



THE PRESIDENCY

REPUBLIC OF SOUTH AFRICA

DEPARTMENT: PERFORMANCE MONITORING AND EVALUATION



NATIONAL DEPARTMENTS SCORE CARDS

2012/13

VERSION 2

Management Performance Assessment Tool

2012/13 Final Moderated Score Card



National Department:

ND Agriculture Forestry and Fisheries

1. Strategic Management					3.2	3.0	2.8
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1	2.5	1.1.1 Strategic Plans	3.4	3.2	3
				1.1.2 Annual Performance Plans	3.1	3.0	2
1.3 Monitoring and Evaluation	3.1	2.8	3.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.1	2.8	3
2. Governance and Accountability					2.4	2.2	2.2
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	3.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	3
2.2 Management structure	2.8	2.4	3.0	2.2.1 Functionality of management structures	2.8	2.4	3
2.3 Accountability	2.8	2.7	3.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	3
2.4 Ethics	2.2	2.0	2.0	2.4.1 Assessment of policies and systems to ensure professional ethics	2.1	1.7	2
				2.4.2 Fraud prevention	2.4	2.3	2
2.5 Internal Audit	2.3	2.3	1.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	1
2.6 Risk Management	2.3	2.0	1.0	2.6.1 Assessment of risk management arrangements	2.3	2.0	1
2.7 Delegations	2.5	2.2	2.5	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.6	2.2	2
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.5	2.2	3
3. Human Resource and Systems Management					2.1	2.0	1.8
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.3	2.1	2.7	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation	2.5	2.2	3
				3.1.3 Human Resources Development Planning	2.1	1.9	3
3.2 Human Resource Practices and Administration	2.2	2.0	1.3	3.2.1 Pay sheet certification	2.6	2.3	2
				3.2.2 Application of recruitment and retention practices	2.5	2.4	1
				3.2.4 Management of diversity	1.4	1.2	1
3.3 Management of Performance	2.5	2.4	2.3	3.3.1 Implementation of Level 1-12 Performance Management System	3.0	2.7	4
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	1
3.4 Employee Relations	1.6	1.5	1.0	3.4.2 Management of disciplinary cases	1.6	1.5	1
4. Financial Management					3.1	2.8	3.0
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
4.1 Supply Chain Management	3.1	2.9	3.0	4.1.1 Demand Management	2.9	2.7	3
				4.1.2 Acquisition Management	3.2	2.9	3
				4.1.3 Logistics management	3.1	2.9	3
				4.1.4 Disposal management	3.2	3.0	3
4.2 Expenditure Management	3.1	2.8	3.0	4.2.1 Management of cash flow and expenditure vs. budget	3.3	3.0	3
				4.2.2 Payment of suppliers	3.2	2.8	3
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.8	2.6	3

Management Performance Assessment Tool 2012/13 Final Moderated Score Card



National Department:

ND Arts and Culture

1. Strategic Management					3.2	3.0	2.5
Performance Area	Social Services: Sector Average	ND: Average	My Dept score	Standard	Social Services: Sector Average	ND: Average	My Dept score
1.1 Strategic Planning	3.4	3.1	3.0	1.1.1 Strategic Plans	3.3	3.2	3
				1.1.2 Annual Performance Plans	3.5	3.0	3
1.3 Monitoring and Evaluation	3.0	2.8	2.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.0	2.8	2
2. Governance and Accountability					1.9	2.2	1.0
Performance Area	Social Services: Sector Average	ND: Average	My Dept score	Standard	Social Services: Sector Average	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.5	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.5	1.5	1
2.2 Management structure	1.8	2.4	1.0	2.2.1 Functionality of management structures	1.8	2.4	1
2.3 Accountability	2.5	2.7	1.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.5	2.7	1
2.4 Ethics	1.8	2.0	1.0	2.4.1 Assessment of policies and systems to ensure professional ethics	1.5	1.7	1
				2.4.2 Fraud prevention	2.0	2.3	1
2.5 Internal Audit	2.3	2.3	1.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	1
2.6 Risk Management	2.5	2.0	1.0	2.6.1 Assessment of risk management arrangements	2.5	2.0	1
2.7 Delegations	1.4	2.2	1.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	1.5	2.2	1
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	1.3	2.2	1
3. Human Resource and Systems Management					1.8	2.0	1.6
Performance Area	Social Services: Sector Average	ND: Average	My Dept score	Standard	Social Services: Sector Average	ND: Average	My Dept score
3.1 HR Strategy and Planning	1.9	2.1	1.7	3.1.1 Human Resource Planning	2.0	2.1	2
				3.1.2 Organisational Design and Implementation	2.3	2.2	2
				3.1.3 Human Resources Development Planning	1.5	1.9	1
3.2 Human Resource Practices and Administration	1.8	2.0	2.0	3.2.1 Pay sheet certification	2.3	2.3	3
				3.2.2 Application of recruitment and retention practices	2.3	2.4	2
				3.2.4 Management of diversity	1.0	1.2	1
3.3 Management of Performance	2.2	2.4	1.7	3.3.1 Implementation of Level 1-12 Performance Management System	2.5	2.7	2
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.8	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.3	2.5	1
3.4 Employee Relations	1.3	1.5	1.0	3.4.2 Management of disciplinary cases	1.3	1.5	1
4. Financial Management					2.8	2.8	2.5
Performance Area	Social Services: Sector Average	ND: Average	My Dept score	Standard	Social Services: Sector Average	ND: Average	My Dept score
4.1 Supply Chain Management	2.9	2.9	2.8	4.1.1 Demand Management	2.5	2.7	2
				4.1.2 Acquisition Management	3.0	2.9	3
				4.1.3 Logistics management	3.0	2.9	3
				4.1.4 Disposal management	3.3	3.0	3
4.2 Expenditure Management	2.8	2.8	2.3	4.2.1 Management of cash flow and expenditure vs. budget	3.0	3.0	3
				4.2.2 Payment of suppliers	2.5	2.8	2
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.8	2.6	2

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National Department:

ND Basic Education

1. Strategic Management				2.5	3.0	3.3	
Performance Area	Education: Sector Average	ND: Average	My Dept score	Standard	Education: Sector Average	ND: Average	My Dept score
1.1 Strategic Planning	3.0	3.1	3.5	1.1.1 Strategic Plans	3.0	3.2	3
				1.1.2 Annual Performance Plans	3.0	3.0	4
1.3 Monitoring and Evaluation	2.0	2.8	3.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	2.0	2.8	3
2. Governance and Accountability				1.9	2.2	2.0	
Performance Area	Education: Sector Average	ND: Average	My Dept score	Standard	Education: Sector Average	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.0	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.0	1.5	1
2.2 Management structure	2.0	2.4	3.0	2.2.1 Functionality of management structures	2.0	2.4	3
2.3 Accountability	2.5	2.7	3.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.5	2.7	3
2.4 Ethics	1.5	2.0	1.5	2.4.1 Assessment of policies and systems to ensure professional ethics	1.0	1.7	1
				2.4.2 Fraud prevention	2.0	2.3	2
2.5 Internal Audit	2.0	2.3	2.0	2.5.1 Assessment of internal audit arrangements	2.0	2.3	2
2.6 Risk Management	1.0	2.0	1.0	2.6.1 Assessment of risk management arrangements	1.0	2.0	1
2.7 Delegations	3.0	2.2	2.5	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	3.0	2.2	2
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	3.0	2.2	3
3. Human Resource and Systems Management				2.0	2.0	2.3	
Performance Area	Education: Sector Average	ND: Average	My Dept score	Standard	Education: Sector Average	ND: Average	My Dept score
3.1 HR Strategy and Planning	1.8	2.1	1.7	3.1.1 Human Resource Planning	2.0	2.1	2
				3.1.2 Organisational Design and Implementation	1.5	2.2	2
				3.1.3 Human Resources Development Planning	2.0	1.9	1
3.2 Human Resource Practices and Administration	1.8	2.0	2.3	3.2.1 Pay sheet certification	2.0	2.3	3
				3.2.2 Application of recruitment and retention practices	2.5	2.4	3
				3.2.4 Management of diversity	1.0	1.2	1
3.3 Management of Performance	2.8	2.4	3.0	3.3.1 Implementation of Level 1-12 Performance Management System	3.5	2.7	4
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.0	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	3.0	2.5	3
3.4 Employee Relations	1.5	1.5	2.0	3.4.2 Management of disciplinary cases	1.5	1.5	2
4. Financial Management				2.1	2.8	2.5	
Performance Area	Education: Sector Average	ND: Average	My Dept score	Standard	Education: Sector Average	ND: Average	My Dept score
4.1 Supply Chain Management	2.4	2.9	3.0	4.1.1 Demand Management	2.0	2.7	3
				4.1.2 Acquisition Management	2.5	2.9	3
				4.1.3 Logistics management	2.5	2.9	3
				4.1.4 Disposal management	2.5	3.0	3
4.2 Expenditure Management	1.8	2.8	2.0	4.2.1 Management of cash flow and expenditure vs. budget	2.5	3.0	3
				4.2.2 Payment of suppliers	2.0	2.8	2
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	1.0	2.6	1

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National Department:

ND Communication

1. Strategic Management					3.2	3.0	3.3
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1	3.5	1.1.1 Strategic Plans	3.4	3.2	3
				1.1.2 Annual Performance Plans	3.1	3.0	4
1.3 Monitoring and Evaluation	3.1	2.8	3.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.1	2.8	3
2. Governance and Accountability					2.4	2.2	2.6
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	2.8	2.4	4.0	2.2.1 Functionality of management structures	2.8	2.4	4
2.3 Accountability	2.8	2.7	3.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	3
2.4 Ethics	2.2	2.0	1.5	2.4.1 Assessment of policies and systems to ensure professional ethics	2.1	1.7	1
				2.4.2 Fraud prevention	2.4	2.3	2
2.5 Internal Audit	2.3	2.3	2.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	2
2.6 Risk Management	2.3	2.0	4.0	2.6.1 Assessment of risk management arrangements	2.3	2.0	4
2.7 Delegations	2.5	2.2	2.5	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.6	2.2	4
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.5	2.2	1
3. Human Resource and Systems Management					2.1	2.0	1.7
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.3	2.1	2.0	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation	2.5	2.2	2
				3.1.3 Human Resources Development Planning	2.1	1.9	2
3.2 Human Resource Practices and Administration	2.2	2.0	1.7	3.2.1 Pay sheet certification	2.6	2.3	2
				3.2.2 Application of recruitment and retention practices	2.5	2.4	2
				3.2.4 Management of diversity	1.4	1.2	1
3.3 Management of Performance	2.5	2.4	2.0	3.3.1 Implementation of Level 1-12 Performance Management System	3.0	2.7	3
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	1
3.4 Employee Relations	1.6	1.5	1.0	3.4.2 Management of disciplinary cases	1.6	1.5	1
4. Financial Management					3.1	2.8	3.1
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
4.1 Supply Chain Management	3.1	2.9	3.3	4.1.1 Demand Management	2.9	2.7	3
				4.1.2 Acquisition Management	3.2	2.9	3
				4.1.3 Logistics management	3.1	2.9	3
				4.1.4 Disposal management	3.2	3.0	4
4.2 Expenditure Management	3.1	2.8	3.0	4.2.1 Management of cash flow and expenditure vs. budget	3.3	3.0	3
				4.2.2 Payment of suppliers	3.2	2.8	3
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.8	2.6	3

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National Department:

ND Cooperative Governance

1. Strategic Management					3.2	3.0	2.5
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
1.1 Strategic Planning	3.1	3.1	3.0	1.1.1 Strategic Plans	3.3	3.2	3
				1.1.2 Annual Performance Plans	3.0	3.0	3
1.3 Monitoring and Evaluation	3.3	2.8	2.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.3	2.8	2
2. Governance and Accountability					2.2	2.2	1.5
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	2.4	2.4	1.0	2.2.1 Functionality of management structures	2.4	2.4	1
2.3 Accountability	2.8	2.7	3.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	3
2.4 Ethics	2.1	2.0	1.5	2.4.1 Assessment of policies and systems to ensure professional ethics	1.8	1.7	1
				2.4.2 Fraud prevention	2.3	2.3	2
2.5 Internal Audit	2.4	2.3	2.0	2.5.1 Assessment of internal audit arrangements	2.4	2.3	2
2.6 Risk Management	2.0	2.0	1.0	2.6.1 Assessment of risk management arrangements	2.0	2.0	1
2.7 Delegations	2.2	2.2	1.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.0	2.2	1
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.3	2.2	1
3. Human Resource and Systems Management					2.0	2.0	1.8
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.2	2.1	1.7	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation	2.2	2.2	2
				3.1.3 Human Resources Development Planning	2.1	1.9	1
3.2 Human Resource Practices and Administration	1.9	2.0	2.0	3.2.1 Pay sheet certification	2.2	2.3	2
				3.2.2 Application of recruitment and retention practices	2.5	2.4	3
				3.2.4 Management of diversity	1.1	1.2	1
3.3 Management of Performance	2.4	2.4	2.3	3.3.1 Implementation of Level 1-12 Performance Management System	2.3	2.7	2
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.3	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	3
3.4 Employee Relations	1.6	1.5	1.0	3.4.2 Management of disciplinary cases	1.6	1.5	1
4. Financial Management					2.7	2.8	2.8
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
4.1 Supply Chain Management	2.8	2.9	3.0	4.1.1 Demand Management	2.8	2.7	3
				4.1.2 Acquisition Management	2.7	2.9	3
				4.1.3 Logistics management	2.7	2.9	3
				4.1.4 Disposal management	3.1	3.0	3
4.2 Expenditure Management	2.7	2.8	2.7	4.2.1 Management of cash flow and expenditure vs. budget	2.8	3.0	3
				4.2.2 Payment of suppliers	2.6	2.8	3
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.7	2.6	2

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National Department:

ND Correctional Services

1. Strategic Management						2.6	3.0	2.5
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	
1.1 Strategic Planning	3.2	3.1	3.0	1.1.1 Strategic Plans	3.4	3.2	4	
				1.1.2 Annual Performance Plans	3.0	3.0	2	
1.3 Monitoring and Evaluation	2.0	2.8	2.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	2.0	2.8	2	
2. Governance and Accountability						1.8	2.2	2.0
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	
2.1 Service Delivery Improvement	1.6	1.5	2.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	2	
2.2 Management structure	1.9	2.4	4.0	2.2.1 Functionality of management structures	1.9	2.4	4	
2.3 Accountability	2.1	2.7	1.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.1	2.7	1	
2.4 Ethics	1.6	2.0	1.0	2.4.1 Assessment of policies and systems to ensure professional ethics	1.1	1.7	1	
				2.4.2 Fraud prevention	2.0	2.3	1	
2.5 Internal Audit	1.6	2.3	2.0	2.5.1 Assessment of internal audit arrangements	1.6	2.3	2	
2.6 Risk Management	1.6	2.0	2.0	2.6.1 Assessment of risk management arrangements	1.6	2.0	2	
2.7 Delegations	2.1	2.2	2.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.1	2.2	3	
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.1	2.2	1	
3. Human Resource and Systems Management						1.8	2.0	1.7
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	
3.1 HR Strategy and Planning	1.8	2.1	2.0	3.1.1 Human Resource Planning	1.6	2.1	2	
				3.1.2 Organisational Design and Implementation	2.0	2.2	2	
				3.1.3 Human Resources Development Planning	1.9	1.9	2	
3.2 Human Resource Practices and Administration	1.8	2.0	1.7	3.2.1 Pay sheet certification	2.1	2.3	2	
				3.2.2 Application of recruitment and retention practices	2.0	2.4	2	
				3.2.4 Management of diversity	1.3	1.2	1	
3.3 Management of Performance	2.1	2.4	2.0	3.3.1 Implementation of Level 1-12 Performance Management System	2.3	2.7	3	
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	2	
				3.3.3 Implementation of Performance Management System for HOD	2.1	2.5	1	
3.4 Employee Relations	1.3	1.5	1.0	3.4.2 Management of disciplinary cases	1.3	1.5	1	
4. Financial Management						2.7	2.8	2.5
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	
4.1 Supply Chain Management	2.6	2.9	2.8	4.1.1 Demand Management	2.4	2.7	3	
				4.1.2 Acquisition Management	2.4	2.9	3	
				4.1.3 Logistics management	2.9	2.9	3	
				4.1.4 Disposal management	2.6	3.0	2	
4.2 Expenditure Management	2.8	2.8	2.3	4.2.1 Management of cash flow and expenditure vs. budget	3.1	3.0	3	
				4.2.2 Payment of suppliers	2.6	2.8	2	
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.7	2.6	2	

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National Department:

ND Defence

1. Strategic Management						2.6	3.0	3.3
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	
1.1 Strategic Planning	3.2	3.1	3.5	1.1.1 Strategic Plans	3.4	3.2	3	
				1.1.2 Annual Performance Plans	3.0	3.0	4	
1.3 Monitoring and Evaluation	2.0	2.8	3.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	2.0	2.8	3	
2. Governance and Accountability						1.8	2.2	1.6
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1	
2.2 Management structure	1.9	2.4	1.0	2.2.1 Functionality of management structures	1.9	2.4	1	
2.3 Accountability	2.1	2.7	2.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.1	2.7	2	
2.4 Ethics	1.6	2.0	2.0	2.4.1 Assessment of policies and systems to ensure professional ethics	1.1	1.7	1	
				2.4.2 Fraud prevention	2.0	2.3	3	
2.5 Internal Audit	1.6	2.3	1.0	2.5.1 Assessment of internal audit arrangements	1.6	2.3	1	
2.6 Risk Management	1.6	2.0	2.0	2.6.1 Assessment of risk management arrangements	1.6	2.0	2	
2.7 Delegations	2.1	2.2	2.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.1	2.2	2	
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.1	2.2	2	
3. Human Resource and Systems Management						1.8	2.0	2.2
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	
3.1 HR Strategy and Planning	1.8	2.1	2.0	3.1.1 Human Resource Planning	1.6	2.1	2	
				3.1.2 Organisational Design and Implementation	2.0	2.2	2	
				3.1.3 Human Resources Development Planning	1.9	1.9	2	
3.2 Human Resource Practices and Administration	1.8	2.0	2.0	3.2.1 Pay sheet certification	2.1	2.3	2	
				3.2.2 Application of recruitment and retention practices	2.0	2.4	2	
				3.2.4 Management of diversity	1.3	1.2	2	
3.3 Management of Performance	2.1	2.4	1.7	3.3.1 Implementation of Level 1-12 Performance Management System	2.3	2.7	2	
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	2	
				3.3.3 Implementation of Performance Management System for HOD	2.1	2.5	1	
3.4 Employee Relations	1.3	1.5	3.0	3.4.2 Management of disciplinary cases	1.3	1.5	3	
4. Financial Management						2.7	2.8	3.3
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	
4.1 Supply Chain Management	2.6	2.9	3.0	4.1.1 Demand Management	2.4	2.7	3	
				4.1.2 Acquisition Management	2.4	2.9	3	
				4.1.3 Logistics management	2.9	2.9	3	
				4.1.4 Disposal management	2.6	3.0	3	
4.2 Expenditure Management	2.8	2.8	3.7	4.2.1 Management of cash flow and expenditure vs. budget	3.1	3.0	4	
				4.2.2 Payment of suppliers	2.6	2.8	3	
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.7	2.6	4	

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National Department:

ND Economic Development

1. Strategic Management					3.2	3.0	3.0
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1	3.0	1.1.1 Strategic Plans	3.4	3.2	3
				1.1.2 Annual Performance Plans	3.1	3.0	3
1.3 Monitoring and Evaluation	3.1	2.8	3.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.1	2.8	3
2. Governance and Accountability					2.4	2.2	1.9
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	2.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	2
2.2 Management structure	2.8	2.4	2.0	2.2.1 Functionality of management structures	2.8	2.4	2
2.3 Accountability	2.8	2.7	2.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	2
2.4 Ethics	2.2	2.0	1.5	2.4.1 Assessment of policies and systems to ensure professional ethics	2.1	1.7	2
				2.4.2 Fraud prevention	2.4	2.3	1
2.5 Internal Audit	2.3	2.3	2.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	2
2.6 Risk Management	2.3	2.0	2.0	2.6.1 Assessment of risk management arrangements	2.3	2.0	2
2.7 Delegations	2.5	2.2	2.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.6	2.2	2
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.5	2.2	2
3. Human Resource and Systems Management					2.1	2.0	1.7
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.3	2.1	1.3	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation	2.5	2.2	1
				3.1.3 Human Resources Development Planning	2.1	1.9	1
3.2 Human Resource Practices and Administration	2.2	2.0	2.0	3.2.1 Pay sheet certification	2.6	2.3	3
				3.2.2 Application of recruitment and retention practices	2.5	2.4	2
				3.2.4 Management of diversity	1.4	1.2	1
3.3 Management of Performance	2.5	2.4	2.3	3.3.1 Implementation of Level 1-12 Performance Management System	3.0	2.7	2
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	3
3.4 Employee Relations	1.6	1.5	1.0	3.4.2 Management of disciplinary cases	1.6	1.5	1
4. Financial Management					3.1	2.8	3.0
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
4.1 Supply Chain Management	3.1	2.9	3.0	4.1.1 Demand Management	2.9	2.7	3
				4.1.2 Acquisition Management	3.2	2.9	3
				4.1.3 Logistics management	3.1	2.9	3
				4.1.4 Disposal management	3.2	3.0	3
4.2 Expenditure Management	3.1	2.8	3.0	4.2.1 Management of cash flow and expenditure vs. budget	3.3	3.0	3
				4.2.2 Payment of suppliers	3.2	2.8	3
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.8	2.6	3

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National Department:

ND Energy

1. Strategic Management					3.2	3.0	3.8
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1	3.5	1.1.1 Strategic Plans	3.4	3.2	4
				1.1.2 Annual Performance Plans	3.1	3.0	3
1.3 Monitoring and Evaluation	3.1	2.8	4.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.1	2.8	4
2. Governance and Accountability					2.4	2.2	2.1
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	2.8	2.4	3.0	2.2.1 Functionality of management structures	2.8	2.4	3
2.3 Accountability	2.8	2.7	1.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	1
2.4 Ethics	2.2	2.0	2.5	2.4.1 Assessment of policies and systems to ensure professional ethics	2.1	1.7	2
				2.4.2 Fraud prevention	2.4	2.3	3
2.5 Internal Audit	2.3	2.3	2.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	2
2.6 Risk Management	2.3	2.0	2.0	2.6.1 Assessment of risk management arrangements	2.3	2.0	2
2.7 Delegations	2.5	2.2	3.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.6	2.2	3
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.5	2.2	3
3. Human Resource and Systems Management					2.1	2.0	2.4
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.3	2.1	2.7	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation	2.5	2.2	2
				3.1.3 Human Resources Development Planning	2.1	1.9	4
3.2 Human Resource Practices and Administration	2.2	2.0	3.3	3.2.1 Pay sheet certification	2.6	2.3	3
				3.2.2 Application of recruitment and retention practices	2.5	2.4	3
				3.2.4 Management of diversity	1.4	1.2	4
3.3 Management of Performance	2.5	2.4	2.7	3.3.1 Implementation of Level 1-12 Performance Management System	3.0	2.7	3
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	3
3.4 Employee Relations	1.6	1.5	1.0	3.4.2 Management of disciplinary cases	1.6	1.5	1
4. Financial Management					3.1	2.8	2.6
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
4.1 Supply Chain Management	3.1	2.9	2.5	4.1.1 Demand Management	2.9	2.7	2
				4.1.2 Acquisition Management	3.2	2.9	3
				4.1.3 Logistics management	3.1	2.9	3
				4.1.4 Disposal management	3.2	3.0	2
4.2 Expenditure Management	3.1	2.8	2.7	4.2.1 Management of cash flow and expenditure vs. budget	3.3	3.0	3
				4.2.2 Payment of suppliers	3.2	2.8	3
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.8	2.6	2

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National Department:

ND Environmental Affairs

1. Strategic Management					3.2	3.0	4.0
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1	4.0	1.1.1 Strategic Plans	3.4	3.2	4
				1.1.2 Annual Performance Plans	3.1	3.0	4
1.3 Monitoring and Evaluation	3.1	2.8	4.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.1	2.8	4
2. Governance and Accountability					2.4	2.2	2.6
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	3.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	3
2.2 Management structure	2.8	2.4	4.0	2.2.1 Functionality of management structures	2.8	2.4	4
2.3 Accountability	2.8	2.7	3.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	3
2.4 Ethics	2.2	2.0	3.5	2.4.1 Assessment of policies and systems to ensure professional ethics	2.1	1.7	3
				2.4.2 Fraud prevention	2.4	2.3	4
2.5 Internal Audit	2.3	2.3	1.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	1
2.6 Risk Management	2.3	2.0	1.0	2.6.1 Assessment of risk management arrangements	2.3	2.0	1
2.7 Delegations	2.5	2.2	3.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.6	2.2	3
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.5	2.2	3
3. Human Resource and Systems Management					2.1	2.0	2.6
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.3	2.1	3.0	3.1.1 Human Resource Planning	2.3	2.1	3
				3.1.2 Organisational Design and Implementation	2.5	2.2	4
				3.1.3 Human Resources Development Planning	2.1	1.9	2
3.2 Human Resource Practices and Administration	2.2	2.0	2.0	3.2.1 Pay sheet certification	2.6	2.3	2
				3.2.2 Application of recruitment and retention practices	2.5	2.4	3
				3.2.4 Management of diversity	1.4	1.2	1
3.3 Management of Performance	2.5	2.4	3.3	3.3.1 Implementation of Level 1-12 Performance Management System	3.0	2.7	4
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	4
3.4 Employee Relations	1.6	1.5	2.0	3.4.2 Management of disciplinary cases	1.6	1.5	2
4. Financial Management					3.1	2.8	3.7
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
4.1 Supply Chain Management	3.1	2.9	3.8	4.1.1 Demand Management	2.9	2.7	3
				4.1.2 Acquisition Management	3.2	2.9	4
				4.1.3 Logistics management	3.1	2.9	4
				4.1.4 Disposal management	3.2	3.0	4
4.2 Expenditure Management	3.1	2.8	3.7	4.2.1 Management of cash flow and expenditure vs. budget	3.3	3.0	4
				4.2.2 Payment of suppliers	3.2	2.8	3
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.8	2.6	4

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National Department:

ND Government Communication and Information System

1. Strategic Management					3.2	3.0	4.0
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
1.1 Strategic Planning	3.1	3.1	4.0	1.1.1 Strategic Plans	3.3	3.2	4
				1.1.2 Annual Performance Plans	3.0	3.0	4
1.3 Monitoring and Evaluation	3.3	2.8	4.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.3	2.8	4
2. Governance and Accountability					2.4	2.2	3.4
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	2.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	2
2.2 Management structure	2.7	2.4	4.0	2.2.1 Functionality of management structures	2.7	2.4	4
2.3 Accountability	2.8	2.7	4.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	4
2.4 Ethics	2.2	2.0	3.0	2.4.1 Assessment of policies and systems to ensure professional ethics	1.8	1.7	3
				2.4.2 Fraud prevention	2.5	2.4	3
2.5 Internal Audit	2.7	2.4	4.0	2.5.1 Assessment of internal audit arrangements	2.7	2.4	4
2.6 Risk Management	2.2	2.1	3.0	2.6.1 Assessment of risk management arrangements	2.2	2.1	3
2.7 Delegations	2.4	2.3	3.5	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.2	2.3	3
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.6	2.4	4
3. Human Resource and Systems Management					2.0	2.0	2.5
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.2	2.1	2.3	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation	2.2	2.2	3
				3.1.3 Human Resources Development Planning	2.1	1.9	2
3.2 Human Resource Practices and Administration	1.9	2.0	2.3	3.2.1 Pay sheet certification	2.2	2.3	3
				3.2.2 Application of recruitment and retention practices	2.5	2.4	3
				3.2.4 Management of diversity	1.1	1.2	1
3.3 Management of Performance	2.4	2.4	3.3	3.3.1 Implementation of Level 1-12 Performance Management System	2.3	2.7	3
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.3	2.0	4
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	3
3.4 Employee Relations	1.6	1.5	2.0	3.4.2 Management of disciplinary cases	1.6	1.5	2
4. Financial Management					2.7	2.8	3.1
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
4.1 Supply Chain Management	2.8	2.9	2.5	4.1.1 Demand Management	2.8	2.7	2
				4.1.2 Acquisition Management	2.7	2.9	2
				4.1.3 Logistics management	2.7	2.9	2
				4.1.4 Disposal management	3.1	3.0	4
4.2 Expenditure Management	2.7	2.8	3.7	4.2.1 Management of cash flow and expenditure vs. budget	2.8	3.0	4
				4.2.2 Payment of suppliers	2.6	2.8	3
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.7	2.6	4

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National Department:

ND Health

1. Strategic Management				2.0	3.0	2.0	
Performance Area	Health: Sector Average	ND: Average	My Dept score	Standard	Health: Sector Average	ND: Average	My Dept score
1.1 Strategic Planning	1.0	3.1	1.0	1.1.1 Strategic Plans	1.0	3.2	1
				1.1.2 Annual Performance Plans	1.0	3.0	1
1.3 Monitoring and Evaluation				1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.0	2.8	3
	3.0	2.8	3.0				
2. Governance and Accountability				1.8	2.2	1.8	
Performance Area	Health: Sector Average	ND: Average	My Dept score	Standard	Health: Sector Average	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.0	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.0	1.5	1
2.2 Management structure	1.0	2.4	1.0	2.2.1 Functionality of management structures	1.0	2.4	1
2.3 Accountability	3.0	2.7	3.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	3.0	2.7	3
2.4 Ethics	1.0	2.0	1.0	2.4.1 Assessment of policies and systems to ensure professional ethics	1.0	1.7	1
				2.4.2 Fraud prevention	1.0	2.3	1
2.5 Internal Audit	4.0	2.3	4.0	2.5.1 Assessment of internal audit arrangements	4.0	2.3	4
2.6 Risk Management	1.0	2.0	1.0	2.6.1 Assessment of risk management arrangements	1.0	2.0	1
2.7 Delegations	1.5	2.2	1.5	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	1.0	2.2	1
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.0	2.2	2
3. Human Resource and Systems Management				1.8	2.0	1.8	
Performance Area	Health: Sector Average	ND: Average	My Dept score	Standard	Health: Sector Average	ND: Average	My Dept score
3.1 HR Strategy and Planning	1.3	2.1	1.3	3.1.1 Human Resource Planning	1.0	2.1	1
				3.1.2 Organisational Design and Implementation	2.0	2.2	2
				3.1.3 Human Resources Development Planning	1.0	1.9	1
3.2 Human Resource Practices and Administration	2.0	2.0	2.0	3.2.1 Pay sheet certification	2.0	2.3	2
				3.2.2 Application of recruitment and retention practices	3.0	2.4	3
				3.2.4 Management of diversity	1.0	1.2	1
3.3 Management of Performance	2.7	2.4	2.7	3.3.1 Implementation of Level 1-12 Performance Management System	3.0	2.7	3
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.0	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	3.0	2.5	3
3.4 Employee Relations	1.0	1.5	1.0	3.4.2 Management of disciplinary cases	1.0	1.5	1
4. Financial Management				2.0	2.8	2.0	
Performance Area	Health: Sector Average	ND: Average	My Dept score	Standard	Health: Sector Average	ND: Average	My Dept score
4.1 Supply Chain Management	2.3	2.9	2.3	4.1.1 Demand Management	2.0	2.7	2
				4.1.2 Acquisition Management	3.0	2.9	3
				4.1.3 Logistics management	3.0	2.9	3
				4.1.4 Disposal management	1.0	3.0	1
4.2 Expenditure Management	1.7	2.8	1.7	4.2.1 Management of cash flow and expenditure vs. budget	1.0	3.0	1
				4.2.2 Payment of suppliers	2.0	2.8	2
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.0	2.6	2

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National Department:

ND Higher Education and Training

1. Strategic Management					2.5	3.0	1.8
Performance Area	Education: Sector Average	ND: Average	My Dept score	Standard	Education: Sector Average	ND: Average	My Dept score
1.1 Strategic Planning	3.0	3.1	2.5	1.1.1 Strategic Plans	3.0	3.2	3
				1.1.2 Annual Performance Plans	3.0	3.0	2
1.3 Monitoring and Evaluation	2.0	2.8	1.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	2.0	2.8	1
2. Governance and Accountability					1.9	2.2	1.7
Performance Area	Education: Sector Average	ND: Average	My Dept score	Standard	Education: Sector Average	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.0	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.0	1.5	1
2.2 Management structure	2.0	2.4	1.0	2.2.1 Functionality of management structures	2.0	2.4	1
2.3 Accountability	2.5	2.7	2.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.5	2.7	2
2.4 Ethics	1.5	2.0	1.5	2.4.1 Assessment of policies and systems to ensure professional ethics	1.0	1.7	1
				2.4.2 Fraud prevention	2.0	2.3	2
2.5 Internal Audit	2.0	2.3	2.0	2.5.1 Assessment of internal audit arrangements	2.0	2.3	2
2.6 Risk Management	1.0	2.0	1.0	2.6.1 Assessment of risk management arrangements	1.0	2.0	1
2.7 Delegations	3.0	2.2	3.5	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	3.0	2.2	4
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	3.0	2.2	3
3. Human Resource and Systems Management					2.0	2.0	1.8
Performance Area	Education: Sector Average	ND: Average	My Dept score	Standard	Education: Sector Average	ND: Average	My Dept score
3.1 HR Strategy and Planning	1.8	2.1	2.0	3.1.1 Human Resource Planning	2.0	2.1	2
				3.1.2 Organisational Design and Implementation	1.5	2.2	1
				3.1.3 Human Resources Development Planning	2.0	1.9	3
3.2 Human Resource Practices and Administration	1.8	2.0	1.3	3.2.1 Pay sheet certification	2.0	2.3	1
				3.2.2 Application of recruitment and retention practices	2.5	2.4	2
				3.2.4 Management of diversity	1.0	1.2	1
3.3 Management of Performance	2.8	2.4	2.7	3.3.1 Implementation of Level 1-12 Performance Management System	3.5	2.7	3
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.0	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	3.0	2.5	3
3.4 Employee Relations	1.5	1.5	1.0	3.4.2 Management of disciplinary cases	1.5	1.5	1
4. Financial Management					2.1	2.8	1.7
Performance Area	Education: Sector Average	ND: Average	My Dept score	Standard	Education: Sector Average	ND: Average	My Dept score
4.1 Supply Chain Management	2.4	2.9	1.8	4.1.1 Demand Management	2.0	2.7	1
				4.1.2 Acquisition Management	2.5	2.9	2
				4.1.3 Logistics management	2.5	2.9	2
				4.1.4 Disposal management	2.5	3.0	2
4.2 Expenditure Management	1.8	2.8	1.7	4.2.1 Management of cash flow and expenditure vs. budget	2.5	3.0	2
				4.2.2 Payment of suppliers	2.0	2.8	2
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	1.0	2.6	1

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National Department:

ND Home Affairs1

1. Strategic Management					3.2	3.0	3.0
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
1.1 Strategic Planning	3.1	3.1	3.0	1.1.1 Strategic Plans	3.3	3.2	4
				1.1.2 Annual Performance Plans	3.0	3.0	2
1.3 Monitoring and Evaluation	3.3	2.8	3.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.3	2.8	3

2. Governance and Accountability					2.2	2.2	2.4
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	2.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	2
2.2 Management structure	2.4	2.4	1.0	2.2.1 Functionality of management structures	2.4	2.4	1
2.3 Accountability	2.8	2.7	2.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	2
2.4 Ethics	2.1	2.0	1.5	2.4.1 Assessment of policies and systems to ensure professional ethics	1.8	1.7	2
				2.4.2 Fraud prevention	2.3	2.3	1
2.5 Internal Audit	2.4	2.3	2.0	2.5.1 Assessment of internal audit arrangements	2.4	2.3	2
2.6 Risk Management	2.0	2.0	4.0	2.6.1 Assessment of risk management arrangements	2.0	2.0	4
2.7 Delegations	2.2	2.2	4.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.0	2.2	4
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.3	2.2	4

3. Human Resource and Systems Management					2.0	2.0	2.1
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.2	2.1	2.7	3.1.1 Human Resource Planning	2.3	2.1	3
				3.1.2 Organisational Design and Implementation	2.2	2.2	2
				3.1.3 Human Resources Development Planning	2.1	1.9	3
3.2 Human Resource Practices and Administration	1.9	2.0	1.7	3.2.1 Pay sheet certification	2.2	2.3	1
				3.2.2 Application of recruitment and retention practices	2.5	2.4	3
				3.2.4 Management of diversity	1.1	1.2	1
3.3 Management of Performance	2.4	2.4	2.0	3.3.1 Implementation of Level 1-12 Performance Management System	2.3	2.7	2
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.3	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	2
3.4 Employee Relations	1.6	1.5	2.0	3.4.2 Management of disciplinary cases	1.6	1.5	2

4. Financial Management					2.7	2.8	3.1
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
4.1 Supply Chain Management	2.8	2.9	3.3	4.1.1 Demand Management	2.8	2.7	3
				4.1.2 Acquisition Management	2.7	2.9	3
				4.1.3 Logistics management	2.7	2.9	3
				4.1.4 Disposal management	3.1	3.0	4
4.2 Expenditure Management	2.7	2.8	3.0	4.2.1 Management of cash flow and expenditure vs. budget	2.8	3.0	3
				4.2.2 Payment of suppliers	2.6	2.8	3
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.7	2.6	3

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National Department:

ND Human Settlements

1. Strategic Management					3.2	3.0	3.0
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1	3.0	1.1.1 Strategic Plans	3.4	3.2	3
				1.1.2 Annual Performance Plans	3.1	3.0	3
1.3 Monitoring and Evaluation	3.1	2.8	3.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.1	2.8	3
2. Governance and Accountability					2.4	2.2	1.6
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	2.8	2.4	1.0	2.2.1 Functionality of management structures	2.8	2.4	1
2.3 Accountability	2.8	2.7	2.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	2
2.4 Ethics	2.2	2.0	1.5	2.4.1 Assessment of policies and systems to ensure professional ethics	2.1	1.7	2
				2.4.2 Fraud prevention	2.4	2.3	1
2.5 Internal Audit	2.3	2.3	2.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	2
2.6 Risk Management	2.3	2.0	2.0	2.6.1 Assessment of risk management arrangements	2.3	2.0	2
2.7 Delegations	2.5	2.2	2.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.6	2.2	2
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.5	2.2	2
3. Human Resource and Systems Management					2.1	2.0	1.7
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.3	2.1	1.7	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation	2.5	2.2	2
				3.1.3 Human Resources Development Planning	2.1	1.9	1
3.2 Human Resource Practices and Administration	2.2	2.0	2.0	3.2.1 Pay sheet certification	2.6	2.3	3
				3.2.2 Application of recruitment and retention practices	2.5	2.4	2
				3.2.4 Management of diversity	1.4	1.2	1
3.3 Management of Performance	2.5	2.4	2.0	3.3.1 Implementation of Level 1-12 Performance Management System	3.0	2.7	2
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	1
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	3
3.4 Employee Relations	1.6	1.5	1.0	3.4.2 Management of disciplinary cases	1.6	1.5	1
4. Financial Management					3.1	2.8	2.7
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
4.1 Supply Chain Management	3.1	2.9	2.8	4.1.1 Demand Management	2.9	2.7	2
				4.1.2 Acquisition Management	3.2	2.9	3
				4.1.3 Logistics management	3.1	2.9	3
				4.1.4 Disposal management	3.2	3.0	3
4.2 Expenditure Management	3.1	2.8	2.7	4.2.1 Management of cash flow and expenditure vs. budget	3.3	3.0	3
				4.2.2 Payment of suppliers	3.2	2.8	3
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.8	2.6	2

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National Department:

ND Independent Police Investigative Directorate

1. Strategic Management						2.6	3.0	2.5
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	
1.1 Strategic Planning	3.2	3.1	4.0	1.1.1 Strategic Plans	3.4	3.2	4	
				1.1.2 Annual Performance Plans	3.0	3.0	4	
1.3 Monitoring and Evaluation	2.0	2.8	1.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	2.0	2.8	1	
2. Governance and Accountability						1.8	2.2	1.3
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	
2.1 Service Delivery Improvement	1.6	1.5	2.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	2	
2.2 Management structure	1.9	2.4	1.0	2.2.1 Functionality of management structures	1.9	2.4	1	
2.3 Accountability	2.1	2.7	1.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.1	2.7	1	
2.4 Ethics	1.6	2.0	1.5	2.4.1 Assessment of policies and systems to ensure professional ethics	1.1	1.7	1	
				2.4.2 Fraud prevention	2.0	2.3	2	
2.5 Internal Audit	1.6	2.3	1.0	2.5.1 Assessment of internal audit arrangements	1.6	2.3	1	
2.6 Risk Management	1.6	2.0	1.0	2.6.1 Assessment of risk management arrangements	1.6	2.0	1	
2.7 Delegations	2.1	2.2	1.5	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.1	2.2	2	
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.1	2.2	1	
3. Human Resource and Systems Management						1.8	2.0	2.2
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	
3.1 HR Strategy and Planning	1.8	2.1	2.3	3.1.1 Human Resource Planning	1.6	2.1	1	
				3.1.2 Organisational Design and Implementation	2.0	2.2	3	
				3.1.3 Human Resources Development Planning	1.9	1.9	3	
3.2 Human Resource Practices and Administration	1.8	2.0	2.3	3.2.1 Pay sheet certification	2.1	2.3	3	
				3.2.2 Application of recruitment and retention practices	2.0	2.4	3	
				3.2.4 Management of diversity	1.3	1.2	1	
3.3 Management of Performance	2.1	2.4	3.0	3.3.1 Implementation of Level 1-12 Performance Management System	2.3	2.7	3	
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	3	
				3.3.3 Implementation of Performance Management System for HOD	2.1	2.5	3	
3.4 Employee Relations	1.3	1.5	1.0	3.4.2 Management of disciplinary cases	1.3	1.5	1	
4. Financial Management						2.7	2.8	3.0
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	
4.1 Supply Chain Management	2.6	2.9	3.3	4.1.1 Demand Management	2.4	2.7	3	
				4.1.2 Acquisition Management	2.4	2.9	3	
				4.1.3 Logistics management	2.9	2.9	3	
				4.1.4 Disposal management	2.6	3.0	4	
4.2 Expenditure Management	2.8	2.8	2.7	4.2.1 Management of cash flow and expenditure vs. budget	3.1	3.0	3	
				4.2.2 Payment of suppliers	2.6	2.8	2	
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.7	2.6	3	

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National Department:

ND International Relations and Cooperation

1. Strategic Management					3.2	3.0	3.5
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
1.1 Strategic Planning	3.1	3.1	4.0	1.1.1 Strategic Plans	3.3	3.2	4
				1.1.2 Annual Performance Plans	3.0	3.0	4
1.3 Monitoring and Evaluation	3.3	2.8	3.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.3	2.8	3

2. Governance and Accountability					2.2	2.2	2.2
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	3.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	3
2.2 Management structure	2.4	2.4	3.0	2.2.1 Functionality of management structures	2.4	2.4	3
2.3 Accountability	2.8	2.7	2.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	2
2.4 Ethics	2.1	2.0	1.5	2.4.1 Assessment of policies and systems to ensure professional ethics	1.8	1.7	1
				2.4.2 Fraud prevention	2.3	2.3	2
2.5 Internal Audit	2.4	2.3	2.0	2.5.1 Assessment of internal audit arrangements	2.4	2.3	2
2.6 Risk Management	2.0	2.0	1.0	2.6.1 Assessment of risk management arrangements	2.0	2.0	1
2.7 Delegations	2.2	2.2	3.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.0	2.2	2
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.3	2.2	4

3. Human Resource and Systems Management					2.0	2.0	2.0
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.2	2.1	2.3	3.1.1 Human Resource Planning	2.3	2.1	3
				3.1.2 Organisational Design and Implementation	2.2	2.2	2
				3.1.3 Human Resources Development Planning	2.1	1.9	2
3.2 Human Resource Practices and Administration	1.9	2.0	2.0	3.2.1 Pay sheet certification	2.2	2.3	2
				3.2.2 Application of recruitment and retention practices	2.5	2.4	2
				3.2.4 Management of diversity	1.1	1.2	2
3.3 Management of Performance	2.4	2.4	2.7	3.3.1 Implementation of Level 1-12 Performance Management System	2.3	2.7	2
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.3	2.0	3
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	3
3.4 Employee Relations	1.6	1.5	1.0	3.4.2 Management of disciplinary cases	1.6	1.5	1

4. Financial Management					2.7	2.8	3.0
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
4.1 Supply Chain Management	2.8	2.9	3.3	4.1.1 Demand Management	2.8	2.7	3
				4.1.2 Acquisition Management	2.7	2.9	3
				4.1.3 Logistics management	2.7	2.9	3
				4.1.4 Disposal management	3.1	3.0	4
4.2 Expenditure Management	2.7	2.8	2.7	4.2.1 Management of cash flow and expenditure vs. budget	2.8	3.0	3
				4.2.2 Payment of suppliers	2.6	2.8	3
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.7	2.6	2

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National Department:

ND Justice and Constitutional Development

1. Strategic Management						2.6	3.0	3.3
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	
1.1 Strategic Planning	3.2	3.1	3.5	1.1.1 Strategic Plans	3.4	3.2	4	
				1.1.2 Annual Performance Plans	3.0	3.0	3	
1.3 Monitoring and Evaluation	2.0	2.8	3.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	2.0	2.8	3	
2. Governance and Accountability						1.8	2.2	3.0
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	
2.1 Service Delivery Improvement	1.6	1.5	3.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	3	
2.2 Management structure	1.9	2.4	4.0	2.2.1 Functionality of management structures	1.9	2.4	4	
2.3 Accountability	2.1	2.7	3.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.1	2.7	3	
2.4 Ethics	1.6	2.0	2.0	2.4.1 Assessment of policies and systems to ensure professional ethics	1.1	1.7	1	
				2.4.2 Fraud prevention	2.0	2.3	3	
2.5 Internal Audit	1.6	2.3	2.0	2.5.1 Assessment of internal audit arrangements	1.6	2.3	2	
2.6 Risk Management	1.6	2.0	3.0	2.6.1 Assessment of risk management arrangements	1.6	2.0	3	
2.7 Delegations	2.1	2.2	4.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.1	2.2	4	
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.1	2.2	4	
3. Human Resource and Systems Management						1.8	2.0	2.1
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	
3.1 HR Strategy and Planning	1.8	2.1	2.3	3.1.1 Human Resource Planning	1.6	2.1	2	
				3.1.2 Organisational Design and Implementation	2.0	2.2	3	
				3.1.3 Human Resources Development Planning	1.9	1.9	2	
3.2 Human Resource Practices and Administration	1.8	2.0	2.3	3.2.1 Pay sheet certification	2.1	2.3	3	
				3.2.2 Application of recruitment and retention practices	2.0	2.4	3	
				3.2.4 Management of diversity	1.3	1.2	1	
3.3 Management of Performance	2.1	2.4	2.7	3.3.1 Implementation of Level 1-12 Performance Management System	2.3	2.7	3	
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	2	
				3.3.3 Implementation of Performance Management System for HOD	2.1	2.5	3	
3.4 Employee Relations	1.3	1.5	1.0	3.4.2 Management of disciplinary cases	1.3	1.5	1	
4. Financial Management						2.7	2.8	2.9
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	
4.1 Supply Chain Management	2.6	2.9	2.8	4.1.1 Demand Management	2.4	2.7	3	
				4.1.2 Acquisition Management	2.4	2.9	3	
				4.1.3 Logistics management	2.9	2.9	2	
				4.1.4 Disposal management	2.6	3.0	3	
4.2 Expenditure Management	2.8	2.8	3.0	4.2.1 Management of cash flow and expenditure vs. budget	3.1	3.0	3	
				4.2.2 Payment of suppliers	2.6	2.8	3	
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.7	2.6	3	

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National Department:

ND Labour

1. Strategic Management					3.2	3.0	3.3
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1	3.5	1.1.1 Strategic Plans	3.4	3.2	3
				1.1.2 Annual Performance Plans	3.1	3.0	4
1.3 Monitoring and Evaluation	3.1	2.8	3.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.1	2.8	3
2. Governance and Accountability					2.4	2.2	1.6
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	2.8	2.4	1.0	2.2.1 Functionality of management structures	2.8	2.4	1
2.3 Accountability	2.8	2.7	3.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	3
2.4 Ethics	2.2	2.0	1.5	2.4.1 Assessment of policies and systems to ensure professional ethics	2.1	1.7	1
				2.4.2 Fraud prevention	2.4	2.3	2
2.5 Internal Audit	2.3	2.3	3.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	3
2.6 Risk Management	2.3	2.0	1.0	2.6.1 Assessment of risk management arrangements	2.3	2.0	1
2.7 Delegations	2.5	2.2	1.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.6	2.2	1
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.5	2.2	1
3. Human Resource and Systems Management					2.1	2.0	1.7
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.3	2.1	2.0	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation	2.5	2.2	3
				3.1.3 Human Resources Development Planning	2.1	1.9	1
3.2 Human Resource Practices and Administration	2.2	2.0	1.3	3.2.1 Pay sheet certification	2.6	2.3	1
				3.2.2 Application of recruitment and retention practices	2.5	2.4	2
				3.2.4 Management of diversity	1.4	1.2	1
3.3 Management of Performance	2.5	2.4	2.3	3.3.1 Implementation of Level 1-12 Performance Management System	3.0	2.7	2
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	3
3.4 Employee Relations	1.6	1.5	1.0	3.4.2 Management of disciplinary cases	1.6	1.5	1
4. Financial Management					3.1	2.8	3.1
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
4.1 Supply Chain Management	3.1	2.9	3.3	4.1.1 Demand Management	2.9	2.7	3
				4.1.2 Acquisition Management	3.2	2.9	3
				4.1.3 Logistics management	3.1	2.9	3
				4.1.4 Disposal management	3.2	3.0	4
4.2 Expenditure Management	3.1	2.8	3.0	4.2.1 Management of cash flow and expenditure vs. budget	3.3	3.0	3
				4.2.2 Payment of suppliers	3.2	2.8	3
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.8	2.6	3

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National Department:

ND Military Veteran

1. Strategic Management						2.6	3.0	2.3
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	
1.1 Strategic Planning	3.2	3.1	3.5	1.1.1 Strategic Plans	3.4	3.2	4	
				1.1.2 Annual Performance Plans	3.0	3.0	3	
1.3 Monitoring and Evaluation	2.0	2.8	1.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	2.0	2.8	1	
2. Governance and Accountability						1.8	2.2	1.0
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1	
2.2 Management structure	1.9	2.4	1.0	2.2.1 Functionality of management structures	1.9	2.4	1	
2.3 Accountability	2.1	2.7	1.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.1	2.7	1	
2.4 Ethics	1.6	2.0	1.0	2.4.1 Assessment of policies and systems to ensure professional ethics	1.1	1.7	1	
				2.4.2 Fraud prevention	2.0	2.3	1	
2.5 Internal Audit	1.6	2.3	1.0	2.5.1 Assessment of internal audit arrangements	1.6	2.3	1	
2.6 Risk Management	1.6	2.0	1.0	2.6.1 Assessment of risk management arrangements	1.6	2.0	1	
2.7 Delegations	2.1	2.2	1.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.1	2.2	1	
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.1	2.2	1	
3. Human Resource and Systems Management						1.8	2.0	1.1
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	
3.1 HR Strategy and Planning	1.8	2.1	1.3	3.1.1 Human Resource Planning	1.6	2.1	1	
				3.1.2 Organisational Design and Implementation	2.0	2.2	1	
				3.1.3 Human Resources Development Planning	1.9	1.9	2	
3.2 Human Resource Practices and Administration	1.8	2.0	1.0	3.2.1 Pay sheet certification	2.1	2.3	1	
				3.2.2 Application of recruitment and retention practices	2.0	2.4	1	
				3.2.4 Management of diversity	1.3	1.2	1	
3.3 Management of Performance	2.1	2.4	1.0	3.3.1 Implementation of Level 1-12 Performance Management System	2.3	2.7	1	
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	1	
				3.3.3 Implementation of Performance Management System for HOD	2.1	2.5	1	
3.4 Employee Relations	1.3	1.5	1.0	3.4.2 Management of disciplinary cases	1.3	1.5	1	
4. Financial Management						2.7	2.8	2.3
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	
4.1 Supply Chain Management	2.6	2.9	2.0	4.1.1 Demand Management	2.4	2.7	2	
				4.1.2 Acquisition Management	2.4	2.9	2	
				4.1.3 Logistics management	2.9	2.9	2	
				4.1.4 Disposal management	2.6	3.0	2	
4.2 Expenditure Management	2.8	2.8	2.7	4.2.1 Management of cash flow and expenditure vs. budget	3.1	3.0	3	
				4.2.2 Payment of suppliers	2.6	2.8	2	
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.7	2.6	3	

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National Department:

ND Mineral Resources

1. Strategic Management					3.2	3.0	3.3
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1	3.5	1.1.1 Strategic Plans	3.4	3.2	4
				1.1.2 Annual Performance Plans	3.1	3.0	3
1.3 Monitoring and Evaluation	3.1	2.8	3.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.1	2.8	3
2. Governance and Accountability					2.4	2.2	2.5
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	2.8	2.4	2.0	2.2.1 Functionality of management structures	2.8	2.4	2
2.3 Accountability	2.8	2.7	3.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	3
2.4 Ethics	2.3	2.0	2.5	2.4.1 Assessment of policies and systems to ensure professional ethics	2.1	1.7	1
				2.4.2 Fraud prevention	2.5	2.4	4
2.5 Internal Audit	2.3	2.4	2.0	2.5.1 Assessment of internal audit arrangements	2.3	2.4	2
2.6 Risk Management	2.3	2.1	4.0	2.6.1 Assessment of risk management arrangements	2.3	2.1	4
2.7 Delegations	2.7	2.3	3.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.7	2.3	2
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.7	2.4	4
3. Human Resource and Systems Management					2.1	2.0	3.0
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.3	2.1	2.3	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation	2.5	2.2	4
				3.1.3 Human Resources Development Planning	2.1	1.9	1
3.2 Human Resource Practices and Administration	2.2	2.0	2.7	3.2.1 Pay sheet certification	2.6	2.3	4
				3.2.2 Application of recruitment and retention practices	2.5	2.4	3
				3.2.4 Management of diversity	1.4	1.2	1
3.3 Management of Performance	2.5	2.4	3.0	3.3.1 Implementation of Level 1-12 Performance Management System	3.0	2.7	4
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.7	2.5	3
3.4 Employee Relations	1.6	1.5	4.0	3.4.2 Management of disciplinary cases	1.6	1.5	4
4. Financial Management					3.1	2.8	3.7
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
4.1 Supply Chain Management	3.1	2.9	4.0	4.1.1 Demand Management	2.9	2.7	4
				4.1.2 Acquisition Management	3.2	2.9	4
				4.1.3 Logistics management	3.1	2.9	4
				4.1.4 Disposal management	3.2	3.0	4
4.2 Expenditure Management	3.1	2.8	3.3	4.2.1 Management of cash flow and expenditure vs. budget	3.3	3.0	3
				4.2.2 Payment of suppliers	3.2	2.8	4
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.8	2.6	3

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National Department:

ND National Treasury

1. Strategic Management					2.7	3.0	3.0
Performance Area	Financial and Administrative Services: Sector	ND: Average	My Dept score	Standard	Financial and Administrative Services: Sector	ND: Average	My Dept score
1.1 Strategic Planning	3.0	3.1	4.0	1.1.1 Strategic Plans	3.0	3.2	4
				1.1.2 Annual Performance Plans	3.0	3.0	4
1.3 Monitoring and Evaluation	2.3	2.8	2.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	2.3	2.8	2
2. Governance and Accountability					2.6	2.2	2.6
Performance Area	Financial and Administrative Services: Sector	ND: Average	My Dept score	Standard	Financial and Administrative Services: Sector	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.0	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.0	1.5	1
2.2 Management structure	3.0	2.4	1.0	2.2.1 Functionality of management structures	3.0	2.4	1
2.3 Accountability	3.7	2.7	4.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	3.7	2.7	4
2.4 Ethics	2.7	2.0	3.0	2.4.1 Assessment of policies and systems to ensure professional ethics	1.3	1.7	2
				2.4.2 Fraud prevention	4.0	2.3	4
2.5 Internal Audit	3.0	2.3	2.0	2.5.1 Assessment of internal audit arrangements	3.0	2.3	2
2.6 Risk Management	2.7	2.0	4.0	2.6.1 Assessment of risk management arrangements	2.7	2.0	4
2.7 Delegations	2.2	2.2	3.5	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.3	2.2	4
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.0	2.2	3
3. Human Resource and Systems Management					2.1	2.0	2.2
Performance Area	Financial and Administrative Services: Sector	ND: Average	My Dept score	Standard	Financial and Administrative Services: Sector	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.0	2.1	2.0	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation	2.3	2.2	3
				3.1.3 Human Resources Development Planning	1.3	1.9	1
3.2 Human Resource Practices and Administration	2.0	2.0	2.7	3.2.1 Pay sheet certification	2.0	2.3	4
				3.2.2 Application of recruitment and retention practices	3.0	2.4	3
				3.2.4 Management of diversity	1.0	1.2	1
3.3 Management of Performance	2.3	2.4	3.0	3.3.1 Implementation of Level 1-12 Performance Management System	3.0	2.7	4
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.7	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.3	2.5	3
3.4 Employee Relations	2.0	1.5	1.0	3.4.2 Management of disciplinary cases	2.0	1.5	1
4. Financial Management					3.2	2.8	3.4
Performance Area	Financial and Administrative Services: Sector	ND: Average	My Dept score	Standard	Financial and Administrative Services: Sector	ND: Average	My Dept score
4.1 Supply Chain Management	3.3	2.9	3.5	4.1.1 Demand Management	3.0	2.7	4
				4.1.2 Acquisition Management	3.0	2.9	3
				4.1.3 Logistics management	3.0	2.9	3
				4.1.4 Disposal management	4.0	3.0	4
4.2 Expenditure Management	3.1	2.8	3.3	4.2.1 Management of cash flow and expenditure vs. budget	3.3	3.0	4
				4.2.2 Payment of suppliers	3.3	2.8	4
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.7	2.6	2

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National Department:

ND Performance Monitoring and Evaluation

1. Strategic Management					3.2	3.0	3.3
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
1.1 Strategic Planning	3.1	3.1	2.5	1.1.1 Strategic Plans	3.3	3.2	3
				1.1.2 Annual Performance Plans	3.0	3.0	2
1.3 Monitoring and Evaluation	3.3	2.8	4.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.3	2.8	4

2. Governance and Accountability					2.2	2.2	3.4
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	3.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	3
2.2 Management structure	2.4	2.4	4.0	2.2.1 Functionality of management structures	2.4	2.4	4
2.3 Accountability	2.8	2.7	4.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	4
2.4 Ethics	2.1	2.0	4.0	2.4.1 Assessment of policies and systems to ensure professional ethics	1.8	1.7	4
				2.4.2 Fraud prevention	2.3	2.3	4
2.5 Internal Audit	2.4	2.3	3.0	2.5.1 Assessment of internal audit arrangements	2.4	2.3	3
2.6 Risk Management	2.0	2.0	2.0	2.6.1 Assessment of risk management arrangements	2.0	2.0	2
2.7 Delegations	2.2	2.2	3.5	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.0	2.2	3
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.3	2.2	4

3. Human Resource and Systems Management					2.0	2.0	3.2
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.2	2.1	2.7	3.1.1 Human Resource Planning	2.3	2.1	3
				3.1.2 Organisational Design and Implementation	2.2	2.2	3
				3.1.3 Human Resources Development Planning	2.1	1.9	2
3.2 Human Resource Practices and Administration	1.9	2.0	2.3	3.2.1 Pay sheet certification	2.2	2.3	3
				3.2.2 Application of recruitment and retention practices	2.5	2.4	3
				3.2.4 Management of diversity	1.1	1.2	1
3.3 Management of Performance	2.4	2.4	3.7	3.3.1 Implementation of Level 1-12 Performance Management System	2.3	2.7	4
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.3	2.0	4
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	3
3.4 Employee Relations	1.6	1.5	4.0	3.4.2 Management of disciplinary cases	1.6	1.5	4

4. Financial Management					2.7	2.8	2.9
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
4.1 Supply Chain Management	2.8	2.9	2.8	4.1.1 Demand Management	2.8	2.7	3
				4.1.2 Acquisition Management	2.7	2.9	3
				4.1.3 Logistics management	2.7	2.9	2
				4.1.4 Disposal management	3.1	3.0	3
4.2 Expenditure Management	2.7	2.8	3.0	4.2.1 Management of cash flow and expenditure vs. budget	2.8	3.0	3
				4.2.2 Payment of suppliers	2.6	2.8	3
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.7	2.6	3

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National Department:

ND Police

1. Strategic Management						2.6	3.0	3.5
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	
1.1 Strategic Planning	3.2	3.1	4.0	1.1.1 Strategic Plans	3.4	3.2	4	
				1.1.2 Annual Performance Plans	3.0	3.0	4	
1.3 Monitoring and Evaluation	2.0	2.8	3.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	2.0	2.8	3	
2. Governance and Accountability						1.8	2.2	1.6
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1	
2.2 Management structure	1.9	2.4	1.0	2.2.1 Functionality of management structures	1.9	2.4	1	
2.3 Accountability	2.1	2.7	3.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.1	2.7	3	
2.4 Ethics	1.6	2.0	1.5	2.4.1 Assessment of policies and systems to ensure professional ethics	1.1	1.7	1	
				2.4.2 Fraud prevention	2.0	2.3	2	
2.5 Internal Audit	1.6	2.3	1.0	2.5.1 Assessment of internal audit arrangements	1.6	2.3	1	
2.6 Risk Management	1.6	2.0	1.0	2.6.1 Assessment of risk management arrangements	1.6	2.0	1	
2.7 Delegations	2.1	2.2	2.5	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.1	2.2	2	
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.1	2.2	3	
3. Human Resource and Systems Management						1.8	2.0	1.9
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	
3.1 HR Strategy and Planning	1.8	2.1	1.7	3.1.1 Human Resource Planning	1.6	2.1	2	
				3.1.2 Organisational Design and Implementation	2.0	2.2	2	
				3.1.3 Human Resources Development Planning	1.9	1.9	1	
3.2 Human Resource Practices and Administration	1.8	2.0	2.3	3.2.1 Pay sheet certification	2.1	2.3	3	
				3.2.2 Application of recruitment and retention practices	2.0	2.4	2	
				3.2.4 Management of diversity	1.3	1.2	2	
3.3 Management of Performance	2.1	2.4	2.7	3.3.1 Implementation of Level 1-12 Performance Management System	2.3	2.7	3	
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	2	
				3.3.3 Implementation of Performance Management System for HOD	2.1	2.5	3	
3.4 Employee Relations	1.3	1.5	1.0	3.4.2 Management of disciplinary cases	1.3	1.5	1	
4. Financial Management						2.7	2.8	2.8
Performance Area	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	Standard	Justice, Crime Prevention and Security: Sector	ND: Average	My Dept score	
4.1 Supply Chain Management	2.6	2.9	2.5	4.1.1 Demand Management	2.4	2.7	2	
				4.1.2 Acquisition Management	2.4	2.9	2	
				4.1.3 Logistics management	2.9	2.9	3	
				4.1.4 Disposal management	2.6	3.0	3	
4.2 Expenditure Management	2.8	2.8	3.0	4.2.1 Management of cash flow and expenditure vs. budget	3.1	3.0	3	
				4.2.2 Payment of suppliers	2.6	2.8	3	
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.7	2.6	3	

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National Department:

ND Public Administration Leadership and Management Academy

1. Strategic Management					3.2	3.0	4.0
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
1.1 Strategic Planning	3.1	3.1	4.0	1.1.1 Strategic Plans	3.3	3.2	4
				1.1.2 Annual Performance Plans	3.0	3.0	4
1.3 Monitoring and Evaluation	3.3	2.8	4.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.3	2.8	4
2. Governance and Accountability					2.2	2.2	2.1
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	2.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	2
2.2 Management structure	2.4	2.4	1.0	2.2.1 Functionality of management structures	2.4	2.4	1
2.3 Accountability	2.8	2.7	2.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	2
2.4 Ethics	2.1	2.0	2.5	2.4.1 Assessment of policies and systems to ensure professional ethics	1.8	1.7	1
				2.4.2 Fraud prevention	2.3	2.3	4
2.5 Internal Audit	2.4	2.3	1.0	2.5.1 Assessment of internal audit arrangements	2.4	2.3	1
2.6 Risk Management	2.0	2.0	3.0	2.6.1 Assessment of risk management arrangements	2.0	2.0	3
2.7 Delegations	2.2	2.2	3.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.0	2.2	3
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.3	2.2	3
3. Human Resource and Systems Management					2.0	2.0	2.4
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.2	2.1	2.3	3.1.1 Human Resource Planning	2.3	2.1	3
				3.1.2 Organisational Design and Implementation	2.2	2.2	1
				3.1.3 Human Resources Development Planning	2.1	1.9	3
3.2 Human Resource Practices and Administration	1.9	2.0	2.3	3.2.1 Pay sheet certification	2.2	2.3	3
				3.2.2 Application of recruitment and retention practices	2.5	2.4	3
				3.2.4 Management of diversity	1.1	1.2	1
3.3 Management of Performance	2.4	2.4	3.0	3.3.1 Implementation of Level 1-12 Performance Management System	2.3	2.7	4
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.3	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	3
3.4 Employee Relations	1.6	1.5	2.0	3.4.2 Management of disciplinary cases	1.6	1.5	2
4. Financial Management					2.7	2.8	2.8
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
4.1 Supply Chain Management	2.8	2.9	3.0	4.1.1 Demand Management	2.8	2.7	3
				4.1.2 Acquisition Management	2.7	2.9	3
				4.1.3 Logistics management	2.7	2.9	3
				4.1.4 Disposal management	3.1	3.0	3
4.2 Expenditure Management	2.7	2.8	2.7	4.2.1 Management of cash flow and expenditure vs. budget	2.8	3.0	3
				4.2.2 Payment of suppliers	2.6	2.8	3
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.7	2.6	2

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National Department:

ND Public Enterprises

1. Strategic Management					3.2	3.0	2.0
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1	3.0	1.1.1 Strategic Plans	3.4	3.2	3
				1.1.2 Annual Performance Plans	3.1	3.0	3
1.3 Monitoring and Evaluation	3.1	2.8	1.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.1	2.8	1
2. Governance and Accountability					2.4	2.2	2.5
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	2.8	2.4	4.0	2.2.1 Functionality of management structures	2.8	2.4	4
2.3 Accountability	2.8	2.7	4.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	4
2.4 Ethics	2.2	2.0	2.5	2.4.1 Assessment of policies and systems to ensure professional ethics	2.1	1.7	1
				2.4.2 Fraud prevention	2.4	2.3	4
2.5 Internal Audit	2.3	2.3	4.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	4
2.6 Risk Management	2.3	2.0	1.0	2.6.1 Assessment of risk management arrangements	2.3	2.0	1
2.7 Delegations	2.5	2.2	1.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.6	2.2	1
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.5	2.2	1
3. Human Resource and Systems Management					2.1	2.0	2.5
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.3	2.1	2.3	3.1.1 Human Resource Planning	2.3	2.1	3
				3.1.2 Organisational Design and Implementation	2.5	2.2	2
				3.1.3 Human Resources Development Planning	2.1	1.9	2
3.2 Human Resource Practices and Administration	2.2	2.0	1.3	3.2.1 Pay sheet certification	2.6	2.3	1
				3.2.2 Application of recruitment and retention practices	2.5	2.4	2
				3.2.4 Management of diversity	1.4	1.2	1
3.3 Management of Performance	2.5	2.4	2.3	3.3.1 Implementation of Level 1-12 Performance Management System	3.0	2.7	2
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	3
3.4 Employee Relations	1.6	1.5	4.0	3.4.2 Management of disciplinary cases	1.6	1.5	4
4. Financial Management					3.1	2.8	3.1
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
4.1 Supply Chain Management	3.1	2.9	3.3	4.1.1 Demand Management	2.9	2.7	3
				4.1.2 Acquisition Management	3.2	2.9	3
				4.1.3 Logistics management	3.1	2.9	3
				4.1.4 Disposal management	3.2	3.0	4
4.2 Expenditure Management	3.1	2.8	3.0	4.2.1 Management of cash flow and expenditure vs. budget	3.3	3.0	3
				4.2.2 Payment of suppliers	3.2	2.8	3
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.8	2.6	3

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National Department:

ND Public Service and Administration

1. Strategic Management					3.2	3.0	3.3
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
1.1 Strategic Planning	3.1	3.1	3.5	1.1.1 Strategic Plans	3.3	3.2	4
				1.1.2 Annual Performance Plans	3.0	3.0	3
1.3 Monitoring and Evaluation	3.3	2.8	3.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.3	2.8	3
2. Governance and Accountability					2.2	2.2	2.4
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	2.4	2.4	3.0	2.2.1 Functionality of management structures	2.4	2.4	3
2.3 Accountability	2.8	2.7	3.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	3
2.4 Ethics	2.1	2.0	2.0	2.4.1 Assessment of policies and systems to ensure professional ethics	1.8	1.7	1
				2.4.2 Fraud prevention	2.3	2.3	3
2.5 Internal Audit	2.4	2.3	4.0	2.5.1 Assessment of internal audit arrangements	2.4	2.3	4
2.6 Risk Management	2.0	2.0	2.0	2.6.1 Assessment of risk management arrangements	2.0	2.0	2
2.7 Delegations	2.2	2.2	2.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.0	2.2	1
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.3	2.2	3
3. Human Resource and Systems Management					2.0	2.0	2.1
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.2	2.1	2.7	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation	2.2	2.2	3
				3.1.3 Human Resources Development Planning	2.1	1.9	3
3.2 Human Resource Practices and Administration	1.9	2.0	2.3	3.2.1 Pay sheet certification	2.2	2.3	3
				3.2.2 Application of recruitment and retention practices	2.5	2.4	3
				3.2.4 Management of diversity	1.1	1.2	1
3.3 Management of Performance	2.4	2.4	2.3	3.3.1 Implementation of Level 1-12 Performance Management System	2.3	2.7	2
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.3	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	3
3.4 Employee Relations	1.6	1.5	1.0	3.4.2 Management of disciplinary cases	1.6	1.5	1
4. Financial Management					2.7	2.8	3.3
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
4.1 Supply Chain Management	2.8	2.9	3.3	4.1.1 Demand Management	2.8	2.7	3
				4.1.2 Acquisition Management	2.7	2.9	3
				4.1.3 Logistics management	2.7	2.9	3
				4.1.4 Disposal management	3.1	3.0	4
4.2 Expenditure Management	2.7	2.8	3.3	4.2.1 Management of cash flow and expenditure vs. budget	2.8	3.0	3
				4.2.2 Payment of suppliers	2.6	2.8	3
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.7	2.6	4

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National Department:

ND Public Service Commission

1. Strategic Management					3.2	3.0	4.0
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
1.1 Strategic Planning	3.1	3.1	4.0	1.1.1 Strategic Plans	3.3	3.2	4
				1.1.2 Annual Performance Plans	3.0	3.0	4
1.3 Monitoring and Evaluation	3.3	2.8	4.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.3	2.8	4

2. Governance and Accountability					2.2	2.2	2.5
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	2.4	2.4	3.0	2.2.1 Functionality of management structures	2.4	2.4	3
2.3 Accountability	2.8	2.7	4.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	4
2.4 Ethics	2.1	2.0	3.5	2.4.1 Assessment of policies and systems to ensure professional ethics	1.8	1.7	3
				2.4.2 Fraud prevention	2.3	2.3	4
2.5 Internal Audit	2.4	2.3	2.0	2.5.1 Assessment of internal audit arrangements	2.4	2.3	2
2.6 Risk Management	2.0	2.0	2.0	2.6.1 Assessment of risk management arrangements	2.0	2.0	2
2.7 Delegations	2.2	2.2	2.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.0	2.2	3
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.3	2.2	1

3. Human Resource and Systems Management					2.0	2.0	2.4
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.2	2.1	2.7	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation	2.2	2.2	3
				3.1.3 Human Resources Development Planning	2.1	1.9	3
3.2 Human Resource Practices and Administration	1.9	2.0	2.0	3.2.1 Pay sheet certification	2.2	2.3	2
				3.2.2 Application of recruitment and retention practices	2.5	2.4	3
				3.2.4 Management of diversity	1.1	1.2	1
3.3 Management of Performance	2.4	2.4	3.0	3.3.1 Implementation of Level 1-12 Performance Management System	2.3	2.7	4
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.3	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	3
3.4 Employee Relations	1.6	1.5	2.0	3.4.2 Management of disciplinary cases	1.6	1.5	2

4. Financial Management					2.7	2.8	3.1
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
4.1 Supply Chain Management	2.8	2.9	3.3	4.1.1 Demand Management	2.8	2.7	3
				4.1.2 Acquisition Management	2.7	2.9	3
				4.1.3 Logistics management	2.7	2.9	3
				4.1.4 Disposal management	3.1	3.0	4
4.2 Expenditure Management	2.7	2.8	3.0	4.2.1 Management of cash flow and expenditure vs. budget	2.8	3.0	3
				4.2.2 Payment of suppliers	2.6	2.8	2
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.7	2.6	4

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National Department:

ND Public Works

1. Strategic Management					3.2	3.0	2.0
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1	1.0	1.1.1 Strategic Plans	3.4	3.2	1
				1.1.2 Annual Performance Plans	3.1	3.0	1
1.3 Monitoring and Evaluation	3.1	2.8	3.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.1	2.8	3
2. Governance and Accountability					2.4	2.2	1.7
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	2.8	2.4	3.0	2.2.1 Functionality of management structures	2.8	2.4	3
2.3 Accountability	2.8	2.7	1.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	1
2.4 Ethics	2.2	2.0	1.0	2.4.1 Assessment of policies and systems to ensure professional ethics	2.1	1.7	1
				2.4.2 Fraud prevention	2.4	2.3	1
2.5 Internal Audit	2.3	2.3	3.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	3
2.6 Risk Management	2.3	2.0	2.0	2.6.1 Assessment of risk management arrangements	2.3	2.0	2
2.7 Delegations	2.5	2.2	1.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.6	2.2	1
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.5	2.2	1
3. Human Resource and Systems Management					2.1	2.0	1.2
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.3	2.1	1.3	3.1.1 Human Resource Planning	2.3	2.1	1
				3.1.2 Organisational Design and Implementation	2.5	2.2	2
				3.1.3 Human Resources Development Planning	2.1	1.9	1
3.2 Human Resource Practices and Administration	2.2	2.0	1.3	3.2.1 Pay sheet certification	2.6	2.3	2
				3.2.2 Application of recruitment and retention practices	2.5	2.4	1
				3.2.4 Management of diversity	1.4	1.2	1
3.3 Management of Performance	2.5	2.4	1.0	3.3.1 Implementation of Level 1-12 Performance Management System	3.0	2.7	1
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	1
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	1
3.4 Employee Relations	1.6	1.5	1.0	3.4.2 Management of disciplinary cases	1.6	1.5	1
4. Financial Management					3.1	2.8	2.3
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
4.1 Supply Chain Management	3.1	2.9	2.5	4.1.1 Demand Management	2.9	2.7	3
				4.1.2 Acquisition Management	3.2	2.9	3
				4.1.3 Logistics management	3.1	2.9	2
				4.1.4 Disposal management	3.2	3.0	2
4.2 Expenditure Management	3.1	2.8	2.0	4.2.1 Management of cash flow and expenditure vs. budget	3.3	3.0	3
				4.2.2 Payment of suppliers	3.2	2.8	2
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.8	2.6	1

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National Department:

ND Rural Development and Land Affairs

1. Strategic Management					3.2	3.0	3.0
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1	3.0	1.1.1 Strategic Plans	3.4	3.2	3
				1.1.2 Annual Performance Plans	3.1	3.0	3
1.3 Monitoring and Evaluation	3.1	2.8	3.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.1	2.8	3
2. Governance and Accountability					2.4	2.2	1.8
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	2.8	2.4	1.0	2.2.1 Functionality of management structures	2.8	2.4	1
2.3 Accountability	2.8	2.7	4.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	4
2.4 Ethics	2.2	2.0	1.5	2.4.1 Assessment of policies and systems to ensure professional ethics	2.1	1.7	1
				2.4.2 Fraud prevention	2.4	2.3	2
2.5 Internal Audit	2.3	2.3	2.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	2
2.6 Risk Management	2.3	2.0	1.0	2.6.1 Assessment of risk management arrangements	2.3	2.0	1
2.7 Delegations	2.5	2.2	2.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.6	2.2	2
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.5	2.2	2
3. Human Resource and Systems Management					2.1	2.0	1.7
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.3	2.1	2.0	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation	2.5	2.2	2
				3.1.3 Human Resources Development Planning	2.1	1.9	2
3.2 Human Resource Practices and Administration	2.2	2.0	2.0	3.2.1 Pay sheet certification	2.6	2.3	3
				3.2.2 Application of recruitment and retention practices	2.5	2.4	2
				3.2.4 Management of diversity	1.4	1.2	1
3.3 Management of Performance	2.5	2.4	1.7	3.3.1 Implementation of Level 1-12 Performance Management System	3.0	2.7	2
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	1
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	2
3.4 Employee Relations	1.6	1.5	1.0	3.4.2 Management of disciplinary cases	1.6	1.5	1
4. Financial Management					3.1	2.8	3.0
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
4.1 Supply Chain Management	3.1	2.9	3.0	4.1.1 Demand Management	2.9	2.7	3
				4.1.2 Acquisition Management	3.2	2.9	3
				4.1.3 Logistics management	3.1	2.9	3
				4.1.4 Disposal management	3.2	3.0	3
4.2 Expenditure Management	3.1	2.8	3.0	4.2.1 Management of cash flow and expenditure vs. budget	3.3	3.0	3
				4.2.2 Payment of suppliers	3.2	2.8	3
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.8	2.6	3

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National Department:

ND Science and Technology

1. Strategic Management					3.2	3.0	2.8
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1	2.5	1.1.1 Strategic Plans	3.4	3.2	3
				1.1.2 Annual Performance Plans	3.1	3.0	2
1.3 Monitoring and Evaluation	3.1	2.8	3.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.1	2.8	3
2. Governance and Accountability					2.4	2.2	3.1
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	2.8	2.4	4.0	2.2.1 Functionality of management structures	2.8	2.4	4
2.3 Accountability	2.8	2.7	4.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	4
2.4 Ethics	2.2	2.0	3.0	2.4.1 Assessment of policies and systems to ensure professional ethics	2.1	1.7	2
				2.4.2 Fraud prevention	2.4	2.3	4
2.5 Internal Audit	2.3	2.3	4.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	4
2.6 Risk Management	2.3	2.0	4.0	2.6.1 Assessment of risk management arrangements	2.3	2.0	4
2.7 Delegations	2.5	2.2	2.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.6	2.2	3
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.5	2.2	1
3. Human Resource and Systems Management					2.1	2.0	3.4
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.3	2.1	3.3	3.1.1 Human Resource Planning	2.3	2.1	4
				3.1.2 Organisational Design and Implementation	2.5	2.2	3
				3.1.3 Human Resources Development Planning	2.1	1.9	3
3.2 Human Resource Practices and Administration	2.2	2.0	2.7	3.2.1 Pay sheet certification	2.6	2.3	3
				3.2.2 Application of recruitment and retention practices	2.5	2.4	4
				3.2.4 Management of diversity	1.4	1.2	1
3.3 Management of Performance	2.5	2.4	3.7	3.3.1 Implementation of Level 1-12 Performance Management System	3.0	2.7	4
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	3
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	4
3.4 Employee Relations	1.6	1.5	4.0	3.4.2 Management of disciplinary cases	1.6	1.5	4
4. Financial Management					3.1	2.8	3.8
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
4.1 Supply Chain Management	3.1	2.9	4.0	4.1.1 Demand Management	2.9	2.7	4
				4.1.2 Acquisition Management	3.2	2.9	4
				4.1.3 Logistics management	3.1	2.9	4
				4.1.4 Disposal management	3.2	3.0	4
4.2 Expenditure Management	3.1	2.8	3.7	4.2.1 Management of cash flow and expenditure vs. budget	3.3	3.0	4
				4.2.2 Payment of suppliers	3.2	2.8	3
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.8	2.6	4

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National Department:

ND Social Development

1. Strategic Management					3.2	3.0	3.5
Performance Area	Social Services: Sector Average	ND: Average	My Dept score	Standard	Social Services: Sector Average	ND: Average	My Dept score
1.1 Strategic Planning	3.4	3.1	3.0	1.1.1 Strategic Plans	3.3	3.2	3
				1.1.2 Annual Performance Plans	3.5	3.0	3
1.3 Monitoring and Evaluation	3.0	2.8	4.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.0	2.8	4
2. Governance and Accountability					1.9	2.2	3.1
Performance Area	Social Services: Sector Average	ND: Average	My Dept score	Standard	Social Services: Sector Average	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.5	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.5	1.5	1
2.2 Management structure	1.8	2.4	4.0	2.2.1 Functionality of management structures	1.8	2.4	4
2.3 Accountability	2.5	2.7	3.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.5	2.7	3
2.4 Ethics	1.8	2.0	3.5	2.4.1 Assessment of policies and systems to ensure professional ethics	1.5	1.7	3
				2.4.2 Fraud prevention	2.0	2.3	4
2.5 Internal Audit	2.3	2.3	4.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	4
2.6 Risk Management	2.5	2.0	4.0	2.6.1 Assessment of risk management arrangements	2.5	2.0	4
2.7 Delegations	1.4	2.2	2.5	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	1.5	2.2	3
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	1.3	2.2	2
3. Human Resource and Systems Management					1.8	2.0	2.3
Performance Area	Social Services: Sector Average	ND: Average	My Dept score	Standard	Social Services: Sector Average	ND: Average	My Dept score
3.1 HR Strategy and Planning	1.9	2.1	2.3	3.1.1 Human Resource Planning	2.0	2.1	2
				3.1.2 Organisational Design and Implementation	2.3	2.2	3
				3.1.3 Human Resources Development Planning	1.5	1.9	2
3.2 Human Resource Practices and Administration	1.8	2.0	2.3	3.2.1 Pay sheet certification	2.3	2.3	3
				3.2.2 Application of recruitment and retention practices	2.3	2.4	3
				3.2.4 Management of diversity	1.0	1.2	1
3.3 Management of Performance	2.2	2.4	2.7	3.3.1 Implementation of Level 1-12 Performance Management System	2.5	2.7	3
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.8	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.3	2.5	3
3.4 Employee Relations	1.3	1.5	2.0	3.4.2 Management of disciplinary cases	1.3	1.5	2
4. Financial Management					2.8	2.8	2.7
Performance Area	Social Services: Sector Average	ND: Average	My Dept score	Standard	Social Services: Sector Average	ND: Average	My Dept score
4.1 Supply Chain Management	2.9	2.9	2.8	4.1.1 Demand Management	2.5	2.7	2
				4.1.2 Acquisition Management	3.0	2.9	3
				4.1.3 Logistics management	3.0	2.9	3
				4.1.4 Disposal management	3.3	3.0	3
4.2 Expenditure Management	2.8	2.8	2.7	4.2.1 Management of cash flow and expenditure vs. budget	3.0	3.0	3
				4.2.2 Payment of suppliers	2.5	2.8	2
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.8	2.6	3

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National Department:

ND Sports and Recreation South Africa

1. Strategic Management						3.2	3.0	3.5
Performance Area	Social Services: Sector Average	ND: Average	My Dept score	Standard	Social Services: Sector Average	ND: Average	My Dept score	
1.1 Strategic Planning	3.4	3.1	4.0	1.1.1 Strategic Plans	3.3	3.2	4	
				1.1.2 Annual Performance Plans	3.5	3.0	4	
1.3 Monitoring and Evaluation	3.0	2.8	3.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.0	2.8	3	
2. Governance and Accountability						1.9	2.2	2.0
Performance Area	Social Services: Sector Average	ND: Average	My Dept score	Standard	Social Services: Sector Average	ND: Average	My Dept score	
2.1 Service Delivery Improvement	1.5	1.5	3.0	2.1.1 Service delivery improvement mechanisms	1.5	1.5	3	
2.2 Management structure	1.8	2.4	1.0	2.2.1 Functionality of management structures	1.8	2.4	1	
2.3 Accountability	2.5	2.7	3.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.5	2.7	3	
2.4 Ethics	1.8	2.0	1.0	2.4.1 Assessment of policies and systems to ensure professional ethics	1.5	1.7	1	
				2.4.2 Fraud prevention	2.0	2.3	1	
2.5 Internal Audit	2.3	2.3	1.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	1	
2.6 Risk Management	2.5	2.0	4.0	2.6.1 Assessment of risk management arrangements	2.5	2.0	4	
2.7 Delegations	1.4	2.2	1.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	1.5	2.2	1	
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	1.3	2.2	1	
3. Human Resource and Systems Management						1.8	2.0	1.6
Performance Area	Social Services: Sector Average	ND: Average	My Dept score	Standard	Social Services: Sector Average	ND: Average	My Dept score	
3.1 HR Strategy and Planning	1.9	2.1	1.7	3.1.1 Human Resource Planning	2.0	2.1	2	
				3.1.2 Organisational Design and Implementation	2.3	2.2	1	
				3.1.3 Human Resources Development Planning	1.5	1.9	2	
3.2 Human Resource Practices and Administration	1.8	2.0	1.7	3.2.1 Pay sheet certification	2.3	2.3	2	
				3.2.2 Application of recruitment and retention practices	2.3	2.4	2	
				3.2.4 Management of diversity	1.0	1.2	1	
3.3 Management of Performance	2.2	2.4	2.0	3.3.1 Implementation of Level 1-12 Performance Management System	2.5	2.7	3	
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.8	2.0	1	
				3.3.3 Implementation of Performance Management System for HOD	2.3	2.5	2	
3.4 Employee Relations	1.3	1.5	1.0	3.4.2 Management of disciplinary cases	1.3	1.5	1	
4. Financial Management						2.8	2.8	3.0
Performance Area	Social Services: Sector Average	ND: Average	My Dept score	Standard	Social Services: Sector Average	ND: Average	My Dept score	
4.1 Supply Chain Management	2.9	2.9	3.0	4.1.1 Demand Management	2.5	2.7	3	
				4.1.2 Acquisition Management	3.0	2.9	3	
				4.1.3 Logistics management	3.0	2.9	3	
				4.1.4 Disposal management	3.3	3.0	3	
4.2 Expenditure Management	2.8	2.8	3.0	4.2.1 Management of cash flow and expenditure vs. budget	3.0	3.0	3	
				4.2.2 Payment of suppliers	2.5	2.8	3	
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.8	2.6	3	

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National Department:

ND Statistics South Africa

1. Strategic Management					2.7	3.0	3.0
Performance Area	Financial and Administrative Services: Sector	ND: Average	My Dept score	Standard	Financial and Administrative Services: Sector	ND: Average	My Dept score
1.1 Strategic Planning	3.0	3.1	2.0	1.1.1 Strategic Plans	3.0	3.2	2
				1.1.2 Annual Performance Plans	3.0	3.0	2
1.3 Monitoring and Evaluation	2.3	2.8	4.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	2.3	2.8	4

2. Governance and Accountability					2.6	2.2	2.6
Performance Area	Financial and Administrative Services: Sector	ND: Average	My Dept score	Standard	Financial and Administrative Services: Sector	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.0	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.0	1.5	1
2.2 Management structure	3.0	2.4	4.0	2.2.1 Functionality of management structures	3.0	2.4	4
2.3 Accountability	3.7	2.7	3.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	3.7	2.7	3
2.4 Ethics	2.7	2.0	2.5	2.4.1 Assessment of policies and systems to ensure professional ethics	1.3	1.7	1
				2.4.2 Fraud prevention	4.0	2.3	4
2.5 Internal Audit	3.0	2.3	3.0	2.5.1 Assessment of internal audit arrangements	3.0	2.3	3
2.6 Risk Management	2.7	2.0	3.0	2.6.1 Assessment of risk management arrangements	2.7	2.0	3
2.7 Delegations	2.2	2.2	2.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.3	2.2	2
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.0	2.2	2

3. Human Resource and Systems Management					2.1	2.0	1.6
Performance Area	Financial and Administrative Services: Sector	ND: Average	My Dept score	Standard	Financial and Administrative Services: Sector	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.0	2.1	1.7	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation	2.3	2.2	2
				3.1.3 Human Resources Development Planning	1.3	1.9	1
3.2 Human Resource Practices and Administration	2.0	2.0	2.0	3.2.1 Pay sheet certification	2.0	2.3	1
				3.2.2 Application of recruitment and retention practices	3.0	2.4	4
				3.2.4 Management of diversity	1.0	1.2	1
3.3 Management of Performance	2.3	2.4	1.7	3.3.1 Implementation of Level 1-12 Performance Management System	3.0	2.7	3
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.7	2.0	1
				3.3.3 Implementation of Performance Management System for HOD	2.3	2.5	1
3.4 Employee Relations	2.0	1.5	1.0	3.4.2 Management of disciplinary cases	2.0	1.5	1

4. Financial Management					3.2	2.8	3.0
Performance Area	Financial and Administrative Services: Sector	ND: Average	My Dept score	Standard	Financial and Administrative Services: Sector	ND: Average	My Dept score
4.1 Supply Chain Management	3.3	2.9	3.0	4.1.1 Demand Management	3.0	2.7	2
				4.1.2 Acquisition Management	3.0	2.9	3
				4.1.3 Logistics management	3.0	2.9	3
				4.1.4 Disposal management	4.0	3.0	4
4.2 Expenditure Management	3.1	2.8	3.0	4.2.1 Management of cash flow and expenditure vs. budget	3.3	3.0	3
				4.2.2 Payment of suppliers	3.3	2.8	3
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.7	2.6	3

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National Department:

ND The Presidency

1. Strategic Management					3.2	3.0	4.0
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
1.1 Strategic Planning	3.1	3.1	4.0	1.1.1 Strategic Plans	3.3	3.2	4
				1.1.2 Annual Performance Plans	3.0	3.0	4
1.3 Monitoring and Evaluation	3.3	2.8	4.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.3	2.8	4
2. Governance and Accountability					2.2	2.2	2.7
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	2.4	2.4	4.0	2.2.1 Functionality of management structures	2.4	2.4	4
2.3 Accountability	2.8	2.7	4.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	4
2.4 Ethics	2.1	2.0	2.0	2.4.1 Assessment of policies and systems to ensure professional ethics	1.8	1.7	3
				2.4.2 Fraud prevention	2.3	2.3	1
2.5 Internal Audit	2.4	2.3	4.0	2.5.1 Assessment of internal audit arrangements	2.4	2.3	4
2.6 Risk Management	2.0	2.0	2.0	2.6.1 Assessment of risk management arrangements	2.0	2.0	2
2.7 Delegations	2.2	2.2	2.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.0	2.2	1
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.3	2.2	3
3. Human Resource and Systems Management					2.0	2.0	1.8
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.2	2.1	2.0	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation	2.2	2.2	2
				3.1.3 Human Resources Development Planning	2.1	1.9	2
3.2 Human Resource Practices and Administration	1.9	2.0	2.0	3.2.1 Pay sheet certification	2.2	2.3	2
				3.2.2 Application of recruitment and retention practices	2.5	2.4	3
				3.2.4 Management of diversity	1.1	1.2	1
3.3 Management of Performance	2.4	2.4	2.0	3.3.1 Implementation of Level 1-12 Performance Management System	2.3	2.7	2
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.3	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	2
3.4 Employee Relations	1.6	1.5	1.0	3.4.2 Management of disciplinary cases	1.6	1.5	1
4. Financial Management					2.7	2.8	3.2
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
4.1 Supply Chain Management	2.8	2.9	3.0	4.1.1 Demand Management	2.8	2.7	3
				4.1.2 Acquisition Management	2.7	2.9	3
				4.1.3 Logistics management	2.7	2.9	3
				4.1.4 Disposal management	3.1	3.0	3
4.2 Expenditure Management	2.7	2.8	3.3	4.2.1 Management of cash flow and expenditure vs. budget	2.8	3.0	3
				4.2.2 Payment of suppliers	2.6	2.8	3
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.7	2.6	4

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National Department:

ND Tourism

1. Strategic Management					3.2	3.0	4.0
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1	4.0	1.1.1 Strategic Plans	3.4	3.2	4
				1.1.2 Annual Performance Plans	3.1	3.0	4
1.3 Monitoring and Evaluation	3.1	2.8	4.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.1	2.8	4
2. Governance and Accountability					2.4	2.2	2.1
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	2.8	2.4	1.0	2.2.1 Functionality of management structures	2.8	2.4	1
2.3 Accountability	2.8	2.7	3.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	3
2.4 Ethics	2.2	2.0	2.5	2.4.1 Assessment of policies and systems to ensure professional ethics	2.1	1.7	3
				2.4.2 Fraud prevention	2.4	2.3	2
2.5 Internal Audit	2.3	2.3	3.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	3
2.6 Risk Management	2.3	2.0	1.0	2.6.1 Assessment of risk management arrangements	2.3	2.0	1
2.7 Delegations	2.5	2.2	3.5	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.6	2.2	3
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.5	2.2	4
3. Human Resource and Systems Management					2.1	2.0	1.8
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.3	2.1	2.0	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation	2.5	2.2	2
				3.1.3 Human Resources Development Planning	2.1	1.9	2
3.2 Human Resource Practices and Administration	2.2	2.0	1.7	3.2.1 Pay sheet certification	2.6	2.3	1
				3.2.2 Application of recruitment and retention practices	2.5	2.4	3
				3.2.4 Management of diversity	1.4	1.2	1
3.3 Management of Performance	2.5	2.4	2.3	3.3.1 Implementation of Level 1-12 Performance Management System	3.0	2.7	2
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	3
3.4 Employee Relations	1.6	1.5	1.0	3.4.2 Management of disciplinary cases	1.6	1.5	1
4. Financial Management					3.1	2.8	3.3
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
4.1 Supply Chain Management	3.1	2.9	3.0	4.1.1 Demand Management	2.9	2.7	3
				4.1.2 Acquisition Management	3.2	2.9	3
				4.1.3 Logistics management	3.1	2.9	3
				4.1.4 Disposal management	3.2	3.0	3
4.2 Expenditure Management	3.1	2.8	3.7	4.2.1 Management of cash flow and expenditure vs. budget	3.3	3.0	4
				4.2.2 Payment of suppliers	3.2	2.8	4
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.8	2.6	3

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National Department:

ND Trade and Industry

1. Strategic Management					3.2	3.0	3.5
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1	4.0	1.1.1 Strategic Plans	3.4	3.2	4
				1.1.2 Annual Performance Plans	3.1	3.0	4
1.3 Monitoring and Evaluation	3.1	2.8	3.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.1	2.8	3
2. Governance and Accountability					2.4	2.2	3.7
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	3.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	3
2.2 Management structure	2.8	2.4	4.0	2.2.1 Functionality of management structures	2.8	2.4	4
2.3 Accountability	2.8	2.7	4.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	4
2.4 Ethics	2.2	2.0	4.0	2.4.1 Assessment of policies and systems to ensure professional ethics	2.1	1.7	4
				2.4.2 Fraud prevention	2.4	2.3	4
2.5 Internal Audit	2.3	2.3	4.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	4
2.6 Risk Management	2.3	2.0	3.0	2.6.1 Assessment of risk management arrangements	2.3	2.0	3
2.7 Delegations	2.5	2.2	4.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.6	2.2	4
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.5	2.2	4
3. Human Resource and Systems Management					2.1	2.0	2.5
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.3	2.1	3.0	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation	2.5	2.2	4
				3.1.3 Human Resources Development Planning	2.1	1.9	3
3.2 Human Resource Practices and Administration	2.2	2.0	2.7	3.2.1 Pay sheet certification	2.6	2.3	2
				3.2.2 Application of recruitment and retention practices	2.5	2.4	4
				3.2.4 Management of diversity	1.4	1.2	2
3.3 Management of Performance	2.5	2.4	3.3	3.3.1 Implementation of Level 1-12 Performance Management System	3.0	2.7	4
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	4
3.4 Employee Relations	1.6	1.5	1.0	3.4.2 Management of disciplinary cases	1.6	1.5	1
4. Financial Management					3.1	2.8	3.3
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
4.1 Supply Chain Management	3.1	2.9	3.0	4.1.1 Demand Management	2.9	2.7	3
				4.1.2 Acquisition Management	3.2	2.9	3
				4.1.3 Logistics management	3.1	2.9	3
				4.1.4 Disposal management	3.2	3.0	3
4.2 Expenditure Management	3.1	2.8	3.7	4.2.1 Management of cash flow and expenditure vs. budget	3.3	3.0	4
				4.2.2 Payment of suppliers	3.2	2.8	4
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.8	2.6	3

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National Department:

ND Traditional Affairs

1. Strategic Management					3.2	3.0	1.8
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
1.1 Strategic Planning	3.1	3.1	1.5	1.1.1 Strategic Plans	3.3	3.2	1
				1.1.2 Annual Performance Plans	3.0	3.0	2
1.3 Monitoring and Evaluation				1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.3	2.8	2
	3.3	2.8	2.0				
2. Governance and Accountability					2.2	2.2	2.4
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	2.4	2.4	4.0	2.2.1 Functionality of management structures	2.4	2.4	4
2.3 Accountability	2.8	2.7	3.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	3
2.4 Ethics	2.1	2.0	2.0	2.4.1 Assessment of policies and systems to ensure professional ethics	1.8	1.7	1
				2.4.2 Fraud prevention	2.3	2.3	3
2.5 Internal Audit	2.4	2.3	3.0	2.5.1 Assessment of internal audit arrangements	2.4	2.3	3
2.6 Risk Management	2.0	2.0	3.0	2.6.1 Assessment of risk management arrangements	2.0	2.0	3
2.7 Delegations	2.2	2.2	1.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.0	2.2	1
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.3	2.2	1
3. Human Resource and Systems Management					2.0	2.0	1.4
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.2	2.1	2.0	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation	2.2	2.2	2
				3.1.3 Human Resources Development Planning	2.1	1.9	2
3.2 Human Resource Practices and Administration	1.9	2.0	1.0	3.2.1 Pay sheet certification	2.2	2.3	1
				3.2.2 Application of recruitment and retention practices	2.5	2.4	1
				3.2.4 Management of diversity	1.1	1.2	1
3.3 Management of Performance	2.4	2.4	1.7	3.3.1 Implementation of Level 1-12 Performance Management System	2.3	2.7	1
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.3	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	2
3.4 Employee Relations	1.6	1.5	1.0	3.4.2 Management of disciplinary cases	1.6	1.5	1
4. Financial Management					2.7	2.8	1.4
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
4.1 Supply Chain Management	2.8	2.9	1.8	4.1.1 Demand Management	2.8	2.7	2
				4.1.2 Acquisition Management	2.7	2.9	1
				4.1.3 Logistics management	2.7	2.9	3
				4.1.4 Disposal management	3.1	3.0	1
4.2 Expenditure Management	2.7	2.8	1.0	4.2.1 Management of cash flow and expenditure vs. budget	2.8	3.0	1
				4.2.2 Payment of suppliers	2.6	2.8	1
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.7	2.6	1

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National Department:

ND Transport

1. Strategic Management					3.2	3.0	2.5
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1	3.0	1.1.1 Strategic Plans	3.4	3.2	3
				1.1.2 Annual Performance Plans	3.1	3.0	3
1.3 Monitoring and Evaluation	3.1	2.8	2.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.1	2.8	2
2. Governance and Accountability					2.4	2.2	2.8
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	2.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	2
2.2 Management structure	2.8	2.4	4.0	2.2.1 Functionality of management structures	2.8	2.4	4
2.3 Accountability	2.8	2.7	3.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	3
2.4 Ethics	2.2	2.0	2.5	2.4.1 Assessment of policies and systems to ensure professional ethics	2.1	1.7	3
				2.4.2 Fraud prevention	2.4	2.3	2
2.5 Internal Audit	2.3	2.3	2.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	2
2.6 Risk Management	2.3	2.0	3.0	2.6.1 Assessment of risk management arrangements	2.3	2.0	3
2.7 Delegations	2.5	2.2	3.0	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.6	2.2	3
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.5	2.2	3
3. Human Resource and Systems Management					2.1	2.0	2.3
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.3	2.1	2.3	3.1.1 Human Resource Planning	2.3	2.1	3
				3.1.2 Organisational Design and Implementation	2.5	2.2	2
				3.1.3 Human Resources Development Planning	2.1	1.9	2
3.2 Human Resource Practices and Administration	2.2	2.0	2.3	3.2.1 Pay sheet certification	2.6	2.3	4
				3.2.2 Application of recruitment and retention practices	2.5	2.4	2
				3.2.4 Management of diversity	1.4	1.2	1
3.3 Management of Performance	2.5	2.4	2.3	3.3.1 Implementation of Level 1-12 Performance Management System	3.0	2.7	3
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	2
3.4 Employee Relations	1.6	1.5	2.0	3.4.2 Management of disciplinary cases	1.6	1.5	2
4. Financial Management					3.1	2.8	2.8
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
4.1 Supply Chain Management	3.1	2.9	3.0	4.1.1 Demand Management	2.9	2.7	3
				4.1.2 Acquisition Management	3.2	2.9	3
				4.1.3 Logistics management	3.1	2.9	3
				4.1.4 Disposal management	3.2	3.0	3
4.2 Expenditure Management	3.1	2.8	2.7	4.2.1 Management of cash flow and expenditure vs. budget	3.3	3.0	3
				4.2.2 Payment of suppliers	3.2	2.8	3
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.8	2.6	2

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National Department:

ND Water Affairs

1. Strategic Management					3.2	3.0	2.3
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
1.1 Strategic Planning	3.2	3.1	2.5	1.1.1 Strategic Plans	3.4	3.2	3
				1.1.2 Annual Performance Plans	3.1	3.0	2
1.3 Monitoring and Evaluation	3.1	2.8	2.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.1	2.8	2
2. Governance and Accountability					2.4	2.2	2.1
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	2.8	2.4	3.0	2.2.1 Functionality of management structures	2.8	2.4	3
2.3 Accountability	2.8	2.7	2.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	2
2.4 Ethics	2.2	2.0	1.5	2.4.1 Assessment of policies and systems to ensure professional ethics	2.1	1.7	1
				2.4.2 Fraud prevention	2.4	2.3	2
2.5 Internal Audit	2.3	2.3	3.0	2.5.1 Assessment of internal audit arrangements	2.3	2.3	3
2.6 Risk Management	2.3	2.0	2.0	2.6.1 Assessment of risk management arrangements	2.3	2.0	2
2.7 Delegations	2.5	2.2	2.5	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.6	2.2	2
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.5	2.2	3
3. Human Resource and Systems Management					2.1	2.0	1.5
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.3	2.1	1.3	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation	2.5	2.2	1
				3.1.3 Human Resources Development Planning	2.1	1.9	1
3.2 Human Resource Practices and Administration	2.2	2.0	1.7	3.2.1 Pay sheet certification	2.6	2.3	2
				3.2.2 Application of recruitment and retention practices	2.5	2.4	1
				3.2.4 Management of diversity	1.4	1.2	2
3.3 Management of Performance	2.5	2.4	2.0	3.3.1 Implementation of Level 1-12 Performance Management System	3.0	2.7	2
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	1.9	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	2
3.4 Employee Relations	1.6	1.5	1.0	3.4.2 Management of disciplinary cases	1.6	1.5	1
4. Financial Management					3.1	2.8	2.1
Performance Area	Economic Services and Infrastructure:	ND: Average	My Dept score	Standard	Economic Services and Infrastructure:	ND: Average	My Dept score
4.1 Supply Chain Management	3.1	2.9	2.3	4.1.1 Demand Management	2.9	2.7	2
				4.1.2 Acquisition Management	3.2	2.9	3
				4.1.3 Logistics management	3.1	2.9	1
				4.1.4 Disposal management	3.2	3.0	3
4.2 Expenditure Management	3.1	2.8	2.0	4.2.1 Management of cash flow and expenditure vs. budget	3.3	3.0	3
				4.2.2 Payment of suppliers	3.2	2.8	2
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.8	2.6	1

Management Performance Assessment Tool 2012/13 Final Moderated Score Card



National Department:

ND Women Children and Persons with Disabilities

1. Strategic Management					3.2	3.0	3.0
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
1.1 Strategic Planning	3.1	3.1	3.0	1.1.1 Strategic Plans	3.3	3.2	3
				1.1.2 Annual Performance Plans	3.0	3.0	3
1.3 Monitoring and Evaluation	3.3	2.8	3.0	1.3.1 Integration of monitoring and evaluation in performance and strategic management	3.3	2.8	3
2. Governance and Accountability					2.2	2.2	1.6
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
2.1 Service Delivery Improvement	1.6	1.5	1.0	2.1.1 Service delivery improvement mechanisms	1.6	1.5	1
2.2 Management structure	2.4	2.4	1.0	2.2.1 Functionality of management structures	2.4	2.4	1
2.3 Accountability	2.8	2.7	2.0	2.3.2 Assessment of accountability mechanisms (Audit Committee)	2.8	2.7	2
2.4 Ethics	2.1	2.0	1.5	2.4.1 Assessment of policies and systems to ensure professional ethics	1.8	1.7	1
				2.4.2 Fraud prevention	2.3	2.3	2
2.5 Internal Audit	2.4	2.3	2.0	2.5.1 Assessment of internal audit arrangements	2.4	2.3	2
2.6 Risk Management	2.0	2.0	1.0	2.6.1 Assessment of risk management arrangements	2.0	2.0	1
2.7 Delegations	2.2	2.2	2.5	2.7.1 Approved EA and HOD delegations for public administration in terms of the PS Act and PS Regulations	2.0	2.2	3
				2.7.2 Approved HOD delegations for financial administration in terms of the PFMA	2.3	2.2	2
3. Human Resource and Systems Management					2.0	2.0	1.4
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
3.1 HR Strategy and Planning	2.2	2.1	1.3	3.1.1 Human Resource Planning	2.3	2.1	2
				3.1.2 Organisational Design and Implementation	2.2	2.2	1
				3.1.3 Human Resources Development Planning	2.1	1.9	1
3.2 Human Resource Practices and Administration	1.9	2.0	1.7	3.2.1 Pay sheet certification	2.2	2.3	2
				3.2.2 Application of recruitment and retention practices	2.5	2.4	2
				3.2.4 Management of diversity	1.1	1.2	1
3.3 Management of Performance	2.4	2.4	1.7	3.3.1 Implementation of Level 1-12 Performance Management System	2.3	2.7	1
				3.3.2 Implementation of SMS Performance Management System (excluding HODs)	2.3	2.0	2
				3.3.3 Implementation of Performance Management System for HOD	2.5	2.5	2
3.4 Employee Relations	1.6	1.5	1.0	3.4.2 Management of disciplinary cases	1.6	1.5	1
4. Financial Management					2.7	2.8	2.0
Performance Area	Central Government Administration:	ND: Average	My Dept score	Standard	Central Government Administration:	ND: Average	My Dept score
4.1 Supply Chain Management	2.8	2.9	2.0	4.1.1 Demand Management	2.8	2.7	2
				4.1.2 Acquisition Management	2.7	2.9	2
				4.1.3 Logistics management	2.7	2.9	2
				4.1.4 Disposal management	3.1	3.0	2
4.2 Expenditure Management	2.7	2.8	2.0	4.2.1 Management of cash flow and expenditure vs. budget	2.8	3.0	2
				4.2.2 Payment of suppliers	2.6	2.8	2
				4.2.3 Management of unauthorised, irregular, fruitless, and wasteful expenditure	2.7	2.6	2