



# LIMPOPO




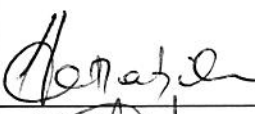

**PROVINCIAL GOVERNMENT**  
REPUBLIC OF SOUTH AFRICA

**OFFICE OF THE PREMIER**

**PERFORMANCE INFORMATION  
MANAGEMENT POLICY**

### Document Approval Page

#### PLANNING AND PROGRAMME PERFORMANCE MANAGEMENT POLICY

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PERFORMANCE INFORMATION MANAGEMENT POLICY		

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## **1. ACROMYNS AND ABBREVIATIONS**

AG	Auditor – General
APP	Annual Performance Plan
APRM	African Peer Review Mechanism
DPSA	Department of Public Service and Administration
DLGH	Department of Local Government and Housing
DEDET	Department of Economic Development, Environment and Tourism
DoA	Department of Agriculture
EXCO	Executive Council
FIFA	Federation of International Football Association
G & A	Government and Administration
GIS	Geographic Information System
KPA	Key Performance Area
HOD	Head of Department
IIA	Institute of Internal Auditors
IDP	Integrated Development Plan
ISAD	Information Society and Development
MEC	Member of Executive Council
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NSDP	National Spatial Development Perspective
OTP	Office of the Premier
PFMA	Public Finance Management Act
PGDS	Provincial Growth and Development Strategy
PSC	Public Service Commission
PMDS	Performance Management and Development System
SONA	State of the Nation Address
SOPA	State of the Province Address
WAN	Wide Area Network

## **2 INTRODUCTION AND BACKGROUND**

Provincial departments are having a responsibility to develop Strategic plan and Annual Performance Plan documents in line with electoral cycle. The management of this process has evolved over years heralding a necessity to have a policy that would guide and regulate the development and monitoring and evaluation of the implementation of these plans.

### **Linking up with the electoral cycle: what does this mean?**

Every five years the citizens of South Africa vote in national and provincial elections in order to choose the political party they want to govern the country or the province for the next five years. In essence the voters give the winning political party a mandate to implement over the next five years the policies and plans it spelt out in its election manifesto.

Following such elections the majority party (or majority coalition) in the National Assembly elects a President, who then selects a new Cabinet. The President and the Cabinet have the responsibility (mandate) of implementing the majority party's election manifesto nationally. While at the provincial sphere, the majority party (or majority coalition) in each provincial legislature elects a Premier, who selects a new Executive Committee. The Premier and the Executive Committee have the responsibility (mandate) of implementing the majority party's election manifesto within the province.

To facilitate the translation of the governing party's election manifesto into national/provincial Government policy and plans it is desirable that the strategic planning process within government be synchronised with the electoral cycle. Such a link would enable the incoming President and Cabinet (or Premier and Executive Committee) to ensure that the strategic direction and actions of government over the next five years are aimed at implementing the policies and plans necessary to give effect to the electoral mandate.

This document outlines a set of developments aimed at improving the quality of strategic and performance plans, while at the same time simplifying the process further. The document also outlines the how such strategic plans should be monitored on a quarterly basis as required by the PFMA act 108 of 1999 (as amended in 2000)

Further more the Treasury Regulations 5.3.1, states that the Accounting Officer of an institution *must establish procedures for quarterly reporting to the Executive Authority to facilitate effective performance monitoring, evaluation and corrective actions.*

Section 2.4 of the National Treasury Guide for the Implementation of Provincial Quarterly Performance Reports 2009 provides that *systems for collecting and validating performance data are likely to be more robust when departments:*

- Define the quality of the data in advance.
- Establish clear performance measure definitions.
- Designate who is accountable for performance data.
- Managers are active in obtaining good quality performance data.
- Develop and implement effective controls over the collection of data.
- Establish and implement clear guidelines for the validation of performance data.

It is in this context that this policy is developed, the secondary aim of this policy will also be to guide , coordinate align and strengthen efforts to ensure that decision making is based on sound evidence.

## **3 PURPOSE AND OBJECTIVE OF THE POLICY**

Premier's Offices are among the key secondary users of performance information. As such, the performance information collected, collated and reported within provincial administration is used to provide an overall picture of provincial performance.

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The purpose of this policy is therefore to:-

- 3.1 Guide the development of performance and operational plans within the office
- 3.2 Outline processes in collection and collation of quarterly performance reports data
- 3.3 Monitor and evaluate the implementation of quarterly performance reports
- 3.4 Outline standards and methods in the management of performance information

### **4 AUTHORITY OF THE POLICY**

4.1 This policy is issued under the authority of the Premier as the Executive Authority and the Director General as the Accounting Officer for the Office of the Premier – Limpopo Province.

### **5 SCOPE OF APPLICATION**

- 5.1 This policy, except where otherwise indicated, is applicable to all employees and structures related to the Office of the Premier, Limpopo Province, as an office.
- 5.2 The guidelines outlined in this document relate only to the development and management of departmental performance plans that are applicable to the Office of the Premier achieving its mandates.

### **6 LEGAL FRAMEWORK**

This policy is guided by the following legal frameworks:

- **Constitution of the Republic of South Africa, 1996**
- **Public Service Act, 1994 (Proclamation 103 of 1994)**
- **Intergovernmental Relations Framework Act, 2005 (Act No. 13 of 2005)**
- **Promotion of Access to Information Act, 2000 (Act No. 2 of 2000)**
- **Public Finance management Act, 1999 (Act No. 1 of 1999)**
- **Electronic Communications and Transaction Act, 2002 (Act No. 25 of 2002)**
- **State Information Technology Agency Act, 1998 (Act No. 88 of 1998)**
- **Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000)**
- **National Archives and Record Service of South Africa Act, 1996 (Act No. 43 of 1996)**
- **Framework for Managing Programme Performance Information**
- **Policy Framework for the Government-wide Monitoring and Evaluation System**
- **Guide for the Implementation of Provincial Quarterly Performance Reports**

### **7 DEFINITIONS**

**Activities:** the processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe "what we do".



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**Analysis report:** A report that provides details of an analysis conducted, with findings on trends, challenges and recommendations on corrective action.

**Attendance registers:** an official written record of attendance at an event (meeting, workshop, etc). Templates for various attendance registers are attached at appendix 1.

**Baseline:** A description of the status quo, usually statistically stated, that provides a point of comparison for future performance. It is the current level of performance which the institution aims to improve when setting performance targets for a policy, programme or other intervention.

**Case studies:** A data collection method that documents and analyses a sequence of events over time related to a person, location, household, project or organisation in order to gain insight into the programme or project's impact.

**Cost-benefit analysis:** A method of evaluating decisions around policies, programmes and projects in terms of their anticipated costs and benefits, with the aim of prioritizing those with the greatest net benefits (i.e. total benefits less costs) since these yield the highest social returns.

**Data collection tools:** Methodologies used to identify information sources and collect information during evaluation. Examples are informal and formal surveys, direct and participatory observation, community interviews, focus groups, expert opinion, case studies, literature search, documentation review, desktop study and stakeholder analysis.

**Documentation review/desktop study:** The analysis of documentation (in written, electronic, photographic or video form) in order to understand the history and past and present performance of a programme, project or an institution as a whole. This could highlight baseline data as well as highlight cause and effect relationships which may explain whether change is occurring or not, and why is the case.

**Effectiveness:** The extent to which an organisation, policy, program or initiative is meeting its expected results. Related term: Cost Effectiveness – the extent to which and organization, program, policy or initiative is using the most appropriate and efficient means in achieving its expected results relative to alternative design and delivery approaches.

**Efficiency:** The extent to which an organisation, policy, program or initiative produces outputs in relation to resources used.

**Evaluation:** a time-bound and periodic exercise that seeks to provide credible and useful information to answer specific questions to guide decision making by staff, managers and policy makers. Evaluations may assess relevance, efficiency, effectiveness, impact and sustainability.

**Focus groups:** A focus group is a method of collecting qualitative data in the form of group interview where the aim is to understand the social dynamic and interaction between the participants through the collection of verbal and observational data. It is also used to elicit general information, clarify details or gather opinions from a small group of people selected for their different viewpoints. They are useful for generating qualitative information such as opinion on impact of changes, quality of services, areas of improvement, etc.

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**Goal:** The higher level objective that the project is meant to contribute to in the long run. It must represent sufficient justification for the intervention and which explains the project - sometimes referred to as the development objective.

**Impacts:** the results of achieving specific outcomes, such as reducing poverty and creating jobs.

**Indicator: Indicators can be seen as signs or markers that tell us how we are progressing to meet our objectives. An indicator is what you examine to see whether you are on track.**

**Inputs:** all the resources that contribute to the production and delivery of outputs. Inputs are "what we use to do the work". They include finances, personnel, equipment and buildings.

**Means of verification**

The location of the source or evidence used as indicators for the project achievement

**Minutes:** Minutes are official records of proceedings of a meeting.

**Monitoring:** Regular, ongoing, systematic collection and analysis of information to track progress of project implementation and outcomes. Monitoring allows for timely action and correction of any deficiencies.

**Monitoring report:** A report compiled during the monitoring of a project, program, etc. that indicates the background to the monitoring, trends observed in the monitoring, challenges and recommendations for corrective action.

**Monitoring tool 1:** An MS-Excel based reporting tool that indicates progress made against planned targets as per the Annual Performance Plan, the gaps in the performance and reasons for deviation.

**Monitoring tool 2:** An MS Excel-based reporting tool that indicates corrective measures on performance gaps, by identifying a future plan, responsible person and deadline for the corrective action to achieve the identified performance gaps.

**Office :** Refers to Office of the Premier

**Outputs:** the final products, or goods and services produced for delivery. Outputs may be defined as "what we produce or deliver".

**Outcomes:** the medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are "what we wish to achieve".

**Performance indicator:** A pre-determined signal that a specific point in a process has been reached or result achieved. The nature of the signal will depend on what is being tracked and needs to be very carefully chosen. In management terms, an indicator is a variable that is used to assess the achievement of results in relation to the stated goals/objectives.

**Performance monitoring:** An ongoing process based on information collected to measure and evaluate outcomes, outputs, and activities in terms of (1) actual performance against plans ( i.e.

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predetermined goals, targets, budgets, standards, etc.) (2) current performance against past performance (ie. trend analysis), and (3) performance against internal and/or external benchmarks.

**Policy:** A policy is a written statement that communicates management's intent, objectives, requirements, responsibilities, and/or standards. It is also a deliberate plan of action to guide decisions and achieve rational outcome(s).

**Policies, strategies, programmes and projects:** **Policies** are statements of what government seeks to achieve through its work and why. **Strategies** are the sequentially structured descriptions of how these policies will be enacted. **Programmes** (outside the budgeting context) are high-level, big-picture plans showing how strategies will be implemented. **Projects** are specific conceptually-linked sets of activities intended to achieve particular results that will lead to the achievement of programme goals.

**Procedure:** A procedure is a fixed, step-by-step sequence of activities or course of action (with definite start and end points) that must be followed in the same order to correctly perform a task.

**Research report:** A report compiled from a detailed study conducted on a specific topic/ area indicating findings, recommendations and conclusions.

**Results Based Management:** This approach to management is based on four pillars: (1) definition of strategic goals which provide a focus for action; (2) specification of expected results which contribute to the achievement of these goals; and the alignment of programmes, processes and resources in support of these expected results; (3) on-going monitoring and assessment of performance, integrating lessons learnt into future planning; and (4) improved accountability for results (whether programmes made a difference in the lives of ordinary South Africans).

**Results Chain:** The causal sequence for a development intervention that stipulates the necessary sequence to achieve desired objectives beginning with inputs, moving through activities and outputs, and culminating in outcomes, impacts and feedback.

**Stakeholder analysis:** A technique used to identify and assess the importance of key people, groups of people, or institutions that may significantly influence or be affected by the success of a policy or project. It is a process of systematically gathering and analyzing qualitative information to determine whose interests should be taken into account when developing and/or implementing a policy or program. This information is used to assess how the interests of those stakeholders should be addressed in a project plan, policy, program, or other action

**Statistics:** Numerical data or figures giving information about any subject.

**Structured interviews:** A means of collecting data through an interview where a respondent is visited by an interviewer that reads the questions from a questionnaire to him/her and writes down his/her responses. The interviewer is usually instructed to ask the questions exactly as it is formulated. This is how the researcher takes maximum control (structures) over the respondent's frame of reference when responding to questions.

**Survey:** A method of collecting quantitative information about items in a population.

**Target:** A measurable performance or success level that an organisation, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

**Unstructured interview:** A means of collecting data through an interview where the interviewer, except for a broader topic announcement, asks no specific questions. The respondent has the freedom to talk about anything within the broad topic.

**Validity:** The extent to which something is reliable and actually measures up to or makes a correct claim. This includes data collection strategies and instruments

## **8 POLICY PRONOUNCEMENTS**

### **8.1 Strategic Planning Documents**

To synchronise the strategic planning process with the electoral cycle it is proposed by National Treasury that the current strategic and performance plans produced should be separated into two documents, as follows:

#### **8.1.1 Five-year Strategic Plans**

- *Purpose:* The purpose of the *Five-year Strategic and Performance Plans* is to set out the newly elected provincial government and Premier's strategic policy priorities and plans for the next five years. This document should serve as a blueprint for what the Office plans to do over the next five years.
- *Focus:* The focus of the document is to specify strategic goals for the office as a whole, and strategic objectives for each of its main service delivery areas that the office will strive to achieve over the next five years. The intention is that these goals and objectives lay the foundation for the development of the *Annual Performance Plans*.
- *Time frames:* As the name implies this document must cover a period of five years from the first planning cycle following an election. Only one *Five-year Strategic Plan* shall be produced per election cycle.
- *Linked to:* The document must be developed taking into consideration a wide range of other planning frameworks ranging from the President's *Medium Term Strategic Framework* through to the *Integrated Development Plans* of local governments. It is also important that the plans take into consideration the resource envelope specified in the current provincial MTEF. The document lays the foundation for the development of the *Annual Performance Plans*.

The office's performance against its *Five-year Strategic and Performance Plan* shall be evaluated and reported in the *End-Term Review*.

#### **8.1.2 Annual Performance Plans**

- *Purpose:* The purpose of the *Annual Performance Plans* is to set out what the Office intends doing in the upcoming financial year towards progressively achieving the full implementation of the *Five-year Strategic and Performance Plan*.
- *Focus:* The focus of the document is to specify measurable objectives and performance targets that will ensure that the Office realises its strategic goals and objectives set out in the *Five-year Strategic and Performance Plan*. A secondary focus area is to provide annual updates on any changes made to the strategic planning framework set out in the *Five-year*

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*Strategic and Performance Plan* – for instance changes resulting from new policy developments or changes in environmental circumstances.

- *Time frames:* As the name implies this document covers the upcoming financial year. It should also cover the following two years in line with the MTEF.
- *Linked to:* The *Annual Performance Plans* should inform and be informed by the *Budget* and the MTEF. Indeed these plans should show how the provincial department's future service delivery plans link to its MTEF. The in-year implementation monitoring of the *Annual Performance Plans* is done through the *Quarterly Performance Reports*, while the end-year reporting is done in the departmental performance section of the *Annual Report*.

### **8.1.3 Quarterly Performance Reports**

- *Purpose:* The report provides progress on the implementation of a department's or public entity's Annual Performance Plan in the previous quarter, with particular reference to monitoring delivery against quarterly performance targets.
- *Focus:* The report provides the executive authority, the National Treasury and provincial treasuries with information on performance against plans. It also provides the accounting officer with an opportunity to indicate measures that will be taken to ensure that implementation of the Annual Performance Plan remains on track.
- *Timeframe:* Within 30 days after the end of each quarter.
- *Updating:* No changes to planned targets can be made in these quarterly performance reports. Ideally, actual performance numbers reported for a particular quarter should not be revised. However, given the weaknesses in many public management systems, institutions may revise their reported numbers for a given quarter in the following quarter's report, as an interim measure.
- *Linked to:* The quarterly performance reports are ultimately consolidated into the performance section of the annual report. In addition, the quarterly performance reports for the second and third quarters provide information on the present year's performance to be taken into consideration in the development of the *Annual Performance Plan and annual budget* for the following year.

### **8.1.4 Annual reports**

- *Purpose:* The report provides information on the performance of the department or public entity in the preceding financial year for the purposes of oversight.
- *Focus:* It looks at the institution's performance relative to the targets set in the Annual Performance Plan and provides the audited annual financial statements. It reveals how the budget was implemented and the state of the institution's financial management systems.
- *Timeframe:* Set out in the PFMA and the Treasury Regulations.
- *Linked to:* *The implementation of the Annual Performance Plan and budget.* All in-year reports assist in the drawing up of the annual report, which should be subjected to an annual review and oversight process. Recommendations emerging from the review would feed into the planning and budgeting process for the following year.
- *Legal requirements and guidelines:* *Section 40 of the PFMA and Chapter 18 of the Treasury Regulations set out the legal requirements for departments' annual reports. Section 55 of the*

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*PFMA and Chapter 28 of the Treasury Regulations set out the legal requirements for public entities' annual reports.*

### **8.2 ROLES AND RESPONSIBILITIES**

#### **8.3.1 National Treasury**

- Under section 215 and 216 of the Constitution, the National Treasury is responsible for prescribing the formats for budgets and for measures to ensure transparency and expenditure control in each sphere of Government. Given these provisions, the National Treasury's role in relation to Performance information management is:.
  - Developing standards that may be required to facilitate the implementation of the Framework on Managing Programme Performance Information.
  - Developing formats for accountability reporting, including strategic plans, corporate plans(Operational Plans), Annual Performance Plans, Budgets, in – year reporting and Annual reports.
  - Developing the core sets of performance information in collaboration with sector Departments to ensure uniform information is produced to measure service delivery across provinces and municipalities
  - Developing guidelines on the use of performance information in different circumstances.
  - Providing training on the use of performance information
  - Providing input to the processes to select and define performance indicators
  - Using the information generated to monitor, evaluate and report on economy efficiency, effectiveness and equity in the use of resources to deliver services.
- The National Treasury will in addition, review the *Five-Year Strategic and Performance Plans* and *Annual Performance Plans*, and departments whose plans are not of an acceptable standard will be contacted and given detailed feedback, and will be required to make the necessary adjustments immediately.

#### **8.3.2 Coordination of performance information**

- Responsibility managers and Programme coordinators shall submit their monthly reports on the 07<sup>th</sup> of each month to their branch heads. These reports will be used for verification purposes of the quarterly report information.
- Responsibility managers and Programme coordinators shall submit their quarterly reports on the 07<sup>th</sup> of the first month after the end of the quarter to the Strategic Management and Policy Unit.
- The said reports will be presented to Executive Management for editing and discussion before final consolidation by Strategic Management and Policy Unit.
- In case of Strategic and Annual Performance Plans, the Responsibility Managers and Programme Managers (Senior General Managers) will submit their information in a signed copy to the Strategic Management and Policy unit for consolidation.

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- Strategic Planning sessions will be conducted twice a year to collectively discuss the predetermined objectives and targets of the office for the forthcoming years and to assess attainment of targets set in the present year.

#### **8.3.3. Monitoring of the performance of the Office**

- Monitoring reviews shall be conducted at a branch level to assess the performance of the branch in previous months and recommend possible interventions to areas not performing according to the required standard. Senior General Manager of the specific branch must chair the monthly review sessions.
- The Executive Management meeting, nearer to the end and or beginning of the quarter will be used to monitor the overall performance of the office.
- Quarterly Performance Review will be conducted at each branch level by the Senior General Manager to review the entire performance of the branch which amongst other things the programme must verify and confirm the accuracy of the information. These quarterly reviews will be coordinated by office of the SGM with technical support provided by Strategic Planning unit.

#### **8.3.4 Submission of approved plans and quarterly reports**

- Prior the finalisation of the Strategic and Annual Performance Plan for the forthcoming year, all the Programme manager will submit the signed copy of the performance information relevant to their branch and/or programme.
- Senior Managers, Responsibility managers and Programme Coordinators are required to sign off the report and or any information when submitting to Strategic Management and Policy unit for future evidence thereof. Where Information is send through email; from the head of the section or relevant Senior Manager, a signed hard copy is required
- All information will be verified and submitted to the Strategic Management and Policy Unit 10 days before ratification and signing by off Director – General for further submission.
- No changes on the approved plans will be allowed, unless otherwise such arrangements were approved by the Accounting Officer in writing. Such evidence should be kept for future reference. It is important to note that all plans are approved by Executive council and changes should be as a result of Executive resolutions to that effect.

#### **8.4 Key Time Frames**

In order for the office to be aligned to all the National Treasury frameworks and timelines, the following process shall be followed:

- The Office shall submit the first draft of their *Five-Year Strategic and Performance Plans*, their *Annual Performance Plans* and Budget to the provincial treasury according to the provincial budget process schedule by no later than **31 July** of every year. (Unless otherwise stated by National Treasury).
- The Office is required to submit a second draft of the *Five-Year Strategic and Performance Plans*, the *Annual Performance Plans* and Budget to the provincial treasury according to the provincial budget process schedule by no later than **31<sup>st</sup> November**. Finally the office is required to submit final drafts in **late January** or **early February**, and then publish and table these documents before Provincial Legislature at the prescribed time.

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- The office is required to submit quarterly performance reports no later than the 15<sup>th</sup> , of each month after a quarter. These reports are submitted to Provincial Treasury.
- The Public Finance Management Act (PFMA) requires the Accounting Officer to submit an Annual Report five months after the end of the financial year to the relevant Executive Authority.
- The Executing Authority must table the Annual Report to the Legislature a month after the Accounting officer submitted to the Executive Authority. Tabling in terms of the Public Finance Management Act to the legislature is **30 September** of each year.

The following table represent both planning and reporting cycle for Office of the Premier:

**9 Table.1**

OUTPUT	KEY ACTIVITIES	TIME FRAME	RESPONSIBILITY
<b>PLANNING PROCESS AND CYCLE</b>			
<b>Strategic plan and APP for next MTEF</b>	OTP strategic planning retreat to review targets for the following year	April - May	All Senior Managers
	Consolidation of plans by Units	17 June	Senior General managers
	30 <sup>th</sup> July Submission of 1st Draft APP to Provincial Treasury	31 July	Director - General
	Bilaterals with National treasury and Provincial treasury	10 – 19 August	Strategic Management and Policy
	Confirmation of Targets in the APP by SGM's	30 August	Senior General managers
	Final submission of 2 <sup>nd</sup> draft APP to Provincial Treasury	30 November 2010	Director – General
	Strategic and Annual Performance Plan submitted to treasury and legislature	10 February (the following year)	Director – General
<b>Operational Plan</b>	Consultation with SGMs to get inputs	15 December	Strategic Management and Policy
	Operation plan consolidated	20 January (the following year)	Strategic Management and Policy
	Operational Plan costed by the Programme and Responsibility Managers	30 January	Programme and Responsibility Managers
	Operational Plan signed off by SGMs	15 February	Senior General managers
	Operational Plan submitted to DG	15 March	Strategic Management and Policy



**10 Table 2**

OUTPUT	KEY ACTIVITIES	TIME FRAME	RESPONSIBILITY
<b>REPORTING CYCLE</b>			
<b>4<sup>th</sup> Quarter Report</b>	<b>Reporting Template</b> send out to all Executive Management Members	15 <sup>th</sup> March	Strategic Management and Policy unit
	SGMs submit <b>signed off reports</b> to Strategic Planning Unit	05 April	Senior General managers
	Managers attend <b>Performance reviews</b> to present and analyze 4 <sup>th</sup> quarter reports	11 April	Programme Managers & Responsibility Managers
	1st Quarter report presented to Executive Management meeting by SGM's	April	Senior General Managers
	Submission of report to treasury and Portfolio Committee	13 – 15 April	Strategic Management and Policy unit
<b>Draft Departmental Annual Report</b>	Template populated with draft reports and send to senior General Managers	30 April	Strategic Management and Policy unit
	Signed off draft of Annual report send to Strategic Planning for verification	10 May	Senior General Managers
	Consolidated Annual Report send to DG for ratification	16 May 2010	Strategic Management and Policy unit
<b>1<sup>st</sup> Quarter report</b>	<b>Reporting Template</b> send out to all Executive Management Members	15 June	Strategic Management and Policy unit
	SGMs submit <b>signed off reports</b> to Strategic Planning Unit	07 July	Senior General managers
	Managers attend <b>Performance reviews</b> to present and analyze 1 <sup>st</sup> quarter reports	11 July 2008	Programme Managers & Responsibility Managers
	1st Quarter report presented to Executive Management meeting by SGM's	12 July	Senior General Managers
	Submission of report to treasury and Portfolio Committee	13 -15 July	Strategic Management and Policy unit
<b>Final – Departmental Annual Report.</b>	Annual report with Annual Financial Statement send to AG	29 July 2008	Strategic Management and Policy unit
	Final Annual Report send to Executing Authority	31 August	Director – General

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OUTPUT	KEY ACTIVITIES	TIME FRAME	RESPONSIBILITY
<b>2<sup>nd</sup> Quarter Report</b>	<b>Reporting Template</b> send out to all Executive Management Members	30 September	Strategic Planning and Policy unit
	SGMs submit <b>signed off reports</b> to Strategic Planning Unit	07 October	Senior General managers
	Managers attend <b>Performance reviews</b> to present and analyze 2 <sup>nd</sup> quarter reports	10 October	Senior General Managers
	2 <sup>nd</sup> Quarter report <b>presented to Executive Management meeting</b> by SGM's	12 October	Senior General Managers
	Submission of report to <b>treasury and Portfolio Committee</b>	13 -15 October	Strategic Planning and Policy unit
<b>3<sup>rd</sup> Quarter report</b>	<b>Reporting Template</b> send out to all Executive Management Members	20 December	Strategic Planning and Policy unit
	SGMs submit <b>signed off reports</b> to Strategic Planning Unit	06 January	Senior General managers
	Managers attend <b>Performance reviews</b> to present and analyze 3 <sup>rd</sup> quarter reports	10 January	Senior General Managers
	1st Quarter report <b>presented to Executive Management meeting</b> by SGM's	12 January	Senior General Managers
	Submission of report to <b>treasury and Portfolio Committee</b>	13 January	Strategic Planning and Policy unit

**11 DEFAULT**

Any employee and Officials of the Office of the Premier who contravenes the provisions of this policy shall be charged with misconduct and the necessary disciplinary measures, as outlined in the Public Service Grievance and Disciplinary Procedures, should be taken against the contravener.

**12 INCEPTION DATE**

The inception date for this policy will be after approval by the Accounting Officer.

**13 TERMINATION AND REVIEW CONDITIONS**

This policy will remain in force unless withdrawn or amended by the Accounting Officer and shall be reviewed by a special review committee appointed by the Accounting Officer bi-annually or whenever a need arises

**14 ENQUIRIES**

All enquiries can be directed to the Director – General Support for the attention of Mr. Themba Matlou and Ms. Dudu Setlatjile at (015) 287 6175/6255 or emailed to [setlatjile@premier.limpopo.gov.za](mailto:setlatjile@premier.limpopo.gov.za).

**15 APPROVED/ NOT APPROVED**

  
**ACCOUNTING OFFICER: OFFICE OF THE PREMIER  
DIRECTOR – GENERAL**

**DATE:** 17 September 2010