



FINANCIAL AND FISCAL COMMISSION
ANNUAL PERFORMANCE PLAN
FOR 2016 - 2017

Private Bag X69
Halfway House
1685

First and Second Floors
Montrose Place
Waterfall Park
Vorna Valley
Midrand
Johannesburg
South Africa

Tel: +27 (0)86 131 5710
Fax: +27 (0)11 207 2344
Website: www.ffc.co.za

For an Equitable Sharing of National Revenue


FOREWORD

The 2016/2017 Annual Performance Plan of the Financial and Fiscal Commission is guided by its Five Year Corporate Strategic Plan which was formulated in May 2014. This Five Year Strategic Plan is the successor to the Commission's 2009 – 2014 Five Year Corporate Strategic Plan which came to an end in March 2014. The Strategic Plan and the Commission's 2016/2017 Annual Performance Plan take into account Government's Medium Term Strategic Framework (MTSF) which reflects political outcomes priorities. It also takes into account the prevailing economic climate and current government priorities as expressed in a number of policy statements and the instructive National Development Plan.

The Commission sees its primary organisational objective for 2016/2017 Financial Year, as generating and disseminating influential policy advice on using the intergovernmental system to realise the policy impacts necessary for national development and the progressive realisation of the constitutional vision and the National Development Plan adopted by Cabinet as a blueprint for all government operations.

Performance targets for 2016/17 were developed by the Commission and are presented in this Annual Performance Plan. These performance targets will be monitored quarterly to reflect the Commission's continued progress and effort toward meeting its long-term performance goals and objectives. It is our hope that this performance framework will help society understand the importance of the Commission's work and the contributions that the Commission is making toward advancing sustainable and equitable intergovernmental fiscal relations system to realise the values of the Constitution of the Republic of South Africa.

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



Mr Bongani Khumalo

Acting Chairperson/CE, Financial and Fiscal Commission

Date: 29/01/2016

DECLARATION

It is hereby certified that the attached Performance Plan was developed by the management of the Financial and Fiscal Commission under the guidance of the Commission; takes into account all the relevant policies, legislation and other mandates for which the Financial and Fiscal Commission is responsible; and accurately reflects the annual targeted performance and budgets, and is based on the business' 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 2016/2017 Financial Year.



Mr Bongani Khumalo
Acting Chairperson and Accounting Officer
Financial and Fiscal Commission
Date: 29/01/2016

...

Table of Contents

PART A: STRATEGIC OVERVIEW

- 1.** Situational Analysis
 - 1.1 Commission's Operational Domain
 - 1.2 Organisational Environment
- 2.** Revisions to Legislative and Other Mandates
- 3.** Overview of 2016/2017 Budget and MTEF Estimates
 - 3.1 Expenditure Estimates
 - 3.2 Relating Expenditure Trends to Strategic Outcome Oriented Goals
 - 3.3 Relating Expenditure to Strategic Objectives
- 4.** Annual Performance Plan and Budget for the 2016/2017 Financial Year

Annexure A: Budget Estimate

Annexure B: Vision, Mission, Values, Strategic Goals and Objectives

Annexure C: Technical Indicator Descriptions

PART A

Situational Analysis

Past and Present Trends

1.1 Internal

Over the past few years the Commission has had to manage internal challenges that could easily compromise the quality of its work. Some areas of concern remain but effort is being made to manage the challenges better than before. It is however important to note the following:

- That the Commission continued to provide effective and responsible leadership by defining strategy, providing direction, establishing ethical rules and pronouncing corporate values that influence and guide practices and behaviour to achieve sustainable performance.
- That the uncertainty regarding the unresolved position of Chairperson of the Commission which has been vacant since September 2010 does sometimes complicated matters.
- That a coherent corporate strategy process - formulation, implementation, monitoring and review process is now in place
- That the secretariat is now in a better position to support Commissioners in the interpretation and implementation of the mandate, vision and mission of the Commission due to improved research capability
- That despite the challenges of skills flight, as well as uneven capacity and performance at programme manager level continue to persist, there is general improvement in the quality of Commission outputs.
- That a need still exists for the Commission to strengthen its alliances with other strong research partners and contribute more to such partnerships
- Lastly, the prudent financial management and longer term fiscal discipline measures instituted during the 2013-2014 period have enabled the Commission to bring the legacy of perpetual deficits under control.

As part of the Commission's aggressive drive to stakeholder management and to do things differently, public hearings (pre-engagement, engagement, post-engagement) and policy briefs continue to be institutionalised. There is hope that with the appointment of new Commissioners (process completed in July 2014), the Commission will gain more visibility to its stakeholders and continue to improve its relationship with parliament in order to meet its mandate.

1.2 External

Factors that are external to the FFC environment continue to influence the Commission's work and its outlook on the country's landscape. Central in such factors are the following:

- The effects of the 2008 global economic crisis and its fiscal consequences that are still being felt and continue to shape the present and future global environment
- The emerging resilience of the South African fiscal and financial institutional framework as signified by a stronger financial cluster despite intense global pressures.
- Ongoing, even though subtle conflict within the labour relations front which is increasingly weakening the inflation anchor impact on public sector wage bill
- Stalling of progress of implementation of the Public Finance Management Act (PFMA) based on Auditor General Reports
- The drive to enforce the provisions of the Municipal Finance Management Act (MFMA) to ensure clean audits, based on Auditor General Reports, still appears to be an elusive goal
- Notable moves towards far-reaching reform which will impact the IGFR system. The National Health Insurance (NHI) and the concept of a single public service are cases in point
- The marked changes in the role of provincial governments as some functions have been shifted to national government (e.g. FET colleges), whereas others have been devolved to cities (e.g. public transports and housing).
- Weaknesses in public sector entity management that pose a quasi-fiscal risk

Linked to the above mentioned external factors is the incessant demand on the Commission to provide oversight support to Parliament.

The Future (20015-2020)

2.1 Internal

Moving forward, the Commission is of the view that the following will have an impact on the Commission's performance:

- That as a consequence the legislated conflation of the accounting and executing authorities of the Commission in one person continued to raise serious governance issues
- Implementation of the New Delivery Model is urgent to respond to output quality issues and budget pressures
- Whilst there seems to be some stability setting in, in the research area, the Commission remains concerned by the difficulty to attract and retain key research talent. This is fuelled among others by a skills shortage in a highly competitive market for talent in the financial and economic analysis domains which are core for the delivery of quality and relevant products. The Commission is therefore mindful that national effort has to be made to avoid a situation where partners in the field may end up poaching from one another.
- Keeping up to date with technological changes and investing in specialist research technologies that are mission critical for the work of the Commission
- The implementing of the cost of containment measures remains high priority to the Commission.

It is important and necessary that these factors be attended to if the commission is to be able to maintain stability and improve in a number of areas that are viewed as weak points within the system. These will certainly have an impact on the Commission's ability to manage or mitigate the external factors that have an impact on its work.

2.1 External

The Commission's major mandate is to advise parliament and therefore influence government on evidence based policy research relating to the Inter-Governmental Framework Relations. This is the arena where the quality and delivery of services directly impacts on the lives of South Africans.

Going forward, the Commission is of the view that the following will continue to have an impact on the future direction of the IGFR system:

- The aftermath of the 2008 global financial and economic crisis
- Slow pace of the global recovery and the fears of a second recession which may have dire implications for the Fiscal Framework and the Intergovernmental Fiscal Relations (IGFR) system
- Limited fiscal space due to budget deficit that is unlikely to be successfully consolidated over the medium term; a likely slowdown in revenue collection; and social spending demands
- The continued pursuit of a development agenda that embraces a wider set of objectives
- The implementation of the New Growth Path and the National Development Plan adopted by Government which aim to introduce far reaching interventions to deal with poverty, inequality and employment
- The impact of the Parliamentary Budget Office on the budget process and on how the Commission conducts its work
- Issues of fiscal decentralisation with particular reference to the financial and fiscal relations amongst the national, provincial and local spheres of government. Changes in the delivery of basic services at the municipal level such as extra-ordinary intervention to speed up the delivery of basic services at municipal level (using special purpose vehicles) that are being proposed will have far reaching impacts.
- Continued policy uncertainty regarding the role of provinces
- Lack of clear and coordinated policies, particularly in the medium to longer term such as

whether greater government involvement in the economic growth process as stipulated in NGP is required, or whether more involvement from the private sector and more active citizenry as stipulated in the National Planning Commission's 2030 vision is required.

- The move to devolve functions such as public transport and human settlements to cities as well as moving functions such as infrastructure coordination and further education and training to the national sphere of government
- The continued ascendancy of issues of climate change and the green economy
- Opportunities for growth in the African continent.
- Challenges with the adequacy and utility of Local Government Fiscal Framework (LGFF) that continue to remain unresolved
- The rise of metropolitan areas as centres of economic and political power
- Water and electricity adequacy and pricing issues
- Issues regarding the quality of basic education and the use of the Annual National Assessments (ANA) on literacy and numeracy to address it
- Regulatory initiatives such as the National Health Insurance (NHI) and the 2011 amendment to Section 71(1)) of the Municipal Systems Act
- Local government elections in 2016 which will potentially bring with them problems of paralysis in the period leading to the elections, and post-election transition issues such as new legislators and members of the executive who are not familiar with intergovernmental relations policy and practice
- An increasingly contested political space accompanied by the creeping tendency to centralise functions either nationally or provincially.
- Non-compliance with or enforcement of the prescripts of division of revenue legislation, and of legislation requiring consultation with the Commission before legislative or executive action is taken

All of these collectively point to the fact that the IGR system remains in a state of flux, and that the Commission has an opportunity to influence the debate on the development trajectory going forward.

The Commission's Operational Domain

3.1 Performance Environment

Changes in legislation such as the Money Bills Amendment Procedures and Related Matters Act (a bigger role for the Commission in the budget process) and the 2011 Amendment to the Municipal Systems Act (a role for the Commission in the wage negotiations between organised local government and organised labour), as well as the exponential increase in the demand for the Commission's services by stakeholders in terms of the Section 3 of the Financial and Fiscal Commission Act have provided the Commission with an opportunity to influence the development of the South African system of intergovernmental fiscal relations in such a manner that constitutional and development goals and outcomes can be attained. These have however also placed a great deal of pressure on already oversubscribed Commissioner-time and limited Commission financial and human resources.

3.2 Stakeholder Management

The appointment and assumption of office by the new commissioners provides the Commission with an opportunity to better position itself in relation to its image. This offers the Commission new avenues through which it can utilise new networks and experiences to bring more energy to the work of the Commission.

The 2016 local government elections will introduce a proportion of new councilors some of whom will not, in varying degrees, be familiar with South African intergovernmental relations policy and practice. Bringing these new entrants up to speed in the shortest possible time will be key to ensuring that appropriate policy decisions are made and the benefits that are intended to flow from them are not delayed.

3.3 The National Development Influence

This Operational Domain will be heavily influenced by the strategic focus that Commissioners have identified requiring focus on, namely:

- 1) Creeping centralization of government services and the impact on society

- 2) Budget review for committees
- 3) Non-Governmental Organisation funding
- 4) Engagement with the business community
- 5) Impact of changes in various sectors brought about by the new executive (government)
- 6) Introduction of the National Health Insurance – impact on provinces
- 7) Strengthening relationship with parliament
- 8) Review of the functions of Commissioners and Secretariat
- 9) Communications management within the Commission

These strategic focus areas derive relevance also from the instructive National Development Plan 2030 which many government departments and local municipalities are busy implementing or devising operational plans for.

The nine primary challenges that were identified during the Diagnostic Phase of the Planning Commission remain a serious challenge to the functionality of local government and prosperity of citizens, particularly those who solely depend on government for basic services. The nine primary challenges mostly have an economic / financial basis and therefore fall within the Commission's mandate in terms of policy advice. These challenges are that:

- 1) Too few people work
- 2) The quality of school education for black people is poor
- 3) Infrastructure is poorly located, inadequate and under-maintained
- 4) Spatial divides hobble inclusive development
- 5) The economy is unsustainably resource intensive
- 6) The public health system cannot meet demand or sustain quality
- 7) Public services are uneven and often of poor quality
- 8) Corruption levels are high
- 9) South Africa remains a divided society

Among the priorities identified for action are those that the Commission has intense interest in or can have a high index of influence, i.e.:

Priority	Relevance to FFC (advisory based on researched evidence)
Promoting active citizenry to strengthen development, democracy and accountability	Deepening accountability around the nature and quality of services delivered at local government level
Bringing about faster economic growth, higher investment and greater labour absorption	Improvement of the skills sets at municipal level and promoting economic activity by ordinary citizens
Focusing on key capabilities of people and the state	Deepening of knowledge and skills spanning local, provincial to national spheres of government
Building a capable and developmental state	Capacitation of the state
Encouraging strong leadership throughout society to work together to solve problems	Capacitation and arming of citizenry with relevant information and knowledge for them to participate in the shaping of their lives

Based on these NDP imperatives, the Commission has a clear responsibility to work further and produce sound advice to parliament on the nine strategic focus areas that the Commissioners have already identified.

This in part is what has positively influenced the development and future adoption of this Annual Performance Plan 2016 – 2017.

4

EXPENDITURE ESTIMATES

Statement of financial performance

R thousand	Audited outcome			Current Budget	Medium-term estimate		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Revenue							
Tax revenue	-	-	-	-	-	-	-
Non-tax revenue	226	758	241	106	106	106	106
Sale of goods and services other than capital assets of which:							
Administration fees	-	-	-	-	-	-	-
Sales by market establishment	-	-	-	-	-	-	-
Other sales	-	-	-	-	-	-	-
Other non-tax revenue	226	758	241	106	106	106	106
Transfers received	37 268	39 567	44 488	41 156	47 563	50 647	53 110
Total revenue	37 494	40 325	45 529	41 262	47 669	50 753	53 216
Expenses							
Current expenses	35 351	38 914	45 285	41 262	47 669	50 753	53 216
Compensation of employees	20 383	20 808	21 947	22 906	25 825	28 140	29 281
Goods and services	14 978	17 535	23 255	18 250	21 738	22 507	23 829
Depreciation	-10	571	83	106	106	106	106

	Audited outcome			Current Budget 2015/16	Medium-term estimate		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
Transfers and subsidies	-	-	-	-	-	-	-
Total expenses	35 531	38 914	45 285	40 990	43 157	45 310	48 113
Surplus / (Deficit)	2 143	1 411	244	-	-	-	-
Acquisition of assets	365	250	265	250	77	81	86
Statement of financial position							
Carrying value of assets of which:							
Acquisition of assets	684	735	689	744	791	836	885
Investments	365	250	265	250	77	81	86
Inventory	-	-	-	-	-	-	-
Loans	-	-	-	-	-	-	-
Accrued investment interest	-	-	-	-	-	-	-
Receivables and prepayments	-	-	-	-	-	-	-
Cash and cash equivalents	-	-	-	-	-	-	-
Taxation	156	451	143	144	144	144	144
Derivatives financial instruments	1 263	2 048	3 305	3 470	3 685	3 899	4 125
Total assets	-	-	-	-	-	-	-
Accumulated surplus/(deficit)	2 103	3 233	4 158	4 359	4 620	4 880	5 154
	(1 932)	(181)	63	104	158	212	270

Annual Performance Plan 2016/2017

	Audited outcome			Current Budget 2015/16	Medium-term estimate		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
Capital and reserves	919	919	919	919	919	919	919
Capital reserve fund	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-
Finance lease	154	94	134	-	-	-	-
Accrued interest	-	-	-	-	-	-	-
Deferred income	-	-	-	-	-	-	-
Trade and other payables	2 519	1 440	1 749	1 975	2 098	2 219	2 348
Taxation	-	-	-	-	-	-	-
Provisions	597	961	1 294	1 361	1 445	1 529	1 618
Managed funds (e.g. Poverty alleviation fund)	-	-	-	-	-	-	-
Derivatives financial instruments	-	-	-	-	-	-	-
Total equity and liabilities	2 103	3 233	4 158	4 359	4 620	4 879	5 155

5.1 Relating Expenditure Trends to Strategic Outcome Oriented Goals

Strategic Outcome Oriented Goals		Expenditure R' 000	
		2015/2016	2016/2017
Stable IGFR System	The System of Inter-governmental Fiscal Relations (IGFR) is sustainable and equitable		
Strategic Foresight	"No Surprises" and future-oriented	22 800	24 168
Sound and informed policy advice	Effective policies that are evidence based result from comprehensive and value added management		
Knowledge Management	Relevant knowledge that enhances developmental impact is created and mobilised through the balance of internal and external specialist talent commensurate with the needs of the Commission	2 097	2 223
Success Culture	A dynamic, productive organisational culture is created and nurtured	8 050	8 533
Balance	The balancing of present and future demands, leading to effective performance within the constraint of available resources	14 616	15 723
TOTAL		47 563	50 647

5.2 Matrix: Strategic Outcome-Oriented Goals and Strategic Objectives

	Goal					
	Sound and informed policy advice	Strategic foresight	A Stable and Innovative IGFR System	Knowledge management	"Success" culture	Balance
Objective	5.1.1 To profile the Commission with a special focus on the Commission's Mandate, role: approach, achievements, challenges and recommendations.	5.1.1. To profile the Commission with a special focus on the Commission's Mandate, role: approach, achievements, challenges and recommendations.	5.1.1 To profile the Commission with a special focus on the Commission's Mandate, role: approach, achievements, challenges and recommendations.	5.1.2 To ensure the generation of quality, innovative, pioneering evidence-based research that informs key IGFR strategic debates and choices	5.2.1 To ensure the progressive and innovative human resource management that attracts, develops and retains key talent, and leverages external expertise	5.2.1 To ensure the progressive and innovative human resource management that attracts, develops and retains key talent, and leverages external expertise
	5.1.2 To ensure the generation of quality, innovative, pioneering evidence-based research that informs key IGFR strategic debates and choices	5.1.3 To ensure that policy advice and recommendations respond timeously and proactively to the dynamic needs of stakeholders	5.1.3 To ensure that policy advice and recommendations respond timeously and proactively to the dynamic needs of stakeholders	5.1.4 To ensure that policy advice and recommendations respond timeously and proactively to the dynamic needs of stakeholders	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 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

Objective	Goal					
	Sound and informed policy advice	Strategic foresight	A Stable and Innovative IGFR System	Knowledge management	"Success" culture	Balance
Objective	5.1.3 To ensure that Commission research is converted to policy advice and recommendations written in language that policymakers can understand	5.3.1 To ensure the creation, institutionalization and transfer of new knowledge to other role players within the IGFR system	5.2.2.2 To ensure the generation of quality, innovative, pioneering evidence-based research that informs key IGFR strategic debates and choices	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	5.2.3 To ensure the cost-coordinated, effective and innovative management of Commission assets in support of delivery on the Commission's mandate	5.2.3 To ensure the cost-coordinated, effective and innovative management of Commission assets in support of delivery on the Commission's mandate
	5.1.4 To ensure the generation of quality, innovative, pioneering research that informs key IGFR strategic debates and choices	5.4.1 To ensure prudent and transparent management of the financial resources of the Commission	5.3.1 To ensure the creation, institutionalization and transfer of new knowledge to other role players within the IGFR system	5.2.3 To ensure the coordinated, cost-effective and innovative management of Commission assets in support of delivery on the Commission's mandate	5.2.4 To ensure compliance with legislation and adherence to relevant corporate governance best practice.	5.2.5 To ensure superior performance
	5.1.2 To ensure the generation of quality, innovative, pioneering evidence-based research that informs key IGFR strategic debates and choices	5.4.2 To ensure access to alternative sources of funding		5.3.1 To ensure the creation, institutionalization and transfer of new knowledge to other role players within the IGFR system	5.2.5 To ensure superior performance	

Annual Performance Plan 2016/2017

Goal						
Objective	Sound and informed policy advice	Strategic foresight	A Stable and Innovative IGFR System	Knowledge management	"Success" culture	Balance
	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			5.3.1 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	5.4.1 To ensure prudent and transparent management of the financial resources of the Commission	5.4.1 To ensure prudent and transparent management of the financial resources of the Commission
	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				5.4.2 To ensure access to alternative sources of funding	5.4.2 To ensure access to alternative sources of funding
Expenditure total by Goal R'000	21 682			1 522	6 881	11 071

5.2 Relating Expenditure to Strategic Objectives

Name of the Objectives	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	Audited Performance			Approved Budget	Medium-Term Estimate		
	Audited	Audited	Audited		Budget Estimate	Budget Estimate	Budget Estimate
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	5 523	5 824	6 141	6 510	8 506	9 817	10 406
Compensation of employees	3 045	3 197	3 357	3 558	5 378	6 501	6 891
Use of goods and services	2 478	2 627	2 784	2 951	3 128	3 316	3 515
Interest, dividends and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
To ensure that Commission research is converted to policy advice and recommendations written in a language that is accessible to policymakers	1 731	1 817	1 895	1 992	2 095	2 205	2 322
Compensation of employees	453	513	539	568	600	636	674
Use of goods and services	1 278	1 304	1 356	1 424	1 495	1 570	1 648
Interest, dividends and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-

6

Name of the Objectives	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	Audited Performance			Approved Budget	Medium-Term Estimate		
	Audited	Audited	Audited		Budget Estimate	Budget Estimate	Budget Estimate
To ensure that policy advice and recommendations respond timeously and proactively to the environment and to the dynamic needs of stakeholders	945	971	-	-	-	-	-
Compensation of employees	-	-	-	-	-	-	-
Use of goods and services	945	971	-	-	-	-	-
Interest, dividends and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
To ensure the generation of quality, innovative, pioneering research that informs key IGFR strategic debates and choices	14 033	12 579	18 940	14 091	16 484	17 556	19 309
Compensation of employees	10 851	9 180	9 868	10 460	11 088	11 753	12 458
Use of goods and services	3 182	3 399	9 072	3 631	5 396	5 803	6 851
Interest, dividends and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-

Annual Performance Plan
2016/2017

7

Name of the Objectives	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	Audited Performance			Approved Budget	Medium-Term Estimate		
	Audited	Audited	Audited		Budget Estimate	Budget Estimate	Budget Estimate
To produce evidence-based results	712	1 090	-	-	-	-	-
Compensation of employees	423	734	-	-	-	-	-
Use of goods and services	289	356	-	-	-	-	-
Interest, dividends and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
To ensure the progressive and innovative management of human resources that attracts, develops and retains key talent, and leverages external expertise	958	1 968	1 805	1 853	1 945	2 065	2 193
Compensation of employees	323	1 013	889	995	1 022	1 080	1 133
Use of goods and services	635	955	917	663	972	986	1 060
Interest, dividends and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-

8

Name of the Objectives	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	Audited Performance			Approved Budget	Medium-Term Estimate		
	Audited	Audited	Audited		Budget Estimate	Budget Estimate	Budget Estimate
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	931	1 091	2 328	2 391	2 508	2 664	2 829
Compensation of employees	-	-	-	-	-	-	-
Use of goods and services	931	1 091	2 328	2 391	2 508	2 664	2 829
Interest, dividends and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
To ensure the coordinated, cost-effective and innovative management of Commission assets in support of delivery on the Commission's mandate	5 174	4 834	7 763	7 973	8 363	8 882	9 432
Compensation of employees	1 195	1 314	1 686	1 888	1 940	2 048	2 149
Use of goods and services	3 199	2 936	5 032	4 677	4 977	5 307	5 680
Interest, dividends and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-

Annual Performance Plan 2016/2017

9

Name of the Objectives	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	Audited Performance			Approved Budget	Medium-Term Estimate		
	Audited	Audited	Audited		Budget Estimate	Budget Estimate	Budget Estimate
To ensure compliance with legislation and adherence to relevant corporate governance best practice.	1 678	2 909	3 218	3 501	3 731	3 971	4 243
Compensation of employees	556	583	613	643	675	709	744
Use of goods and services	1 122	2 326	2 605	2 858	3 056	3 262	3 499
Interest, dividends and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
To ensure superior performance	821	-	-	-	-	-	-
Compensation of employees	-	-	-	-	-	-	-
Use of goods and services	821	-	-	-	-	-	-
Interest, dividends and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-

10

Name of the Objectives	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	Audited Performance			Approved Budget	Medium-Term Estimate		
	Audited	Audited	Audited		Budget Estimate	Budget Estimate	Budget Estimate
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	866	982	684	731	768	810	854
Compensation of employees	377	396	416	456	479	503	528
Use of goods and services	489	585	268	275	289	307	326
Interest, dividends and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
To ensure prudent and transparent management of the financial resources of the Commission	3 381	4 752	5 227	5 696	5 997	6 550	6 336
Compensation of employees	2 297	2 996	3 160	3 381	3 618	3 871	4 142
Use of goods and services	1 084	1 756	2 067	2 315	2 379	2 679	2 194
Interest, dividends and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-

11

Name of the Objectives	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	Audited Performance			Approved Budget	Medium-Term Estimate		
	Audited	Audited	Audited		Budget Estimate	Budget Estimate	Budget Estimate
To ensure access to supplementary sources of funding	995	1 335	1 532	1 614	1 694	1 749	1 196
Compensation of employees	563	881	905	956	1 003	1 023	544
Use of goods and services	432	454	627	658	691	726	652
Interest, dividends and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
	37 268	39 567	44 488	41 156	47 563	50 647	53 110

PART B

Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2016/2017 Annual Target	Budget	2016/2017 Q1 Target	2016/2017 Q2 Target	2016/2017 Q3 Target	2016/2017 Q4 Target
Measurable Strategic Objective 5.1.1: Profile the Commission with a special focus on the Commission's Mandate, Vision, Mission and Role; the Commission's Short- and Long-Term Strategy; the Commission's position on specific issues; and the Commission's Challenges and Achievements								
Legislature and Government Plan	Dissemination of Commission profferings, engagement stakeholders and issues management	Number of briefings on 2017/2018 Submission for the Division of Revenue	2 Parliament		1	1		
			9 Provincial Legislatures		3	6		
			1 SALGA		-	1		
		Number of briefings on the 2016 Medium Term Budget Policy Statement	2 Parliament			2		
		Number of briefings on Commission Submission on the 2017 Division of Revenue Bill	1 Parliament					1
		Number of briefings on Fiscal Framework and Revenue Proposals	1 Parliament					1
		Number of briefings on Commission Submission on Appropriations Bill	1 Parliament					1
		Number of briefings on	1			1		

		Commission Annual Report by financial year end	Parliament						
Legislature and Government Plan Conf ...	Dissemination of Commission proceedings and engagement with stakeholders	Number of TCF ¹ Meetings	4					2	2
		Number of Budget Council Meetings	4					2	2
		Number of Presentations on request by Stakeholders	20			5	5	5	5
Measurable Strategic Objective 5.1.2: To ensure that Commission research is converted to policy advice and recommendations written in language that policymakers can understand									
Use of Official Languages	Accessible Commission proceedings	Development of Use of Official Languages Policy	1 Use of Official Languages developed						1

¹ Technical Committee on Finance

Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2014/2015 Annual Target	Budget	2016/2017 Q1 Target	2016/2017 Q2 Target	2016/2017 Q3 Target	2016/2017 Q4 Target
Measurable Strategic Objective 5.1.3 To ensure the generation of quality, innovative, pioneering research that informs key IGFR strategic debates and choices								
Research and Recommendations	Better stewardship of public funds/Value for Money	2016/2017 Annual Submission for Division of Revenue	1		1			
		2016 Medium Term Budget Policy Statement Submission	1				1	
		2017 Division of Revenue Bill Submission	1					1
		2017 Fiscal Frameworks and Tax Proposals Submission	1					1
		2017 Appropriations Bill Submission	1					1
Measurable Strategic Objective 5.2.1: To ensure the progressive and innovative management of human resources that attracts, develops and retains key talent, and leverages external expertise								
Human Resource Management	People organised effectively for performance	Human Resource Strategy reviewed and approved	EXCO approved Revised Human Resource Strategy					1
		Number of Human Resource Management Policies and Procedures reviewed	4			1	1	
		Remuneration of staff at rates not below DPSA published rates in 2014/2015	SMS and non-SMS staff remuneration not below DPSA					SMS and non-SMS staff remuneration not below

	Number of unoccupied but budgeted posts	rates	No more than 15% of total number of budgeted positions					DPSA rates	No more than 15% of total number of budgeted positions
		Number of rate of absenteeism							
									Max 5%

Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2014/2015 Annual Target	Budget				
Human Resource Management	People organised effectively for performance							
		Number of employees trained and developed per annum	4		1	1	1	1
		Number of ratio of male to female staff	40 males / 60 females					40 males / 60 females
Measurable Strategic Objective 5.2.2: To ensure the coordinated, coherent, high-quality, innovative and cost-effective approach to ICT that meets the needs of the Commission, the Commission Secretariat and stakeholders								
ICT Management	ICT organised effectively for performance	Number of ICT Policies and Procedures reviewed Strat	4		1	1	1	1
		Review of ICT Disaster Recovery Plan	Disaster Recovery Plan reviewed					1
Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2014/2015 Annual Target	Budget	2016/2017 Q1 Target	2016/2017 Q2 Target	2016/2017 Q3 Target	2016/2017 Q4 Target
Measurable Strategic Objective 5.2.3: To ensure the coordinated, cost-effective and innovative management of Commission assets in support of delivery on the Commission's mandate								

Facilities Management	Space, infrastructure, people and organization effectively coordinated for performance	Number of Facilities Management Policies and Procedures reviewed	4		1	1	1	1
Measurable Strategic Objective 5.2.4: Compliance with legislation and adherence to relevant corporate governance best practice								
Compliance	Commitment to legal and ethical standards, and doing the right thing	Strategic Plan to National Treasury by due date	Draft 1 to National Treasury		1			
			Draft 2 to National Treasury			1		
			Final Strategic Plan to National Treasury				1	
		Strategic Plan to Parliament by due date	Final Strategic Plan to Parliament				1	
		Tabling of Submission for the Division of Revenue per IGR Act ²	Tabling of Submission by May 2016		1			
		Submission of 2016/2017 and 2016/2017 Quarterly Financial and Non-Financial Performance Information to National Treasury by due date	Q4 2015/2016 Reports to NT by 30 April 2016		1			
			Q1 2016/2017 Reports to NT by		1			

² Intergovernmental Fiscal Relations Act No 97 of 1997

Page 33

Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2015/2016 Annual Target	Budget	2016/2017 Q1 Target	2016/2017 Q2 Target	2016/2017 Q3 Target	2016/2017 Q4 Target
Compliance cont ...	Commitment to legal and ethical standards, and doing the right thing	2016/2017 Budget Adjustment Submission to NT by due date	Budget Adjustment Estimates to NT in Q2			1		
		Enterprise Assessment	Risk Management Register updated				1	
			Fraud Prevention Policy reviewed					1
	Commission Governance as prescribed by the Financial and Fiscal Commission Act and approved Committee Terms of Reference	Estimates of National Expenditure (ENE) Submission to NT by due date	ENE Submission to NT in Q3				1	
			4 Commission Meetings ³ as per approved Schedule		1	1	1	1
			11 Commission Committee Meetings as per approved schedule [4 Audit Committee, 4 Human Resources Committee and 3 Research Committee]		3	3	2	3

Financial and Fiscal Commission
Annual Performance Plan
2014/2015

				12 EXCO ⁴ Meetings as per approved schedule		3	3	3	3	Financial and Fiscal Commission Amendment Act, 2015 implemented
				12 MANCO ⁵ Meetings as per approved schedule		3	3	3	3	
				Financial and Fiscal Commission Amendment Act, 2015 implemented	Implementation of the Financial and Fiscal Commission Amendment Act, 2015					

Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2015/2016 Annual Target	Budget	2016/2017 Q1 Target	2016/2017 Q2 Target	2016/2017 Q3 Target	2016/2017 Q4 Target
Measurable Strategic Objective 5.2.5: To ensure superior performance								
Performance Management	Consistent attainment of organisational goals	Number of 2016/2017 Performance Targets achieved by Q4	90%		>90%	>90%	>90%	>90%
Measurable Strategic Objective 5.3.1: To ensure the creation of new knowledge, the institutionalization of such knowledge and its transfer to other role players within the intergovernmental fiscal relations system								
		Number of peer-reviewed publications in accredited journals as per Research Policy	4					4
		Number of recognised book chapters or working papers or Technical Reports published as per Research Policy	8					8
Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2015/2016 Annual Target	Budget	2016/2017 Q1 Target	2016/2017 Q2 Target	2016/2017 Q3 Target	2016/2017 Q4 Target
Measurable Strategic Objective 5.4.1: To ensure prudent and transparent management of the financial resources of the Commission								
Financial Management	Organizational agility through the allocation of scarce resources amongst competing interests and opportunities	Review of Financial Management Policy and Procedures	Financial Management Policy and Procedures reviewed					1
		Revised Supply Chain Management Policies	Supply Chain Management Policy reviewed and approved					1

		AG Audit Report of 2015/2016 AFS and Performance Information with no matters of emphasis		2015/2016 AG Audit Report with no matters of emphasis		1		
		Percentage deviation from budget allocation	from					
				No more and no less than 5% of allocation		No more and no less than 5%	No more and no less than 5%	No more and no less than 5%
Measurable Strategic Objective 5.4.2: To ensure access to supplementary⁶ sources of funding								
Collaboration and Partnerships	Cooperating to create and/or acquire knowledge	Number of partnerships; and collaboration agreements		2				2

⁶ Amended to ensure clarity to the objective regarding additional funding

Annexure A: Budget Estimate

Functional Area Financial Year	Approved budget	Budget Estimate
	2015/16	2016/17
Research and Recommendations	17 082 582	17 765 885
Facilities	5 496 176	5 716 023
Human Resources	1 634 454	1 699 832
Information Technology	1 240 540	1 290 162
Finance	4 843 916	5 037 673
Commission	10 360 990	15 536 190
Capital Expenditure	497 342	517 236
Total	41 156 000	47 563 000

Annexure B: Vision, Mission, Values, Strategic Goals

1. Commission Credo

Vision Statement

TO PROVIDE INFLUENTIAL ADVICE FOR AN EQUITABLE, EFFICIENT AND SUSTAINABLE INTERGOVERNMENTAL FISCAL RELATIONS (IGFR) SYSTEM

Mission Statement

TO PROVIDE PROACTIVE, EXPERT AND INDEPENDENT ADVICE ON PROMOTING A SUSTAINABLE AND EQUITABLE IGFR SYSTEM, THROUGH EVIDENCE BASED POLICY ANALYSIS TO ENSURE THE REALIZATION OF OUR CONSTITUTIONAL VALUES

Organisational Values

The Values of the Commission identify the principles of conduct for the institution in carrying out its mission. These values enshrine the principles of Batho Pele. They are:

Professionalism which implies fairness and equal treatment; the free sharing of information; striving for quality; and time management

Respect for each other as colleagues and for the diversity of the workforce

Empowerment in employing policies to increase delegation rather than to stifle it; the tolerance of different views and ideas; and making resources available when required

Trust which requires openness and transparency; humility; person of integrity; and honesty in all undertakings

Teamwork which encourages cross functional integration; voluntary mentorship and coaching; taking responsibility; and flexibility

Innovation which allows intellectual space; provides systems to support innovation; and tolerates mistakes as opportunities for learning

2. Strategic Outcome-oriented Goals

Strategic Outcome-Oriented Goals	
1	<p>Goal 1</p> <p>A Stable and Innovative IGFR System</p> <p>The system of Inter-governmental Fiscal Relations (IGFR) is progressive, sustainable and equitable</p>
2	<p>Goal 2</p> <p>Strategic foresight</p> <p>"No surprises" and future-oriented</p> <p>Influential and informed policy advice</p> <p>Effective policies that are evidence-based result from comprehensive and value-added engagement</p>
3	<p>Goal 3</p> <p>Knowledge management</p> <p>Relevant knowledge that enhances developmental impact is created and mobilised through the balance of internal and external specialist talent commensurate with the needs of the Commission</p>
4	<p>Goal 4</p> <p>"Success" culture</p>
5	

	Goal statement	A dynamic, productive organisational culture is created and nurtured
		Strategic Outcome-Oriented Goals cont. ...
6	Goal 6	Balance
	Goal statement	The balancing of present and future demands, leading to effective performance within the constraints of available resources.

ANNEXURE C: TECHNICAL INDICATORS

Indicator 1

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

	number of publications
	b. It also measures <u>efficiency or productivity</u> because its number of publications per researcher (productivity), i.e. number of publications per researcher as stipulated in Results Based Management
Calculation Type	Cumulative Indicator – for 5 Years
Reporting Cycle	a. Reporting Cycle: Quarterly b. Target Set: Annual Performance and 5 Year Cycle
New Indicator	NO – Already in Research Policy and Approved. But more detail on definition, measurement and rationale added
Desired Performance	Equal to or higher than targeted performance set in Research Policy. This is an indicator of <u>effectiveness</u> as it compares actual results with planned results.
Indicator Responsibility	a. Publications – RRP Administrator (capturing of data supplied by research programs) b. Ratio and Quality – Research Director (quality control based on Research Policy, IS and computation of ratios)
Indicator 2	
Indicator Title	Technical Reports, Book Chapters, Working Papers Published
Short Description	Count the total number of book chapters, technical reports, occasional papers, conference papers and working papers with an FFC researcher listed as author or co-author, published during the period under review.
Purpose/Importance	a. This is an indicator of effectiveness b. Its also an indicator of relevance c. Aligned directly with FFC mandated objective of proactive, expert and independent advice provided on promoting a sustainable and equitable IGFR system by dissemination to a wider audience.

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

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

Indicator 4	
Indicator Title	The number of FFC datasets that were archived during the period under review

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

Indicator 5

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

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

Indicator 6

Indicator Title	Effective Research Administration
Definition	Documented instances of effective and efficient administration.
Purpose/Importance	<p>Serves as an indicator of how we are responding to mandated objective of</p> <ul style="list-style-type: none"> • Sound management practices (accountability and reporting framework, time management, people management, internal communications, technology support etc)

Calculation Method

- Professional development of Financial and Fiscal Commission staff in administrative effectiveness
- Timely preparation of "week-ahead plans" and participation in agreeing deliverables and timelines.
- Achievement of pre-agreed timelines for research papers.
- Informative monthly, quarterly, annual and Commission meetings reports outlining salient issues, progress and follow-ups required
- Compliance with standard report format requirements (See templates)
- Participation and contribution to strategy, policy, Workplans documents
- Good documents and file management (Following guidelines adopted)
- On time submission of invoices and project reports
- Preparation of Annual Leave Plan
- On time submission of leave forms
- Assist other departments with administrative matters such as staff recruitment, staff induction, HR meetings etc.

Type of Indicator

This is partly input and partly output indicator..

Calculation Type

Cumulative Indicator – for 5 Years

Reporting Cycle

- a. Reporting Cycle: Monthly
- b. Target Set: Annual Performance and 5 Year Cycle

New Indicator

NO

Desired Performance

Equal to or higher than targeted performance set in agreed norms (e.g., submit meeting report after 3 working days as agreed at MANCOM).

Indicator Responsibility

- a. Documents – RRP Administrator (capturing of reports and document supplied by research programs) and HR (Leave etc)
- a. Quality – Immediate Supervisor

Indicator 7

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

Desired Performance	Equal to or higher than targeted performance set
Indicator Responsibility	<ul style="list-style-type: none">a. Documents – RRP Administrator (capturing of reports and document supplied by research programs) and Commission Secretary, Executiveb. Quality – Immediate Supervisor
