indicates whether you are on track to achieving your organizational objectives. In order for an organization to know whether it is on track in achieving its objectives, programmes must be monitored during their implementation and have their impact assessed in the end.

Performance review

According to the Public Finance Management Act (Act No 1 of 1999 as amended) each government institution is required to conduct review of the Departmental performance on a quarterly basis, a as a build up towards the finalization of its Annual Report.

A performance review therefore entails a process whereby the Department takes stock of its performance over the past quarters against the initial plan. This process is characterized by requesting performance reports from respective Chief Directorates and sub directorates, in order to trace areas of performance and non-performance. Corrective measures are recommended and implemented where early warning signs are identified. The Departmental performance review will be coordinated by the Monitoring and Evaluation Sub directorate.

Performance Review Sessions to take place five working days prior to the date on which Provincial Departments submit to Office of the Premier. This will allow Strategic Planning, M&E to analyse and provide feedback to Managers before reports are submitted to OOP.

Standing procedures during Departmental review sessions

- The reviews will continue as scheduled on proposed dates
- Each programme will present its individual programme specific performance report for the period under review.
- Each programme will be led by its respective programme manager i.e. Chief Director/ Director accompanied by Senior Management Staff (SMS), or any other officials (AD/SAO) nominated at the Manager's discretion.
- These Departmental performance reviews will be presided upon by the HOD as a Chairperson or any SMS member nominated by the HOD as a chairperson.
- Other officials invited to these sessions include the Chief Director and Directors (SMS), Middle Management Staff and nominated officials of a unit.
- The secretariat in the office of the HOD/ SPME Unit will record minutes of these strategic sessions and make follow ups on resolutions taken for submission to Strategic Planning Monitoring and Evaluation for final consolidation of Departmental reports.
- Attendance by SMS's is compulsory
- A signed-off consolidated Quarterly Performance report of each review will be submitted to all relevant stakeholders from the Office of the HOD.

- The primary focus of the Quarterly Review Sessions will be to:-

- Analyze reports received from Chief Directorates to check compliance to the Departmental Plans and other policy imperatives.
- Assess the impact of Departmental services against set priorities and service delivery improvement plans.
- Identify challenges and recommend remedial actions for the Department.
- Follow up on the implementation of the recommendations of the SPM&E directorate.
- Ensure that there is consistency in the predetermined objectives, targets and actual outputs.
- Ensure that there is adherence to reporting format, placement of information and there is logical flow of information.
- Review performance of targets, indicators and the general performance of each programme.

Roles of Programmes and sub-programmes managers during their units' performance review

Programmes and sub-programmes are responsible for the preparation and submission of quarterly reports for all the quarters of a financial year on the dates determined by the Strategic Planning, Monitoring and Evaluation directorate in consultation with the HOD.

In view of the latter, programmes and sub-programmes will be expected to conduct their internal preliminary performance reviews to assess whether they have achieved the targets they set in the Annual Performance Plan. The Programme Manager is responsible for overseeing the compilation of the quarterly reports in their directorate. It is critical that for over/underperformance, management should provide reason for deviation, indicate/state remedial action and also provide POE to substantiate the reason for over/ underperformance.

The final quarterly report must be submitted timeously to the Strategic Planning, Monitoring and Evaluation directorate before presentation at the Departmental Review Session. These internal preliminary reviews should be held before or during the first week of the reporting month.

Submission of quarterly performance reports

- A standard format for the submission of these reports is determined in terms of the Treasury requirements and should be followed without any alterations in the preparation and submission of the reports in question.
- The dates for submission of inputs by programme managers are determined on the submission dates set by DPME and Office of the Premier.
- Reports will be submitted both electronically and on hard copies in their final state to the relevant section before presentation at the Departmental review.
- All reports must be products of consultative sessions (internal reviews) within Chief Directorates /Directorates.
- Reports that are not signed-off by the relevant managers and accompanied by a quality assurance of quarterly performance report checklist (Annexure B) will not be accepted as this practice creates problems during performance audits by the Auditor General.
- As we endeavour to improve the evidence based reporting system, it is further required that evidence of reported outputs must be compiled by all programme managers and submitted for validation and audit purposes.

7. VERIFICATION PROCESS

Line functions managers should ensure that appropriate reported outputs are substantiated by credible, reliable and valid portfolio of evidence. Managers should monitor performance information to ensure that allocated resources are utilized effectively and efficiently in meeting the departmental set objectives.

8. SAFEGUARDING OF PORTFOLIO OF EVIDENCE

Programme managers are responsible to safeguard all validate Portfolio of Evidence (POE) for audit purposes.

In order to prevent recurring findings pertaining incompleteness of POE, the Departmental Management has resolved to centralise the verified Portfolio of Evidence for Law Enforcement Programme at head office as a pilot project. Given the volume of the POE, the sub-programme uploads the POE Index List on the Provincial system. Plans are underway to rollout the centralisation project to include Public Transport Services sub-programme in the next financial year.
The filling systems implemented by management should assist proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support performance reporting.

9. VALIDATION PROCESS

The Directorate: SP, M&E on a quarterly basis arrange site visits to programmes to validate portfolio of evidence against the reported outputs. When programmes report on progress and/or completion of their outputs, they should not only ensure that their performance information is correctly calculated and reliable but also produce and submit documentary evidence for reported outputs and reasons for variance.

SPM&E unit administers the validation checklist as per the (Annexure C) and discusses the variances found with the affected programme. Once all the reported outputs have been validated by the SPM&E unit, a consolidated validation report is presented to DMC for discussion on the variances found during the validation process. This should enable the management to effect early warning systems.

Reported output will only be confirmed as valid if it is accompanied by the relevant, accurate and credible evidence as outlined in the Technical Indicator Descriptions for a particular financial year.

Systems description for Verification and Validation of Performance Information

Activity	Description of process and procedures	Timeframes	Systems used	Policies and Legal Prescripts
Verification of reported outputs	The line function manager must make sure that Portfolio of Evidence is compiled for all outputs reported for validation and audit purposes	Quarterly, Annually and during the last year of the electoral cycle.	Electronically using the email.	In line with the PFMA, Treasury Regulation, Departmental Performance Information Management Policy
	Programme managers must validate (quality assurance) reported output as informed by Annexure E of the APP on Technical Indicator Description and submit to M&E	Quarterly and Annually	Electronically using the email.	
Validation of Reported outputs	M&E unit develops the Validation report to be developed and submitted to line managers, district and station managers with recommendations to ensure compliance to the Performance Information Management Policy	Quarterly and Annually	Electronic and hard copies	
	The M&E Unit customises checklists for verification of outputs reported as informed by Annexure E of the APP on Technical Indicator Description	Annually	Electronic and hard copies	
	The line managers must sign the checklist to ensure consistency between the checklist and the source documents captured in Annexure E Technical Indicator Description of the APP	Quarterly	Physical verification to all programmes	
	The M&E Units will draw schedules to conduct physical validation of reported outputs and confirm it with all relevant managers before the actual visit	Quarterly	Electronic	
	M & E unit administers a Combined Assurance form, which is signed by Programme and Station Managers, to assure that M & E validates and Managers acknowledge feedback received from M & E Unit	Quarterly	Manual	

Note: There is a time-lag between the validations and the tabling of reports at Provincial Legislature. In practise, not all the POE is validated at time of tabling

10. PUBLISHING PERFORMANCE INFORMATION

According to the Treasury Framework on Performance Information, Institutions have a responsibility to publish administration and performance information to:

- Account to Parliament and provincial Legislature in accordance with Sec 92 and 114 of the Constitution.
- Be transparent and accountable to the public in accordance with Sec 195 of the Constitution.
- Provide private individuals and private sector access to information held by government that they can use in decision making.
- Provide researchers access to information.

The Department will enhance access to its Departmental planning and reporting documents by pasting them on the website through central IT system and distribution of printed hardcopies public consumption.

The Department undertakes to avail copies of its Departmental Annual Report during public participation sessions. This will afford the general public the opportunity to be informed about the Department's major milestones as far as service delivery is concerned.

11. CONCLUSION

It is expected that all Departments should have a policy that will manage and regulate Performance Information. Adherence to this policy is mandatory and any contravention will be viewed as misconduct.
The SP, M&E undertakes to conduct comprehensive training sessions of all concerned role - players to ensure the full understanding and implementation of this Policy, procedures and requirements encompassed.

Furthermore, this Policy is expected to inform and guide daily operations as far as planning, budgeting, implementation and reporting stages are concerned.

The PIMP will be implemented in conjunction with the Departmental Standard Operating Procedures.

12. REVIEW OF THE POLICY

This policy will be reviewed on an annual basis after the final Audit process to capture new recommendations made.
The review of this policy is prompted by the Auditor General's findings after each financial year`s audit.

13. EFFECTIVE DATE OF THE POLICY
This policy will become effective from the date of approval thereof by the Accounting Officer.

RECOMMENDED BY:

Ms. B MOFOKENG
HEAD OF DEPARTMENT

DATE 8/1/18

APPROVED BY:

Mr. N NQANDELA
ACCOUNTING OFFICER

DATE 08/02/19

ANNEXURES

STANDARDISED PLANNING FORMATS/TEMPLATES

Planning Templates

Strategic Objective Annual Targets

Strategic objective	Strategic objective Indicator	Strategic Plan Target	Audited Actual Performance			Estimated Performance	Medium-term targets		
			20XX	20XX	20XX	20XX	20XX	20XX	20XX

Programme Performance Indicators and Annual Targets

Programme Performance Indicator	Audited Actual Performance			Estimated Performance	Medium-term targets		
	20XX	20XX	20XX	20XX	20XX	20XX	20XX

Quarterly Targets

Performance Indicator	Reporting period	Annual Target 2018/2019	Quarter 1	Quarter 2	Quarter 3	Quarter 4

ANNEXURE E

TECHNICAL INDICATOR DESCRIPTIONS AND DEFINITIONS

Definitions and technical standards of all the information collected by the institution

The guideline for developing Annual Performance Plans includes an Annexure E- this section of the APP is called the Technical Indicator Descriptions (TIDs) and it gives a detail description of each indicator captured in the Strategic , Annual Performance Plan and reported in the Annual Report.

Indicator title	Identifies the title of the strategic outcome oriented goal, objective or programme performance indicator
Short definition	Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator
Purpose/importance	Explains what the indicator is intended to show and why it is important
Source/collection of data	Describes where the information comes from and how it is collected
Method of calculation	Describes clearly and specifically how the indicator is calculated
Data limitations	Identifies any limitation with the indicator data, including factors that might be beyond the Department's control
Type of indicator	Identifies whether the indicator is measuring inputs, activities, outputs, outcomes or impact, or some other dimension of performance such as efficiency, economy or equity
Calculation type	Identifies whether the reported performance is cumulative, or non-cumulative
Reporting cycle	Identifies if an indicator is reported quarterly, annually or at longer time intervals
New indicator	Identifies whether the indicator is new, has significantly changed, or continues without change from the previous year
Desired performance	Identifies whether actual performance that is higher or lower than targeted performance is desirable
Indicator responsibility	Identifies who is responsible for managing and reporting the indicator

OPERATIONAL PLAN

Programme performance indicators / measure	Annual target 2018/19	KEY ACTIVITY	Deliverable (output)	Duration (By when)		Budget (R'000)	Related Risk	Responsible Person
				Start Date	Finish Date			

STANDARD OPERATING PROCEDURES

Programme performance indicators / measure	Key activity	Description of process and procedures	Timeframes	Systems used	Policies and legal prescripts	Description of reporting process and procedures	Description of the validation process and procedures by managers	Description of the verification process and procedures by SP, M&E

STANDARDISED REPORTING FORMATS/TEMPLATES

National and Provincial Treasuries Report Templates

Narrative Reporting Template

PROGRAMME	SUB PROGRAMME	CHALLENGE	RESPONSE

DEPARTMENTAL NARRATIVE QUARTERLY PERFORMANCE REPORTING TEMPLATE
CUMULATIVE EXECUTIVE SUMMARY REPORT FOR THE PERIOD UNDER REVIEW

- Programme Strategic Objective
- Overview of period under review
- Activities deferred from the previous quarter
- Achievements
- Challenges/Reasons for variances
- Plans to overcome challenges
- Activities for the next quarter
- Conclusion: How has the program contributed towards strategic objectives/Outcomes

QPR Template (Sector Indicators)

Audited Outcome for 2017/18 as per the Annual Report	Target for 2018/19 Annual Performance Plan (APP)	1st Quarter Planned output as per APP	1st Quarter Preliminary output	1st Quarter Actual output - validated	2nd Quarter Planned output as per APP	2nd Quarter Preliminary output	2nd Quarter Actual output - validated	3rd Quarter Planned output as per APP	3rd Quarter Preliminary output	3rd Quarter Actual output - validated	4th Quarter Planned output as per APP	4th Quarter Preliminary output	4th Quarter Actual output - validated	Preliminary output for 2018/19	Actual output validate for 2018/19	Comments

SUBMISSION DATES 2018/19 QUARTERLY PERFORMANCE REPORTS (NON-FINANCIAL DATA)

(To be revised according to OTP/DPME dates)

QUARTER	PROVINCIAL DEPARTMENTS TO OFFICE OF THE PREMIER	PROVINCIAL DEPARTMENTS TO NATIONAL DEPARTMENTS WITH CONCURRENT FUNCTION	OFFICE OF THE PREMIER AND NATIONAL DEPARTMENTS FEEDBACK TO PROVINCIAL DEPARTMENTS	DEPARTMENTAL COORDINATOR TO HEAD OF DEPARTMENT FOR APPROVAL	HEAD OF DEPARTMENT Y APPROVAL AND SIGN-OFF	OFFICE OF THE PREMIER QUARTERLY PUBLICATION
	Departments submit by:				Submit Between	
First Quarter:	16 July 2018	16 July 2018	17 July-23 July 2018	24 July-31July 2018	24 July-31-July 2018	17 August 2018
Second Quarter:	12 October 2018	12 October 2018	15 October -22 October 2018	23 October -31 October 2018	23 October -31 October 2018	12 November 2018
Third Quarter:	14 January 2019	14 January 2019	15 January-22 January 2019	23 January-31 January 2019	23 January-31 January 2019	15 February 2019
Fourth Quarter:	12 April 2019	12 April 2019	15 April -22 April 2019	23 April -30 April 2019	23 April -30 April 2019	17 May 2019
Fourth Quarter validated & Pre-audited Annual performance data	10 May 2019	10 May 2019	13 May 2019-17 May 2019	20 May 2019-31 May 2019	20 May 2019-31 May 2019	21 June 2019

DEPARTMENTAL MONTHLY PERFORMANCE REPORTING TEMPLATE

Programme	Sub Programme	Performance Indicator	Key Activities	Quarterly Target	Nov			Remedial Action
					Planned Monthly Targets	Progress	Challenges	

DAILY PRODUCTION REPORTING TEMPLATE- LAW ENFORCEMENT

District	Station	Dates for daily production (1 April 2018 to 30 June 2018)	Total vehicles stopped and checked daily	Total vehicles stopped and checked day as per PoE Compiled (M&E)	Number of vehicles weighed	Validated vehicles weighed (M&E)	Number of speed operations	Validated vehicles Speed Operations(M&E)	Number of special operations	Validated Special Operations(M&E)	Number of road block operations	Validated Road block operations (M&E)	Number of Drunken driving operations	Validated Drunken Driving Operations(M&E)

DUE DATES FOR SUBMISSION OF PLANNING DOCUMENTS AND REPORTS

Document	April	May	June	July	August	September	October	November	December	January	February	March
Strategic Plan				1st Draft Strategic Plan			2nd Draft Strategic Plan				Tabling in Provincial Legislature	
Annual Performance Plan				1st Annual Performance Plan			2nd Draft Annual Performance Plan			Performance Indicators and targets for APPs	Tabling in Provincial Legislature	
Operational Plan												Office of the Premier
Standard Operating Procedure								Head of Department's Approval				
Monthly Reports		Monthly Performance Report	Monthly Performance Report		Monthly Performance Report	Monthly Performance Report		Monthly Performance Report	Monthly Performance Report		Monthly Performance Report	Monthly Performance Report

Document	April	May	June	July	Augus t	Septem ber	Octob er	Novemb er	Decemb er	Janua ry	Februar y	March
Quarterly Reports	4th QPR (previo us financia l year)			1st Quarte r QPR			2nd QPR			3rd QPR		
Annual Report		Perfor mance Inform ation sent to Auditor s			Tablin g of Annual Report s							

dcs&tm

Department:
Community Safety & Transport Management
North West Provincial Government
REPUBLIC OF SOUTH AFRICA

Ground Floor, Tirelo Building Albert Luthuli Drive
Mafikeng, 2745
P/Bag X 19 Mmabatho 2735

**STRATEGIC PLANNING,
MONITORING & EVALUATION**

ANNEXURE A: APPOINTMENT OF DELEGATED OFFICIAL FOR PERFORMANCE INFORMATION

Programme/Station Managers are required to delegate 1 official from their programmes who will be responsible for verifications during the financial year.

TO: _____

FROM: _____

SUBJECT: Appointment of Directorate contact official for Performance Information

This serves to inform the Department through the Strategic Planning, Monitoring and Evaluation that I _____ as a contact person to ensure that all accurate and is delegating credible POE of the Directorate/Chief Directorate is available during verification process in compliance with the requirements of Performance Information Management Policy.

Date: _____
Signature: _____
Accept / Not Accepted
Date: _____
Signature: _____

ANNEXURE B: QUALITY ASSURANCE OF QUARTERLY PERFORMANCE REPORT: 2018/19 APP REPORTING

Programme Name: ....

Sub-Programme / Station Manager: ....

I herewith declare that my programme report is compliant to the following Performance Information requirements as listed below:

PART 1

The document should be completed by Monitoring & Evaluation Officials to confirm that performance information reported on a quarterly basis is aligned to the APP.

NO	Procedure Performed	Reviewer (M&E Unit) Yes/No	Comments
1	Does the programme report in line with the objectives, indicators and targets as set in the APP?		
2	Are the reasons for variance identified and link to performance?		
3	Are the remedial actions adequate to address the challenges?		
4	Has POE for the reported output been uploaded on the Provincial Reporting System?		
5	Has the POE for reasons of variance been uploaded in the system?		

REVIEWER..   DATE........................

PART 2:

The document should be completed by Programme Managers to confirm that performance information reported on a quarterly basis is aligned to the APP.

NO	Procedure Performed	Preparer (Programme manager) Yes/No
1	Does the programme report in line with the objectives, indicators and targets as set in the APP?	
2	Are the reasons for variance identified and link to performance?	
3	Are the remedial actions adequate to address the challenges?	
4	Has POE for the reported output been uploaded on the Provincial Reporting System?	
5	Has the POE for reasons of variance been uploaded in the system?	

PREPARER: ....   DATE.................................

ANNEXURE C: VERIFICATION CHECKLIST (Administered during verification)

Sub-Programme name: _____

Station name: _____

Date of visit: _____

Programme / Station Manager: _____ **Contact:** _____

Delegated Official: _____ **Contact:** _____

Performance Indicator	Actual Reported	Validated Output	Source Documents		Reasons for deviation
			Available	**Unavailable**	

Programme manager

Performance reported is complete and accurate and reconciles with the Portfolio of Evidence kept as per the signed checklist with relevant POE in line with source documents captured in Annexure E of the Annual Performance Plan.

Signature: .... **DATE**.............

Monitoring and Evaluation

Performance reported is complete and accurate and reconciles with the Portfolio of Evidence kept as per the requirement of the Department

Signature: .... **DATE**.............