



**FINANCIAL AND FISCAL COMMISSION**  
**ANNUAL PERFORMANCE PLAN**  
**2018 - 2019**

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*For an Equitable Sharing of National Revenue*

## FOREWORD

The 2018/2019 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 2018/2019 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 2018/2019 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 2018/19 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.




**Prof Daniel Plaatjies (PHD)**

**Chairperson**

**Financial and Fiscal Commission**

**Date:** 31/03/2018



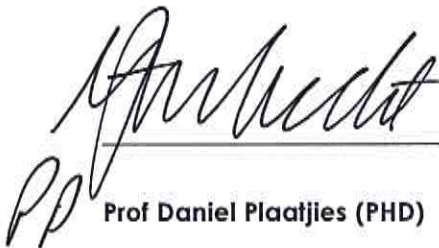
Mr Yelile Mbethe

Acting Chief Executive Officer and Accounting Officer  
Financial and Fiscal Commission

Date: 31/01/2018

## DECLARATION

It is hereby certified that the attached Performance Plan was developed by 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; 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 2018/2019 Financial Year.



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Prof Daniel Plaatjies (PHD)

Chairperson

Financial and Fiscal Commission

Date: 31/1/2018



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Mr Velile Mbethe

Acting Chief Executive Officer

Financial and Fiscal Commission

Date: 31/1/2018

## Table of Contents

<b>PART A</b>	<b>STRATEGIC OVERVIEW</b>
<b>1</b>	Situational Analysis
<b>2</b>	Commission's Operational Domain
<b>3</b>	Overview of 2018/2019 Budget and MTEF Estimates
<b>3.1</b>	Relating Expenditure Trends to Strategic Outcome Oriented Goals
<b>3.2</b>	Matrix: Strategic Outcome-Oriented Goals and Strategic Objectives
<b>3.3</b>	Relating Expenditure to Strategic Objectives
<b>4</b>	Annual Performance Plan and Budget for the 2018/2019 Financial Year
<b>Annexure A:</b> Budget Estimate	
<b>Annexure B:</b> Vision, Mission, Values, Strategic Goals and Objectives	
<b>Annexure C:</b> Technical Indicator Descriptions	



## Introduction to the 2014 – 2019 Strategic Plan

### Structure of the Plan

The first part of this Strategic Plan focuses on a strategic overview of the Commission, its mandate, legislation, the strategic planning process, environmental assessment, its vision, mission, values and the strategic outcome oriented goals it aims to achieve over the planning period. The second section sets out and discusses the strategic objectives, their resource implications and the risks involved to achieve them.

### Mandate of the Commission

The Commission is established in terms of Section 220 of the Constitution of the Republic of South Africa Act, 1996 as amended. The Constitution provides among others that the Commission is an *independent, and, impartial advisory institution* to Parliament, provincial legislatures, organised local government and other organs of state on the division of revenue among the three spheres of government and any other financial and fiscal matters.

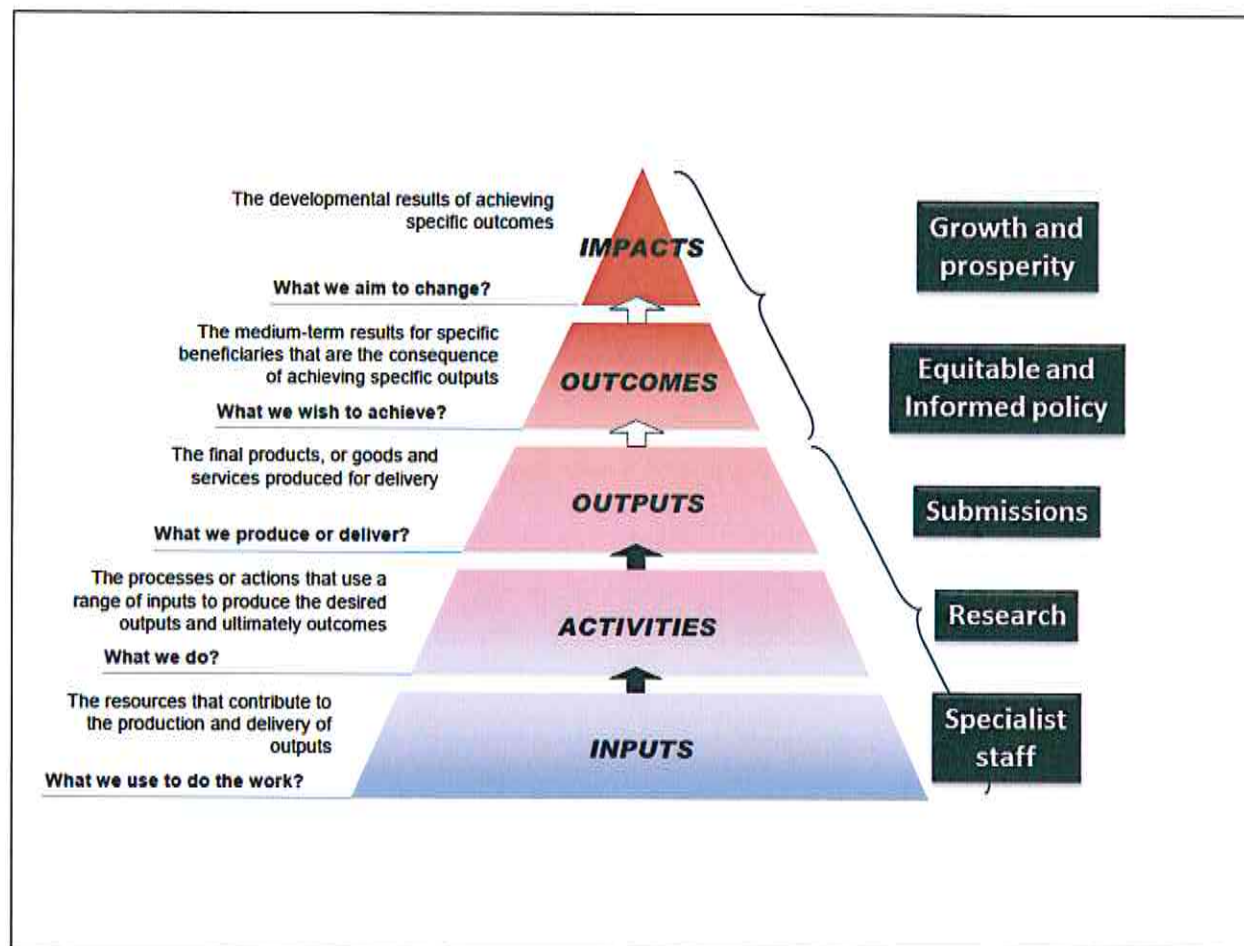
### Enabling Legislation

The mandate of the Commission is enabled by: Constitution, 1996 (as amended), , Financial and Fiscal Commission Act, 1997 (Act No 99 of 1997) (as amended), Money Bills Amendment Procedure and Related Matters Act, 2009 (Act No 9 of 2009), Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000) (as amended), Provincial Tax Regulation Process Act, 2001 (Act No 53 of 2001), , Local Government: Municipal Finance Management Act, 2003 (Act No 56 of 2003) (as amended), Intergovernmental Relations Framework Act, 2005 (Act No. 13 of 2005) as amended, the Municipal Fiscal Powers and Functions Act, 2007 (Act No. 12 of 2007) and the Borrowing Powers of Provincial Government Act, 1996 (Act No 48 of 1996).The Present Strategic Planning Process

The overall approach that has been adopted for purposes of strategy formulation has as its starting point the Commission's interpretation of its mandate as defined in the Constitution and enabling legislation, and its translation to a Vision and Mission for the Commission.

This Strategic Plan sets out the Commission's priorities, programmes and project plans in terms of its Constitutional mandate within the scope of available resources. Its focus is on strategic outcomes-oriented goals for the institution as a whole. The objectives of its main service-delivery areas are aligned to the budget.

For purposes of demonstrating relevance, and seeking to align development needs and desired results, the Commission's key performance-information shown below is based on the outcomes oriented monitoring and evaluation approach not dissimilar to that led by the Presidency. This figure shows the Commissions strategic alignment to an outcomes oriented approach.



Adapted from NT Framework for Strategic Plans and Annual Performance Plans (August 2010)

The nature of the Commission's work and its long-term view (or strategic "lead time")<sup>1</sup> mean that the Commission has to make choices about possible responses in a very uncertain future, especially as its domain impacts (and is impacted by) on political, social and economic fronts.

<sup>1</sup> The time it takes from when the Commission conceptualises a research idea pertaining to a particular issue to the point where recommendations made or advice given by the Commission based on the ensuing research is intended to have an impact

The Strategic Plan defines the relationship between the Commission's broader policies and programmes and the Commission's budgets over a three to five year horizon. This plan identifies strategically important outcomes-orientated goals and objectives against which the Commission's medium-term results can be measured and evaluated by its stakeholders, parliament, provincial legislatures, organised local government, organs of state and the public in general. More importantly, the plan gives effect to the Commission's statutory responsibilities.

In terms of the regulations this strategic plan's horizon outlines the planned implementation of projects, programmes and other outputs. The plan also shows some of the related indicators.

The strategic analysis examines the external macro environment in which the Commission is operating, the choices that this environment predicates, the key requirements for success for any choice that is made, as well as an assessment of the risks attendant on any of the choices made.

The analysis that follows also assesses the Commission's internal environment, considers its core competencies and the resources available to it. An attempt is made to provide for strategic interventions to address any gaps that may be found.

The current strategy planning process has been bolstered by the appointment and assumption of duty by the new Commissioners. These are professionals who bring a wealth of experience from various sectors, which will assist the Commission in executing its mandate.



## PART A: STRATEGIC OVER VIEW

### 1 Situational Analysis

#### 1.1. 2009-2014 Past and Present Trends

##### 1.1.1 External

- There was a global economic crisis and its fiscal consequences are still being felt in the prolonged aftermath and shape the present and future global environment
- Conflict within labour relations and tensions within collective bargaining has weakened the inflation anchor impact on public sector wage bill
- There has been a greater demand on the Commission for oversight support and the Commission has improved its traction in Parliament
- The progress with implementation of the Public Finance Management Act (PFMA) based on Auditor General reports, appears to have stalled across the board
- The drive to enforce the provisions of the Municipal Finance Management Act (MFMA) to ensure clean audits, based on Auditor General reports, appears to be an elusive goal
- Despite global pressures the fiscal and financial institutional framework in South Africa has been strengthened, for instance stronger Auditor-General, Public Protector and Reserve Bank among others have emerged
- There have been some 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 role of provincial governments has changed markedly as some functions were being shifted to national government (e.g. FET colleges), whereas others were devolved to cities (e.g. public transports and housing). There are weaknesses in the public sector entity management and these pose a quasi-fiscal risk

##### 1.1.2 Internal

- The Commission is providing effective and responsible leadership. It defines strategy, provides direction and establishes the ethics and values within the Commission that

influence and guide practices and behavior to achieve sustainable performance.

- The stability of the Commission was then complicated by the continued uncertainty regarding vacancies including that of Chairperson of the Commission, which had been vacant since September 2010.
- The legislated conflation of the accounting and executing authorities of the Commission in one person during the period raised a serious governance issue.
- The governance systems and structures of the Commission have been reviewed and strengthened
- A coherent corporate strategy formulation, implementation, monitoring and review process is in place
- Stronger research systems have meant that the secretariat is in a better position to support Commissioners in the interpretation and implementation of the mandate, vision and mission of the Commission
- The packaging of Commission profferings has focused on the delivery of value to stakeholders both in terms of options, accessibility and communication media. The successful balancing of stakeholder demands made in terms of Section 3 of the Financial and Fiscal Commission Act, 1997 with the Commission's long-term research objectives, plain language editing, stakeholder education, the introduction of policy briefs and an improved Website are cases in point.
- The quality of Commission outputs has improved though challenges of skills flight, as well as uneven capacity and performance at programme manager level continue to persist.
- The Commission benefited with concluding alliances with strong research partners such as the Human Sciences Research Council (HSRC), South African Local Government Association (SALGA), Municipal Demarcation Board (MDB) and the Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN)
- As part of the Commission's aggressive drive at stakeholder management and to do things differently, public hearings (pre-engagement, engagement, post-engagement) and policy briefs are being institutionalised



- The Commission has gained more visibility in the in local government space, and is consolidating visibility in the provincial arena
- An inability to attract and retain key research talent which 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 by the Commission continues to pose a challenge
- Antiquated IT systems that were on the verge of collapse have been replaced and connectivity has improved due to reprioritization of the budget
- Through prudent financial management and longer term fiscal discipline measures, the legacy deficit has been brought under control

## **1.2. 2014-2019 Future**

### **1.2.1 External**

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

- The economy is currently mired in a cycle of low growth, high inequality and record unemployment. Persistently low growth will place enormous pressure on public finances. The principal fiscal risk would be inability to control an upward trend in the ratio of public debt to Gross Domestic Product. An unstable fiscal framework compromises subnational governments. The success of South Africa's Intergovernmental Fiscal Relations system is built on the twin pillars of buoyant revenue collection and a stable fiscal framework.
- 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
- New fiscal demands on the expenditure side of government's budget, including that more resources are required to narrow budget deficit and stabilise debt, fund new policy priorities (e.g. NHI, Higher Education reforms, Energy Supply reforms etc.) and maintain the 'social wage' have potential to worsening the fiscal balances.
-

- An increasingly contested political space.

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.

### 1.2.2 Internal

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

- Commission vacancies will continue to undermine the Commission's ability to fulfil its responsibilities effectively.
- Development and implementation of a Service Delivery Model is urgent to respond to output quality issues and budget pressures.
- The need to keep up to date with technological changes and invest in specialist research technologies that are mission critical for the work of the Commission.
- The cost of compliance which remains high.
- Internal Communication is currently weak.

## 1.3 SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Commitment by staff</li> <li>• Constitutional Independence</li> <li>• Timeous deliverables</li> <li>• High levelled skilled researchers</li> </ul>	<ul style="list-style-type: none"> <li>• Lethargic expedition of the organizational development process</li> <li>• Lack of adherence to Policies</li> <li>• Lack of commitment displayed by leadership and staff</li> <li>• Lack of decision-making</li> </ul>



	<ul style="list-style-type: none"> <li>• Erosion of trust relationships</li> <li>• Business continuity plans</li> <li>• Not enough capacity</li> <li>• Insufficient publishing capacity that is thinly spread</li> <li>• imbalances in capabilities</li> <li>• Too many consultants</li> <li>• Weak communication</li> <li>• Business continuity plans</li> <li>• Not enough capacity</li> </ul>
<ul style="list-style-type: none"> <li>• <b>OPPORTUNITIES</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>THREATS</b></li> </ul>
<ul style="list-style-type: none"> <li>• Scale up Impact analysis capability</li> <li>• Independent knowledge</li> <li>• National and International Recognition</li> <li>• Technological advancement</li> <li>• Strong stakeholder relationship</li> </ul>	<ul style="list-style-type: none"> <li>• Budget constraints</li> <li>• Brand awareness</li> <li>• Lack of finalisation of the forensic report has led to loss of institutional integrity</li> </ul>

## 2 Commission's Operational Domain

### 2.1 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.

## 2.2 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

This in part is what has positively influenced the development and future adoption of this Annual Performance Plan 2018 – 2019.

### 3 EXPENDITURE ESTIMATES

#### Statement of financial performance

R thousand	Audited outcome			Current Budget	Medium-term estimate		
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Revenue							
Tax revenue	-	-	-	-	-	-	-
Non-tax revenue	241	1 354	5 313	464	106	106	108
Sale of goods and services other than capital assets of which:							
Administration fees	-	-	-	-	-	-	-
Sales by market establishment	-	-	-	-	-	-	-
Other sales	-	-	-	-	-	-	-
Other non-tax revenue	241	1 354	5 313	464	106	106	108
Transfers received	45 288	41 156	44 839	50 647	51 782	54 682	57 690
Total revenue	45 529	42 510	50 152	51 111	51 888	54 788	57 798
Expenses							
Current expenses	45 285	41 415	45 289	51 111	51 888	54 788	57 798
Compensation of employees	21 947	26 046	28 128	32 061	34 947	36 694	38 529
Goods and services	23 254	15 265	16 990	18 887	16 775	17 919	19 085
Depreciation	84	104	171	163	166	175	184



# Annual Performance Plan 2018/2019

	Audited outcome			Current Budget	Medium-term estimate		
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
Transfers and subsidies	-	-	-	-	-	-	-
Total expenses	45 285	41 415	45 289	51 111	51 888	54 788	57 798
Surplus / (Deficit)	244	1 095	4 863	-	-	-	-
	Audited outcome			Current Budget	Medium-term estimate		
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
Acquisition of assets							
Statement of financial position							
Carrying value of assets of which:							
Acquisition of assets	(68)	(627)	(548)	(81)	-	(166)	(169)
Investments	-	-	-	-	-	-	-
Inventory	-	-	-	-	-	-	-
Loans	-	-	-	-	-	-	-
Accrued investment interest	144	152	242	144	242	242	242
Receivables and prepayments	3 305	3 661	8 404	3 899	8 404	8 404	8 404
Cash and cash equivalents	-	-	-	-	-	-	-
Taxation	-	-	-	-	-	-	-
Derivatives financial instruments	4 158	5 043	10 254	4 880	10 254	10 254	10 254
Total assets	63	1 159	6 022	212	6 022	6 022	6 022
Accumulated surplus/(deficit)	-	-	-	-	-	-	-

# Annual Performance Plan 2018/2019

	Audited outcome			Current Budget	Medium-term estimate		
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Capital and reserves	919	919	919	919	919	919	919
Capital reserve fund	-						
Borrowings	-						
Finance lease			-	-	-	-	-
Accrued interest	-						
Deferred income	-						
Trade and other payables	1 882	1 294	1 867	2 219	1 867	1 867	1 867
Taxation	-						
Provisions	1 294	1 671	1 446	1 529	1 446	1 446	1 446
Managed funds (e.g. Poverty alleviation fund)	-						
Derivatives financial instruments	-						
Total equity and liabilities	4 158	5 043	10 254	4 879	10 254	10 254	10 254

3.1 Relating Expenditure Trends to Strategic Outcome Oriented Goals

Strategic Outcome Oriented Goals		Expenditure R' 000	
		2017/2018	2018/2019
Stable IGFR System			
Strategic Foresight		24 731	24 168
Sound and informed policy advice			
Knowledge Management		2 267	2 223
Success Culture		8 759	8 533
Balance		16 131	15 723
TOTAL		51 111	51 888

3.2 Matrix: Strategic Outcome-Oriented Goals and Strategic Objectives

# Annual Performance Plan 2018/2019

Goal						
Objective	Sound and informed policy advice	Strategic foresight	A Stable and Innovative IGFR System	Knowledge management	"Success" culture	Balance
	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
	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 coordinated, cost-effective management of assets in support of delivery on the Commission's mandate	5.2.3 To ensure the coordinated, cost-effective and innovative management of Commission assets in support of delivery on the Commission's mandate
	5.1.4 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 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**  
2018/2019

	Goal					
	Sound and informed policy advice	Strategic foresight	A Stable and Innovative IGFR System	Knowledge management	"Success" culture	Balance
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			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	27 501			2 075	8 821	13 941

### 3.3 Relating Expenditure to Strategic Objectives

Name of the Objectives	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	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	7 167	6 141	6 509	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	3 970	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	2 817	1 895	1 992	2 095	2 206	2 322
Compensation of employees	453	513	539	568	600	636	674
Use of goods and services	1 278	2 304	1 356	1 424	1 495	1 570	1 648
Interest, dividends and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-

# Annual Performance Plan 2018/2019

Name of the Objectives	2014/15	2015/16	2016/17	2017/18	2018/19	2018/19	2019/20
	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	971	-	-	-	-	-	-
Compensation of employees	-	-	-	-	-	-	-
Use of goods and services	971	-	-	-	-	-	-
Interest, dividends and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
To ensure the generation of quality, innovative, pioneering research that informs key IGR strategic debates and choices	14 579	15 492	14 091	16 484	17 537	17 537	18 309
Compensation of employees	9 180	9 868	10 460	11 088	11 753	11 753	12 458
Use of goods and services	5 399	5 624	3 631	5 396	5 784	5 784	5 851
Interest, dividends and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-



# Annual Performance Plan 2018/2019

4

Name of the Objectives	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2019/20
	Audited Performance			Approved Budget	Medium-Term Estimate		
	Audited	Audited	Audited		Budget Estimate	Budget Estimate	Budget Estimate
To produce evidence-based results	1090	-	-	-	-	-	-
Compensation of employees	734	-	-	-	-	-	-
Use of goods and services	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	1968	1806	1658	1944	2066	2193	2193
Compensation of employees	1013	889	995	1022	1 080	1 133	1 133
Use of goods and services	955	917	663	922	986	1060	1 060
Interest, dividends and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-

# Annual Performance Plan 2018/2019

5

Name of the Objectives	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	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	1 091	1 328	2 391	2 508	2 664	2 829	2 829
Compensation of employees	-	-	-	-	-	-	-
Use of goods and services	1 091	1 328	2 391	2 508	2 664	2 829	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	5 250	5 718	6 565	6 917	6 355	7 829	7 829
Compensation of employees	1 314	1 686	1 888	1 940	2 048	2 149	2 149
Use of goods and services	3 936	4 032	4 677	4 977	4 307	5 680	5 680
Interest, dividends and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-

# Annual Performance Plan 2018/2019

6

Name of the Objectives	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	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	2 218	3 501	3 731	3 971	3 916
Compensation of employees	556	583	613	643	675	709	744
Use of goods and services	1 122	2 326	1 605	2 858	3 056	3 262	3 172
Interest, dividends and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
To ensure superior performance	-	-	-	-	-	-	-
Compensation of employees	-	-	-	-	-	-	-
Use of goods and services	-	-	-	-	-	-	-
Interest, dividends and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-

# Annual Performance Plan 2018/2019

7

Name of the Objectives	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	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	981	684	731	768	0	810	854
Compensation of employees	396	416	456	479		503	528
Use of goods and services	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	4 752	4 601	6 237	6 464	5 714	4 978	7 944
Compensation of employees	2 996	3 160	3 381	3 618	3 871	3 871	5 750
Use of goods and services	1 756	1 441	2 856	2 846	1 843	1 107	2 194
Interest, dividends and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-



Annual Performance Plan  
2018/2019

8

Name of the Objectives	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	Audited Performance			Approved Budget	Medium-Term Estimate		
	Audited	Audited	Audited		Budget Estimate	Budget Estimate	Budget Estimate
To ensure access to supplementary sources of funding	1 710	1 532	1 614	1 694	1 558	1 196	1 196
Compensation of employees	881	905	956	1 003	935	544	544
Use of goods and services	829	627	658	691	623	652	652
Interest, dividends and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
	45 285	41 415	45 289	51 111	51 888	54 788	57 798

#### 4 ANNUAL PERFORMANCE PLAN AND BUDGET FOR THE 2018/2019 FINANCIAL YEAR

Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2018/2019 Annual Target	Budget	2018/2019 Q1 Target	2018/2019 Q2 Target	2018/2019 Q3 Target	2018/2019 Q4 Target
<b>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</b>								
<b>Legislature and Government Plan</b>	Dissemination of Commission proceedings, engagement with stakeholders and issues management	Number of briefings on 2019/2020 Submission for the Division of Revenue	2 Parliament	5347		1	1	
			9 Provincial Legislatures			3	6	
			1 SALGA		-	-	1	
		Number of briefings on the 2017 Medium Term Budget Policy Statement	2 Parliament				2	
		Number of briefings on Commission Submission on the 2019 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

Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2018/2019 Annual Target	Budget	2018/2019 Q1 Target	2018/2019 Q2 Target	2018/2019 Q3 Target	2018/2019 Q4 Target
Legislature and Government Plan cont' ...	Dissemination of Commission profferings and engagement with stakeholders	Number of Presentations on request by Stakeholders	10		3	3	3	1
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								
Technical and Policy briefs	Accessible Commission profferings	Technical and Policy briefs approved		935				1

Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2018/2019 Annual Target	Budget	2018/2019 Q1 Target	2018/2019 Q2 Target	2018/2019 Q3 Target	2018/2019 Q4 Target
<b>Measurable Strategic Objective 5.1.3 To ensure the generation of quality, innovative, pioneering research that informs key IGFR strategic debates and choices</b>								
<b>Research and Recommendations</b>	Better stewardship of public funds/Value for Money	2019/2020 Annual Submission for Division of Revenue	1	12 780	1			
		2018 Medium Term Budget Policy Statement Submission	1				1	
		2019 Division of Revenue Bill Submission	1					1
		2019 Fiscal Frameworks and Tax Proposals Submission	1					1
		2019 Appropriations Bill Submission	1					1



Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2018/2019 Annual Target	Budget	2018/2019 Q1 Target	2018/2019 Q2 Target	2018/2019 Q3 Target	2018/2019 Q4 Target
<b>Measurable Strategic Objective 5.2.1: To ensure the progressive and innovative management of human resources that attracts, develops and retains key talent, and leverages external expertise</b>								
<b>Human Resource Management</b>	Human resources organized effectively and efficiently	Human Resources Strategy reviewed by Q4	1	1924				1
<b>Measurable Strategic Objective 5.2.2: To ensure the coordinated, coherent, high-quality, innovative and cost-effective approach to ICT that meets the needs of the Commission, the Commission Secretariat and stakeholders</b>								
<b>ICT Management</b>	ICT organised effectively for performance	ICT Strategy reviewed by Q4	1	1212				1
<b>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</b>								
<b>Facilities Management</b>	Space, infrastructure, people and organization effectively coordinated for performance	Facilities Management Strategy reviewed	1	4613				1
<b>Measurable Strategic Objective 5.2.4: Compliance with legislation and adherence to relevant corporate governance best practice</b>								
<b>Compliance</b>	Commitment to legal and ethical standards, and doing the right thing	Strategic Plan to National Treasury by due date	Final Strategic Plan to National Treasury	10 593				1
		Strategic Plan to Parliament by due date	Final Strategic Plan to Parliament					1

[illegible]

Compliance cont ...	Commitment to legal and ethical standards, and doing the right thing	by due date	Report to NT by 31 August 2018					
			Tabling of 2017/2018 Annual Report by 31 August 2018	1				
			Budget Adjustment Estimates to NT in Q2	1				
			ENE Submission to NT in Q3	1				
		2018/2019 Budget Adjustment Estimates Submission to NT by due date						
		Estimates of National Expenditure (ENE) Submission to NT by due date						

Project/Activities (Input)	Output (Deliverable)	Key Performance Measure/Indicator	2018/2019 Annual Target	Budget	2018/2019 Q1 Target	2018/2019 Q2 Target	2018/2019 Q3 Target	2018/2019 Q4 Target
<b>Measurable Strategic Objective 5.2.5: To ensure superior performance</b>								
<b>Performance Management</b>	Review Performance Management Policy	Performance Management Policy reviewed	1	1 360				1
<b>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</b>								
		Number of peer-reviewed publications in accredited journals as per Research Policy	4	4 601				4
		Number of recognised book chapters or working papers or Technical Reports published as per Research Policy	8					8
<b>Project/Activities (Input)</b>	<b>Output (Deliverable)</b>	<b>Key Performance Measure/Indicator</b>	<b>2017/2018 Annual Target</b>	<b>Budget</b>	<b>2017/2018 Q1 Target</b>	<b>2017/2018 Q2 Target</b>	<b>2017/2018 Q3 Target</b>	<b>2017/2018 Q4 Target</b>
<b>Measurable Strategic Objective 5.4.1: To ensure prudent and transparent management of the financial resources of the Commission</b>								
<b>Financial Management</b>	Organizational agility through the allocation of scarce resources amongst competing interests and opportunities	Supply Chain Management Policies reviewed	Supply Chain Management Policies reviewed	6 932				1
<b>Measurable Strategic Objective 5.4.2: To ensure access to supplementary sources of funding</b>								
<b>Collaboration and Partnerships</b>	Cooperating to create and/or acquire knowledge	Number of partnerships and collaboration agreements	1	1 593				1



## Annexure A: Budget Estimate

Functional Area Financial Year	Approved budget	Budget Estimate
Research and Recommendations	2017/18	2018/19
Facilities	22 857 477	23 204 961
Human Resources	6 228 767	6 323 458
Information Technology	2 126 886	2 159 219
Finance	1 339 452	1 359 815
Commission	8 660 482	8 792 140
Capital Expenditure	9 277 211	9 418 245
Total	620 725	630 161
	51 111 000	51 888 000

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

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

5	Goal 5	"Success" culture
	Goal statement	A dynamic, productive organisational culture is created and nurtured
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 INDICATOR DESCRIPTIONS

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"> <li>a. This is an indicator of Quality/Excellence and compares our performance to a technical standard (peer reviewed, internationally accredited journals).</li> <li>b. It also measures <i>Productivity</i> (number of articles per researcher or compares outputs with physical inputs).</li> <li>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.</li> <li>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.</li> <li>e. Publication in internationally accredited journals ensures that research findings are made publicly available – aligned with FFC mandated objectives of <b>proactive, expert and independent advice provided on promoting a sustainable and equitable IGFR system</b> by dissemination to a wider audience.</li> </ul>
Calculation Method	<ul style="list-style-type: none"> <li>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.</li> <li>b. Count number of FFC staff on permanent payroll (1 year or longer), appointed at levels of Researcher and above, as at the last day of the reporting period</li> <li>c. Calculate: a/b expressed as a ratio</li> </ul>
Type of Indicator	<ul style="list-style-type: none"> <li>a. This is an <u>output Indicator</u> as it is based on</li> </ul>

	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)
<b>Indicator 2</b>	
Indicator Title	<b>Technical Reports, Book Chapters, Working Papers Published</b>
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 <b>proactive, expert and Independent advice provided on promoting a sustainable and equitable IGFR system</b> by dissemination to a wider audience.

Calculation Method	<ul style="list-style-type: none"> <li>a. Count number of technical reports, book chapters, conference papers, working papers and occasional papers with one or more FFC researchers listed as author (i.e. no adjustment for multiple authors) published during the period under review.</li> <li>b. Count number of FFC staff on permanent payroll (1 year or longer), appointed at levels of Researcher and above, as at the last day of the reporting period</li> <li>c. Calculate: a/b expressed as a ratio</li> </ul>
Type of Indicator	<ul style="list-style-type: none"> <li>a. This is an <u>output indicator</u> as it is based on number of publications</li> <li>b. It also measures <u>efficiency or productivity</u> because its number of publications per researcher (productivity), i.e. number of publications per researcher as stipulated in Results Based Management</li> </ul>
Calculation Type	Cumulative Indicator – for 5 Years
Reporting Cycle	<ul style="list-style-type: none"> <li>a. Reporting Cycle: Quarterly</li> <li>b. Target Set: Annual Performance and 5 Year Cycle</li> </ul>
New Indicator	NO
Desired Performance	Equal to or higher than targeted performance set in Research Policy. This is an indicator of <u>effectiveness</u> as it compares actual results with planned results.
Indicator Responsibility	<ul style="list-style-type: none"> <li>a. Publications – RRP Administrator (capturing of data supplied by research programs)</li> <li>b. Ratio and Quality – Research Director (quality control based on Research Policy, IS and computation of ratios)</li> </ul>
<b>Indicator 3</b>	
Indicator Title	<b>Publications and citations in national and international Newspaper, TV, radio and PMG, government media and relevant stakeholder media</b>
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"> <li>a. This is an indicator of effective dissemination.</li> <li>b. It also measures <i>effectiveness</i> (number of articles planned versus published per year).</li> <li>c. Publication in popular press ensures that research findings are made publicly available – aligned with FFC mandated objectives of impact and dissemination.</li> <li>d. Contribute to organizational recognition</li> </ul>
Calculation Method	<ul style="list-style-type: none"> <li>a. Count number of articles/citations with one or more FFC researchers listed as author (i.e. no adjustment for multiple authors) published during the period under review.</li> <li>b. Count number of FFC staff on permanent payroll (1 year or longer), appointed at levels of Researcher and above, as at the last day of the reporting period</li> <li>c. Calculate: a/b expressed as a ratio</li> </ul>
Type of Indicator	<ul style="list-style-type: none"> <li>a. This is an <u>output indicator</u> as it is based on number of publications</li> <li>b. It also measures <u>efficiency and dissemination effectiveness</u>.</li> </ul>
Calculation Type	Cumulative Indicator – Annual and over 5 Years
Reporting Cycle	<ul style="list-style-type: none"> <li>a. Reporting Cycle: Quarterly</li> <li>b. Target Set: Annual Performance and 5 Year Cycle</li> </ul>
New Indicator	NO
Desired Performance	Equal to or higher than targeted performance set in Research Policy. This is an indicator of <u>effectiveness</u> as it compares actual results with planned results.
Indicator Responsibility	<ul style="list-style-type: none"> <li>a. Publications – RRP Administrator (capturing of data supplied by research programs and LKM)</li> <li>b. Ratio and Quality – Research Director (quality control based on Research Policy, IS and computation of ratios)</li> </ul>
<b>Indicator 4</b>	
Indicator Title	The number of FFC datasets that were archived during the period under review



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

#### Indicator 5

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

Purpose/Importance	<ul style="list-style-type: none"> <li>a. Counts the number of codes and syntax that were preserved for future use, for the first time during the period of review.</li> <li>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</li> </ul>
Calculation Method	<ul style="list-style-type: none"> <li>a. Count number of codes archived during the period under review.</li> <li>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.</li> </ul>
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"> <li>a. Reporting Cycle: Quarterly</li> <li>b. Target Set: Annual Performance and 5 Year Cycle</li> </ul>
New Indicator	YES
Desired Performance	Equal to or higher than targeted performance.
Indicator Responsibility	<ul style="list-style-type: none"> <li>c. Publications – RRP Administrator (capturing of data supplied by research programs and LKM)</li> <li>d. Program Managers –(quality control based on developing compliance measures and guidelines, archiving and so on)</li> </ul>

#### 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"> <li>• Sound management practices (accountability and reporting framework, time management, people management, internal communications, technology support etc)</li> </ul>

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

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"> <li>• Organisational recognition</li> <li>• Compliance (MTBPS, DORB, Annual Submission, Referrals etc)</li> <li>• Customer/stakeholder satisfaction</li> <li>• Attribution</li> </ul>
Calculation Method	<ul style="list-style-type: none"> <li>• Number of stakeholders relevant to the organisation/division/unit/project</li> <li>• Number of meetings, telephonic calls, emails, other correspondence relating to the research</li> <li>• Minutes of meetings with stakeholders outlining salient issues raised and follow-ups required in accordance with agreed template</li> <li>• Number of presentations made, documents prepared</li> <li>• Official accolades received for specific and exceptional work such as nomination to national working committees, board membership, editorial boards etc</li> <li>• Number of proposals and recommendations made and accepted by stakeholder</li> <li>• Preparation of Divisional Stakeholder Policy</li> </ul>
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



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**Desired Performance**

Equal to or higher than targeted performance set

**Indicator Responsibility**

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