



**REVISED ANNUAL
PERFORMANCE PLAN**

2014/15

CONTENTS

FOREWORD

ACRONYMS AD ABBREVIATIONS

PART A: STRATEGIC OVERVIEW

Vision	Page 8
Mission	Page
Values	Page
Upadated Situational Analysis	Page
Core functions and reponsibilities of the GIFA	Page
Strategic Goals of the GIFA	Page
GIFA Projects	Page
Economic Outlook	Page
Organisational Environment	Page 9
Performance Delivery Environment	Page 10
Legislative Mandate	Page 11
Expenditure Estimates	Page 12
Overview of the Budget	Page 12

PART B: PROGRAMME AND SUBPROGRAMME PLANS

Strategic Objectives and Annual Targets 2014/15 – MTEF	Page 13
Business Unit 1: Project Development	Page 13
Business Unit 2: Structured Finance	Page 18
Business Unit 3: Administration	Page 30

PART C: TECHNICAL INDICATOR DESCRIPTIONS

FOREWORD

Annual Performance Plans of the Gauteng Infrastructure Financing Agency (**GIFA**) is guided by our overall strategic approach to Provincial Treasury (**GPT**) over the 2014-2019 political term. The GPT's strategic plan reflects the Gauteng Provincial Government's Pillars of Radical Transformation and the National Government's and the 14 National Outcomes, which are the political priorities of the Provincial Executive Council and National Cabinet respectively.

In particular Treasury is concerned to finding sustainable funding options to support the implementation of provincial government's strategic commitments to radical economic and social transformation and modernization of the state and government. The GIFA's contribution in this regard will be to explore and secure alternative sources of funding for catalytic infrastructure projects.

This work is more important than ever before in the context of the tightening fiscal space confronting provincial government

I wish to take this opportunity to endorse the 2014/15 Annual Performance Plan of the GFA and offer my support and commitment to ensuring its implementation.

MEC, Barbara Creecy
Department of Finance
Gauteng Provincial Government

OFFICIAL SIGN-OFF

It is hereby certified that this draft Annual Performance Plan was developed by the management of the GIFA and takes into account all the relevant policies, legislation and other mandates for which the agency is responsible. It accurately reflects the strategic outcome oriented goals and objectives which the GIFA will endeavour to achieve over the period.

Lebogang Tladinyane (Mr)

Head: Strategy, M&E

Rianda Kruger (Ms)

Chief Financial Officer

Oupa Seabi (Mr)

Accounting Officer

Barbara Creecy (MEC)

Accounting Officer

ACRONYMS AND ABBREVIATION

AG	Auditor General
BCP	Business Continuity Plan
CEO	Chief Executive Officer
DFI	Development Finance Institutions
EIMC	Executive Infrastructure Management Committee
EXCO	Executive Council
GEGDS	Gauteng Employment Growth and Development Strategy
GFA	Gauteng Funding Agency
GIFA	Gauteng Infrastructure Financing Agency
GPT	Gauteng Provincial Treasury
GPG	Gauteng Provincial Government
HR	Human Resources
ICT	Information and Communications Technology
IYM	In-year Monitoring
MEC	Member of the Executive Council
MTEC	Medium Term Expenditure Committee
M&E	Monitoring and Evaluation
MTEF	Medium Term Expenditure Framework
PIMC	Provincial Infrastructure Management Committee
PFMA	Public Finance Management Act
PPF	Project Preparation Framework
SDM	Service Delivery Model
SLA	Service Level Agreement

PART A: STRATEGIC OVERVIEW

STRATEGIC OVERVIEW

Vision

To ensure alternative funding for Gauteng's strategic infrastructure projects.

Mission

- To set up a central point of coordination for all strategic infrastructure projects in the province;
- To identify bankable infrastructure projects through project filtration criteria and feasibility studies;
- To explore various funding mix through research on local and international best practices in project finance;
- To mobilise potential investors to support identified and approved infrastructure projects that are not funded through own Revenue Fund; and
- To monitor the implementation of infrastructure projects through successful contractual relationships between GPG departments and investors.

Values

The values and principles that underpin the Gauteng Provincial Treasury are predicated on the principles of Batho Pele and are;

Value	What it means
Value Employees	We attract, motivate and retain talented people through career pathing, developing skills and empowering our employees. We also help them perform at consistently high levels by encouraging their professional and personal development. We reward their performance, treat them fairly, equally and we aim to be an employer of choice
Honesty and Integrity	We will represent information transparently and truthfully, will honour our commitments; firmly adhere to a code of moral and ethical principles and will display professionalism in the workplace by being non-biased and objective
Service Excellence	We place high value on our stakeholders and strive to meet their expectations and requirements by offering consistently good customer service, in both roles of support and / or oversight
Team-work	We align, collaborate and communicate within and across the

	business units to meet the needs of our customers/stakeholders. We are committed to information and knowledge sharing
Respect and Dignity	We will treat others with sensitivity, respect and have consideration for their uniqueness and personality differences and act within the law.
Accountability	We take full responsibility and ownership of our actions, by not passing the buck. We will have a positive, professional and productive approach to our work

Updated Situational Analysis

In October 2014 the GIFA was promulgated by the President of the Republic of South Africa in terms of section 7(5)(d) of the Public Service Act, 1994. The GIFA has officially replaced the Gauteng Funding Agency which was the trading entity of the Gauteng Provincial Treasury (**GPT**) responsible for raising alternative funding for infrastructure projects. The GIFA is a government component of the GPT. A government component is a ring-fenced function within the GPT that provides technical support in packaging multi-year capital projects to be financed through alternative sources funding. It provides an arms-length relationship so that the core regulatory functions of the GPT would not be compromised in any way.

Following the pronouncement of the priorities of Gauteng Provincial Government's (**GPG**) which are anchored by the game changers and the strategic projects, the GIFA has set out to revise its APP accordingly.

Core functions and responsibilities of the GIFA

The object of the GIFA is to accelerate delivery of key infrastructure projects in support of the Employment, Growth and Development Strategies applicable in Gauteng as articulated in the most recent GEGDS, through project development, financing and partnerships.

The functions of the GIFA are to -

- serve all public institutions in Gauteng by supporting key infrastructure projects and ensuring their successful execution through partnerships and innovative financing solutions;
- institutionalise alternative funding models for the provincial government, including the development of strategies to attract private sector funding to provincial infrastructure projects;
- provide a project preparation facility, the purpose of which is to assist provincial departments, local authorities, government-supported private initiatives and related infrastructure development institutions to prepare high quality, viable projects that are ready to attract financing from public and private sources;

- assist in minimising institutional blockages that hamper the rate of socioeconomic infrastructure development; and to
- ensure cost efficiencies and consolidating resources for economies of scale within provincial government infrastructure projects and expenditure.

The GIFA will mainly contribute towards supporting the Strategic Pillar 2 of the GPT that is, Sustainable Funding. To support this strategic pillar the GPT will ensure that GPG programmes are adequately resourced within the tight fiscal envelope. In this regard the GIFA will explore and secure alternative sources of funding for strategic infrastructure programmes.

Through its various activities, the GIFA will also contribute to the other pillars of GPT being (1, 4 and 5):

- Promoting better planning & budgeting synergy across all spheres of government
- Effective financial management
- Promote transparent and accountable government.

Strategic Goals of the GIFA (Strategic Outcomes Oriented Goals)

The Strategic Goals or Strategic Outcome Oriented Goals of the GIFA as provided below outline the expected outcomes of the GIFA in this current term:

- To ensure a sustainable pipeline of strategic infrastructure projects that are catalysts for socio-economic development through a coordinated process in the province;
- To ensure that GPG develops infrastructure projects to bankable proposals that will attract funding from various sources;
- To become a centre of excellence that applies various funding models for infrastructure financing solutions;
- To establish a network of investor partnerships and build investor confidence in GPG initiated projects; and
- To ensure efficient and economic contracting for infrastructure projects in a manner that GPG realises the socio-economic benefits.

The strategic goals will be achieved through sub-objectives. The table below illustrates the link between the Strategic Goals and Sub-objectives of the GIFA.

STRATEGIC GOALS (PILLARS)	SUB-OBJECTIVES (STRATEGIC OBJECTIVES)
To ensure a sustainable pipeline of strategic infrastructure projects that are catalysts for socio-economic development through a coordinated process in the province;	<ul style="list-style-type: none"> • To establish a framework for Central Point for coordination of infrastructure projects to promote better planning and fundingsynergy for strategic infrastructure projects across all spheres government in the province
To ensure that GPG develops infrastructure projects to bankable proposals that will attract funding from various sources;	<ul style="list-style-type: none"> • To establish a Project Preparation Facility that will provide sustainable funding for project development • To develop a Project Filtration Criteria to identify strategic infrastructure projects that will have greater impact on provincial priorities • To source and conduct feasibility studies to determine viability and the mix of funding required for infrastructure projects
To become a centre of excellence that applies various funding models for infrastructure financing solutions;	<ul style="list-style-type: none"> • To explore funding models and best practices in financing GPG infrastructure projects • To establish financial structuring mechanisms and toolkits to ensure financial close • To create a repository for data and relevant information that could be utilized for project financing solutions through research •
To establish a network of investor partnerships and build investor confidence in GPG initiated projects;	<ul style="list-style-type: none"> • To develop an Investment Memorandum to profile GPG's strategic projects and attract investor interest • To develop Investor Engagement Plan to promote viable infrastructure projects • To strengthen relations between the GIFA and relevant stakeholders through partnership agreements
To ensure efficient and economic contracting for infrastructure projects in a manner that GPG realises the socio-economic benefits.	<ul style="list-style-type: none"> • To provide advice and support to GPG department with procurement and contracting for strategic infrastructure projects. • To monitor implementation and evaluate the socio-economic impact of the projects in line with the provincial priorities •

GIFA PROJECTS

The GIFA project pipeline is responding to the Premier's call for radical change to the structure of the economy and unlocking the potential of different sectors. Some of GIFA'

- Gauteng Smart City,
- Jewellery Manufacturing Precinct,
- Sedibeng and West Rand Waste to Energy,

- Gauteng Green Energy Agenda (Roof-top solar panels and Tri-generation Plants)
- West Rand Logistics Hub
- Vaal Logistics Hub
- Tshwane Innovation Hub: EB2 and EB3
- Gauteng Land Development Fund

These projects support the key sectors that have the potential to address the twin policy imperatives of creating decent employment and greater economic inclusion. There will be a concerted effort by the GIFA, Treasury and and owner departments to secure alternative funding through Roadshows and Calls for Proposals.

Going forward the GIFA will identify projects via a central point for coordination of strategic infrastructure projects which is a coordinating process led by the Gauteng Infrastructure Coordinating Committee (**GICC**). The GIFA will apply a criteria that will the projects that will support for provincial pillars such as:

- Re-industrialisation,
- Modernisation of the economy, and
- Modernisation of public infrastructure.

The Premier has also placed the revitalisation and mainstreaming of township economies on the top list of Gauteng government's pillar of Radical Transformation. Hence, there will be projects such as the Broadband support to township SMMEs wherein the GIFA will conduct feasibility studies for identified projects.

Finally, in support of Accelerated Social Transformation the GIFA will seek alternative funding for social projects.

ECONOMIC OUTLOOK

In the period ahead the government has taken steps to accord greater emphasis on infrastructure and economic growth. The state of the nation's infrastructure influences not only the quality of life, but well-designed infrastructure also leads to improved productivity. This efficiency in turn enhances economic growth while providing significant positive spill-overs to various other economic sectors. Gauteng is no exception as it continues to experience challenges in infrastructure provisioning due to population growth and new household formation. As one of the largest single economies on the African continent, the infrastructure investment required to support economic development seems to be larger than any other region.

GIFA's strategic outlook was developed in line with Gauteng Employment, Growth and Development Strategy (**GEGDS**) and is in support of the GPG Pillars of radical transformation. Over the next five years GPG is determined to radically transform the economy and has identified key sectors that have the potential to address the policy imperatives of creating decent employment and greater economic inclusion. These sectors include finance, automotive industry, manufacturing, ICT, tourism, pharmaceuticals, creative industries, construction and real estate. The GEGDS on the other hand was

developed by the GPG to meet socio-economic needs of the people through the creation of jobs, reducing unemployment and alleviating poverty. It is believed that the GEGDS will give an impetus to the GPG's strategic pillar of radical economic transformation. The massive roll out of infrastructure across the province shall be utilised to support these sectors of the economy. The challenge, however, is that the provincial budget is unable to carry the weight of all the infrastructure requirements and for this reason there is a demand for access to alternative funding sources. It is on the basis of this need that the Gauteng Funding Agency has defined its strategy in supporting Gauteng government departments in delivering infrastructure.

ORGANISATIONAL ENVIRONMENT

The GIFA working environment has experienced a number of changes over the past year. A notable structural change is that the GIFA will operate as a government component in terms of the Public Service Act and the existing trading entity will be systematically disestablished. This structural change necessitated a review of the value proposition of GIFA. Consequently, all operations were streamlined and will be underpinned by robust systems, best practices, processes and procedures to enable the GIFA to function optimally in the coming years. The revised organisation design was designed with the view to add value to the provincial departments and municipalities in the preparation of infrastructure projects.

It is a key part of the GIFA strategy to assist provincial departments, agencies and municipalities to prepare high quality, viable projects that would be ready to solicit financing from public and private sources. In this regard, GIFA's advocacy to work with Provincial and National Treasury and other stakeholders on expanding current legislation to ensure more alternatives when pursuing private sector partnership is critical. In addition, GIFA strategy intends to position GIFA as a credible interface between Government and private sector to ensure a prospect for funding sources.

Following the discussions on the strategic direction of GIFA in the next five years it became apparent that the programme structure should be revised in accordance with the new proposals aimed at enhancing the value proposition, updated mandate and vision of GIFA. The GIFA strategic plan and APP will be implemented through three Programmes, namely:

Programme 1: Project Development

Programme 2: Structured Finance

Programme 3: Administration

PROGRAMME 1: PROJECT DEVELOPMENT

The purpose of this Programme is to source infrastructure projects from sector departments, municipalities and provincial agencies through processes and structures such as GICC, MTEC, PBC and engagements with accounting officers. The business unit is responsible for developing the projects into comprehensive business plans that are ready for funding and implementation. The key activities of the business unit involve identification of appropriate projects, pre-feasibility and

feasibility assessments, risk assessments, development of business plans, commercial and operational due diligence, etc.

PROGRAMME2: STRUCTURED FINANCE

The purpose of this Programme is to structure finance for developed infrastructure projects, engage potential private and public funders with the aim of raising finance for the projects and to constantly research best practices and models for financing infrastructure projects. The key activities in this business unit involve ensuring that the project is bankable.

PROGRAMME3: ADMINISTRATION

The purpose of the Programme is to provide leadership, strategic management, communications and stakeholder management and administrative support to the GIFA. The key business unit activities involve developing the strategic plan of the GIFA and monitoring its implementation, implementation of the communication strategy and ensuring strengthened relations with key stakeholders, building the capacity of GIFA and ensuring that GIFA becomes a centre of excellence through research and knowledge management. The business unit is structured in seven sub-programme which are:

- Office of the Head of the GIFA
- Marketing, Communications and Stakeholder Engagement
- Financial Management
- Information and Communication Technology
- Facilities Management
- Human Resource Management

PERFORMANCE DELIVERY ENVIRONMENT

The value proposition of the GIFA is to become a one stop service that provides expertise and skills to develop projects to a “bankable” stage. Therefore, the GIFA’s priority is to focus on building its capacity and putting in place efficient processes and procedures for project development. This includes providing supplement skills to the PPP unit and provincial departments.

Projects will be referred to the GIFA via processes such as:

- Direct referral from the central point of coordination for GPG infrastructure projects which will be an element of the MTEC process. The MTEC committee will refer infrastructure projects to the GIFA for pre-feasibility that will determine the viability of the project and the funding mix. Out of this the MTEC committee will recommend to the Premier’s Budgeting Committee the proposed projects to be referred to the GIFA to assist with full preparation and sourcing of alternative funding.
- Strategic discussions with municipalities on infrastructure projects that are aligned to provincial priorities. These could result in referral of strategic projects to GIFA. This will ensure that the relevant municipal accounting officers are properly engaged on the scope of

the GIFA technical assistance, and that appropriate structures are put in place for developing these projects.

- The requests from an accounting officers both provincial and local government should be endorsed at the right structures and should have the endorsement of the Provincial Treasury.

The GIFA will establish a filtering criteria that will be used to determine if a project can be developed and delivered for implementation. The filtering criteria will prompt questions such as:

- How does the project fit in within the GPG strategic pillars?
- Is there a need for the project in the manner it was conceptualised at a point in time?
- Has the scope and breadth of the project being adequately considered? Are the associated costing realistic? Analysis that are typically conducted in this area are a Cost Benefit Analysis (economic projects) or a Cost Effectiveness Analysis (social projects)
- How is the project going to be paid for? Is it practical and possible? Is it affordable? Is it fair?
- Can the department/ project owner implement and deliver the project?

Once the projects are identified and put through the development value chain, the GIFA will provide a full bouquet of services such as financial modeling, financial structuring, project accounting, risk analysis, legal and other technical expertise. Currently the GIFA provides support only up to feasibility and business case stage, the GIFA will extend its services whereby it will become responsible from project development to contracting stage.

LEGISLATIVE MANDATE

The establishment of the GIFA as a government component is provided for in the proclamation and operational notice published in the government gazette in terms of chapter 6 of the Public Service Act.

The operational notice outlines the functions of the GIFA, its governance and intergovernmental coordination structures; accountability arrangements and reporting requirements for the Head of the GIFA to the Head of Treasury; shared services arrangements and the GIFA's operating model.

The GIFA will also consider the requirements of the Companies Act as well as the King Committee Report on Corporate Governance in South Africa (King III).

OVERVIEW OF THE 2014/15 BUDGET AND MTEF ESTIMATES

EXPENDITURE ESTIMATES

GAUTENG FUNDING AGENCY BUDGET PER BUSINESS UNIT

BUSINESS UNITS	AUDITED OUTCOMES			ADJUSTED '000	MTEF		
	2010/11	2011/12	2012/13		2013/14	2014/15	2015/16
OFFICE OF THE HEAD OF GIFA	23 810	2 393	5 000	4 091	500	500	300
PROJECT DEVELOPMENT	4 202	25 391	18 000	21 410	20 000	17 000	15 000
MARKETING, COMMUNICATIONS AND STAKEHOLDER MAN	4 273	1 858	1 500,00	1 650	2 000	500	300
CORPORATE SERVICES	17 715	20 358	25 500	22 849	27 500	32 000	34 400
TOTAL	50 000	50 000	50 000	50 000	50 000	50 000	50 000
ECONOMIC CLASSIFICATION							
CURRENT PAYMENTS	50 000	49 570	49 685	49 651	49 680	49 800	49 900
COMPENSATION OF EMPLOYEES	13 465	14 570	12 000	13 691	18 246	19 523	24 500
GOODS AND SERVICES	36 535	35 000	37 685	35 960	31 434	30 277	25 400
CAPITAL PAYMENTS							
	0,00	430	315	349	320	200	100
MACHINERY AND EQUIPMENT	0,00	430	315	349	320	200	100
TOTAL	50 000	50 000	50 000	50 000	50 000	50 000	50 000

EXPENDITURE TRENDS

An increase in Corporate Services's budget is due to annual pay progression and inflationary increase and filling vacant posts. The GIFA is anticipating an increase in the staff complement of 18 to 35 by the end of the MTEF period.

A decrease in Project Development costs is due to the anticipated Project Preparation Facility being operational, and funding for projects moved to PPF.

PART B: STRATEGIC OBJECTIVES AND ANNUAL TARGETS 2014/15 – MTEF

This section provides the targets for the budget year and over the MTEF period for each strategic objective specified for this programme in the Strategic Plan.

PROGRAMME 1: PROJECT DEVELOPMENT

STRATEGIC GOAL: To ensure a sustainable pipeline of strategic infrastructure projects that is catalysts for socio-economic development through a coordinated process in the province.

Strategic Objectives		Audited/ Actual Performance			Estimated Performance	Medium Term Targets		
		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
1.1	To establish a framework for Central Point for coordination of infrastructure projects to promote better planning and funding synergy for strategic infrastructure projects across all spheres government in the province					Framework for Central Point for coordination of infrastructure projects developed and implemented	Review and implement framework	Review and implement framework

STRATEGIC GOAL: To ensure that GPG develops infrastructure projects to bankable proposals that will attract funding from various sources.

Strategic Objectives		Audited/ Actual Performance			Estimated Performance	Medium Term Targets		
		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
2.1	To establish a Project Preparation Facility (PPF) that will provide sustainable funding for project development					Project Preparation Facility established	Review and implement the PPF	Review and implement the PPF
2.2	To develop a Project Filtration Criteria to identify strategic infrastructure projects that will have greater impact on provincial priorities					Project Filtration Criteria developed and implemented	Review and implement the Project Filtration Criteria	Review and implement the Project Filtration Criteria
2.3	To source and conduct feasibility studies to determine viability and the mix of funding required for infrastructure projects	5 infrastructure projects sourced from stakeholders	5 infrastructure projects sourced and developed from provincial sector departments, agencies and municipalities by March 2012.	5 infrastructure projects sourced and developed from provincial sector departments, agencies and municipalities by March 2013.	5 infrastructure projects sourced and developed from provincial sector departments, agencies and municipalities	5 project feasibility studies conducted and Project Appraisal Reports (PARs) completed	8 projects sourced 8 project feasibility studies conducted and Project Appraisal Reports (PARs) completed	9 projects sourced 9 project feasibility studies conducted and Project Appraisal Reports (PARs) completed

PERFORMANCE INDICATORS FOR 2014/15

Performance Indicators		Audited/ Actual Performance			Estimated Performance	Medium Term Targets		
		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
1.1	Effective framework for Central Point for coordination of infrastructure projects					Framework for Central Point for coordination of infrastructure projects developed and implemented	Review and implement framework	Review and implement framework
2.1	Effective Project Preparation Facility					Project Preparation Facility established	Review and implement the PPF	Review and implement the PPF
2.2	Effective Project Filtration Criteria					Project Filtration Criteria developed and implemented	Review and implement the Project Filtration Criteria	Review and implement the Project Filtration Criteria
2.3	Number of feasibility studies sourced and conducted	5 infrastructure projects sourced from stakeholders	5 infrastructure projects sourced and developed from provincial sector departments, agencies and municipalities by March 2012.	5 infrastructure projects sourced and developed from provincial sector departments, agencies and municipalities by March 2013.	5 infrastructure projects sourced and developed from provincial sector departments, agencies and municipalities	5 project feasibility studies conducted and Project Appraisal Reports (PARs) completed	9 projects sourced 9 project feasibility studies conducted and Project Appraisal Reports (PARs) completed	10 projects sourced 10 project feasibility studies conducted and Project Appraisal Reports (PARs) completed

QUARTERLY TARGETS 2014/15

Performance Indicator	Reporting Period	Annual Targets	Quarterly Targets				
		2014/15	Q1 (Apr – Jun)	Q2 (Jul – Sep)	Q3 (Oct – Dec)	Q4 (Jan – Mar)	
1.1	Effective framework for Central Point for coordination of infrastructure projects	Quarterly	Framework for Central Point for coordination of infrastructure projects developed and implemented		Draft Framework developed	Framework for Central point of coordination of infrastructure projects finalised and approved.	Implement Framework
2.1	Effective Project Preparation Facility	Quarterly	Project Preparation Facility established	Development of the PPF Framework	Project Preparation Facility approved	Project Preparation Facility established	Establishment of the Credit Committee
2.2	Effective Project Filtration Criteria	Quarterly	Project Filtration Criteria developed and implemented		Project Filtration Criteria developed and approved	Identify projects through filtration criteria	Approved projects for feasibilities
2.3	Number of feasibility studies sourced and conducted	Quarterly	5 project feasibility studies conducted and Project Appraisal Reports (PARs) completed		3 feasibility studies conducted	2 feasibilities studies conducted	
					1 PAR issued	2 PARs issued	2 PARs issued

PROGRAMME 2: STRUCTURED FINANCE

STRATEGIC GOAL: To become a centre of excellence that applies various funding models for infrastructure financing solutions

Strategic Objective		Audited/ Actual Performance			Estimated Performance	Medium Term Targets		
		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
3.1	To explore funding models and best practices in financing GPG infrastructure projects					Develop funding models infrastructure projects	Funding models tested and applied to infrastructure projects	Funding models tested and applied to infrastructure projects
						2 projects financed through alternative funding	5 projects financed through alternative funding	5 projects financed through alternative funding
3.2	To establish financial structuring mechanisms and toolkits to ensure financial close				Basic financial model created	Develop toolkit for reaching financial close	Review and maintain toolkit	Review and maintain toolkit
						Establish financial structuring guidelines in line with applicable legislation	Review and implement guidelines	Review and implement guidelines

Strategic Objective		Audited/ Actual Performance			Estimated Performance	Medium Term Targets		
		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
3.3	To create a repository for data and relevant information that could be utilized for project financing solutions through research		Implementable Knowledge Management Framework and Document Management System (DMS) for GFA developed by March 2013	Functional Knowledge Management Framework and DMS for GFA		Repository on access to funding for infrastructure projects from wide sources of funding institutions created	Maintenance and update repository. Best practice models on infrastructure financing updated	Maintenance and update repository. Best practice models on infrastructure financing updated

STRATEGIC GOAL: To establish a network of investor partnerships and build investor confidence in GPG initiated projects

Strategic Objective		Audited/ Actual Performance			Estimated Performance	Medium Term Targets		
		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
4.1	To develop an Investment Memorandum to profile GPG's strategic projects and attract investor interest					GIFA Investment Memorandum developed and implemented in line with the project pipelines	Review and update the Investment Memorandum in line with the project pipeline	Review and update the Investment Memorandum in line with the project pipeline

4.2	To develop Investor Engagement Plan to promote viable infrastructure projects					Funder Engagement Plan developed and implemented in line with bankable projects	Partnerships concluded with private investors in line with bankable projects	Partnerships concluded with private investors in line with bankable projects
						1 Investor Roadshows organised in line with bankable projects	2 Investor Roadshows organised in line with bankable projects	2 Investor Roadshows organised in line with bankable projects
4.3	To strengthen relations between the GIFA and relevant stakeholders through partnership agreements					Agreements signed with relevant partners in funding and infrastructure development	Agreements signed with relevant partners in funding and infrastructure development	Agreements signed with relevant partners in funding and infrastructure development

STRATEGIC GOAL: To ensure efficient and economic contracting for infrastructure projects in a manner that GPG realises the socio-economic benefits

Strategic Objective		Audited/ Actual Performance			Estimated Performance	Medium Term Targets		
		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
5.1	To provide advice and support to GPG department with procurement and contracting for strategic infrastructure projects				Departments supported on procurement and contracting of bankable projects	Departments supported on procurement and contracting of bankable projects	Departments supported on procurement and contracting of bankable projects	Departments supported on procurement and contracting of bankable projects
5.2	To monitor implementation and evaluate the socio-economic impact of the projects in line with the provincial priorities				Monitoring and evaluation reports produced			

PERFORMANCE INDICATORS FOR 2014/15

Performance Indicator		Audited/ Actual Performance			Estimated Performance	Medium Term Targets		
		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
3.1	Number of funding models tested and applied				Funding models tested and applied to infrastructure projects	Develop funding models infrastructure projects	Funding models tested and applied to infrastructure projects	Funding models tested and applied to infrastructure projects
	Number of projects financed through alternative funding					2 projects financed through alternative funding	5 projects financed through alternative funding	5 projects financed through alternative funding
3.2	Effective toolkits for reaching financial close				Basic financial model created	Develop toolkit for reaching financial	Review and maintain toolkit	Review and maintain toolkit
	Effective financial structuring guidelines					Establish financial structuring guidelines in line with applicable legislation close	Review and implement guidelines	Review and implement guidelines

Performance Indicator		Audited/ Actual Performance			Estimated Performance	Medium Term Targets		
		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
3.3	Effective repository on access to funding for infrastructure projects from wide sources of funding institutions created			Implementable Knowledge Management Framework and Document Management System (DMS) for GFA developed by March 2013	Knowledge Management System (KMS) developed and implemented	Repository on access to funding for infrastructure projects from wide sources of funding institutions created	Maintenance and update repository	Maintenance and update repository
	Best practice models on infrastructure financing identified						Apply best practice models on infrastructure financing	Apply best practice models on infrastructure financing

Performance indicator		Audited/ Actual Performance			Estimated Performance	Medium Term Targets		
		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
4.1	Effective Investment Memorandum					GIFA Investment Memorandum developed and implemented in line with the project pipelines	Review and update the Investment Memorandum in line with the project pipelines	Review and update the Investment Memorandum in line with the project pipelines
4.2	Effective Funder Engagement Plan					Funder Engagement Plan developed and implemented in line with bankable projects	Partnerships concluded with private investors in line with bankable projects	Partnerships concluded with private investors in line with bankable projects

	Number of Investor Roadshows conducted					1 Investor Roadshows organised in line with bankable projects	2 Investor Roadshows organised in line with bankable projects	2 Investor Roadshows organised in line with bankable projects
4.3	Number of agreements signed with partners					Agreements signed with relevant partners in funding and infrastructure development	Agreements signed with relevant partners in funding and infrastructure development	Agreements signed with relevant partners in funding and infrastructure development

Performance Indicator		Audited/ Actual Performance			Estimated Performance	Medium Term Targets		
		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
5.1	Number of projects supported on procurement and contracting of bankable projects					Departments supported on procurement and contracting of bankable projects	Departments supported on procurement and contracting of bankable projects	Departments supported on procurement and contracting of bankable projects
5.2	Number of monitoring and evaluation reports produced					Monitoring and evaluation reports produced	Monitoring and evaluation reports produced	Monitoring and evaluation reports produced

QUARTERLY TARGETS 2014/15

Performance Indicator		Reporting Period	Annual Targets	Quarterly Targets			
			2014/15	Q1 (Apr – Jun)	Q2 (Jul – Sep)	Q3 (Oct – Dec)	Q4 (Jan – Mar)
3.1	Number of funding models tested and applied	Quarterly	Develop funding models infrastructure projects			Identify funding models for infrastructure projects	Apply funding models
	Number of projects financed through alternative funding	Quarterly	5 projects financed through alternative funding			Conduct investor roadshows with potential investors/funders	Finalise recommendations and conclude financial agreements with funders.
3.2	Effective toolkits for reaching financial close	Quarterly	Implement the toolkit Review and implement guidelines			Develop funding toolkit	Apply and implement toolkit
	Effective financial structuring guidelines	Quarterly	Review and implement guidelines		Develop financial structuring guidelines in line with legislation	Develop financial structuring guidelines in line with legislation	Apply and implement guidelines
3.3	Effective repository on access to funding for infrastructure projects from wide sources of funding institutions created	Quarterly	Maintenance and update repository.		Create repository of funding institutions.	Update repository of funding institutions	Update repository of funding institutions

Performance Indicator	Reporting Period	Annual Targets 2015/16	Quarterly Targets			
			Q1 (Apr – Jun)	Q2 (Jul – Sep)	Q3 (Oct – Dec)	Q4 (Jan – Mar)
4.1 Effective Investment Memorandum	Quarterly	GFA Investment Memorandum developed and implemented in line with the project pipelines		Draft Investment Memorandum developed	Investment Memorandum updated and finalised	Final Investment Memorandum presented to potential funders/investors
4.2 Effective Funder Engagement Plan	Quarterly	Funder Engagement Plan developed and implemented in line with bankable projects			Develop funder engagement plan	Finalise and implement funder engagement plan.
Number of Investor Roadshows conducted	Quarterly	1 Investor Roadshows organised in line with bankable projects				1 roadshow conducted with potential investors/funders
4.3 Number of agreements signed	Quarterly	Agreements signed with relevant partners in funding and infrastructure development			1 partnership agreements concluded with potential investors/funders	1 partnership agreements concluded with potential investors/funders
5.1 Number of projects supported on procurement and contracting of bankable projects	Quarterly	Departments supported on procurement and contracting of bankable projects			1 project supported	1 project supported

5.2	Number of monitoring and evaluation reports produced	Quarterly	Monitoring and evaluation reports produced		Quarterly monitoring reports and impact assessment report on projects	Quarterly monitoring reports and impact assessment report on projects	Quarterly monitoring reports and impact assessment report on projects
-----	---	-----------	--	--	---	---	---

PROGRAMME3: ADMINISTRATION

STRATEGIC GOAL: To provide effective leadership, management and administrative support to the GIFA business units and the Head of GIFA.

Strategic Objectives	Audited/ Actual Performance			Estimated Performance	Medium Term Targets		
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Sub-Unit: The Office of the Head of GFA							
6.1 To provide sound strategic direction and leadership to the GIFA through credible Strategic Plans, Annual Performance Plans and reliable management of GIFA's performance	Annual Performance Plan for 2011/12 approved and implemented	Annual Performance Plan for 2012/13 approved and implemented	Annual Performance Plan 2013/14 approved and implemented	2014/15 Annual Performance Plan and Operational Plans approved and implemented	5 Year Strategic Plan and 2015/16 Annual Performance Plan (APP) approved and implemented	2016/17 Annual Performance Plan	2017/18 Annual Performance Plan
	2010/11 Performance Information Management Framework	2011/12 Performance Information Management Framework	2012/13 Performance Information Management Framework	2013/14 Performance Information Management Framework developed	Review and implement the Performance Information Management Framework	Review and implement the Performance Information Management Framework	Review and implement the Performance Information Management Framework
	Qualitative 2010/11 Organisational performance reports (Quarterly and Annual)	Qualitative 2011/12 Organisational performance reports (Quarterly and Annual)	Qualitative 2012/13 Organisational performance reports (Quarterly and Annual)	Qualitative 2013/14 Organisational performance reports (Quarterly and Annual)	4 Quarterly Performance Reports and 1 Annual Performance Report submitted within the prescribed times	4 Quarterly Performance Reports and 1 Annual Performance Report submitted within the prescribed times	4 Quarterly Performance Reports and 1 Annual Performance Report submitted within the prescribed times

Sub-Unit: Marketing, Communications & Stakeholder Engagement

Strategic Objectives		Audited/ Actual Performance			Estimated Performance	Medium Term Targets		
		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
6.2	To support the GIFA through effective communications, marketing and stakeholder relations management	Comprehensive Communication Policy/ Strategy	Comprehensive Communication Policy/ Strategy	Communication strategy developed and implemented: Corporate Identity Website Marketing	Review and implement the Communications Strategy in line with the Government Component's Business Case by end 2012	Develop and implement the Communications Strategy in line with the Government Component's Business Case	Integrated Marketing and Communications Strategy for GIFA developed and implemented	Review and implement the Marketing and Communications Strategy
							GIFA Newsletter: 2015 Edition published	GIFA Newsletter: 2016 Edition published
					Gauteng Funding Fair: 2013	Gauteng Funding Fair: Infrastructure focus	Gauteng Funding Fair	Gauteng Funding Fair
					Develop and implement Stakeholder analysis and Stakeholder Relations Management Plan	Review and implement Stakeholder Relations Management Plan	Review and implement Stakeholder Relations Management Plan	Review and implement Stakeholder Relations Management Plan

Sub-Unit: *Corporate Services – Financial Management*

Strategic Objectives		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
6.3	To ensure good governance and a sound control environment through relevant finance policies, in-year monitoring, risk and security management	Unqualified audit	Clean audit opinion for the financial year 2012/13	Clean audit opinion for the financial year 2013/14	Achieve a clean audit report			
		Submit qualitative and accurate compliance reports timeously on monthly, quarterly and annual basis	Submit qualitative and accurate compliance reports timeously on monthly, quarterly and annual basis	Submit qualitative and accurate compliance reports timeously on monthly, quarterly and annual basis	Submit qualitative and accurate compliance reports timeously on monthly, quarterly and annual basis	4 Quarterly Financial Statements approved and submitted to Gauteng Provincial Treasury within the prescribed times	4 Quarterly Financial Statements approved and submitted to Gauteng Provincial Treasury within the prescribed times	4 Quarterly Financial Statements approved and submitted to Gauteng Provincial Treasury within the prescribed times
		Documented business processes, procedures and system	Implement business processes, procedures and systems	Developed credible and effective finance business processes, procedures and systems for implementation in 2012/13	Review and update GIFA policies, business processes, procedures and systems in-line with Provincial Treasury policies	Review and update GIFA policies, business processes, procedures and systems in-line with Provincial Treasury policies	Review and update GIFA policies, business processes, procedures and systems in-line with Provincial Treasury policies	Review and update GIFA policies, business processes, procedures and systems in-line with Provincial Treasury policies

		Comprehensive Risk Management Strategy developed	2012/13 Risk Management Strategy for GFA developed	Review GFA's Risk Management Strategy and update it for 2012/13 financial year	Review and update GIFA's Risk Management Strategy			
				Effective Contract management	All contracts concluded with GIFA effectively managed			
				Project Preparation Facility (PPF) established	Management of the Project Preparation Facility in accordance with the prescribed regulations	Management of the Project Preparation Facility in accordance with the prescribed regulations	Management of the Project Preparation Facility in accordance with the prescribed regulations	Management of the Project Preparation Facility in accordance with the prescribed regulations

Sub-Unit: Corporate Services – Information and Communication Technology

Strategic Objectives		Audited/ Actual Performance			Estimated Performance	Medium Term Targets		
		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2017/18
6.4	To ensure ICT governance within the GIFA in line with the Corporate Governance of ICT Framework (CGIF)		Ensure efficient management of GFA ICT in compliance with government ICT policy during 2011/12	Ensure efficient management of GFA ICT in compliance with government ICT policy	Establish ICT governance plans and charter in compliance with the Corporate Governance of ICT Policy Framework	Review ICT Policy Framework Implement the ICT governance plans and charter	Continuous improvement of ICT systems in line with the Corporate Governance of ICT Policy Framework	Continuous improvement of ICT systems in line with the Corporate Governance of ICT Policy Framework
6.5	To improve remote access to GIFA's business applications					Business wide remote access to GIFA's business applications implemented	Review and update business wide remote access to GIFA's business applications	Review and update business wide remote access to GIFA's business applications

Sub-Unit: Corporate Services – Facilities Management

Strategic Objectives		Audited/ Actual Performance			Estimated Performance	Medium Term Targets		
		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
6.6	To ensure the continuity of GIFA's business in the event of disaster by constantly testing the credibility of established business continuity plans	Business Continuity Plan developed	Review and implement GFA's Business Continuity Plan	Credible and Reliable Business Continuity Plan for GFA developed and implemented in 2012/13	Review and implement GFA's Business Continuity Plan	Memorandum of Understanding with GPT for GIFA transfer of functions in the event of disaster completed Review and implement GIFA's Business Continuity Plan	Review and update disaster recovery plan	Review and update disaster recovery plan
6.7	To provide efficient management of GIFA facilities in compliance with relevant legislation, regulations and policies on facilities management		Efficient management of GFA facilities in 2011/12 and compliance with relevant legislation, regulations and policies on facilities management	Manage GFA facilities efficiently and in compliance with relevant legislation, regulations and policies on facilities management	Manage GFA facilities efficiently and in compliance with relevant legislation, regulations and policies on facilities management	GIFA facilities managed efficiently and in compliance with relevant legislation, regulations and policies on facilities management	GIFA facilities managed efficiently and in compliance with relevant legislation, regulations and policies on facilities management	GIFA facilities managed efficiently and in compliance with relevant legislation, regulations and policies on facilities management

Sub-Unit: Corporate Services – Human Resource Management

Strategic Objectives		Audited/ Actual Performance			Estimated Performance	Medium Term Targets		
		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
6.8	To establish an efficient and developmental human resources management for the GIFA		Implement efficient management and control of HR documents, records and HR related matters within GFA in 2011/13	Implement efficient management and control of HR documents, records and HR related matters within GFA in 2012/13	Implement efficient management and control of HR documents, records and HR related matters within GFA	Develop and implement the HR Development Plan	Review and implement the HR plan within GIFA	Review and implement the HR plan within GIFA
			Training and Development Strategy developed and implemented	Training and Development Plan for all GFA staff Implemented in 2012/13 financial year	3 year Training and Development Plan aligned to the Government Component business case developed and implemented	Implement the Training and Development Plan	Implement the Training and Development Plan	Implement the Training and Development Plan
		Implement Performance Management Strategy	Implement the Performance Management Plan for 2011/12 in compliance to GPG Policy on Performance Management	Implement the Performance Management Plan in compliance to GPG Policy on Performance Management	Effective Performance Management in compliance to GPG Policy on Performance Management	Effective Performance Management in compliance to GPG Policy on Performance Management	Effective Performance Management in compliance to GPG Policy on Performance Management	Effective Performance Management in compliance to GPG Policy on Performance Management
6.9				Change Management Strategy aligned to the Government Component (GC) business case developed	Change Management Programme for GIFA as a GC developed and implemented	Review and assess the impact of change management		

PROGRAMME PERFORMANCE INDICATORS FOR 2014/15

Performance Indicator	Audited/ Actual Performance			Estimated Performance	Medium Term Targets			
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	
Sub-Unit: The Office of the Head of GFA								
6.1	Credible Strategic and Annual Performance Plans that are aligned to the Gauteng Provincial Government's priorities	Annual Performance Plan for 2011/12 approved and implemented	Annual Performance Plan for 2012/13 approved and implemented	Annual Performance Plan for 2013/14 approved and implemented	2014/15 Annual Performance Plan and Operational Plans approved and implemented	5 Year Strategic Plan and 2015/16 Annual Performance Plan (APP) approved and implemented	2016/17 Annual Performance Plan	2017/18 Annual Performance Plan
	Credible and reliable Performance Information Management Framework	2010/11 Performance Information Management Framework	2011/12 Performance Information Management Framework	2012/13 Performance Information Management Framework	2013/14 Performance Information Management Framework developed	Review and implement the Performance Information Management Framework	Review and implement the Performance Information Management Framework	Review and implement the Performance Information Management Framework
	Number of performance reports produced	Qualitative 2010/11 Organisational performance reports (Quarterly and Annual)	Qualitative 2011/12 Organisational performance reports (Quarterly and Annual)	Qualitative 2012/13 Organisational performance reports (Quarterly and Annual)	4 Quarterly Performance Reports and 1 Annual Performance Report submitted within the prescribed times	4 Quarterly Performance Reports and 1 Annual Performance Report submitted within the prescribed times	4 Quarterly Performance Reports and 1 Annual Performance Report submitted within the prescribed times	4 Quarterly Performance Reports and 1 Annual Performance Report submitted within the prescribed times

Performance Indicator	Audited/ Actual Performance			Estimated Performance	Medium Term Targets			
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	
Sub-Unit: Communications and Stakeholder Management								
6.2	Comprehensive and implementable Integrated Marketing and Communications Strategy of GIFA	Communication strategy developed and implemented: • Corporate Identity Website Marketing	Review and implement the Communications Strategy in line with the Government Component's Business Case by end 2012	Integrated Marketing and Communications Strategy for GFA developed and implemented	Integrated Marketing and Communications Strategy for GIFA developed and implemented	Review and implement the Marketing and Communications Strategy	Review and implement the Marketing and Communications Strategy	Review and implement the Marketing and Communications Strategy
	Efficient organisation of the Gauteng Funding Fair (GFF)			Gauteng Funding Fair: 2013	Gauteng Funding Fair: 2014 Corporate focus	Gauteng Funding Fair	Gauteng Funding Fair	Gauteng Funding Fair
	Comprehensive and implementable Stakeholder Management Plan				Develop and implement Stakeholder analysis and Stakeholder Relations Management Plan	Review and implement Stakeholder Relations Management Plan	Review and implement Stakeholder Relations Management Plan	Review and implement Stakeholder Relations Management Plan
	Number of GIFA Newsletters published					GIFA Newsletter: 2015 Edition published	GIFA Newsletter: 2016 Edition published	

Performance Indicator	Audited/ Actual Performance			Estimated Performance	Medium Term Targets			
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	
Sub-Unit: Corporate Services – Financial Management								
6.3	Type of audit report received	Unqualified audit	Clean audit opinion for the financial year 2012/13	Clean audit opinion for the financial year 2012/13	Achieve a clean audit report	Achieve a clean audit report	Achieve a clean audit report	Achieve a clean audit report
	Number of credible and accurate annual financial statements submitted within the prescribed times	Submit qualitative and accurate compliance reports timeously on monthly, quarterly and annual basis	Submit qualitative and accurate compliance reports timeously on monthly, quarterly and annual basis	Submit qualitative and accurate compliance reports timeously on monthly, quarterly and annual basis	Submit qualitative and accurate compliance reports timeously on monthly, quarterly and annual basis	4 Quarterly Financial Statements approved and submitted to GDF within the prescribed times	4 Quarterly Financial Statements approved and submitted to GDF within the prescribed times	4 Quarterly Financial Statements approved and submitted to GDF within the prescribed times
	Credible and effective finance policies, business	Implement business processes,	Review and update GFA policies, business	Review finance business processes, procedures and	Review and update GIFA policies, business processes,	Review and update GIFA policies, business processes,	Review and update GIFA policies, business processes, procedures	Review and update GIFA policies, business processes,

	process, procedures and systems	procedures and systems	processes, procedures and systems in line with Provincial Treasury policies.	systems	procedures and systems in-line with Gauteng Department of Finance policies	procedures and systems in-line with Gauteng Department of Finance policies	and systems in-line with Gauteng Department of Finance policies	procedures and systems in-line with Gauteng Department of Finance policies
	Credible and Reliable and Risk Management strategies	2010/11 Risk Management Strategy for GFA developed	Review GFA's Risk Management Strategy and update it for 2011/12 financial year	Review GFA's Risk Management Strategy and update	Review GIFA's Risk Management Strategy and update	Review and update GIFA's Risk Management Strategy	Review and update GIFA's Risk Management Strategy	Review and update GIFA's Risk Management Strategy
	Effective and efficient contract management			All contracts concluded with GFA effectively managed	Effective Contract management	Effective Contract management	Effective Contract management	Effective Contract management
	Effective and efficient management of the Project Preparation Facility			Project Preparation Facility established	Management of the Project Preparation Facility in accordance with the prescribed regulations	Management of the Project Preparation Facility in accordance with the prescribed regulations	Management of the Project Preparation Facility in accordance with the prescribed regulations	Management of the Project Preparation Facility in accordance with the prescribed regulations

Sub-Unit: Corporate Services – Information and Communication Technology

6.4	Level of ICT governance within the GIFA		Ensure efficient management of GFA ICT in compliance with government ICT policy during 2011/12	Ensure efficient management of GFA ICT in compliance with government ICT policy	Ensure efficient management of GFA ICT in compliance with government ICT policy	Establish ICT governance plans and charter in compliance with the Corporate Governance of ICT Policy Framework	Review ICT Policy Framework Implement the ICT governance plans and charter	Continuous improvement of ICT systems in line with the Corporate Governance of ICT Policy Framework
6.5	Level of improvement of access to GIFA's business applications				Business wide remote access to GFA's business applications	Business wide remote access to GIFA's business applications implemented	Review and update business wide remote access to GIFA's business applications	Review and update business wide remote access to GIFA's business applications

Sub-Unit: Corporate Services – Facilities Management

6.6	Credible and reliable Business Continuity Plan Management Plan and Disaster Recovery Plan	Business Continuity Plan developed	Review and implement GFA's Business Continuity Plan	Credible and Reliable Business Continuity Plan for GFA developed and implemented in 2012/13	Review and implement GFA's Business Continuity Plan	Memorandum of Understanding with GPT for GIFA transfer of functions in the event of disaster completed Review and implement GIFA's Business Continuity Plan	Review and update disaster recovery plan	Review and update disaster recovery plan
-----	--	------------------------------------	---	---	---	--	--	--

6.7	Efficient management of GIFA facilities and compliance with relevant legislation, regulations and policies on facilities management		Efficient management of GFA facilities in 2011/12 and compliance with relevant legislation, regulations and policies on facilities management	Manage GFA facilities efficiently and in compliance with relevant legislation, regulations and policies on facilities management	Manage GFA facilities efficiently and in compliance with relevant legislation, regulations and policies on facilities management	GIFA facilities managed efficiently and in compliance with relevant legislation, regulations and policies on facilities management	GIFA facilities managed efficiently and in compliance with relevant legislation, regulations and policies on facilities management	GIFA facilities managed efficiently and in compliance with relevant legislation, regulations and policies on facilities management
Sub-Unit: Corporate Services – Human Resource Management								
6.8	Comprehensive and implementable HR Development Plan for GIFA		Implement efficient management and control of HR documents, records and HR related matters within GFA in 2011/12	Implement efficient management and control of HR documents, records and HR related matters within GFA in 2012/13	Implement efficient management and control of HR documents, records and HR related matters within GFA	Develop and implement HR Development Plan	Review and implement the HR plan within GIFA	Review and implement the HR plan within GIFA
	Implementable Human Resource Development Plan		Training and Development Strategy developed and implemented	Training and Development Plan for all GFA staff Implemented in 2012/13 financial year	3 year Training and Development Plan aligned to the Government Component business case developed and implemented	Implement the Training and Development Plan	Implement the Training and Development Plan	Implement the Training and Development Plan

	Effective Performance Management of GFA staff in compliance to GPG Policy on Performance Management	Implement Performance Management Strategy	Implement the Performance Management Plan for 2011/12 in compliance to GPG Policy on Performance Management	Implement the Performance Management Plan in compliance to GPG Policy on Performance Management	Effective Performance Management in compliance to GPG Policy on Performance Management	Effective Performance Management in compliance to GPG Policy on Performance Management	Effective Performance Management in compliance to GPG Policy on Performance Management	Effective Performance Management in compliance to GPG Policy on Performance Management
6.9	Effective change management programme				Change Management Strategy aligned to the GC business case developed	Change Management Programme for GIFA as a GC developed and implemented	Review and assess the impact of change management	

QUARTERLY TARGETS 2014/15

Performance Indicator	Reporting Period	Annual Targets	Quarterly Targets				
		2014/15	Q1 (Apr – Jun)	Q2 (Jul – Sep)	Q3 (Oct – Dec)	Q4 (Jan – Mar)	
Sub-Unit: The Office of the Head of GFA							
6.1	Credible Strategic and Annual Performance Plans that are aligned Gauteng Provincial Government's priorities	Annually	5 Year Strategic Plan and 2015/16 Annual Performance Plan (APP) approved and implemented			Revise the 5-Year Strategic Plan and 2014/15 APP	Review, update and submit Annual Performance Plan for 2015/14
	Credible and reliable Performance Information Management Framework	Annually	Review and implement the Performance Information Management Framework	Review and update Performance Information Management Framework			
	Number of Performance reports produced	Quarterly	4 Quarterly Performance Reports and 1 Annual Performance Report submitted within the prescribed times	Quarterly Performance Report	Quarterly Performance Report	Quarterly Performance Report	Quarterly Performance Report
				2013/14 Non-financial Performance Report	Final 2013/14GFA's Annual Report approved and submitted for tabling		

Performance Indicator	Reporting Period	Annual Targets 2014/15	Quarterly Targets				
			Q1 (Apr – Jun)	Q2 (Jul – Sep)	Q3 (Oct – Dec)	Q4 (Jan – Mar)	
Sub-Unit: <i>Communications and Stakeholder Management</i>							
6.2	Comprehensive and implementable Integrated Marketing and Communications Strategy of GIFA	Quarterly	Integrated Marketing and Communications Strategy for GFA developed and implemented	Develop the integrated marketing and communication strategy for GFA	Report on implementation of the communications and marketing strategy	Report on implementation of the communications and marketing strategy	Report on implementation of the communications and marketing strategy
	Efficient organisation of the Gauteng Funding Fair (GFF)		Gauteng Funding Fair			Report on the preparations of hosting the GFF: Infrastructure focus	Report on the preparations of hosting the GFF: Infrastructure focus
	Comprehensive and implementable Stakeholder Management Plan	Quarterly	Review and implement Stakeholder Relations Management Plan	Review the Stakeholder Relations Management Plan and update for 2014/15	Quarterly Report on the implementation of Stakeholder Relations Management Plan	Quarterly Report on the implementation of Stakeholder Relations Management Plan	Quarterly Report on the implementation of Stakeholder Relations Management Plan

Performance Indicator	Reporting Period	Annual Targets 2014/15	Quarterly Targets				
			Q1 (Apr – Jun)	Q2 (Jul – Sep)	Q3 (Oct – Dec)	Q4 (Jan – Mar)	
Sub-Unit: Corporate Services – Financial Management							
6.3	Type of audit report received	Quarterly	Achieve a clean audit report		Develop an action plan to reduce audit findings	Resolve audit findings as per plan	Resolve audit findings as per plan
					Final AFS and reports submitted in time		
	Monthly		Monthly IYM reports submitted to GPT	Monthly IYM reports submitted to GPT	Monthly IYM reports submitted to GPT	Monthly IYM reports submitted to GPT	
	Credible and accurate annual financial statements submitted within prescribed times	Quarterly	4 Quarterly Financial Statements approved and submitted to GPT within the prescribed times	Prepare and submit Quarterly Financial Statements to GPT	Prepare and submit Quarterly Financial Statements to GPT	Prepare and submit Quarterly Financial Statements to GPT	Prepare and submit Quarterly Financial Statements to GPT

	Credible and reliable Risk Management Strategies	Quarterly	Review and update GFA's Risk Management Strategy	Review and update the Risk Management strategy; Incorporate existing risk register by updating the register	Approve Risk Management strategy and develop implementation / action plan	Implement risk Management plan	Implement risk Management plan
	Effective contract management	Quarterly	All contracts concluded with GFA effectively managed	Update contract repository and register	Update contract repository and register	Update contract repository and register	Update contract repository and register
				Develop report on contract achievements and payments to be used as management information	Compile report on contract achievements and payments	Compile report on contract achievements and payments	Compile report on contract achievements and payments
	Efficient and effective management of the Project Preparation Facility	Quarterly	Management of the Project Preparation Facility in accordance with the prescribed regulations		Open bank account for PPF	Develop policies and procedures surrounding the use of the PPF	Perform monthly cash projections to support cash management function

Performance Indicator	Reporting Period	Annual Targets 2014/15	Quarterly Targets				
			Q1 (Apr – Jun)	Q2 (Jul – Sep)	Q3 (Oct – Dec)	Q4 (Jan – Mar)	
Sub-Unit: Corporate Services – Information and Communication Technology							
6.4	Level of ICT governance within the GFA	Quarterly	Establish ICT governance plans and charter in compliance with the Corporate Governance of ICT Policy Framework	Draft ICT policy and ICT charter	Approve the ICT Policy Draft ICT Implementation Plan	Approve the ICT Implementation plan	
6.5	Level of improvement of access to GFA's business applications	Quarterly	Business wide remote access to GIFA's business applications implemented	Report on needs assessment on remote access to GFA's business applications	Establish technological requirements		
Sub-Unit: Corporate Services – Facilities Management							
6.6	Credible and reliable Business Continuity Plan and Disaster Recovery Plan		Memorandum of Understanding with GPT for GFA transfer of functions in the event of disaster completed	Draft and submit the MoU with Provincial Treasury of functions in the event of a disaster	Survey to test the awareness of the recovery	Site development plan completed	
			Review and implement GFA's Business Continuity Plan	Review, implement and test business continuity management plans each year	Business continuity management plan tested and updated		

Sub-Unit: Corporate Services – Human Resource Management							
6.7	Comprehensive and implementable HR Development Plan for GIFA	Quarterly	Develop and implement the HR Development Plan	First draft Human Resource Development Plan		Final and approved Human Resource Plan	Implementation of the HR Plan
					Matching & placing of GFA staff on GIFA structure	Filling of vacant posts	Filling of vacant posts
	Implementable Training and Development Plan	Quarterly	Implement the Training and Development Plan	Establish schedule of training for year based on organisation training needs	Establish leadership training programmes	Quarterly report on training	Quarterly report on training
					Quarterly report on training		
Effective Performance Management Plan in compliance to GPG Policy on Performance Management and Development (2003)	Quarterly	Effective Performance Management in compliance to GPG Policy on Performance Management	All performance management contracts signed	Training for managers on performance management implementation Bi-annual performance review		All Final performance assessment completed	
Effective change management programme	Quarterly	Change Management Programme	Update the Change Management Project Plan	Report on Change Management	Report on Change Management	Report on Change Management	

PART C: TECHNICAL INDICATOR DESCRIPTION

Indicator		Definition	Source/ Collection of data	Type of indicator	Desired Performance	Indicator Responsibility
1.1	Effective Framework for Central Point for coordination of infrastructure projects	The indicator will measure if the framework is capable to fulfill its intended purpose of ensuring that the processes of identifying infrastructure projects for development are streamlined	Data will be collected from Project Development Data will be collected through quarterly reports of the unit	The indicator is a qualitative indicator The indicator measures output	Well coordinated processes	The indicator will be managed and reported by Head of Project Development and Finance
2.1	Effective Project Preparation Facility	The indicator will measure the extent to which the PPF is functional	Data will be collected from Project Development Data will be collected through quarterly reports of the unit	The indicator is a qualitative indicator The indicator measures output	A good and quality basic financial model for developed projects	The indicator will be managed and reported by Head of Project Development and Finance
2.2	Effective project filtration criteria for coordination of infrastructure projects	The indicator will measure if the criteria is capable to fulfill its intended purpose of identifying suitable infrastructure projects for development	Data will be collected from Project Development Data will be collected through quarterly reports of the unit	The indicator is a qualitative indicator The indicator measures output Data will be collected through quarterly reports of the unit	Expected performance is identify at least 5 projects sourced and developed.	The indicator will be managed and reported by Head of Project Development
2.3	Number of feasibility studies conducted	The indicator will measure how many feasibility studies will be sourced and completed from the central point of coordination	Data will be collected from Project Development Data will be collected through quarterly reports of the unit	The indicator is a quantitative indicator The indicator measures output	Expected performance is selected project's feasibility studies should be completed	The indicator will be managed and reported by Head of Project Development

3.1	Number of funding models tested and applied	The indicator will measure how many funding models will be developed based on the projects that have been developed and how many of the models will be tested	Data will be collected from Structured Finance Data will be collected through quarterly reports of the unit	The indicator is a quantitative indicator The indicator measures output	Expected performance is infrastructure funding models	The indicator will be managed and reported by Head of Structured Finance
	Number of projects financed through alternative funding	The indicator will measure how many projects will be financed by external funders or investors per year	Data will be collected from Structured Finance Data will be collected through quarterly reports of the unit	The indicator is a quantitative indicator The indicator measures output	Expected performance is funded projects	The indicator will be managed and reported by Head of Structured Finance
3.2	Effective and useable toolkits for reaching financial close	The indicator will measure whether the toolkit is capable to fulfill its intended purpose of assisting to structure finance and reach financial close for developed projects	Data will be collected from Structured Finance Data will be collected through quarterly reports of the unit	The indicator is a qualitative indicator The indicator measures output	Toolkits that able to assist to reach financial close	The indicator will be managed and reported by Head of Structured Finance
3.3	Effective financial structuring guidelines	The indicator will measure whether the guidelines are able to assist to structure finance for developed projects	Data will be collected from Structured Finance Data will be collected through quarterly reports of the unit	The indicator is a qualitative indicator The indicator measures output	Guidelines that able to assist to structure finance	The indicator will be managed and reported by Head of Structured Finance
3.4	Effective repository on access to funding for infrastructure projects from wide sources of funding institutions created	The indicator will measure whether the repository on access to funding for infrastructure projects is helpful to solicit funding	Data will be collected from Structured Finance Data will be collected through quarterly reports of the unit	The indicator is a qualitative indicator The indicator measures output	Guidelines that able to assist to structure finance	The indicator will be managed and reported by Head of Structured Finance

4.1	Effective Investment Memorandum	The indicator will assess whether the memorandum has all the key elements of the investment memorandum and will enable GPG to use it to engage with potential investors	Data will be collected from Project Finance Data will be collected through quarterly reports of the unit	The indicator is a qualitative indicator The indicator measures output	The expected performance is the development of a good Investment Memorandum that meets all the key elements of such a document	The indicator will be managed and reported by Head of Project Finance
4.2	Effective funder engagement strategy	The indicator will measure whether the engagement strategy is capable to fulfill its intended purpose of successfully engaging with the stakeholders such as financial institutions and other potential investors	Data will be collected from Project Finance Data will be collected through quarterly reports of the unit	The indicator is a qualitative indicator The indicator measures output	The expected performance is an effective strategy that will enable IFA to engage successfully with stakeholders such as financial institutions and other potential investors	The indicator will be managed and reported by Head of Project Finance
	Number of Investor Roadshows conducted	The indicator will measure how many investor roadshows will be conducted per year	Data will be collected from Structured Finance Data will be collected through quarterly reports of the unit	The indicator is a quantitative indicator The indicator measures output	Expected performance is funded projects	The indicator will be managed and reported by Head of Structured Finance
4.3	Number of agreements signed with partners	The indicator will monitor the agreements signed with potential partners or investors.	Data will be collected from Structured Finance Data will be collected through quarterly reports of the unit	The indicator is a quantitative indicator The indicator measures output	Expected performance is funded projects	The indicator will be managed and reported by Head of Structured Finance
5.1	Number of projects supported on procurement and contracting of bankable projects	The indicator will measure how many projects does GIFA support in terms of procurement and contracting	Data will be collected from Structured Finance Data will be collected through quarterly reports of the unit	The indicator is a quantitative indicator The indicator measures output	Expected performance is funded projects	The indicator will be managed and reported by Head of Structured Finance
5.2	Number of monitoring and evaluation reports produced	The indicator measure how many reports on the development, funding and implementation are produced per quarter	Data will be collected from Structured Finance Data will be collected through quarterly reports of the unit	The indicator is a quantitative indicator The indicator measures output	Expected performance is funded projects	The indicator will be managed and reported by Head of Structured Finance

6.1	Credible Strategic and Annual Performance Plans that are aligned to the Gauteng Provincial Government's priorities	The purpose of the indicator is to measure if the strategy and APP are realistic, attainable and feasible.	Data will be collected from the Strategy Unit and M&E Data through quarterly reports	The indicator is a qualitative indicator The indicator measures efficiency	The indicator is for measuring the quality of GFA's strategy and higher levels of performance will be indicated by GFA's efficient service delivery to its clients.	The indicator will be managed and reported by Head of Strategy, M&E
	Credible and reliable Performance Information Management Framework	The purpose of the indicator is to measure if the framework is good to be relied upon. Also if it is realistic, attainable and feasible.	Data will be collected from the Strategy Unit and M&E Data through quarterly reports	The indicator is a qualitative indicator The indicator measures efficiency and effectiveness	The indicator is for measuring the quality of framework to provide guidelines to managing performance and higher levels of performance will be indicated by GFA's efficiency in managing performance	The indicator will be managed and reported by Head of Strategy, M&E
	Number of performance reports produced	The purpose of the indicator is to measure how many times will GFA produce quality performance reports	Data will be collected from the Strategy Unit and M&E Data through quarterly reports	The indicator is a quantitative indicator The indicator measures output	Any lower performance than four performance reports will not be desirable.	The indicator will be managed and reported by Head of Strategy, M&E
6.2	Comprehensive and implementable Integrated Marketing and Communications Strategy of GIFA	The purpose of the indicator is to measure the completeness and key elements of a good Strategy. It also measures how attainable, realisable and feasible is the Marketing and Communications Strategy	Data will be collected from Communication and Stakeholder Management Data will be collected through quarterly reports of the unit	The indicator is a qualitative indicator The indicator measures output and effectiveness	The desired performance is a strategy that is implemented with milestones and targets achieved.	The indicator is managed and reported by the Head of Communications and Stakeholder Management
	Efficient organisation of the Gauteng Funding Fair (GFF)	The purpose of the indicator is to measure how attainable, realisable and feasible is the Stakeholder Management Plan	Data will be collected from Communication and Stakeholder Management Data will be collected through quarterly reports of the unit	The indicator is a qualitative indicator The indicator measures output and effectiveness	The desired performance is a splan that is implemented with milestones and targets achieved.	The indicator is managed and reported by the Head of Communications and Stakeholder Management
	Number of GIFA Newsletters published	The purpose of the indicator is to measure how many GIFA Newsletters will be published per annum				

6.3	Type of audit report received	The purpose of the indicator is to assess the opinion on the adequacy of controls (financial and otherwise).	Data will be collected from Finance Management Unit Data will be collected through quarterly and annual financial reports	The indicator is a qualitative indicator The indicator measures output	The desired performance is clean audit opinion	The indicator will be managed and reported by the CFO
	Number of credible and accurate annual financial statements submitted within the prescribed times	The purpose of the indicator is to measure how many times will GFA produce acceptable financial statements. It will also measure the compliance in terms of submission requirements	Data will be collected from Finance Management Unit Data will be collected through quarterly and annual financial reports	The indicator is a quantitative and qualitative indicator The indicator measures output	The desired performance is financial reports that are accurate and acceptable.	The indicator will be managed and reported by the CFO
	Credible and effective finance policies, business process, procedures and systems	The purpose of the indicator is to measure if the policies, processes, procedures and systems are able to fulfill their intended purpose of ensuring that financial management within GIFA is of high standards	Data will be collected from Finance Management Unit Data will be collected through quarterly reports	The indicator is a qualitative indicator The indicator measures output and effectiveness	The desired performance is finance business processes, procedures and systems that are effective	The indicator will be managed and reported by the CFO
	Credible and Reliable and Risk Management strategies	The purpose of the indicator is to measure the feasibility and effectiveness of the strategy to deal with risks and audit issues	Data will be collected from Finance Management Unit Data will be collected through quarterly reports	The indicator is a qualitative indicator The indicator measures output and effectiveness	The desired performance is an effective strategy that assists to address risks. Any below performance is not accepted as it will put the entity in a precarious situation.	The indicator will be managed and reported by the CFO
	Effective and efficient contract management	The indicator will measure if the contract management meets its intended purpose of ensuring that there are controls on contracts signed by GIFA	Data will be collected from Finance Management Unit Data will be collected through quarterly reports	The indicator is a qualitative indicator The indicator measures output	The expected performance is effective support to clients as per the SLA agreements	The indicator will be managed and reported by the CFO
	Effective and efficient management of the Project Preparation Facility	The indicator will measure if the contract management meets its intended purpose of ensuring that there are controls	Data will be collected from Finance Management Unit	The indicator is a qualitative indicator The indicator	The expected performance is effective support to clients as per the SLA agreements	The indicator will be managed and reported by the CFO

		on the PPF	Data will be collected through quarterly reports	measures output		
6.4	Level of ICT governance within the GIFA	The purpose of the indicator is to measure the level or extent to which GIFA is ensuring good governance on ICT through the roll out of Corporate Governance of ICT Policy Framework	Data will be collected from Corporate Services Unit Data will be collected through quarterly reports	The indicator is a qualitative indicator The indicator measures output	The desired performance is implementation of the requirements of the framework.	The indicator will be managed and reported by the Head of Corporate Services
6.5	Level of improvement of access to GIFA's business applications	The purpose of the indicator is to measure the extent to which GIFA staff are able to access GIFA's applications remotely	Data will be collected from Finance Management Unit Data will be collected through quarterly reports	The indicator is a qualitative indicator The indicator measures output	The desired performance is all nominated staff members being able to access GIFA's business applications remotely.	The indicator will be managed and reported by the Head of Corporate Services
6.6	Credible and reliable Business Continuity Plan and Disaster Recovery Plan	The purpose of the indicator is to measure the trustworthiness and effectiveness Business Continuity Plan Management Plan and Disaster Recovery Plan for GIFA.	Data will be collected from Corporate Services Data will be collected through quarterly reports of the unit	The indicator is a qualitative indicator The indicator measures output	A BCP for GIFA that is implemented and tested.	The indicator will be managed and reported by the Head of Corporate Services
6.7	Efficient management of GIFA facilities and compliance with relevant legislation, regulations and policies on facilities management	The indicator aims to assess the efficiency of facilities management in GIFA	Data will be collected from Corporate Services Data will be collected through quarterly reports of the unit	The indicator is a qualitative indicator The indicator measures output	Facilities management should be in compliance with relevant legislation, regulations and policies to delivery efficient service	The indicator will be managed and reported by Head of Corporate Services
6.8	Comprehensive and implementable HR Development Plan for GIFA	The purpose of the indicator is to measure the completeness and key elements of HR Plan. It also measures how attainable, realisable and feasible is the HR Plan	Data will be collected from HR Management Unit Data will be collected through quarterly reports of the unit	The indicator is a qualitative indicator The indicator measures output	The required performance is a HR Plan that is approved and implemented	The indicator will be managed and reported by HR Manager
	Implementable Human Resource Development Plan	The purpose of the indicator is to measure how attainable, realisable and feasible is the HR Development Plan	Data will be collected from HR Management Unit Data will be collected through quarterly reports of the unit	The indicator is a qualitative indicator The indicator measures output	Facilities management should be in compliance with relevant legislation, regulations and policies to delivery efficient service	The indicator will be managed and reported by Head of Corporate Services

	Implementable Training and Development Plan	The purpose of the indicator is to assess whether the performance management plan is able to fulfill its intended purpose of ensuring that there is effective performance management within GFA	Data will be collected from HR Management Unit Data will be collected through quarterly reports of the unit	The indicator is a qualitative indicator The indicator measures output	An implemented Performance Management Plan	The indicator will be managed and reported by Head of Corporate Services
6.9	Effective change management programme	The indicator will measure if the change management meets its intended purpose of ensuring that there is assimilation from GFA to GIFA GIFA	Data will be collected from HR Management Unit Data will be collected through quarterly reports of the unit	The indicator is a qualitative indicator The indicator measures output	An implemented Change Management Programme	The indicator will be managed and reported by Head of Corporate Services
