FINANCIAL
AND FISCAL
COMMISSION

Financial and Fiscal Commission

Annual Performance Plan

2019/20

Date of tabling: June 2019

The 2019/20 Annual Performance Plan of Financial and Fiscal Commission is compiled with the latest information available.

Some of this information is unaudited or subject to revision

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For an Equitable Sharing of National Revenue

FOREWORD BY THE COMMISSION CHAIRPERSON

2019/20 will be a year of challenge and opportunity for both the country and the Commission. With an economy that remains stubbornly sluggish, continued low growth forecasts, ever increasing financial pressure placed on all South Africans and a fiscal position under extreme stress, the economic and financial choices made by government are of even more critical importance. The work that the Commission does, takes on an even greater importance to deliver on addressing the structural challenges and removal of barriers that impede national development and transformation and to nurture the green shoots showing signs of hope across our economy and society at large.

The Commission continues to see its primary service delivery objective for the 2019/20 Financial Year, as generating and disseminating influential policy advice on applying the intergovernmental system to realise the policy impacts necessary for national development and the realisation of South Africa's constitutional vision.

The 2019/20 Annual Performance Plan is a delivery programme, guided by the Financial and Fiscal Commission's Strategic Plan of 2014 – 2019, that focuses our energies and efforts on Government's National Development Plan. It has taken into account recent policy pronouncements which reflect political outcomes priorities and the prevailing constrained economic environment expressed in a number of policy statements.

This Annual Performance Plan is also directed at building and strengthening the organisation of the Commission. The Performance targets for 2019/20, approved by the Commission, articulate the organisation's service delivery objectives as well as the institution's governance and administration priorities. These performance targets will be monitored quarterly to reflect the Commission's continued progress and effort towards meeting its long-term performance goals and objectives, as well as stabilising and strengthening the organisation into the future.

It is our hope that this performance framework will help stakeholders understand the importance of the Commission's work and the contributions that the Commission is making toward advancing a sustainable and equitable intergovernmental fiscal relations system to realise the values as contained in the Constitution of the Republic of South Africa.

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FOREWORD BY THE CHIEF EXECUTIVE OFFICER

The nature of the Commission's work and its long-term vision mean that the Commission has to make trade-offs in its choices about its focus areas of research in a very uncertain environment. Especially given that the Commission's mandate aims to impact the financial and fiscal systems of South Africa informed by political, social and economic realities.

The 2019/20 Annual Performance Plan defines the relationship between the Commission's broader policies and programmes and the Commission's budget. This plan identifies programme performance indicators and targets against which our results can be measured and evaluated by our stakeholders, i.e. parliament, provincial legislatures, organised local government, organs of state and the public in general.

Monitoring and Evaluation is important in ensuring delivery of the Commission's mandate and institutional good governance. The Commission is determined to demonstrate the values of accountability, honesty and transparency in its day-to-day activities undertaken in the attainment of the Commission objectives.

Primary to these, is to renew the organisation by decisively addressing past challenges, building on existing potential and creating future opportunities. The organisational regeneration has been bolstered by the appointment of a full-time Chairperson, the Commissioners and a Chief Executive Officer. These are professionals who bring a wealth of experience from various sectors, which will assist the Commission in promoting its mandate.

The Commission is committed to building its capacity and to delivering on its strategic objectives by seeking to optimise activities and working innovatively.

The 2019/20 APP will focus the work of the Commissions on the:

- Submission for the Division of Revenue 2020/21
- Technical Report on the Division of Revenue 2020/21
- Policy Briefs
- Response to the Medium Term Budget Policy Statement
- Response to the Division of Revenue Bill
- Response to the Appropriation Bill
- Response to Fiscal Framework and Revenue Proposals
- Briefings to all 9 Provinces
- Briefing to organised Local Government (South African Local Government Association); and
- Evidence-based advice requested by our key stakeholders

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

Was developed by the management of the Financial and Fiscal Commission; takes into account all the relevant policies, legislation and other mandates for which the Financial and Fiscal Commission is responsible; accurately reflects the annual targeted performance and budgets, and is based on the strategic outcomes-oriented goals and objectives which the Financial and Fiscal Commission will endeavour to achieve, given the resources that have been allocated to it in the budget for the 2019/20 financial year.

Dr Kay Brown
Chief Executive Officer and Accounting Officer
Date: 2019.06.26

Prof Daniel Plaatjies (PhD)
Chairperson
Date: 2019.06.26

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ACRONYMS AND ABBREVIATIONS

AG	Auditor-General
APP	Annual Performance Plan
CEO	Chief Executive Officer
COMMISSION	Financial and Fiscal Commission
DPME	Department: Planning Monitoring and Evaluation
ENE	Estimates of National Expenditure
FFC	Financial and Fiscal Commission
ICT	Information, Communication and Technology
IGFR	Intergovernmental Fiscal Relations
MTBPS	Medium Term Budget Policy Statement
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NT	National Treasury
PFMA	Public Finance Management Act
RRP	Research and Recommendations Programme
SALGA	South African Local Government Association

PART A: STRATEGIC OVERVIEW

1 Updated Situational Analysis

1.1 Performance Delivery Environment

The Commission is charged with conducting independent research, using own-generated and unique datasets, and providing expert and impartial opinions on fiscal and financial matters, mostly regarding the equity of the division of revenue amongst the three spheres of government. The Commission is particularly concerned with government's impact on alleviating poverty and inequality. Hence, the Commission's recommendations to government should be very focussed and specific.

Yet, the economic environment within which this work must be conducted has deteriorated significantly, particularly over the last five years. The impact of the 2008/09 global economic and financial crisis, coupled with government policy uncertainty and the rapidly deteriorated governance in key government institutions, have resulted in the prolonged aftermath of a marked growth deceleration and severe fiscal constraints, both in the present environment and immediate future fiscal environment. More alarming, is that some of South Africa's economic and social achievements after the end of apartheid have recently unwound; per capita growth has been slightly positive or sometimes negative. The poverty rate stands at around 40 percent, unemployment has crept up to about 27 percent—and is almost twice that level for the Youth—and income inequality remains one of the highest globally.

Even though up until 2016 fiscal and monetary policies were expansionary, economic growth has remained subdued. Major obstacles to growth have included a regulatory environment which is not conducive to private investment, inefficiencies in State-Owned Companies increasing the cost of key production inputs, labour market rigidities, and insufficient competition in product markets, corruption and policy uncertainty.

There has been a greater demand on the Commission for evidence-based advice and the Commission has improved its traction in Parliament. However, the intergovernmental system remains in a state of flux and important outstanding matters remain, which include amongst others:

- The adequacy and utility of the Local Government Fiscal Framework that oversees vital basic services: water, electricity and sanitation;
- The impact of the rise of metropolitan areas as centres of economic and political power;
- New fiscal demands on the expenditure side of government's budget arising and impacting on maintaining the 'social wage';
- The fostering of economic growth and provision of more fiscal resources which are required to create fiscal space (narrow the budget deficit and stabilise debt);
- Large policy priorities, namely: National Health Insurance, Higher Education reforms, Energy Supply reforms and so forth.

The Commission faces a reputational risk of being deemed irrelevant if it is not able to participate meaningfully in the deliberations on these matters. It is incumbent upon the Commission to leverage influence disproportionate to its size.

1.2 Organisational Environment

The Commission is structured in terms of section 221 of the Constitution and is comprised of Commissioners appointed by the President; and a Secretariat. The Commission provides strategic direction with responsible leadership to achieve sustainable performance, through its ethics and defined behavioural values. The Commission is currently in the process of receiving new Commissioners that will bring new knowledge and networks to Commission undertakings.

The Secretariat is responsible for various coordination, facilitation, and liaison roles and duties, managing all necessary activities, details and processes; in order to assist the Commission in realising its vision and mandate. In preparation for the sixth government administration, the Commission has already adopted a six-year research strategy, which will go up to the end of the financial year 2025/26. In 2019/20 the focus will be on completing the Commission's 2020/21 Submission for the Division of Revenue covering the topic of Restoring Public Finances in Local Government, and also on starting the research work for the Commission's 2021/22 Submission for the Division of Revenue focused on sustainable financing of social and economic infrastructure and services.

Over the 2019 MTEF, the Commission will prioritise the Research Programme, to strengthen its ability to generate influential policy advice based on credible research and to increase its empirical data capacity. It will continue to strive to attract research talent in the highly competitive market for expert public policy researchers.

Stability has been introduced into the Commission with the filling of the vacancies of the full-time Chairperson and the Chief Executive Officer, which ends the conflation of the roles of the Executive Authority and the Accounting Officer. Staff have been re-assigned according to the respective functions and are employed solely within each of the offices. The scene is set for the return to good governance and compliance. Capacity constraints and some structural challenges of uneven work distribution and duty performance in the support structures of the Secretariat stand to be resolved. The Commission is well-placed to deal with this as the Human Resources function has been insourced and is being established. The majority of the Executive Management Team only joined the Commission in 2018/19 and have brought new experience needed for the development of a new Service Delivery Model. Legacy challenges remain that need to be addressed, such as business continuity, ICT architecture and systems maintenance; and procurement processes. Investment in specialist knowledge of the fiscal system and data research technologies that are mission-critical for the work of the Commission remain important.

The Commission has approved the development of a new organisational structure which is focused on bolstering the Research Programme. The express intention is to isolate only the research functions, provide more capacity in its top leadership, correct for the generally top-heavy organisational structure and reconfigure for the areas of functional expertise in public finances and public policy. The implementation will start in 2019/20.

In addition to these structural changes, the Commission will embark on a process of organisational renewal and development in 2019/20, with the intention of developing an agile and competent research team that is maximally capacitated. The rationalisation of other functions will be considered, particularly in relation to vacancies that may arise. In this manner the aim is to strengthen the research function within the baseline budget for the 2019 MTEF and to accommodate a new organisational culture that takes the Commission into the future.

Over the 2019 MTEF the Commission will aim to improve its organisational profile, through building its reputation as an independent voice on financial and fiscal matters. The Commission aims to benefit from its strong relationships with research organisations as part of the Commission's stakeholder management drive. The Commission has gained more visibility in the local government space and is consolidating visibility in all areas across South Africa. The ultimate aim is to promote active citizenry to strengthen development, democracy and accountability.

1.3 Revisions to legislative and other mandates

There have been no revisions to the Commission's mandate and legislation.

1.4 Strategic Outcome Oriented Goals of the Institution

In order to enable more effective realisation of the FFC's Strategic Outcome Oriented Goals as set out in the Strategic Plan 2014-2019, the institution's performance targeted indicators and attendant activities have been disaggregated and grouped under two programmes. Of these, Programme 2: Research and Recommendations is the most important as it constitutes the core mandate of the Commission, i.e. to provide intergovernmental fiscal framework recommendations to government based on research findings. All work activities and performance indicator targets that enable and support Programme 2 are grouped under Programme 1: Administration.

Programme 1: Administration

This programme ensures effective leadership, strategic management and administrative support to the Financial and Fiscal Commission through innovative thought leadership and alignment with appropriate legislation and best practice.

Programme 2: Research and Recommendations

This programme aims to inform government's policy implementation, planning, monitoring and evaluation on financial and fiscal matters within the intergovernmental fiscal relations system and public finance.

The programme seeks attainment of economic growth, fiscal stability and financial sustainability through:

- Conducting and converting evidence-based empirical research into policy advice and recommendations,
- Creating new knowledge, the dissemination and institutionalisation of such knowledge and its transfer to other role players within the intergovernmental fiscal relations system, and

- Making cogent recommendations and presenting these to parliament, provincial legislatures and any other authorities determined by national legislation as per the Constitution, 1996.

1.5 Financial and Fiscal Commission Resource Plan

BUDGET SUMMARY

R thousand	2019/20					2020/21	2021/22
	Total	Current payments	Transfers and subsidies	Payments for capital assets	Payments for financial assets	Total	Total
MTEF allocation							
Administration	26 381	26 381	-	-	-	26 122	25 027
Research	28 045	28 045	-	-	-	31 297	35 435
Total	**54 426**	**54 426**	**-**	**-**	**-**	**57 419**	**60 462**
Executive authority	Chairperson of the Commission						
Accounting officer	Chief Executive officer						
Website address	www.ffc.co.za						

EXPENDITURE ANALYSIS

The main focus of the Financial and Fiscal Commission over the medium term will be on generating and disseminating influential policy recommendations to strengthen the intergovernmental system, contributing to national development, the realisation of constitutional provisions and the vision of the NDP. The Commission's focus is in line with outcome 11 (create a better South Africa, a better Africa and a better world) of government's 2014-2019 medium-term strategic framework. In terms of the Commission's most updated research strategy the focus over the medium term will be on: Restoring Public Finances in Local Government (2019/20); Sustainable Financing of Social and Economic Infrastructure and Services – (2020/21); and Restoring the Integrity of Provincial Fiscal Governance - (2021/22).

Total expenditure over the MTEF period is expected to increase from R54.4 million in 2019/20 to R60.5 million in 2021/22 in line with inflation. Over the medium term, the Commission will continue the process of repositioning itself for the increased relevance of its evidence-based recommendations. The Research and Recommendations Programme being the core function of the Commission, it increases in importance, from comprising 42 per cent of the FFC's total budget in the period up to the end of 2018/19 to 52 per cent over the MTEF period.

In the fiscally constrained environment, this responds to increased requests for advice from stakeholders and the need to extend the Commission's work across all the three spheres of

government. Compulsory administrative overhead costs aside, spending on compensation of employees will continue to be prioritised and increase as research is labour intensive; over the MTEF period respectively constituting 71 per cent, 73 per cent and 77 per cent of the commission's total expenditure, which amounts to R46.3 million in 2021/22. As at 31 October 2018, the Commission had 34 filled and three vacant posts. Over the medium term; provision has been made for two junior researcher posts through reprioritisation.

Human resource management has been insourced. The Commission plans to increase its use of technology and reduce its use of consultants to R3.3 million in 2021/22 in line with cost containment measures, without compromising the quality assurance of its research. Reductions to communication and printing costs will be accompanied by travel cost reductions. Travel costs are estimated to peak at R4.2 million in 2019/20 and reduce to R3.2 million in 2021/22. Revenue is expected to increase at an average annual rate of 4.2 per cent, from R51.8 million in 2018/19 to R60.4 million in 2021/22. This allocation does not take into account of future rental costs for the Gauteng office, which will be devolved to the commission's budget.

EXPENDITURE TRENDS

Programme	Annual Budget	Audited Outcome	Annual Budget	Audited Outcome	Annual Budget	Audited Outcome	Annual Budget	Revised Estimate	Average: Outcome/ Annual Budget(%)
R thousand	2015/16		2016/17		2017/18		2018/19		2016/17 - 2018/19
Administration	21 087	21 166	24 712	27 502	31 623	30 754	30 938	29 767	101.6%
Research	20 174	20 249	20 233	17 787	19 488	17 016	20 950	22 925	94.9%
Total	**41 261**	**41 415**	**44 945**	**45 289**	**51 111**	**47 770**	**51 888**	**52 692**	98.6%
Change to 2018 Budget Estimate								**(1 328,0)**	
Economic classification									
Current payments	**41 261**	**41 415**	**44 945**	**45 289**	**51 111**	**47 770**	**51 888**	**52 692**	98.6%
Compensation of employees	23 792	26 046	27 142	28 128	32 061	31 541	34 947	35 751	101.4%
Goods and services	17 383	15 265	17 720	16 990	18 887	15 953	16 775	16 775	93.4%
Depreciation	87	104	83	171	163	220	166	166	147.0%
Losses from sale of fixed assets	-	-	-	-	-	56	-	-	
Total Expenditure	**41 261**	**41 415**	**44 945**	**45 289**	**51 111**	**47 770**	**51 888**	**52 692**	98.6%

EXPENDITURE ESTIMATES

Programme	Approved budget	Average growth rate (%)	Average: expenditure /total (%)	Medium term expenditure estimate			Average growth rate (%)	Average: expenditure /total (%)
R thousand	2018/19	2015/16 - 2018/19		2019/20	2020/21	2021/22	2018/19 - 2021/22	
Administration	29 767	12.9%	58.2%	26 381	26 122	25 027	-5.5%	48.0%
Research	22 925	6.1%	41.8%	28 045	31 296	35 434	15.7%	52.0%
Total	**52 692**	**8.4%**	**100.0%**	**54 426**	**57 418**	**60 461**	**4.7%**	**100.0%**
Change to 2018 Budget Estimate	**(1 328,0)**			**(1 402,0)**	**(1 479,0)**			
Economic classification								
Current payments	**52 692**	**8.4%**	**100.0%**	**54 426**	**57 418**	**60 461**	**4.7%**	**100.0%**
Compensation of employees	35 751	11.2%	64.7%	38 566	41 995	46 271	9.0%	72.1%
Goods and services	16 775	3.4%	34.9%	15 685	15 239	13 997	-5.8%	27.6%
Depreciation	166	22.8%	0.4%	175	184	193	5.2%	0.3%
Total Expenditure	**52 692**	**8.4%**	**100.0%**	**54 426**	**57 418**	**60 461**	**4.7%**	**100.0%**

PERSONNEL INFORMATION

Post status estimated for 31 March 2019		Number and cost of personnel posts filled/planned for on funded establishment																
	Number of funded posts	Actual			Revised estimate			Medium term expenditure estimate									Average growth rate (%)	Average: salary level /total (%)
Financial and Fiscal Commission		2017/18			2018/19			2019/20			2020/21			2021/22			2018/19 - 2021/22	
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Salary level	**39**	**33**	**31 541**	**956**	**37**	**35 751**	**966**	**39**	**38 566**	**989**	**39**	**41 995**	**1 077**	**39**	**46 271**	**1 186**	**9.0%**	**100%**
1 - 6	1	1	167	167	1	162	162	1	175	175	1	183	183	1	195	195	6.3%	0%
7 - 10	10	9	5 160	573	10	5 724	572	10	6 174	617	10	6 475	648	10	6 882	688	6.3%	16%
11 - 12	7	7	5 851	836	6	4 963	827	7	5 354	765	7	7 165	1 024	7	9 254	1 322	23.1%	17%
13 - 16	21	16	20 363	1 274	20	24 901	1 246	21	26 863	1 279	21	28 172	1 342	21	29 940	1 426	6.3%	67%
Programme	**39**	**33**	**31 541**	**956**	**37**	**35 751**	**966**	**39**	**38 566**	**989**	**39**	**41 995**	**1 077**	**39**	**46 271**	**1 186**	**9.0%**	**100%**
Administration	22	18	15 139	841	22	22 152	1 007	20	16 357	601	20	15 995	698	19	16 169	698	-5.2%	44.0%
Research	17	15	16 402	1 093	15	13 599	907	19	22 209	1 169	19	26 000	1 368	20	30 102	1 254	23.6%	56.0%

Note: 1. Data has been provided by the Commission and may not necessarily reconcile with official public sector personnel data.
2. Rand thousand

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PART B: PROGRAMME AND SUB-PROGRAMME PLANS

	Strategic Objectives	Strategic Statements	Programme
	Strategic Objective 5.1 : Stakeholder Perspective		Programme 2: Research and Recommendation Programme
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, the Commission's Challenges and Achievements*	*To develop and implement a multi-year Commission strategy that is aligned with Commission's legislative mandate through sound governance, policies and systems*	
5.1.2	*To ensure that Commission research is converted to policy advice and recommendations written in language that policymakers can understand*	*Translation of research findings into credible, evidenced policy advice and providing this advice in a manner which can be easily understood and acted upon by the relevant policymakers and other IGR system stakeholders*	
5.1.3	*To ensure the generation of quality, innovative, pioneering research that informs key IGFR strategic debates and choices*	*Ensure that research, policy advice and recommendations inform key IGFR strategic debates and choices*	
	Strategic Objective 5.2: Internal Business Processes		Programme 1: Administration
5.2.1	*To ensure the progressive and innovative management of human resources that attracts, develops and retains key talent, and leverages external expertise*	*To develop and implement human resource strategy through human resource best practice*	
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*	*To develop and implement an ICT strategy in line with the Financial and Fiscal Commission business needs*	
5.2.3	*To ensure the coordinated, cost-effective and innovative management of Commission assets in support of delivery on the Commission's mandate*	*To ensure a sound control environment for Financial and Fiscal Commission*	
5.2.4	*To ensure compliance with legislation and adherence to relevant corporate governance best practice.*	*To ensure good governance and sound control environment for Financial and Fiscal Commission*	
5.2.5	*To ensure superior performance*	*To ensure implement an evidence-based performance management system and the monitoring mechanism thereof*	
	Strategic Objective 5.3: Learning and Innovation		Programme 2: Research and Recommendation Programme
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*	*Effective Knowledge Management that provides access to best/latest thinking, stimulates novel approaches and the generation of new ideas. These in turn lead to innovation and faster problem-solving*	
	Strategic Objective 5.4: Financial Perspective		Programme 1: Administration
5.4.1	*To ensure prudent and transparent management of the financial resources of the Commission*	*Sound and accountable management of the revenue, expenditure, assets and liabilities of the Commission*	
5.4.2	*To ensure access to supplementary sources of funding*	*Given binding budget constraints, the Commision can maintain and extend its research and policy advice by leveraging other sources of finance for its activities*	

2 Programme 1: Administration

2.1 Purpose

This programme ensures effective leadership, strategic management and administrative support to the Financial and Fiscal Commission through innovative thought leadership and alignment with appropriate legislation and best practice.

2.2 Strategic Objectives

	Strategic Objectives	Strategic Statements	Sub-programme
	Strategic Objective 5.2: Internal Business Processes		
5.2.1	*To ensure the progressive and innovative management of human resources that attracts, develops and retains key talent, and leverages external expertise*	*To develop and implement human resource strategy through human resource best practice*	Corporate Services
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*	*To develop and implement an ICT strategy in line with the Financial and Fiscal Commission business needs*	Corporate Services
5.2.3	*To ensure the coordinated, cost-effective and innovative management of Commission assets in support of delivery on the Commission's mandate*	*To ensure a sound control environment for Financial and Fiscal Commission*	Office of the Chief Executive Officer
5.2.4	*To ensure compliance with legislation and adherence to relevant corporate governance best practice.*	*To ensure good governance and sound control environment for Financial and Fiscal Commission*	Office of the Chairperson
5.2.5	*To ensure superior performance*	*To ensure implement an evidence-based performance management system and the monitoring mechanism thereof*	Office of the Chief Executive Officer
	Strategic Objective 5.4: Financial Perspective		
5.4.1	*To ensure prudent and transparent management of the financial resources of the Commission*	*Sound and accountable management of the revenue, expenditure, assets and liabilities of the Commission*	Financial Administration
5.4.2	*To ensure access to supplementary sources of funding*	*Given binding budget constraints, the Commision can maintain and extend its research and policy advice by leveraging other sources of finance for its activities*	Financial Administration

2.3 Sub-Programme Overview

OFFICE OF THE CHAIRPERSON

The Office of the Chairperson provides strategic direction and leadership to the Financial and Fiscal Commission. The sub-programme supports the Commission by providing executive administrative services. The sub-programme is responsible for the development of mechanisms that deal with governance and stakeholder management.

OFFICE OF THE CHIEF EXECUTIVE OFFICER

The Chief Executive Officer (CEO) supports the Commission in providing strategic direction and leadership to the Financial and Fiscal Commission. Additionally, the CEO is responsible for Commission secretariat outputs and implementation as well as all responsibilities conferred by being the Commission's accounting officer.

CORPORATE SERVICES

The Corporate Services Division assists the Commission to achieve supportive and transformational human resources practices, the establishment of a cost-effective, capable and responsive ICT infrastructure and a safe, healthy and conducive working environment.

Human Resources Management develops and implements systems, policies and processes to ensure compliance, as well as transformational human resources practices that drive organisational renewal and change.

Information, Communication and Technology (ICT) establishes a cost-effective, capable and responsive infrastructure that supports business delivery.

Facilities Management: ensures the provision and maintenance of a safe, healthy and conducive working environment.

FINANCIAL ADMINISTRATION

Finance administers compliance with all relevant financial statutes and regulations, the most important of which is the PFMA. In ensuring compliance, the unit strives to attain a balance between achieving service excellence and maintaining administrative controls.

2.4 Strategic Plan Objective Annual and Medium Term Targets

PERFORMANCE INDICATOR	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFOR-MANCE	PLANNED PERFOR-MANCE CURRENT YEAR	MEDIUM TERM TARGETS				
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Strategic Objective 5.2: Internal Business Processes										
5.2 Number of Annual Report tabled	1	1	1	1	1	1	1	1	1	1
Strategic Objective 5.4: Financial Perspective										
5.4 Number of Clean Audit Report	-	-	-	-	1	1	1	1	1	1

2.5 Programme Performance Indicators and Annual Targets

PERFORMANCE INDICATOR	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFOR-MANCE	PLANNED PERFOR-MANCE CURRENT YEAR	MEDIUM TERM TARGETS				
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Strategic Objective 5.2: Internal Business Processes										
5.2.1 To ensure the progressive and innovative management of human resources that attracts, develops and retains key talent, and leverages external expertise										
5.2.1.1 Number of Human Resources Strategy developed	-	-	-	-	1				-	-
5.2.1.2 Number of Employment Equity Plan developed	-	-	-	-	1				-	-
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.										
5.2.2.1 Number of ICT Governance Framework developed	-	-	-	-	1	-	-	-	-	-
5.2.2.2 Percentage of Data warehouse project phase completed and implemented	-	-	-	-	60%	40%	-	-	-	-
5.2.2.3 Number of Business Continuity Plan developed	-	-	-	-	1	-	-	-	-	-
5.2.2.4 Number of Disaster Recovery plan developed	-	-	-	-	1	-	-	-	-	-
5.2.3: To ensure the coordinated, cost-effective and innovative management of Commission assets in support of delivery on the Commission's mandate										
5.2.3.1 Number of Employee Wellness, Health and Safety Policies developed	-	-	-	-	1	-	-	-	-	-
5.2.3.2 Number of document archive feasibility study conducted	-	-	-	-	1		-	-	-	-

2.5 Programme Performance Indicators and Annual Targets – continued

PERFORMANCE INDICATOR	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFOR-MANCE	PLANNED PERFOR-MANCE CURRENT YEAR	MEDIUM TERM TARGETS				
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Strategic Objective 5.2: Internal Business Processes										
5.2.4: To ensure compliance with legislation and adherence to relevant corporate governance best practice.										
5.2.4.1 Number of Final Strategic Plan to National Treasury by Statutory deadline	1	1	1	1	0	1	1	1	1	1
5.2.4.2 Number of Final Strategic Plan to Parliament by Statutory deadline	1	1	1	1	0	1	1	1	1	1
5.2.4.3 Number of Submission for Division of Revenue approved and tabled by May 2019	1	1	1	1	1	1	1	1	1	1
5.2.4.4 Number of Submission of Quarterly Financial and Non-Financial Performance Information to NT by due date	4	4	4	4	4	4	4	4	4	4
5.2.4.5 Number of Submission of unaudited Annual Financial and Non-Financial Performance Information to AG by due date	1	1	1	1	1	1	1	1	1	1
5.2.4.6 Number of Submission of unaudited Annual Financial and Non-Financial Performance Information to NT by due date	1	1	1	1	1	1	1	1	1	1
5.2.4.7 Number of Annual Report tabled before Parliament, NT and AG by due date	3	3	3	3	3	3	3	3	3	3
5.2.4.8 Number of Review and Approval of Compliance report	-	-	-	-	4	4	4	4	4	4

2.5 Programme Performance Indicators and Annual Targets – continued

PERFORMANCE INDICATOR	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFOR-MANCE	PLANNED PERFOR-MANCE CURRENT YEAR	MEDIUM TERM TARGETS				
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Strategic Objective 5.2: Internal Business Processes										
5.2.4 (cont.): To ensure compliance with legislation and adherence to relevant corporate governance best practice.										
5.2.4.9 Number of Development and approval of compliance charter	-	-	-	-	1	-	-	-	-	-
5.2.4.10 Number of Adjustment Budget Estimates Submission to NT by due date	1	1	1	0	1	1	1	1	1	1
5.2.4.11 Number of Estimates of National Expenditure (ENE) Submission to NT by due date	1	1	1	1	1	1	1	1	1	1
5.2.5: To ensure superior performance										
5.2.5.1 Percentage of Implementation of Human Resources Performance Management System					100%	100%	100%	100%	100%	100%
Strategic Objective 5.4: Financial Perspective										
5.4.1: To ensure prudent and transparent management of the financial resources of the Commission										
5.4.1.1 Number of Supply Chain Management Policies reviewed	1	1	1	1	1	1	1	1	1	1
5.4.1.2 Number of Clean Audit Report	-	-	-	-	1	1	1	1	1	1
5.4.2: To ensure access to supplementary sources of funding										
5.4.2.1. Number of partnerships, sponsorships, collaboration agreements or special projects	1	2	1	1	1	1	1	1	1	1

2.6 Programme Performance Indicator Quarterly targets for 2019/20

PERFORMANCE INDICATOR	ANNUAL TARGETS 2019/20	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Strategic Objective 5.2: Internal Business Processes					
5.2.1 To ensure the progressive and innovative management of human resources that attracts, develops and retains key talent, and leverages external expertise					
5.2.1.1 Number of Human resource strategy developed	1	-			
5.2.1.2 Number of Employment Equity Plan developed	1	-	-		
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.					
5.2.2.1 Number of ICT Governance Framework developed	1	-	1	-	-
5.2.2.2 Percentage of Data warehouse project phase completed and implemented	60%	10%	10%	20%	20%
5.2.2.3 Number of Business Continuity Plan developed	1	-	-	-	1
5.2.2.4 Number of Disaster Recovery plan developed	1	-	-	-	1
5.2.3: To ensure the coordinated, cost-effective and innovative management of Commission assets in support of delivery on the Commission's mandate					
5.2.3.1 Number of Employee Wellness, Health and Safety Policies developed	1	-	-	1	
5.2.3.2 Number of document archive feasibility study conducted	1	-	-		1
5.2.4: To ensure compliance with legislation and adherence to relevant corporate governance best practice.					
5.2.4.1 Number of Final Strategic Plan to National Treasury by Statutory deadline	0	-	-	-	-
5.2.4.2 Number of Final Strategic Plan to Parliament by Statutory deadline	0	-	-	-	-
5.2.4.3 Number of Submission for Division of Revenue approved and tabled by May 2019	1	1	-	-	-
5.2.4.4 Number of Submission of Quarterly Financial and Non-Financial Performance Information to NT by due date	4	1	1	1	1
5.2.4.5 Number of Submission of unaudited Annual Financial and Non-Financial Performance Information to AG by due date	1	-	1	-	-
5.2.4.6 Number of Submission of unaudited Annual Financial and Non-Financial Performance Information to NT by due date	1	-	1	-	-
5.2.4.7 Number of Annual Report tabled before Parliament, Provincial Legislatures, NT and AG by due date	3	-	1	2	-
5.2.4.8 Number of Review and approval of Compliance report	4	1	1	1	1
5.2.4.9 Number of Development and approval of compliance charter	1	-	-	-	1
5.2.4.10 Number of Adjustment Budget Estimates Submission to NT by due date	1	-	-	1	-
5.2.4.11 Number of Estimates of National Expenditure (ENE) Submission to NT by due date	1	-	-	1	-

2.6 Programme Performance Indicator Quarterly Targets for 2019/20 – continued

PERFORMANCE INDICATOR	ANNUAL TARGETS 2019/20	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Strategic Objective 5.2: Internal Business Processes					
5.2.5: To ensure superior performance					
5.2.5.1 Percentage of Implementation of Human Resources Performance Management System	100%	60%	-	40%	-
Strategic Objective 5.4: Financial Perspective					
5.4.1: To ensure prudent and transparent management of the financial resources of the Commission					
5.4.1.1 Number of Supply Chain Management Policies reviewed	1	-	-	-	1
5.4.1.2 Number of Clean Audit Report	1	-	1	-	-
5.4.2: To ensure access to supplementary sources of funding					
5.4.2.1. Number of partnerships, sponsorships, collaboration agreements or special projects	1	-	-	-	1

2.7 Expenditure Trends and Estimates

Sub-programme	Audited outcome			Revised estimate	Average growth rate (%)	Average: expenditure /total (%)	Medium term expenditure estimate			Average growth rate (%)	Average: expenditure /total (%)
R thousand	2015/16	2016/17	2017/18	2018/19	2015/16 - 2018/19		2019/20	2020/21	2021/22	2018/19- 2021/22	
Administration	21 166	27 502	30 754	29 767	12.9%	100.0%	26 381	26 122	25 027	-5.5%	100.0%
Total	**21 166**	**27 502**	**30 754**	**29 767**	**12.9%**	**100.0%**	**26 381**	**26 122**	**25 027**	**-5.5%**	**100.0%**
Change to 2018 Budget Estimate				**(743,7)**			**(785,1)**	**(828,2)**			
Economic classification											
Current payments	**21 166**	**27 502**	**30 754**	**29 767**	**12.8%**	**100.0%**	**26 381**	**26 122**	**25 027**	**-5.5%**	**100.0%**
Compensation of employees	12 319	14 694	15 139	22 152	22.9%	58.8%	16 357	15 995	16 169	-9.1%	65.6%
Goods and services	8 743	12 637	15 339	7 448	4.8%	40.5%	9 849	9 942	8 664	6.8%	33.8%
Depreciation	104	171	220	166	22.8%	0.6%	175	184	193	5.2%	0.7%
Losses from sale of fixed assets	-	-	56	-	-	0.0%	-	-	-	-	-
Total Expenditure	**21 166**	**27 502**	**30 754**	**29 767**	**12.8%**	**100.0%**	**26 381**	**26 122**	**25 027**	**-5.5%**	**100.0%**

2.8 Personnel Information

Post status estimated for 31 March 2019		Number and cost of personnel posts filled/planned for on funded establishment																
	Number of funded posts	Actual			Revised estimate			Medium term expenditure estimate									Average growth rate (%)	Average: salary level /total (%)
Administration		2017/18			2018/19			2019/20			2020/21			2021/22			2018/19 - 2021/22	
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Salary level	**22**	**18**	**15 139**	**841**	**22**	**24 194**	**1 100**	**20**	**20 406**	**1 020**	**20**	**22 032**	**1 102**	**19**	**24 610**	**698**	**-5.2%**	**100.0%**
1 – 6	1	1	171	171	1	181	181	1	192	192	1	204	204	1	216	187	5.8%	4.8%
7 – 10	8	7	3 869	553	8	4 651	581	7	2 744	392	7	2 772	396	7	2 938	475	5.6%	38.4%
11 – 12	4	4	3 264	816	4	3 460	865	4	3 529	882	4	3 564	891	4	3 778	612	5.8%	19.2%
13 – 16	9	6	7 835	1 306	9	15 902	1 767	8	13 941	1 743	8	15 492	1 936	7	17 678	815	-8.9%	37.6%

Note: 1. Data has been provided by the Commission and may not necessarily reconcile with official public sector personnel data.
2. Rand thousand.

3 Programme 2: Research and Recommendations Programme

3.1 Purpose

This programme aims to inform government's policy, implementation, planning, monitoring and evaluation on financial and fiscal matters within the intergovernmental fiscal relations system and public finance.

3.2 Strategic Objectives

	Strategic Objectives	Strategic Statements
	Strategic Objective 5.1 : Stakeholder Perspective	
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, the Commission's Challenges and Achievements*	*To develop and implement a multi-year Commission strategy that is aligned with Commission's legislative mandate through sound governance, policies and systems*
5.1.2	*To ensure that Commission research is converted to policy advice and recommendations written in language that policymakers can understand*	*Translation of research findings into credible, evidenced policy advice and providing this advice in a manner which can be easily understood and acted upon by the relevant policymakers and other IGR system stakeholders*
5.1.3	*To ensure the generation of quality, innovative, pioneering research that informs key IGFR strategic debates and choices*	*Ensure that research, policy advice and recommendations inform key IGFR strategic debates and choices*
	Strategic Objective 5.3: Learning and Innovation	
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*	*An effective Knowledge Management strategy provides access to best/latest thinking, stimulates novel approaches and the generation of new ideas. These in turn lead to innovation and faster problem-solving*

3.3 Sub-Programme Overview

The functions of this programme are carried out by a team of research managers within the Research and Recommendations Programme (RRP). The main focuses of the programme are to: conduct research and provide analytical, empirical and interpretive inputs into the Commission's public expenditure studies and recommendations. Essentially, this programme is designed to serve as an objective opinion maker on all matters of financial and fiscal relevance across all spheres of government.

3.4 Strategic Plan Objective Annual and Medium-Term Targets

PERFORMANCE INDICATOR	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFOR-MANCE	PLANNED PERFOR-MANCE CURRENT YEAR	MEDIUM TERM TARGETS				
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Strategic Objective 5.1: Stakeholder Perspective										
5.1.Number of briefings on the Submission for the Division of Revenue	13	12	12	12	12	12	12	12	12	12
Strategic Objective 5.3: Learning and Innovation										
5.3 Number of Technical Report	-	-	-	-	1	1	1	1	1	1

3.5 Programme Performance Indicators and Annual Targets

PERFORMANCE INDICATOR	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFOR-MANCE	PLANNED PERFOR-MANCE CURRENT YEAR	MEDIUM TERM TARGETS				
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Strategic Objective 5.1: Stakeholder Perspective										
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, the Commission's Challenges and Achievements.										
5.1.1.1 Number of briefings on the Submission for the Division of Revenue	13	12	12	12	12	12	12	12	12	12
5.1.1.2 Number of Committees briefed on Medium Term Budget Policy Statement	4	4	4	4	4	4	4	4	4	4
5.1.1.3 Number of briefings on Commission submission on the Division of Revenue Bill	4	1	2	1	1	1	1	1	1	1
5.1.1.4 Number of briefings on Commission submission on the Fiscal Framework and Revenue Proposals	4	1	1	1	1	1	1	1	1	1
5.1.1.5 Number of briefings on Commission submission on the Appropriation Bill	1	1	1	1	1	1	1	1	1	1
5.1.1.6 Number of briefings on Commission annual report annually	1	0	0	0	1	1	1	1	1	1
5.1.1.7 Number of Technical Committee on Finance meetings	4	5	0	0	3	4	4	4	4	4
5.1.1.8 Number of Budget Council meetings and Forum meetings	4	3	0	0	3	4	4	4	4	4
5.1.1.9 Number of presentations on request by stakeholders	41	40	41	10	10	10	10	10	10	10
5.1.2: To ensure that Commission research is converted to policy advice and recommendations written in language that policymakers can understand										
5.1.2.1 Number of Technical Report	1	1	1	1	1	1	1	1	1	1
5.1.2.2 Number of Policy briefs approved	5	5	5	5	5	5	5	5	5	5

3.5 Programme Performance Indicators and Annual Targets - continued

PERFORMANCE INDICATOR	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFOR-MANCE	PLANNED PERFOR-MANCE CURRENT YEAR	MEDIUM TERM TARGETS				
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Strategic Objective 5.1: Stakeholder Perspective										
5.1.3: To ensure the generation of quality, innovative, pioneering research that informs key IGFR strategic debates and choices										
5.1.3.1 Number of Annual Submission for Division of Revenue	1	1	1	1	1	1	1	1	1	1
5.1.3.2 Number of Medium Term Budget Policy Statement Submission	1	1	1	1	1	1	1	1	1	1
5.1.3.3 Number of Division of Revenue Bill Submission	1	1	1	1	1	1	1	1	1	1
5.1.3.4 Number of Fiscal Framework and Tax Proposals Submission	1	1	1	1	1	1	1	1	1	1
5.1.3.5 Number of Appropriation Bill Submission	1	1	1	1	1	1	1	1	1	1
Strategic Objective 5.3: Learning and Innovation										
5.3.1: To ensure the creation of new knowledge, the institutionalisation of such knowledge and its transfer to other role players within the intergovernmental fiscal relations system										
5.3.1.1 Number of recognised book chapters or working papers or technical reports published as per research policy	9	19	11	8	4	6	8	8	8	8

3.6 Programme Performance Indicator Quarterly Targets for 2019/20

PERFORMANCE INDICATOR	ANNUAL TARGETS 2019/20	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Strategic Objective 5.1: Stakeholder Perspective					
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, the Commission's Challenges and Achievements.					
5.1.1.1 Number of briefings on the Submission for the Division of Revenue	12	-	-	4	8
5.1.1.2 Number of Committees briefed on Medium Term Budget Policy Statement	4	-	-	4	-
5.1.1.3 Number of briefings on Commission submission on the Division of Revenue Bill	1	-	1	-	1
5.1.1.4 Number of briefings on Commission submision on the Fiscal Framework and Revenue Proposals	1	-	-	-	1
5.1.1.5 Number of Briefings on Commission submission on the Appropriation Bill	1	-	-	-	1
5.1.1.6 Number of briefings on Commission annual report annually	1	-	-	-	1
5.1.1.7 Number of Technical Committee on Finance meetings	3	-	1	1	1
5.1.1.8 Number of Budget Council meetings and Forum meetings	3	-	1	1	1
5.1.1.9 Number of presentations on request by stakeholders	10	2	2	6	-
5.1.2: To ensure that Commission research is converted to policy advice and recommendations written in language that policymakers can understand					
5.1.2.1 Number of Technical Report	1	-	-	-	1
5.1.2.2 Number of Policy briefs approved	5	-	-	-	5
5.1.3: To ensure the generation of quality, innovative, pioneering research that informs key IGFR strategic debates and choices					
5.1.3.1 Number of Annual Submission for Division of Revenue	1	1	-	-	-
5.1.3.2 Number of Medium Term Budget Policy Statement Submission	1	-	-	1	-
5.1.3.3 Number of Division of Revenue Bill Submission	1	-	-	-	1
5.1.3.4 Number of Fiscal Framework and Tax Proposals Submission	1	-	-	-	1
5.1.3.5 Number of Appropriation Bill Submission	1	-	-	-	1
Strategic Objective 5.3: Learning and Innovation					
5.3.1: To ensure the creation of new knowledge, the institutionalisation of such knowledge and its transfer to other role players within the intergovernmental fiscal relations system					
5.3.1.1 Number of recognised book chapters or working papers or technical reports published as per research policy	4	-	-	2	2

3.7 Expenditure Trends and Estimates

Sub-programme	Audited outcome			Revised estimate	Average growth rate (%)	Average: expenditure /total (%)	Medium term expenditure estimate			Average growth rate (%)	Average: expenditure /total (%)
R thousand	2015/16	2016/17	2017/18	2018/19	2015/16 - 2018/19		2019/20	2020/21	2021/22	2018/19- 2021/22	
Research	20 249	17 787	17 016	22 925	6.1%	100.0%	28 045	31 297	35 435	15.7%	100.0%
Total	**20 249**	**17 787**	**17 016**	**22 925**	**6.1%**	**100.0%**	**28 045**	**31 297**	**35 435**	**15.7%**	**100.0%**
Change to 2018 Budget Estimate				**(584,3)**			**(616,9)**	**(650,8)**			
Economic classification											
Current payments	**20 249**	**17 787**	**17 016**	**22 925**	**6.1%**	**100.0%**	**28 045**	**31 297**	**35 435**	**15.7%**	**100.0%**
Compensation of employees	13 727	13 434	16 402	13 599	1.0%	74.8%	22 209	26 000	30 102	32.1%	76.6%
Goods and services	6 522	4 353	614	9 326	433.3%	25.2%	5 836	5 297	5 333	-15.3%	23.4%
Depreciation	-	-	-	-	-	-	-	-	-	-	-
Losses from sale of fixed assets	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	**20 249**	**17 787**	**17 016**	**22 925**	**6.1%**	**100.0%**	**28 045**	**31 297**	**35 435**	**15.7%**	**100.0%**

3.8 Personnel Information

Post status estimated for 31 March 2019		Number and cost of personnel posts filled/planned for on funded establishment																
	Number of funded posts	Actual			Revised estimate			Medium term expenditure estimate									Average growth rate (%)	Average: salary level /total (%)
Research		2017/18			2018/19			2019/20			2020/21			2021/22			2018/19 - 2021/22	
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Salary level	**17**	**15**	**16 402**	**1 093**	**15**	**13 599**	**907**	**19**	**22 209**	**1 169**	**19**	**26 000**	**1 368**	**20**	**30 102**	**1 254**	**23.6%**	**100.0%**
1 – 6	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
7 – 10	2	2	1 348	674	2	1 391	696	2	1 488	744	2	1 563	781	2	1 649	824	5.8%	10.5%
11 – 12	4	4	3 307	827	4	1 990	498	4	4 496	1 124	4	5 611	1 403	4	6 141	1 535	14.8%	20.9%
13 – 16	11	9	11 747	1 175	9	10 218	1 135	13	16 225	1 248	13	18 826	1 448	14	22 312	1 240	28.9%	68.6%

Note: 1. Data has been provided by the Commission and may not necessarily reconcile with official public sector personnel data.
2. Rand thousand.

PART C: ANNEXURES

4 Annexure on the Financial and Fiscal Commission's 2014-2019 Strategic Plan

In line with the communique which was sent by the DPME for the attention of all Heads of Constitutional Institutions in respect of the preparation and (re)tabling of strategic plans following general elections in 2019, it was stated that institutions whose plans do not cover the 2019/20 financial year are advised to amend their strategic plans by adding an Annexure to the 2019/20 APP to cover the 2019/20 financial year.

This Annexure to the Financial and Fiscal Commission's 2019/20 APP accordingly confirms that the organisation's 2019/20 APP is based on its current strategic plan and serves to amend the strategic plan to cover the 2019/20 financial year.

5 Endnotes

APPLICABLE TO ALL PROGRAMMES

- The commission has revised its indicators and/or targets or developed new indicators to strengthen compliance with the framework for strategic plans, to align with outcomes performance reporting and/or to address findings by the Auditor-General. Please refer to these end notes for information on actual amendments made and the published Annual Report for actual information reported on similar indicators.

N/A – No target set for the period

1. Performance Indicator 5.1.2 changed from "To ensure that Commission research is converted to policy advice and recommendations written in language that is accessible to policy makers" to "To ensure that Commission research is converted to policy advice and recommendations written in language that policy makers can understand".
2. Performance Indicator 5.1.3 changed from "To ensure that policy advice and recommendations respond timeously and proactively to the environment and to the dynamic needs of stakeholders" to "To ensure the generation of quality, innovative pioneering research that informs key IGFR strategic debates and choices".
3. Performance Indicator 5.1.1.4 "Number of briefings on Commission submission on the Fiscal Framework and Revenue Proposals" revised. Previously "Number of briefings on Fiscal Framework and Revenue Proposals"
4. Performance Indicator 5.1.1.7 "Number of Technical Committee on Finance meetings" revised. Previously "Number of TCF meetings".
5. Performance Indicator 5.1.2.1 "Number of Technical Report" revised. Previously "Technical Report".
6. Performance Indicator 5.1.2.2 "Number of Policy Briefs Approved" revised. Previously "Policy briefs approved".
7. Performance Indicator 5.1.3.1 "Number of Annual Submission for Division of Revenue" revised. Previously "Annual Submission for Division of Revenue".
8. Performance Indicator 5.1.3.2 "Number of Medium-Term Budget Policy Statement Submission" revised. Previously "Medium Term Budget Policy Statement Submission".
9. Performance Indicator 5.1.3.4 "Number of Fiscal Framework and Tax Proposals Submission" revised. Previously "Fiscal Framework and Tax Proposals Submission".

10. Performance Indicator 5.1.3.5 “Number of Appropriation Bill Submission” revised. Previously “Appropriation Bill Submission”.
11. Performance Indicator 5.2 “Number of Annual Reports tabled”, revised. Previously “Submission and Tabling of Annual Report”.
12. Performance Indicator 5.2.1.1 “Number of Human Resources Strategy developed” revised. Previously “Human resources strategy developed”.
13. Performance Indicator 5.2.1.2 “Number of Employment Equity Plan developed” revised. Previously “Achievement of Employment Equity Plan”.
14. Performance Indicator 5.2.2.1 “Number of ICT Governance Framework developed” revised. Previously “ICT Governance Framework”.
15. Performance Indicator 5.2.2.2 “Percentage of Data warehouse project phase completed and implemented” revised. Previously “Data warehouse project completed and implemented”.
16. Performance Indicator 5.2.2.3 “Number of Business Continuity Plan developed” revised. Previously “Business Continuity Plan developed”.
17. Performance Indicator 5.2.2.4 “Number of Disaster Recovery Plan developed” revised. Previously “Disaster Recovery Plan developed”.
18. Performance Indicator 5.2.3.1 “Number of Employee Wellness, Health and Safety Policies developed” revised. Previously “Employee Wellness, Health and Safety Policy”.
19. Performance Indicator 5.2.3.2 “Number of document archive feasibility study conducted” revised. Previously “Conduct document warehouse archive feasibility study”.
20. Performance Indicator 5.2.4.1 “Number of Final Strategic Plan to National Treasury by Statutory deadline” revised. Previously “Final Strategic Plan to National Treasury”.
21. Performance Indicator 5.2.4.2 “Number of Final Strategic Plan to Parliament by Statutory deadline” revised. Previously “Final Strategic Plans to Parliament”.
22. Performance Indicator 5.2.4.3 “Number of Submission for Division of Revenue approved and tabled by May 2019” revised. Previously “Tabling of Submission by May 2019”.
23. Performance Indicator 5.2.4.4 “Number of Submissions of Quarterly Financial and Non-Financial Performance Information to NT by due date” revised. Previously “Submission of Quarterly Financial and Non-Financial Performance Information to NT by due date”.
24. Performance Indicator 5.2.4.5 “Number of Submissions of unaudited Annual Financial and Non-Financial Performance Information to AG by due date” revised. Previously “Submission of unaudited Annual Financial and Non-Financial Performance Information to AG by due date”.
25. Performance Indicator 5.2.4.6 “Number of Submissions of unaudited Annual Financial and Non-Financial Performance Information to NT by due date” revised. Previously “Submission of unaudited Annual Financial and Non-Financial Performance Information to NT by due date”.
26. Performance Indicator 5.2.4.7 “Number of Annual Reports tabled before Parliament, NT and AG by due date” revised. Previously “Submission and tabling of Annual Report before Parliament, Provincial Legislatures, Organised Local Government, NT and AG by due date”.

27. Performance Indicator 5.2.4.8 “Number of Review and Approval of Compliance Report” revised. Previously “Review and approval of Compliance Report”.
28. Performance Indicator 5.2.4.9 “Number of Development and approval of compliance charter” revised. Previously “Development and approval of compliance charter”.
29. Performance Indicator 5.2.4.10 “Number of Adjustment Budget Estimates Submissions to NT by due date” revised. Previously “Adjustment Budget Estimates Submission to NT by due date”.
30. Performance Indicator 5.2.4.11 “Number of Estimates of National Expenditure (ENE) Submissions to NT by due date” revised. Previously “Estimates of National Expenditure (ENE) Submission to NT by due date”.
31. Performance Indicator 5.2.5.1 “Percentage of Implementation of Human Resources Performance Management System” revised. Previously “Implementation of Performance Management System”.
32. Performance Indicator 5.3 “Number of Technical Reports by end of financial year “revised. Previously “Technical Report”.
33. Performance Indictor 5.4.1.1 “Number of Supply Chain Management Policies reviewed” revised. Previously “Supply Chain Management Policies reviewed”.
34. Performance Indicator 5.4.1.3 “Number of Clean Audit Reports” revised. Previously “Clean Audit Report”.