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



# ***DEPARTMENT OF COMMUNITY SAFETY AND TRANSPORT MANAGEMENT***

## **PERFORMANCE INFORMATION MANAGEMENT POLICY**



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## 1. LIST OF ACRONYMS

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

<b>ABBREVIATION</b>	<b>EXPLANATION</b>
<b>PFMA</b>	Public Finance Management Act
<b>PM</b>	Performance Measure
<b>POA</b>	Programme Of Action
<b>PRE</b>	Public Regulatory Entity
<b>POE</b>	Portfolio of Evidence
<b>PPP</b>	Private Public Partnerships
<b>RAs</b>	Registering Authorities
<b>RAS</b>	Registrar Administration System
<b>RTMC</b>	Road Traffic Management Corporation
<b>SMART</b>	Specific Measurable Achievable Relevant Time-bound
<b>SAPS</b>	South African Police Service
<b>SLA</b>	Service Level Agreement
<b>SMF</b>	Service Monitoring Firms
<b>SOE</b>	State Owned Entities
<b>SOP</b>	Standard Operating Procedures
<b>SOPA</b>	State of the Province Address
<b>Stats SA</b>	Statistics South Africa
<b>VTSS</b>	Vehicle Testing Stations

## 2. INTRODUCTION

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

The Performance Management Information Policy will ensure:

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

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

Documentation addressing the following:

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

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

The AGSA is also of the view that it should address all the requirements for effective management of programme performance information. It is thus against this background information that the

Strategic Planning, Monitoring and Evaluation directorate will review this Policy annually to address gaps and loopholes identified after the audit process in the current Policy in pursuit of an unqualified audit opinion.

### **Scope and Purpose**

- The scope of this Policy is to continuously monitor the implementation of Departmental Policy Priorities that are presented in the form of the Strategic and Annual Performance Plans and other important policy documents. Various mechanisms are undertaken by all programmes in monitoring and assessing progress in relation to Departmental strategic goals and objectives. Most importantly, to guide the Accounting Officer and Programme Managers of the Department to use Performance Information appropriately in line with the shift of government from output mode to Outcomes- based oriented monitoring and evaluation approach, where the focus is centred on the Results-Based Management.
- This Policy aims to re-direct management approach to an Outcomes- Based Management approach which integrates strategy, people, resources, processes and measurements to improve decision-making, transparency and accountability. The focus is on achieving outcomes, implementing performance measurement; learning from experiences adapting, and reporting on performance and further clarifies the roles and responsibilities of relevant personnel in order to achieve efficient and effective planning, execution, reporting and evaluation of performance information.

This Policy aims to:

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

### **3. LEGISLATIVE AND REGULATORY FRAMEWORKS**

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



### **3.1 The Constitution of the RSA, 1996**

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

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

The Act among others seeks to achieve:

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

### **3.3 The Public Finance Management Act (PFMA) 1999**

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

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

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

- The setting of appropriate, specific and measurable objectives;
- The design and implementation of detailed strategies and action plans for their achievement;

- The mobilisation of the necessary resources and their effective utilisation;
- The identification of problems and constraints, and strategies for overcoming them;
- The introduction of effective systems for internal monitoring and review.

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

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

### **3.6 Revised Framework for Strategic Plans and Annual Performance Plans**

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

The revised framework for strategic Plans and annual performance Plans was introduced for further improvement of government planning systems and processes, and to institutionalised development of planning in government. The revised framework outlines requirements for strategic and annual performance planning, operational planning, implementation programme planning, and infrastructure planning, monitoring and reporting, evaluations. The revised framework must be implemented in conjunction with the guidelines for the implementation of the revised framework for strategic plans and annual performance Planning, which provides the formats for institutional short and medium term plans as an easy to use reference during the planning processes.

### **3.7 The National Evaluation Policy Framework (DPME, 2019)**

The Policy framework provides the basis for a minimum system of evaluation across government with the purpose of guiding and promoting relevance, efficiency and quality in evaluation processes. It seeks to ensure that credible evidence (including comprehensive sex, age and disability disaggregated data) from evaluations is used in planning, budgeting, monitoring and organisational reviews to improve performance and is supported by a number of guidelines which support the various steps for undertaking evaluation in line with the National Evaluation System.

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

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

### **3.9 South African Statistical Quality Assessment Framework (SASQAF) (StatsSA, 2010)**

This framework puts emphasis on data quality of M&E studies satisfying eight (9) dimensions of quality, namely: prerequisites of quality, relevance, accuracy, timeliness, accessibility, interpretability, coherence, methodological soundness and integrity.

### **3.10 Public Audit Amendment Act 5 of 2018 (PAA)**

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

## **4. DEFINITIONS AND CONCEPTS**

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

## Planning, Monitoring and Evaluation concepts and definitions

CONCEPT	DEFINITION
<b>Strategic Plan</b>	Describes institutional programmes and projects which contributes to the achievements of the overall priorities of government and the realisation of the mandate of the institution. It identifies impacts and outcomes against which the institution can be measured and evaluated by, Provincial Legislatures and the public. Strategic Plans, span over a five-year planning horizon subsequent to an election year.
<b>Annual Performance Plan</b>	Identifies the output, output indicators and targets that an institution aims to achieve in the upcoming financial year and is aligned with the outcomes given in the Strategic Plan. Consistent with the Medium Term Expenditure Framework (MTEF) period, it includes forward projections (Annual Targets) for a further two years, with annual and quarterly performance targets for the financial year.
<b>Business Plan</b>	Business Plans are a COSATMA planning initiative to ensure that all Departmental initiatives outside the Annual Performance Plan are planned for, budgeted, monitored and reported on for the purpose of improving administrative monitoring of all activities undertaken within a COSATMA.
<b>Project</b>	Project is a single intervention directed to attaining institutional priorities, with a fixed time schedule and a dedicated budget, which may consist of a number of costed activities.
<b>Annual Operational Plan</b>	Describes the activities and budgets for each of the outputs and output indicators in the APP. It also includes operational outputs which are not reflected in the APP. AOPs can be developed for an institution and/or for branches or programmes within an institution.
<b>Service Delivery Improvement Plan</b>	As part of improving service delivery the DPSA has introduced the Service Delivery Improvement Plan (SDIP), under which each government Department selects a few of its core or key activities for improvement.
<b>Service Charter</b>	The COSATMA Service Charter should confirm all Services which the Department provides to both external and internal clients
<b>Performance Information Reports (Monthly, Quarterly / Annual)</b>	The COSATMA Performance Information Reports should provide updates on programme performance and achievements against the Annual Performance Plan. Performance Information enables the Department to account to the Executive Authority, Provincial

CONCEPT	DEFINITION
	<p>Legislature, the public, stakeholders regarding financial and non-financial management and service delivery performance against its mandate.</p> <p>Oversight bodies including and not limited to Office of the Premier, National Department of Transport, Civilian Secretariat, Provincial Treasury, Provincial Legislature and Department of Planning, Monitoring and Evaluation.</p>
<b>Outcome</b>	A statement that sets out clearly what the institution intends delivering to achieve its Outcome-oriented Goal(s).
<b>Performance Information</b>	Indicates how well an institution performs in terms of its intended results. This information is vital for transparency, accountability and oversight.
<b>Performance indicator/ measure</b>	Predetermined signal that measures the achievement of a stated goal or objective. Identify specific numerical measurements that tracks progress towards achieving a goal
<b>Output Indicator</b>	Can be qualitative or quantitative and must, where applicable, provide disaggregated data about women, youth and people with disabilities.
<b>Output</b>	Outputs are the products, goods or services produced for delivery. They may be defined as "What we produce or deliver". They are also the building blocks towards the desired outcomes.
<b>Performance Target</b>	<p>Express a specific level of performance that the institution aims to achieve within a given period.</p> <p>A particular level of service utilisation or service quality that an organisation aims to reach within a specific timeframe. Targets are therefore steps to aim for (in shorter time periods) along the way to achieving the objectives. It must be Specific Measurable Attainable Relevant and Time-bound (SMART)</p>
<b>Output Target</b>	Targets are informed by baselines which reflect the current level of performance. Annual targets over the medium term and quarterly targets for the planning year must be provided for output indicators. For both qualitative and quantitative output indicators, there must be a logical connection between indicators and targets.

<b>CONCEPT</b>	<b>DEFINITION</b>
<b>Standardised Indicators</b>	A core set of indicators that have been developed and agreed to by all provincial institutions within a sector with other National Institutions. Standardised indicators are relevant to achieving sector-specific priorities and are approved by Provincial Accounting Officers. They are incorporated into provincial institutions' APPs and form the basis of the quarter.
<b>Performance Standard</b>	The minimum acceptable level of performance or the level of performance that is generally expected. Standards therefore indicate the expected level of performance associated with a particular performance indicator for a particular period and funding level.
<b>Monitoring</b>	<p>Monitoring generally involves collecting and analysing non-financial performance data and recommending corrective measures towards the attainment of pre-determined objectives.</p> <p>Monitoring is a continuous managerial function that aims to provide managers, decision makers and main stakeholders with regular feedback and early indications of progress or lack thereof in the achievement of intended results and the attainment of goals and objectives.</p> <p>Monitoring involves reporting on actual performance against what was planned or expected according to Annual Performance Plan.</p> <p>The provision of independent, objective oversight during a particular monthly, quarterly and annually on planned activities to ensure that these activities are on schedule in meeting the pre-determined Performance Targets and Outcomes.</p> <p>Monitoring provides progress against what was planned and provides managers, decision makers and other stakeholders with regular feedback on progress in implementation and serves as an early indicator of difficulties that need to be corrected.</p>
<b>Reporting</b>	The provision of timely, relevant and credible progress updates after a monthly, quarterly and annually in a structured and consistent manner on the implementation of the Department's plans to managers, decision

<b>CONCEPT</b>	<b>DEFINITION</b>
	makers and other stakeholders with an indication of performance results achieved and the performance challenges that are needed to be addressed to ensure service delivery remains on track.
<b>Evaluation</b>	The systematic collection and objective analysis of evidence on public policies, programmes, projects, functions and organisations to assess issues such as relevance, performance (effectiveness and efficiency), value for money, impact and sustainability and recommend ways forward.
<b>Inputs</b>	Resources that contribute to the production of service delivery outputs. They include finances, personnel, equipment and buildings.
<b>Activities</b>	Processes or actions that use a range of inputs to produce desired outputs and ultimately outcomes.
<b>Outcomes</b>	Medium term results for specific beneficiaries that are the consequences of achieving specific outputs. Several outputs can contribute to the achievement of one outcome.
<b>Impact</b>	A change in conditions and the result of achieving specific outcomes, such as reducing fatalities and crime levels.
<b>Baseline</b>	The current level of performance that an institution aims to improve when setting performance targets. In most instances it is the level of performance recorded in the year prior to the planning period. Baseline therefore becomes the starting point intended for future comparison to assess performance.
<b>Logical Framework</b>	Provides a structured, logical approach to setting priorities and determining the intended results and activities of interventions.
<b>Results Chain</b>	An identified expected causal link in the programme logic chain.
<b>Corporate Plan</b>	A vision statement. This is where you define the objectives that will guide your internal decision making. A strong vision statement can help you maintain your business focus and give a sense of purpose to your business. A mission statement.
<b>Service level</b>	The 'amount' or type of service that is to be provided, often expressed in Quantitative terms e.g Number of police stations monitored on compliance to implementation of Domestic Violence Act 116 of 1998
<b>Service standard</b>	Refers to the quality of the service to be provided, benchmarked against international standards whilst taking into account South Africa's current level of development. An example of a service standard is the quality of

CONCEPT	DEFINITION
	the compliance to the Road Traffic Act by most motorists across the Province.
<b>Performance Improvement Plan</b>	Departments to develop performance improvement plans for underperformed targeted indicators. Department to monitor the improvement plan on a monthly basis to keep track of progress of underperformed indicators. Office of the premier to analyse the improvement plan reports and provide feedback report.



## 5. ROLES, RESPONSIBILITIES AND ARRANGEMENTS

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

### ROLES AND RESPONSIBILITIES

Stakeholder	Roles	Responsibility
<b>Executive authority: MEC</b>	Provides political leadership to the Department	<p><b>Oversight to SAPS</b></p> <ul style="list-style-type: none"> <li>• Provides oversight to South African Police Service (SAPS) through the Provincial Secretariat for Police Services.</li> </ul> <p><b>Oversight to NTI</b></p> <ul style="list-style-type: none"> <li>• North West Transport Investment (NWTI)</li> <li>• Ensures that the entity set up appropriate performance information systems, so that they are able to fulfil their accountability reporting responsibilities</li> </ul> <p><b>Accounts to Provincial Legislature</b></p> <ul style="list-style-type: none"> <li>• MEC tables Departmental Strategic Plans, Annual Performance Plan, Departmental Quarterly and Annual Reports, NWTI Plans and reports.</li> <li>• MEC should provide Provincial Legislature with full and regular reports, concerning matters under his/her control</li> </ul>
<b>Head of Department</b>	• Provides administrative leadership to the Department	<ul style="list-style-type: none"> <li>• Ensures and facilitates development of Departmental Strategic Plans that is consistent with the Medium-Term Strategic Framework and various policies mandates applicable to the Department.</li> </ul>

Stakeholder	Roles	Responsibility
		<ul style="list-style-type: none"> <li>• Must establish a framework for managing Performance Information in order to facilitate performance monitoring, evaluation and corrective measures of reporting to the executive authority.</li> <li>• Ensures that the Departmental strategies and goals feed into the broader Government objectives and priorities</li> <li>• Provides strategic support in intergovernmental programmes within the sector as well as sector partnership</li> <li>• Establishes and maintains effective, efficient, and transparent systems of financial, risk management and internal control processes within the Department.</li> <li>• Approval of captured targets as reflected in the Strategic Plan, Annual Performance Plan, Operational Plan and quarterly performance reports.</li> <li>• HOD to conduct business review sessions with the Chief Directorates 7 working days before the EDMC.</li> <li>• Approval of final reported data by and attach compliance certificate on the provincial and EQPRS system.</li> </ul>
<b>Chief Financial Officer</b>	Official responsible for financial reporting	<ul style="list-style-type: none"> <li>• Accounts for the efficient and proper use of the Department's financial resources</li> </ul>
<b>Programme Managers (Chief Directors)</b>	<ul style="list-style-type: none"> <li>• Programme Managers responsible for sign-offs of programme performance information</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures the overall effective, efficient and timely delivery on the Department's mandate within the allocated resources as a key result area of the Department</li> <li>• Quality assure and submit signed off inputs into the final plans and Performance reports.</li> </ul>

Stakeholder	Roles	Responsibility
	<ul style="list-style-type: none"> <li>• Provide oversight during the Planning, Monitoring and Reporting processes</li>   <li>• Provide progress on the Performance Improvement Plan for underperformed indicators.</li> </ul>	<ul style="list-style-type: none"> <li>• Consolidation of chief directorates monthly performance reports.</li> <li>• Conduct Chief directorates planning and performance review sessions:</li> <li>• Verify portfolio of evidence for reported outputs</li> <li>• Ensure programme compliance to strategic planning, monitoring and evaluation frameworks and guidelines</li> <li>• Verify the reported performance information of programmes</li> <li>• Approve the programme performance reports. <ul style="list-style-type: none"> <li>• Submit Programme Narrative Report Sign offs to SPM&amp;E Unit</li> <li>• Complete and submit the signed Quality Assurance Form of APP Reported outputs (Annexure B)</li> </ul> </li>   <li>• Monitor and report progress on monthly basis for Quarterly under-achieved targets</li> <li>• Oversee the reported progress of the improvement plan and the SOPA reports</li> <li>• Facilitate Programme Planning sessions (preparatory planning sessions before the Departmental Lekgotla)</li> </ul>
<p><b>Line function managers (Directors)</b></p>	<p>Responsible for the Planning, Monitoring and Reporting activities</p>	<ul style="list-style-type: none"> <li>• Ensure programme compliance to planning and reporting guidelines</li> <li>• Report performance progress against predetermined objectives on a monthly, quarterly and annual basis</li> <li>• Quality assurance of reported performance information</li> </ul>

Stakeholder	Roles	Responsibility
		<ul style="list-style-type: none"> <li>• Capture, verify reported outputs in the Provincial Electronic Reporting System</li> <li>• Provide and upload relevant and credible Portfolio of Evidence (POE) for reported outputs.</li> <li>• Where there are reasons for deviation, the manager must also provide POE for reasons of deviations on the Provincial Electronic Reporting System.</li> <li>• Sign off the sub-programme performance reports and Compliance Checklists</li> <li>• Responsible for the effective, efficient, economical and transparent use of financial and resources at their disposal</li> <li>• Accountable for accurate reporting, provision of performance information evidence and verification of reported information <ul style="list-style-type: none"> <li>➢ Responsible for the verification and submission/handing over of portfolio of evidence within their respective units to Strategic Planning, M&amp;E directorate for validation purposes</li> </ul> </li> <li>• Their Performance Agreements should also reflect these responsibilities to assist them to make informed management decisions</li> <li>• Report progress on the improvement plan and SOPA reports</li> </ul>
<b>Risk and Integrity Management</b>	Provide technical support during the Planning, Monitoring and Reporting processes	<ul style="list-style-type: none"> <li>• Responsible for risk identification, analysis and mitigation on performance and financial information</li> </ul>

Stakeholder	Roles	Responsibility
<b>Internal Control</b>	<ul style="list-style-type: none"> <li>• Provide technical support during Audit processes</li> </ul>	<ul style="list-style-type: none"> <li>• The Internal Control unit facilitate the development, monitor and report on the implementation of Audit Action Plans for both Provincial Internal Audit and Auditor General of South Africa's report.</li> <li>• Coordinates the performance auditing processes.</li> </ul>
<b>Office of the Premier (OOP)</b>	Premier's Office have a direct interest in all aspects of performance information management	<ul style="list-style-type: none"> <li>• Ensuring a smooth implementation of the eQPRS</li> <li>• Monitor the role of the performance reporting</li> <li>• Coordinate the quarterly performance reporting function; and ensure alignment of the planning and reporting processes</li> <li>• Ensure that the annual targets and the quarterly targets as contained in the Annual Performance Plans of provincial departments are reflected in the eQPRS when Reporting</li> <li>• Populate SOPA pronouncement and Makgotla resolutions (Programme of Action: POA) and submit to department for endorsement by Management and HoD.</li> <li>• Quality-check the accuracy, comprehensiveness, relevance and coherency of performance reports/ data submitted by provincial departments.</li> <li>• Give assessment reports to provincial departments for review.</li> <li>• Follow up on outstanding submissions by provincial departments</li> <li>• Facilitate the change of users in the system before the reporting</li> </ul>

Stakeholder	Roles	Responsibility
		<ul style="list-style-type: none"> <li>• Publish data of provincial departments on their websites</li> <li>• Consolidate provincial performance reports</li> <li>• Automation of collected Data on the Provincial M&amp;E System.</li> <li>• Communicate reporting processes and timeframes to departments during the reporting periods.</li> <li>• Develop info graphics dashboards.</li> <li>• Grant eQPRs access rights to approved users.</li> <li>• Issue the Guideline for Implementation of Provincial Quarterly Performance Reports</li> <li>• Set quarterly reporting timeframes on the eQPR system.</li> </ul>
<b>Department of Planning Monitoring and Evaluation.</b>	Overall administrator of the Planning Monitoring and Evaluation.	<ul style="list-style-type: none"> <li>• Providing input into the processes to select and define performance indicators, particularly to ensure that the Department gather the information that the Presidency requires to monitor and evaluate the effectiveness of government policies and plans</li> <li>• Assess Department's Plans and provide feedback</li> <li>• Assess Department's Reports and provide feedback</li> <li>• Configures the approved budget programme structure</li> <li>• Annually set reporting timeframes on the system as outlined in these guidelines for Implementation of Provincial Quarterly Performance Reporting</li> <li>• Circulate consolidated reports to DPME, National Treasury and Heads of</li> </ul>

Stakeholder	Roles	Responsibility
		<p>Departments of national departments with concurrent functions.</p> <ul style="list-style-type: none"> <li>• Issue the Guideline for Provincial Quarterly Performance Reporting</li> <li>• Configure the standardised output indicators for standardised sectors in the eQPRS</li> <li>• Grant eQPRS access rights to approved users</li> <li>• Provide access to the eQPRS reports for relevant external stakeholders</li> </ul>
<b>Auditor-General South Africa</b>	<ul style="list-style-type: none"> <li>• Audits financial and non-financial performance Information</li> </ul>	<ul style="list-style-type: none"> <li>• Express Audit opinion on whether the reported performance against predetermined objectives produced by Department is useful and reliable</li> </ul>
<b>Provincial Internal Audit</b>	<ul style="list-style-type: none"> <li>• Ensure that effective internal controls are in place</li> <li>• Review systems, processes and controls in the Department in relation to Performance Information</li> </ul>	<ul style="list-style-type: none"> <li>• Assist both the Audit and Risk Management Committee and management through monitoring, examining, evaluating, reporting and recommending improvements to the adequacy and effectiveness</li> <li>• Evaluate measures instituted by management:</li> <li>• To ensure adequacy of controls for Performance Information</li> <li>• To ensure compliance with relevant policies, procedures, regulations, contracts and legislation, to determine whether the set objectives have been achieved and to report thereon,</li> <li>• To ensure economic procurement of resources,</li> <li>• To ensure efficient and effective utilisation of resources</li> </ul>

Stakeholder	Roles	Responsibility
		<ul style="list-style-type: none"> <li>• Audit departmental plans and performance information on Provincial Monitoring and Evaluation System.</li> <li>• Produce report and advice on required remedial action.</li> <li>• Submit all reports, returns, notices and other information to Office of the Premier or the relevant provincial legislature and to the relevant Executive Authority or treasury as may be required by the Act.</li> </ul>
<b>Audit Committee</b>	Provide an independent audit oversight to the Department of Community Safety and Transport Management	<ul style="list-style-type: none"> <li>• Review the effectiveness of the internal control systems</li> <li>• Review the effectiveness of the internal audit function</li> <li>• Review the risk areas of the institution's operations to be covered in the scope of internal and external audits</li> <li>• Review the adequacy, reliability and accuracy of the financial information provided to management and other users of such information</li> <li>• Review any accounting and auditing concerns identified as a result of internal and external audits</li> <li>• Review and advice the Department on issues relating to the AGSA/PIA findings and develop an action plan to assist the Department in addressing the findings and ensures the implementation and monitoring thereof</li> <li>• Review the institution's compliance with legal and regulatory provisions</li> </ul>



Stakeholder	Roles	Responsibility
		<ul style="list-style-type: none"> <li>Review the activities of the internal audit function, including its annual work programme, coordination with the external auditors, the reports of significant investigations and the responses of management to specific recommendations.</li> </ul>
<b>National and Provincial Treasuries</b>	<ul style="list-style-type: none"> <li>Prescribe budgets formats, prepare budgets</li> <li>Provides measures to ensure transparency and expenditure control in each sphere of government.</li> </ul>	<ul style="list-style-type: none"> <li>Developing standards that may be required to facilitate the implementation of this Framework.</li> <li>Monitoring the implementation of the Framework by all institutions within their respective spheres.</li> <li>Providing training on the use of financial information.</li> <li>Using the information generated by other institutions to monitor, evaluate and report on economy, efficiency, effectiveness and equity in the use of resources to deliver services.</li> <li>Prescribing the formats of budgets for developing measures to ensure transparency and control of expenditure in all spheres of government.</li> <li>Ensuring that budgets are aligned with institutional plans and government priorities through the Budget Prioritising Framework.</li> <li>Overseeing the development of budgets programme structures.</li> </ul>
<b>Department of Public Service and Administration</b>	<ul style="list-style-type: none"> <li>Development of policies and standards that ensure the public service is efficient and effective</li> </ul>	<ul style="list-style-type: none"> <li>Ensure the monitoring and reporting are done in an integrated manner and aligned to the best practices to improve public administration.</li> </ul>

<b>Stakeholder</b>	<b>Roles</b>	<b>Responsibility</b>
<b>National School of Governance</b>	<ul style="list-style-type: none"> <li>• Custodians of capacity building in Government</li> </ul>	<ul style="list-style-type: none"> <li>• Develops capacity-building programmes around Planning, Monitoring &amp; Evaluation across Government</li> </ul>
<b>Department Management Committee (DMC/EMC)</b>  <i>Note: In the event where the DMC does not sit, the reports will be tabled before the EMC</i>	<ul style="list-style-type: none"> <li>• Provide strategic direction to the Department and adhere to the provisions of this Policy</li> </ul>	<ul style="list-style-type: none"> <li>• They are accountable for establishing and maintaining the Performance Information processes and systems within their area of responsibility</li> <li>• Adopt Departmental Policies, Plans and Performance Reports</li> </ul>
<b>Extended Departmental Management Committee (EDMC)</b>	Review, quality assure Departmental plans and performance reports.	<ul style="list-style-type: none"> <li>• Ensure that the Departmental quarterly and annual Performance Reports are of good quality.</li> <li>• Adopt the reviewed and quality assured performance reports</li> </ul>
<b>Strategic Planning, Monitoring and Evaluation unit</b>	<ul style="list-style-type: none"> <li>• Coordination of non-financial performance information</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate the development of the Departmental Strategic and Annual Performance Plans (APPs) and Operational Plans in line with relevant prescripts</li> <li>• Assess Corporate Plans of the entity as prescribed by Revised framework for Strategic Plans and Annual Performance Plans</li> <li>• Facilitate the development of Standard Operating Procedures (SOPs)</li> <li>• Facilitate and coordinate Departmental Planning sessions (Makgotla)</li> <li>• Provide technical assistance on the development of plans during programme planning sessions</li> </ul>

Stakeholder	Roles	Responsibility
		<ul style="list-style-type: none"> <li>• Customise and circulate planning cycle processes timeframes/timelines in alignment with the Revised Framework for Strategic Plans and Annual Performance Plans</li> <li>• Submits draft Plans to oversight bodies for assessment</li> <li>• Facilitate the compilation and development of Annual Reports documents.</li> <li>• Coordinate the compilation of monthly, quarterly reports for all programmes.</li>   <li>• Facilitate and coordinate Extended Departmental Management Committee (EDMC) quarterly review sessions and the Annual Review sessions</li> <li>• Coordinate submission of Departmental plans and reports to the Accounting Officer for sign-off and submission to all relevant stakeholders.</li>   <li>• Validate monthly and quarterly reported outputs against the actual reported and planned</li>   <li>• Responsible for the safe-keeping and safe-guarding of Portfolio of Evidence for audit purposes (except programme 2)</li>   <li>• Nominate Data Capturers and Departmental Coordinator (eQPRS) for approval.</li> </ul>

Stakeholder	Roles	Responsibility
		<ul style="list-style-type: none"> <li>• Customise and circulate the reporting timeliness for Implementation of Provincial Quarterly Performance Reports.</li> </ul> <p><b>-The data capturers have the following responsibilities:</b></p> <ul style="list-style-type: none"> <li>✓ Configure all output indicators in the eQPRS</li> <li>✓ Add programmes/sub-programmes (based on the approved budget programme structure) on the system</li> <li>✓ Configure all annual and quarterly targets in the eQPRS</li> <li>✓ Capture required fields such as performance targets, actual outputs, reasons for deviations, corrective measures, pre-audited and audited outputs.</li> <li>✓ Ensure that data captured is accurate, valid, relevant and coherent</li> <li>✓ Save completed performance data for verification by the Departmental Coordinator</li> </ul> <p><b>The Departmental Coordinators have the following responsibilities:</b></p> <ul style="list-style-type: none"> <li>✓ For all indicators: quality assure the configured programmes and sub-programmes based on the approved budget programme structure</li> <li>✓ Gives access rights to the capturer prior approval by DPME</li> <li>✓ Quality assures captured annual and quarterly targets in the eQPRS</li> </ul>

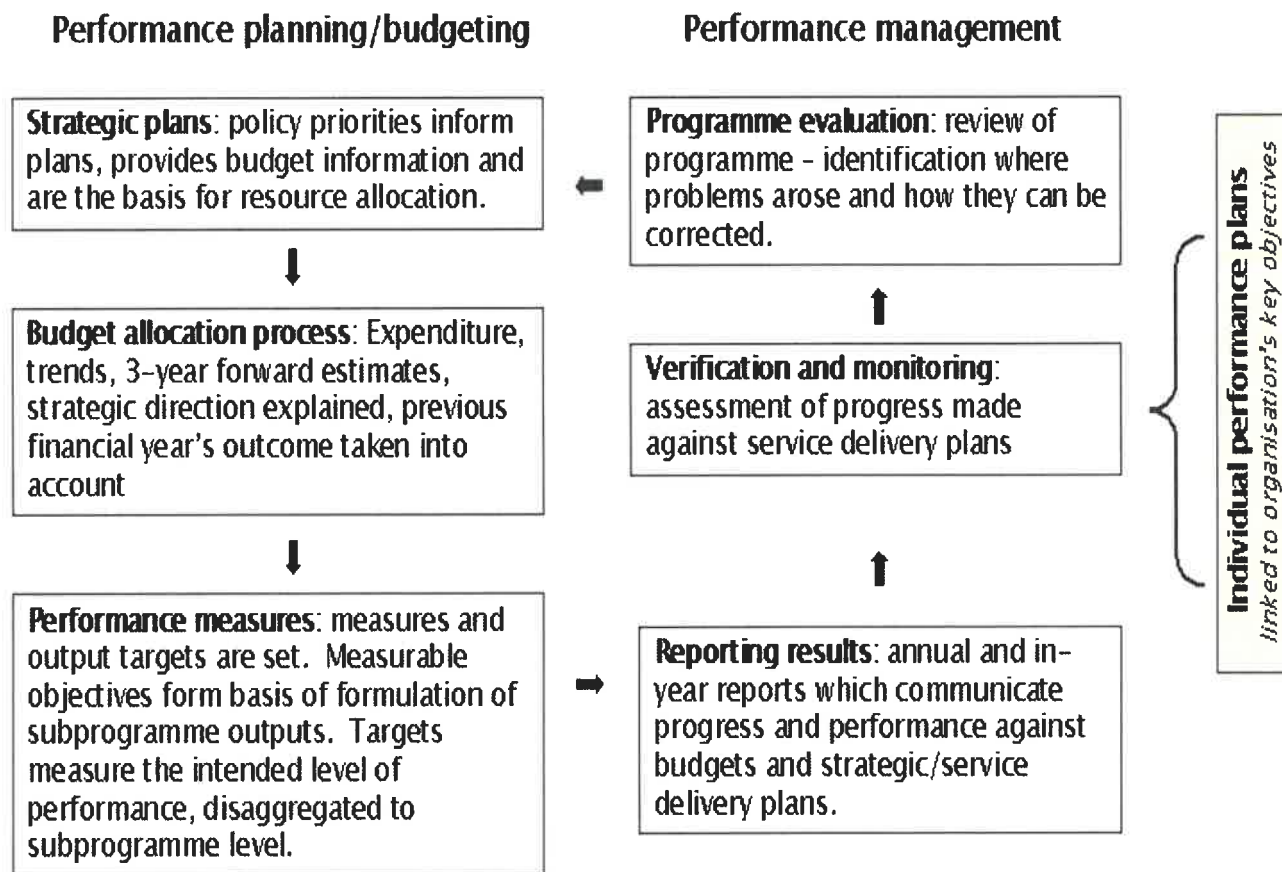
Stakeholder	Roles	Responsibility
		<ul style="list-style-type: none"> <li>✓ Verify the data submitted by the data capturer to ensure accuracy, validity, and relevance.</li> <li>✓ Submit completed performance data in the eQPRS to the responsible National Department with concurrent functions and the Office of the Premier for oversight</li> <li>✓ Amend the data captured based on the inputs from the National Department with concurrent functions and Offices of the Premier</li> <li>✓ Submit quarterly reports to the Accounting Officer for approval</li> <li>✓ Monitoring of the progress of the Improvement Plan</li> </ul> <p data-bbox="788 1111 1334 1193"><b>The Evaluation Unit have the following responsibilities:</b></p> <ul style="list-style-type: none"> <li>✓ Provide technical assistance in the drafting of research/evaluation concept notes</li> <li>✓ Develop and implement the Departmental Research/Evaluation Plan</li> <li>✓ Submission of Departmental Research and Evaluation Plan for HOD's approval</li> <li>✓ Submission of Departmental Evaluation Plan to the Office of the Premier</li> <li>✓ Drafting of ToRs for each research/evaluation study</li> </ul>

Stakeholder	Roles	Responsibility
		<ul style="list-style-type: none"> <li>✓ Establishment of the Departmental Research and Evaluation Technical Working Group</li> <li>✓ Undertaking of research/evaluation studies (if internal)</li> <li>✓ Development of data collection tools, analysis and</li> <li>✓ Compilation of research/evaluation report(s)</li> <li>✓ Presentation of research/evaluation report to the Departmental Research and Evaluation Technical Working Group for adoption</li> <li>✓ Presentation of the research/evaluation report to management for approval</li> <li>✓ Dissemination of research/evaluation report with oversight bodies and officials</li> </ul>
<b>Portfolio Committee on Transport</b>	Oversee the work of the Department and its Budget votes	<ul style="list-style-type: none"> <li>• Provide overarching oversight on the functions of COSATMA</li> <li>• Enquire and make recommendations about any aspect of the Department, including its structure, functionality and policy</li> </ul>
<b>National Department of Transport (NDoT)</b>	National departments with concurrent functions (National Oversight) receive quarterly performance data through the eQPRS	<ul style="list-style-type: none"> <li>• Interrogating data submitted against targets in the Annual Performance Plans</li> <li>• Communicating data discrepancies, if any, through the eQPRS to the provincial counterparts</li> </ul>

<b>Stakeholder</b>	<b>Roles</b>	<b>Responsibility</b>
	from the respective provincial departments for quality assurance.	<ul style="list-style-type: none"><li data-bbox="810 226 1310 309">• Verify that the data submitted by provinces is correct and accurate</li><li data-bbox="810 353 1337 495">• Ensure that provincial departments have reported on all standardised output indicators</li></ul>

## 6. PLANNING, BUDGETING AND REPORTING

**Figure 4.1** Below depicts a direct link between the Planning Budgeting and Reporting cycle



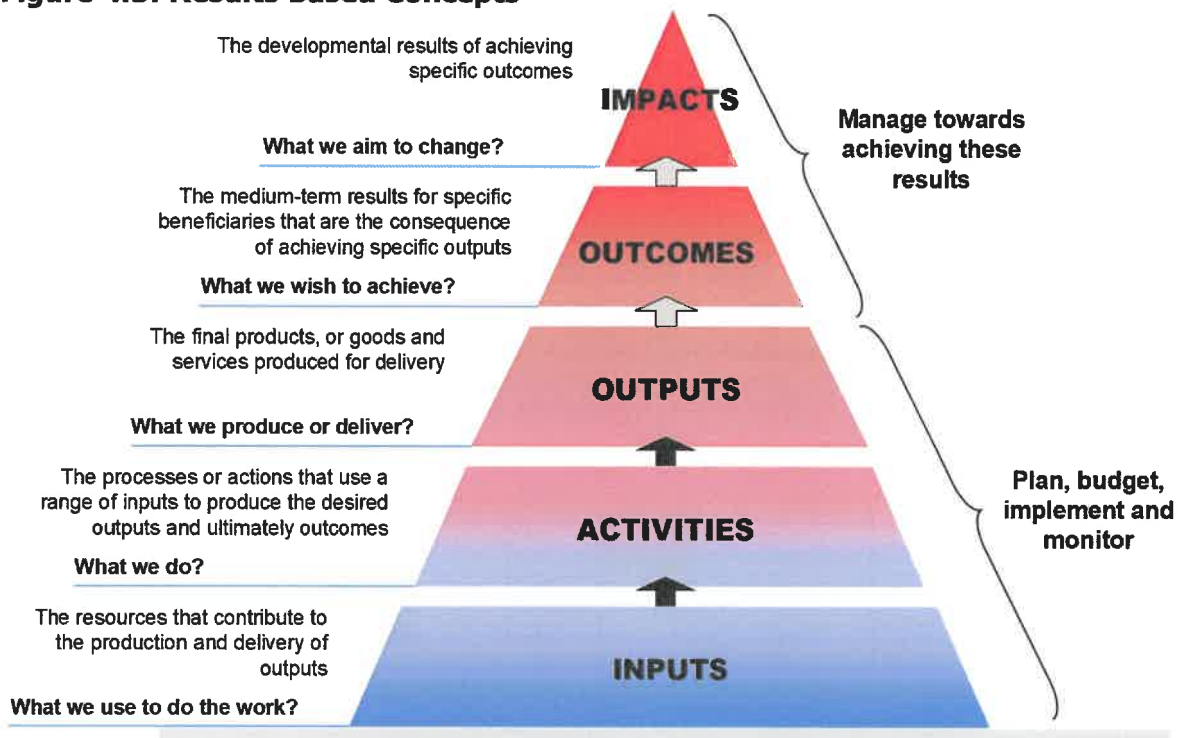
The planning, budgeting and reporting cycle describe the relationship between these processes and emphasises that the executive is accountable to the relevant elected representative body for the entire process. Full and regular reports are required at each stage of the process. At any given time within government, information from multiple years is being considered, in planning and budgeting for next year, implementation for the current year and reporting on last year's performance. Although performance information is reported publicly at the last stage through an Annual Report, the performance information begins when policies are being developed, and continues through each of the planning, budgeting, implementation and reporting stages. Regular assessments must be undertaken against the Strategic Plans include Mid-term Assessments and end-term assessments. Mid-term assessment report must include recommendations about performance, Budgeting and planning improvement for the strategic plans remaining financial year, with its findings contributing to sector performance assessment. The department must report on progress against outcomes in the strategic plans.



**Figure 4.2: Reporting Timeframes**

<b>Financial Years</b>		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
<b>In-year Reporting</b>	12 Monthly Expenditure Reports	12 MERs	12 MERs	12 MERs	12 MERs	12 MERs	12 MERs	12 MERs	12 MERs	12 MERs	12 MERs	12 MERs
	4 Quarterly Performance Reports	4 QPRs	4 QPRs	4 QPRs	4 QPRs	4 QPRs	4 QPRs	4 QPRs	4 QPRs	4 QPRs	4 QPRs	4 QPRs
<b>Medium Term Reporting</b>	Annual Reports	AR	AR	AR	AR	AR	AR	AR	AR	AR	AR	AR
	Medium Term Reviews				MTR					MTR		
	End Term Reviews						ETR					

**Figure 4.3: Results Based Concepts**



## DEVELOPING PERFORMANCE INDICATORS

Suitable indicators need to be specified to measure performance in relation to inputs, activities, outputs, outcomes and impacts. The challenge is to specify indicators that measure things that are useful from a management and accountability perspective. This means managers need to be selective when defining indicators.

Defining a good performance indicator requires careful analysis of what is to be measured. One needs to have a thorough understanding of the nature of the input or output, the activities, the desired outcomes and impacts, and all relevant definitions and standards used in the field. For this reason, it is important to involve subject experts and line managers in the process.

The Treasury Performance Information hand book recommends that institutions should utilise different approaches in developing their yard sticks.

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

**A good performance indicator should have the following characteristics:**

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

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

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

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

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

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

The audit criteria are based on usefulness and reliability.

**Usefulness** includes-

- **Presentation:**
  - Comparison between planned and actual
  - measures taken to improve have been disclosed
  
- **Measurability:**
  - Indicators well-defined and verifiable.
  - Targets are Specific, Measurable and time-bound
  
- **Relevance:** indicators relate logically and directly to an aspect of the institution's mandate, and the realisation of strategic goals and objectives
  
- **Consistency:**
  - Objectives, indicators and targets must be consistent

- Reported achievement should be consistent with planned and reported indicators

**Reliability** includes-

- Accuracy: numeric accuracy of the value or percentage
- Completeness: all transactions / actions have been recorded
- Validity: transactions / actions valid within the scope of legislation, in line with the objectives of the organisation, approved by the relevant delegated authority and within the planned budget.

It is stipulated in the FMPP, 2007 that institutional targets should adhere to the SMART principle. This is an acronym which dictates that performance targets must be Specific, Measurable, Achievable, Relevant and Time-Bound.

**Targets**

A useful set of criteria of selecting performance targets is the SMART principle

- **Specific:** Disambiguation includes words like precise, exact and unambiguous
- **Measurable:** Quantifiable, computable, detectable
- **Achievable:** realistic when compared to history, trends, capacity and available resources
- **Relevant:** Fits into the big picture
- **Time-bound:** by when success should be achieved

**Ensuring the availability of supporting evidence**

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

The directorates shall submit verified Portfolio of evidence to Strategic Planning, Monitoring and Evaluation for validation purposes. The POE is being centralised to Head office. The PoE is filed, and properly indexed according to the signed checklist and kept safe for audit purposes.

## **6.1 PLANNING**

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

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

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

All plans should be developed in alignment to the Revised Framework for Strategic Plans and Annual Performance Plans.

## Systems description for formulating Strategic and Annual Performance Plans

Activity	Description of processes and procedures	Timeframes	Systems used
Collection of information	<ul style="list-style-type: none"> <li>• The Strategic Planning sub-directorate customise and align planning templates to specific programmes and circulate them for completion by all programme managers for the development of Departmental Strategic Plan and Annual Performance Plan</li> <li>• Circulate the departmental annual planning processes dates to management</li> </ul>	August	Electronically using the email

Activity	Description of processes and procedures	Timeframes	Systems used
	<ul style="list-style-type: none"> <li>All programmes should hold chief directorate planning sessions in order to prepare inputs for submission into draft plans.</li> <li>Programmes should compile minutes of the Chief Directorate Planning session</li> <li>Strategic Planning unit will provide technical assistance during these sessions and compile a consolidated technical report</li> </ul>	August-September	Electronically using the email
	<ul style="list-style-type: none"> <li>The Strategic Planning sub-directorate analyses programme inputs and recommend improvements on identified areas for consolidation into the Departmental Plans.</li> </ul>	-October and January-February	Use of planning and analytic skills, etc.
	<ul style="list-style-type: none"> <li>All programme managers must submit their signed-off inputs to the Strategic Planning sub-directorate.</li> </ul>	October and January	Electronically using the email and manually for hard copies
<b>Planning Sessions (Makgotla)</b>	<ul style="list-style-type: none"> <li>The Department will hold Departmental planning sessions coordinated by the Strategic Planning sub-directorate and chaired by the Head of Department.</li> <li>SPME Unit presents the draft plan collated from programme inputs.</li> </ul>	October and January	At a venue to be communicated

Activity	Description of processes and procedures	Timeframes	Systems used
	<ul style="list-style-type: none"> <li>Inputs are interrogated by the collective and changes are effected.</li> <li>Secretariat in Office of HOD compiles minutes/ report on the processes followed and deliberations during the planning sessions.</li> </ul>		
<b>Processing and reporting Information</b>	<ul style="list-style-type: none"> <li>Strategic Planning circulates the 1<sup>st</sup> draft APP and final APP, to Chief Directors for sign-off.</li> <li>The signed off inputs from all programme managers are recorded and filed</li> <li>A submission register of received inputs is compiled and circulated.</li> </ul>	October and February	Manually: submission of hard copies and electronically
	<ul style="list-style-type: none"> <li>The SPM&amp;E submits draft Departmental Annual Performance Plan to the EMC for Quality Assurance.</li> </ul>	February	At a venue to be communicated
	<ul style="list-style-type: none"> <li>The final APP is signed-off by the Programme Managers, Accounting Officer and approved by the MEC and finally submitted to relevant oversight bodies.</li> </ul>	March	Electronic and hard copies
	<ul style="list-style-type: none"> <li>The office of the HOD unit will provide secretarial services during Planning sessions (Makgotlas)</li> </ul>	October/February	At a venue to be communicated
	<ul style="list-style-type: none"> <li>SPM&amp;E facilitates printing and publishing of the approved Annual Performance Plan</li> </ul>		

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



## 6.2 BUDGETING

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

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

Government plans are implemented at different levels across the three spheres of government (National, Provincial and Local) and across a large number of public entities and state-owned enterprises (SOEs). The purpose of the Budget Prioritization Framework (BPF) is to guide allocation of budgets towards achieving government priorities. It provides the strategic framework for decision-making on budget priorities that will enable achievement of the goals of the NDP using limited resources (MTSF 2020-2025).

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

## 6.3 REPORTING

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

### Monthly Performance Reporting

The purpose of monthly performance reports is to provide information on the overall progress made on the Implementation of the Operational Plan, State of the Province Address (SOPA) and Makgotla deliverables (POA) and Improvement Plan.

### Quarterly Performance Reporting

- The purpose of quarterly performance reports is to provide information on the overall progress made on the implementation of the department's Annual Performance Plan, on a quarterly and annual basis.
- The department is required to review their performance over a three-month period, substantiate and communicate achievements, and indicate the actions that will be taken to ensure that implementation of the Annual Performance Plan remains on track.
- The department must ensure that data submitted in the quarterly performance reports is accurate and valid at the time of reporting

#### **6.3.1 Reporting Mechanisms**

- Monthly reporting on SOPA deliverables and Makgotla implementation (POA) will be undertaken using the Provincial Monitoring and Evaluation System. The information/report must be signed off by accounting officers of respective departments.
- Quarterly reporting on Annual Performance Plans (APPs) will be undertaken using two reporting systems, that is:
  - ✓ Provincial Monitoring and Evaluation System
  - ✓ Electronic Quarterly Performance Reporting System

The Provincial Monitoring and Evaluation System (PM&ES) will be utilised for data gathering from different departmental programme managers, data validation and storage of Portfolio of Evidence (POE's) by internal departmental Monitoring and Evaluation (M&E) units. The information/report must be signed off by Accounting Officer of respective departments.

Department of Planning, Monitoring & Evaluation (DPME) Electronic Quarterly Performance Reporting System (EQPRS) will be utilized by Departmental Coordinators and Accounting Officers/Head of Department to submit accurate and valid performance report to DPME. The report must also be signed off by the Accounting Officer/ Head of Department.

The process of Reporting is as follows:

- To occur firstly on the Provincial M&E System where Programme Managers will be expected to report on indicator achievements and attach evidence to substantiate these.
- POE's for non-achievement of targets is also expected.
- POE's for high volume indicators will be reported using an index list which will outline the path where the high-volume POE that could not be scanned and uploaded on the system will be filed.
- Departmental Coordinators to report on DPME EQPRS and facilitate sign-off by the Accounting Officer.
- Data reported at the end of each quarter must be data that is **valid** at the time of reporting.

#### Annual Performance Reporting

- Inputs on the annual report from all programmes should be submitted to the Monitoring and Evaluation sub-directorate in preparation for the annual report review session on the date circulated by the M&E Unit.
- The Department will hold an Annual Report (AR) review session to assess its performance against the plan and to also identify areas of non-performance and challenges encountered. This is in accordance with the PMFA and the Treasury Regulations and shall be substantiated with evidence to justify reported outputs as well as all deviations to targeted levels of performance. The standard formats for all reports should be aligned to the National Annual Report Guideline.

#### **Systems description for Reporting**

<b>Activity</b>	<b>Description of process and procedures</b>	<b>Timeframes</b>	<b>Systems used</b>	<b>Policies and Legal Prescripts</b>
<b>MONTHLY &amp; QUARTERLY REPORTING PROCESS</b>				
<b>Collection, Processing and reporting of Information</b>	Strategic Planning, M&E submits the Annual Performance Plan to OOP for automation and uploading on the	Annually	Provincial M&E Reporting System and eQPRS	In line with the PFMA, Treasury Regulations paragraph 5.3.1, Guideline for Provincial Quarterly

Activity	Description of process and procedures	Timeframes	Systems used	Policies and Legal Prescripts
<p>The following sub-programmes in the Department are district based: Law Enforcement (Traffic stations), Transport Safety &amp; Compliance, and Operator License &amp; Permits). Data is collected from local municipality level and consolidated at district offices and finally</p>	<p>Provincial M&amp;E Reporting System and eQPR System</p> <p>Strategic Planning, Monitoring &amp; Evaluation unit, quality assures the automated APP</p>		<p>Electronic/Email</p>	<p>Performance Reporting</p> <p>North West: Provincial Performance Monitoring and Evaluation (PME) Reporting Guidelines 2023/24 Departmental Performance Information Management Policy</p>
	<p>Customise and circulate Monthly reporting templates to programme and line managers for the first two months of the quarter, and the last month of the quarter will be collapsed into the Quarterly Reporting</p>	<p>Monthly</p>		
	<p>Customise and circulate Monthly reporting templates to programme and line managers for the reporting of the Improvement Plan and the SOPA reports.</p>			

Activity	Description of process and procedures	Timeframes	Systems used	Policies and Legal Prescripts
submitted to head office	Customise and circulate narrative reporting templates to programme and line managers	Quarterly		
	Customise and issue a notice of reporting dates to programme and line managers for them to commence with reporting on the Provincial M&E reporting system	Quarterly/ Annually		

Activity	Description of process and procedures	Timeframes	Systems used	Policies and Legal Prescripts
	<p>District offices compile reports and POE and submit to head office</p> <p>Line managers submit consolidated narrative report to Programme managers</p> <p>Programme managers consolidate narrative reports from respective sub-programmes and submit to SP,M&amp;E unit for compilation of Departmental Narrative Report</p> <p>Line managers capture the final outputs on the Provincial M&amp;E electronic Reporting System</p>	<p>Quarterly/ Annually</p>		

Activity	Description of process and procedures	Timeframes	Systems used	Policies and Legal Prescripts
	<p>Line managers upload the verified Portfolio of Evidence (POE) for reported outputs and deviations on the Provincial M&amp;E electronic Reporting System</p>			

Activity	Description of process and procedures	Timeframes	Systems used	Policies and Legal Prescripts
	<p>M&amp;E Data captureers populate the eQPR system with reported outputs as exported from the Provincial reporting system</p> <p>The departmental coordinator:</p> <ul style="list-style-type: none"> <li>• Verifies the data submitted by the data capturer to ensure accuracy, validity, and relevance.</li> <li>• Submits completed performance data in the eQPRS to the National Department of Planning Monitoring and Evaluation with concurrent functions and the Office of the Premier for oversight</li> </ul>	<p>Quarterly/ Annually</p>		



Activity	Description of process and procedures	Timeframes	Systems used	Policies and Legal Prescripts
	<ul style="list-style-type: none"> <li>• Amends the data captured based on the feedback from the National Department of Planning Monitoring and Evaluation with concurrent functions and Offices of the Premier</li> <li>• Submits quarterly reports to the Accounting Officer/Head of Department for approval</li> </ul>			

Activity	Description of process and procedures	Timeframes	Systems used	Policies and Legal Prescripts
	The M&E sub-directorate monitors reporting of programmes and sub-programmes on the Provincial M&E reporting system and sends out reminders to non-compliant programmes and sub-programmes	Monthly Quarterly		
	Receive, analyse inputs and provide feedback to programme and line managers on the quantitative and narrative reports	Quarterly		
	The Monitoring and Evaluation sub-directorate consolidates all received inputs into a draft Departmental narrative report for presentation during the quarterly performance review session	Quarterly		

Activity	Description of process and procedures	Timeframes	Systems used	Policies and Legal Prescripts
	The Monitoring and Evaluation sub-directorate exports the Excel report from the Provincial M&E reporting system for presentation during the quarterly performance review session	Quarterly		
	Programme and sub programme managers submit Annexure B together with final signed-off statistical reports exported from the Provincial Electronic M&E Reporting System and narrative reports.	Quarterly		
	The final electronic and signed-off Departmental quarterly reports are submitted to Office of the Premier and Provincial Legislature	Quarterly		
<b>ANNUAL REPORTING PROCESS</b>				

Activity	Description of process and procedures	Timeframes	Systems used	Policies and Legal Prescripts
	M&E receives the revised Annual Reporting guideline/framework	Annually	Electronically	In line with the PFMA, Treasury Regulations paragraph 5.3.1, Departmental Performance Information

Activity	Description of process and procedures	Timeframes	Systems used	Policies and Legal Prescripts
	M&E sub-directorate customises and circulates Annual Reporting template to programme and line managers	Annually	Electronically	In line with the PFMA, Treasury Regulations paragraph 5.3.1, Departmental Performance Information

Activity	Description of process and procedures	Timeframes	Systems used	Policies and Legal Prescripts
	Receive and analyse inputs from programme and line managers	Annually	Electronically	Management Policy, Annual Report Guide for National and Provincial Departments
	Provide feedback to programme and line managers on received inputs	Annually	Electronically	
	The M&E unit consolidates all received non-financial inputs into a draft Departmental Annual Report for presentation at the Annual Report Review session	Annually	Electronically	
	All programme managers submit signed-off hard-copies to the M&E unit to confirm inputs into the Annual report	Annually	Electronically	
	The SP,M&E submits draft Departmental Annual Report (pre-determined objectives) to the EMC for Quality Assurance.	Annually	Manually	

Activity	Description of process and procedures	Timeframes	Systems used	Policies and Legal Prescripts
	Submit Draft Annual Report to Provincial Internal Audit and Audit Committee for assessment and recommendations for improvement	Annually	Electronically	

Activity	Description of process and procedures	Timeframes	Systems used	Policies and Legal Prescripts
	Incorporate recommendations from the PIA and audit committee and the head of department signs-off the Annual Report to be submitted to AGSA	Annually	Electronically	



Activity	Description of process and procedures	Timeframes	Systems used	Policies and Legal Prescripts
	The final Annual Report is approved and signed-off by the Accounting Officer and the MEC	Annually	Electronically	
	The SP,M&E unit facilitates the printing of the final Departmental Annual Report	Annually	Electronic and hard copies	
	The Department submits electronic and signed-off final Departmental Annual Report to AGSA and Office of the Premier. Office of the MEC submits signed-off final Departmental Annual Report to Provincial Legislature for tabling.	Annually	Electronically	
	SP,M&E Unit facilitates publishing of the tabled Annual Report (Website and distribution of hardcopies)	Annually	Electronically	

## 6.4 Evaluation

Evaluation involves the systematic collection and objective analysis of evidence on public policies, programmes, projects, functions, and organizations to assess key issues such as relevance, performance (effectiveness and efficiency), value for money, impact, and sustainability. The purpose of evaluation is primarily to enhance performance, accountability, and decision-making, while also contributing to knowledge generation (research). The Department of Community Safety and Transport Management, through its Strategic Planning, Monitoring, and Evaluation function, plays a leading role in establishing the standards, processes, and methodologies for planning and conducting evaluations. It is also responsible for communicating the results of evaluations related to departmental programmes, policies, Strategic Plans, and Annual Performance Plans, all of which serve as a foundation for evaluating the organizational performance of public institutions.

In response to the requirements by the revised National Evaluation Policy Framework, 2019, the Department is expected to develop a multi-year Research and Evaluation Plan which will be translated into annual Departmental Research and Evaluation Plans indicating which studies are to be conducted for that particular financial year. The Departmental Research and Evaluation Plan will consist of budgeted studies and once studies are completed improvement plans as approved by the Head of Department will need to be developed and implemented.

In order to rollout evaluations, a standard rollout plan indicating the timeframes and activities is detailed below:

	Action	Responsible Unit	Ideally
Development and submission of concepts	1. Meeting of programme managers and directors to consider priority evaluations (supported by evaluation staff) and discussion on process for concept note submissions including concept note format	Evaluation Unit in Dept	April
	2. Half day briefing workshops with programmes within departments to deepen understanding of the National Evaluation Policy Framework, the Concept for the Departmental Evaluation Plan	Evaluation Unit in Dept	April

	3. Work-shopping of draft concept notes for evaluations with programme managers	Evaluation Unit in Dept	May
	4. Evaluation draft concept notes with relevant programmes	Evaluation Unit in Dept	May
	5. Deadline for concept notes to be submitted	Programme managers	May
<b>Selection and refining</b>	6. Proposals reviewed by DEWG and recommendations made to EMC for evaluations for three-five years.	DEWG/ Evaluation Unit in Dept	May
	7. Deadline for programme managers to include evaluations in their 5 year budgets	programme managers	June
	8. Departmental Evaluation Plan drafted	Evaluation Unit in Dept	June
	9. DEP submitted to departmental EMC for approval	Evaluation Unit in Dept	June
	10. Possibility of scoping workshops for each evaluation where wider stakeholders help to guide the appropriate focus and scope of the evaluation	Evaluation Unit and relevant Programme Manager	Aug/Sept
	11. If possible training of programme manager/evaluation staff for each evaluation recommended for and to draft TORs produced for evaluations. DPME has developed standard courses available through different service providers.	Evaluation Unit in Dept	September
	12. Possibility appointment of with evaluation experts to review theory of change, evaluation purpose, questions and methodology and refine TORs	SPME	October
		13. TORs finalised for evaluations	Evaluation Unit in Dept
<b>Start-up</b>	14. Procurement undertaken or planning of internal evaluation	Evaluation Unit in Dept	Feb
	15. Contracts awarded (if external) and inception meetings	Evaluation Unit in Dept	March

16. DEPs are submitted to the office of the premier for monitoring the implementation of the study	Evaluation Unit in Dept and OTP	March
--	---------------------------------	-------

Monitoring and Evaluation is therefore the process of collecting and analysing information about the programme or projects you are implementing that indicates whether or not the Department is achieving its objectives. In order for an organization to know whether it is on track in achieving its objectives, programmes must be monitored during their implementation and have their impact assessed in the end.

### 6.5 Standard Operating Procedures

The Departmental Standard Operating procedure (SOP) is a document that describes routine or regular recurring operations to ensure that activities are carried out correctly and consistently. The SOP has been developed to provide clear guidance on the processes that should be followed to ensure coordination and timely response to programme performance indicators

Standard operating procedures include steps that outline when and how information should flow in programmes towards providing performance improvements. The knowledge of SOPs will make departmental programmes understand processes in order to improve efficacy in achieving government's priorities.

These are processes and procedures of the key activities linked to performance indicators in the tabled Departmental Annual Performance Plan and Approved Operational Plan.

The development and use of SOPs minimizes variation and promotes quality through the consistent implementation of a process or procedure within a programme.

#### Systems description for developing and reviewing the Standard Operating Procedures

Activity	Description of processes and procedures	Timeframes	Systems used
Collection of information	<ul style="list-style-type: none"> <li>The Strategic Planning sub-directorate customise the SOP template to align it to the tabled APP and Operational Plan.</li> <li>Circulate the customised SOP template to programmes for inputs</li> </ul>	Annually (April-June)	Electronically using the email

Activity	Description of processes and procedures	Timeframes	Systems used
	<ul style="list-style-type: none"> <li>• Receive and collate inputs received from programmes</li> <li>• Provide feedback and technical assistance to programmes as and when inputs are submitted</li> <li>• Consolidate updated programme inputs into final draft SOP</li> <li>• Submit finalised inputs to Chief Directors for verification and final sign-off</li> <li>• Submit final SOP for Accounting Officer's approval</li> </ul>		

- **The SOP will be reviewed subject to changes in the processes and procedures of the Departmental activities**

#### **Performance review**

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

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

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

## **Standing procedures during Departmental review sessions**

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

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

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

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

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

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

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

### **Submission of quarterly performance reports**

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

## **7. VERIFICATION PROCESS**

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

## **8. SAFEGUARDING OF PORTFOLIO OF EVIDENCE**

The directorate SP, M&E has centralised the safeguarding of PoE. in exception of programme 2, all validated PoE is filed in a central office space (Head Office). The filing systems implemented by management should assist proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support performance reporting. At the end of each quarter verified POE for all sub programmes is submitted to Strategic Planning, Monitoring and Evaluation for safe keeping.

## **9. VALIDATION PROCESS**

The Directorate: Strategic Planning, M&E on a monthly and quarterly basis compile and communicates schedules to arrange for the validation of Portfolio of Evidence against the reported outputs. When programmes report on progress and/or completion of their outputs, they should not only ensure that their performance information is accurate and reliable, but also produce and submit documentary evidence for reported outputs and reasons for variance. SP, M&E unit administers the validation checklist as per the (Annexure C) and discusses the variances found with the affected sub-programme. Once all the POE for reported outputs and reasons for variance have been validated by the SP, M&E unit, a consolidated validation report is presented to DMC for discussion on the variances found during the validation process. This should enable the management to effect early warning systems.

Reported outputs will only be confirmed as valid if it is accompanied by the relevant, accurate and credible evidence as outlined in the Technical Indicator Description for a particular financial year. In order to avoid the incompleteness and inaccuracy of the POE, each station/programme managers or delegated officials must be present during validation process.



**Systems description for Verification and Validation of Performance Information**

<b>Activity</b>	<b>Description of process and procedures</b>	<b>Timeframes</b>	<b>Systems used</b>	<b>Policies and Legal Prescripts</b>
<b>Verification of reported outputs</b>	The line function manager must make sure that Portfolio of Evidence is compiled for all outputs reported for validation and audit purposes	Monthly and Quarterly,	Electronically using the email.	In line with the PFMA, Treasury Regulation, Departmental Performance Information Management Policy
	Programme managers must verify (quality assurance) reported output as informed by Annexure E of the APP on Technical Indicator Description and submit to M&E	Quarterly	Electronically using the email.	
<b>Validation of Reported outputs</b>	M&E unit communicates the delegation form to Programme managers to delegate two officials for POE Validation at the beginning of the Financial Year. Delegated officials must be at a supervisory level.	Annually	Electronically using the email.	
	M&E unit develops the Validation schedule and submits to line function managers, district and traffic station managers with recommendations to ensure compliance to the Performance Information Management Policy	Monthly and Quarterly	Electronically using the email.	
	The SP,M&E Unit administer the customised checklists for validation of reported outputs as informed by Annexure E of the APP on Technical Indicator Description	Annually	Electronic and hard copies	
	The line managers or delegated official must sign the checklist to	Monthly/Quarterly	Physical verification	

	ensure consistency between the checklist and the source documents captured in Annexure E Technical Indicator Description of the APP		to all programmes	
	M & E unit administers annexure B (Combined Assurance form), which is signed by Programme and Station Managers, to assure that M & E validates and Managers acknowledge feedback received from M & E Unit	Quarterly	Manual	

## **PUBLISHING PERFORMANCE INFORMATION**

According to the Revised Framework for Strategic Plans and Annual Performance Plans, Institutions have a responsibility to publish reports and plans to the relevant institutions' websites and submit to the relevant oversight institutions within 30 days after tabling for the purpose of:

- Accounting to the provincial Legislature in accordance with Sec 92 and 114 of the Constitution.
- Being transparent and accountable to the public in accordance with Sec 195 of the Constitution.
- Providing private individuals and private sector access to information held by government that they can use in decision making.
- And to provide researchers access to information.

## **10. CONCLUSION**

In terms of Policy framework for the Government-wide Monitoring and Evaluation, it is expected that all Departments should have a policy that will manage and regulate Performance Information. Adherence to this policy is mandatory and any contravention will be viewed as misconduct.

The SP, M&E undertakes to present the reviewed policy to DMC members to ensure the full understanding and implementation of this Policy, procedures and requirements encompassed.

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


The Performance Information Management Policy will be implemented in conjunction with the Departmental Standard Operating Procedures.

**11. REVIEW OF THE POLICY**

This policy will be reviewed on an annual basis, based on changes in Policy and Performance information environment.

**12. EFFECTIVE DATE OF THE POLICY**

This policy will become effective from the date of approval thereof by the Accounting Officer.

<b>APPROVED BY:</b>  _____	<u>10/02/2025</u>
<b>Dr H KEKANA HEAD OF DEPARTMENT</b>	<b>DATE</b>





dcstm

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



# STRATEGIC PLANNING, MONITORING & EVALUATION

Ground Floor, Tirelo Building  
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Tel: +27 (18) 200 8376/8154

## ANNEXURES

### STANDARDISED PLANNING FORMATS/TEMPLATES

#### Planning Templates

#### Strategic Plan

#### Measuring the Impact

<b>Impact Statement</b>	
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#### Measuring our Outcomes

Outcome	Outcome Indicator	Baseline	Five-year target

"Let's Grow North West Together"





**Annual Performance Plan**

**Outcomes, Outputs, Performance Indicators and Targets**

Outcome	Outputs	Output Indicators	Annual Targets							
			Audited / Actual Performance 2016/2017	2017/2018	2018/19	Estimated Performance 2019/20	2020/21	2021/22	2022/23	

**Indicators, Annual and Quarterly Targets**

Output Indicators	Annual Target 2021/22	Q1	Q2	Q3	Q4





## PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

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

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

<b>Indicator title</b>	Title of the indicator verbatim as given in the programme plan
<b>Definition</b>	<ul style="list-style-type: none"> <li>• Meaning of the indicator</li> <li>• Explanation of technical terms used in the indicator</li> </ul>
<b>Source of data</b>	Where the information is collected from
<b>Method of calculation/ Assessment</b>	<ul style="list-style-type: none"> <li>• How the performance is calculated (quantitative)</li> <li>• How the performance is assessed (qualitative)</li> </ul>
<b>Means of verification Assumptions</b>	<ul style="list-style-type: none"> <li>• The Portfolio of Evidence required to verify the validity of the data</li> <li>• Factors accepted as true and certain to happen without proof</li> </ul>
<b>Disaggregation of beneficiaries (Where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for people with disabilities</li> </ul>
<b>Spatial transformation (Where applicable)</b>	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities</li> <li>• Description of spatial impact</li> </ul>
<b>Calculation type</b>	Cumulative (Year-end), cumulative (Year-to-date) or non-cumulative
<b>Reporting cycle</b>	<ul style="list-style-type: none"> <li>• Quarterly, bi-annual or annual</li> </ul>
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>• Information about whether actual performance that is higher or lower than targeted performance is desirable</li> </ul>
<b>Indicator responsibility</b>	<ul style="list-style-type: none"> <li>• Who is responsible for managing and reporting the indicator</li> </ul>



**OPERATIONAL PLAN**

Output	Output Indicator	Annual target 2020/21	Quarterly Target	Activities	Timeframe (By when )		Budget per acti
					Start Date	Finish Date	

**STANDARD OPERATING PROCEDURES**

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

**STANDARDISED REPORTING FORMATS/TEMPLATES**

**DPME/OOP Reporting Templates**  
**Narrative Reporting Template**

PROGRAMME	SUB PROGRAMME	CHALLENGE	RESPONSE



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

- The Department of \_\_\_\_\_ responds to outcome \_\_\_\_\_
- (Mention the outcome in full)
  - Mention the Output/s in full
  - Mention the Sub output/outcome in full

**PROGRAMME 1: Name**

**1.1 INTRODUCTION AND BACKGROUND**

**1.2 Projects Implemented During the Quarter**


NAME OF PROJECT		Budget		Total Expenditure	
INFRASTRUCTURE PROJECT	NON- INFRASTRUCTURE PROJECT				
N/A	N/A	N/A	N/A	N/A	N/A

**Sub programme name**

**1.3 HIGHLIGHTS ON ACHIEVEMENTS**

**1.4SUMMARY OF KEY CHALLENGES**

**1.5 WHAT WILL BE DONE DIFFERENTLY TO ADDRESS THOSE CHALLENGES?**

**1.6 RECOMMENDATIONS**



## Quarterly Performance Reporting System Template

### Provincial reporting system template

Performance Indicator	Annual Target	Q1 Target	Q1 Validated Output	Q1 Reasons for Variance/Challenges	Q1 Remedial Actions	Comments by M&E

### Electronic Quarterly Performance Reporting System (eQPR)

Frequency	Programme	Sub Programme	Indicator	Target Q2	Actual Output Q2	Reason for Deviation Q2	Corrective Action Q2	Annual Target	Aggregate Output	Reason for Deviation	Corrective Action





**DEPARTMENTAL MONTHLY PERFORMANCE REPORTING TEMPLATE**

Programme	Sub Programme	Performance Indicator	Key Activities	Quarterly Target	Nov			M&E Comments
					Planned Monthly Targets	Progress	Challenges	



**PLANNING TIMEFRAMES**

**Table: DUE DATES FOR SUBMISSION OF PLANNING DOCUMENTS AND REPORTS**

Processes	April	May	June	July	August	September	October	November	December	January	February	March
PLANNING	Strategic Plan						31 <sup>st</sup> October (Draft Strategic Plan)			31 <sup>st</sup> January Final SPs for public entities		Tabling in Provincial Legislature
	Annual Performance Plan						31 <sup>st</sup> October (Draft APPs)			31 <sup>st</sup> January Final APPs for public entities		Tabling in Provincial Legislature
	Annual Operational Plan											Approved by Accounting Officer
BUDGETING	Annual Budget and MTEF			NT issues MTEF Guidelines	Department submits 1 <sup>st</sup> Draft budget and new expenditure estimates			NT issues MTEF Guidelines for ENE	NT issues allocation letters		Department submit final ENE Chapter	Tabled in Legislature
	Adjusted budget and MTEF											



Budget programme structure	Change Requests to budget and Programme Structure					Department s propose changes to budget and programme structures	NT approves changes to budget and programme structure				
STANDARDISE D INDICATORS	Standardise d indicators for sectors						Submission of Final set of standardise d indicators for sectors				

***\*Public entities submit to the relevant oversight institution***



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**STRATEGIC PLANNING, MONITORING  
& EVALUATION**

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**ANNEXURE A: APPOINTMENT OF DELEGATED OFFICIAL FOR PERFORMANCE INFORMATION**

Programme/Station Managers are required to delegate 2 officials<sup>1</sup> is alternative delegate from their programmes who will be responsible for validations during the financial year.

**TO:** \_\_\_\_\_

**FROM:** \_\_\_\_\_

**SUBJECT: Appointment of Directorate contact official for Performance Information**

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

**Date:** \_\_\_\_\_  
**Signature:** \_\_\_\_\_  
**Programme/Station Manager**

**Accept / Not Accepted**  
**Date:** \_\_\_\_\_  
**Signature:** \_\_\_\_\_  
**(Delegate**  
**Accept / Not Accepted**  
**Date:** \_\_\_\_\_  
**Signature:** \_\_\_\_\_  
**(Alternative delegate)**





**ANNEXURE B: QUALITY ASSURANCE OF QUARTERLY PERFORMANCE REPORT: 2023/24 APP REPORTING**

Programme Name: .....

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

**PART 1:**

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

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

PREPARER NAME: .....

DATE.....

PREPARER SIGNATURE: .....



**PART 2**

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

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

REVIEWER NAME.....

DATE.....

REVIEWER SIGNATURE .....



**ANNEXURE D: VALIDATION CHECKLIST (Administered during Validation)**

Sub-Programme name: \_\_\_\_\_  
 Station name: \_\_\_\_\_  
 Date of visit: \_\_\_\_\_  
 Programme /Station Manager: \_\_\_\_\_  
 Delegated Official: \_\_\_\_\_

Contact: \_\_\_\_\_  
 Contact: \_\_\_\_\_

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

**Programme manager**

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

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

**Monitoring and Evaluation**

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

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

**ANNEXURE E: POE HANDOVER**

**TO Sub-programme name:**



**From: Monitoring and Evaluation**

**Date:**

**Subject: Handling over of POE**

This is to confirm that (sub-programme) handed over portfolio of evidence for the (month/year) to the **Monitoring and Evaluation**. This was done before completion of validation at \_\_\_\_\_ on the \_\_\_\_\_

**Quarter Submission**

DATE	BATCH QUANTITY	SIGNATURE

Hope you find this in order

\_\_\_\_\_

Name

\_\_\_\_\_

Date

Designation







Mr M.J Moiloa

Director Strategic Planning Monitoring and Evaluation

7/02/2025  
Date

Recommended/Not Recommended



Ms T Leteane

Acting Chief Director-Corporate Services

10/02/2025  
Date

Approved/Not Approved/Approved with amendments



Dr H Kekana

HEAD OF DEPARTMENT

10/02/2025  
Date

Approved/Not Approved/Approved with amendments

