



# ANNUAL PERFORMANCE PLAN



2016/  
2017



2018/  
2019



## the dr&pw

Department:  
Roads and Public Works  
NORTHERN CAPE PROVINCE  
REPUBLIC OF SOUTH AFRICA

## FOREWORD

When I started as Member of Executive Council (MEC) in the portfolio of Roads and Public Works on the 1<sup>st</sup> March 2016, I realised the responsibility that I inherit to maintain and to further improve on the successes of this department. The ultimate objective is to continue to make a considerable difference in the lives of the people of the Northern Cape Province. Consequently I challenged management with the following questions:

The Northern Cape is geographically the largest province in the Republic of South Africa, yet it has the least number of people living and working within its boundaries. There is a need for the maintenance of immovable assets currently occupied by the user departments and construction of immovable assets. A further pressure is exerted on the department to provide services in the form of paved roads within the province. The high levels of unemployment and the lack of skills in the rural areas necessitates the acceleration for the construction of infrastructure to stimulate and boost economic development as a result of service delivery protests.

The Department of Roads and Public Works continues to play a pivotal role in the social and economic transformation of the Northern Cape Province and continues to contribute to the Provincial Growth and Development Strategy by *„Enhancing job creation through infrastructure investment.“*

Infrastructure development, to which the Department of Roads and Public Works (DRPW) is a custodian, is identified as one of the developmental pillars of the National Development Plan (NDP). In today's economic climate, it is more important than ever to invest in capital projects that will keep the economy moving and provide much needed employment.

Even though this province is getting the least allocation for road infrastructure than all the other provinces we have achieved the Visual Condition Index (VCI) Assessment in the country of 68%.

### ***Infrastructure supports Economic development***

- Providing access to people to both government and private sector services and opportunities are a major contributor to job creation
- Improving welfare and living standards of communities
- Facilitating economic diversification
- Expanded Public Works Programme (EPWP)
- Small, Medium and Micro-sized Enterprise (SMME) development
- Roads provide access for economic activities
  - Such as mining in reduction of Transport cost
  - Agricultural products in farming activities

The focus is on the Broad-Based Black Economic Empowerment (BBBEE) and therefore there is a need to intensify our support for SMMEs as a critical component of BBBEE. The support for SMME should entail, but should not be limited to government instruments such as licensing and registration with the Construction Industry Development Board (cidb), registration on the departmental database, financial assistance.

The total number of immovable assets recorded in the Immovable Assets Register (IAR) is 1 771, the bulk of which must still be vested and endorsed in the name of the provincial government.

In order to overcome the aforementioned challenges the department will embark on the following:

- Dispose certain ageing and unused immovable assets to generate income which can and will be used for the immovable asset.
- Identify major projects that could serve as a catalyst for unlocking significant economic activity in a particular area, thereby contributing to accelerated and shared economic growth.

We are committed to uprooting our communities from the depths of poverty and for them to earn an income while doing productive work to aid in service delivery. Through the Expanded Public Works Programme (EPWP), a total of 51 135 work opportunities will be created in Phase 3 of the program. Moving forward, we will continue to be relevant to ensure that work can be created for the most disadvantaged in society.

Commitment by management as well as all personnel in the department and the utilisation of the expertise, skills and talents of all officials is necessary to meet these outcomes in the development of the province. The department sees itself as a trendsetter in service delivery and is therefore not necessarily bound to old ideas. Excellence in performance must start at management level, and the necessary changes to meet the new challenges must be initiated from management. The rest of the officials must be drawn into this new way of thinking.

- Our unqualified audit reports for the past three financial years by the Auditor General showed the dedication and commitment of all our staff to make our department a department of excellence.

Finally, it is essential that as we focus on the implementation of this plan, we do not forget about the crucial contributions of the Executive Council, various partners and Department's employees. Without them, realisation of this plan will remain a distant dream. The department will therefore continue to attract, develop and retain a productive workforce that is representative of the province's diverse population in its endeavour to realise all the set objectives and priorities.



---

**Mr. Mxolisi Sokatsha**  
**EXECUTIVE AUTHORITY: ROADS AND PUBLIC WORKS**

**OFFICIAL SIGN-OFF**

It is hereby certified that this Annual Performance Plan:

- x Has been prepared in line with the current Strategic Plan of the Department of Roads and Public Works;
- x Accurately reflects the performance targets which the Department of Roads and Public Works will achieve based on the resources made available in the budget appropriated for 2016/17 financial year.

| <b>MANAGEMENT</b>   |  |
|---|--|
|    | <b>A. MPOTSANG</b><br><b>CHIEF DIRECTOR: CORPORATE SUPPORT</b>               |
|   | <b>O.J. GILL</b><br><b>CHIEF DIRECTOR: PUBLIC WORKS</b>                      |
|  | <b>I. BULANE</b><br><b>(ACTING) CHIEF DIRECTOR: TRANSPORT INFRASTRUCTURE</b> |
|  | <b>R. GREWAN</b><br><b>CHIEF DIRECTOR: EPWP &amp; DISTRICT COORDINATION</b>  |
|  | <b>B. SLINGERS</b><br><b>CHIEF FINANCIAL OFFICER</b>                         |
|  | <b>K. NOGWILI</b><br><b>HEAD OF DEPARTMENT</b>                               |
|  | <b>M. SOKATSHA</b><br><b>EXECUTIVE AUTHORITY</b>                             |

| <b>GENERAL TABLE OF CONTENTS</b>                    | <b>PAGE</b>  |
|---|--------------|
| <b>FORWARD</b>                                      | <b>Pg 1</b>  |
| <b>OFFICIAL SIGN OFF</b>                            | <b>Pg 3</b>  |
| <b>TABLE OF CONTENTS</b>                            | <b>Pg 4</b>  |
| <b>GLOSSARY</b>                                     | <b>Pg 5</b>  |
| <b>PART A: STRATEGIC OVERVIEW</b>                   | <b>Pg 6</b>  |
| Vision/Mission/Values                               | <b>Pg 7</b>  |
| Legislative and other Mandates                      | <b>Pg 8</b>  |
| Policy Mandates                                     | <b>Pg 10</b> |
| Situational Analysis                                | <b>Pg 11</b> |
| Service Delivery Environment                        | <b>Pg 13</b> |
| Organisational Development                          | <b>Pg 15</b> |
| Description of the Strategic Planning Process       | <b>Pg 16</b> |
| Overview of 2016/2017 Budget Estimates              | <b>Pg 17</b> |
| <br>  |              |
| <b>PART B: PROGRAMME AND SUB PROGRAMME PLANS</b>    | <b>Pg 20</b> |
| <br>  |              |
| <b>Programme 1: Administration</b>                  | <b>Pg 22</b> |
| <br>  |              |
| <b>Programme 2: : Public Works</b>                  | <b>Pg 29</b> |
| <br>  |              |
| <b>Programme 3 Transport Infrastructure</b>         | <b>Pg 39</b> |
| <br>  |              |
| <b>Programme 4: Community Based Programme</b>       | <b>Pg 47</b> |
| <br>  |              |
| <b>PART C: Links to Other Departments</b>           | <b>Pg 54</b> |
| <b>Infrastructure Projects</b>                      | <b>Pg 55</b> |
| <b>Conditional Grants</b>                           | <b>Pg 58</b> |
| <b>Trading Entity</b>                               | <b>Pg 59</b> |
| <b>Annexure A: Changes to Strat Plan</b>            | <b>Pg 60</b> |
| <b>Annexure B: Technical Indicators Description</b> | <b>Pg 66</b> |

**GLOSSARY**

|        |   |        |   |
|--------|---|--------|---|
| APP    | Annual Performance Plan                         | M&E    | Monitoring and Evaluation                               |
| ACM    | Alternative Construction Methods                | MEC    | Member of Executive Council                             |
| BAS    | Basic Accounting System                         | MISS   | Minimum Information Security Standards                  |
| C-IAMP | Custodian Immovable Asset Management Plan       | MTEF   | Medium Term Expenditure Framework                       |
| BBBEE  | Broad Based Black Economic Empowerment          | MTSF   | Medium Term Strategic Framework                         |
| CFO    | Chief Financial Officer                         | NC     | Northern Cape   |
| cidb   | Construction Industry Development Board         | NCPG   | Northern Cape Provincial Government                     |
| CPI    | Consumer Price Index                            | NCPGDS | Northern Cape Growth and Development Strategy           |
| DAMP   | Departmental Asset Management Report            | NYS    | National Youth Service                                  |
| DORA   | Division of Revenue Act                         | OHSA   | Occupational Health and Safety Act                      |
| DPSA   | Department of Public Service and Administration | PAIA   | Promotion of Access to Information Act                  |
| DQA    | Data Quality Assurance                          | PAJA   | Promotion of Just Administration Act                    |
| DRE    | District Road Engineer                          | PFMA   | Public Finance Management Act                           |
| DRPW   | Department of Roads and Public Works            | PGDS   | Provincial Growth and Development Strategy              |
| EBE    | Engineering Built Environment                   | POE    | Portfolio of Evidence                                   |
| ECD    | Early Childhood Development                     | PPP    | Public Private Partnership                              |
| EE     | Employment Equity                               | PPPFA  | Preferential Procurement Policy Framework Act           |
| EEA    | Employment Equity Act                           | PSA    | Public Service Act                                      |
| EPWP   | Expanded Public Works Programme                 | PRMG   | Provincial Roads Maintenance Grant                      |
| FTE    | Full Time Equivalent                            | RISFSA | Road Infrastructure Strategic Framework of South Africa |
| GIAMA  | Government Immovable Asset Management Act       | SABS   | South African Bureau of Standards                       |
| GMT    | Government Motor Transport                      | SCM    | Supply Chain Management                                 |
| HOD    | Head of Department                              | SETA   | Sectoral Education and Training Authority               |
| HR     | Human Resource                                  | SMMEs  | Small, Micro, & Medium Enterprises                      |
| HDI    | Historically Disadvantaged Individuals          | SLA    | Service Level Agreement                                 |
| IAR    | Immovable Asset Register                        | TMH    | Technical Methods for Highways                          |
| ICT    | Information Communication Technology            | U-IAMP | User Immovable Asset Management Plan                    |
| IDP    | Integrated Development Plan                     | VCI    | Visual Condition Index                                  |
| IGP    | Infrastructure Grant to Provinces               | WOE    | Women Owned Enterprise                                  |
| IPMP   | Infrastructure Project Management Plan          | WBS    | Web Based System  |
| IRS    | Internal Revenue Service                        | WO     | Work Opportunity  |
| LIM    | Labour Intensive Method                         | WSP    | Workplace Skills Plan                                   |

# **PART A: STRATEGIC OVERVIEW**

The background of the slide is a solid light orange color. It features several overlapping, semi-transparent geometric shapes in a darker shade of orange. These shapes include triangles and polygons of various sizes and orientations, creating a layered, abstract effect. The shapes are positioned primarily in the lower and right portions of the frame, leaving the upper left corner clear for the text.

**1. VISION**

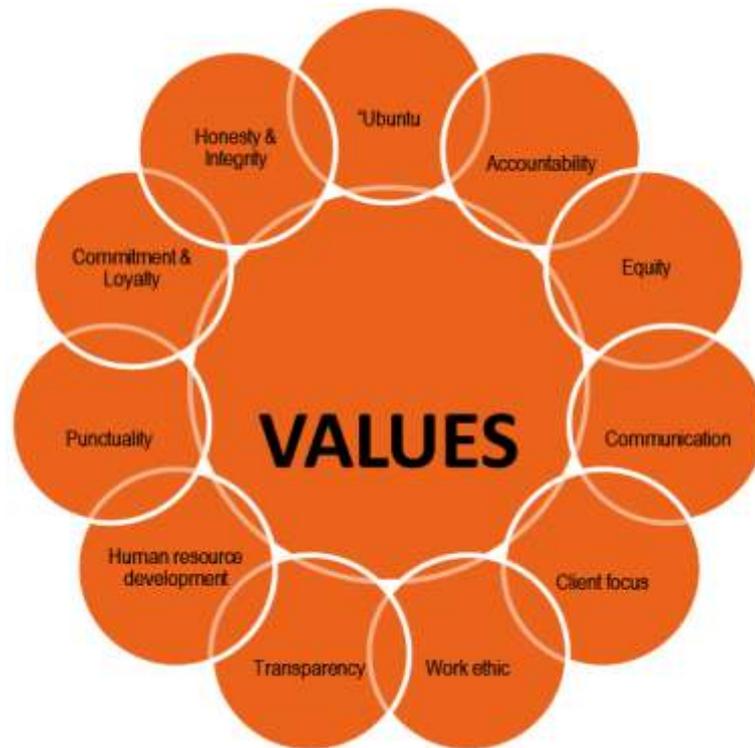
Trendsetters in infrastructure delivery to change the economic landscape of the province

**2. MISSION**

To provide and maintain all provincial land, buildings and road infrastructure in an integrated and sustainable manner

**3. VALUES**

The mission and vision statement are driven by the following set of values:



The Batho Pele principles and all government legislated directives as well as all national and provincial priorities are the driving force behind our services delivery strategy

## 4. LEGISLATIVE AND OTHER MANDATES

The department's mandate is derived from the Constitution of the Republic of South Africa, Act 108 of 1996 (hereafter referred to as the Constitution). Certain mandates are derived from concurrent responsibilities, while others are exclusively the responsibility of the provincial sphere of government. These mandates, as well as those derived from functional legislation and policies are outlined in this section.

### 4.1 Constitutional Mandates

The Department of Roads and Public Works derives its Constitutional mandates only in respect of those powers that have been assigned to it through the necessary constitutional assignments and delegations. Thus our department is enjoined only to execute and exercise those powers assigned to it in term of the Constitution.

### 4.2 Other Legislative Mandates

The other legislative prescripts applicable to our department are set out hereunder:

**Construction Industry Development Board Act No. 38 of 2000:** To provide for the establishment of the Construction Industry Development Board; To implement an integrated strategy for the reconstruction, growth and development of the construction industry; To provide for matters connected therewith; Identifying best practice and setting national standards; and Promoting common and ethical standards for construction delivery and contracts.

**Advertising along Roads and Ribbon Development Act, Act 21 of 1940:** Allows for controlling access to roads, advertisements, etc. The responsibility of the department is to regulate the display of advertisements outside certain urban areas and at places visible from proclaimed provincial roads, the depositing or leaving of disused machinery or refuse, the erection, construction or laying of structures, other things near the roads and access to certain land from such roads.

**Division of Revenue Act (DORA):** Provides for the equitable division of revenue anticipated to be raised among the national, provincial and local spheres of government and conditional grants to provinces to achieve government's policy objectives. The following grants have an effect on the execution of the mandates of the department:

- x Devolution of Property Rates.
- x Infrastructure Grant to Provinces.
- x EPWP Incentive Grant.

**National Building Regulations and Building Standards Act No. 103 Of 1977:** Requires the department, as custodian and regulator of the built environment, to ensure that all building and construction work on government property, irrespective of by whom it is undertaken and complies with the legislation.

**Road Ordinance No. 19 of 1976:** The province has sole authority on relaxing of statutory 5,0m and 95m building lines pertaining to various classes of provincially proclaimed roads. Furthermore, the alteration of and the classification of roads is done in terms of section 4 of the Roads Ordinance.

**Basic Conditions of Employment Act No. 75 of 1997:** Ensures sound principles in the management of personnel in terms of opportunities, working conditions, time management, etc.

**Communal Land Administration Act (CLARA):** The purpose of this Act is to grant secure land tenure rights to communities and persons in the communal areas.

**Employment Equity Act No. 55 of 1998:** Promotes non-discrimination in the workplace through equal treatment, fair treatment and the elimination of discrimination.

**Government Immovable Asset Management Act No. 19 of 2007:** Outlines the sound management of immovable assets that are in control of the custodian. This Act sets out clear responsibilities for the user and custodian of immovable assets in the province.

**Labour Relations Act No. 66 of 1995:** Promote sound labour practices within the workplace..

**National Land Transport Act No. 22 of 2000:** Ensuring the annual updating of the National Land Transport Strategic Framework by the National Department of Transport to form the basis for provincial land transport strategies.

**Northern Cape Provincial Land Administration Act:** Identifies the responsible members of the executive and the departments responsible for the acquisition and disposal of immovable assets. It further promotes the establishment and maintenance of the provincial immovable asset register

**Public Finance Management Act No. 1 of 1999:** The PFMA promotes the principles of efficiency, effectiveness, economic and transparency in the management of the department's budget, procurement processes, strategic planning and performance management procedure in delivering service to the internal and external stakeholders.

**Public Service Act No.103 of 1994:** Its regulations require strategic planning, statement of core objectives and the publication of a Service Delivery Improvement Plan which indicates the level of services to be rendered and procedures for communication with clients and the public;

**Preferential Procurement Policy Framework Act No. 5 of 2000:** Providing specific guidelines in allocating tenders to historically disadvantaged individuals and entities.

**Promotion of Access to Information Act No. 2 of 2000:** This act gives effect to section 32 of the constitution that indicates that everyone has the right to information held by the State. It encourages transparency and accountability in public and private bodies.

**Promotion of Administrative Justice Act No. 31 of 2000:** It gives effect for everyone to have the right to administrative action that is lawful, reasonable, and procedurally fair. Everyone whose right have been adversely affected has the right to be furnished with reasons.

**Skills Development Act No. 97 of 1998 (as amended by Act 26 of 2011) :** Provides for training and committing departments to the spending of prescribed amounts on training of personnel.

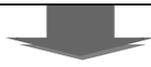
### **State of the Nation Address**

President Jacob Zuma in his first State of the Nation Address of the fifth democratic administration in June 2014 stated: - To address the investment in social infrastructure, the government since 2004 run the successful Expanded Public Works Programme which provides work opportunities and training for the unemployed. The new phase will provide six million work opportunities by 2019.

**4.3 Policy Mandates**

**Millennium Development Goals**

|  |
|--|
| Promote Gender equality and empowerment of women |
|--|



**National Development Plan**

|  |   |
|--|---|
| Outcome 6:<br>An efficient, competitive and responsive economic infrastructure network | Outcome 4<br>For decent employment through inclusive growth |
|--|---|



**Medium Term Strategic Plan**

|  |   |  |   |
|--|---|--|---|
| Decent employment through inclusive growth | A skilled and capable workforce to support an inclusive growth path | An efficient, competitive and responsive economic infrastructure network | An efficient, effective and development-oriented public service |
|--|---|--|---|



**Manifesto Priorities**

|   |  |   |   |   |  |
|---|--|---|---|---|--|
| Establish capacity in the state to do long-term planning, drawing where necessary on expertise that exists in wider society | Promote local procurement by directing the state to progressively buy at least 75% | Accelerate the roll-out of the massive economic and social infrastructure programme | Empower, educate and create jobs for youth through job placement and internship schemes | Consolidate the public works programme, creating six million work opportunities by 2019 | Promote descent work and strengthen measures to speed up employment equity |
|---|--|---|---|---|--|



**Growth and Development Strategy**

|   |  |   |
|---|--|---|
| Enhancing infrastructure for economic growth and social development | Poverty Reduction through social development | Promote, Growth, Diversification & Transformation |
|---|--|---|



**Departmental Policy Directives**

|   |   |   |  |                        |
|---|---|---|--|------------------------|
| The implementation of GIAMA and through proper management of our immovable properties | Balance between the internal capacity vs outsourcing of professional services | Contractor Development is aimed at promoting local contractors to higher CIDB grading | Contract Management: identify the problems and ensure proper management of contracts | “Rooting out the Dust” |
|---|---|---|--|------------------------|

## 5. SITUATIONAL ANALYSIS

### Public Works

Part of the scope and course of the Public Works directorate is to render services to client departments in assisting them to initiate, plan, design, implement and manage the construction of immovable assets. The type of facilities that are constructed by Public Works includes, (but is not limited to), the construction of schools, Early Childhood Development (ECD) classrooms, ablution blocks, classroom blocks, computer classrooms, media centres, science laboratories, etc.

Furthermore, collaborative partnerships have been structured in relation to the implementation of the Infrastructure Delivery Management System (IDMS). Partnerships with national and provincial Treasury, client departments (particularly Health and Education), the cidb, and supply chain functionaries, enabled the necessary governance documentation, procurement guidelines, processes and plans, and establishment of work streams and oversight committees, to be developed for the implementation of the IDMS in order to develop social infrastructure.

The department has to develop its own maintenance management plan and as well assist the other departments in the province to develop their own maintenance management plans which will culminate in the formulation of a single provincial management plan in accordance with the provisions of Government Immovable Asset Management Act (GIAMA). All new facilities have to be built with a preventative maintenance plan and resources have to be allocated for it during the life span of the infrastructure.

The department is responsible for the implementation of the GIAMA as a custodian of all immovable assets in the province for the purpose of provision of accommodation solutions, from construction, refurbishment, maintenance and leased solutions to client departments. Clients budgets continue to be located within their own budgets which creates an anomaly in respect of contractual obligations are concerned. The department has access to three infrastructure budget streams namely:

- DRPW Allocated Infrastructure Budget (IGP & Equitable shares)
- Clients Infrastructure Budget and
- Client Maintenance Budget

Provincially the department provides office accommodation solutions to ten provincial departments? five provincial government agencies and implements infrastructure projects at Head Office as well the District Offices.

### Transport Infrastructure

The road directorate operate in a predominantly rural area characterised by high levels of unemployment and illiteracy. There are glaring disparities with regard to infrastructure and transport services accessibility of the communities that live in the province. There is a huge backlog in infrastructure provision and maintenance service provisioning. The local government structures lack resource capabilities. This makes it very difficult for that sphere of government to effectively complement what the department intends to do in their areas. The condition of paved roads is determined via visual assessment surveys and high speed profile surveys. Distresses are rated according to a degree and extent that are combined into a Visual Condition Index (VCI) ranging from 0%: poor to 100%: very good.

Outcome 6 compels the department to create an efficient, competitive and responsive economic infrastructure network by ensuring the maintenance and strategic expansion of our road and rail network. This can be done by constructing new roads, upgrading, rehabilitating and maintenance of paved and gravel roads.

During the financial year of 2016/2017 the department will continue to create and foster joint ventures with the mines and other stakeholders for roads construction and maintenance, especially in the John Taolo Gaetsewe District, where there are lot of mining activities taking place. At the moment the challenge is funding whereby all these mining activities are deteriorating our provincial roads and the funding through the conditional grants is not sufficient to attend to all the demands of damaged roads.

The current funding level of approximately R883 million is not sufficient to maintain, rehabilitate and upgrade the current road network of the Northern Cape.

- At least R530 million is needed additionally to maintain paved and unpaved roads at reasonable levels.
- Technical needs were calculated as follows:
  - R3.1 billion per annum for reseals and rehabilitation of paved roads
  - R8.5 billion per annum to re-gravel all gravel roads
  - Approximately R13.6 billion is needed to upgrade high trafficked gravel roads to paved standards

### Expanded Public Works Programme: Phase 3

The Expanded Public Works Programme continues to be one of governments? key programmes to deal with the source of poverty and unemployment, and make sure that the previously disadvantaged individuals (PDI) enter into the productive sector of the economy, gaining skills while they work and increasing their capacity to earn income. It is covering all spheres of the government and State owned enterprises. The work opportunities target for departments in the province for Phase 3 (2014/5 to 2018/19) is 85 290, while the target for municipalities for the same period is 30 228.

| Financial Year | Provincial Targets per Sector |               |                 |               | Municipal Targets per Sector |              |                 |               |
|----------------|-------------------------------|---------------|-----------------|---------------|------------------------------|--------------|-----------------|---------------|
|                | Infrastruct<br>ure            | Social        | Environme<br>nt | Total         | Infrastruct<br>ure           | Social       | Environ<br>ment | Total         |
| 2014/15        | 9 950                         | 4 689         | 2 958           | <b>17 597</b> | 2 877                        | 237          | 1 450           | <b>4 565</b>  |
| 2015/16        | 10 728                        | 4 728         | 1 053           | <b>16 509</b> | 3 479                        | 294          | 1 348           | <b>5 121</b>  |
| 2016/17        | 11 025                        | 4 640         | 1 028           | <b>16 693</b> | 4 219                        | 405          | 1 279           | <b>5 903</b>  |
| 2017/18        | 11 416                        | 4 669         | 991             | <b>17 075</b> | 5 263                        | 524          | 1 215           | <b>7 001</b>  |
| 2018/19        | 11 770                        | 4 678         | 967             | <b>17 415</b> | 5 823                        | 654          | 1 161           | <b>7 637</b>  |
| <b>Total</b>   | <b>54 889</b>                 | <b>23 404</b> | <b>6 997</b>    | <b>85 290</b> | <b>21 662</b>                | <b>2 113</b> | <b>6 453</b>    | <b>30 228</b> |

The work opportunities created are reported in the EPWP reporting system, and incentive grants which are equivalent to the base line targets are allocated to the reporting bodies. These funds (incentive grants) are also used to create more work opportunities and to increase sustainability of existing projects. This will respond to the call to empower, educate and create jobs for youth through job placement and internship schemes, allocating 60% of employment in infrastructure and other projects to youth employment and training incentive schemes.

### **Emerging Contractor Development Programme (ECDP)**

The Northern Cape Province has a limited number of contractors that are registered with the Construction Industry Development Board, especially on higher grade levels such as level seven to level nine. A total number of 3 369 active contractors that are currently registered with cidb are in Grade 1 to Grade 7.

We continue to face the following challenges:

- The lack of capital for emerging contractors.
- Oversupply of smaller contractors in lower grades and too few on higher grades.
- Poor and sub-standard performance by contractors.
- A lack of an updated supplier data-base.
- Limited women contractors in the build industry.

## **6 SERVICE-DELIVERY ENVIRONMENT**

### **6.1 Internal**

The department has intensified its efforts to enforce good governance through the improvement of the managerial processes such as, budgeting, strategic planning, internal control manuals, control of movable assets and implementation of bar-coding, asset registers, filling of vacant posts, etc.

The upgrading and maintenance of provincial roads taking into account the huge backlog with limited funds, poses an enormous challenge for the department. The ideal level of service is a safer road infrastructure with an acceptable level of driving quality for all the road users. The desired level of service on the paved roads will result in a minimal excess user cost.

The desired minimum average visual condition of the paved road infrastructure is a VCI-threshold value of 75%, indicating the overall network condition achieved should be rated as „good?. Currently, the average network condition is 65%, which is rated as „fair?. Additional funding will be needed to improve the paved road network to a good value. Typically, for best practice pavement management (and in terms of a Rural Transport Strategy for South Africa (Road Infrastructure Strategic Framework for South Africa (RISFSA) Recommendation), the very poor and poor categories should not exceed 10% before remedial action is executed.

There is a need for the department to revive all coordinating structures in the province to improve communication and working relations with client departments.

The department will give effect with the contribution to the promotion of SMME's and Broad-Base Black Economic Empowerment.

Overall, the department is experiencing an acute shortage of technical skills such as architectural services, Quantity Surveyors, project managers, engineers, etc. Factors such as salary scales that are not competitive with the private sector and the long travelling distances in the Northern Cape Province makes it difficult to attract and retain these professionals. It is for this reason we have started to award fulltime bursaries to student in these field of study.

The Expanded Public Works Programme remains a priority for this Department. The process for institutionalising the Programme within the Province is completed, providing the platform for increased performance. Demonstration of this is reflected in the table below, based upon audited figures of the number of work opportunities created.

The Provincial Executive Council took a decision to bring back the fleet function into government, as the out-sourced model did not seem to be sustainable, reliable or cost-effective. Based on this resolution and the recent trading account-model successes in other provinces within South Africa, it has been decided to incorporate a fleet management entity into a trade account.

The yellow fleet which already existed for a number of years was incorporated into the Fleet Management Trading Entity. The benefits are numerous, including:

- Overall lower costs to government, as the tariffs charged will not be aimed at making profit.
- No/less duplication of duties and functions.
- The trading entity, as service provider is more sensitive to the individual needs of the various User Departments, and will also be aimed at service delivery within the public sector.
- The regional workshops for yellow fleet will be capacitated and functioning. This will result in services being available to white and yellow fleet in the districts for minor repairs and services.

## 6.2 External

The usage of municipalities as implementing agents for construction of access roads has led to a number of problems *inter alia*;

- projects are not completed;
- funds are not utilised for the purpose they were intended for;
- projects are not completed on time due to lack of technical capacity within Municipalities.

Public bodies which do not adhere to protocol agreements entered into with National Department of Public Works, and failure to report work opportunities created will result in the Province failing to achieve its targets.

It is critical that training on the use of Labour Intensive Construction (LIC) methods (Vukuziphile programme) is made more attractive and accessible for contractors. Similarly, as with the procurement of contractors, mechanisms to structure the procurement process so that contractors with the relevant LIC experience have a better chance of being awarded a contract. Labour-intensive maintenance programme assist with developing of small entrepreneurs, but the downside to it is that the projects take longer. Some of the emerging and established contractors are under performing and the department will have to look for contract management in order to improve infrastructure service delivery.

Ensure the contractors have the necessary capacity, through capacity building programs by means of:

- Contemporary and alternative construction methods (ACM)
- Effective management of construction enterprises
- Effective site management
- Occupational Health & Safety (OHS) compliance
- Good labour relations and securing of work opportunity
- Support and development of Emerging Contractors as part of the Contractor Development Program (CDP) in line with the National Contractor Development Program

## 7 ORGANISATIONAL ENVIRONMENT

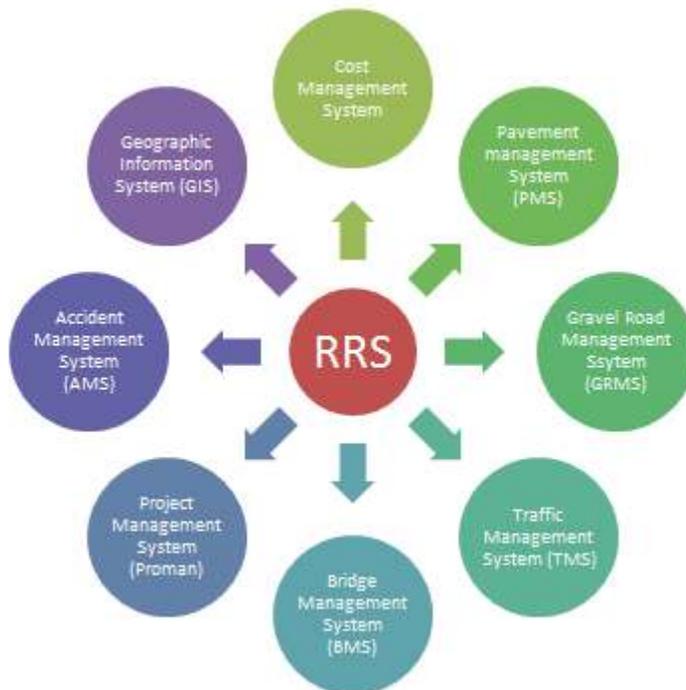
The implementation of the organisational structure will continue for the next two financial years with more emphasis on the scarce and critical skills. There were very critical appointments that were done during the 2015/2016 financial year and they included the appointments of four Chief Directors: Chief Financial Officer, EPWP and District Coordination, Corporate and Management Support and Chief Executive Officer of the NC Fleet and Management Entity (NCFMTE).

### Systems

The Department remains dependent on national transversal systems which do not perform optimally to meet governance demands, causing the department to implement sub-systems to reduce its exposure to risks. Our transversal systems that we currently use include:

- x Basic Accounting System (BAS): Financial system
- x Personnel and Salary Administration System (PERSAL): Personnel system
- x Logistical Information System (LOGIS): Procurement system

We have implemented our project management system that is use in support of the IDMS system as a department. We also have our asset management systems for road infrastructure that assist us in our planning. Elements of planning approach.



## 8 DESCRIPTION OF STRATEGIC PLANNING PROCESS

The department must in terms of Regulation 5 of the Public Finance Management Act (PFMA) prepare a strategic plan, for approval by the executive authority (MEC) and which must be tabled in the Legislature within 15 working days after the MEC of Finance has tabled the annual budget.

The compilation of the strategic plan is a transparent and participative process, which involved management and sectional heads therefore this process is informed by the policies and priorities of Provincial and National Government. Each directorate conducted its own strategic planning session where all employees of each directorate participated in the strategic planning session. After these processes, the department held a departmental strategic planning session where all Executive Managers, Senior Managers, Managers and Assistant Managers were present. These managers were guided by the MEC, the Honourable Mr Dawid Rooi and the Head of Department, Mr Kholekile Nogwili.

During the strategic planning process the MEC and the HOD gave a clear direction with regards to the departments' political intent and strategic objectives and charted the course/path which the department ought to embark on during the next five (5) years.

The MEC and HOD indicated that the following were of importance and must be achieved during the next five (5) years:

- x Need to deliver both social and economic infrastructure (i.e. roads maintenance, bridges schools, clinics and hospitals)
- x Implementation of the Third Phase of EPWP but create the requisite job opportunities as prescribe by National Government
- x Upgrading of our road network from unpaved to paved roads
- x Need for the maintenance and rehabilitation of the roads infrastructure
- x Millennium development goals as they relate to this department
- x Reduction of the contingent liabilities
- x Maintenance of State owned and leased building as reflected in the conditions assessment audit
- x Improvement of the road network in terms of the VCI (The Visual Condition Index which is used to categorise the condition of the road ranging from very poor to very good).
- x Implementation of the organisational structure
- x Reduction of the vacancy rate
- x Reduction of the contingent liabilities in particular with regards to claims which arise from the lack of maintenance of the road infrastructure
- x Fostering Public-Private Partnerships (PPPs) with the mining conglomerates for the construction and maintenance of roads in our province.

## 9 OVERVIEW OF 2016/17 BUDGET AND MTEF ESTIMATES

### 9.1 Medium-Term Revenues

| R thousand   | Outcome          |                  |                  | Main appropriation | Adjusted appropriation 2015/16 | Revised estimate | Medium-term estimates |                  |                  |
|--|------------------|------------------|------------------|--------------------|--------------------------------|------------------|-----------------------|------------------|------------------|
|  | 2012/13          | 2013/14          | 2014/15          |                    |                                |                  | 2016/17               | 2017/18          | 2018/19          |
| Equitable share  | 480,469          | 576,520          | 558,469          | 528,727            | 528,727                        | 588,304          | 564,610               | 593,712          | 629,161          |
| Conditional grants   | 536,067          | 704,398          | 643,436          | 825,923            | 825,923                        | 825,923          | 909,163               | 958,766          | 1,014,382        |
| <i>Provincial Roads Maintenance Grant</i>                            | 363,053          | 699,483          | 640,472          | 822,430            | 822,430                        | 822,430          | 905,360               | 958,766          | 1,014,382        |
| <i>Devolution of Property Rate Funds Grant</i>                       | 55,011           |                  |                  |                    |                                |                  |                       |                  |                  |
| <i>Expanded Public Works Programme Incentive Grant for Provinces</i> | 1,915            | 4,915            | 2,964            | 3,493              | 3,493                          | 3,493            | 3,803                 |                  |                  |
| <b>Total receipts</b>  | <b>1,021,057</b> | <b>1,285,186</b> | <b>1,206,596</b> | <b>1,358,714</b>   | <b>1,358,714</b>               | <b>1,418,291</b> | <b>1,473,773</b>      | <b>1,552,478</b> | <b>1,643,543</b> |

### Departmental Receipts

| R thousand  | Outcome      |              |              | Main appropriation | Adjusted appropriation 2015/16 | Revised estimate | Medium-term estimates |              |              |
|---|--------------|--------------|--------------|--------------------|--------------------------------|------------------|-----------------------|--------------|--------------|
|   | 2012/13      | 2013/14      | 2014/15      |                    |                                |                  | 2016/17               | 2017/18      | 2018/19      |
| Tax receipts  | -            | -            | -            | -                  | -                              | -                | -                     | -            | -            |
| Casino taxes  | -            | -            | -            | -                  | -                              | -                | -                     | -            | -            |
| Horse racing taxes                                    | -            | -            | -            | -                  | -                              | -                | -                     | -            | -            |
| Liquor licences                                       | -            | -            | -            | -                  | -                              | -                | -                     | -            | -            |
| Motor vehicle licences                                | -            | -            | -            | -                  | -                              | -                | -                     | -            | -            |
| Sales of goods and services other than capital assets | 4,039        | 4,126        | 3,898        | 4,064              | 4,064                          | 4,048            | 4,385                 | 4,604        | 4,871        |
| of which  |              |              |              |                    |                                |                  |                       |              |              |
| <i>Serv Rend: Comm Insurance &amp; Garnshee</i>       | 149          | 181          | 195          | 133                | 133                            | 133              | 140                   | 147          | 156          |
| <i>Sales: Assets &lt;R5000</i>                        | 25           | 13           | -            | -                  | -                              | -                | -                     | -            | -            |
| <i>Sales: Tender documents</i>                        | 451          | 628          | 248          | 511                | 511                            | 511              | 538                   | 565          | 598          |
| <i>Rental Capital Assets</i>                          | 327          | 308          | 268          | -                  | -                              | -                | -                     | -            | -            |
| Transfers received                                    | -            | -            | -            | -                  | -                              | -                | -                     | -            | -            |
| Fines, penalties and forfeits                         | -            | -            | -            | -                  | -                              | -                | -                     | -            | -            |
| Interest, dividends and rent on land                  | -            | -            | -            | -                  | -                              | -                | -                     | -            | -            |
| Sales of capital assets                               | -            | -            | -            | -                  | -                              | -                | -                     | -            | -            |
| Transactions in financial assets and liabilities      | 482          | 142          | 793          | -                  | -                              | 16               | -                     | -            | -            |
| <b>Total departmental receipts</b>                    | <b>5,473</b> | <b>5,398</b> | <b>5,402</b> | <b>4,708</b>       | <b>4,708</b>                   | <b>4,708</b>     | <b>5,063</b>          | <b>5,316</b> | <b>5,625</b> |

The projected budget for departmental receipts has increased from R4 708 million in 2015/16 to R5,063 million. The main income for the department is letting of immovable assets. The increase is stipulated in the contracts.

### 9.2 Conditional grants

National conditional grants comprise 67% of total receipts as indicated in the table below.

**Provincial Road Maintenance Grant** - To supplement provincial roads investments and support preventative, routine and emergency maintenance on provincial road networks. Ensure provinces implement and maintain road asset management systems. Ensure that the use of labour-intensive methods is maximised on projects implemented so as to create work opportunities.

| Name of Grant   | 2016/17        | 2017/18        | 2018/19          |
|---|----------------|----------------|------------------|
| Provincial Roads Maintenance Grant                            | 905 360        | 958 766        | 1 014 382        |
| Expanded Public Works Programme Incentive Grant for Provinces | 3 803          | -              | -                |
| <b>Total</b>  | <b>909 163</b> | <b>958 766</b> | <b>1 014 382</b> |

### 9.3 Reconciling performance with the budget and MTEF

The table below shows the estimated expenditure for the department over the Medium Term.

#### Summary of payments and estimates by programme

| R thousand                          | Outcome          |                  |                  | Main appropriation | Adjusted appropriation<br>2015/16 | Revised estimate | Medium-term estimates |                  |                  |
|-------------------------------------|------------------|------------------|------------------|--------------------|-----------------------------------|------------------|-----------------------|------------------|------------------|
|                                     | 2012/13          | 2013/14          | 2014/15          |                    |                                   |                  | 2016/17               | 2017/18          | 2018/19          |
| 1. Administration                   | 146,874          | 119,842          | 123,643          | 131,879            | 131,709                           | 131,709          | 134,343               | 143,460          | 152,769          |
| 2. Public Works Infrastructure      | 125,094          | 137,697          | 170,336          | 129,642            | 170,942                           | 170,942          | 138,909               | 140,400          | 148,584          |
| 3. Transport Infrastructure         | 668,540          | 898,223          | 825,691          | 1,015,961          | 1,072,538                         | 1,072,538        | 1,117,172             | 1,186,132        | 1,254,921        |
| 4. Community Based Programme        | 76,028           | 125,156          | 94,306           | 77,168             | 88,444                            | 88,444           | 83,350                | 82,486           | 87,270           |
| <b>Total payments and estimates</b> | <b>1,016,536</b> | <b>1,280,918</b> | <b>1,213,976</b> | <b>1,354,650</b>   | <b>1,463,633</b>                  | <b>1,463,633</b> | <b>1,473,773</b>      | <b>1,552,478</b> | <b>1,643,543</b> |

#### Summary of payments and estimates by economic classification

| R thousand  | Outcome          |                  |                  | Main appropriation | Adjusted appropriation<br>2015/16 | Revised estimate | Medium-term estimates |                  |                  |
|---|------------------|------------------|------------------|--------------------|-----------------------------------|------------------|-----------------------|------------------|------------------|
|   | 2012/13          | 2013/14          | 2014/15          |                    |                                   |                  | 2016/17               | 2017/18          | 2018/19          |
| <b>Current payments</b>                             | <b>444,944</b>   | <b>1,043,087</b> | <b>986,115</b>   | <b>1,173,283</b>   | <b>1,270,331</b>                  | <b>1,270,203</b> | <b>1,245,529</b>      | <b>1,313,675</b> | <b>1,390,284</b> |
| Compensation of employees                           | 182,850          | 210,713          | 220,953          | 251,842            | 251,994                           | 251,866          | 276,853               | 299,562          | 317,929          |
| Goods and services                                  | 262,094          | 832,374          | 765,162          | 921,441            | 1,018,337                         | 1,018,337        | 968,676               | 1,014,113        | 1,072,356        |
| Interest and rent on land                           | -                | -                | -                | -                  | -                                 | -                | -                     | -                | -                |
| <b>Transfers and subsidies to:</b>                  | <b>128,621</b>   | <b>90,945</b>    | <b>56,557</b>    | <b>70,697</b>      | <b>57,010</b>                     | <b>57,138</b>    | <b>57,169</b>         | <b>60,047</b>    | <b>63,519</b>    |
| Provinces and municipalities                        | 72,298           | 80,023           | 51,720           | 51,578             | 51,578                            | 51,578           | 54,312                | 57,027           | 60,335           |
| Departmental agencies and accounts                  | 48,950           | 5,131            | 703              | 17,102             | 737                               | 737              | 824                   | 897              | 952              |
| Higher education institutions                       | -                | -                | -                | -                  | -                                 | -                | -                     | -                | -                |
| Foreign governments and international organisations | -                | -                | -                | -                  | -                                 | -                | -                     | -                | -                |
| Public corporations and private enterprises         | -                | -                | -                | -                  | -                                 | -                | -                     | -                | -                |
| Non-profit institutions                             | -                | -                | -                | -                  | -                                 | -                | -                     | -                | -                |
| Households  | 3,373            | 5,791            | 4,134            | 2,017              | 4,695                             | 4,823            | 2,033                 | 2,122            | 2,232            |
| <b>Payments for capital assets</b>                  | <b>441,911</b>   | <b>146,886</b>   | <b>165,703</b>   | <b>110,670</b>     | <b>136,292</b>                    | <b>136,292</b>   | <b>171,076</b>        | <b>178,755</b>   | <b>189,740</b>   |
| Buildings and other fixed structures                | 404,644          | 139,975          | 158,828          | 108,635            | 128,432                           | 128,426          | 167,068               | 174,528          | 185,268          |
| Machinery and equipment                             | 37,267           | 6,828            | 6,857            | 2,035              | 7,726                             | 7,732            | 4,007                 | 4,227            | 4,472            |
| Heritage Assets                                     | -                | -                | -                | -                  | -                                 | -                | -                     | -                | -                |
| Specialised military assets                         | -                | -                | -                | -                  | -                                 | -                | -                     | -                | -                |
| Biological assets                                   | -                | -                | -                | -                  | -                                 | -                | -                     | -                | -                |
| Land and sub-soil assets                            | -                | -                | -                | -                  | -                                 | -                | -                     | -                | -                |
| Software and other intangible assets                | -                | 83               | 18               | -                  | 134                               | 134              | -                     | -                | -                |
| <b>Payments for financial assets</b>                | <b>1,060</b>     | <b>-</b>         | <b>5,601</b>     | <b>-</b>           | <b>-</b>                          | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>         |
| <b>Total economic classification</b>                | <b>1,016,536</b> | <b>1,280,918</b> | <b>1,213,976</b> | <b>1,354,650</b>   | <b>1,463,633</b>                  | <b>1,463,633</b> | <b>1,473,773</b>      | <b>1,552,478</b> | <b>1,643,543</b> |

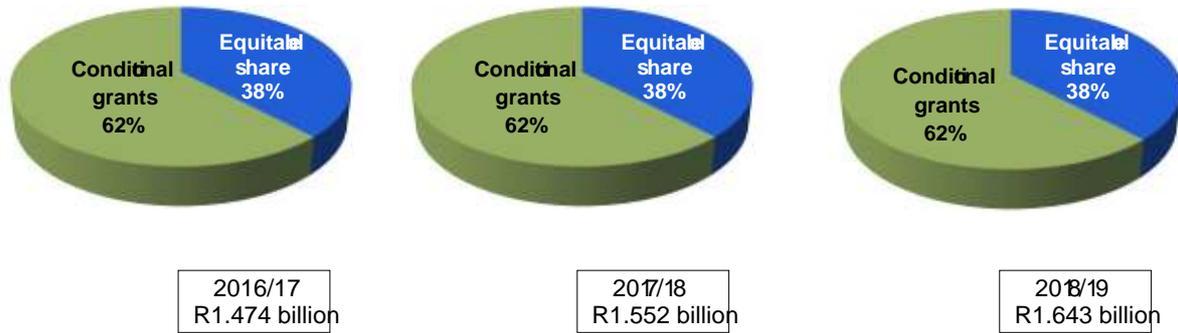
### 9.4 Relating expenditure trends to strategic goals

The total budget of the department for 2016/17 financial year amounts to R1.474 billion of which 76% is allocated to the roads infrastructure programme. The total budget shows an increase of 8.7% from 2015/16 to 2016/17.

This is as a result of the increase of the Roads Maintenance Grant from R822 million to R905 million.

The average increase is 6% over the MTEF period which pose a serious challenge for the department since we need to fund the shortfall on the following items from operational expenditure or projects;

- Compensation of employees 5%
- Leases 8%
- Rates and Taxes 12%
- Municipal services 14%



The link between year on year growth and grant in the system is clear in the graph above. Since the introduction of the Infrastructure Grant the percentage equitable share versus the total budget has annually decrease. The conditional grant was 48% of the total budget during 2008/09 and increased to 62% for the year 2015/16. The dependency on the grant poses a serious risk to service delivery which might lead to the collapse of the department if the grant is taken away. This decrease is as result of the change in the conditions of the conditional grant that cannot be used for capital investment projects, but is rather focuses on preventative maintenance.

The budget allocation for Program 1 will be used to carry out the goals, the core objectives and support functions necessary to achieve and promote good governance in the Department.

The budget allocation for Programme 2 will go towards the provision and maintenance of functional and accessible buildings, facilities and office accommodation according to the needs identified for provincial departments through their User Asset Management Plan (U-AMP) and the Custodian Asset Management Plan (C-AMP) compiled by the custodian in accordance with GIAMA.

The budget allocation for Programme 3 will go towards the construction of new roads, maintenance of existing roads and the repair of damaged roads, which will contribute to the Department's goal to provide and maintain integrated road infrastructure that is safe and functional to support economic development.

The budget allocation for Programme 4 will be utilised in the infrastructure sector by increasing the labour intensity of projects. This expenditure will contribute towards the goal of the department to alleviate poverty and to create job opportunities.

### Key assumptions

- x The departmental budget should make adequate provision for EPWP;
- x Programme principles to be implemented in most of the projects;
- x Access roads will contribute to the benefits of communities using the EPWP principles;
- x Assumptions for salary increases should be taken into account, amongst others, adjustments contained in the wage agreement as well for performance appraisals;
- x Assumptions for inflation related items should be based on the Consumer Price Index (CPI) projections instead of a fixed percentage increase that are being used especially in lease agreements;
- x Payments of Rates and Taxes for government owned properties devolved by National Department of Public Works.

# **PART B: PROGRAMME AND SUB PROGRAMME PLANS**

This section contains the set performance targets for the upcoming budget year and over the MTEF for each programme and sub-programme

**Budget Programme Structure**

| <b>Programme</b>                      | <b>Sub-programme</b>  |
|---------------------------------------|---|
| <b>1. Administration</b>              | 1.1 Office of the MEC<br>1.2 Management of the department<br>1.3 Corporate Support<br>1.4 Departmental Strategy   |
| <b>2. Public Works Infrastructure</b> | 2.1 Programme Support<br>2.2 Planning<br>2.3 Design<br>2.4 Construction<br>2.5 Maintenance<br>2.6 Immovable Asset Management<br>2.7 Facility Management |
| <b>3. Transport Infrastructure</b>    | 3.1 Programme Support Infrastructure<br>3.2 Infrastructure Planning<br>3.3 Infrastructure Design<br>3.4 Construction<br>3.5 Maintenance                 |
| <b>4. Community Based Programme</b>   | 4.1 Programme Support Community Based<br>4.2 Community Development<br>4.3 Innovation and Empowerment<br>4.4 EPWP co-ordination and monitoring           |

**10 PROGRAMME 1 - ADMINISTRATION**

|                       |   |
|-----------------------|---|
| <b>OUTCOME 12</b>     | <b>An efficient, effective and development-orientated public service.</b> |
| <b>STRATEGIC GOAL</b> | <b>To promote and support good governance in the department.</b>          |

Provision of administrative, strategic, financial and corporate support services to ensure delivery of the Departments mandate in an integrated, efficient, effective and sustainable manner

| <b>PROGRAMME</b>         | <b>SUB-PROGRAMME</b>              |
|--------------------------|-----------------------------------|
| <b>1. Administration</b> | 1.1. Office of the MEC            |
|                          | 1.2. Management of the Department |
|                          | 1.3. Corporate Support            |
|                          | 1.4 Departmental Strategy         |

| <b>Sub-Programme</b>         | <b>Purpose</b>   |
|------------------------------|--|
| <b>1.1 Office of the MEC</b> | To render advisory, parliamentary, secretarial, administrative and office support services |
| <b>1.2 Management</b>        | Overall management and support of the department.  |

**10.1 Strategic objective and annual targets for Programme 1:  
Administration 2016/2017 – 2018/2019**

| Strategic objective  |  | Audited/Actual performance                 |  |  | Estimated performance 2015/16         | Medium-term targets                   |                                       |                                       |
|--|--|--|--|--|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
|  |  | 2012/13                                    | 2013/14                                    | 2014/15                                  |                                       | 2016/17                               | 2017/18                               | 2018/19                               |
| <b>1.3 SUB- PROGRAMME: CORPORATE SUPPORT:</b>  |  |  |  |  |                                       |                                       |                                       |                                       |
| To manage personnel, procurement, finance, administration and related support services   |  |  |  |  |                                       |                                       |                                       |                                       |
| 1.3.1  | Ensure submission of Human Resource Plan to DPSA that meet all requirements                                    | 80% of all performance indicators achieved | 1 Human Resource Plan                      | 1 Human Resource Plan                    | 1 Human Resource Plan                 | 1 Human Resource Plan                 | 1 Human Resource Plan                 | 1 Human Resource Plan                 |
| 1.3.2  | To render contractual and legal advisory services  | Performance indicator achieved             |  |  | Section 32 PAIA Report submitted      |
| 1.3.3  | Providing efficient support service through Financial administration and management services to the department | 3 Qualified Audit findings                 | 1 Unqualified 1 Qualified audit findings   | 1 Unqualified 1 Qualified audit findings | 1 Unqualified report                  | 1 Unqualified report                  | 1 Unqualified report                  | 1 Unqualified report                  |
| <b>1.4 SUB PROGRAMME: DEPARTMENTAL STRATEGY:</b>   |  |  |  |  |                                       |                                       |                                       |                                       |
| Provide operational support in terms of strategic management, strategic planning, Monitoring and Evaluation, integrated planning and coordination across all spheres of government, departments and the private sector organisations including policy development and co-ordination. |  |  |  |  |                                       |                                       |                                       |                                       |
| 1.4.1  | To render a comprehensive strategic planning and policy development function                                   | 80% of all performance indicators achieved | 85% of all performance indicators achieved | 7 Performance reports and 24 Policies    | 6 Performance reports and 24 Policies | 6 Performance reports and 24 Policies | 6 Performance reports and 24 Policies | 6 Performance reports and 24 Policies |

**10.2 Programme Performance indicators and annual targets for Programme 1:  
Administration 2016/2017 – 2018/2019**

| Programme performance indicator                         |   | Audited/Actual performance |         |         | Estimated performance<br>2015/16 | Medium-term targets |         |         |
|---|---|----------------------------|---------|---------|----------------------------------|---------------------|---------|---------|
|   |   | 2012/13                    | 2013/14 | 2014/15 |                                  | 2016/17             | 2017/18 | 2018/19 |
| <b>1.1 SUB- PROGRAMME: OFFICE OF THE MEC</b>            |   |                            |         |         |                                  |                     |         |         |
| 1.1.1   | Budget Vote Speech presented to the Legislature.  | 1                          | 1       | 1       | 1                                | 1                   | 1       | 1       |
| <b>1.2 SUB- PROGRAMME: MANAGEMENT OF THE DEPARTMENT</b> |   |                            |         |         |                                  |                     |         |         |
| 1.2.1   | Number of senior management meetings assessing and reviewing the departmental performance | 0                          | 0       | 4       | 4                                | 4                   | 4       | 4       |
| <b>1.3 SUB- PROGRAMME: CORPORATE SUPPORT</b>            |   |                            |         |         |                                  |                     |         |         |
| 1.3.1   | Vacancy rate kept according to national norm  | 0                          | 15%     | 32%     | 10%                              | 10%                 | 10%     | 10%     |
| 1.3.2   | Number of Section 32 reports submitted to the SAHRC in terms of PAIA                      | 0                          | 0       | 0       | 1                                | 1                   | 1       | 1       |
| 1.3.3.1   | Submit financial reports in line with Provincial guidelines and within prescribed period  | 42                         | 45      | 45      | 45                               | 45                  | 45      | 45      |
| 1.3.3.2   | Number of payments processed within 30 days   | 1146                       | 360     | 556     | 200                              | 4000                | 4000    | 4000    |
| 1.3.3.3   | Payroll certification be returned within 30 days after pay date                           | 221                        | 276     | 287     | 296                              | 336                 | 336     | 336     |
| 1.3.3.4   | Number of Tax reconciliation submitted to SARS within prescribed period                   | 0                          | 1       | 1       | 2                                | 2                   | 2       | 2       |
| 1.3.3.5   | Number of risk assessment done to update the Risk Register during the year                | 4                          | 10      | 5       | 4                                | 4                   | 4       | 4       |
| <b>1.4 SUB PROGRAMME: DEPARTMENTAL STRATEGY</b>         |   |                            |         |         |                                  |                     |         |         |
| 1.4.1   | Submit prescribed reports as required by Treasury regulations                             | 6                          | 6       | 6       | 7                                | 6                   | 6       | 6       |

**10.3 Quarterly targets for Programme 1: Administration 2016/17**

The quarterly targets for the programme performance indicators identified above are set out in the table below.

| <b>1.1 SUB- PROGRAMME: OFFICE OF THE MEC</b>            |   |                            |                              |                          |                       |                       |                       |
|---|---|----------------------------|------------------------------|--------------------------|-----------------------|-----------------------|-----------------------|
| <b>Programme Performance indicator</b>                  |   | <b>Reporting period</b>    | <b>Annual target 2016/17</b> | <b>Quarterly targets</b> |                       |                       |                       |
|   |   |                            |                              | <b>1<sup>st</sup></b>    | <b>2<sup>nd</sup></b> | <b>3<sup>rd</sup></b> | <b>4<sup>th</sup></b> |
| 1.1.1   | Budget Vote Speech presented to the Legislature   | Annually                   | 1                            | 1                        | 0                     | 0                     | 0                     |
| <b>1.2 SUB- PROGRAMME: MANAGEMENT OF THE DEPARTMENT</b> |   |                            |                              |                          |                       |                       |                       |
| 1.2.1   | Number of senior management meetings assessing and reviewing the departmental performance | Quarterly                  | 4                            | 1                        | 1                     | 1                     | 1                     |
| <b>1.3 SUB- PROGRAMME: CORPORATE SUPPORT</b>            |   |                            |                              |                          |                       |                       |                       |
| 1.3.1   | Vacancy rate kept according to national norm  | Quarterly (Non-Cumulative) | 10%                          | 10%                      | 10%                   | 10%                   | 10%                   |
| 1.3.2   | Number of Section 32 reports submitted to the SAHRC in terms of PAIA                      | Annually                   | 1                            | 1                        | 0                     | 0                     | 0                     |
| 1.3.3.1   | Submit financial reports in line with Provincial guidelines and within prescribed period  | Quarterly                  | 45                           | 11                       | 11                    | 12                    | 11                    |
| 1.3.3.2   | Number of payments processed within 30 days   | Quarterly                  | 4000                         | 1800                     | 1000                  | 500                   | 700                   |
| 1.3.3.3   | Payroll certification be returned within 30 days after pay date                           | Quarterly                  | 336                          | 84                       | 84                    | 84                    | 84                    |
| 1.3.3.4   | Number of Tax reconciliation submitted to SARS within prescribed period                   | Bi-Annually                | 2                            | 1                        | 0                     | 1                     | 0                     |
| 1.3.3.5   | Number of risk assessment done to update the Risk Register during the year                | Quarterly                  | 4                            | 1                        | 1                     | 1                     | 1                     |
| <b>1.4 SUB PROGRAMME: DEPARTMENTAL STRATEGY</b>         |   |                            |                              |                          |                       |                       |                       |
| 1.4.1   | Submit prescribed reports as required by Treasury regulations                             | Quarterly                  | 6                            | 1                        | 2                     | 1                     | 2                     |

## 10.4 Reconciling performance with the budget and MTEF

Summary of payments and estimates by sub programme: Programme 1: Administration

**Table 3.1 : Summary of payments and estimates by sub-programme: Administration**

| R thousand                          | Outcome        |                |                | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |                |                |
|-------------------------------------|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
|                                     | 2012/13        | 2013/14        | 2014/15        |                    |                        |                  | 2015/16               | 2016/17        | 2017/18        |
| 1. Office Of The Mec                | 8,450          | 9,719          | 9,260          | 9,815              | 10,246                 | 10,246           | 10,350                | 11,133         | 11,765         |
| 2. Management Of The Department     | 11,466         | 13,560         | 12,956         | 10,545             | 15,048                 | 15,048           | 12,174                | 13,140         | 13,902         |
| 3. Corporate Support                | 126,958        | 96,563         | 101,427        | 106,125            | 101,057                | 101,057          | 105,614               | 112,462        | 119,806        |
| 4. Departmental Strategy            | –              | –              | –              | 5,394              | 5,358                  | 5,358            | 6,205                 | 6,725          | 7,295          |
| <b>Total payments and estimates</b> | <b>146,874</b> | <b>119,842</b> | <b>123,643</b> | <b>131,879</b>     | <b>131,709</b>         | <b>131,709</b>   | <b>134,343</b>        | <b>143,460</b> | <b>152,768</b> |

Summary of payments and estimates by economic classification: Programme 1: Administration

| R thousand  | Outcome        |                |                | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |                |                |
|---|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
|   | 2012/13        | 2013/14        | 2014/15        |                    |                        |                  | 2015/16               | 2016/17        | 2017/18        |
| <b>Current payments</b>                             | <b>89,831</b>  | <b>111,185</b> | <b>115,751</b> | <b>113,205</b>     | <b>126,167</b>         | <b>126,167</b>   | <b>130,013</b>        | <b>138,874</b> | <b>147,928</b> |
| Compensation of employees                           | 49,279         | 66,687         | 70,697         | 74,914             | 76,455                 | 76,455           | 87,529                | 93,923         | 100,363        |
| Goods and services                                  | 40,552         | 44,498         | 45,054         | 38,291             | 49,712                 | 49,712           | 42,484                | 44,951         | 47,565         |
| Interest and rent on land                           | –              | –              | –              | –                  | –                      | –                | –                     | –              | –              |
| <b>Transfers and subsidies to:</b>                  | <b>53,986</b>  | <b>6,095</b>   | <b>1,696</b>   | <b>17,672</b>      | <b>1,596</b>           | <b>1,596</b>     | <b>1,410</b>          | <b>1,500</b>   | <b>1,576</b>   |
| Provinces and municipalities                        | –              | –              | –              | –                  | –                      | –                | –                     | –              | –              |
| Departmental agencies and accounts                  | 8,950          | 5,131          | 703            | 17,102             | 737                    | 737              | 824                   | 897            | 952            |
| Higher education institutions                       | –              | –              | –              | –                  | –                      | –                | –                     | –              | –              |
| Foreign governments and international organisations | –              | –              | –              | –                  | –                      | –                | –                     | –              | –              |
| Public corporations and private enterprises         | –              | –              | –              | –                  | –                      | –                | –                     | –              | –              |
| Non-profit institutions                             | –              | –              | –              | –                  | –                      | –                | –                     | –              | –              |
| Households  | 1,036          | 964            | 993            | 570                | 859                    | 859              | 586                   | 603            | 624            |
| <b>Payments for capital assets</b>                  | <b>3,057</b>   | <b>2,562</b>   | <b>2,545</b>   | <b>1,002</b>       | <b>3,946</b>           | <b>3,946</b>     | <b>2,920</b>          | <b>3,086</b>   | <b>3,265</b>   |
| Buildings and other fixed structures                | –              | –              | –              | –                  | –                      | –                | –                     | –              | –              |
| Machinery and equipment                             | 3,057          | 2,479          | 2,545          | 1,002              | 3,833                  | 3,833            | 2,920                 | 3,086          | 3,265          |
| Heritage Assets                                     | –              | –              | –              | –                  | –                      | –                | –                     | –              | –              |
| Specialised military assets                         | –              | –              | –              | –                  | –                      | –                | –                     | –              | –              |
| Biological assets                                   | –              | –              | –              | –                  | –                      | –                | –                     | –              | –              |
| Land and sub-soil assets                            | –              | –              | –              | –                  | –                      | –                | –                     | –              | –              |
| Software and other intangible assets                | –              | 83             | –              | –                  | 113                    | 113              | –                     | –              | –              |
| <b>Payments for financial assets</b>                | <b>–</b>       | <b>–</b>       | <b>3,651</b>   | <b>–</b>           | <b>–</b>               | <b>–</b>         | <b>–</b>              | <b>–</b>       | <b>–</b>       |
| <b>Total economic classification</b>                | <b>146,874</b> | <b>119,842</b> | <b>123,643</b> | <b>131,879</b>     | <b>131,709</b>         | <b>131,709</b>   | <b>134,343</b>        | <b>143,460</b> | <b>152,769</b> |

## 10.5 Performance and expenditure trends

Key activities that are to be undertaken within this programme together with their allocations for 2016/17 as reflected.

The following priorities were identified when the budget allocation was discussed, to ensure that the strategic objectives are continually realised:

- **Human Capital system:** The department will spend these funds to ensure the wellbeing and job satisfaction needs of its employees are identified and fulfilled through the conditions of service and the Workplace Skills Plan (WSP). The department has awarded 14 fulltime bursaries to deserving students who previously did not have the means to access tertiary education. The majority of the bursaries have been awarded to first year students.

- **Information Technology:**

The effective and efficient management of information, communication systems and knowledge has become a critical success factor in every organisation. Information and Communication Technology (ICT) provides the resources (hardware, applications and communication systems) necessary for proper information and knowledge management.

The specific objectives of the ICT are:

- to support the core business of the department;
  - to integrate the use of information in the department's business processes;
  - to enable the department to develop new or enhanced services or products;
  - to provide senior management with timely and relevant management information;
  - to facilitate and enhance communication with the department's internal and external clients;
  - to improve and enhance productivity, efficiency and cost-efficiency within the department and;
  - to improve direct and indirect service delivery;
- **Records management and operational security services:** Funds are allocated towards an effective records management system and operational security services within the department that contribute to a support function for the whole department.
  - **Fleet Administration:** Fleet Administration require that we manage all our vehicles in order to make sure that we provide a better service to the public and that it is optimally utilised
  - **Legal support:** The reduction of litigious matters against the department would also ensure that the contingent liabilities are reduced to acceptable standards.
  - **Financial Management services:**

Promote sound, efficient, effective, transparent and accountable administration in the course of his/her official duties, shall report to the appropriate authorities, fraud, corruption, nepotism, maladministration and any other act which constitutes an offence, or which is prejudicial to the public interest;

The four key objectives of the supply chain management policy are to:

- i) transform government procurement and provisioning practices into an integrated SCM function;
- ii) introduce a systematic approach for the appointment of consultants;
- iii) create a common understanding and interpretation of the preferential procurement policy; and
- iv) Promote the consistent application of „best practices“ throughout government supply chain.

| KEY ACTIVITIES TO ACHIEVE OBJECTIVES | R'000  |
|--------------------------------------|--------|
| Bursaries                            | 1,662  |
| Workplace Skills Plan                | 3,332  |
| Provision for fleet Services         | 5 976  |
| Auditor General Fees                 | 6 778  |
| Security Services                    | 12 526 |

### 10.6 Risk Management

The following risks and mitigation thereof have been identified in relation to certain strategic objectives:

| Strategic objective   | Risk description at Strategic Objective level   | Cause   | Actions to improve management of the risk  |
|---|---|---|--|
| <b>Ensure submission of Human Resource Plan to DPSA that meet all requirements</b>                                    | Succession planning                             | Lack of policies pertaining promotion and placements. Lack of evaluation of the impact of training. Lack of coaching and mentoring by managers. | Regular communication of staff performance against targets. Updated skills plans that flow from the staff needs to be developed and incorporated to the HR Plan. |
| <b>Providing efficient support service through Financial administration and management services to the department</b> | Delays in executing service delivery priorities | Failure to pay service providers within the requisite timeframes.<br><br>Lack of procurement and demand management plan                         | Monitor payment register<br><br>Implement payment tracking system<br><br>Adherence to procurement/demand management plan   |

**11 PROGRAMME 2 - PUBLIC WORKS INFRASTRUCTURE**

|                       |   |
|-----------------------|---|
| <b>OUTCOMES 6:</b>    | <b>An efficient, competitive and responsive economic infrastructure network.</b>                                      |
| <b>STRATEGIC GOAL</b> | <b>Manage and maintain the provincial property portfolio according to the needs identified of client departments.</b> |

The purpose of this programme is to provide and manage government's immovable property portfolio to support government social, economic, functional and political objectives. In line with the mandate of the Department of Public Works, this programme seeks to achieve the first four strategic objectives of the Department of Public Works. The programme also renders professional services such as architectural, quantity surveying, engineering and project management, horticultural and cleaning services.

| <b>PROGRAM</b>  | <b>SUB-PROGRAM</b>              |
|-----------------|---------------------------------|
| 2. Public Works | 2.1. Programme support          |
|                 | 2.2 Planning                    |
|                 | 2.3 Design                      |
|                 | 2.4 Construction                |
|                 | 2.5 Maintenance                 |
|                 | 2.6 Immoveable Asset Management |
|                 | 2.7 Facility Operations         |

**11.1 Strategic objective and annual targets for Programme 2: Public Works 2016/2017 – 2018/2019**

| Strategic objective   |  | Audited/Actual performance |         |         | Estimated performance 2015/16 | Medium-term targets |         |         |
|---|--|----------------------------|---------|---------|-------------------------------|---------------------|---------|---------|
|   |  | 2012/13                    | 2013/14 | 2014/15 |                               | 2016/17             | 2017/18 | 2018/19 |
| <b>2.1 SUB- PROGRAMME: PROGRAMME SUPPORT:</b> Overall management and support of the programme to manage the activities of the professional components strategically, render an administrative support service to the professional components with regard to provincial government building infrastructure and property management its management administration, financial matters and supply chain management. |  |                            |         |         |                               |                     |         |         |
| 2.1.1   | Provide management support to enhance service delivery             | 90%                        | 90%     | 95%     | 95%                           | 95%                 | 95%     | 95%     |
| <b>2.2 SUB- PROGRAMME: PLANNING:</b> Management of the demand for Infrastructure. Development, monitoring and enforcement of built sector and property management norms and standards. Assist in the development of user management plans. Development of Custodian Management Plan. Development of infrastructure plans and development of infrastructure Implementation plans                                 |  |                            |         |         |                               |                     |         |         |
| 2.2.1   | Develop a comprehensive plan of new public infrastructure annually | 90%                        | 95%     | 1 CAMP  | 1 CAMP                        | 1                   | 1       | 1       |
| <b>2.3 SUB- PROGRAMME: DESIGN:</b> Design of new and upgrading building infrastructure  |  |                            |         |         |                               |                     |         |         |
| 2.3.1   | Provide designs of new public infrastructure                       | 90%                        | 135%    | 11      | 10                            | 27                  | 29      | 31      |
| <b>2.4 SUB- PROGRAMME :CONSTRUCTION:</b> New construction, upgrading and refurbishment  |  |                            |         |         |                               |                     |         |         |
| 2.4.1   | Ensure proper Construction and upgrading of Public Infrastructure  | 90%                        | 75%     | 31      | 15                            | 46                  | 48      | 50      |
| <b>2.5 SUB- PROGRAMME: MAINTENANCE:</b><br>Entails routine maintenance, schedule maintenance, conditions assessment of all buildings and alterations which refers to changes that are required for reasons other than maintaining the asset.  |  |                            |         |         |                               |                     |         |         |
| 2.5.1   | Maintenance of Public Infrastructure that meet required standards  | 90%                        | 137%    | 29      | 50                            | 240                 | 200     | 220     |

| <b>Outcomes: An efficient, competitive and responsive economic infrastructure network</b>   |   |         |         |                               |                     |         |         |      |
|---|---|---------|---------|-------------------------------|---------------------|---------|---------|------|
| <b>Strategic goal : Manage and maintain the provincial property portfolio according to the needs identified of client departments</b>   |   |         |         |                               |                     |         |         |      |
| Strategic objective   | Audited/Actual performance  |         |         | Estimated performance 2015/16 | Medium-term targets |         |         |      |
|   | 2012/13   | 2013/14 | 2014/15 |                               | 2016/17             | 2017/18 | 2018/19 |      |
| <p><b>2.6 SUB- PROGRAMME: IMMOVABLE ASSET MANAGEMENT:</b> To manage the property portfolio of the province; to establish and manage the provincial strategic and infrastructure plan; to provide accommodation for all provincial departments and other institutions; to acquire and dispose of accommodation in terms of the plan and in terms of the Land Administration which entails:</p> <ul style="list-style-type: none"> <li>•Acquiring and disposal of properties</li> <li>•Manage leasing in of properties</li> <li>•Managing leasing out of redundant government properties</li> <li>•Collection of revenue and revenue generation</li> <li>•Management of the asset register</li> <li>•Management of the lease management tools</li> <li>•Monitor the utilisation of provincial government facilities</li> <li>•Management of payment of all utilities</li> </ul> |   |         |         |                               |                     |         |         |      |
| 2.6.1   | Maintain a credible and accurate Immovable Asset Register to meet National Treasury mandatory requirements. | 0       | 68%     | 1                             | 75%                 | 90%     | 95%     | 100% |
| <p><b>2.7 SUB- PROGRAMME: FACILITIES OPERATION:</b> To manage the operation of buildings including facilities management, cleaning, greening, beatification, interior decoration and design and day to day preventative maintenance of electronic, electrical,, and mechanical equipment. All services related to managing a building, the actual implementation cost of the projects will be captured under the appropriate sub-sub programme, including security services</p>   |   |         |         |                               |                     |         |         |      |
| 2.7.1   | Provide and manage offices and residential accommodation (private and state owned)                          | 0       | 93%     | 318                           | 162                 | 729     | 722     | 712  |

**11.2 Programme performance indicators and annual targets for Programme 2: Public Works 2016/2017-2018/2019**

| Programme performance indicator              |  | Audited/Actual performance |         |         | Estimated performance 2015/16 | Medium-term targets |         |         |
|--|--|----------------------------|---------|---------|-------------------------------|---------------------|---------|---------|
|  |  | 2012/13                    | 2013/14 | 2014/15 |                               | 2016/17             | 2017/18 | 2018/19 |
| <b>2.1 SUB- PROGRAMME: PROGRAMME SUPPORT</b> |  |                            |         |         |                               |                     |         |         |
| <b>2.2 SUB- PROGRAMME: PLANNING</b>          |  |                            |         |         |                               |                     |         |         |
| 2.2.1  | CAMP submitted to the relevant treasury in accordance with GIAMA                   | 1                          | 1       | 1       | 1                             | 1                   | 1       | 1       |
| <b>2.3 SUB- PROGRAMME: DESIGN</b>            |  |                            |         |         |                               |                     |         |         |
| 2.3.1.                                       | Number of infrastructure designs ready for tender                                  | 19                         | 48      | 11      | 13                            | 27                  | 29      | 31      |
| 2.3.2  | Number of projects surveyed, planned and costed                                    | 18                         | 48      | 11      | 14                            | 27                  | 29      | 31      |
| <b>2.4 SUB- PROGRAMME: CONSTRUCTION</b>      |  |                            |         |         |                               |                     |         |         |
| 2.4.1  | Number of capital infrastructure projects completed within the agreed time period. | 10                         | 11      | 17      | 37                            | 46                  | 48      | 50      |
| 2.4.2  | Number of capital infrastructure projects completed within agreed budget.          | 0                          | 41      | 31      | 37                            | 46                  | 48      | 50      |
| 2.4.3  | Number of capital infrastructure projects in construction                          | 0                          | 50      | 10      | 14                            | 35                  | 37      | 40      |
| 2.4.4  | Number of capital infrastructure projects completed                                | 0                          | 18      | 31      | 37                            | 46                  | 48      | 50      |
| <b>2.5 SUB- PROGRAMME: MAINTENANCE</b>       |  |                            |         |         |                               |                     |         |         |
| 2.5.1  | Number of planned maintenance projects awarded                                     | 123                        | 86      | 24      | 25                            | 34                  | 40      | 45      |
| 2.5.2  | Number of planned maintenance projects completed within the agreed contract period | 73                         | 58      | 0       | 25                            | 34                  | 40      | 45      |
| 2.5.3  | Number of planned maintenance projects completed within agreed budget              | 107                        | 60      | 29      | 25                            | 34                  | 40      | 45      |
| 2.5.4  | Number of planned maintenance projects in construction                             | 95                         | 86      | 70      | 25                            | 34                  | 40      | 45      |
| 2.5.5  | Number of maintenance projects completed   | 0                          | 60      | 335     | 50                            | 240                 | 200     | 220     |

| Programme performance indicator                       |   | Audited/Actual performance |         |         | Estimated performance 2015/16 | Medium-term targets |         |         |
|---|---|----------------------------|---------|---------|-------------------------------|---------------------|---------|---------|
|   |   | 2012/13                    | 2013/14 | 2014/15 |                               | 2016/17             | 2017/18 | 2018/19 |
| <b>2.6 SUB- PROGRAMME: IMMOVABLE ASSET MANAGEMENT</b> |   |                            |         |         |                               |                     |         |         |
| 2.6.1   | Number of immovable assets verified in the IAR in accordance with the mandatory requirements of National Treasury | 68%                        | 60%     | 1235    | 200                           | 300                 | 300     | 300     |
| <b>2.7 SUB- PROGRAMME: FACILITIES OPERATION</b>       |   |                            |         |         |                               |                     |         |         |
| 2.7.1   | Number of properties receiving facilities management services   | 13                         | 14      | 12      | 13                            | 22                  | 22      | 22      |
| 2.7.2   | Number of condition assessments conducted on state owned buildings  | 114                        | 100     | 306     | 300                           | 600                 | 600     | 600     |
| 2.7.3   | Number of leased accommodation (leased in) provided within agreed time period                                     | 0                          | 0       | 0       | 0                             | 107                 | 100     | 90      |

**11.3 Quarterly targets for Programme 2: Public Works 2016/17**

The quarterly targets for the programme performance indicators identified above are set out in the table below.

| Programme Performance indicator              |   | Reporting period | Annual target 2016/17 | Quarterly targets |                 |                 |                 |
|--|---|------------------|-----------------------|-------------------|-----------------|-----------------|-----------------|
|  |   |                  |                       | 1 <sup>st</sup>   | 2 <sup>nd</sup> | 3 <sup>rd</sup> | 4 <sup>th</sup> |
| <b>2.1 SUB- PROGRAMME: PROGRAMME SUPPORT</b> |   |                  |                       |                   |                 |                 |                 |
| <b>2.2 SUB- PROGRAMME: PLANNING</b>          |   |                  |                       |                   |                 |                 |                 |
| 2.2.1.                                       | CAMP submitted to the relevant treasury in accordance with GIAMA                    | Annually         | 1                     | 0                 | 0               | 0               | 1               |
| <b>2.3 SUB- PROGRAMME: DESIGN</b>            |   |                  |                       |                   |                 |                 |                 |
| 2.3.1  | Number of infrastructure designs ready for tender.                                  | Quarterly        | 27                    | 13                | 13              | 0               | 1               |
| 2.3.2  | Number of projects surveyed, planned and costed                                     | Quarterly        | 27                    | 14                | 12              | 0               | 1               |
| <b>2.4 SUB- PROGRAMME: CONSTRUCTION</b>      |   |                  |                       |                   |                 |                 |                 |
| 2.4.1  | Number of capital infrastructure projects completed within the agreed time period   | Quarterly        | 46                    | 6                 | 5               | 10              | 25              |
| 2.4.2  | Number of capital infrastructure projects completed within the agreed budget        | Quarterly        | 46                    | 6                 | 5               | 10              | 25              |
| 2.4.3  | Number of capital infrastructure projects in construction                           | Quarterly        | 35                    | 6                 | 17              | 12              | 0               |
| 2.4.4  | Number of capital infrastructure projects completed                                 | Quarterly        | 46                    | 6                 | 5               | 10              | 25              |
| <b>2.5 SUB- PROGRAMME: MAINTENANCE</b>       |   |                  |                       |                   |                 |                 |                 |
| 2.5.1  | Number of planned maintenance projects awarded                                      | Quarterly        | 34                    | 6                 | 13              | 9               | 6               |
| 2.5.2  | Number of planned maintenance projects completed within the agreed contract period. | Quarterly        | 34                    | 6                 | 13              | 9               | 6               |
| 2.5.3  | Number of planned maintenance projects completed within agreed budget               | Quarterly        | 34                    | 6                 | 13              | 9               | 6               |
| 2.5.4  | Number of planned maintenance projects in construction                              | Quarterly        | 34                    | 6                 | 13              | 9               | 6               |
| 2.5.5  | Number of maintenance projects completed  | Quarterly        | 240                   | 58                | 62              | 62              | 58              |

| Programme Performance indicator                       |   | Reporting period | Annual target 2016/17 | Quarterly targets |                 |                 |                 |
|---|---|------------------|-----------------------|-------------------|-----------------|-----------------|-----------------|
|   |   |                  |                       | 1 <sup>st</sup>   | 2 <sup>nd</sup> | 3 <sup>rd</sup> | 4 <sup>th</sup> |
| <b>2.6 SUB- PROGRAMME: IMMOVABLE ASSET MANAGEMENT</b> |   |                  |                       |                   |                 |                 |                 |
| 2.6.1   | Number of immovable assets verified in the IAR in accordance with the mandatory requirements of National Treasury | Annually         | 300                   | 0                 | 0               | 0               | 300             |
| <b>2.7 SUB- PROGRAMME: FACILITIES OPERATION</b>       |   |                  |                       |                   |                 |                 |                 |
| 2.7.1   | Number of properties receiving facilities management services   | Annually         | 22                    | 0                 | 0               | 0               | 22              |
| 2.7.2   | Number of condition assessments conducted on state owned buildings  | Annually         | 600                   | 0                 | 0               | 0               | 600             |
| 2.7.3   | Number of leased accommodation (leased in) provided within agreed time period                                     | Annually         | 107                   | 0                 | 0               | 0               | 107             |

#### 11.4 Reconciling performance with the budget and MTEF

Summary of payments and estimates by sub programme: Programme 2: Public Works Infrastructure

| R thousand                          | Outcome        |                |                | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |                |                |
|-------------------------------------|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
|                                     | 2012/13        | 2013/14        | 2014/15        |                    |                        |                  | 2015/16               | 2016/17        | 2017/18        |
| 1. Programme Support                | 3,473          | 3,829          | 3,888          | 1,783              | 3,216                  | 3,216            | 1,926                 | 2,078          | 2,240          |
| 2. Design                           | 3,450          | 4,723          | 6,540          | 9,194              | 7,756                  | 7,756            | 11,131                | 12,049         | 12,748         |
| 3. Construction                     | 26,166         | 12,103         | 13,042         | 8,173              | 11,249                 | 11,249           | 4,398                 | 4,818          | 5,098          |
| 4. Maintenance                      | 20,815         | 49,741         | 73,522         | 30,818             | 32,465                 | 32,465           | 30,050                | 32,298         | 34,172         |
| 5. Immovable Asset Management       | 62,373         | 64,690         | 69,095         | 69,770             | 109,791                | 109,791          | 81,578                | 78,746         | 83,313         |
| 6. Facility Operations              | 8,817          | 2,611          | 4,249          | 9,904              | 6,465                  | 6,465            | 9,825                 | 10,409         | 11,013         |
| <b>Total payments and estimates</b> | <b>125,094</b> | <b>137,697</b> | <b>170,336</b> | <b>129,642</b>     | <b>170,942</b>         | <b>170,942</b>   | <b>138,909</b>        | <b>140,400</b> | <b>148,584</b> |

Summary of payments and estimates by economic classification Programme 2: Public Works Infrastructure

| R thousand  | Outcome        |                |                | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |                |                |
|---|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|----------------|----------------|
|   | 2012/13        | 2013/14        | 2014/15        |                    |                        |                  | 2015/16               | 2016/17        | 2017/18        |
| <b>Current payments</b>                             | <b>56,762</b>  | <b>87,750</b>  | <b>109,032</b> | <b>77,650</b>      | <b>116,058</b>         | <b>115,975</b>   | <b>84,161</b>         | <b>82,915</b>  | <b>87,765</b>  |
| Compensation of employees                           | 31,560         | 38,003         | 36,238         | 46,188             | 45,935                 | 45,852           | 44,031                | 47,813         | 50,586         |
| Goods and services                                  | 25,202         | 49,747         | 72,794         | 31,462             | 70,123                 | 70,123           | 40,130                | 35,102         | 37,179         |
| Interest and rent on land                           | -              | -              | -              | -                  | -                      | -                | -                     | -              | -              |
| <b>Transfers and subsidies to:</b>                  | <b>52,419</b>  | <b>49,362</b>  | <b>49,316</b>  | <b>51,578</b>      | <b>51,831</b>          | <b>51,914</b>    | <b>54,312</b>         | <b>57,027</b>  | <b>60,335</b>  |
| Provinces and municipalities                        | 52,361         | 49,052         | 49,310         | 51,578             | 51,578                 | 51,578           | 54,312                | 57,027         | 60,335         |
| Departmental agencies and accounts                  | -              | -              | -              | -                  | -                      | -                | -                     | -              | -              |
| Higher education institutions                       | -              | -              | -              | -                  | -                      | -                | -                     | -              | -              |
| Foreign governments and international organisations | -              | -              | -              | -                  | -                      | -                | -                     | -              | -              |
| Public corporations and private enterprises         | -              | -              | -              | -                  | -                      | -                | -                     | -              | -              |
| Non-profit institutions                             | -              | -              | -              | -                  | -                      | -                | -                     | -              | -              |
| Households  | 58             | 310            | 6              | -                  | 253                    | 336              | -                     | -              | -              |
| <b>Payments for capital assets</b>                  | <b>15,913</b>  | <b>585</b>     | <b>11,988</b>  | <b>414</b>         | <b>3,053</b>           | <b>3,053</b>     | <b>436</b>            | <b>457</b>     | <b>484</b>     |
| Buildings and other fixed structures                | 4,688          | 102            | 10,687         | -                  | 1,300                  | 1,300            | -                     | -              | -              |
| Machinery and equipment                             | 1,225          | 483            | 1,283          | 414                | 1,753                  | 1,753            | 436                   | 457            | 484            |
| Heritage Assets                                     | -              | -              | -              | -                  | -                      | -                | -                     | -              | -              |
| Specialised military assets                         | -              | -              | -              | -                  | -                      | -                | -                     | -              | -              |
| Biological assets                                   | -              | -              | -              | -                  | -                      | -                | -                     | -              | -              |
| Land and sub-soil assets                            | -              | -              | -              | -                  | -                      | -                | -                     | -              | -              |
| Software and other intangible assets                | -              | -              | 18             | -                  | -                      | -                | -                     | -              | -              |
| <b>Payments for financial assets</b>                | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>           | <b>-</b>               | <b>-</b>         | <b>-</b>              | <b>-</b>       | <b>-</b>       |
| <b>Total economic classification</b>                | <b>125,094</b> | <b>137,697</b> | <b>170,336</b> | <b>129,642</b>     | <b>170,942</b>         | <b>170,942</b>   | <b>138,909</b>        | <b>140,400</b> | <b>148,584</b> |

#### 11.5 Performance and expenditure trends

Key activities that are to be undertaken within this programme, with their concomitant allocations for 2016/17 are shown

- x **Municipal services:** Payment of electricity and water for all immovable assets which are administered by the department in its capacity as the custodian of immovable assets within the province.
- x **Leases and Cleaning Services:** As a user and the custodian of immovable assets the department would conclude its own lease agreements and agreements on behalf of other user departments and pay for the necessary office rental space, rates, taxes, horticultural and cleaning services.
- x **Periodic Maintenance of Immovable Assets:** The department's budget will only be utilised for ad hoc maintenance immovable assets which requires maintenance in cases of emergencies e.g. bursts pipes, broken geysers and windows etc.

- x **Developing physical infrastructure in rural areas:** Funds will be spent to address the specific developmental needs of different rural localities, government will invest in agricultural infrastructure and production services in association with land redistribution and restitution and social infrastructure such as schools, health, water, energy as well as sport and other recreational infrastructure
- x **Valuations and Conditional assessments:** The department has to develop its own maintenance management plan and as well assist the other departments in the province to develop their own maintenance management plan which will culminate in the formulation of a single provincial management plan in accordance with the provisions of GIAMA. The information needed to develop a departmental maintenance plan will be gleaned from the IAR, Valuation, Surveys and the Deeds Registry. The information needed to develop a provincial maintenance plan will be used through the reconciliation of the various provincial U-IAMPS.
- x **Rates and Taxes:** Prior to 1994, National Department of Public Works was deemed to be the custodian of most state-owned properties and therefore took responsibility for payment of rates and taxes on these immovable properties. This continued notwithstanding the separation of ownership of state land between national and provincial government.

The Province has been allocated R54 million in 2016/17 for payments of rates and taxes on properties devolved to the Province. Challenges experienced by the department in payment of rates and taxes include:

- Late receipt of invoices from Municipalities
- Some Municipalities do not have appropriate billing systems (payment schedules)
- Some Municipal valuation rolls are incomplete.
- Lack of staff capacity in some small Municipalities to submit credible information.

| KEY ACTIVITIES TO ACHIEVE OBJECTIVES    | R'000  |
|---|--------|
| Devolution of Function: Rates and Taxes | 54 312 |
| Cleaning Services                       | 7 722  |
| Routine Maintenance                     | 7 918  |
| Leases                                  | 2 253  |

**11.6 Risk Management**

The following risks and mitigation thereof have been identified in relation to certain strategic objectives.

| <b>Strategic objective</b>   | <b>Risk description at Strategic Objective level</b>            | <b>Cause</b>  | <b>Actions to improve management of the risk</b>  |
|--|---|---|---|
| <b>Develop a comprehensive plan of new public infrastructure annually</b>  | Client departments do not complying with DORA / GIAMA therefore | Late submission of infrastructure implementation plans by client departments compromise service delivery. | Institutionalise and ensure that the requirements of DORA / GIAMA and service level agreements are adhered to                       |
| <b>Ensure proper Construction and upgrading of Public Infrastructure</b>   | Poor project and contract management                            | Poor workmanship of contractors<br><br>Lack of capacity   | Source external capacity when required  |
| <b>Maintain a credible and accurate Immovable Asset Register to meet National Treasury mandatory requirements.</b> | Loss of rental revenue  | Rental policy not implemented uniformly   | Regular inspection  |
|  | Audit qualification   | Incomplete immovable asset register   | Conduct conditions assessments<br><br>Deeds registry to verify existing properties<br><br>Land survey to locate the current beacons |

**12 PROGRAMME 3: TRANSPORT INFRASTRUCTURE**

|                       |   |
|-----------------------|---|
| <b>OUTCOMES 6</b>     | <b>An efficient competitive and responsive economic infrastructure network</b>  |
| <b>STRATEGIC GOAL</b> | <b>Provide and maintain integrated road infrastructure that is safe and functional to support social and economic development</b> |

To promote accessibility and the safe, affordable movement of people, goods and services through the delivery and maintenance of transport infrastructure that is sustainable, integrated and environmentally sensitive, and which supports and facilitates social empowerment and economic growth.

| <b>PROGRAMME</b>                   | <b>SUB-PROGRAMME</b>                  |
|------------------------------------|---------------------------------------|
| <b>3. Transport Infrastructure</b> | 3.1. Programme Support Infrastructure |
|                                    | 3.2. Infrastructure Planning          |
|                                    | 3.3. Infrastructure Design            |
|                                    | 3.4. Construction                     |
|                                    | 3.5. Maintenance                      |

**12.1 Strategic objective annual targets for Programme 3: Transport Infrastructure 2016/2017 – 2018/2019**

| Strategic objective   | Audited/Actual performance  |         |         | Estimated performance 2015/16 | Medium-term targets |         |         |      |
|---|---|---------|---------|-------------------------------|---------------------|---------|---------|------|
|   | 2012/13   | 2013/14 | 2014/15 |                               | 2016/17             | 2017/18 | 2018/19 |      |
| <b>3.1 SUB- PROGRAMME: PROGRAMME SUPPORT INFRASTRUCTURE:</b>  |   |         |         |                               |                     |         |         |      |
| The overall management and support of the programme managing activities of the professional components strategically, rendering administrative support services to the professional components with regard to road proclamations, way leaves and financial matters.                               |   |         |         |                               |                     |         |         |      |
| 3.1.1   | Strategies developed to ensure proper transport infrastructure is provided                                      | 80%     | 85%     | 85%                           | 2                   | 2       | 2       | 2    |
| <b>3.2 SUB- PROGRAMME: INFRASTRUCTURE PLANNING:</b>   |   |         |         |                               |                     |         |         |      |
| Provide for the planning and co-ordination towards the formulation of provincial transport policies and statutory plans, to facilitate the provision of road safety audits on all roads and transport infrastructure to ensure safe traffic and people movement                                   |   |         |         |                               |                     |         |         |      |
| 3.2.1   | Ensure necessary tools are in place to develop appropriate plans for transport infrastructure on a yearly basis | 10      | 8       | 6                             | 6                   | 6       | 6       | 6    |
| <b>3.3 SUB- PROGRAMME: INFRASTRUCTURE DESIGN:</b>   |   |         |         |                               |                     |         |         |      |
| To provide design, of roads and transport infrastructure including all necessary support functions such as environmental impact assessment, traffic impact assessment, survey, expropriation, material investigations and testing   |   |         |         |                               |                     |         |         |      |
| 3.3.1   | Design necessary roads and related structures that ensures safer roads  | 4       | 5       | 10                            | 7                   | 4       | 5       | 5    |
| <b>3.4 SUB- PROGRAMME: CONSTRUCTION:</b>  |   |         |         |                               |                     |         |         |      |
| To develop new, re -construct, upgrade and rehabilitate road infrastructure and to construct and rehabilitate provincial proclaimed roads through contracts and Public Private Partnerships (PPP's); to render transfer payments to local authorities for road projects that qualify for subsidy. |   |         |         |                               |                     |         |         |      |
| 3.4.1   | Ensure construction and upgrading of transport infrastructure to improve safety.                                | 78.54   | 50.1    | 17.3                          | 33km                | 33km    | 40km    | 40km |

| Strategic objective  |   | Audited/Actual performance                                       |   |   | Estimated performance 2015/16                                       | Medium-term targets       |                           |                           |
|--|---|--|---|---|---|---------------------------|---------------------------|---------------------------|
|  |   | 2012/13  | 2013/14   | 2014/15   |   | 2016/17                   | 2017/18                   | 2018/19                   |
| <b>3.5 SUB- PROGRAMME: MAINTENANCE:</b>  |   |  |   |   |   |                           |                           |                           |
| To effectively maintain road infrastructure, provincial proclaimed roads; transfer payments to local authorities acting as agents for the province; augmentation of roads capital account (Ordinance 3 of 1962) to provide for additional capital; to render technical support including radio network services and training |   |  |   |   |   |                           |                           |                           |
| 3.5.1  | Provide Maintenance and rehabilitation on surfaced & gravel roads, including structures | 75% of all performance indicators achieved for programme support | 85% of all performance indicators achieved for programme support<br><br>65% of all gravel roads<br><br>55% of all surfaced roads and gravel furniture | 90% of all performance indicators achieved for programme support<br><br>70% of all gravel roads<br><br>60% of all structures and road furniture | 2% (100km) gravel roads<br><br>6% (40km) structures roads furniture | 2%(100km)<br><br>6%(40km) | 2%(100km)<br><br>6%(40km) | 2%(100km)<br><br>6%(40km) |

## 12.2 Programme Performance indicators and annual targets for Programme 3: Transport Infrastructure 2016/2017 – 2018/2019

| Programme performance indicator                              | Audited/Actual performance                                      |         |           | Estimated performance 2015/16 | Medium-term targets |           |           |           |
|--|---|---------|-----------|-------------------------------|---------------------|-----------|-----------|-----------|
|  | 2012/13   | 2013/14 | 2014/15   |                               | 2016/17             | 2017/18   | 2018/19   |           |
| <b>3.1 SUB- PROGRAMME: PROGRAMME SUPPORT INFRASTRUCTURE:</b> |   |         |           |                               |                     |           |           |           |
| <b>3.2 SUB- PROGRAMME: INFRASTRUCTURE PLANNING:</b>          |   |         |           |                               |                     |           |           |           |
| 3.2.1  | Number of reports done for management system                    | 5       | 5         | 5                             | 5                   | 5         | 5         | 1         |
| 3.2.2  | Number of Infrastructure plan compiled                          | 1       | 1         | 1                             | 1                   | 1         | 1         | 1         |
| <b>3.3 SUB- PROGRAMME: INFRASTRUCTURE DESIGN:</b>            |   |         |           |                               |                     |           |           |           |
| 3.3.1  | Number of designs or specification document completed           | 6       | 3         | 2                             | 5                   | 4         | 5         | 5         |
| <b>3.4 SUB- PROGRAMME: CONSTRUCTION:</b>                     |   |         |           |                               |                     |           |           |           |
| 3.4.1  | Number of kilometres of gravel roads upgraded to surfaced roads | 78.54   | 50.1      | 50                            | 33                  | 33        | 40        | 40        |
| <b>3.5 SUB- PROGRAMME: MAINTENANCE:</b>                      |   |         |           |                               |                     |           |           |           |
| 3.5.1  | Number of square metres of surfaced roads rehabilitated         | 25.7    | 37        | 30                            | 40 000              | 88 800    | 37 000    | 37 000    |
| 3.5.2  | Number of square meters of surfaced roads resealed              | 190 816 | 1400 000  | 1 740 222                     | 1 600 000           | 3 610 312 | 2 000 000 | 2 200 000 |
| 3.5.3  | Number of kilometres of gravel roads re-gravelled               | 162     | 601.90    | 680                           | 285.5               | 412       | 450       | 500       |
| 3.5.4  | Number of square meters of blacktop patching                    | 34 768  | 80 611.5  | 35 750                        | 41 500              | 40 000    | 37 000    | 35 000    |
| 3.5.5  | Number of kilometres of gravel roads bladed                     | 71 918  | 73 465.34 | 76 723                        | 75 000              | 69 000    | 79 000    | 79 000    |

**12.3 Quarterly targets for 2016/17 for Programme 3: Transport Infrastructure**

The quarterly targets for the programme performance indicators identified above are set out in the table below.

| Programme Performance indicator                              |   | Reporting period | Annual target 2016/17 | Quarterly targets |                 |                 |                 |
|--|---|------------------|-----------------------|-------------------|-----------------|-----------------|-----------------|
|  |   |                  |                       | 1 <sup>st</sup>   | 2 <sup>nd</sup> | 3 <sup>rd</sup> | 4 <sup>th</sup> |
| <b>3.1 SUB- PROGRAMME: PROGRAMME SUPPORT INFRASTRUCTURE:</b> |   |                  |                       |                   |                 |                 |                 |
| <b>3.2 SUB- PROGRAMME: INFRASTRUCTURE PLANNING:</b>          |   |                  |                       |                   |                 |                 |                 |
| 3.2.1  | Number of reports done for management system                    | Annually         | 5                     | 0                 | 0               | 0               | 5               |
| 3.2.2  | Number of Infrastructure plan compiled                          | Annually         | 1                     | 0                 | 0               | 0               | 1               |
| <b>3.3 SUB- PROGRAMME: INFRASTRUCTURE DESIGN:</b>            |   |                  |                       |                   |                 |                 |                 |
| 3.3.1  | Number of designs or specification document completed           | Bi-Annually      | 4                     | 2                 | 0               | 0               | 2               |
| <b>3.4 SUB- PROGRAMME: CONSTRUCTION:</b>                     |   |                  |                       |                   |                 |                 |                 |
| 3.4.1  | Number of kilometres of gravel roads upgraded to surfaced roads | Quarterly        | 33                    | 5                 | 5               | 8               | 15              |
| <b>3.5 SUB- PROGRAMME: MAINTENANCE:</b>                      |   |                  |                       |                   |                 |                 |                 |
| 3.5.1  | Number of square metres of surfaced roads rehabilitated         | Quarterly        | 88 800                | 36 800            | 0               | 52 000          | 0               |
| 3.5.2  | Number of square meters of surfaced roads resealed              | Quarterly        | 3 610 312             | 1 332 000         | 0               | 1 556 000       | 722 312         |
| 3.5.3  | Number of kilometres of gravel roads re-gravelled               | Quarterly        | 412                   | 85                | 150             | 112             | 65              |
| 3.5.4  | Number of square meters of blacktop patching                    | Quarterly        | 40 000                | 10 000            | 12 000          | 10 500          | 7 500           |
| 3.5.5  | Number of kilometres of gravel roads bladed                     | Quarterly        | 69 000                | 18 000            | 19 000          | 16 000          | 16 000          |

**Annual Output****Maintenance update**

| <b>Annual estimated targets</b> |  |                |                |                |
|---------------------------------|--|----------------|----------------|----------------|
|                                 |  | <b>2016/17</b> | <b>2017/18</b> | <b>2018/19</b> |
| 1                               | Number of kilometres of surfaced roads visually assessed as per the applicable TMH Manual* | 3 553          | 3 553          | 3 553          |
| 2                               | Number of kilometres of gravel roads visually assessed as per the applicable TMH Manual*   | 22 619         | 22 619         | 11 873         |

*\*The Technical Methods for Highway (TMH) Manual is standardised guidelines for South African engineers which includes technical methods for different activities such as design, sampling for roads construction material, standardised survey methods, testing of roads etc.*

**Maintenance**

| <b>Annual estimated targets</b> |   |                |                |                |
|---------------------------------|---|----------------|----------------|----------------|
|                                 |   | <b>2016/17</b> | <b>2017/18</b> | <b>2018/19</b> |
| 1                               | % of surfaced network in very good condition (VCI)        | 17             | 17             | 17             |
| 2                               | % of surfaced network in good condition (VCI)             | 32             | 32             | 32             |
| 3                               | % of surfaced network in fair condition (VCI)             | 34             | 34             | 34             |
| 4                               | % of surfaced network in poor condition (VCI)             | 13             | 13             | 13             |
| 5                               | % of surfaced network in very poor condition (VCI)        | 4              | 4              | 4              |
| 6                               | % of gravel network in very good condition                | 4              | 4              | 4              |
| 7                               | % of gravel network in good condition                     | 11             | 11             | 11             |
| 8                               | % of gravel network in fair condition                     | 53             | 53             | 53             |
| 9                               | % of gravel network in poor condition                     | 29             | 29             | 29             |
| 10                              | % of gravel network in very poor condition                | 3              | 3              | 3              |
| 11                              | Maintenance of sub-programme as a % of Programme 3 Budget | 60             | 60             | 60             |

## 12.4 Reconciling performance with the budget and MTEF

Summary of payments and estimates by sub programme: Programme 3: Transport Infrastructure

| R thousand                          | Outcome        |                |                | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |                  |                  |
|-------------------------------------|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|------------------|------------------|
|                                     | 2012/13        | 2013/14        | 2014/15        |                    |                        |                  | 2015/16               | 2016/17          | 2017/18          |
| 1. Programme Support Infrastructure | 3,656          | 8,315          | 4,195          | 2,028              | 4,687                  | 4,687            | 2,174                 | 2,345            | 2,481            |
| 2. Infrastructure Planning          | 23,610         | 19,888         | 16,131         | 35,703             | 23,418                 | 23,418           | 34,020                | 35,822           | 37,900           |
| 3. Infrastructure Design            | 3,039          | 2,471          | 3,813          | 5,777              | 4,384                  | 4,384            | 4,561                 | 4,898            | 5,182            |
| 4. Construction                     | 404,307        | 391,657        | 340,117        | 448,146            | 130,470                | 130,470          | 439,393               | 460,088          | 481,776          |
| 5. Maintenance                      | 233,928        | 475,892        | 461,435        | 524,307            | 909,579                | 909,579          | 637,023               | 682,978          | 727,581          |
| <b>Total payments and estimates</b> | <b>668,540</b> | <b>898,223</b> | <b>825,691</b> | <b>1,015,961</b>   | <b>1,072,538</b>       | <b>1,072,538</b> | <b>1,117,172</b>      | <b>1,186,132</b> | <b>1,254,921</b> |

Summary of payments and estimates by economic classification: Programme 3: Road Infrastructure

| R thousand  | Outcome        |                |                | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |                  |                  |
|---|----------------|----------------|----------------|--------------------|------------------------|------------------|-----------------------|------------------|------------------|
|   | 2012/13        | 2013/14        | 2014/15        |                    |                        |                  | 2015/16               | 2016/17          | 2017/18          |
| <b>Current payments</b>                             | <b>262,079</b> | <b>775,342</b> | <b>707,546</b> | <b>941,008</b>     | <b>975,410</b>         | <b>975,365</b>   | <b>977,636</b>        | <b>1,039,335</b> | <b>1,098,992</b> |
| Compensation of employees                           | 87,286         | 90,347         | 102,062        | 119,896            | 117,760                | 117,715          | 133,789               | 145,328          | 153,757          |
| Goods and services                                  | 174,793        | 684,995        | 605,484        | 821,112            | 857,650                | 857,650          | 843,847               | 894,006          | 945,235          |
| Interest and rent on land                           | -              | -              | -              | -                  | -                      | -                | -                     | -                | -                |
| <b>Transfers and subsidies to:</b>                  | <b>2,279</b>   | <b>4,517</b>   | <b>3,135</b>   | <b>1,447</b>       | <b>3,583</b>           | <b>3,628</b>     | <b>1,447</b>          | <b>1,519</b>     | <b>1,607</b>     |
| Provinces and municipalities                        | -              | -              | -              | -                  | -                      | -                | -                     | -                | -                |
| Departmental agencies and accounts                  | -              | -              | -              | -                  | -                      | -                | -                     | -                | -                |
| Higher education institutions                       | -              | -              | -              | -                  | -                      | -                | -                     | -                | -                |
| Foreign governments and international organisations | -              | -              | -              | -                  | -                      | -                | -                     | -                | -                |
| Public corporations and private enterprises         | -              | -              | -              | -                  | -                      | -                | -                     | -                | -                |
| Non-profit institutions                             | -              | -              | -              | -                  | -                      | -                | -                     | -                | -                |
| Households  | 2,279          | 4,517          | 3,135          | 1,447              | 3,583                  | 3,628            | 1,447                 | 1,519            | 1,607            |
| <b>Payments for capital assets</b>                  | <b>404,182</b> | <b>118,364</b> | <b>113,060</b> | <b>73,506</b>      | <b>93,545</b>          | <b>93,545</b>    | <b>138,089</b>        | <b>145,278</b>   | <b>154,321</b>   |
| Buildings and other fixed structures                | 571,301        | 114,558        | 110,382        | 73,000             | 91,647                 | 91,647           | 137,557               | 144,719          | 153,730          |
| Machinery and equipment                             | 32,881         | 3,806          | 2,678          | 506                | 1,877                  | 1,877            | 532                   | 559              | 591              |
| Heritage Assets                                     | -              | -              | -              | -                  | -                      | -                | -                     | -                | -                |
| Specialised military assets                         | -              | -              | -              | -                  | -                      | -                | -                     | -                | -                |
| Biological assets                                   | -              | -              | -              | -                  | -                      | -                | -                     | -                | -                |
| Land and sub-soil assets                            | -              | -              | -              | -                  | -                      | -                | -                     | -                | -                |
| Software and other intangible assets                | -              | -              | -              | -                  | 21                     | 21               | -                     | -                | -                |
| <b>Payments for financial assets</b>                | <b>-</b>       | <b>-</b>       | <b>1,950</b>   | <b>-</b>           | <b>-</b>               | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>         |
| <b>Total economic classification</b>                | <b>668,540</b> | <b>898,223</b> | <b>825,691</b> | <b>1,015,961</b>   | <b>1,072,538</b>       | <b>1,072,538</b> | <b>1,117,172</b>      | <b>1,186,132</b> | <b>1,254,921</b> |

## 12.5 Performance and expenditure trends

Key activities that are to be undertaken within this programme, with their concomitant allocations for 2014/15:

The spending on infrastructure has grown from R1 072 billion in 2015/16 to R1 117 billion in 2016/17. Most infrastructure projects are funded out of conditional grants. The Infrastructure Grant to Provinces (IGP) was replaced by the Roads Maintenance Grant at the end of the 2011/12 financial year. Although there is not a significant increase for the 2016/17 financial year, it is expected to increase at 1.1 % on average over the next MTEF period.

The following priorities were identified when the budget allocation was discussed, to ensure that the strategic objectives are continually realised:

- x **Planning & design:** There is a shortage of technically skilled people to cover all the projects; however the organogram has been approved and will be implemented in a period of three years. This budget will also be used to conduct material investigations by accredited laboratories, land surveying and environmental impact assessments. These are all specialised fields.

- x **Road Management Systems:** These systems are used in the Pavement Management System to effectively manage the provincial road network. The other systems are the bridge management system, accident management system, traffic management system, road management system and the cost management system.
- x **Departmental Maintenance:** The province is divided into five districts and the budget is spread evenly amongst them depending on their expenditure patterns in the previous financial years. This budget will be utilised towards the maintenance of paved and unpaved roads.
- x **Bridge Maintenance:** Most of the bridges in the province are in need of immediate routine maintenance repairs. The department developed a ten year plan to address this backlog on the bridge infrastructure of the province.

### 12.6 Risk management

The following risks and mitigation thereof have been identified in relation to certain strategic objectives.

| Strategic objective  | Risk description at Strategic Objective level | Cause   | Actions to improve management of the risk   |
|--|---|---|---|
| <b>Provide Maintenance and rehabilitation on surfaced &amp; gravel roads, including structures</b> | Deterioration of the road network             | Lack of budget to maintain the road network.<br><br>Increase in heavy freight traffic and overloading | A detailed maintenance plan needs to be drawn up prioritising on high incidents roads |
|  | Backlog on preventative maintenance           | Insufficient funding  | Request funding from stakeholders for rehabilitation of the roads                     |

**13 PROGRAMME 4: COMMUNITY BASED PROGRAMMES**

|                       |   |
|-----------------------|---|
| <b>OUTCOME 4</b>      | <b>Decent Employment through inclusive growth</b>     |
| <b>STRATEGIC GOAL</b> | <b>Alleviate poverty and create job opportunities</b> |

To manage the implementation of programmes and strategies that lead to the development and empowerment of communities and contractors. This includes the provincial management and co-ordination of the Expanded Public Works Programme.

| <b>PROGRAMME</b>                     | <b>SUB-PROGRAMME</b>                              |
|--------------------------------------|---|
| <b>4. Community Based Programmes</b> | 4.1. Programme Support Community Based            |
|                                      | 4.2. Community Development                        |
|                                      | 4.3 Innovation and Empowerment                    |
|                                      | 4.3. EPWP Co-ordination and Compliance Monitoring |

**13.1 Strategic objective annual targets for Programme 4: Community Based Programmes  
2016/2017 – 2018/2019**

| Strategic objective   | Audited/Actual performance   |                  |                  | Estimated performance 2015/16 | Medium-term targets |            |            |            |
|---|--|------------------|------------------|-------------------------------|---------------------|------------|------------|------------|
|   | 2012/13  | 2013/14          | 2014/15          |                               | 2016/17             | 2017/18    | 2018/19    |            |
| <b>4.1 SUB- PROGRAMME: 4.1 PROGRAMME SUPPORT COMMUNITY BASED</b>  |  |                  |                  |                               |                     |            |            |            |
| Overall management and support of the program, including provision of back office technical administration provision of built sector knowledge management services, finance, built sector supply chain management and management of stores, telecommunications as well as serving as the co coordinating division of the branch |  |                  |                  |                               |                     |            |            |            |
| 4.1.1   | Provide support to all programmes to ensure they comply with creating work opportunity as required         | Targets achieved | Targets achieved | Targets achieved              | Targets achieved    | 4 Meetings | 4 Meetings | 4 Meetings |
| <b>4.2 SUB- PROGRAMME: COMMUNITY DEVELOPMENT</b>  |  |                  |                  |                               |                     |            |            |            |
| Programmes to bring about the development and empowerment of impoverished communities   |  |                  |                  |                               |                     |            |            |            |
| 4.2.1   | Develop Programmes to empowers impoverished communities through creation of work opportunities             | 100%             | 100%             | 100%                          | 100%                | 100%       | 100%       | 100%       |
| <b>4.3 SUB- PROGRAMME: INNOVATION AND EMPOWERMENT</b>   |  |                  |                  |                               |                     |            |            |            |
| Programmes to develop contractor empowerment, development of new programmes and training  |  |                  |                  |                               |                     |            |            |            |
| 4.3.1   | Ensure EPWP designated groups are empowered through training to improve opportunities of being employable  | 20               | 20               | 20                            | 3                   | 3          | 3          | 3          |
| <b>4.4 SUB- PROGRAMME: EPWP COORDINATION AND COMPLIANCE MONITORING</b>  |  |                  |                  |                               |                     |            |            |            |
| This sub-programme includes the management and co-ordination of expenditure on the Expanded Public Works Programme.   |  |                  |                  |                               |                     |            |            |            |
| 4.4.1   | Ensure Provincial coordination and support function is extended to all public bodies to ensure compliance. | In line with IGR | In line with IGR | In line with IGR              | 58                  | 58         | 58         | 58         |

### 13.2 Programme Performance indicators and annual targets for Community Based Programmes 2016/2017 – 2018/2019

| Programme performance indicator  |   | Audited/Actual performance |         |         | Estimated performance 2015/16 | Medium-term targets |         |         |
|--|---|----------------------------|---------|---------|-------------------------------|---------------------|---------|---------|
|  |   | 2012/13                    | 2013/14 | 2014/15 |                               | 2016/17             | 2017/18 | 2018/19 |
| <b>4.1 SUB- PROGRAMME: PROGRAMME SUPPORT COMMUNITY BASED</b>           |   |                            |         |         |                               |                     |         |         |
| <b>4.2 SUB- PROGRAMME: COMMUNITY DEVELOPMENT</b>                       |   |                            |         |         |                               |                     |         |         |
| 4.2.1  | Number of EPWP work opportunities created by the Provincial Department of Public Works / Roads  | 0                          | 3 426   | 1 200   | 4850                          | 4904                | 5016    | 5016    |
| 4.2.2  | Number of full time equivalents (FTE's) created by the Provincial Department of Public Works / Roads                                  | 0                          | 535     | 652     | 2 004                         | 2013                | 2058    | 2058    |
| <b>4.3 SUB- PROGRAMME: INNOVATION AND EMPOWERMENT</b>                  |   |                            |         |         |                               |                     |         |         |
| 4.3.1  | Number of Beneficiary Empowerment Interventions   | 0                          | 0       | 2       | 3                             | 3                   | 3       | 3       |
| <b>4.4 SUB- PROGRAMME: EPWP COORDINATION AND COMPLIANCE MONITORING</b> |   |                            |         |         |                               |                     |         |         |
| 4.4.1  | Number of public bodies reporting on EPWP targets within the province   | 0                          | 0       | 42      | 42                            | 42                  | 42      | 42      |
| 4.4.2  | Number of interventions implemented to support public bodies in the creation of targeted number of work opportunities in the Province | 0                          | 0       | 12      | 16                            | 16                  | 16      | 16      |
| <b>TRANSPORT INFRASTRUCTURE</b>  |   |                            |         |         |                               |                     |         |         |
| 4.4.3  | Number of jobs created  | 22 435                     | 17 782  | 16 509  | 4850                          | 3304                | 3416    | 3416    |
| 4.4.4  | Number of full time equivalents (FTEs)  | 3 868                      | 3 221   | 6 821   | 2004                          | 1364                | 1410    | 1410    |
| 4.4.5  | Number of youths employed (18-35)   | 12 114                     | 9 068   | 9 079   | 2667                          | 1817                | 1878    | 1878    |
| 4.4.6  | Number of women employed  | 12 563                     | 10 669  | 9 079   | 2667                          | 1817                | 1878    | 1878    |
| 4.4.7  | Number of people living with disabilities   | 12                         | 18      | 330     | 97                            | 66                  | 68      | 68      |

**13.3 Quarterly targets for Programme 4: Community Based Programmes 2016/2017**

The quarterly targets for the programme performance indicators identified above are set out in the table below.

| Performance indicator  |   | Reporting period              | Annual target 2016/17 | Quarterly targets |                 |                 |                 |
|--|---|-------------------------------|-----------------------|-------------------|-----------------|-----------------|-----------------|
|  |   |                               |                       | 1 <sup>st</sup>   | 2 <sup>nd</sup> | 3 <sup>rd</sup> | 4 <sup>th</sup> |
| <b>4.1 SUB- PROGRAMME: PROGRAMME SUPPORT COMMUNITY BASED</b>           |   |                               |                       |                   |                 |                 |                 |
| <b>4.2 SUB- PROGRAMME: COMMUNITY DEVELOPMENT</b>                       |   |                               |                       |                   |                 |                 |                 |
| 4.2.1  | Number of EPWP work opportunities created by the Provincial Department of Public Works / Roads  | Quarterly                     | 4904                  | 1 226             | 1 226           | 1 226           | 1 226           |
| 4.2.2  | Number of full time equivalents (FTEs) created by the Provincial Department of Public Works / Roads                                   | Quarterly                     | 2013                  | 503.2             | 503.2           | 503.2           | 503.4           |
| <b>4.3 SUB- PROGRAMME: INNOVATION AND EMPOWERMENT</b>                  |   |                               |                       |                   |                 |                 |                 |
| 4.3.1  | Number of beneficiary empowerment interventions   | Quarterly                     | 3                     | 0                 | 1               | 1               | 1               |
| <b>4.4 SUB- PROGRAMME: EPWP COORDINATION AND COMPLIANCE MONITORING</b> |   |                               |                       |                   |                 |                 |                 |
| 4.4.1  | Number of public bodies reporting on EPWP targets within the province   | Quarterly<br>(Non-Cumulative) | 42                    | 42                | 42              | 42              | 42              |
| 4.4.2  | Number of interventions implemented to support public bodies in the creation of targeted number of work opportunities in the Province | Quarterly                     | 16                    | 4                 | 4               | 4               | 4               |
| <b>TRANSPORT INFRASTRUCTURE</b>  |   |                               |                       |                   |                 |                 |                 |
| 4.4.3  | Number of jobs created  | Quarterly                     | 3304                  | 826               | 826             | 826             | 826             |
| 4.4.4  | Number of full time equivalents (FTEs)  | Quarterly                     | 1364                  | 341               | 341             | 341             | 341             |
| 4.4.5  | Number of youths employed (18-35)   | Quarterly                     | 1817                  | 455               | 454             | 454             | 454             |
| 4.4.6  | Number of women employed  | Quarterly                     | 1817                  | 455               | 454             | 454             | 454             |
| 4.4.7  | Number of people living with disabilities   | Quarterly                     | 66                    | 16                | 17              | 17              | 16              |

### 13.4 Reconciling performance with the budget and MTEF

Summary of payments and estimates by sub programme: Programme 4: Community Based Programme

**Table 6.1 : Summary of payments and estimates by sub-programme: Community Based Programme**

| R thousand                           | Outcome       |                |               | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |               |               |
|--------------------------------------|---------------|----------------|---------------|--------------------|------------------------|------------------|-----------------------|---------------|---------------|
|                                      | 2012/13       | 2013/14        | 2014/15       |                    |                        |                  | 2015/16               | 2016/17       | 2017/18       |
| 1. Programme Support Community Based | 1,296         | 1,296          | 1,560         | 1,375              | 2,248                  | 2,248            | 1,920                 | 2,071         | 2,191         |
| 2. Community Development             | –             | 103,578        | 84,705        | 60,773             | 73,967                 | 75,325           | 67,537                | 65,629        | 69,436        |
| 3. Innovation And Empowerment        | 11,614        | 8,518          | 5,170         | 9,608              | 10,016                 | 8,776            | 9,352                 | 9,933         | 10,509        |
| 4. Epwp Co-Ordination And Monitoring | 4,036         | 11,764         | 2,871         | 5,412              | 2,213                  | 2,095            | 4,541                 | 4,852         | 5,134         |
| <b>Total payments and estimates</b>  | <b>76,028</b> | <b>125,156</b> | <b>94,306</b> | <b>77,168</b>      | <b>88,444</b>          | <b>88,444</b>    | <b>83,350</b>         | <b>82,486</b> | <b>87,270</b> |

Summary of payments and estimates by economic classification: Programme 4: Community Based Programme

**Table 6.2 : Summary of payments and estimates by economic classification: Community Based Programme**

| R thousand  | Outcome       |                |               | Main appropriation | Adjusted appropriation | Revised estimate | Medium-term estimates |               |               |
|---|---------------|----------------|---------------|--------------------|------------------------|------------------|-----------------------|---------------|---------------|
|   | 2012/13       | 2013/14        | 2014/15       |                    |                        |                  | 2015/16               | 2016/17       | 2017/18       |
| <b>Current payments</b>                             | <b>36,272</b> | <b>68,810</b>  | <b>53,786</b> | <b>41,420</b>      | <b>52,696</b>          | <b>52,696</b>    | <b>53,720</b>         | <b>52,552</b> | <b>55,600</b> |
| Compensation of employees                           | 14,725        | 15,676         | 11,956        | 10,844             | 11,844                 | 11,844           | 11,504                | 12,498        | 13,223        |
| Goods and services                                  | 21,547        | 53,134         | 41,830        | 30,576             | 40,852                 | 40,852           | 42,215                | 40,054        | 42,377        |
| Interest and rent on land                           | –             | –              | –             | –                  | –                      | –                | –                     | –             | –             |
| <b>Transfers and subsidies to:</b>                  | <b>19,937</b> | <b>30,971</b>  | <b>2,410</b>  | <b>–</b>           | <b>–</b>               | <b>–</b>         | <b>–</b>              | <b>–</b>      | <b>–</b>      |
| Provinces and municipalities                        | 19,937        | 30,971         | 2,410         | –                  | –                      | –                | –                     | –             | –             |
| Departmental agencies and accounts                  | –             | –              | –             | –                  | –                      | –                | –                     | –             | –             |
| Higher education institutions                       | –             | –              | –             | –                  | –                      | –                | –                     | –             | –             |
| Foreign governments and international organisations | –             | –              | –             | –                  | –                      | –                | –                     | –             | –             |
| Public corporations and private enterprises         | –             | –              | –             | –                  | –                      | –                | –                     | –             | –             |
| Non-profit institutions                             | –             | –              | –             | –                  | –                      | –                | –                     | –             | –             |
| Households  | –             | –              | –             | –                  | –                      | –                | –                     | –             | –             |
| <b>Payments for capital assets</b>                  | <b>18,759</b> | <b>25,375</b>  | <b>38,110</b> | <b>35,748</b>      | <b>35,748</b>          | <b>35,748</b>    | <b>29,630</b>         | <b>29,934</b> | <b>31,670</b> |
| Buildings and other fixed structures                | 8,655         | 25,315         | 37,759        | 35,635             | 35,485                 | 35,479           | 29,511                | 29,809        | 31,538        |
| Machinery and equipment                             | 104           | 60             | 351           | 113                | 263                    | 269              | 119                   | 125           | 132           |
| Heritage Assets                                     | –             | –              | –             | –                  | –                      | –                | –                     | –             | –             |
| Specialised military assets                         | –             | –              | –             | –                  | –                      | –                | –                     | –             | –             |
| Biological assets                                   | –             | –              | –             | –                  | –                      | –                | –                     | –             | –             |
| Land and sub-soil assets                            | –             | –              | –             | –                  | –                      | –                | –                     | –             | –             |
| Software and other intangible assets                | –             | –              | –             | –                  | –                      | –                | –                     | –             | –             |
| <b>Payments for financial assets</b>                | <b>1,060</b>  | <b>–</b>       | <b>–</b>      | <b>–</b>           | <b>–</b>               | <b>–</b>         | <b>–</b>              | <b>–</b>      | <b>–</b>      |
| <b>Total economic classification</b>                | <b>76,028</b> | <b>125,156</b> | <b>94,306</b> | <b>77,168</b>      | <b>88,444</b>          | <b>88,444</b>    | <b>83,350</b>         | <b>82,486</b> | <b>87,270</b> |

### 13.5 Performance and expenditure trends

Key activities that are to be undertaken within this programme, with their related allocations for 2016/17 are shown.

#### Expanded Public Works Programme: Phase 3

EPWP Phase 3 is a five year project which commenced in 2014. All provincial departments are required and expected to create 16 693 work opportunities during the 2016/2017 financial year. Similarly, Municipalities within our province are also required and expected to create 9 079 work opportunities.

| Performance Indicators   | 2016/17 |
|--|---------|
| Number of Work Opportunities created by the Provincial Departments | 16 693  |
| Infrastructure sector  | 11 025  |
| Social Sector  | 4 640   |
| Environmental Sector   | 1 028   |
| Municipalities   | 5 903   |
| % Designated Groups achieved on EPWP Projects                      |         |
| Women  | 55%     |
| Youth  | 55%     |
| People with Disability   | 2%      |

The Department is planning to continue providing technical support to Municipalities with a bias to those qualifying for incentives in order to maximise all financial opportunities. This support will continue to focus on streamlining and institutionalising EPWP within Integrated Development Plans (IDP's) and Municipal plans through functional policies, data integrity monitoring, project support as well as branding and marketing of EPWP. The department will support Municipalities to ensure that they develop their own EPWP policies and will monitor implementation of such policies.

Provincial departments are at 69% of their target while Municipalities are at 91% of their target. The performance of Municipalities within our Province has improved drastically as compared to the previous financial years. This improvement could be attributed to the technical support provided by our department to these Municipalities. Since the implementation of EPWP, all Municipalities for the first time report on their EPWP and 26 of these Municipalities qualified for incentive grants.

The challenges currently experienced by this programme are under reporting by all stakeholders and the unreliability of the EPWP Reporting System. These challenges are further compounded by the National Department of Public Works gazetting the data from the EPWP Reporting System without same being verified with the department. Phase 3 of EPWP commenced in April 2014 and will end in March 2019. Thus far, the National Department of Public Works has released provisional results indicating that our Province has created 113 697 job opportunities.

The department can facilitate the upgrading of emerging contractors by enhancing their skills through:

- x Provision of soft and technical management skills to improve their capacities
- x Up-scaling of the emerging contractor development programme and utilising procurement targeting strategies.

The second intake of Phakamile Mabija Learnership Programme under the auspices of National Youth Service (NYS) promises to be another success after 21 learners will obtain their qualifications as qualified artisans in the trades of Diesel Mechanic, Fitter and Turner, Boilermaker and Electrician. A total of 17 learners are currently placed in different companies for experiential training for period of fourteen months.

### 13.6 Risk management

The following risks and mitigation thereof have been identified in relation to certain strategic objectives.

| Strategic objective  | Risk description at Strategic Objective level     | Cause   | Actions to improve management of the risk                                |
|--|---|---|--|
| <b>Develop Programmes to empowers impoverished communities through creation of work opportunities</b>            | Under reporting of work opportunities             | Lack of technical capacity<br>Failure to reach work opportunities | DRPW to supply the necessary technical support                           |
| <b>Ensure EPWP designated groups are empowered through training to improve opportunities of being employable</b> | Public bodies not receiving EPWP incentive grants | Failure to implement EPWP project and under reporting of targets. | Ensure technical support to public bodies to ensure compliance with EPWP |

# PART C: LINKS TO OTHER DEPARTMENTS

The Department compiles both an Infrastructure Programme Management Plan on the basis of the updated Infrastructure Plan as well as an Infrastructure Programme Implementation Plan. Furthermore, in terms of GIAMA, User Departments prepares a U-AMPs while Provincial Department of Roads and Public Works prepares a C-AMP for the Province.

The following factors may impact negatively on the delivery of infrastructure projects:

- Inclement weather
- Project scope creep and changes
- Unavailability of suitable land for development
- Complex supply chain processes
- Availability of materials
- Maintenance backlog

## 14 INFRASTRUCTURE PROJECTS

| No.   | Project name                                    | Project Status | Municipality / Region | Type of infrastructure<br>School - primary/<br>secondary/<br>specialised; admin<br>block; water;<br>electricity;<br>sanitation/toilet;<br>fencing etc.) | Project duration |              | Source of funding                  | Budget programme name       | Delivery Mechanism (Individual project or Packaged Program) | Total project cost | Expenditure to date from previous years | Total available | MTEF Forward estimates |              |
|---|---|----------------|-----------------------|---|------------------|--------------|------------------------------------|-----------------------------|---|--------------------|---|-----------------|------------------------|--------------|
|   |   |                |                       |   | Date: Start      | Date: Finish |                                    |                             |   |                    |   | 2016/17         | MTEF 2017/18           | MTEF 2018/19 |
| <b>1. New infrastructure assets</b>           |   |                |                       |   |                  |              |                                    |                             |   |                    |   |                 |                        |              |
| <b>Total New infrastructure assets</b>        |   |                |                       |   |                  |              |                                    |                             |   |                    |   |                 |                        |              |
| <b>2. Upgrades and additions</b>              |   |                |                       |   |                  |              |                                    |                             |   |                    |   |                 |                        |              |
| 1   | Floors Office Complex: New Management Block     | Hand over      | Sol Plaatje           | Office building   | 12/09/2008       | 10/11/2009   | Equitable share                    | PUBLIC WORKS INFRASTRUCTURE | -   | 14 047             | 14 047                                  | -               | -                      | -            |
| 2   | Kharkams access road upgrade                    | Hand over      | Kamiesberg            | Upgrade of access road  | 00/01/1900       | 00/01/1900   | Equitable share                    | COMMUNITY BASED PROGRAMME   | -   | 2 315              | 1 289                                   | -               | -                      | -            |
| 3   | Rooting Out the Dust                            | Construction   | Northern Cape         | Province  | 01.04.2013       | 31.03.02014  | Equitable share                    | COMMUNITY BASED PROGRAMME   | -   | 148 676            | -                                       | 29 511          | 29 809                 | 31 538       |
| 4   | JTG SIOC Roads                                  | 0              | John Taolo Gaetsewe   | Upgrade gravel road to tar  | 01.09.2014       | 01.12.2015   | Equitable share                    | TRANSPORT INFRASTRUCTURE    | -   | 300 000            | -                                       | 23 000          | 34 153                 | 44 153       |
| 5   | Hotazel - Tsineng 4 Magonyaneng to Gatsekedi    | Planning       | John Taolo Gaetsewe   | Upgrade gravel road to tar  | 01.04.2015       | 31.03.2016   | Equitable share                    | TRANSPORT INFRASTRUCTURE    | -   | 30 000             | -                                       | 3 000           | -                      | -            |
| 6   | Hondeklip Bay phase 2                           | 0              | Namakwa               | Road Gravel   | 01.04.2015       | 31.03.2016   | Equitable share                    | TRANSPORT INFRASTRUCTURE    | -   | 40 000             | -                                       | 20 000          | 10 000                 | -            |
| 7   | Hondeklip Bay phase 3                           | 0              | Namakwa               | Road Gravel   | 01.04.2016       | 31.03.2018   | Equitable share                    | TRANSPORT INFRASTRUCTURE    | -   | -                  | -                                       | -               | 27 000                 | 30 000       |
| 8   | Hotazel - Tsineng Phase 5: Gatsekedi to Maipeng | 0              | John Taolo Gaetsewe   | Road Gravel   | 01.04.2016       | 31.03.2018   | Equitable share                    | TRANSPORT INFRASTRUCTURE    | -   | -                  | -                                       | 10 000          | 3 000                  | -            |
| 9   | Retention 3 & 4                                 | Construction   | Northern Cape         | Upgrades  | 01.04.2016       | 31.03.2017   | Equitable share                    | TRANSPORT INFRASTRUCTURE    | -   | -                  | -                                       | 5 000           | -                      | -            |
| <b>Total Upgrades and additions</b>           |   |                |                       |   |                  |              |                                    |                             |   |                    |   |                 |                        |              |
| <b>3. Refurbishment and rehabilitation</b>    |   |                |                       |   |                  |              |                                    |                             |   |                    |   |                 |                        |              |
| 1   | Asbestos roads                                  | Construction   | John Taolo Gaetsewe   | Rehabilitation of asbestos polluted roads   | Annually         | 31.03.2025   | Provincial Roads Maintenance Grant | TRANSPORT INFRASTRUCTURE    | -   | Annually           | 2 848                                   | 12 000          | 12 000                 | 12 000       |
| 2   | Rehabilitation                                  | Construction   | Various               | Roads   | 01.04.2016       | 31.03.2017   | Provincial Roads Maintenance Grant | TRANSPORT INFRASTRUCTURE    | -   | -                  | -                                       | 64 557          | 58 566                 | 40 087       |
| <b>Total Refurbishment and rehabilitation</b> |   |                |                       |   |                  |              |                                    |                             |   |                    |   |                 |                        |              |

ANNUAL PERFORMANCE PLAN 2016/17 TO 2018/19

| No.                               | Project name                     | Project Status | Municipality / Region | Type of infrastructure<br><br>School - primary/<br>secondary/<br>specialised; admin<br>block; water;<br>electricity;<br>sanitation/toilet;<br>fencing etc.) | Project duration |              | Source of funding                  | Budget programme name       | Delivery Mechanism (Individual project or Packaged Program) | Total project cost | Expenditure to date from previous years | Total available | MTEF Forward estimates |              |
|-----------------------------------|----------------------------------|----------------|-----------------------|---|------------------|--------------|------------------------------------|-----------------------------|---|--------------------|---|-----------------|------------------------|--------------|
|                                   |                                  |                |                       |   | Date: Start      | Date: Finish |                                    |                             |   |                    |   | 2016/17         | MTEF 2017/18           | MTEF 2018/19 |
| <b>4. Maintenance and repairs</b> |                                  |                |                       |   |                  |              |                                    |                             |   |                    |   |                 |                        |              |
| 1                                 | Maintenance and repair           | Various        | Sol Plaatje           | Maintenance of provincial roads   | 00/011900        | 00/011900    | Equitable share                    | TRANSPORT INFRASTRUCTURE    | -   | 787 358            | 120 506                                 | -               | -                      | -            |
| 2                                 | Maintenance and repair - current | Various        | Northern Cape         | General maintenance and repairs on public infrastructure  | 00/011900        | 00/011900    | Equitable share                    | PUBLIC WORKS INFRASTRUCTURE | -   | 42 792             | 10 537                                  | 7 918           | 8 315                  | 8 799        |
| 3                                 | Eradication of Potholes          | Construction   | Whole Province        | Maintenance   | Annually         | 00/011900    | Provincial Roads Maintenance Grant | TRANSPORT INFRASTRUCTURE    | -   | Annually           | -                                       | 15 000          | 20 000                 | 21 160       |
| 4                                 | Maintenance and repair           | Various        | Whole Province        | Maintenance of provincial roads   | Annually         | 00/011900    | Provincial Roads Maintenance Grant | TRANSPORT INFRASTRUCTURE    | -   | 1 081 717          | -                                       | 325 918         | 356 315                | 376 983      |
| 5                                 | Infrastructure systems           | Various        | Whole Province        | 0   | Annually         | 00/011900    | Provincial Roads Maintenance Grant | TRANSPORT INFRASTRUCTURE    | -   | -                  | -                                       | 30 000          | 30 000                 | 31 740       |
| 6                                 | Poverty alleviation projects     | Various        | Sol Plaatje           | 0   | 00/011900        | 00/011900    | Equitable share                    | COMMUNITY BASED PROGRAMME   | -   | 70 807             | -                                       | 33 329          | 34 495                 | 36 496       |
| 7                                 | Incentive Grant projects         | Various        | Sol Plaatje           | 0   | 00/011900        | 00/011900    | Other                              | COMMUNITY BASED PROGRAMME   | -   | -                  | -                                       | 3 803           | -                      | -            |
| 8                                 | Light rehabilitation             | Planning       | Whole Province        | Surfaced  | Annually         | 00/011900    | Provincial Roads Maintenance Grant | TRANSPORT INFRASTRUCTURE    | -   | Annually           | -                                       | 50 464          | 52 790                 | 55 852       |
| 9                                 | Roads Furniture                  | Planning       | Whole Province        | Road signs, guardrails  | Annually         | 00/011900    | Provincial Roads Maintenance Grant | TRANSPORT INFRASTRUCTURE    | -   | -                  | -                                       | 34 092          | 50 000                 | 52 900       |
| 10                                | Fog spray                        | 0              | Whole Province        | Fog spray   | Annually         | 00/011900    | Provincial Roads Maintenance Grant | TRANSPORT INFRASTRUCTURE    | -   | -                  | -                                       | 50 000          | 50 000                 | 52 900       |
| 11                                | Contractor development           | 0              | Whole Province        | 0   | Annually         | 00/011900    | Provincial Roads Maintenance Grant | TRANSPORT INFRASTRUCTURE    | -   | -                  | -                                       | 15 000          | 19 095                 | 15 870       |
| 13                                | Household contractor maintenance | 0              | Whole Province        | 0   | Annually         | 00/011900    | Provincial Roads Maintenance Grant | TRANSPORT INFRASTRUCTURE    | -   | -                  | -                                       | 10 000          | 10 000                 | 10 000       |
| 14                                | Reseal                           | 0              | Whole Province        | 0   | Annually         | 00/011900    | Provincial Roads Maintenance Grant | TRANSPORT INFRASTRUCTURE    | -   | -                  | -                                       | 220 000         | 220 000                | 232 760      |
| 15                                | Bridge maintenance               | 0              | Whole Province        | Maintenance   | Annually         | 00/011900    | Provincial Roads Maintenance Grant | TRANSPORT INFRASTRUCTURE    | -   | -                  | -                                       | 35 000          | 30 000                 | 31 740       |

ANNUAL PERFORMANCE PLAN 2016/17 TO 2018/19

| No.  | Project name          | Project Status | Municipality / Region | Type of infrastructure<br>School - primary/<br>secondary/<br>specialised; admin<br>block; water;<br>electricity;<br>sanitation/toilet;<br>fencing etc.) | Project duration |              | Source of funding                  | Budget programme name       | Delivery Mechanism (Individual project or Packaged Program) | Total project cost | Expenditure to date from previous years | Total available | MTEF Forward estimates |              |
|--|-----------------------|----------------|-----------------------|---|------------------|--------------|------------------------------------|-----------------------------|---|--------------------|---|-----------------|------------------------|--------------|
|  |                       |                |                       |   | Date: Start      | Date: Finish |                                    |                             |   |                    |   | 2016/17         | MTEF 2017/18           | MTEF 2018/19 |
| 16   | JTG Project           | 0              | Various               | Roads   | 01.04.2016       | 31.03.2017   | Provincial Roads Maintenance Grant | TRANSPORT INFRASTRUCTURE    | -   | -                  | -                                       | 43 329          | 50 000                 | 52 900       |
| <b>Total Maintenance and repairs</b>               |                       |                |                       |   |                  |              |                                    |                             |   |                    |   |                 |                        |              |
| <b>5. Infrastructure transfers - current</b>       |                       |                |                       |   |                  |              |                                    |                             |   |                    |   |                 |                        |              |
| <b>Total Infrastructure transfers - current</b>    |                       |                |                       |   |                  |              |                                    |                             |   |                    |   |                 |                        |              |
| <b>7. Infrastructure leases</b>                    |                       |                |                       |   |                  |              |                                    |                             |   |                    |   |                 |                        |              |
| 1  | Infrastructure leases | 0              | Whole Province        | Buildings   | 01/011900        | 01/011900    | Equitable share                    | PUBLIC WORKS INFRASTRUCTURE | -   | -                  | -                                       | 2 724           | 2 860                  | 3 026        |
| <b>Total Infrastructure leases</b>                 |                       |                |                       |   |                  |              |                                    |                             |   |                    |   |                 |                        |              |
| <b>Total Roads And Public Works Infrastructure</b> |                       |                |                       |   |                  |              |                                    |                             |   |                    |   |                 |                        |              |
|  |                       |                |                       |   |                  |              |                                    |                             |   |                    |   |                 |                        |              |

15 CONDITIONAL GRANT

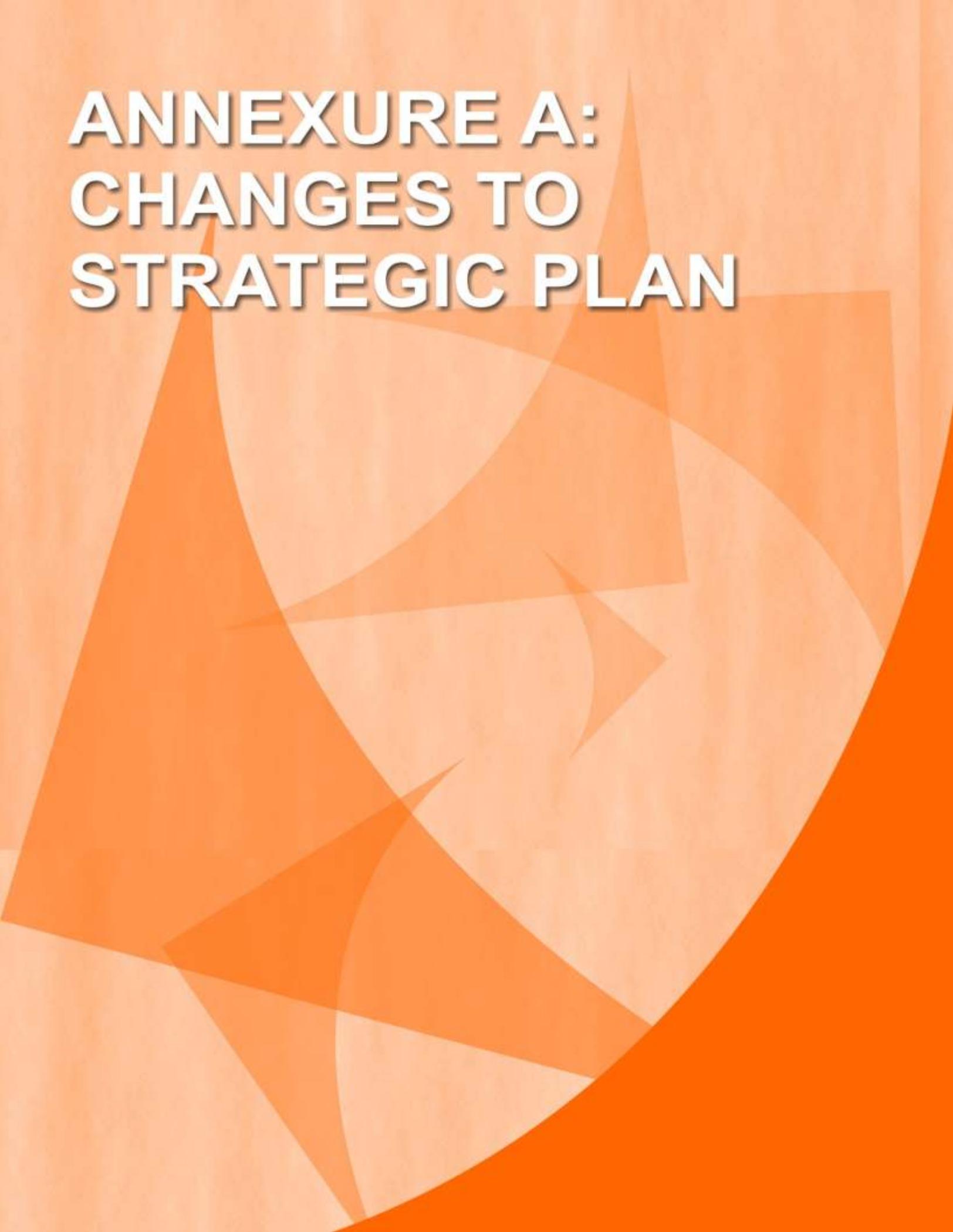
| Grant Type   | Grant purpose  | Outputs   | Responsibilities of the provincial departments  | Allocation |         |           |
|--|--|---|---|------------|---------|-----------|
|  |  |   |   | 2016/17    | 2017/18 | 2018/19   |
| <p><b>Provincial Roads Maintenance Grant</b></p> <p>To ensure efficient investment in provincial roads</p> | <p>x To supplement provincial roads investments and support preventative, routine and emergency maintenance on provincial road networks</p> <p>x Ensure provinces implement and maintain road asset management systems</p> | <p>x Collected traffic volumes data and pavement condition data</p> <p>x Updated road asset management systems</p> <p>x Squared kilometres of preventative, routine and emergency maintenance work</p> <p>x Percentage of roads for which condition of roads changed from poor and very poor</p> <p>x Percentage of roads in good or very good condition maintained in that condition</p> <p>x Number of EPWP jobs created</p> <p>x Number of S3 students provided with experiential internships</p> <p>x Number of emerging contractor opportunities created</p> | <p>x Update monthly expenditure reporting in terms of Section 40(4)(c) of the Public Finance Management Act and through the Infrastructure Reporting Model</p> <p>x Submit quarterly performance reports within 30 days after the end of each quarter to the relevant provincial treasury and National Treasury, including reporting on:</p> <ul style="list-style-type: none"> <li>- visual conditioning index</li> <li>- traffic volumes</li> </ul> <p>x lifespan of the road (based on original design life, traffic and weather patterns)</p> | 905 360    | 958 766 | 1 014 382 |
| <p><b>Expanded Public Works Programme Integrated Grant for Provinces</b></p>                               | <p>The incentive allocation is based on the performance of programmes in a prior financial year and use of the allocation is specifically earmarked for EPWP programme expansion</p>                                       | <p>To incentivise provincial departments to expand work creation efforts through the use of labour intensive delivery methods in identified focus areas, in compliance with the Expanded Public Works Programme (EPWP) guidelines.</p>  | <p>x Identify the employment and expansion potential of departmental Social Sector EPWP programmes and develop plans for maximising job creation and service delivery expansion</p> <p>x Submit and obtain approval for the required programme expansion plans to DPW to show how targets will be achieved</p> <p>x Sign the standard incentive agreement</p>   | 3 803      | 0       | 0         |

| Grant Type | Grant purpose | Outputs | Responsibilities of the provincial departments  | Allocation |         |         |
|------------|---------------|---------|---|------------|---------|---------|
|            |               |         |   | 2016/17    | 2017/18 | 2018/19 |
|            |               |         | with DPW agreeing to comply with the conditions and obligations of the incentive grant before receiving any incentive payment<br>x Report EPWP performance onto the EPWP Web Based System and update progress quarterly in accordance with the reporting requirements in the incentive agreement<br>x Provide data on the use of the Incentive Grant on a quarterly basis in the format and manner prescribed by DPW<br>x Maintain beneficiary and payroll records as specified in the Audit Requirements of the EPWP |            |         |         |

16 TRADING ENTITY

| Name of public entity   | Mandate  | Outputs  | Current annual budget (R thousand) | Date of next evaluation |
|---|--|--|------------------------------------|-------------------------|
| <b>Northern Cape Fleet Management Trading Entity (NCFMTE)</b> | To provide fleet management solution to the Northern Cape Province | To satisfy the needs and expectations of the client and assisting them in managing the fleet effectively | 225 855                            | 31 March 2017           |

# **ANNEXURE A: CHANGES TO STRATEGIC PLAN**

The background of the slide is a solid light orange color. It features several overlapping, semi-transparent geometric shapes in various shades of orange, including triangles and curved polygons, creating a layered, abstract design.

## CHANGES ON STRATEGIC PLAN AS STATED ON ANNUAL PERFORMANCE PLAN (STRATEGIC OBJECTIVES)

### Programme 1: Administration

| Current Strategic Objectives on the Strategic Plan   | Revised Strategic Objectives on the Annual Performance Plan  |
|--|--|
| Ensure submission of Human Resource Plan to DPSA that meet all requirements                                    | Ensure submission of Human Resource Plan to DPSA that meet all requirements                                    |
| Render effective support services within the department  |  |
| To render a comprehensive strategic planning and policy development function                                   | To render a comprehensive strategic planning and policy development function                                   |
| To render contractual and legal advisory services  | To render contractual and legal advisory services  |
| Providing efficient support service through Financial administration and management services to the department | Providing efficient support service through Financial administration and management services to the department |

### Programme 2: Public Works

| Current Strategic Objectives on the Strategic Plan | Revised Strategic Objectives on the Annual Performance Plan        |
|--|--|
| Overall management to the program                  | Provide management support to enhance service delivery             |
| Planning of new public infrastructure              | Develop a comprehensive plan of new public infrastructure annually |
| Designing of new public infrastructure             | Provide designs of new public infrastructure                       |
| Number of projects in construction                 | Ensure proper Construction and upgrading of Public Infrastructure  |
| Maintenance projects of Provincial infrastructure  | Maintenance of Public Infrastructure that meet required standards  |

### Programme 3: Transport Infrastructure

| Current Strategic Objectives on the Strategic Plan           | Revised Strategic Objectives on the Annual Performance Plan   |
|--|---|
| Draft sound strategies for roads directorate                 | Strategies developed to ensure proper transport infrastructure is provided                                      |
| Provide planning tools to enhance directorate functions      | Ensure necessary tools are in place to develop appropriate plans for transport infrastructure on a yearly basis |
| Design necessary roads and related structures                | Design necessary roads and related structures that ensures safer roads  |
| Construct, upgrade and rehabilitate roads and bridges        | Ensure construction and upgrading of transport infrastructure to improve safety.                                |
| maintenance on surfaced & gravel roads, including structures | Provide Maintenance and rehabilitation on surfaced & gravel roads, including structures                         |

**Programme 4: Community Based Programme**

| Current Strategic Objectives on the Strategic Plan                                    | Revised Strategic Objectives on the Annual Performance Plan  |
|---|--|
| Management and support to the programme   | Provide support to all programmes to ensure they comply with creating work opportunity as required         |
| Programmes to bring about the development and empowerment of impoverished communities | Develop Programmes to empowers impoverished communities through creation of work opportunities             |
| Developing Contractors and empower EPWP designated groups to become employable        | Ensure EPWP designated groups are empowered through training to improve opportunities of being employable  |
| Provincial coordination and support function is extended to all public bodies.        | Ensure Provincial coordination and support function is extended to all public bodies to ensure compliance. |

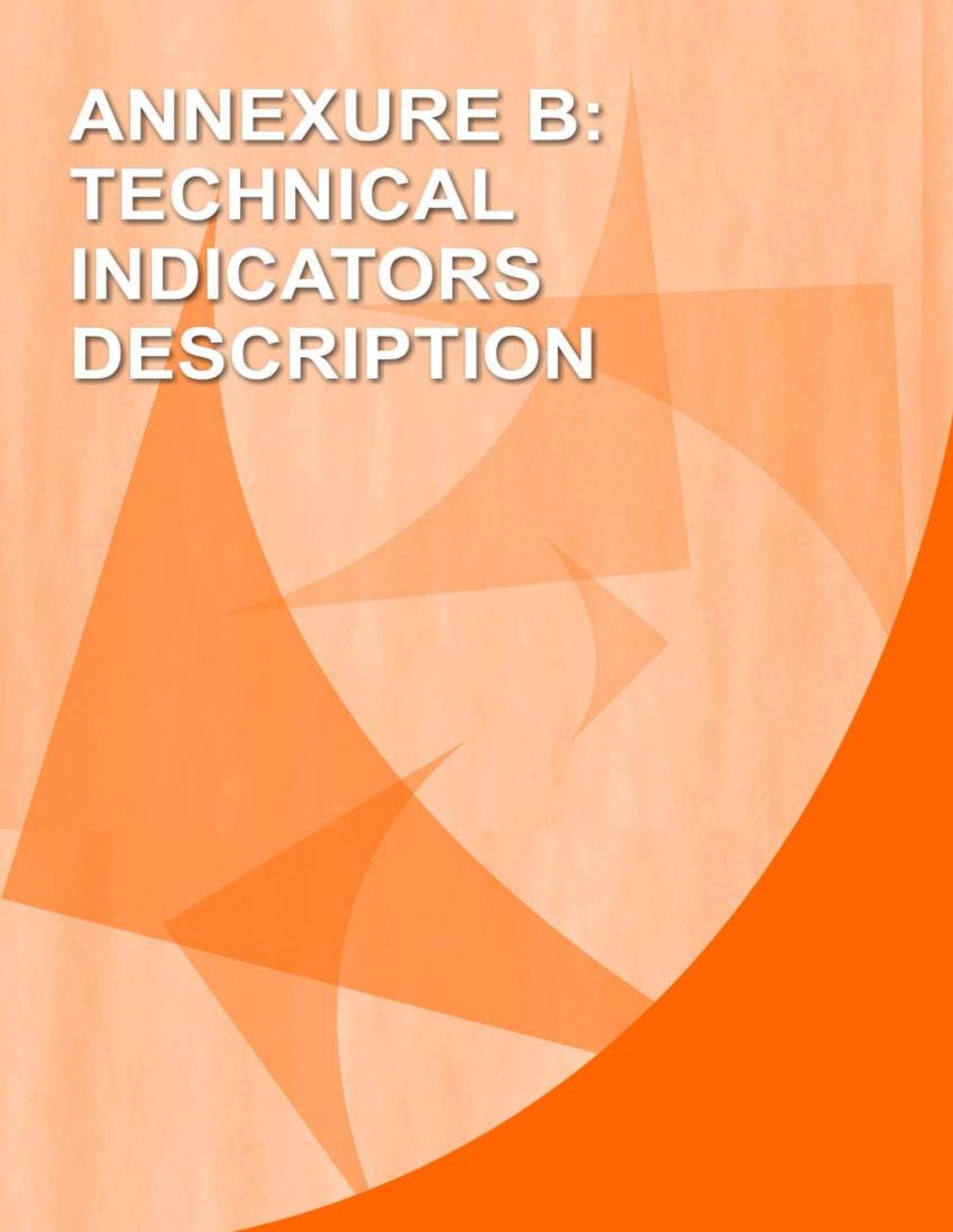
## CHANGES TO SECTOR SPECIFIC PROGRAMME STRUCTURE AND DESCRIPTIONS

| PROGRAMME /SUB-PROGRAMME     | SECTOR SPECIFIC PROGRAMME STRUCTURE ACCORDING TO STRATEGIC PLAN   | NEW SECTOR SPECIFIC PROGRAMME STRUCTURE FOR PROVINCIAL DEPARTMENTS   |
|------------------------------|---|--|
| Administration               | To provide the Department with the overall management and administrative, strategic, financial and corporate support services in order to ensure that it delivers on its mandate in an integrated, efficient, effective and sustainable manner. | Includes publicly funded goods and services utilised for governance, management, research and administration, as well as general office services, e.g. cleaning and security services.   |
| Office of the MEC            | To render advisory, parliamentary, secretarial, administrative and office support services  | Render parliamentary, secretarial, administrative support and office support services for the office of the MEC. This includes the salaries for the MEC and support staff  |
| Management of the Department | Overall management and support of the department.   | <p>Provide for the support to the office of the HOD, inclusive of the HOD's salary and the office support staff.</p> <p>Overall management of the branch.</p> <p>Provide for travelling and accommodation for the programme and support function issues and relates to salaries and benefits of the Programme Managers and their secretaries, telephone costs, stationery and computers.</p>   |
| Corporate support            | To manage personnel, procurement, finance, administration and related support services.   | <p>Provide operational support in terms of, Financial Management, Human Resource Management, Legal Services, Supply Chain Management, Communications, Information Technology, Knowledge Management, Transport Logistics Management and Office Buildings Management (this includes maintenance and accommodation needs such as rentals?)</p> <p>Management of contracts between Transport and PPP service Provider on the provisioning and maintenance of government motor vehicles to the provincial departments; Rental of departmental fleet; augmentation of the capital in the GMT</p> |

| PROGRAMME /SUB-PROGRAMME | SECTOR SPECIFIC PROGRAMME STRUCTURE ACCORDING TO STRATEGIC PLAN  | NEW SECTOR SPECIFIC PROGRAMME STRUCTURE FOR PROVINCIAL DEPARTMENTS   |
|--------------------------|--|--|
|                          |  | trading account.   |
| Departmental Strategy    | Provide operational support in terms of strategic management, strategic planning, Monitoring and Evaluation, integrated planning and coordination across all spheres of government, departments and the private sector organisations including policy development and co-ordination. | <p>Providing efficient support service through Financial administration and management services to the department</p> <p>To provide for strategic management and integrated planning for transport network planning and the integration of transport and spatial/development planning. This will include all planning with all spheres of government in the development of IDP's, ITP's etc.</p> <p>And includes Monitoring and Evaluation of the department</p> |

**NORTHERN CAPE FLEET MANAGEMENT TRADING ENTITY (NCFMTE)**

| STRATEGIC PLAN    | ANNUAL PERFORMANCE PLAN  |
|-------------------|--|
| <p><b>Non</b></p> | <p><b>FLEET MANAGEMENT TRADING ENTITY</b></p>  |
|                   | <p>A decision has been made to incorporate this function back into the government, as the out-sourced model does not seem to be sustainable, reliable or cost-effective. Due to this resolution and recent trading account-model successes in other provinces within South Africa, it has been decided to incorporate a fleet management entity into a trade account.</p> <p>The Road Building Equipment entity already existed for a number of years it was decided to incorporate a vehicle management entity into the road building equipment entity. The entity is a full trade account, incorporating both functions.</p> <p>The benefits are numerous, including: Buying ad-hoc vehicles, Replacement of damaged vehicles due to accidents and its cheaper for government departments to rent from the entity instead of renting from private companies.</p> <p>For the financial year 2016/17 the entity will buy 150 new vehicles.</p> |

The background is a solid light orange color with several overlapping, semi-transparent geometric shapes in a darker shade of orange. These shapes include triangles and polygons of various sizes and orientations, creating a layered, abstract effect. The text is positioned in the upper left quadrant of the page.

# **ANNEXURE B: TECHNICAL INDICATORS DESCRIPTION**

**TECHNICAL INDICATORS FOR PROGRAMME 1: ADMINISTRATION**

**SUB-PROGRAMME: OFFICE OF THE MEC**

|   |   |
|---|---|
| <b>Nr. 1</b>  |   |
| <b>Indicator Title</b><br><b>Short Definition</b><br><b>Purpose/Importance</b><br><b>Source/collection of data</b><br><b>Method of calculation</b><br><b>Data limitations</b><br><b>Type of indicator</b><br><b>Calculation Type</b><br><b>Reporting cycle</b><br><b>New indicator</b><br><b>Desired performance</b><br><b>Indicator responsibility</b> | Budget Vote Speech presented to the Legislature.<br>Presentation of budget vote at the provincial legislature<br>To inform public about the departmental plan for the current financial year and onwards<br>Departmental Annual Performance Plan (APP) / Strategic Plan<br>Budget Vote Presentation<br>Managers, MEC personnel having other responsibilities and not being able to attend<br>Counting – Number of meetings held<br>Non-Cumulative<br>Annually<br>Continuation<br>The budget speech is presented to the legislature<br>Office of the MEC |

**SUB-PROGRAMME: MANAGEMENT**

|   |  |
|---|--|
| <b>Nr. 1</b>  |  |
| <b>Indicator Title</b><br><b>Short Definition</b><br><b>Purpose/Importance</b><br><b>Source/collection of data</b><br><b>Method of calculation</b><br><b>Data limitations</b><br><b>Type of indicator</b><br><b>Calculation Type</b><br><b>Reporting cycle</b><br><b>New indicator</b><br><b>Desired performance</b><br><b>Indicator responsibility</b> | Number of senior management meetings assessing and reviewing the departmental performance<br>Managerial processes within each directorate<br>Properly aligned leadership processes in each directorate<br>Processes of management in each different directorate<br>Counting – Number of meetings held<br>Not able to hold these meetings<br>Counting – Number of meetings held<br>Cumulative<br>Quarterly<br>New<br>Each directorate with managerial processes implemented and maintained<br>Senior Management |

**SUB-PROGRAMME: CORPORATE SERVICES**

**HUMAN CAPITAL**

|   |  |
|---|--|
| <b>Nr. 1</b>  |  |
| <b>Indicator Title</b><br><b>Short Definition</b><br><b>Purpose/Importance</b><br><br><b>Source/collection of data</b><br><b>Method of calculation</b><br><b>Data limitations</b><br><b>Type of indicator</b><br><b>Calculation Type</b><br><b>Reporting cycle</b><br><b>New indicator</b><br><b>Desired performance</b><br><b>Indicator responsibility</b> | Vacancy rate kept according to national norm<br>Appointment of staff<br>To ensure the right number of people with the right skills are placed in the right positions at the right time<br><br>Organogram / Persal<br>Total number of vacant posts divided by the number of posts x 100<br>Stakeholder involvement, no proper consultation, non-implementation of the plan<br>Impact, output, outcome<br>Non-Cumulative<br>Quarterly<br>New<br>Persons with the competencies and skills are placed correctly<br>Director : Human Capital Management |

**LEGAL SERVICES**

|   |  |
|---|--|
| <b>Nr. 1</b>  |  |
| <b>Indicator Title</b><br><b>Short Definition</b><br><br><b>Purpose/Importance</b><br><br><b>Source/collection of data</b><br><b>Method of calculation</b><br><br><b>Data limitations</b><br><b>Type of indicator</b><br><b>Calculation Type</b><br><b>Reporting cycle</b><br><b>New indicator</b><br><b>Desired performance</b><br><b>Indicator responsibility</b> | Number of Section 32 reports submitted to the SAHRC in terms of PAIA<br>Reduction of negative legal challengers to departments?failure to comply with PAIA<br><br>To prevent any court rulings that may arise from the departments non-compliance with PAIA<br><br>Number of PAIA requests<br>Number of court cases in comparison with the previous year, set as percentage<br>Decisions made by department?s management can no always be controlled<br>Number of requests granted with in terms of Section 32 PAIA report<br>Non-Cumulative – as case arise<br>Annually<br>New<br>Compliance in terms of PAIA<br>Director: Legal Services |

**FINANCIAL MANAGEMENT**

|  |   |
|--|---|
| <b>Nr. 1</b>   |   |
| <b>Indicator Title</b><br><br><b>Short Definition</b><br><b>Purpose/Importance</b><br><br><b>Source/collection of data</b><br><b>Method of calculation</b><br><b>Data limitations</b><br><b>Type of indicator</b><br><b>Calculation Type</b><br><b>Reporting cycle</b><br><b>New indicator</b><br><b>Desired performance</b> | Submit financial reports in line with provincial guidelines and within prescribed period<br>Submission of reports to Treasury in terms of PFMA on the due date<br>To ensure that all the necessary reports are submitted on time to provincial Treasury<br><br>BAS<br>Proof of reports signed for submission<br>Inputs from different directorate managers are not always on time<br>Verification of reports submitted<br>Cumulative<br>Quarterly<br>Old<br>All prescribed reports submitted to Provincial Treasury and on time |

ANNUAL PERFORMANCE PLAN 2016/17 TO 2018/19

|                                  |  |
|----------------------------------|--|
| <b>Indicator responsibility</b>  | Director: Financial Management   |
| <b>Nr. 2</b>                     |  |
| <b>Indicator Title</b>           | Number of payments processed within 30 days  |
| <b>Short Definition</b>          | Payment of all invoices not processed within 30days after receipt of the invoice as per PFMA |
| <b>Purpose/Importance</b>        | Compliance to PFMA   |
| <b>Source/collection of data</b> | BAS system reports   |
| <b>Method of calculation</b>     | Number of payments processed on a daily basis  |
| <b>Data limitations</b>          | BAS system failure, Personnel not submitting invoices on time                                |
| <b>Type of indicator</b>         | Output, activities, efficiency and economy   |
| <b>Calculation Type</b>          | Cumulative   |
| <b>Reporting cycle</b>           | Quarterly  |
| <b>New indicator</b>             | Old  |
| <b>Desired performance</b>       | All payment processed within 30 days of receipt  |
| <b>Indicator responsibility</b>  | Director: Financial Management and Accounting  |

|                                  |  |
|----------------------------------|--|
| <b>Nr. 3</b>                     |  |
| <b>Indicator Title</b>           | Payroll certification be returned within 30 days after pay date  |
| <b>Short Definition</b>          | Verification of entitlement to payment                           |
| <b>Purpose/Importance</b>        | Compliance to PFMA   |
| <b>Source/collection of data</b> | S & T claims, Fuel claims, Attendance register                   |
| <b>Method of calculation</b>     | 15 <sup>th</sup> and month end, 23 signed and completed payrolls |
| <b>Data limitations</b>          | Persal system failure, Non collection of pay-slip                |
| <b>Type of indicator</b>         | Accuracy and completeness  |
| <b>Calculation Type</b>          | Cumulative   |
| <b>Reporting cycle</b>           | Quarterly  |
| <b>New indicator</b>             | New  |
| <b>Desired performance</b>       | Payrolls returned within 30 days after pay date                  |
| <b>Indicator responsibility</b>  | Director: Financial Management and Accounting                    |

|                                  |   |
|----------------------------------|---|
| <b>Nr. 4</b>                     |   |
| <b>Indicator Title</b>           | Number of tax reconciliation submitted to SARS within prescribed period |
| <b>Short Definition</b>          | Reconciliation of income tax  |
| <b>Purpose/Importance</b>        | Compliance to income tax act  |
| <b>Source/collection of data</b> | Persal reports  |
| <b>Method of calculation</b>     | Reconcile all income tax with EMP 501(SARS)                             |
| <b>Data limitations</b>          | Persal system failure   |
| <b>Type of indicator</b>         | Accuracy and completeness   |
| <b>Calculation Type</b>          | Cumulative  |
| <b>Reporting cycle</b>           | Bi-annually   |
| <b>New indicator</b>             | Old   |
| <b>Desired performance</b>       | Zero balance on income tax account                                      |
| <b>Indicator responsibility</b>  | Deputy Director: Financial Accounting                                   |

|   |  |
|---|--|
| <b>Nr. 5</b>  |  |
| <b>Indicator Title</b><br><b>Short Definition</b><br><b>Purpose/Importance</b><br><b>Source/collection of data</b><br><b>Method of calculation</b><br><br><b>Data limitations</b><br><b>Type of indicator</b><br><b>Calculation Type</b><br><b>Reporting cycle</b><br><b>New indicator</b><br><b>Desired performance</b><br><b>Indicator responsibility</b> | No of risk assessment done to update the Risk Register during the year<br>Performance of a risk assessment of all units within the Department<br>To identify and prevent risks within each departmental unit<br>Risk assessment documentation<br>Determine if a request was submitted by a unit for a risk assessment and then at the risk assessment that was done<br>Cooperation from each departmental unit with regard to risk identification<br>Output<br>Cumulative<br>Quarterly<br>Old<br>All departmental units risk assessments done and monitored<br>Director: Internal Audit and Organisational Risk Management |

**SUB-PROGRAMME: DEPARTMENTAL STRATEGY**

|   |  |
|---|--|
| <b>Nr. 1</b>  |  |
| <b>Indicator Title</b><br><b>Short Definition</b><br><b>Purpose/Importance</b><br><br><b>Source/collection of data</b><br><b>Method of calculation</b><br><b>Data limitations</b><br><b>Type of indicator</b><br><b>Calculation Type</b><br><b>Reporting cycle</b><br><b>New indicator</b><br><b>Desired performance</b><br><b>Indicator responsibility</b> | Submit prescribed reports as required by Treasury regulations<br>Submission of reports to Treasury in terms of PFMA on the due date<br>To ensure that all the necessary reports are submitted on time to provincial Treasury<br>Proof of reports submitted to national treasury<br>Proof of reports signed for submission<br>Inputs from different directorate managers are not always on time<br>Verification of reports submitted<br>Cumulative<br>Quarterly<br>Old<br>All prescribed reports submitted to Treasury and on time<br>Director: Strategic Planning Management |

## TECHNICAL INDICATORS FOR PROGRAMME 2: PUBLIC WORKS

### 2.2 SUB-PROGRAMME: PLANNING

| Nr. 1                            |   |
|----------------------------------|---|
| <b>Indicator Title</b>           | C-AMP compiled and submitted to Provincial Treasury in accordance with GIAMA  |
| <b>Short Definition</b>          | The indicator requires the custodian to compile an annual Custodial Asset Management Plan in accordance with the prescripts of GIAMA and submit to the relevant Treasury. |
| <b>Purpose/Importance</b>        | To request Treasury for funding appropriate to custodian priorities   |
| <b>Source/collection of data</b> | User Asset Management Plans, Immovable Asset Register , Project   |
| <b>Method of calculation</b>     | Management system information, feasibility studies, options analysis  |
| <b>Data limitations</b>          | One C-AMP per custodian is required to be submitted to Treasury annually.   |
| <b>Type of indicator</b>         | User department not submitting U-AMP's, lack of data integrity  |
| <b>Calculation Type</b>          | Output  |
| <b>Reporting cycle</b>           | Non-Cumulative  |
| <b>New indicator</b>             | Annually  |
| <b>Desired performance</b>       | Old   |
| <b>Indicator responsibility</b>  | The actual performance should be the same as the desired performance  |
|                                  | Director: Property Management   |

2.3 SUB-PROGRAMME: DESIGN

|                                  |   |
|----------------------------------|---|
| <b>Nr. 1</b>                     |   |
| <b>Indicator Title</b>           | Number of infrastructure designs ready for tender   |
| <b>Short Definition</b>          | Identifies the number of detailed infrastructure designs ready for tender intended to facilitate the delivery of building infrastructure to user departments.                                   |
| <b>Purpose/Importance</b>        | To ensure that capital infrastructure projects identified in the infrastructure project management plan are put on tender to attract qualifying contractors to deliver building infrastructure. |
| <b>Source/collection of data</b> | The information comes from the list of infrastructure projects out on tender as designs and documentations have been completed.(I-Tender printout to serve as Portfolio of Evidence)            |
| <b>Target 2013/14</b>            | The target is based on the number of projects designed to be ready for tender downloaded from the tender system   |
| <b>Method of calculation</b>     | Simple count of the project designed and ready for tender   |
| <b>Data limitations</b>          | Changes in tender specifications, scope creep, changes in construction and design. Withdrawal of projects   |
| <b>Type of indicator</b>         | Output  |
| <b>Calculation Type</b>          | Cumulative  |
| <b>Reporting cycle</b>           | Quarterly   |
| <b>New indicator</b>             | Old   |
| <b>Desired performance</b>       | Higher performance- more projects ready to go out on tender   |
| <b>Indicator responsibility</b>  | Director: Health Infrastructure Maintenance and Technical Portfolio/ Education, Provincial Infrastructure Maintenance and Technical Portfolio Support   |

|                                  |   |
|----------------------------------|---|
| <b>Nr. 2</b>                     |   |
| <b>Indicator Title</b>           | Surveys, planned and costed   |
| <b>Short Definition</b>          | Surveys, preliminary planning and cost estimates after client department completed the feasibility study to determine the necessary designs to be completed |
| <b>Purpose/Importance</b>        | To determine the cost and extend of projects that need to be designed   |
| <b>Source/collection of data</b> | IPMP  |
| <b>Method of calculation</b>     | IPMP inspections  |
| <b>Data limitations</b>          | Shortage of staff to do the necessary processes   |
| <b>Type of indicator</b>         | Output  |
| <b>Calculation Type</b>          | Cumulative  |
| <b>Reporting cycle</b>           | Quarterly   |
| <b>New indicator</b>             | Old   |
| <b>Desired performance</b>       | Surveys and preliminary planning done for all projects as identified by clients according to the IPMP process   |
| <b>Indicator responsibility</b>  | Director: Health Infrastructure Maintenance and Technical Portfolio/ Education, Provincial Infrastructure Maintenance and Technical Portfolio Support       |

**2.4 SUB-PROGRAMME: CONSTRUCTION**

| Nr. 1                            |   |
|----------------------------------|---|
| <b>Indicator Title</b>           | Number of capital infrastructure projects completed within the agreed time period   |
| <b>Short Definition</b>          | Identifies the number of capital infrastructure projects which have been completed within the agreed contract period set for delivery and agreed contract extensions.   |
| <b>Purpose/Importance</b>        | Maintain a record of capital infrastructure projects completed within the agreed contract period. The importance is to ensure that the capital infrastructure projects which have been completed and delivered are within the agreed contract period.   |
| <b>Source/collection of data</b> | The information comes from a project management system maintained for capital infrastructure projects reflecting the start date and completion date of each project which is confirmed by a practical completion certificate. The information is collected from the responsibility managers/project managers. |
| <b>Method of calculation</b>     | Simple count of the capital infrastructure projects completed within the agreed contract period   |
| <b>Data limitations</b>          | Delays within the contract period, labour disputes and inclement weather conditions, vis major.   |
| <b>Type of indicator</b>         | Output  |
| <b>Calculation Type</b>          | Cumulative  |
| <b>Reporting cycle</b>           | Quarterly   |
| <b>New indicator</b>             | Old   |
| <b>Desired performance</b>       | Higher performance – more projects being executed and completed within time.  |
| <b>Indicator responsibility</b>  | Director: Health Infrastructure Maintenance and Technical Portfolio/ Education, Provincial Infrastructure Maintenance and Technical Portfolio Support   |

| Nr. 2                            |   |
|----------------------------------|---|
| <b>Indicator Title</b>           | Number of capital infrastructure projects completed within agreed budget  |
| <b>Short Definition</b>          | Identifies the number of capital infrastructure projects which have been completed within agreed budget allocated for the delivery of projects  |
| <b>Purpose/Importance</b>        | Maintain a record of capital infrastructure projects completed within the agreed budget. The importance is to identify the number of projects completed within agreed budget and keep track of over spending(if it has occurred |
| <b>Source/collection of data</b> | The information comes from a project management system (with supporting documents) maintained for capital infrastructure projects reflecting the project budget allocation and final expenditure figure.                        |
| <b>Method of calculation</b>     | The information is collected from the responsibility managers/ project managers.  |
| <b>Data limitations</b>          | Simple count of the capital infrastructure projects completed within the agreed budget  |
| <b>Type of indicator</b>         | Delays within the contract period, labour disputes, inclement weather conditions and price fluctuations/increases.  |
| <b>Calculation Type</b>          | Output  |
| <b>Reporting cycle</b>           | Cumulative  |
| <b>New indicator</b>             | Quarterly   |
| <b>Desired performance</b>       | Old   |
| <b>Indicator responsibility</b>  | More projects being executive and completed within budget   |
| <b>Indicator responsibility</b>  | Director: Health Infrastructure Maintenance and Technical Portfolio/ Education, Provincial Infrastructure Maintenance and Technical Portfolio Support   |

| Nr. 3  |  |
|--|--|
| <p><b>Indicator Title</b><br/> <b>Short Definition</b><br/> <b>Purpose/Importance</b><br/> <b>Source/collection of data</b></p> <p><b>Method of calculation</b><br/> <b>Data limitations</b><br/> <b>Type of indicator</b><br/> <b>Calculation Type</b><br/> <b>Reporting cycle</b><br/> <b>New indicator</b><br/> <b>Desired performance</b><br/> <b>Indicator responsibility</b></p> | <p>Number of capital infrastructure projects in construction<br/> Identifies the number projects in construction<br/> Maintain a record of projects in construction.<br/> The information comes from a project management system (with supporting documents) for projects in construction</p> <p>Simple count of the projects in construction<br/> Delays within the awarding of projects.<br/> Output<br/> Cumulative<br/> Quarterly<br/> Old<br/> Higher – more projects being executed<br/> Director: Health Infrastructure Maintenance and Technical Portfolio/ Education, Provincial Infrastructure Maintenance and Technical Portfolio Support</p> |

| Nr. 4  |   |
|--|---|
| <p><b>Indicator Title</b><br/> <b>Short Definition</b></p> <p><b>Purpose/Importance</b></p> <p><b>Source/collection of data</b></p> <p><b>Method of calculation</b><br/> <b>Data limitations</b></p> <p><b>Type of indicator</b><br/> <b>Calculation Type</b><br/> <b>Reporting cycle</b><br/> <b>New indicator</b><br/> <b>Desired performance</b><br/> <b>Indicator responsibility</b></p> | <p>Number of capital infrastructure projects completed<br/> Identifies the number of capital infrastructure projects which have been completed allocated for the delivery of projects<br/> Maintain a record of capital infrastructure projects completed within the agreed budget. The importance is to identify the number of projects completed and keep track of over spending(if it has occurred)<br/> The information comes from a project management system (with supporting documents) maintained for capital infrastructure projects reflecting the project budget allocation and final expenditure figure.<br/> The information is collected from the responsibility managers/ project managers.<br/> Simple count of the capital infrastructure projects completed<br/> Delays within the contract period, labour disputes, inclement weather conditions and price fluctuations/increases.<br/> Output<br/> Cumulative<br/> Quarterly<br/> Old<br/> More projects being executive<br/> Director: Health Infrastructure Maintenance and Technical Portfolio/ Education, Provincial Infrastructure Maintenance and Technical Portfolio Support</p> |

**2.5 SUB PROGRAMME: MAINTENANCE**

|                                  |  |
|----------------------------------|--|
| <b>Nr. 1</b>                     |  |
| <b>Indicator Title</b>           | Number of planned maintenance projects awarded   |
| <b>Short Definition</b>          | Identifies the number of planned maintenance projects awarded to contractors and service providers for execution.                                    |
| <b>Purpose/Importance</b>        | To ensure that planned maintenance projects identified in the Infrastructure Project Management Plan are awarded to successful bidders.              |
| <b>Source/collection of data</b> | The information comes from the list of maintenance projects awarded to successful bidders. The information is collected from Supply Chain Management |
| <b>Method of calculation</b>     | Simple count of number of maintenance project awarded  |
| <b>Data limitations</b>          | Unavailability of accurate data  |
| <b>Type of indicator</b>         | Output   |
| <b>Calculation Type</b>          | Cumulative   |
| <b>Reporting cycle</b>           | Quarterly  |
| <b>New indicator</b>             | Old  |
| <b>Desired performance</b>       | Higher – more projects being awarded   |
| <b>Indicator responsibility</b>  | District Director  |

|                                  |   |
|----------------------------------|---|
| <b>Nr. 2</b>                     |   |
| <b>Indicator Title</b>           | Number of planned maintenance projects completed within the agreed contract period  |
| <b>Short Definition</b>          | Identifies the number of planned maintenance projects which have been completed within agreed contract period for the delivery of projects.   |
| <b>Purpose/Importance</b>        | Maintain a record of planned maintenance projects completed within agreed contract period. The importance is to identify the number of projects completed within the agreed budget and keep track of over spending (if it has occurred).  |
| <b>Source/collection of data</b> | The information comes from a project management system (with supporting documents) maintained for planned maintenance projects reflecting the project budget allocation and final expenditure figure.<br>The information is collected from the responsibility managers/ project managers. |
| <b>Method of calculation</b>     | Simple count of the planned maintenance projects completed within the agreed budget.  |
| <b>Data limitations</b>          | Delays within the contract period, labour disputes, inclement weather conditions and price fluctuations/increases.  |
| <b>Type of indicator</b>         | Output  |
| <b>Calculation Type</b>          | Cumulative  |
| <b>Reporting cycle</b>           | Quarterly   |
| <b>New indicator</b>             | Old   |
| <b>Desired performance</b>       | Higher – more projects being executed and completed within budget.  |
| <b>Indicator responsibility</b>  | District Director   |

| Nr. 3  |   |
|--|---|
| <p><b>Indicator Title</b><br/> <b>Short Definition</b><br/> <b>Purpose/Importance</b><br/> <b>Source/collection of data</b><br/> <b>Method of calculation</b><br/> <b>Data limitations</b><br/> <b>Type of indicator</b><br/> <b>Calculation Type</b><br/> <b>Reporting cycle</b><br/> <b>New indicator</b><br/> <b>Desired performance</b><br/> <b>Indicator responsibility</b></p> | <p>Number of planned maintenance projects completed within agreed budget<br/> Identifies the number of planned maintenance projects which have been completed within the agreed budget allocated for the delivery of projects.<br/> Maintain a record of planned maintenance projects completed within the agreed budget. The importance is to identify the number of projects completed within the agreed budget and keep track of over spending (if it has occurred).<br/> The information comes from a project management system (with supporting documents) maintained for planned maintenance projects reflecting the project budget allocation and final expenditure figure.<br/> The information is collected from the responsibility managers/ project managers.<br/> Simple count of the planned maintenance projects completed within the agreed budget.<br/> Delays within the contract period, labour disputes, inclement weather conditions and price fluctuations/increases.<br/> Output<br/> Cumulative<br/> Quarterly<br/> Old<br/> Higher – more projects being executed and completed within budget.<br/> District Director</p> |
| Nr. 4  |   |
| <p><b>Indicator Title</b><br/> <b>Short Definition</b><br/> <b>Purpose/Importance</b><br/> <b>Source/collection of data</b><br/> <b>Method of calculation</b><br/> <b>Data limitations</b><br/> <b>Type of indicator</b><br/> <b>Calculation Type</b><br/> <b>Reporting cycle</b><br/> <b>New indicator</b><br/> <b>Desired performance</b><br/> <b>Indicator responsibility</b></p> | <p>Number of maintenance projects in construction<br/> Identifies the number projects in construction<br/> Maintain a record of projects in construction.<br/> The information comes from a project management system (with supporting documents) for projects in construction<br/> Simple count of the projects in construction<br/> Delays within the awarding of projects.<br/> Output<br/> Cumulative<br/> Quarterly<br/> Old<br/> Higher – more projects being executed<br/> District Director</p>   |

| Nr. 5   |   |
|---|---|
| <b>Indicator Title</b><br><b>Short Definition</b> | Number of maintenance projects completed<br>Identifies the number of planned maintenance projects which have been completed for the delivery of projects.   |
| <b>Purpose/Importance</b>                         | Maintain a record of planned maintenance projects completed. The importance is to identify the number of projects completed within the agreed budget and keep track of over spending (if it has occurred).  |
| <b>Source/collection of data</b>                  | The information comes from a project management system (with supporting documents) maintained for planned maintenance projects reflecting the project budget allocation and final expenditure figure.<br>The information is collected from the responsibility managers/ project managers. |
| <b>Method of calculation</b>                      | Simple count of the planned maintenance projects completed within the agreed budget.  |
| <b>Data limitations</b>                           | Delays within the contract period, labour disputes, inclement weather conditions and price fluctuations/increases.  |
| <b>Type of indicator</b>                          | Output  |
| <b>Calculation Type</b>                           | Cumulative  |
| <b>Reporting cycle</b>                            | Quarterly   |
| <b>New indicator</b>                              | Old   |
| <b>Desired performance</b>                        | Higher – more projects being executed and completed within budget.  |
| <b>Indicator responsibility</b>                   | District Director   |

**2.6 SUB- PROGRAMME: IMMOVABLE ASSET MANAGEMENT**

| Nr. 1                            |   |
|----------------------------------|---|
| <b>Indicator title</b>           | Number of immovable assets verified in the Immovable Asset Register (IAR) in accordance with the mandatory requirements of National Treasury        |
| <b>Short definition</b>          | To identify the number of immovable assets verified in the IAR which meet the mandatory requirements set by National Treasury.                      |
| <b>Purpose/importance</b>        | To achieve a credible accurate IAR to meet National Treasury mandatory requirements   |
| <b>Source/collection of data</b> | Deeds office data/ Immovable Asset Register/ Surveyor General diagrams/ Valuation Rolls/ GIS, UAMPS/ Physical verification reports and vesting data |
| <b>Method of calculation</b>     | Counting of immovable assets  |
| <b>Data limitations</b>          | Incomplete or inaccurate data, unsurveyed land, unregistered surveyed land, vesting (Item 28(1) certificates.                                       |
| <b>Type of indicator</b>         | Output  |
| <b>Calculation type</b>          | Non-cumulative  |
| <b>Reporting cycle</b>           | Annually  |
| <b>New indicator</b>             | Revised   |
| <b>Desired performance</b>       | Improved Immovable Asset Register.  |
| <b>Indicator responsibility</b>  | Director: Property Management   |

**2.7 SUB- PROGRAMME: FACILITIES OPERATION**

|                                  |  |
|----------------------------------|--|
| <b>Nr. 1</b>                     |  |
| <b>Indicator title</b>           | Number of properties receiving facilities management services  |
| <b>Short definition</b>          | All services rendered in order to enable a facility to function optimally to meet service delivery objectives. List of all facilities management services (i.e. cleaning, greening, beautification, interior decoration and designs and day to day preventative maintenance of electronic, electrical, and mechanical equipment) rendered by the public works line functionaries |
| <b>Purpose/importance</b>        | Enable the user departments to render services efficiently and effectively to beneficiaries.   |
| <b>Source/collection of data</b> | List of all properties where facilities management services are being rendered by name of building and type of service.  |
| <b>Method of calculation</b>     | Simple count of number of properties that received facilities management services  |
| <b>Data limitations</b>          | Lack of resources (i.e. financial, human, machinery & equipment) to render facilities management services to all identified properties.  |
| <b>Type of indicator</b>         | Output   |
| <b>Calculation type</b>          | Cumulative   |
| <b>Reporting cycle</b>           | Annually   |
| <b>New indicator</b>             | Yes  |
| <b>Desired performance</b>       | Higher performance – increased number of buildings / facilities where facilities management services are being rendered.   |
| <b>Indicator responsibility</b>  | Director: Property Management  |

|                                  |   |
|----------------------------------|---|
| <b>Nr. 2</b>                     |   |
| <b>Indicator title</b>           | Number of condition assessments conducted on state-owned buildings  |
| <b>Short definition</b>          | Determine specific conditions of buildings and their categories (i.e. C1 = very poor; C2 = Poor; C3 = Fair; C4 = Good and C5 = Excellent), which will trigger maintenance prioritisation. |
| <b>Purpose/importance</b>        | To ensure that all buildings are in a functional condition to enable service delivery and to comply with GIAMA prescripts and OHSA.   |
| <b>Source/collection of data</b> | Completed condition assessments reports with ratings and captured in the asset register.  |
| <b>Method of calculation</b>     | Simple count of the number of condition assessments captured in the asset register for the year in question.  |
| <b>Data limitations</b>          | None  |
| <b>Type of indicator</b>         | Output  |
| <b>Calculation type</b>          | Cumulative  |
| <b>Reporting cycle</b>           | Annually  |
| <b>New indicator</b>             | No  |
| <b>Desired performance</b>       | Actual performance to be higher than planned target   |
| <b>Indicator responsibility</b>  | Director: Property Management   |

|                                  |   |
|----------------------------------|---|
| <b>Nr. 3</b>                     |   |
| <b>Indicator Title</b>           | Number of leased accommodation (leased in) provided within agreed time period                   |
| <b>Short Definition</b>          | To identify the number of leases entered into on behalf of client Departments                   |
| <b>Purpose/Importance</b>        | To achieve a credible, accurate and have valid lease agreements on behalf of client departments |
| <b>Source/Collection of data</b> | Signed lease agreements   |
| <b>Data limitations</b>          | Invalid lease agreements, irregular expenditure by client departments                           |
| <b>Type of indicator</b>         | Output  |
| <b>Calculation Type</b>          | Non-Cumulative  |
| <b>Reporting Cycle</b>           | Annually  |
| <b>New Indicator</b>             | Old/new   |
| <b>Desired Performance</b>       | A higher level of performance implies an improved database on leased in agreements              |
| <b>Indicator Responsibility</b>  | Director: Property Management   |

**TECHNICAL INDICATORS FOR PROGRAMME 3: ROADS**

**SUB PROGRAMME: PLANNING**

|   |  |
|---|--|
| <b>Nr. 1</b>  |  |
| <b>Indicator Title</b><br><b>Short Definition</b><br><b>Purpose/Importance</b><br><b>Source/collection of data</b><br><b>Method of calculation</b><br><b>Data limitations</b><br><b>Type of indicator</b><br><b>Calculation Type</b><br><b>Reporting cycle</b><br><b>New indicator</b><br><b>Desired performance</b><br><b>Indicator responsibility</b> | Number of reports done for management system<br>Number of reports done for the management system<br>Simplify procedure and speed up service delivery<br>Reports done<br>Counting of reports compiled<br>Inputs are required from every unit timeously<br>Physical Count<br>Cumulative<br>Annually<br>Old<br>Reports done accurately and on time for the management system<br>Director: Planning and Design |

|   |  |
|---|--|
| <b>Nr. 2</b>  |  |
| <b>Indicator Title</b><br><b>Short Definition</b><br><b>Purpose/Importance</b><br><b>Source/collection of data</b><br><b>Method of calculation</b><br><b>Data limitations</b><br><b>Type of indicator</b><br><b>Calculation Type</b><br><b>Reporting cycle</b><br><b>New indicator</b><br><b>Desired performance</b><br><b>Indicator responsibility</b> | Number of infrastructure plans compiled<br>A report for the infrastructure plan of roads<br>To ensure that infrastructure for roads are planned properly<br>Inputs for infrastructure plan and the actual plan compiled<br>Verification of infrastructure plan compiled<br>Inputs for infrastructure not received timeously<br>Verification<br>Cumulative<br>Annually<br>Old<br>Infrastructure developed and approved on time with all necessary inputs<br>Director: Planning and Design |

**SUB PROGRAMME: DESIGN**

|   |   |
|---|---|
| <b>Nr. 1</b>  |   |
| <b>Indicator Title</b><br><b>Short Definition</b><br><b>Purpose/Importance</b><br><b>Source/collection of data</b><br><b>Method of calculation</b><br><b>Data limitations</b><br><b>Type of indicator</b><br><b>Calculation Type</b><br><b>Reporting cycle</b><br><b>New indicator</b><br><b>Desired performance</b><br><b>Indicator responsibility</b> | Number of design or specification document completed<br>Design of necessary structures<br>To ensure that the necessary structures that where identified are designe d for construction purposes and infrastructure development<br>Design of specific structure identified<br>Counting number of designs done over reporting period<br>Shortage of skilled design personnel<br>Output – Designs completed<br>Cumulative<br>Bi-Annually<br>Old<br>All design needs are fulfilled for structures identified<br>Director: Planning and Design |

**SUB PROGRAMME: CONSTRUCTION**

|                                  |  |
|----------------------------------|--|
| <b>Nr. 1</b>                     |  |
| <b>Indicator Title</b>           | Number of km of gravel roads upgraded to surfaced roads  |
| <b>Short Definition</b>          | Number of projects completed on upgraded to surfaced roads   |
| <b>Purpose/Importance</b>        | upgraded to surfaced roads to ensure safe roads and infrastructure maintenance for economical growth |
| <b>Source/collection of data</b> | Worksheets of work done  |
| <b>Method of calculation</b>     | Counting number of projects completed over reporting period  |
| <b>Data limitations</b>          | Budget constraints   |
| <b>Type of indicator</b>         | Output – Construction  |
| <b>Calculation Type</b>          | Cumulative   |
| <b>Reporting cycle</b>           | Quarterly  |
| <b>New indicator</b>             | Old  |
| <b>Desired performance</b>       | All projects started on target date and projects identified completed                                |
| <b>Indicator responsibility</b>  | Director : Construction and Maintenance  |

**SUB PROGRAMME: MAINTENANCE**

|                                  |  |
|----------------------------------|--|
| <b>Nr. 1</b>                     |  |
| <b>Indicator Title</b>           | Number of square metres of surfaced roads rehabilitated  |
| <b>Short Definition</b>          | Number of projects completed on rehabilitation of paved roads  |
| <b>Purpose/Importance</b>        | Rehabilitation of surfaced roads to ensure safe roads and infrastructure maintenance for economical growth |
| <b>Source/collection of data</b> | Worksheets of work done  |
| <b>Method of calculation</b>     | Counting number of projects completed with regards to rehabilitated roads within the province              |
| <b>Data limitations</b>          | Budget constraints   |
| <b>Type of indicator</b>         | Output – Construction  |
| <b>Calculation Type</b>          | Cumulative   |
| <b>Reporting cycle</b>           | Quarterly  |
| <b>New indicator</b>             | Revised  |
| <b>Desired performance</b>       | All projects started on target date and projects identified completed                                      |
| <b>Indicator responsibility</b>  | Director : Construction and Maintenance  |

|                                  |  |
|----------------------------------|--|
| <b>Nr. 2</b>                     |  |
| <b>Indicator Title</b>           | Number of square metres of surfaced roads resealed   |
| <b>Short Definition</b>          | Number of square meters surfaced roads resealed      |
| <b>Purpose/Importance</b>        | Safer roads for users                                |
| <b>Source/collection of data</b> | APP, Road network analysis, Municipal IDPs           |
| <b>Method of calculation</b>     | m <sup>2</sup> of maintenance done                   |
| <b>Data limitations</b>          | Financial constraints                                |
| <b>Type of indicator</b>         | Quantity and quality                                 |
| <b>Calculation Type</b>          | Cumulative   |
| <b>Reporting cycle</b>           | Quarterly  |
| <b>New indicator</b>             | Old  |
| <b>Desired performance</b>       | Maintenance done are in line with targets determined |
| <b>Indicator responsibility</b>  | Director : Construction and Maintenance              |

|   |   |
|---|---|
| <b>Nr. 3</b>  |   |
| <b>Indicator Title</b><br><b>Short Definition</b><br><b>Purpose/Importance</b><br><b>Source/collection of data</b><br><b>Method of calculation</b><br><b>Data limitations</b><br><b>Type of indicator</b><br><b>Calculation Type</b><br><b>Reporting cycle</b><br><b>New indicator</b><br><b>Desired performance</b><br><b>Indicator responsibility</b> | Number of kilometres of gravel roads re-gravelled<br>Re-graveling of roads<br>Safer roads for users<br>APP, Road network analysis, Municipal IDPs<br>Km of road re-graveling done<br>Financial constraints<br>Quantity<br>Cumulative<br>Quarterly<br>Old<br>Re-graveling done in line with targets<br>Director : Construction and Maintenance |

|   |  |
|---|--|
| <b>Nr. 4</b>  |  |
| <b>Indicator Title</b><br><b>Short Definition</b><br><b>Purpose/Importance</b><br><b>Source/collection of data</b><br><b>Method of calculation</b><br><b>Data limitations</b><br><b>Type of indicator</b><br><b>Calculation Type</b><br><b>Reporting cycle</b><br><b>New indicator</b><br><b>Desired performance</b><br><b>Indicator responsibility</b> | Number of square metres of blacktop patching<br>Patching of blacktop on provincial roads<br>Safer roads for users<br>APP, Road network analysis, Municipal IDPs<br>m <sup>2</sup> of maintenance done<br>Financial constraints<br>Quantity and quality<br>Cumulative<br>Quarterly<br>Old<br>Patching done in accordance with targets determined<br>Director : Construction and Maintenance |

|   |  |
|---|--|
| <b>Nr. 5</b>  |  |
| <b>Indicator Title</b><br><b>Short Definition</b><br><b>Purpose/Importance</b><br><b>Source/collection of data</b><br><b>Method of calculation</b><br><b>Data limitations</b><br><b>Type of indicator</b><br><b>Calculation Type</b><br><b>Reporting cycle</b><br><b>New indicator</b><br><b>Desired performance</b><br><b>Indicator responsibility</b> | Number of kilometres of gravel roads bladed<br>Blading of provincial roads<br>Safer roads for users<br>APP, Road network analysis, Municipal IDPs<br>Kilometers blading done<br>Financial constraints<br>Quantity<br>Cumulative<br>Quarterly<br>Old<br>Blading done in accordance with determined targets<br>Director : Construction and Maintenance |

| Nr. 6                            |   |
|----------------------------------|---|
| <b>Indicator Title</b>           | Number of kilometres of surfaced roads visually assessed as per the applicable TMH manual |
| <b>Short Definition</b>          | Visual assessment of paved roads.   |
| <b>Purpose/Importance</b>        | Identify defects and functional condition   |
| <b>Source/collection of data</b> | Annual Report   |
| <b>Method of calculation</b>     | Kilometers assessed   |
| <b>Data limitations</b>          | Timeously appointment of external service providers                                       |
| <b>Type of indicator</b>         | VCI   |
| <b>Calculation Type</b>          | Weighted average  |
| <b>Reporting cycle</b>           | Annually  |
| <b>New indicator</b>             | Old   |
| <b>Desired performance</b>       | High quality of information   |
| <b>Indicator responsibility</b>  | Director: Planning and Design   |

| Nr. 7                            |   |
|----------------------------------|---|
| <b>Indicator Title</b>           | Number of kilometres of gravel roads visually assessed as per the applicable TMH manual |
| <b>Short Definition</b>          | Visual assessment of gravel roads.  |
| <b>Purpose/Importance</b>        | Identify defects and functional condition   |
| <b>Source/collection of data</b> | Annual Report   |
| <b>Method of calculation</b>     | Kilometers assessed   |
| <b>Data limitations</b>          | Timeously appointment of external service providers                                     |
| <b>Type of indicator</b>         | Gravel Thickness and condition rating and identifiers                                   |
| <b>Calculation Type</b>          | Weighted average  |
| <b>Reporting cycle</b>           | Annual  |
| <b>New indicator</b>             | Old   |
| <b>Desired performance</b>       | High quality of information   |
| <b>Indicator responsibility</b>  | Director: Planning and Design   |

**TECHNICAL INDICATORS FOR PROGRAMME 4: COMMUNITY BASED PROGRAMME**

**4.2 SUB-PROGRAMME: COMMUNITY DEVELOPMENT**

| Nr. 1                            |   |
|----------------------------------|---|
| <b>Indicator Title</b>           | Number of EPWP work opportunities created by the Provincial Department of Public Works/Roads  |
| <b>Short Definition</b>          | 1 Work opportunity = paid work created for an individual on an EPWP project for any period of time. The same individual can be employed by one project after another and each period of employment will be counted as a work opportunity. |
| <b>Purpose/ Importance</b>       | The indicator measures the work opportunities created by the provincial DPW   |
| <b>Source/collection of data</b> | EPWP Annexure reports   |
| <b>Method of calculation</b>     | Aggregation on cumulative basis.  |
| <b>Data limitations</b>          | Misalignment of reporting timelines between Treasury and EPWP Reporting   |
| <b>Type of indicator</b>         | Output indicator  |
| <b>Calculation type</b>          | The reported performance is cumulative  |
| <b>Reporting cycle</b>           | Quarterly   |
| <b>New indicator</b>             | Old   |
| <b>Desired performance</b>       | Actual performance should be equal to the planned target  |
| <b>Indicator responsibility</b>  | Director: EPWP  |

| Nr. 2                            |  |
|----------------------------------|--|
| <b>Indicator Title</b>           | No of Full Time Equivalentents (FTE ₺) created by the Provincial Department of Public Works/Roads                  |
| <b>Short Definition</b>          | Total number of Person Days of employment divided by 230 days in a year.   |
| <b>Purpose/ Importance</b>       | The indicator measures impact of the work opportunities created by the Provincial Department of Public Works/Roads |
| <b>Source/collection of data</b> | <i>EPWP Annexure Reports</i>   |
| <b>Method of calculation</b>     | Aggregation on cumulative basis.   |
| <b>Data limitations</b>          | Misalignment of reporting timelines between Treasury and EPWP Reporting  |
| <b>Type of indicator</b>         | Output indicator   |
| <b>Calculation type</b>          | The reported performance is cumulative   |
| <b>Reporting cycle</b>           | Quarterly  |
| <b>New indicator</b>             | Old  |
| <b>Desired performance</b>       | Actual performance should be equal or more than a target.  |
| <b>Indicator responsibility</b>  | Director: EPWP   |

**4.3 SUB-PROGRAMME: INNOVATION AND EMPOWERMENT**

| Nr. 1  |   |
|--|---|
| <b>Indicator Title</b><br><b>Short Definition</b><br><b>Purpose/ Importance</b><br><b>Source/collection of data</b><br><br><b>Method of calculation</b><br><b>Data limitations</b><br><b>Type of indicator</b><br><b>Calculation type</b><br><b>Reporting cycle</b><br><b>New indicator</b><br><b>Desired performance</b><br><b>Indicator responsibility</b> | Number of Beneficiary Empowerment Interventions<br>The number of interventions planned and implemented for the empowerment of the EPWP beneficiaries.<br>To develop, empower and skill EPWP designated group to become employable<br>National Youth Service (NYS) project plans<br>Contractor Development project plans<br>Coaching & Mentoring project plans<br>Learnership project plans<br>Apprenticeship Project plans<br>Artisan project plans<br>Simple Counting<br>None<br>Output indicator<br>The reported performance is cumulative<br>Quarterly<br>Old<br>Actual performance should be equal or more than a target<br>Director EPWP |

**4.4 SUB-PROGRAMME: EPWP COORDINATION AND MONITORING**

| Nr. 1   |   |
|---|---|
| <b>Indicator title</b><br><b>Short definition</b><br><b>Purpose/importance</b><br><br><b>Source of data and or data collation</b><br><b>Method of calculation of output</b><br><b>Data limitations</b><br><b>Type of indicator</b><br><b>Calculation type</b><br><b>Reporting cycle</b><br><b>Indicator Status</b><br><b>Indicator responsibility</b> | Number of public bodies reporting on EPWP targets within the Province<br>To maximise reporting by public bodies involved in the creation of EPWP work opportunities within the Province<br>To ensure that the provincial co-ordination and support function is extended to all public bodies. This is intended to ensure that the set provincial EPWP work opportunities targets are achieved.<br>Extract from MIS/IRS/WBS reports indicating EPWP work opportunities reported by public bodies within the Province<br>Simple count of public bodies reporting on EPWP targets from source documentation.<br>Inaccurate or incomplete reporting by Public Bodies<br>Output<br>Non-cumulative<br>Quarterly.<br>Old<br>Senior Manager |

|   |   |
|---|---|
| <b>Nr. 2</b>                                |   |
| <b>Indicator title</b>                      | Number of interventions implemented to support public bodies in the creation of targeted number of work opportunities in the province   |
| <b>Short definition</b>                     | To ensure that Provincial Coordination provides the necessary support and coordination interventions to public bodies implementing EPWP initiatives   |
| <b>Purpose/importance</b>                   | To provide support to public bodies to meet their set EPWP targets.<br>The following is a list of some of the interventions implemented: One-on-one engagements , Systems training, Data capturing support, Technical support, On-site visits, Data quality assurance (DQA) Provincial/Sector/District meetings |
| <b>Source of data and or data collation</b> | Training manuals, site visit project plan, beneficiary data, training schedule, minutes of meetings/engagements, attendance registers of training/workshops, site visit reports   |
| <b>Method of calculation of output</b>      | Simple count of interventions   |
| <b>Data limitations</b>                     | None  |
| <b>Type of indicator</b>                    | Output  |
| <b>Calculation type</b>                     | Cumulative  |
| <b>Reporting cycle</b>                      | Quarterly   |
| <b>Indicator Status</b>                     | New   |
| <b>Indicator responsibility</b>             | Senior Manager  |

|                                  |   |
|----------------------------------|---|
| <b>Nr. 3</b>                     |   |
| <b>Indicator Title</b>           | Number of jobs created  |
| <b>Short Definition</b>          | 1 work opportunity= paid work created for an individual on an EPWP project for any period of time. The same individual can be employed by one project after another and each period of employment will be counted as a work opportunity. This exclude the contribution from National Department |
| <b>Purpose/Importance</b>        | To measure the number of jobs created by provincial departments and municipalities in the province  |
| <b>Source/collection of data</b> | EPWP Annexure reports   |
| <b>Method of calculation</b>     | Aggregation on cumulative basis   |
| <b>Data limitations</b>          | Misalignment of reporting timelines between Treasury and EPWP Reporting   |
| <b>Type of indicator</b>         | Output indicator  |
| <b>Calculation Type</b>          | The reported performance is cumulative  |
| <b>Reporting cycle</b>           | Quarterly   |
| <b>New indicator</b>             | Old   |
| <b>Desired performance</b>       | Actual performance should be equal or more than a target  |
| <b>Indicator responsibility</b>  | Director: EPWP  |

|   |  |
|---|--|
| <b>Nr. 4</b>  |  |
| <b>Indicator Title</b><br><b>Short Definition</b><br><b>Purpose/Importance</b><br><b>Source/collection of data</b><br><b>Method of calculation</b><br><b>Data limitations</b><br><b>Type of indicator</b><br><b>Calculation Type</b><br><b>Reporting cycle</b><br><b>New indicator</b><br><b>Desired performance</b><br><b>Indicator responsibility</b> | Number of full time equivalents (FTEs) created<br>Total number of person days of employment divided by 230 days in a year.<br>Measure impact of work opportunities created by Provincial Departments and municipalities in the province<br>EPWP annexure Reports<br>Aggregation on cumulative basis<br>Misalignment of reporting timelines between Treasury and EPWP<br>Output indicator<br>The reported performance is cumulative<br>Quarterly<br>Old<br>Youths employed in all projects according to the determined guidelines<br>Director: EPWP |

|   |   |
|---|---|
| <b>Nr. 5</b>  |   |
| <b>Indicator Title</b><br><b>Short Definition</b><br><b>Purpose/Importance</b><br><b>Source/collection of data</b><br><b>Method of calculation</b><br><b>Data limitations</b><br><b>Type of indicator</b><br><b>Calculation Type</b><br><b>Reporting cycle</b><br><b>New indicator</b><br><b>Desired performance</b><br><b>Indicator responsibility</b> | Number of youth employed (18-35)<br>Number of work opportunities created for people with disability in the programme as a percentage of the total number of EPWP work opportunities<br>1 work opportunity= paid work created for an individual on an EPWP project for any period of time. This exclude the contribution from National Department<br>To measure work opportunities created for youth by provincial departments and municipalities in the province<br>EPWP Annexure reports<br>Aggregation on cumulative basis<br>Misalignment of reporting timelines between Treasury and EPWP Reporting<br>Output indicator<br>The reported performance is cumulative<br>Quarterly<br>Old<br>Actual performance should be equal or more than a target<br>Director: EPWP |

|   |  |
|---|--|
| <b>Nr. 6</b>  |  |
| <b>Indicator Title</b><br><b>Short Definition</b><br><b>Purpose/Importance</b><br><b>Source/collection of data</b><br><b>Method of calculation</b><br><b>Data limitations</b><br><b>Type of indicator</b><br><b>Calculation Type</b><br><b>Reporting cycle</b><br><b>New indicator</b><br><b>Desired performance</b><br><b>Indicator responsibility</b> | Number of women employed<br>Number of work opportunities created for Women in the programme as a percentage of the total number of EPWP work opportunities<br>1 work opportunity= paid work created for an individual on an EPWP project for any period of time. This exclude the contribution from National Department<br>To measure work opportunities created for women by provincial departments and municipalities in the province<br>EPWP Annexure reports<br>Aggregation on cumulative basis<br>Misalignment of reporting timelines between Treasury and EPWP Reporting<br>Output indicator<br>The reported performance is cumulative<br>Quarterly<br>Old<br>Actual performance should be equal or more than a target<br>Director: EPWP |

| Nr. 7  |   |
|--|---|
| <p><b>Indicator Title</b></p> <p><b>Short Definition</b></p> <p><b>Purpose/Importance</b></p> <p><b>Source/collection of data</b></p> <p><b>Method of calculation</b></p> <p><b>Data limitations</b></p> <p><b>Type of indicator</b></p> <p><b>Calculation Type</b></p> <p><b>Reporting cycle</b></p> <p><b>New indicator</b></p> <p><b>Desired performance</b></p> <p><b>Indicator responsibility</b></p> | <p>Number of people living with disabilities employed</p> <p>Number of work opportunities created for people with disability in the programme as a percentage of the total number of EPWP work opportunities</p> <p>1 work opportunity= paid work created for an individual on an EPWP project for any period of time. This exclude the contribution from National Department</p> <p>To measure work opportunities created for People with disability by provincial departments and municipalities in the province</p> <p>EPWP Annexure reports</p> <p>Aggregation on cumulative basis</p> <p>Misalignment of reporting timelines between Treasury and EPWP Reporting</p> <p>Output indicator</p> <p>The reported performance is cumulative</p> <p>Quarterly</p> <p>Old</p> <p>Actual performance should be equal or more than a target</p> <p>Director: EPWP</p> |

**PR107/2016**  
**ISBN: 978-0-621-44460-5**

**To obtain additional copies of this document, please contact:**

**Department of Roads and Public Works**  
**Northern Cape**

**P.O. Box 3132**  
**KIMBERLEY**  
**8300**  
**Tel: (053) 839-2220**  
**Fax: (053) 839-2291**