

# Annexure E

## Administration

### OFFICE OF MEC – SPECIAL PROGRAMMES

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|--|---|
| <b>Indicator title</b>                           | Number of departmental campaigns organised in partnership with provincial departments and stakeholders. |
| <b>Short definition</b>                          | Campaigns and celebrations.   |
| <b>Purpose/importance</b>                        | To participate in Provincial and National campaigns for advocacy, capacity building and compliance.     |
| <b>Source/collection of data</b>                 | Attendance registers, reports.  |
| <b>Method of calculation &amp; evidence type</b> | Reports & invitations.  |
| <b>Data limitations</b>                          | The reliability of the register is influenced by number of participants who sign in.                    |
| <b>Type of indicator</b>                         | Activity.   |
| <b>Calculation type</b>                          | Cumulative  |
| <b>Reporting cycle</b>                           | Quarterly   |
| <b>New indicator</b>                             | No.   |
| <b>Desired performance</b>                       | Higher performance is desired.  |
| <b>Indicator responsibility</b>                  | Ms. Keke Ntsala.  |

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| <b>Indicator title</b>                           | Number of departmental programmes in which special programmes were mainstreamed.                             |
| <b>Short definition</b>                          | Consultation and Integration.  |
| <b>Purpose/importance</b>                        | To ensure the economic empowerment development and participation targeted and vulnerable groups is realized. |
| <b>Source/collection of data</b>                 | Minutes, Report and attendance register.   |
| <b>Method of calculation &amp; evidence type</b> | Number of programs.  |
| <b>Data limitations</b>                          | Commitment of different Chief Directorates.  |
| <b>Type of indicator</b>                         | Activity   |
| <b>Calculation type</b>                          | Cumulative   |
| <b>Reporting cycle</b>                           | Quarterly  |
| <b>New indicator</b>                             | Yes  |
| <b>Desired performance</b>                       | Higher performance is desired.   |
| <b>Indicator responsibility</b>                  | Ms. Keke Ntsala.   |

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| <b>Indicator title</b>  | Monitoring reports on the empowerment of designated groups developed. |
| <b>Short definition</b> | Analysis of the reports to identify progress, challenges, propose     |

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|   | necessary interventions and report achievements                          |
| <b>Purpose/importance</b>                       | To keep track on the mainstreaming of the targeted and vulnerable groups |
| <b>Source/collection of data</b>                | Reports  |
| <b>Method of calculation&amp; evidence type</b> | Number of reports received   |
| <b>Data limitations</b>                         | When written reports are not submitted                                   |
| <b>Type of indicator</b>                        | Activity   |
| <b>Calculation type</b>                         | Cumulative   |
| <b>Reporting cycle</b>                          | Quarterly  |
| <b>New indicator</b>                            | no   |
| <b>Desired performance</b>                      | Higher performance is desired.   |
| <b>Indicator responsibility</b>                 | Ms. Keke Ntsala.   |

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|---|---|
| <b>Indicator title</b>                          | Number of reports submitted to DPSA.  |
| <b>Short definition</b>                         | Compliance report about women, people with disabilities empowerment and gender equality required by DPSA      |
| <b>Purpose/importance</b>                       | Monitor mainstreaming of gender equality and people with disabilities within Department Programmes & Projects |
| <b>Source/collection of data</b>                | Departmental Line Functionaries   |
| <b>Method of calculation&amp; evidence type</b> | Reports   |
| <b>Data limitations</b>                         | Reliability and availability of information from Line Functionaries   |
| <b>Type of indicator</b>                        | Output  |
| <b>Calculation type</b>                         | None  |
| <b>Reporting cycle</b>                          | Quarterly   |
| <b>New indicator</b>                            | Yes   |
| <b>Desired performance</b>                      | Higher performance is desired.  |
| <b>Indicator responsibility</b>                 | Ms. Keke Ntsala.  |

## INTERNAL AUDIT AND RISK

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| <b>Indicator title</b>                          | Develop three year and annual internal audit plan.  |
| <b>Short definition</b>                         | Three year and annual Internal audit plan approved indicating audit activities to be conducted.   |
| <b>Purpose/importance</b>                       | Three year and annual Internal audit plan will also indicate to management whether risk auditable areas as well as management requests are covered. |
| <b>Source/collection of data</b>                | Risk register, AG Reports, Management requests.   |
| <b>Method of calculation&amp; evidence type</b> | Simple count, Evidence to be provided: Approved Three year and annual Internal audit plan.  |
| <b>Data limitations</b>                         | None  |

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| <b>Type of indicator</b>        | Activity                       |
| <b>Calculation type</b>         | Non cumulative                 |
| <b>Reporting cycle</b>          | Annual                         |
| <b>New indicator</b>            | Yes                            |
| <b>Desired performance</b>      | Higher performance is desired. |
| <b>Indicator responsibility</b> | M Mokone                       |

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| <b>Indicator title</b>                           | Develop internal audit charter.   |
| <b>Short definition</b>                          | Annual Internal Audit Charter describing roles, purpose and responsibility of Internal Audit Activities.  |
| <b>Purpose/importance</b>                        | The purpose of this charter is to set out the nature, role, responsibility, status and authority on Internal Auditing within the Department of Economic Development, Tourism and Environmental Affairs and outline the scope of the internal audit. |
| <b>Source/collection of data</b>                 | Manual information from Institute of Internal Auditors Standards  |
| <b>Method of calculation &amp; evidence type</b> | Simple count, Evidence to be provided: Approved Internal audit charter.   |
| <b>Data limitations</b>                          | None  |
| <b>Type of indicator</b>                         | Activity  |
| <b>Calculation type</b>                          | Non cumulative  |
| <b>Reporting cycle</b>                           | Annual  |
| <b>New indicator</b>                             | Yes   |
| <b>Desired performance</b>                       | Higher performance is desired.  |
| <b>Indicator responsibility</b>                  | M Mokone  |

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| <b>Indicator title</b>                           | Develop audit committee charter.   |
| <b>Short definition</b>                          | Annual Committee Charter describing roles, purpose and responsibility of Audit committee.  |
| <b>Purpose/importance</b>                        | The purpose of this charter is to set out the nature, role, responsibility, status and authority on Internal Auditing within the Department of Economic Development, Tourism and Environmental Affairs and outline the scope of the audit committee. |
| <b>Source/collection of data</b>                 | Simple count, Evidence to be provided: Approved audit committee charter.   |
| <b>Method of calculation &amp; evidence type</b> | None   |
| <b>Data limitations</b>                          | Activity   |
| <b>Type of indicator</b>                         | Non cumulative   |
| <b>Calculation type</b>                          | Annual   |
| <b>Reporting cycle</b>                           | Yes  |
| <b>New indicator</b>                             | No   |
| <b>Desired performance</b>                       | Higher performance is desired.   |
| <b>Indicator responsibility</b>                  | M Mokone   |

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| <b>Indicator title</b>                           | Annual review of risk related policies.                |
| <b>Short definition</b>                          | Annual review and update of risk management policies.  |
| <b>Purpose/importance</b>                        | To review the audit charters, plans and audit manuals. |
| <b>Source/collection of data</b>                 | Attendance registers, evaluation forms and reports.    |
| <b>Method of calculation &amp; evidence type</b> | From quarterly reports.                                |
| <b>Data limitations</b>                          | Record keeping.  |
| <b>Type of indicator</b>                         | Output.  |
| <b>Calculation type</b>                          | Cumulative.  |
| <b>Reporting cycle</b>                           | Annually.  |
| <b>New indicator</b>                             | No.  |
| <b>Desired performance</b>                       | Higher performance is desired.                         |
| <b>Indicator responsibility</b>                  | Thulane Majoe.   |

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| <b>Indicator title</b>                           | Annual review of risk registers.                       |
| <b>Short definition</b>                          | Review and update risk register.                       |
| <b>Purpose/importance</b>                        | To review the audit charters, plans and audit manuals. |
| <b>Source/collection of data</b>                 | Internal and external threats.                         |
| <b>Method of calculation &amp; evidence type</b> | Simple count.  |
| <b>Data limitations</b>                          | None.  |
| <b>Type of indicator</b>                         | Output.  |
| <b>Calculation type</b>                          | Cumulative.  |
| <b>Reporting cycle</b>                           | Annually.  |
| <b>New indicator</b>                             | No.  |
| <b>Desired performance</b>                       | Higher performance is desired.                         |
| <b>Indicator responsibility</b>                  | Thulane Majoe.   |

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| <b>Indicator title</b>                           | Develop and implement risk management implementation Plan.             |
| <b>Short definition</b>                          | Scheduling of dates and implementing risk management plan accordingly. |
| <b>Purpose/importance</b>                        | To ensure that every activity is time bound                            |
| <b>Source/collection of data</b>                 | Inputs from managers   |
| <b>Method of calculation &amp; evidence type</b> | Risk management implementation plan                                    |
| <b>Data limitations</b>                          | None   |
| <b>Type of indicator</b>                         | Input  |
| <b>Calculation type</b>                          | First Quarter  |
| <b>Reporting cycle</b>                           | First Quarter  |
| <b>New indicator</b>                             | Yes  |

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| <b>Desired performance</b>      | Higher performance is desired. |
| <b>Indicator responsibility</b> | Thulane Majoe.                 |

## STRATEGIC PLANNING, MONITORING AND EVALUATION

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| <b>Indicator title</b>                           | Number of plans submitted to Treasury.  |
| <b>Short definition</b>                          | Annual performance plan and strategic plan  |
| <b>Purpose/importance</b>                        | For effective management, including planning, budgeting, implementation, reporting, monitoring and evaluation |
| <b>Source/collection of data</b>                 | Reports   |
| <b>Method of calculation &amp; evidence type</b> | Consolidation of inputs received from units   |
| <b>Data limitations</b>                          | If inputs are not SMART, the plans will be difficult to implement and they will raise audit queries.          |
| <b>Type of indicator</b>                         | Output.   |
| <b>Calculation type</b>                          | Cumulative.   |
| <b>Reporting cycle</b>                           | Annually.   |
| <b>New indicator</b>                             | No.   |
| <b>Desired performance</b>                       | Higher performance is desired.  |
| <b>Indicator responsibility</b>                  | Dirk Hagen.   |

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| <b>Indicator title</b>                           | An annual report developed and submitted for tabling  |
| <b>Short definition</b>                          | Annual Report.  |
| <b>Purpose/importance</b>                        | Produce a detailed progress report of the previous year's achievements and non achievement of the department. |
| <b>Source/collection of data</b>                 | Reports.  |
| <b>Method of calculation &amp; evidence type</b> | Physically checking evidence against all predetermined objectives for the year.                               |
| <b>Data limitations</b>                          | The reliability of data received depends on the accurate information received.                                |
| <b>Type of indicator</b>                         | Output.   |
| <b>Calculation type</b>                          | Cumulative.   |
| <b>Reporting cycle</b>                           | Quarterly.  |
| <b>New indicator</b>                             | No.   |
| <b>Desired performance</b>                       | Higher performance is desired.  |
| <b>Indicator responsibility</b>                  | Dirk Hagen.   |

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| <b>Indicator title</b>    | Service Delivery Charter developed/reviewed.   |
| <b>Short definition</b>   | Service delivery charter.  |
| <b>Purpose/importance</b> | The purpose of this document is to present a framework of DETEA's services by informing the staff and community on who is in charge, the executive management, services offered and which procedure to follow when one want to complain. The charter |

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|  | comprises of Head Office, Resorts & reserves and SMMEs in the districts. |
| <b>Source/collection of data</b>                 | From managers.   |
| <b>Method of calculation &amp; evidence type</b> | Reports.   |
| <b>Data limitations</b>                          | Data source updated annually.  |
| <b>Type of indicator</b>                         | Output.  |
| <b>Calculation type</b>                          | Cumulative.  |
| <b>Reporting cycle</b>                           | Quarterly.   |
| <b>New indicator</b>                             | No.  |
| <b>Desired performance</b>                       | Higher performance is desired.   |
| <b>Indicator responsibility</b>                  | Dirk Hagen.  |

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| <b>Indicator title</b>                           | Service Delivery Improvement Plan (SDIP) reviewed.  |
| <b>Short definition</b>                          | It focuses on in improving a specific service and ensure that the implementation took place.  |
| <b>Purpose/importance</b>                        | It aims to ensure that the citizen receive the quality of service they deserve and by serving them with an attitude of care and human dignity |
| <b>Source/collection of data</b>                 | From managers.  |
| <b>Method of calculation &amp; evidence type</b> | Reports.  |
| <b>Data limitations</b>                          | The reliability of data depend on the accuracy of the report.   |
| <b>Type of indicator</b>                         | Output.   |
| <b>Calculation type</b>                          | Cumulative.   |
| <b>Reporting cycle</b>                           | Quarterly.  |
| <b>New indicator</b>                             | No.   |
| <b>Desired performance</b>                       | Higher performance is desired.  |
| <b>Indicator responsibility</b>                  | Dirk Hagen.   |

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| <b>Indicator title</b>                           | SDIP Implementation Plan developed/ reviewed.   |
| <b>Short definition</b>                          | It focuses on in improving a specific service and ensure that the implementation took place   |
| <b>Purpose/importance</b>                        | It aims to ensure that the citizen receive the quality of service they deserve and by serving them with an attitude of care and human dignity |
| <b>Source/collection of data</b>                 | From managers   |
| <b>Method of calculation &amp; evidence type</b> | Reports   |
| <b>Data limitations</b>                          | The reliability of data depend on the accuracy of the report  |
| <b>Type of indicator</b>                         | Output  |
| <b>Calculation type</b>                          | Cumulative  |

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| <b>Reporting cycle</b>          | Quarterly                      |
| <b>New indicator</b>            | No                             |
| <b>Desired performance</b>      | Higher performance is desired. |
| <b>Indicator responsibility</b> | Dirk Hagen.                    |

## SECURITY SERVICES AND ANTI-CORRUPTION

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| <b>Indicator title</b>                           | Number of incident reports compiled.   |
| <b>Short definition</b>                          | Refer to security related occurrences in the Department e.g Burglary, fraud, corruption etc.   |
| <b>Purpose/importance</b>                        | Prevention and exposure of corrupt/criminal activities.  |
| <b>Source/collection of data</b>                 | Whistle blowing and forensic audit Investigation.  |
| <b>Method of calculation &amp; evidence type</b> | Database / Simple count Number of Incident reports including case numbers if reported to SAPS. |
| <b>Data limitations</b>                          | Not all the incidents are reported.  |
| <b>Type of indicator</b>                         | Output.  |
| <b>Calculation type</b>                          | Non-cumulative.  |
| <b>Reporting cycle</b>                           | Quarterly.   |
| <b>New indicator</b>                             | New.   |
| <b>Desired performance</b>                       | Higher performance is desired.   |
| <b>Indicator responsibility</b>                  | MS. Funi Nhlapo.   |

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| <b>Indicator title</b>                           | Number of Security-Awareness Sessions.   |
| <b>Short definition</b>                          | Refers to the number activities ( workshops and sessions) organized towards promoting awareness about issues relating to security. |
| <b>Purpose/importance</b>                        | To track security awareness efforts.   |
| <b>Source/collection of data</b>                 | Workshops held with officials.   |
| <b>Method of calculation &amp; evidence type</b> | Manual count/ Attendance registers.  |
| <b>Data limitations</b>                          | Keeping record of attendees.   |
| <b>Type of indicator</b>                         | Output.  |
| <b>Calculation type</b>                          | Cumulative.  |
| <b>Reporting cycle</b>                           | Quarterly.   |
| <b>New indicator</b>                             | No.  |
| <b>Desired performance</b>                       | Higher performance is desired.   |
| <b>Indicator responsibility</b>                  | Ms.N.Nhlapho.  |

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| <b>Indicator title</b>    | Monitoring reports on security related matters.  |
| <b>Short definition</b>   | Monitor the trends and type of criminal acts that occurs in the department.  |
| <b>Purpose/importance</b> | To rate the effectiveness of security campaigns conducted within the department and to ensure that departmental officials adhere |

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|  | to security rules & regulations e.g. locking of the doors and closing of the windows after work etc.                                    |
| <b>Source/collection of data</b>                 | Security registers or pocket books.   |
| <b>Method of calculation &amp; evidence type</b> | <b>Report</b> outlining the trend of criminal activities, irregularities as a result of non-compliance by officials and risks involved. |
| <b>Data limitations</b>                          | Keeping records of incidents.   |
| <b>Type of indicator</b>                         | Output.   |
| <b>Calculation type</b>                          | Cumulative for the month.   |
| <b>Reporting cycle</b>                           | Quarterly.  |
| <b>New indicator</b>                             | New.  |
| <b>Desired performance</b>                       | Higher performance is desired.  |
| <b>Indicator responsibility</b>                  | Ms.N.Nhlapho.   |

## COMMUNICATION

|  |   |
|--|---|
| <b>Indicator title</b>                           | Annual Communication strategy developed in line with government priorities.   |
| <b>Short definition</b>                          | A communication strategy aimed at directing all communication initiatives   |
| <b>Purpose/importance</b>                        | To disseminate accurate, relevant and up to date information about the department's programmes and activities to the identified publics |
| <b>Source/collection of data</b>                 | Minutes of EMT  |
| <b>Method of calculation &amp; evidence type</b> | None<br>Communication Strategy  |
| <b>Data limitations</b>                          | None  |
| <b>Type of indicator</b>                         | Impact and efficiency   |
| <b>Calculation type</b>                          | None cumulative   |
| <b>Reporting cycle</b>                           | Annual  |
| <b>New indicator</b>                             | Continues without change  |
| <b>Desired performance</b>                       | Higher performance is desired.  |
| <b>Indicator responsibility</b>                  | Mr. kgotso Tau  |

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| <b>Indicator title</b>                           | Number of communication programmes submitted to Central Communication Coordinating Unit (CCCU).     |
| <b>Short definition</b>                          | Communication programme outlining planned communication activities submitted to CCCU every quarter. |
| <b>Purpose/importance</b>                        | To enable proper coordination with other Departments  |
| <b>Source/collection of data</b>                 | CCCU  |
| <b>Method of calculation &amp; evidence type</b> | Reports generated<br>Communication Programme  |



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|---------------------------------|--------------------------------|
| <b>Data limitations</b>         | None                           |
| <b>Type of indicator</b>        | Output                         |
| <b>Calculation type</b>         | Non-Cumulative                 |
| <b>Reporting cycle</b>          | Quarterly                      |
| <b>New indicator</b>            | Continues without change       |
| <b>Desired performance</b>      | Higher performance is desired. |
| <b>Indicator responsibility</b> | Mr. kgotso Tau                 |

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| <b>Indicator title</b>                           | Number of campaigns managed.                                 |
| <b>Short definition</b>                          | Creating awareness about specific programmes or projects     |
| <b>Purpose/importance</b>                        | To change behaviour and/or understanding of targeted publics |
| <b>Source/collection of data</b>                 | Communication program  |
| <b>Method of calculation &amp; evidence type</b> | Reports generated and feedback<br>Campaign Plan/Report       |
| <b>Data limitations</b>                          | None   |
| <b>Type of indicator</b>                         | Outcome and impact   |
| <b>Calculation type</b>                          | Non-cumulative   |
| <b>Reporting cycle</b>                           | Quarterly  |
| <b>New indicator</b>                             | Continues without change                                     |
| <b>Desired performance</b>                       | Higher performance is desired.                               |
| <b>Indicator responsibility</b>                  | Mr. kgotso Tau   |

## LEGAL SERVICES

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| <b>Indicator title</b>                           | Manage all legal actions.                                  |
| <b>Short definition</b>                          | Day to day Management of litigation cases                  |
| <b>Purpose/importance</b>                        | To ensure that cases are attended within prescribed period |
| <b>Source/collection of data</b>                 | Different directorates                                     |
| <b>Method of calculation &amp; evidence type</b> | Simple count of files opened                               |
| <b>Data limitations</b>                          | Dependent on instructions received                         |
| <b>Type of indicator</b>                         | Efficiency   |
| <b>Calculation type</b>                          | Cumulative   |
| <b>Reporting cycle</b>                           | Quarterly  |
| <b>New indicator</b>                             | No   |
| <b>Desired performance</b>                       | Higher performance is desired.                             |
| <b>Indicator responsibility</b>                  | Sefo C   |

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| <b>Indicator title</b>    | Render sound legal advice to the MEC and the department.        |
| <b>Short definition</b>   | Provision of legal advice to MEC, Department & Public Entities. |
| <b>Purpose/importance</b> | To ensure informed decision making.                             |

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| <b>Source/collection of data</b>                 | Relevant legal provisions.          |
| <b>Method of calculation &amp; evidence type</b> | No of Opinions provided .           |
| <b>Data limitations</b>                          | Dependent on instructions received. |
| <b>Type of indicator</b>                         | Efficiency.                         |
| <b>Calculation type</b>                          | Non-Cumulative.                     |
| <b>Reporting cycle</b>                           | Quarterly.                          |
| <b>New indicator</b>                             | No.                                 |
| <b>Desired performance</b>                       | Higher performance is desired.      |
| <b>Indicator responsibility</b>                  | Sefo C.                             |

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| <b>Indicator title</b>                           | Assist the department with legislative drafting.                                     |
| <b>Short definition</b>                          | Liaise with the office of the State Law Advisor on behalf of different Directorates. |
| <b>Purpose/importance</b>                        | Take responsibility for the instructions to State Law Advisor.                       |
| <b>Source/collection of data</b>                 | Different directorates.  |
| <b>Method of calculation &amp; evidence type</b> | No of legislations drafted.  |
| <b>Data limitations</b>                          | Dependent on instructions received   |
| <b>Type of indicator</b>                         | Efficiency.  |
| <b>Calculation type</b>                          | Non-Cumulative.  |
| <b>Reporting cycle</b>                           | Quarterly.   |
| <b>New indicator</b>                             | No.  |
| <b>Desired performance</b>                       | Higher performance is desired.   |
| <b>Indicator responsibility</b>                  | Sefo C.  |

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| <b>Indicator title</b>                           | Scrutinizing and drafting of agreements relating to the department. |
| <b>Short definition</b>                          | Drafting of New Agreements and Vetting of draft agreements.         |
| <b>Purpose/importance</b>                        | To minimise the risk of litigation against the department.          |
| <b>Source/collection of data</b>                 | Different Directorates.   |
| <b>Method of calculation &amp; evidence type</b> | No of Contracts Vetted and drafted.                                 |
| <b>Data limitations</b>                          | Dependent on instructions received.                                 |
| <b>Type of indicator</b>                         | Efficiency.   |
| <b>Calculation type</b>                          | Non-Cumulative.   |
| <b>Reporting cycle</b>                           | Quarterly.  |
| <b>New indicator</b>                             | No.   |
| <b>Desired performance</b>                       | Higher performance is desired.                                      |
| <b>Indicator responsibility</b>                  | Sefo C.   |

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| <b>Indicator title</b> | Progress report on PAIA. |
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| <b>Short definition</b>                          | Report based on requests in terms of PAIA. |
| <b>Purpose/importance</b>                        | Compliances with legislative requirements. |
| <b>Source/collection of data</b>                 | PAIA Act and Manual.                       |
| <b>Method of calculation &amp; evidence type</b> | No of requests received.                   |
| <b>Data limitations</b>                          | None.                                      |
| <b>Type of indicator</b>                         | Efficiency.                                |
| <b>Calculation type</b>                          | Non-Cumulative.                            |
| <b>Reporting cycle</b>                           | Quarterly.                                 |
| <b>New indicator</b>                             | No.  |
| <b>Desired performance</b>                       | Higher performance is desired.             |
| <b>Indicator responsibility</b>                  | Sefo C.                                    |

## INFORMATION TECHNOLOGY AND KNOWLEDGE MANAGEMENT

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| <b>Indicator title</b>                           | Implement Corporate Governance of ICT practices in the Department.   |
| <b>Short definition</b>                          | The report provides details of the progress of implementing Corporate Governance of ICT as per the implementation plan           |
| <b>Purpose/importance</b>                        | The purpose is to ensure the implementation of Corporate Governance of ICT as per the Public service Corporate Governance of ICT |
| <b>Source/collection of data</b>                 | Monitoring and evaluation  |
| <b>Method of calculation &amp; evidence type</b> | Measuring against the implementation plan.   |
| <b>Data limitations</b>                          | None   |
| <b>Type of indicator</b>                         | Output   |
| <b>Calculation type</b>                          | Non Cumulative   |
| <b>Reporting cycle</b>                           | Quarterly  |
| <b>New indicator</b>                             | New  |
| <b>Desired performance</b>                       | Higher performance is desired.   |
| <b>Indicator responsibility</b>                  | Suzan Moshodi.   |

|  |   |
|--|---|
| <b>Indicator title</b>                           | Implement projects as per the ICT Strategy.   |
| <b>Short definition</b>                          | ICT Projects rolled as per the ICT Strategy.  |
| <b>Purpose/importance</b>                        | To align IT initiatives and plans with business requirements.                                 |
| <b>Source/collection of data</b>                 | IT assessments, engagement with line functions, strategic plans and annual performance plans. |
| <b>Method of calculation &amp; evidence type</b> | Plan is drawn and prioritized based source data.  |
| <b>Data limitations</b>                          | None.   |
| <b>Type of indicator</b>                         | Output and Outcome.   |
| <b>Calculation type</b>                          | Non cumulative.   |

|                                 |                                |
|---------------------------------|--------------------------------|
| <b>Reporting cycle</b>          | Annual.                        |
| <b>New indicator</b>            | New.                           |
| <b>Desired performance</b>      | Higher performance is desired. |
| <b>Indicator responsibility</b> | Suzan Moshodi.                 |

|  |   |
|--|---|
| <b>Indicator title</b>                           | Monitoring reports of ICT services, usage of IT resources and ICT security risks.   |
| <b>Short definition</b>                          | Provide report on Performance of ICT Services, efficient usage of IT resources such as email, internet and shared storage and ICT risk exposures. |
| <b>Purpose/importance</b>                        | To indicate the effectiveness of IT operations.   |
| <b>Source/collection of data</b>                 | Monitoring systems  |
| <b>Method of calculation &amp; evidence type</b> | Measuring against the threshold   |
| <b>Data limitations</b>                          | None  |
| <b>Type of indicator</b>                         | Output  |
| <b>Calculation type</b>                          | Cumulative  |
| <b>Reporting cycle</b>                           | Quarterly   |
| <b>New indicator</b>                             | No  |
| <b>Desired performance</b>                       | Higher performance is desired.  |
| <b>Indicator responsibility</b>                  | Suzan Moshodi.  |

|  |  |
|--|--|
| <b>Indicator title</b>                           | Develop and Implement knowledge management practices within the Department.          |
| <b>Short definition</b>                          | Initiatives to introduce knowledge management to the Department.                     |
| <b>Purpose/importance</b>                        | To ensure that the Department puts in place practices to retain and share knowledge. |
| <b>Source/collection of data</b>                 | DPSA Knowledge Management framework.   |
| <b>Method of calculation &amp; evidence type</b> | Report.  |
| <b>Data limitations</b>                          | None.  |
| <b>Type of indicator</b>                         | Output .   |
| <b>Calculation type</b>                          | Cumulative.  |
| <b>Reporting cycle</b>                           | Annual.  |
| <b>New indicator</b>                             | New.   |
| <b>Desired performance</b>                       | Higher performance is desired.   |
| <b>Indicator responsibility</b>                  | Suzan Moshodi.   |

|                           |  |
|---------------------------|--|
| <b>Indicator title</b>    | Ensure Department ICT policies are align with ICT best practices.                                  |
| <b>Short definition</b>   | Annual review of ICT Policies.   |
| <b>Purpose/importance</b> | To ensure that necessary ICT policies are in place and are reviewed regularly to ensure relevance. |

|  |   |
|--|---|
| <b>Source/collection of data</b>                 | Inputs on ICT policies and also feedback from internal audit and auditor general. |
| <b>Method of calculation &amp; evidence type</b> | Report.   |
| <b>Data limitations</b>                          | None  |
| <b>Type of indicator</b>                         | Output.   |
| <b>Calculation type</b>                          | Cumulative.   |
| <b>Reporting cycle</b>                           | Bi-annual.  |
| <b>New indicator</b>                             | New   |
| <b>Desired performance</b>                       | Higher performance is desired.  |
| <b>Indicator responsibility</b>                  | Suzan Moshodi.  |

## MANAGEMENT ACCOUNTING

|  |  |
|--|--|
| <b>Indicator title</b>                           | Credible Budget statement submitted to Treasury on time.   |
| <b>Short definition</b>                          | A <b>budget statement</b> is a memo that a department prepares at the end of each year to report information about the use of finances |
| <b>Purpose/importance</b>                        | Its importance will assist in decision making on increase/decrease budget for the following financial year                             |
| <b>Source/collection of data</b>                 | From managers  |
| <b>Method of calculation &amp; evidence type</b> | Number   |
| <b>Data limitations</b>                          | The reliability of inputs from the managers  |
| <b>Type of indicator</b>                         | Efficiency   |
| <b>Calculation type</b>                          | Cumulative   |
| <b>Reporting cycle</b>                           | Annually   |
| <b>New indicator</b>                             | No   |
| <b>Desired performance</b>                       | Higher performance is desired.   |
| <b>Indicator responsibility</b>                  | J Motsetse.  |

|                                  |   |
|----------------------------------|---|
| <b>Indicator title</b>           | Credible adjustment budget submitted to Treasury on time.   |
| <b>Short definition</b>          | A adjustment <b>budget</b> is a memo that a department prepares at the end of each year to report information about the use of finances |
| <b>Purpose/importance</b>        | Its importance will assist in decision making on increase/decrease budget for the following financial year                              |
| <b>Source/collection of data</b> | From managers   |
| <b>Method of calculation</b>     | Number  |
| <b>Data limitations</b>          | The reliability of inputs from the managers   |
| <b>Type of indicator</b>         | Efficiency  |
| <b>Calculation type</b>          | Cumulative  |
| <b>Reporting cycle</b>           | Annually  |

|                                 |   |
|---------------------------------|---|
| <b>New indicator</b>            | A adjustment <b>budget</b> is a memo that a department prepares at the end of each year to report information about the use of finances |
| <b>Desired performance</b>      | Higher performance is desired.  |
| <b>Indicator responsibility</b> | J Motsetse.   |

|  |  |
|--|--|
| <b>Indicator title</b>                           | Number of In-Year monitoring reports submitted to Treasury on time.  |
| <b>Short definition</b>                          | Review the spending and projections  |
| <b>Purpose/importance</b>                        | In-year monitoring provides a formal system for reviewing spending plans and priorities set for the financial year in question in the light of more up to date information |
| <b>Source/collection of data</b>                 | System generated reports and managers  |
| <b>Method of calculation &amp; evidence type</b> | Number   |
| <b>Data limitations</b>                          | The reliability of inputs from managers  |
| <b>Type of indicator</b>                         | Efficiency   |
| <b>Calculation type</b>                          | Cumulative   |
| <b>Reporting cycle</b>                           | Monthly  |
| <b>New indicator</b>                             | No   |
| <b>Desired performance</b>                       | Higher performance is desired.   |
| <b>Indicator responsibility</b>                  | J Motsetse.  |

## FINANCIAL MANAGEMENT

|  |  |
|--|--|
| <b>Indicator title</b>                           | Annual Financial statement compiled according to prescripts.   |
| <b>Short definition</b>                          | Annual financial statements must consist of a statement of financial position; a statement of changes in equity; a statement of financial performance; a cash flow statement; an appropriation statement; notes to the appropriation statement and annual financial statement. |
| <b>Purpose/importance</b>                        | Financial statements are formal presentations of the flow of money into, through and out of a department   |
| <b>Source/collection of data</b>                 | Data collected from financial systems (BAS, LOGIS and PERSAL), manual reconciliations from different sections as per the prescribed templates and any other source documentation that can verify the use of figures in the statements.   |
| <b>Method of calculation &amp; evidence type</b> | The AFS template is formula based and automatically imports figures between the different worksheets in the template. The Disclosure Note is done manually as the information required is not system based.  |
| <b>Data limitations</b>                          | System errors resulting in unavailability of reports   |
| <b>Type of indicator</b>                         | Measures the status of financial position, performance and equity of the department.   |

|                                 |                                |
|---------------------------------|--------------------------------|
| <b>Calculation type</b>         | Cumulative                     |
| <b>Reporting cycle</b>          | Annual                         |
| <b>New indicator</b>            | No                             |
| <b>Desired performance</b>      | Higher performance is desired. |
| <b>Indicator responsibility</b> | Puleng Rantekane               |

|  |   |
|--|---|
| <b>Indicator title</b>                           | Quarterly Interim Statements compiled according to prescripts.  |
| <b>Short definition</b>                          | Interim financial statements must consist of a statement of financial position; a statement of changes in equity; a statement of financial performance; a cash flow statement; an appropriation statement; notes to the appropriation statement and annual financial statement. |
| <b>Purpose/importance</b>                        | Financial statements are formal presentations of the flow of money into, through and out of a department  |
| <b>Source/collection of data</b>                 | Data collected from financial systems (BAS, LOGIS and PERSAL), manual reconciliations from different sections as per the prescribed templates and any other source documentation (registers) that can verify the use of figures in the statements.                              |
| <b>Method of calculation &amp; evidence type</b> | The IFS template is formula based and automatically imports figures between the different worksheets I in the template. The Disclosure Note is done manually as the information required is not system based.   |
| <b>Data limitations</b>                          | System errors resulting in unavailability of reports  |
| <b>Type of indicator</b>                         | Measures the status of financial position, performance and equity of the department.  |
| <b>Calculation type</b>                          | Cumulative  |
| <b>Reporting cycle</b>                           | Annual  |
| <b>New indicator</b>                             | No  |
| <b>Desired performance</b>                       | Higher performance is desired.  |
| <b>Indicator responsibility</b>                  | Puleng Rantekane  |

|  |  |
|--|--|
| <b>Indicator title</b>                           | Value of revenue collection annually ( R'000).   |
| <b>Short definition</b>                          | The value of revenue collected in comparison to the total revenue budget for the financial year.   |
| <b>Purpose/importance</b>                        | The revenue collected by the department is deposited into the Provincial Revenue Fund and is the provincial contribution to the national revenue fund which on an annual basis makes allocations to provinces in the form of appropriated funds. |
| <b>Source/collection of data</b>                 | Source of revenue is the tax receipts, sales of goods & services and sale of capital assets by the department. Monthly statistics on revenue collections are compiled and submitted to the Provincial treasury                                   |
| <b>Method of calculation &amp; evidence type</b> | BAS generates reports indicating receipts issued, deposits collected and how the actual deposits are allocated to the various revenue items per revenue collection point.  |

|                                 |   |
|---------------------------------|---|
| <b>Data limitations</b>         | Unavailability of financial systems and inputs from other sections in the department. |
| <b>Type of indicator</b>        | Measures accuracy between the systems.  |
| <b>Calculation type</b>         | Cumulative  |
| <b>Reporting cycle</b>          | Monthly   |
| <b>New indicator</b>            | No  |
| <b>Desired performance</b>      | Higher performance is desired.  |
| <b>Indicator responsibility</b> | Puleng Rantekane.   |

## SUPPLY CHAIN MANAGEMENT

|  |   |
|--|---|
| <b>Indicator title</b>                           | Percentage of payments made to creditors within 30 days from receipts of an invoice.  |
| <b>Short definition</b>                          | All payments due to creditors must be settled within thirty (30) days from receipt of an invoice.   |
| <b>Purpose/importance</b>                        | Aims to enhance compliance with section 38(1)(f) of the Public Finance Management Act (PFMA) which requires accounting officers to settle all contractual obligations and pay all money owing, including intergovernmental claims, within the prescribed or agreed period and Treasury regulations- 8.2.3 |
| <b>Source/collection of data</b>                 | Tracking of invoice manually  |
| <b>Method of calculation &amp; evidence type</b> | Logistic Management System generate report for all payments made within the month and shows age (days) of each payment and we calculate using a formula   |
| <b>Data limitations</b>                          | Correctness of reports  |
| <b>Type of indicator</b>                         | Output  |
| <b>Calculation type</b>                          | Non cumulative  |
| <b>Reporting cycle</b>                           | Monthly   |
| <b>New indicator</b>                             | No  |
| <b>Desired performance</b>                       | Lower performance is desired  |
| <b>Indicator responsibility</b>                  | Takalane Ramabulane   |

|  |   |
|--|---|
| <b>Indicator title</b>                           | Number of days to obtain a quotation ( Quotations & Tenders).   |
| <b>Short definition</b>                          | Is the acquisition of goods, services or works from an external source and the act of obtaining or buying goods and services which includes preparation and processing of a demand as well as the end receipt and approval of payment |
| <b>Purpose/importance</b>                        | To enable the department to save time, save money, reduce risk and ensure that we get the right solution to meet our business needs.  |
| <b>Source/collection of data</b>                 | Tracking of request Manually  |
| <b>Method of calculation &amp; evidence type</b> | Average count on receiving request and sourcing duration  |



|                                 |                                |
|---------------------------------|--------------------------------|
| <b>Data limitations</b>         | Correctness of the register    |
| <b>Type of indicator</b>        | Output                         |
| <b>Calculation type</b>         | Non cumulative                 |
| <b>Reporting cycle</b>          | Monthly                        |
| <b>New indicator</b>            | No                             |
| <b>Desired performance</b>      | Higher performance is desired. |
| <b>Indicator responsibility</b> | Takalane Ramabulane            |

|  |   |
|--|---|
| <b>Indicator title</b>                           | Annual procurement plan (PP) developed.   |
| <b>Short definition</b>                          | Departmental organized procurement  |
| <b>Purpose/importance</b>                        | Is one of the primary functions of procurement with a potential to contribute to the success of local government operations and improved service delivery |
| <b>Source/collection of data</b>                 | Needs analysis  |
| <b>Method of calculation &amp; evidence type</b> | Needs analysis register   |
| <b>Data limitations</b>                          | Correctness of the information  |
| <b>Type of indicator</b>                         | Output  |
| <b>Calculation type</b>                          | Not Cumulative  |
| <b>Reporting cycle</b>                           | Once  |
| <b>New indicator</b>                             | No  |
| <b>Desired performance</b>                       | Higher performance is desired.  |
| <b>Indicator responsibility</b>                  | Takalane Ramabulane   |

|  |  |
|--|--|
| <b>Indicator title</b>                           | Number of expenditure analysis reports done. <ul style="list-style-type: none"> <li>• Catering</li> <li>• Stationery</li> <li>• Labour saving devices</li> </ul> Targeted procurement spend. |
| <b>Short definition</b>                          | Transversal Contracts  |
| <b>Purpose/importance</b>                        | Enhance business in a form of visible growth and impact within the sector  |
| <b>Source/collection of data</b>                 | Need analysis  |
| <b>Method of calculation &amp; evidence type</b> | Quotations and Orders  |
| <b>Data limitations</b>                          | Correctness of the register  |
| <b>Type of indicator</b>                         | Output   |
| <b>Calculation type</b>                          | Not Cumulative   |
| <b>Reporting cycle</b>                           | Monthly  |
| <b>New indicator</b>                             | No   |
| <b>Desired performance</b>                       | Higher performance is desired.   |
| <b>Indicator responsibility</b>                  | Takalane Ramabulane  |

## FLEET AND ASSET MANAGEMENT

|  |   |
|--|---|
| <b>Indicator title</b>                           | Number of stocktaking and disposal reports.               |
| <b>Short definition</b>                          | Counting and verification of departmental assets          |
| <b>Purpose/importance</b>                        | To have an accurate asset register                        |
| <b>Source/collection of data</b>                 | Room lists are generated from the asset register on Logis |
| <b>Method of calculation &amp; evidence type</b> | Physical verification                                     |
| <b>Data limitations</b>                          | Incorrect description of assets                           |
| <b>Type of indicator</b>                         | Output  |
| <b>Calculation type</b>                          | Cumulative  |
| <b>Reporting cycle</b>                           | Quarterly   |
| <b>New indicator</b>                             | Old   |
| <b>Desired performance</b>                       | Higher performance is desired.                            |
| <b>Indicator responsibility</b>                  | Nono Malgas   |

|  |  |
|--|--|
| <b>Indicator title</b>                           | Number of fleet management utilization reports.                          |
| <b>Short definition</b>                          | Provision of transport and management of departmental fleet              |
| <b>Purpose/importance</b>                        | To have a well managed fleet   |
| <b>Source/collection of data</b>                 | Accidents reports, invoices, trip authorities                            |
| <b>Method of calculation &amp; evidence type</b> | Physical verification, going through reports and other related documents |
| <b>Data limitations</b>                          | Non-reporting of accidents and other fleet related accidents             |
| <b>Type of indicator</b>                         | Output   |
| <b>Calculation type</b>                          | Cumulative   |
| <b>Reporting cycle</b>                           | quarterly  |
| <b>New indicator</b>                             | Old  |
| <b>Desired performance</b>                       | Higher performance is desired.   |
| <b>Indicator responsibility</b>                  | Nono Malgas  |

|                                    |  |
|------------------------------------|--|
| <b>Indicator title</b>             | Develop Disposal Policy.   |
| <b>Short definition</b>            | The review/development of clear disposal guidelines, consolidated into a policy document that will enable handling of state moveable assets identified as redundant, obsolete, surplus and unserviceable in a proper manner. |
| <b>Purpose/importance</b>          | Disposal Policy provides precise guidelines to departmental officials on management, administration, control and disposal of moveable assets   |
| <b>Source/collection of data</b>   | Draft Policy in line with relevant prescripts is internally circulated for inputs and/or inputs sessions are arranged.   |
| <b>Method of calculation &amp;</b> | Requests for due-date-linked submission of inputs on Draft Policy  |

|                                 |   |
|---------------------------------|---|
| <b>evidence type</b>            | is made electronically  |
| <b>Data limitations</b>         | Resourceful inputs from targeted group depend on the level of interests or knowledge on asset-related matters.          |
| <b>Type of indicator</b>        | Removal of redundant, obsolete, surplus and unserviceable assets from the asset register by means of Disposal schedules |
| <b>Calculation type</b>         | Non-cumulative  |
| <b>Reporting cycle</b>          | Annually  |
| <b>New indicator</b>            | Yes   |
| <b>Desired performance</b>      | Higher performance is desired.  |
| <b>Indicator responsibility</b> | Nono Malgas.  |

|  |   |
|--|---|
| <b>Indicator title</b>                           | Disposal Committee Reports (redundant/obsolete assets).   |
| <b>Short definition</b>                          | Comprehensive information in various forms with regard to Departmental Disposal Committee meetings discussing treatment of identified redundant, obsolete, surplus and unserviceable in the Department.             |
| <b>Purpose/importance</b>                        | Informative and auditable reports reflecting committees' deliberations and recommendations about official course of actions to be followed when dealing with redundant, obsolete, surplus and unserviceable assets. |
| <b>Source/collection of data</b>                 | End-users; Stocktaking Teams and electronic data from LOGIS/Excel Spreadsheet Asset Registers   |
| <b>Method of calculation &amp; evidence type</b> | Simple consultations with end-users or review of LOGIS/Excel Spreadsheet reports  |
| <b>Data limitations</b>                          | Inaccuracies due to human or electronic errors  |
| <b>Type of indicator</b>                         | Disposal reports from LOGIS/Excel Asset Register  |
| <b>Calculation type</b>                          | Cumulative  |
| <b>Reporting cycle</b>                           | Quarterly   |
| <b>New indicator</b>                             | Yes   |
| <b>Desired performance</b>                       | Higher performance is desired.  |
| <b>Indicator responsibility</b>                  | Nono Malgas   |

|  |   |
|--|---|
| <b>Indicator title</b>                           | Number of fleet management utilization reports.                   |
| <b>Short definition</b>                          | Manage departmental facilities (immovable assets)                 |
| <b>Purpose/importance</b>                        | Proper management and maintenance of immovable assets (buildings) |
| <b>Source/collection of data</b>                 | Inspection reports and spot checks of all existing buildings      |
| <b>Method of calculation &amp; evidence type</b> | Verification through physical checking of assets                  |
| <b>Data limitations</b>                          | Assets not properly maintained                                    |
| <b>Type of indicator</b>                         | Output  |
| <b>Calculation type</b>                          | Cumulative  |
| <b>Reporting cycle</b>                           | Quarterly   |
| <b>New indicator</b>                             | No  |

|                                 |                                |
|---------------------------------|--------------------------------|
| <b>Desired performance</b>      | Higher performance is desired. |
| <b>Indicator responsibility</b> | Nono Malgas                    |

## CORPORATE SERVICES

|  |   |
|--|---|
| <b>Indicator title</b>                           | Training provided according to WSP and HR plan.   |
| <b>Short definition</b>                          | Conducting short courses and skills programmes.   |
| <b>Purpose/importance</b>                        | To equip employees with skills and knowledge  |
| <b>Source/collection of data</b>                 | Competence/attendance certificates and attendance registers   |
| <b>Method of calculation &amp; evidence type</b> | By counting the number of courses conducted and employees trained.<br>Attendance registers                            |
| <b>Data limitations</b>                          | The quantity of programmes and/or beneficiaries might be understated due to other data not reported by line functions |
| <b>Type of indicator</b>                         | Output  |
| <b>Calculation type</b>                          | Non-cumulative  |
| <b>Reporting cycle</b>                           | Quarterly   |
| <b>New indicator</b>                             | Continues without change  |
| <b>Desired performance</b>                       | Higher performance is desired.  |
| <b>Indicator responsibility</b>                  | M.J. Segopa   |

|  |   |
|--|---|
| <b>Indicator title</b>                           | Number of vacant and funded posts filled.   |
| <b>Short definition</b>                          | Filling of 16 vacant and funded within the prescribed timeframes.                                   |
| <b>Purpose/importance</b>                        | Filling of vacant posts will ensure that the department has the requisite skills in all components. |
| <b>Source/collection of data</b>                 | Data sourced from the PERSAL System   |
| <b>Method of calculation &amp; evidence type</b> | Counting the number of filled posts.<br>Appointment letters   |
| <b>Data limitations</b>                          | None  |
| <b>Type of indicator</b>                         | Output  |
| <b>Calculation type</b>                          | Non-cumulative  |
| <b>Reporting cycle</b>                           | Quarterly   |
| <b>New indicator</b>                             | Indicator has changed in terms of the number of posts to be filled.                                 |
| <b>Desired performance</b>                       | Higher performance is desired.  |
| <b>Indicator responsibility</b>                  | J.J Malinga   |

|                           |  |
|---------------------------|--|
| <b>Indicator title</b>    | HR Plan reviewed annually.   |
| <b>Short definition</b>   | To review the HR Plan annually in order to identify both the current and future human resources needs as well as potential challenges in order for the department to can mitigate or respond to the identified challenges. |
| <b>Purpose/importance</b> | To ensure that the proper planning is in place for the department to have the right people, with the right skills at the right place all   |

|  |   |
|--|---|
|  | the time.                                       |
| <b>Source/collection of data</b>                 | Approved HR Plan                                |
| <b>Method of calculation &amp; evidence type</b> | Reviewed and approved plan.<br>Approved HR Plan |
| <b>Data limitations</b>                          | None  |
| <b>Type of indicator</b>                         | Output.   |
| <b>Calculation type</b>                          | Non-cumulative                                  |
| <b>Reporting cycle</b>                           | Annually  |
| <b>New indicator</b>                             | Continues without change                        |
| <b>Desired performance</b>                       | Higher performance is desired.                  |
| <b>Indicator responsibility</b>                  | M. Tlale  |

|                                  |   |
|----------------------------------|---|
| <b>Indicator title</b>           | Grievances resolved within prescribed time limit (30 days).   |
| <b>Short definition</b>          | Number of grievances reported on a monthly basis  |
| <b>Purpose/importance</b>        | To identify the types of cases, trends, frequency and the time taken to resolve them in order to determine the weaknesses and strengths of the department to make decisions on improving and/or sustaining compliance |
| <b>Source/collection of data</b> | Monthly statistics and registers that are kept and regularly updated  |
| <b>Method of calculation</b>     | Counting all reported cases from the first day to the last day of the reporting period.<br>Provincial Database report   |
| <b>Data limitations</b>          | Failure to report as required, no accuracy and no record keeping  |
| <b>Type of indicator</b>         | Output  |
| <b>Calculation type</b>          | Cumulative  |
| <b>Reporting cycle</b>           | Quarterly   |
| <b>New indicator</b>             | No  |
| <b>Desired performance</b>       | Lower performance desired   |
| <b>Indicator responsibility</b>  | M Mothupi and J Mokone  |

|  |   |
|--|---|
| <b>Indicator title</b>                           | Finalise misconduct cases within prescribed time limit (90 days).   |
| <b>Short definition</b>                          | Number of misconduct cases reported on a monthly basis  |
| <b>Purpose/importance</b>                        | To identify the types of cases, trends, frequency and the time taken to resolve them in order to determine the weaknesses and strengths of the department to make decisions on improving and/or sustaining compliance |
| <b>Source/collection of data</b>                 | Monthly statistics and registers that are kept and regularly updated  |
| <b>Method of calculation &amp; evidence type</b> | Counting all reported misconduct cases from the first day to the last day of the reporting period.<br>Provincial Database report  |
| <b>Data limitations</b>                          | Failure to report as required, no accuracy and no record keeping  |

|                                 |                           |
|---------------------------------|---------------------------|
| <b>Type of indicator</b>        | Output                    |
| <b>Calculation type</b>         | Cumulative                |
| <b>Reporting cycle</b>          | Quarterly                 |
| <b>New indicator</b>            | No                        |
| <b>Desired performance</b>      | Lower performance desired |
| <b>Indicator responsibility</b> | M Mothupi and Ms J Mokone |