

Mpumalanga Provincial Government

**Department of Public Works, Roads
and Transport**

**Strategic Management Plan 2003 –
2004**

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Introduction

This document sets out the strategic management plan of the Department of Public Works, Roads and Transport in Mpumalanga Province.

The document seeks to harmonise and synchronise the planning, budgeting, monitoring and reporting framework that the department has committed itself to. Contained in the document is a three-year strategic plan. The three-year plan represents the outcome of concerted analysis of the objectives and functions of the department.

A series of consultative workshops with both senior and middle management produced this plan. In this regard, the MEC for Public Works, Roads and Transport provided sterling guidance.

The three-year plan provides a solid foundation for our operational plans, which also form part of this document. The operational plan is a day-to-day document that guides the department in its activities throughout the financial year. The performance of a section, a particular manager or the department as a whole, are measured against the objectives set out in the operational plans. The MEC and management of the department are satisfied that the plans are sound, relevant and responsible with regard the mandate of the department as well as PFMA and PSA regulations.

The document is divided into four main components, namely:

Part A: Strategic Overview

Part B: Programme and Sub-Programme Plans

Part C: Background Information

We trust that the document will feed into monthly and quarterly departmental reports as well as the departmental annual report. The department is committed to the delivery of services that will result from this strategic plan.

Part A: Strategic Overview

2.1. STATEMENT OF POLICY AND COMMITMENT BY THE MEC

Since 1994, the ANC has led the way to provide an integrated, holistic approach to major social and economic questions, including the provision of infrastructure. This was done after the apartheid government saw infrastructure development limited to geographical areas of the old South Africa, neglecting townships and informal settlements, and concentrating on the needs of industry and white areas to the almost exclusion of others. The provision of infrastructure to ensure that projects and programmes translate into social transformation was the priority during the Strategic Planning Workshop of the Department of Public Works, Roads and Transport, which was held on 13 June 2002 in Nelspruit.

The main policy priority for the year is speeding up service delivery, in particular in the department's core functions of developing and maintaining the provincial road network and public buildings. As in the previous year, the department will also continue to focus on black economic empowerment (BEE), the development of SMME's, poverty relief, job creation and skills development and the empowerment of women, the disabled and the youth through a variety of projects.

Partnerships will be strengthened through participation in forums at all levels of government and public life, while communities will be actively engaged through Imbizo and the Cabinet Outreach Programme. As MEC, I will always take a proactive role by visiting the various projects while under construction and after completion to ensure the proper execution and implementation of multi-sector projects.

The department will also assist in accelerating economic growth in the province through infrastructure development. Strategic improvements in the general mobility of citizens of Mpumalanga through road access and the regulation of the passenger transport industry will support this goal. Greater investment in social infrastructure will also be made. As a way of improvement of the quality of the lives of our people the Department has taken new measures to increase the volume and quality of our investment in the social infrastructure such as payments of contractors in time.

While expanding and improving on its services, the department will pay attention to improving the efficiency and effectiveness of its employees. Efforts will be made to improve the department's managerial, technical and administrative capacity through a variety of programmes. We also intend taking a tough stance on fraud and corruption in the Public Service. As we continue to respond to the challenges to put our shoulders to the wheel to accelerate the pace of change,

we reiterate the appeal to all our people to sustain the volunteer Letsema campaign and to respond to the call – V’ukuzenzela!

Although great strides have been made to tighten internal financial control measures, the coming year will see the department improving even more in this area. It will also see improved efficiency in the capital investments made by the department.

We are proud to mention that the department’s Strategic Management Plan fits in with government objectives such as increased, quality service delivery, measurable performance and efficient expenditure. In order to realize this, the Strategic Plan was synchronized with the planning, budgeting, monitoring and reporting framework required by the Public Finance Management Act (PFMA). The department is confident that this will ensure the proper and efficient allocation of limited resources.

We are confident that we will be able to implement our Strategic Management Plan successfully, through the commitment, dedication and diligence of myself, the Head of Department, Senior Management Service and officials of the department. This will assist in reaching our ultimate goal: To turn the tide of poverty and disadvantage into a better life for all South Africans.

All stakeholders – the Provincial Executive, Provincial Legislature, Provincial Treasury and communities – are invited to use this Strategic Management Plan as a yardstick against which to measure the department’s performance.

I therefore concur with this department’s Strategic Plan and the outputs and targets contained therein.

We can and we will do it together.

.....
MEC J S MABONA

2.2. OVERVIEW BY THE ACCOUNTING OFFICER

The Department of Public Works, Roads and Transport's vision is to be an effective, efficient, transparent, corruption free and well managed department.

The Department's main objectives are the following:

- To efficiently provide and adequately maintain the Provincial Road Network.
- The acquisition and alienation of land, planning, development and maintenance of government buildings and the control thereof.
- To administer the provisioning and disposal of government motor transport and control the utilization thereof.
- To administer, manage and co-ordinate public transport, transport infrastructure planning and research.
- To render good financial management in order to maximize delivery of services through the efficient and effective use of limited resources.
- To continuously ensure that there are effective Human Resource Management and Development Programmes and that personnel are encouraged to participate in those programmes.

The department comprises of four programmes, namely, Transport, Roads, Public Works and Administration.

Transport

Through this programme, we will strive to ensure that peace and stability prevail in the Public Passenger Transport Sector. We will continue to transform and regulate the taxi industry. The department will implement the National Land Transport Transition Act and formulate the Provincial Land Transport Framework and Provincial Land Transport Act in the coming MTEF period.

The department will continue with the stocktaking of all government motor transport, fitting of VIT, reducing misuse of government motor transport and petrol cards and the monitoring of closed circuit TV security measures.

Roads

Through the Roads programme, the department will continue with the maintenance of the 7 181 km of surfaced roads and 9090 km of gravel roads in the next financial years. The department has experienced a shrinking in the budget of this programme over the years. For this department to maintain the existing road network at minimum acceptable levels, it needs approximately R350 million per annum.

We appreciate the extra funding that we received and still receive in the form of Conditional Infrastructure Grants and Flood Damage funds. With the limited resources at its disposal, the department will continue with the reconstruction, resealing and regraveling of various roads in the Province. There is a list of these projects in PART C of the Strategic Plan.

Public Works

Through the Public Works programme, the department will continue to be responsible for the provision and maintenance of government buildings. The budget available for the MTEF period is only for emergency maintenance. This results in a backlog in preventative maintenance of ± R150 million which is escalating every year. Should the status quo remain as is, this could have disastrous consequences for government assets and they could end up being unusable by the client departments and communities we serve.

The department will continue with the provision of community facilities, thereby creating job opportunities and combating poverty through its Community Based Public Works Projects. A proper asset register and asset management system will be fully implemented, enabling the department to manage the province's assets properly and optimally in the next financial years.

Administration

Through this programme the department will continue to train and build the capacity required for its employees to render quality services to its clients departments and the public. Improved financial management by the department will also continue through the full implementation and compliance with the Public Finance Management Act.

.....
MR W MTHOMBOTHI
ACTING HOD

2.3. VISION

To be an effective, efficient, transparent corrupt free and well-managed department.

2.4. MISSION AND STRATEGIC GOALS

Mission

The mission of the Department of Public Works, Roads and Transport is to continuously utilize departmental resources effectively and efficiently by facilitating the provision, maintenance and control of infrastructure and services to maximize the benefit to the end users.

Strategic Goals

The strategic goals or areas of organizational performance that are critical to the accomplishment of the mission are:

- To efficiently provide and adequately maintain the provincial road network.
- The acquisition and alienation of land; planning, development and maintenance of government buildings and the control thereof.
- To administer the provisioning and disposal of government motor transport and control the utilization thereof.
- To administer, manage and co-ordinate public transport, transport infrastructure planning and research.
- To render good financial management in order to maximize delivery of services through the efficient and effective use of limited resources.
- To continuously ensure that there is effective human resource management and development programmes, and to encourage personnel to participate in those programmes.

2.5. VALUES

The core values that the department espouses are:

- Democratic, open, accountable and transparent administration.
- Equitable service provision based on agreed service standards.
- Addressing people's needs through public participation and consultation

- Effective resource utilization to ensure value for money.
- Professional ethics, courtesy and “zero-tolerance” to any form of corruption.
- Access to and availability of accurate information at all times.
- Maximizing human potential through training and development.
- Quality, affordable and sustainable services.
- The community is always right.

The departmental ethos or principles on which the department function are:

- All services rendered must be customer orientated.
- To utilize government property effectively and efficiently.
- Address community needs through public participation, consultation and transparent processes.
- All services shall be rendered promptly, economically and efficiently.
- All correspondences shall be acknowledged within one week of receipt.

2.6. LEGISLATIVE AND OTHER MANDATES

The following constitutional and legislative, functional and policy mandates inform what the department does and how it does it. These legislative mandates help the department in achieving its strategic goals.

Administration

- The Constitution of South Africa, the Constitution Act 108 of 1996: Elaborates on the procedure and guidelines on basic values and principles governing public administration.
- The Public Service Act, 1994: The regulation of the conditions of empowerment, discipline and matters connected therewith.
- The Labour Relations Act, 1995 (Act 66 of 1995): To promote and maintain sound labour practice.
- Basic Conditions of Employment Act, 1997 (Act 75 of 1997): Seeks to advance economic developments and social justice by fulfilling the primary objects such as to give effect to and regulate the right to fair labour practices conferred by section 23(1) of the constitution.
- Employment Equity Act 1998 (Act 55 of 1998): Seeks to promote equal opportunity and fair treatment in employment through the

elimination of unfair discrimination and implementation of affirmative action measures to redress the imbalances of the past.

- Skills Development Act, 1998: Seeks to provide an institutional framework to devise and implement strategies to develop and improve the skills of the workforce.
- Public Finance Management Act (Act 29 of 1999 as amended): Seeks to secure transparency, accountability and sound management of revenue, expenditure, assets and liabilities of various public institutions.
- Preferential Procurement Policy Framework Act (Act 5 of 2000) and the regulations thereof: A system for properly evaluating all capital projects prior to a final decision on the project.
- Tender Board Act (Act 2 of 1994, Eastern Transvaal) and regulations (E.T. 37) thereof: For procurement of goods and services for the provincial departments.

Roads

- Construction Industry Development Board Act (Act 38 of 2000): Seeks to develop and capacitate the construction companies, especially the emerging ones.
- Roads Ordinance, 22 of 1957: For the proper management and administration of the provision and maintenance of roads and the regulatory functions thereof.
- Advertising and Ribbon Development Act: For the management and control of advertising boards and signs along the roads.

Transport

- National Land Transport Transition Act, 22 of 2000: To provide for the transformation and restructuring of the Land Transport System in the Country and to provide for incidental matters related thereto.
- Provincial Transport Policy-(White Paper) to give guidance to Transport related matters in the Province.
- Policy on Government Motor Transport that regulates government motor transport.

- Subsidy motor Transport Policy regulates all subsidized vehicles for government officials

Public Works

- Occupational Health and Safety Act (Act 85 of 1993): To ensure safe working conditions and safe equipment at all times.
- State Land Disposal Act (Act 48 of 1961): For the disposal of state land through the Department of Land Affairs.
- Expropriation Act (Act 63 of 1975): In the event that we have to expropriate land or any other property.
- Environmental Conservation Act (1989): For environmental impact assessment studies, prior to the implementation of projects and for conserving the land after completion of the project.
- Deeds Registration Act: For the registration title deeds and related matters.

The following acts are also applicable:

- Act 43 of 2000: Council for the Built Environment
- Act 44 of 2000: Architectural Professional Act
- Act 45 of 2000: Landscape Architectural Professional Act
- Act 46 of 2000: Engineering Profession Act
- Act 47 of 2000: Property Valuers Profession Act
- Act 48 of 2000: Project and Construction Management Professions Act
- Act 49 of 2000: Quantity Surveying Profession Act
- Act 79 of 1984: Rating of State Property Act
- Act 101 of 1987: Land Affairs Act
- Act 111 of 1993: Land Titles Adjustment Act
- Act 49 of 1995: National Building Regulations and Building Standards Amendment Act
- Act 107 of 1997: Housing Act
- Act 50 of 1999: Rental Housing Act
- Act 11 of 1999: National Heritage Council Act
- Act 25 of 1999: National Heritage Resources Act
- Act 36 of 2002: Planning Profession Act
- National Environmental Management Amendment Act 56 of 2002
- National Land Transport Transition Amendment Act 31 of 2001
- National Road Traffic Amendment Act 21 of 1999
- Skills Development Levies Act 9 of 1999
- Compensation for Occupational Injuries and Diseases Act 61 of 1997

- Public Service Regulations (As amended 1 Jan 2003)
- Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000
- Public Service Amendment Act 5 of 1999
- Housing Amendment Act 4 of 2001
- Housing Consumers Protection Measures Amendment Act 27 of 1999
- Promotion of Administrative Justice Act 3 of 2000
- Legal Deposit Act 54 of 1997
- State Information Technology Agency Amendment Act 38 of 2002
- Promotion of Access to Information Act 54 of 2002
- General and Further Education and Training Quality Assurance Act 58 of 2001
- Adult Basic Education and Training Act 52 of 2000
- Municipal Laws

2.7 ACHIEVEMENTS DURING THE PAST YEAR 2002/2003

Administration

The department has an establishment of 5890 of which 3668 posts are filled and 2220 are vacant.

The department made strides in the implementation of the Employment Equity Act with larger numbers of women and other previously disadvantaged groups appointed at all levels. Of the 18 members of the SMS, 33% are women.

As part of its service delivery to staff members, 555 officials were trained on ABET and several officials were sent to attend internal and external courses during the financial year.

The financial statements for the 2001/2002 financial year were submitted in time to the Auditor General and Treasury as required by the PFMA. The department also for the first time received an unqualified audit report from the Auditor General. The annual report for the 2001/2002 was submitted in time as required by the PFMA. The Audit Committee members were appointed during the financial year, and the department is striving to comply with the requirements and spirit of the PFMA.

The Risk Assessment for the department was conducted. The internal audit plan will be drawn up from this information for the 2003/04 financial year.

Public Works

The department managed to start with the process of disposing of surplus government houses in the current financial year. An attempt was also made regarding the updating of all lease agreements, especially for the Pilgrim's Rest area.

The day-to-day maintenance of government buildings was undertaken during the year. Various district offices of the department were also renovated.

The department's Professional Services section continued to assist client departments such as Health, in the implementation of various projects and planning of various projects during the financial year.

Roads

The Chief Directorate managed to spend all the conditional grant funds on Infrastructure and Flood Damage, totaling R127, 584 million, during the financial year.

The reconstruction of various roads to the value of R158, 874 million from the department's equitable share was undertaken during the financial year. The maintenance of roads in the province was also undertaken during the financial year to the value of R50, 719 million.

Various roads were designed during the year to the value of R12 million for construction in the next financial years. The planning for the resealing and regravelling of various roads for implementation in the 2003/2004 financial year will be finalised during the current financial year.

Transport

The Public Transportation Services Directorate started the process of converting all existing taxi permits to operating licenses during this financial year. All applications for legal operating licenses received during the "Be Legal" campaign were tabled and were approved by the Transportation Board. The Taxi Registrar, Assessors and the Transportation Board were appointed.

Relations within the Taxi Industry have normalized and a good working relationship with the Provincial Taxi Council was established. The Taxi Industry in the province is stable as a result of the good working relationship with the Taxi Council. A few isolated incidents of dissatisfaction were dealt with within the legal framework.

Law enforcement has also improved, with the Transport Inspectors holding roadblocks during which action is taken against illegal passenger transport operators and those found to be operating with unroadworthy vehicles.

The misuse of government vehicles and petrol cards was also reduced and this resulted in a downturn in the number of accidents and damaged government vehicles. The ongoing fitting of Vehicle Identification Technology (VIT) and the co-operation received from other departments has reduced the misuse of fuel cards, overfills and tampering with odometer readings. The Accident Managers System is beginning to yield the desired results. The Accident and Fraud Evaluation Committee is ensuring that officials found to be negligent or to have misused government vehicles are made to reimburse government accordingly.

The Transport Chief Directorate also completed the data for the Current Public Transport Records (CPTR) in all three districts, i.e., Nkangala, Ehlanzeni and Gert Sibande districts. This data will assist the Transport planners at the local sphere of government to do their planning.

Community Based Public Works Projects

Community Based Public Works Projects (CBPWP) are the department's flagship poverty alleviation vehicles. In the 2002/2003 financial year, seven cluster

projects which includes the construction of crèches, market stalls, classrooms, gardens and craft market were undertaken by the department. These projects created 583 temporary and permanent jobs during the implementation of the projects. During the construction of CBPWP projects, 234 people from the previously disadvantaged communities were trained in various skills. The total value of these projects is R14 million and all consultants and contractors appointed were from the historically disadvantaged, including three women main contractors.

2.8 DESCRIPTION OF STRATEGIC PLANNING PROCESS

Each Chief Directorate's management in the department held its strategic planning session prior to the department's strategic planning session on 13 June 2002. While at the strategic planning session, each Chief Directorate had to present its strategic plan for the 2003/04 financial year. The Acting HOD, all Senior Managers and all officials from level 9 upwards attended the strategic planning session. After the presentation of each Chief Directorate's strategic plan, questions for clarity were posed to the Chief Directorate, and it is believed that all members present at the session played a meaningful role in developing the strategic plan, that they will take ownership of it and thus actively work towards its implementation.

Part B: Programme and Sub-Programme Plans

3.1 STRATEGIC OBJECTIVES

TABLE 4: STRATEGIC OBJECTIVES OF MPUMALANGA DEPARTMENT
OF PUBLIC WORKS, ROADS & TRANSPORT

PROGRAMME 1: ADMINISTRATION

STRATEGIC GOAL 1: GOOD GOVERNANCE

STRATEGIC OBJECTIVES:

1. Ensure efficient and effective management of the division.
2. Co-ordinate and implement a Workplace Skills Plan to comply with Skills Development Act through consultation workshops and meetings.
3. Employ consultant to develop human resources utilization policies.
4. Payroll verification.
5. Implement time-keeping management systems.
6. Deal with current and outstanding legal/litigation matters.
7. Appointments.
8. Recovery of debt in respect of State guarantees.
9. Implementation of new performance management systems.
10. Capturing of outstanding leave forms.
11. Sensitize and create awareness on gender and human rights issues.
12. Decentralization of S&T, camping allowances, cell phones and other claims to regions.
13. Provision and payments of services for the department.

14. Improvement and implementation of Internal control measures for prudent financial management.
15. Policy development to prevent and confute fraud.
16. Render efficient and effective procurement systems.
17. Ensure access to information through the communication of government information and objectives.

STRATEGIC GOAL 2: HUMAN RESOURCE DEVELOPMENT

STRATEGIC OBJECTIVES:

1. Provision of training to officials.
2. Educate and workshop personnel on HIV/Aids.
3. Educate and workshop personnel on new policies.

PROGRAMME 2: PUBLIC WORKS

STRATEGIC GOAL 1: GOOD GOVERNANCE

STRATEGIC OBJECTIVES:

1. Ensure efficient management and administration of the division.

STRATEGIC GOAL 2: PROVISION AND MAINTENANCE OF PUBLIC SECTOR INFRASTRUCTURE

STRATEGIC OBJECTIVES:

1. To maintain and keep provincial facilities in good condition.
2. To reduce the maintenance backlog.
3. Develop and finalise procurement criteria for the appointment of consultants.

4. Review and update the available information to consultants by preparing and updating standard contracts, documentation and drawings etc.
5. Acquisition and implementation of a project control program.
6. Supply and maintenance of communication system.
7. Supply scheduled maintenance and upgrading of electrical and mechanical installations according to the OHS Act 85 of 1995.
8. Maintain life-supporting systems in accordance with the OHS Act 85 of 1993.
9. Efficient management of provincial fixed assets.
10. Maintenance and management of Riverside Government Complex.

PROGRAMME 3: ROADS

STRATEGIC GOAL 1: GOOD GOVERNANCE

STRATEGIC OBJECTIVES

1. Efficient Management and Administration of the division.

STRATEGIC GOAL 2: INFRASTRUCTURE (PROVISION AND MAINTENANCE OF PUBLIC SECTOR INFRASTRUCTURE)

STRATEGIC OBJECTIVES:

1. Routine maintenance of gravel road network.
2. Routine maintenance of surfaced road network.
3. Develop and management of systems.
4. Visual assessment of surfaced roads.
5. Traffic count systems.

6. Bridge evaluation.
7. Compilation and documentation of period contracts.

STRATEGIC GOAL 3: INFRASTRUCTURE (CONSTRUCT AND UPGRADE PROVINCIAL PUBLIC ROADS)

STRATEGIC OBJECTIVES:

1. Re-gravelling of gravel roads and repair of all concrete structures and drainage.
2. Resealing and rehabilitation of surfaced roads.
3. Planning and design of roads.
4. Upgrading of existing roads.
5. Reconstruction of existing surfaced roads.
6. Provision of heavy machinery and equipment.

PROGRAMME 4: TRANSPORT

STRATEGIC GOAL 1: GOOD GOVERNANCE

STRATEGIC OBJECTIVES:

1. Proper management of personnel.
2. Implementations of the Provincial Transport Policy.
3. Implementations of the Provincial Land Transport Act.
4. Implementation of the PLTSF.
5. Ensure effective and efficient law enforcement.
6. Ensure proper utilization of government fleet.
7. Comply with the OSH Act.

STRATEGIC GOAL 2: ECONOMIC GROWTH AND SOCIO-ECONOMIC DEVELOPMENT

STRATEGIC OBJECTIVES:

1. Ensure the smooth operation of the Provincial Operating Licence Board.
2. Formalise the taxi industry.
3. Promote alternative modes of transport.

PROGRAMME 5 COMMUNITY BASED PUBLIC WORKS PROJECTS

STRATEGIC GOAL 1: GOOD GOVERNANCE

STRATEGIC OBJECTIVES:

1. Proper management of personnel

STRATEGIC GOAL 3: ECONOMIC GROWTH AND SOCIO-ECONOMIC DEVELOPMENT

STRATEGIC OBJECTIVES:

1. Provision of Public Assets that are self-sustaining and income generating.
2. Job creation and capacity building.

The department will pursue the achievement of the strategic objectives as follows:

Programme 1 Administration	2003/04 R'000	2004/05 R'000	2005/06 R'000
Sub-programme			
Office of the MEC	577	602	631
Admin Management	2,730	2,891	3,047
Corporate Services	84,286	86,676	85,819
Total	87,593	90,169	89,497
Programme 2 Public Works			
Sub-programme			
Radio Communication	4,000	4,240	4,494
Design & Construction	15,276	22,111	23,720
Property Management	6,818	5,159	4,509
Maintenance of Buildings	119,790	119,778	116,996
Pilgrim's Rest	11,182	11,802	12,456
Riverside Government Complex	26,208	32,119	29,484
Total	183,274	195,209	191,659
Programme 3 Roads			
Sub-programme			
Road Support Services	28,034	38,026	25,066
Roads Maintenance	173,610	192,049	197,353
Roads Construction	265,192	289,516	383,120
Total	466,836	519,591	605,539
Programme 4 Transport			
Sub-programme			
Public Transport	13,095	12,183	13,977
Planning	6,460	5,795	8,671
Government Transport	33,622	37,332	29,819
Total	53,177	55,310	52,467
Programme 5 CBPWP			
CBPWP	16,587	17,506	18,355
Total	16,587	17,506	18,355

3.2 OBJECTIVES, STRATEGIES, OUTPUTS AND MEASURES 2003/2004 – 2005/2006

1. Administration							
Objective	Output	Performance Measure	Quantity Measure	Quality Measure	2003 target R,000	2004 target R,000	2005 target R,000
1. Ensure efficient and effective management of the division			-	-	40,260	42,273	44,387
2. Implement time-keeping management systems	Implement the electronic clocking system to regions and districts	Adherence to official working time by officials	3 Regions	Public Service Act & Code of Conduct	660	1,000	-
3. Decentralization of pension administration to regions	Conduct workshops to regional offices	Capturing data for pension withdrawal at Regional level	25 officials to be trained	Internal HR policies	253	228	245-
4. Implementation of new performance management systems	Conduct workshops at Head Office and Regions	Compliance by officials to new performance management system	Level 9-12 and SMS	Departmental Policy	293	228	225
5. Ensure internal control and audit operation of the department	Assess relevant strategic business and operation risks	Interim draft submission to management meeting	4 Quarterly reports	In accordance with PFMA & Treasury Regulations	1,118	1,195	1,281
6. Render efficient and effective financial management services	Check and reconcile all salary files	Compliance with Treasury Regulations	4000 salary files	In terms of PFMA & Treasury Regulations	-	-	-

7. Decentralisation of S & T, camping allowances, cellphones and other claims to regions	Investigate feasibility of decentralization of payment of claims to regions	Submission of monthly reports	3 Regions	-	106	100	100
8. Provision and payments of services for the Department	Pay for all services rendered e.g telephones, security services etc	Pay within 30days of receipt of invoices and statements	Daily	In terms of Treasury Regulations-	31,992	31,757	30,060
9. Improvement and implementation of internal control measures for prudent financial management	Prevent and combat fraud and corruption	Review the effectiveness of procedure manuals in Financial management division	6 Procedure manuals	In accordance with the PFMA & Treasury Regulations	130	100	100
10. Policy development to prevent and confute fraud.	Prevent and combat fraud and corruption	Development of salary deduction policy	1 Policy on salary deductions	In accordance with the PFMA & Treasury Regulations		-	-
11. Render efficient, effective and economical provisioning services.	Update departmental asset register, valuation of assets and codification of assets	Quarterly reports	One integrated departmental asset register	In accordance with the PFMA & Treasury Regulations	1,400	1,520	1,629
12. Render efficient and effective procurement systems.	Acquire a procurement management system	Advertisement of Tender	Functional and effective procurement system	In accordance with the PFMA & Treasury Regulations	400	434	477
13. Provision of training to officials	Training of officials on disciplinary and grievance , ABET, PERSAL, BAS, Computer Literacy	Competency based certificates	60% of officials	Skills development Act & Employment Equity Plan	3,297	3,722	3,091

14. Access to information	Rendering internal and external communication services	Efficient and timeous distribution of departmental information and achievements	Publications and events		607	694	744
15. Reduce outstanding labour relations matters	Dealing with labour relations, legal and litigation matters		Ongoing	In terms of relevant laws and regulations	1,701	1,745	1,970
16. Ensure effective and efficient administration	Rendering administrative functions within regions		Ongoing		2,950	3,021	3,000
17. Ensure effective and efficient administration	Render day to day administrative functions within Corporate Services		Ongoing		2,426	2,152	2,188
Total Budget for Programme					87,593	90,169	89,497
1.1. Office of the MEC							
Objective	Output	Performance Measure	Quantity Measure	Quality Measure	2003 target R,000	2004 target R,000	2005 target R,000
Salary of the MEC	Political Oversight				577	602	631
1.2. Administration Management							
Objective	Output	Performance Measure	Quantity Measure	Quality Measure	2003 target R,000	2004 target R,000	2005 target R,000
					2,730	2,891	3,047
1.3 Corporate Services							

Objective	Output	Performance Measure	Quantity Measure	Quality Measure	2003 target R,000	2004 target R,000	2005 target R,000
2. Implement time-keeping management systems	Implement the electronic clocking system in regions and districts	Re advertisement of tender	3 Regions	Public Service Act & Code of Conduct	660	1,000	-
3. Decentralization of pension administration to regions	Conduct workshops at regional offices	Capturing data for pension withdrawal at Regional level	25 officials to be trained	Internal HR policies	253	228	245
4. Implementation of new performance management systems	Conduct workshops at Head Office and Regions	Compliance by officials to new performance management system	Level 9-12 and SMS	Departmental Policy	293	228	225
5. Ensure internal control and audit operation of the department	Assess relevant strategic business and operation risks	Interim draft submission to management meeting	4 Quarterly reports	In accordance with PFMA & Treasury Regulations	1,118	1,195	1,281
6. Render efficient and effective financial management services	Check and reconcile all salary files	Compliance with Treasury Regulations	4000 salary files	In terms of PFMA & Treasury Regulations	-	-	-
7. Decentralisation of S & T, camping allowances, cellphones and other claims to regions	Investigate feasibility of decentralization of payment of claims to regions	Submission of monthly reports	3 Regions	-	106	100	100
8. Provision and payments of services for the Department	Pay for all services rendered e.g telephones, security services etc	Pay within 30 days of receipt of invoices and statements	Daily	In terms of Treasury Regulations	31,992	31,757	30,060
9. Improvement and implementation of internal control measures for prudent financial management	Prevent and combat fraud and corruption	Review the effectiveness of procedure manuals in Financial management division	6 Procedure manuals	In accordance with the PFMA & Treasury Regulations	130	100	100-

10. Policy development to prevent and confute fraud.	Prevent and combat fraud and corruption	Development of salary deduction policy	1 Policy on salary deductions	In accordance with the PFMA & Treasury Regulations	-	-	-
11. Render efficient, effective and economical provisioning services.	Update departmental asset register, valuation of assets and codification of assets	Quarterly reports	One integrated departmental asset register	In accordance with the PFMA & Treasury Regulations	1,400	1,520	1,629
12. Render efficient and effective procurement systems.	Acquire a procurement management system	Advertisement of Tender	Functional and effective procurement system	In accordance with the PFMA & Treasury Regulations	400	434	477
13. Provision of training to officials	Training of officials on disciplinary and grievance , ABET, PERSAL, BAS, Computer Literacy	Competency based certificates	60% of officials -	Skills development Act & Employment Equity Plan	3,297	3,722	3,091
14. Access to information	Rendering internal and external communication services	Efficient and timeous distribution of departmental information and achievements	Publications and events		607	694	744
15. Reduce outstanding labour relations matters	Dealing with labour relations, legal and litigation matters		Ongoing		1,701	1,745	1,970
16. Ensure effective and efficient administration	Rendering administrative functions within regions		Ongoing		2,950	3,021	3,000
17. . Ensure effective and efficient administration	Render day to day administrative functions within regions		Ongoing		2,426	2,152	2,188
2. Public Works							

Objective	Output	Performance Measure	Quantity Measure	Quality Measure	2003 target R,000	2004 target R,000	2005 target R,000
1. Ensure efficient management and administration			-	-	81,299	85,456	89,826
2. To maintain and keep provincial facilities in good condition	Execute day-to-day maintenance on provincial buildings	Day to day	Day to day	Minimum acceptable standards	50,630	47,049	40,526
3. To maintain and keep provincial facilities in good condition	To provide a procurement system for maintenance	System operational by end of financial year	3 regions	Minimum acceptable standards	752	900	1,050
4. Maintain a 90% coverage of radio communication network	Scheduled servicing	Maintain a 90% coverage of radio communication network	90% minimum coverage	According to ICASA standards	4,000	4,240	4,494
5. Supply scheduled maintenance and upgrading of electrical and mechanical installations according to the OHS Act 85 of 1995	Scheduled servicing	Compliance with the OHS Act	As and when required	According to OSH Act	10,707	17,222	18,489
6. Efficient management of provincial fixed assets	Acquisition and disposal of immovable state assets	Provision of land/accommodation as and when required	As and when required	As per departmental policies	4,811	2,952	2,297
7. Maintenance and management of Riverside Government Complex	Maintain infrastructure and equipment and manage the specialist services of the complex	SABS regulations and other by-laws	Ongoing	SABS Regulations and other laws	25,035	30,888	28,191
8. Management of Pilgrim's Rest	Ensure daily municipality services	In accordance with the town by-laws	Day to day	Minimum acceptable standards	6,040	6,402	6,786
Total Budget for Programme					183,274	195,209	191,659

2.1 Radio communication							
Objective	Output	Performance Measure	Quantity Measure	Quality Measure	2003 target R,000	2004 target R,000	2005 target R,000
4. Maintain a 90% coverage of radio communication network	Scheduled servicing	Maintain a 90% coverage of radio communication network	90% minimum coverage	According to ICASA standards	4,000	4,240	4,494
2.2 Design and Construction							
Objective	Output	Performance Measure	Quantity Measure	Quality Measure	2003 target R,000	2004 target R,000	2005 target R,000
5. Supply scheduled maintenance and upgrading of electrical and mechanical installations according to the OHS Act 85 of 1995	Scheduled servicing	Compliance with the OHS Act	As and when required	According to OSH Act	10,707	17,222	18,489
2.3 Property Administration							
Objective	Output	Performance Measure	Quantity Measure	Quality Measure	2003 target R,000	2004 target R,000	2005 target R,000
6. Efficient management of provincial fixed assets	Acquisition and disposal of immovable state assets	Provision of land/accommodation as and when required	As and when required	As per departmental policies	4,811	2,952	2,297
2.4 Maintenance Building & Structures							

Objective	Output	Performance Measure	Quantity Measure	Quality Measure	2003 target R,000	2004 target R,000	2005 target R,000
2. To maintain and keep provincial facilities in good condition	Execute day-to-day maintenance on provincial buildings	Day to day	Day to day	Minimum acceptable standards	50,630	47,049	40,526
3. To maintain and keep provincial facilities in good condition	To provide a procurement system for maintenance	System operational by end of financial year	Day to day	Minimum acceptable standards	752	900	1,050
2.5 Pilgrim's Rest							
Objective	Output	Performance Measure	Quantity Measure	Quality Measure	2003 target R,000	2004 target R,000	2005 target R,000
8. Management of Pilgrim's Rest	Ensure daily municipal services	In accordance with the town by-laws	Day to day	Minimum acceptable standards	6,040	6,402	6,786
2.6 Riverside Government Complex							
Objective	Output	Performance Measure	Quantity Measure	Quality Measure	2003 target R,000	2004 target R,000	2005 target R,000
7. Maintenance and management of Riverside Government Complex	Maintain infrastructure and equipment and manage the specialist services of the complex	SABS regulations and other by-laws	Ongoing	SABS Regulations and other laws	25,035	30,888	28,191

3. Roads							
Objective	Output	Performance Measure	Quantity Measure	Quality Measure	2003 target R,000	2004 target R,000	2005 target R,000
1. Efficient Management and Administration of the division	Ongoing		-	-	118,771	124,710	130,945
2. Compilation and documentation of period contracts	Preparation of various contracts and documents	In use within a month of the expiry of the existing contract	26 every three years	To Provincial standards	1,026	920	1,012
3. Routine maintenance of gravel and surfaced road network	Ongoing	Maintain 16271km of road	Day to day	As per Provincial specification	76,002	89,560	89,740
4. Develop and management of systems.	Ongoing	Implementation of the systems	As and when required	Departmentally acceptable standards	3,999	6,199	3,999
5. Regravelling of gravel roads and repair of all concrete structures and drainage	Evaluation, laboratory tests, construction of layers	132 km to be regravelled per year	396 km over 3 years	As per Provincial specification-	12,043	14,875	15,812
6. Resealing and rehabilitation of surfaced roads every 15 years	Evaluation, laboratory tests, rehabilitation and resealing of road surfaces	Resealing 200 km per year	600 km	As per Provincial specification-	59,983	74,088	78, 758

7. Planning and design of provincial roads	Plans and designs drawn up	Planning and design of 5 roads per year <ul style="list-style-type: none"> • P52/3 Bethal to Kriel • D2740 Senotlelo to Nokaneng • D2901 Loding to Nokaneng • D2945 Ntunda – Mgobodzi • D2900 Phase 3 Allemansdrift to Matlala 	Planning and design of 15 roads over 3 years	As per Provincial specification-	14,883	22,420	11,172
8. Upgrading of existing roads	Construction of formation and layer surfacing, quality control by laboratory	Completion of 4 identified roads <ul style="list-style-type: none"> • D2907 Pieterskraal to Waterval • P15/1 Carolina to Wonderfontein • D2969 Shweni to Manzini • D267 Mayflower to Lothair 	28 roads over three years	As per Provincial specification-	21,052	24,819	20,063
9. Reconstruction of existing surfaced roads	Survey, design, tender and construct	Completion of 15 identified roads	28 roads over three years	As per Provincial specification-	156,577	162,000	194,038
10. Provision of heavy machinery and equipment	Purchase two graders	Purchase one grader in 2003 and one in 2004	2 equipment over three years	-	2,500		-
Total Budget for Programme					466,836	519,591	605,539
3.1 Road Support							
Objective	Output	Performance Measure	Quantity Measure	Quality Measure	2003 target R,000	2004 target R,000	2005 target R,000

2.Compilation and documentation of period contracts	Preparation of various contracts and documents	In use within a month of the expiry of the existing contract	26 every three years	To Provincial standards	1,026	920	1,012
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3.2 Road Maintenance

Objective	Output	Performance Measure	Quantity Measure	Quality Measure	2003 target R,000	2004 target R,000	2005 target R,000
3. Routine maintenance of gravel and surfaced road network	Ongoing	Maintain 16271km of road	Day to day	As per Provincial specification-	76,002	89,560	89,740
4. Develop and management of systems.	Ongoing	Implementation of the systems	As and when required	Departmentally acceptable standards-	3,999	6,199	3,999

3.3 Road Construction

Objective	Output	Performance Measure	Quantity Measure	Quality Measure	2003 target R,000	2004 target R,000	2005 target R,000
5. Regravelling of gravel roads and repair of all concrete structures and drainage	Evaluation, laboratory tests, construction of layers	132 km to be regravelled per year	396 km over three years	As per Provincial specification-	12,043	14,875	15,812
6. Resealing and rehabilitation of surfaced roads every 15 years	Evaluation, laboratory tests, rehabilitation and resealing of road surfaces	Resealing 200 km per year	600 km over 3 years	As per Provincial specification-	59,983	74,088	78,758
7. Planning and design of 15 roads			-	As per Provincial specification-	14,883	22,420	11,172

8. Upgrading of existing roads	Construction of formation and layer surfacing, quality control by laboratory	Completion of 4 identified roads	28 roads over three years	As per Provincial specification-	21,052	24,819	20,063
9. Reconstruction of existing surfaced roads	Survey, design, tender and construct	Completion of 15 identified roads	28 roads over three years	As per Provincial specification-	156,577	162,000	194,038
10. Provision of heavy machinery and equipment	Purchase two graders	Purchase one grader by 2003 and one by 2004	2 equipment over three years	-	2,500		-
4. Transport							
1. Proper management of personnel	Effective and efficient administration	Measured by the standards set in the Batho Pele Principles	Ongoing	-	21,804	22,894	24,039
2. Implementation of the Provincial Transport Policy	Co-ordinated process of policy formulation	Availability of all modes of transport and their safety	Ongoing	As per Provincial Transport Policy	920	720	1,000
3. Implementation of the Provincial Land Transport Act	Co-ordinate legislation formulation process	Stability amongst Land Transport users	9 workshops on CPTR, recapitalization, design bus contracts and PLTF's	Stability amongst land transport users	2,304	2,738	5,464
4. Ensure effective and efficient Law Enforcement	Administration law enforcement on public transport	Reduction of offences.	72 Roadblocks	Reduction in number of illegal operators	325	800	1,132
5. Ensure proper utilisation of government fleet	Effective and efficient asset management	Credible asset register, provisioning of reliable GMT and replacement of petrol cards with VIT.	2 628 government vehicles <ul style="list-style-type: none"> • PWR&T: 636 • Other depts: 1665 • National: 327 	As per Provincial Gov. Motor Transport Policy	18,275	21,218	12,898
6. Ensure the smooth operation of the Provincial Operating Licence Board	Regulate the Taxi and Bus Industry	Ensure smooth operation of the Provincial Operating Licensing Board.	32 Board meetings	As per NLTTA	3,022	1,861	1,916

7. Provision of statutory bodies for the taxi industry	Develop assistance for the Taxi Industry	Election of Provincial and Regional Councils and maintaining stability in the taxi industry.	1 Provincial election 3 Regional elections	Stability in the Taxi industry-	6,527	5,017	6,018
Total Budget for programme					53,177	55,310	52,467
4.1. Public Transport							
Objective	Output	Performance Measure	Quantity Measure	Quality Measure	2003 target R,000	2004 target R,000	2005 target R,000
4. Ensure effective and efficient Law Enforcement	Administration law enforcement on public transport	Reduction of law offences.	72 Roadblocks	Reduction in number of illegal operators-	325	800	1,132
6. Ensure the smooth operation of the Provincial Operating Licence Board	Regulate the Taxi and Bus Industry	Ensure smooth operation of the Provincial Operating Licensing Board.	32 Board meetings	As per NLTTA-	3,022	1,861	1,916
7. Provision of statutory bodies for the taxi industry	Develop assistance for the Taxi Industry	Election of Provincial and Regional Councils and maintaining stability in the taxi industry.	1 Provincial election 3 Regional election	Stability in the Taxi industry-	6,527	5,017	6,018
4.2. Planning							
Objective	Output	Performance Measure	Quantity Measure	Quality Measure	2003 target R,000	2004 target R,000	2005 target R,000
2. Implementation of the Provincial Transport Policy	Co-ordinated process of policy formulation	Availability of all modes of transport and their safety	Ongoing	As per Provincial Transport Policy	920	782	1,000
3. Implementation of the Provincial Land Transport Act	Co-ordinate legislation formulation process	Stability amongst Land Transport users	9 workshops, CPTR, recapitalisation, design bus contracts and PLTF's	Stability amongst the land transport users	2,304	2,738	5,464
4.3 Mechanical							

Objective	Output	Performance Measure	Quantity Measure	Quality Measure	2003 target R,000	2004 target R,000	2005 target R,000
5. Ensure proper utilisation of government fleet	Effective and efficient asset management	Credible asset register, provisioning of reliable GMT and replacement of petrol cards with VIT. Replace 11 GG vehicles and dispose of redundant assets	2628 government vehicles <ul style="list-style-type: none"> • PWR&T: 636 • Other depts:1665 • National: 327 	As per Provincial Gov. Motor Transport Policy	18,275	21,218	12,898
5. Community Based Public Works Programme							
Objective	Output	Performance Measure	Quantity Measure	Quality Measure	2003 target R,000	2004 target R,000	2005 target R,000
1. Ensure efficient management and administration			-	-	2,301	2,416	2,537
2. Provision of Public Assets that are self-sustaining and income generating.	Construction of community projects in all regions	Implementation of 7 cluster projects in year of MTEF	21 projects for all clusters	As per Provincial specification	7,830	8,269	8,669
3. Provision of training during construction period	Coordination and implementation of training during the construction of projects	Accredited training to be provided in accordance with programme objectives	360 people to be given accredited training	As per CBPWP objectives	734	775	813
4. Provision of employment opportunities during construction period	Coordination and ensure employment of local workers during construction of the project.	Employment report in accordance with PMS guidelines	600 people to be employed	As per CBPWP objectives	3,670	3,876	4,060

5. Planning of new public assets that are self-sustaining and income generating	Research and feasibility studies according to IDP's of districts and municipalities Designs			As per Provincial specification	2,052	2,170	2,276
Total Budget for programme					16,587	17,506	18,355

3.3 ONE YEAR OPERATIONAL PLAN

3.4 MEDIUM-TERM REVENUES

3.4.1 Summary of revenue

Table 1.1	Departmental budget summary					
	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual	Actual	Est.		MTEF	MTEF
R'000	Expenditure	Expenditure	Actual	Voted	Budget	Budget
National transfers						
Equitable Share	556,221	582,361	623,716	679,956	745,252	802,947
Conditional grants	50,928	115,960	127,584	84,026	88,963	94,570
Own revenue			19,400	43,485	43,570	60,000
Total revenue	607,149	698,321	770,700	807,467	877,785	957,517

3.4.2 Departmental revenue collection

Table 4.2	Summary of Departmental Revenue					
	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
	Actual	Actual	Est.		MTEF	MTEF
R'000	Revenue	Revenue	Actual	Voted	Budget	Budget
National Payments						
Equitable share						
Conditional grants						
Total national payments						
Provincial own revenue						
Current Revenue						
Tax revenue						
Casino taxes						
Motor vehicle licenses	61	976	99	130	150	127
Horse racing						
Other (specify)		1,374				
Non-tax revenue						
Interest	7	5,247	640	704	775	822
Health patient fees						
Reimbursements						
Other sales						
Other revenue (Housing, etc.)	5,209	3,523	7,280	8,092	8,871	9,435
Capital Revenue						
Sale of land and buildings	3			2,500	3,000	
Sale of stock, livestock, etc	4	19	8	630	10	11
Other capital revenue (vehicles)	1,891	1,824	2,005	1,479	2,333	2,473
Total provincially sourced revenue						
Total provincial revenue	7,175	12,963	10,032	13,535	15,139	12,868

Detailed plan to ensure collection of this revenue

The revenue section and property section in the department will work hand in hand to ensure that all rentals due to the department are received in time and all arrears will be followed up immediately. Where legal action needs to be taken against defaulters, this will be done in time.

The department will ensure that all tenants have lease agreements and that payments are received on those leases. For all houses earmarked for selling in the 2003/04 financial year, the department will put processes in place to ensure that the target is reached of selling houses estimated at R2, 500 million.

Regular stock-taking will be undertaken to ensure that all obsolete furniture, cars etc are auctioned before they are stolen or stripped of their parts.

Where the department has excess land and buildings, these will be leased to private people at market related rentals.

The collection of this revenue will be reported in the monthly report and where there are variances, reasons will be given and where corrective measures needs to be put in place, they will be effected.

3.4.3 Conditional grants

The department will receive an Infrastructure Grant of R72, 026 million and Flood Damages of R12, 000 in the 2003/04 financial year. These funds will be used for resealing and regravelling of roads. The planning process of these projects was finalized in the 2002/03 financial year for implementation during the beginning of the 2003/04 financial year.

The following are the projects that will be undertaken during the 2003/2004 financial year with the Infrastructure Grant:

EHLANZENI REGION

ROAD NO	LOCATION	DESCRIPTION	BUDGET R'000
P33/1	Sabie to Hazyview	Resealing and rehabilitation	5,759
P81/1	Lydenburg to Dullstroom	Resealing and rehabilitation	4,500
D2940	Richtershoek to D797	Resealing and rehabilitation	3,000
D205	White River to Hazyview	Kerbing and Drainage	3,000
D1175/D1054	P9/2 to D1054 (Schagen)	Regravelling	2,000
	Consultants		2,625
Sub-total			20,884

NKANGALA REGION

ROAD NO	LOCATION	DESCRIPTION	BUDGET R'000
D2740	Nokaneng	Resealing	4,000
D2923	Kolefane to Kgobokwane	Regravelling	3,500
D2901& D2740	Loding to Nokaneng	Regravelling	4,000
P51/2	Middelburg to Stoffberg	Resealing	5,000
P101/1	Delmas to Nigel	Resealing	1,500
P182/2	Hendrina to Van Dyksdrift	Resealing	5,000
P169/1	Stoffberg to Steelpoort	Resealing	5,000
	Consultants		4,200
Sub-total			32,200

GERT SIBANDE

ROAD NO	LOCATION	DESCRIPTION	BUDGET R'000
P130/1	Piet Retief to Mahamba	Resealing	3,500
P5/4	Amsterdam to Ermelo	Resealing	2,500
D1425	Chrissiesmeer to Rietpan	Resealing	1,500
P30/2 & 3	Bethal to Standerton	Resealing	4,000
D2962	Glenmore to Bettiesgoed	Reconstruction	4,000
D2960	Nhlaba to P81/4	Regravelling	1,000
	Consultants		2,442
Sub-total			18,942
TOTAL			72,026

The following are the projects that will be undertaken during the 2003/2004 financial year with the Flood Damages grant:

EHLANZENI

ROAD NO	LOCATION	DESCRIPTION	BUDGET R'000
D636	Plaston to Karino	Reconstruction	2,000
Sub-total			2,000

EASTVAAL

ROAD NO	LOCATION	DESCRIPTION	BUDGET R'000
D1091	Driefontein	Reconstruction	10,000
Sub-total			10,000
TOTAL			12,000

3.5 FINANCIAL MANAGEMENT

3.5.1 Strategies to address audit queries

- The department will strive to ensure that Audit Queries and Audit Recommendations are implemented and effected as soon as possible to avoid same in the next financial year.
- The department will try to minimize the number of Audit Queries by conscientising officials on the areas of concern noted in Audit reports.
- Policies will be properly developed, workshoped, documented and implemented by departmental officials.
- Procedure manuals will be developed, documented and officials trained on their implementation.

3.5.2 Implementation of PFMA

- The department will provide for training and hold workshops.
- The Accounting Officer has ensured that delegation of financial responsibilities to appropriate officials in terms of Section 44 of the PFMA and the National Treasury Regulations are in place.
- The Accounting Officer and the CFO will constantly evaluate, appraise and introduce the necessary changes to internal control measures for their effectiveness.
- The Internal Audit unit will also conduct a number of compliance audits and make recommendations to the Accounting Officer for implementation where internal control measures are lacking.
- The Accounting Officer in consultation with the Executive Authority will appoint members of the Audit Committee.
- Revenue Management, Expenditure Management and Asset and Liability Management Policies will be developed for the department based on Treasury Regulations.
- The Accounting Officer and the CFO will ensure that Suspense and Control Accounts are cleared and correctly allocated to relevant cost centers on a monthly base.

- Financial Statements will be correctly completed and submitted on time to the relevant Authorities.

Part C: Background Information

4.1 APPENDIX ONE: ANALYSIS OF SERVICE DELIVERY ENVIRONMENT

During our strategic planning workshop, we referred to the following as part of our external environment:

- a. The implementation of Public Finance Management Act (PFMA)
- b. The Public Service Regulations and Labour Relations Act.
- c. Climatic Conditions

The implementation of the PFMA made Heads of Departments Accounting Officers. It becomes possible for Provincial Department to assume full responsibilities for financial management. It also meant decentralization of function that was previously done by then department of Finance. This also meant department must budget for all requirements including those requirements that were traditionally budgeted for by agent department, like maintenance of buildings, leasing of offices space, provision of security services etc.

To other departments this meant assumption of new responsibilities, requiring creation of capacity within their own departments, disregarding permanent capacity in the department of public works that was created for those functions. For example, the department of public works roads and transport has capacity for the development, management and maintenance of buildings. It will be prudent that this capacity be exploited first before building of any capacity or sourcing of that capacity.

In the human resource management area, the Public Service Regulations do not allow for employer-initiated retrenchment. The department has more than 300 personnel additional to the departmental requirements. This has negative impact to the delivery of services and it locks-in money for payment of salaries to personnel that are not gainfully employed.

The climatic conditions have a direct impact on the demand for maintenance of roads. The demand for the maintenance of roads increases with the increase in rainfall levels.

External factors such as the inability to deliver services by the department, affordability and accessibility are likely to impact on the demand for services. The external factors that are likely to impact on the ability of the

department to deliver services include, inter alia, inclement weather, political differences, taxi violence, court actions, corruption, availability of material and diesel, and uncooperative client departments.

4.1.1 Policy changes and trends

The implementation of the Public Finance Management Act (PFMA), including the National Treasury Regulations, and the introduction of the Basic Accounting System (BAS) are the two major policy changes that impact positively on the activities of the department. These policy changes have been accommodated, through training and capacity building, in our strategic plans. The department is now in control of its own budget and also manages its own bank account. Through these policy changes, the payment cycle has been greatly reduced to the benefit of our creditors.

The Provincial Executive Council took a decision to alienate all category B government houses; this however will not severely impact on the maintenance program as very little maintenance was done. An objective had been included in the Strategic Plan. Since the Toll road (N4) has been introduced a remarkable increase of traffic on alternative routes resulted in the increase on alternative routes and increase the maintenance of those routes. The decision to reduce the regions in the province to 3 in line with the demarcation board might have an effect on the surplus or shortage of accommodations of the affected regions.

The decision was taken at national level to reduce the misuse of Government-owned vehicles by reducing Government owned vehicles and increasing subsidized vehicles. Only specialized vehicles, e.g. trucks, specially converted tool vehicles and ambulances, will remain government owned.

4.1.2 Environment factors and emerging challenges

The department's area of operation is primarily in the Republic of South Africa, Mpumalanga Province. There are no self-imposed or regulatory geographical limitations placed upon the acquisition of resources for ensuring effective and efficient service delivery. The environmental factors such as the demographic profile of the province, the employment and income and also the [health, education & welfare] profile of people in the province will continue to play a crucial role in the implementation of our strategic plans.

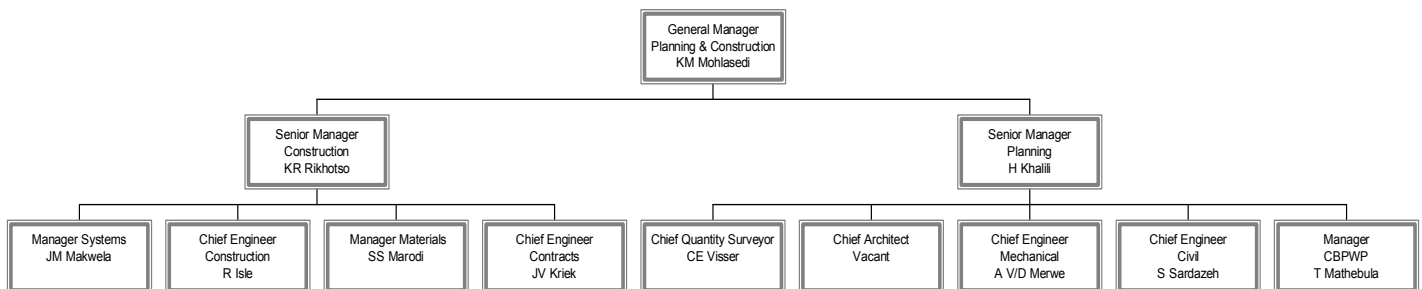
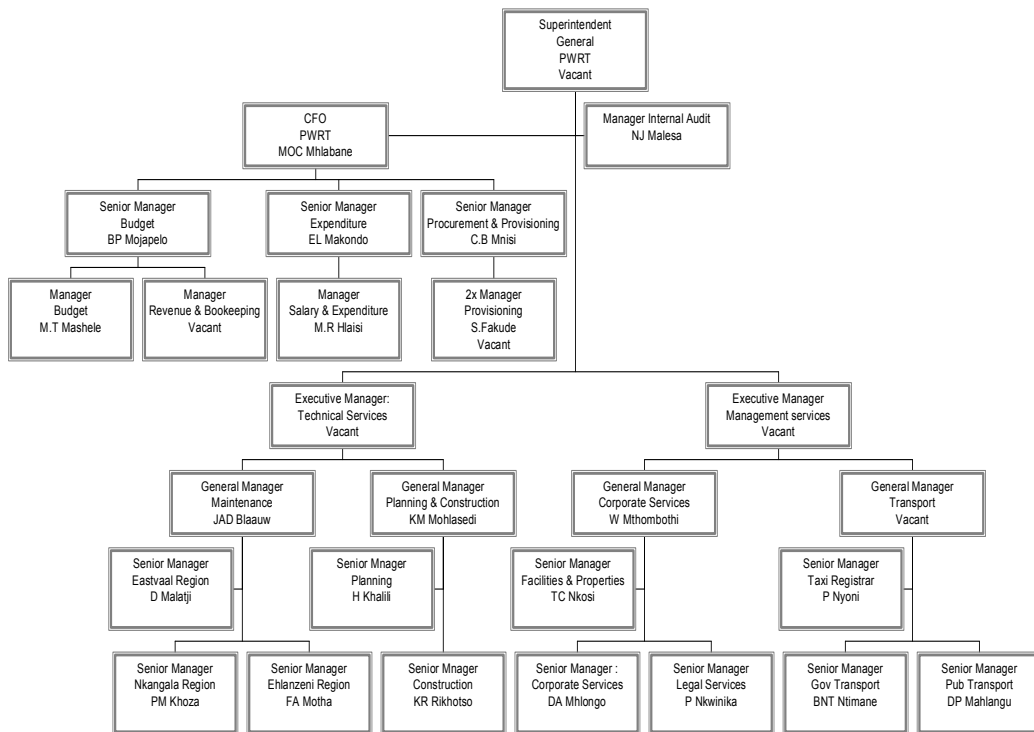
4.2 APPENDIX TWO: ORGANISATION INFORMATION AND THE INSTITUTIONAL ENVIRONMENT

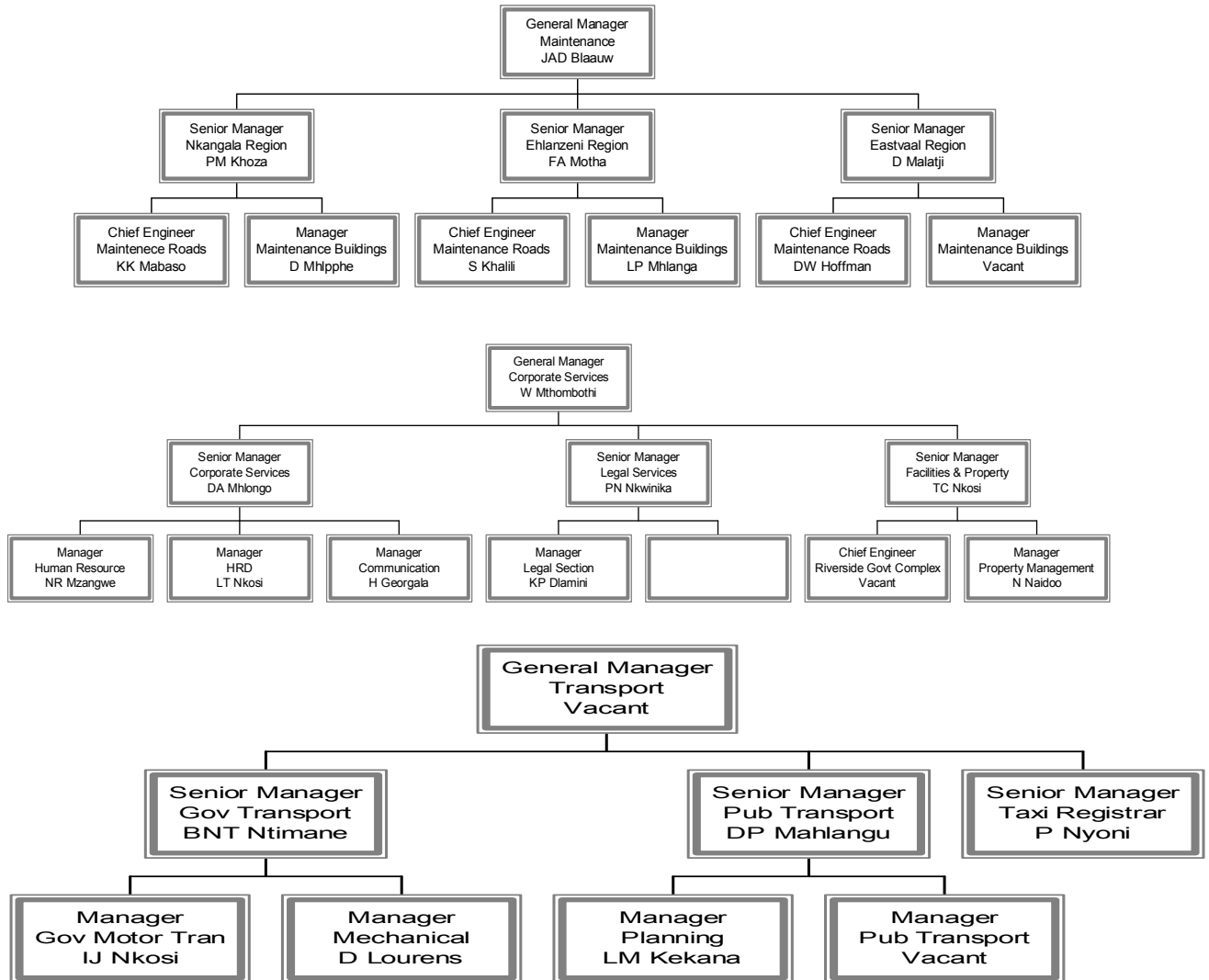
4.2.1 Organisational design

4.2.2 Organogram

The approved organogram of the department is available on request. It has not been included in this document because of its large volume.

4.2.3 Reporting lines of senior management down to deputy director level





4.2.4 Delegations

All delegations in terms of the PFMA, National Treasury Regulations, the Public Service Regulations or any other prescript are available in the department and could not be included in this document because of its volume.

4.2.5 Capital Investment, Maintenance and Asset Management Plan

ROADS

(i) The following are building projects that are in progress and planned for the 2003/2004 financial year and MTEF from the department's equitable share:

ROAD NO	LOCATION	Projects in progress R'000 2002/2003	BUDGET R'000 2003/2004	BUDGET R'000 2004/2005	BUDGET R'000 2005/2006
D2900	Allemandrift to Senotlelo	10,000			
P207/1	Moloto to KwaMhlanga	32,417	29,000	25,000	30,000
	Bundu Inn & Mooiplaas Bridges	10,000			
P52/2	Bethal to Hendrina	12,600			
P17/6	White River to Hazyview	20,000			
P30/1	Middelburg to Bethal	24,000	29,500	20,000	25,038
D1091	Driefontein	24,000	10,000		25,000
D636	Plaston to Karino	16,000	34,000		
D2969	Shweni to Manzini	2,500	10,000		
D267	Mayflower to Lothair		10,000		
P15/1	Carolina to Wonderfontein	3,000	10,577	24,000	25,000
D1411	Ngodini to Khumbula	2,000		17,000	
D2907	Pieterskraal to Waterval	2,000	20,000		
	Construction of Bridges			16,000	24,000
P17/6	White River to Hazyview	20,000	3,500		
D2900	Allemandrift to Senotlelo	2,500			
D2945	Ntunda to Mgobode			25,000	25,000
D2548	Driefontein to Piet Retief			15,000	30,000
D636	Plaston to Karino			20,000	
D2975	Daantjie to Luphisi				10,000
TOTAL					

COMMUNITY BASED PUBLIC WORKS PROJECTS

The following are building projects that are in progress and planned for the 2003/2004 financial year:

LOCATION	Projects in progress R'000 2002/2003	BUDGET R'000 2003/2004
Fernie Cluster Project	2,200	
Lochiel Cluster Project	1,500	
Makoko Cluster Project	2,200	
Spelenyane Cluster Project	2,200	
Mkobola Cluster Project	2,100	
Dennilton Ga Matlala Project	1,400	
Road Offices in Driekoppies	300	
Pankop Cluster		2,039
Moutse Cluster		1,019
Greater Tubatse Cluster		1,019
Mkhondo Piet Retief Cluster		2,039
Wakkerstroom Cluster		2,039
Driekoppies Cluster		2,039
Dludluma Cluster		2,039
TOTAL	11,900	12,233

(iii) Closure or down grading of facilities

All unused/vacant/under-utilised state property, (mainly residential) will be identified and disposed of. There are 44 sites that will be disposed of in Lydenburg.

(iv) Plans for major refurbishing projects

Public Works

Renovation of Kwamhlanga complex building number 3,5 & 6	R1 800 000
Renovation of Roads District Offices at Kwamhlanga	R 40 000
Renovation of Public Works Offices at Vaalbank	R 35 000
Renovation of Public Works workshop at Malekutu	R 200 000
Renovation of Public Works workshop at Tonga.	R 300 000
Renovation of Public Works Middleburg Offices	R 500 000
Renovation of Middleburg road camp	R 600 000
Renovation of Piet Koornhof building in Witbank	R 150 000
Renovation of phase 2 of 14 house in Lydenburg	R 150 000
Renovation of Amersfoort District Office	R400,000
Renovation of Bethal District Office	R400,000
Renovation of Carolina District Office	R300,000
Renovation of 2 nd phase of Ermelo District Office	R300,000

(v) Maintenance backlogs, and plans to deal with the backlog over the MTEF period

During 2001/2002 financial year, the maintenance backlog for Government buildings was estimated at some R130 million. The amount continues to grow every year due to inadequate funding and economic factors. The department is responsible for the maintenance of 9258 km of gravel roads; 6629 km surfaced roads and 7500 buildings (value of building +-R1, 88 billion), excluding hospitals and schools. A continued under- budgeting over several years has let to the serious deterioration of these infrastructures. Immense backlogs have built up to date totaling R680 million on buildings. This has had a negative impact on all sectors of the economy of the province. The department will appoint consultants during the 2003/04 financial year to quantify the maintenance backlog on buildings so that the department can be in a position to make funds available for this maintenance.

The department has a backlog on road maintenance estimated at over R3 billion. This backlog may be addressed over a period of five years. The department will then require at least R300 million per annum over and above its normal budget. Hereunder is a detailed list per region.

NKANGALA

ROAD NO	LOCATION	LENGTH	ESTIMATED COST
P30/1	M/burg-Bethal	70km	R125m
P29/1	Witbank-Delmas	40km	R70m
P154/3	M/burg-Wonderfontein	25km	R45m
P51/2	M/burg-Stoffberg	8km	R14,0m
P100/1	Wtbank-Verena	6km	R11m
P247	Broodsnyersplaas-Hendrina	5km	R10m
P182/1	Broodsnyersplaas-Hendrina	26km	R46m
P101/1	Delmas-Nigel	18km	R32m
P95/1	Verena-Groblersdal	50km	R70,0m
P127/1	M/burg-Groblersdal	80km	R140m
D1948	Philadelphia-Matla	12km	R25m
D2916	Matjiepe-Bundu Inn	10km	R20m
D2900	Uitspanning-Matlala	15km	R33m
D2740	Masobe	16km	R28m
P207/1	KwaMhlanga-Moteti	40km	R120m
D2907	Pieterskraal-Waterval	10km	R25km
TOTAL			R814m

ENHLANZENI

ROAD NO	LOCATION	LENGTH	ESTIMATE COST
P17/6	W/river-H/view	14km	R26m
P33/4	Sabie-H/view	45km	R78m
P10/1	Neslpruit-Barberton	40km	R70m
P33/2	Lydenburg-Burgersfort	25km	R45m
P8/1	Lydenburg-Bambi	20km	R35,0m
D636	Plaston-Karino	18km	R32,0m
P171/1	Lydenburg-Rossenekal	25km	R45m
P17/7	Nelspruit-W/river	46km	R100m
D2945	Mzinti-Boschfontein	60km	R95m
TOTAL			R472m

GERT SIBANDE

ROAD NO	LOCATION	LENGTH	ESTMATE COST
P52/2	Bethal-Hendrina	13km	R29m
P52/3	Bethal-Ogies	14km	R32m
D481	Elukwatini-Mooiplaas	10km	R21m
P15	Carolina-Wonderfontein	36km	R63m
D254	Amersfoort-Daggakraal	30km	R60m
P81/5	Ermelo –Piet Retief	40km	R90m
P5/3	Ermelo-Bethal	25km	R55m
P26/4	Ermelo-Breyton	5km	R12m
D1091	Driefontein-Panbult	15km	R35m
TOTAL			R397m

Total for all regions

R 1 683m

(vi) Impact due to the above developments on current expenditures

In terms of disposal of state property, revenue that is expected to be collected from the sale of government houses is projected at R66 million. The properties in Lydenburg are expected to generate about R800 000 in revenue. This revenue should be earmarked to address part of the backlog.

(vii) Medium term maintenance plans

List of assets that are managed by the department

- The total length surfaced roads is 7181 km.
- The total length gravel roads is 9 090 km.
- Numbers of bridges are ±3000.

- Number of government vehicles 2 508
- The extent of Government land is estimated at 69 327.2166 hectares valued at R 119 104 130.00
- The Government buildings are valued at R 1 205 400 000.00
- The current state of Government vehicles are such that 2% are in good condition, 5% in are medium and 93% are in bad condition.
- The planned vehicle maintenance expenditure is R3 124 360.
- Government vehicles are repaired as and when they need such repairs.

Capital investment plan

ii) Capital investment plan

Processes that are in place to plan and tender for projects in future years

The Department is drafting a policy on the procurement of professional services. The policy is planned for completion before December 2003. Also to develop or acquire procurement computer software for the appointment of professional service providers.

CRITICAL FUNDS REQUIRED FOR ROAD CONSTRUCTION AND REHABILITATION

The department needs a total of R2, 059, 000 billion as critical funds for the reconstruction and rehabilitation of the following roads per region:

EHLANZENI REGION

ROAD NO	LOCATION	DESCRIPTION	LENGTH IN KMS	ESTIMATED COSTS IN R'000
P33/1	Lydenburg to Burgersfort	Reconstruction	35	87,500
D636	Karino to White River	Reconstruction	18	45,000
P10/1	Nelspruit to Barberton	Reconstruction	30	75,000
P33/4	Sabie to Hazyview	Reconstruction	30	75,000
P8/1	Lydenburg to Bambi	Reconstruction	30	75,000
D2945	Mzinti to Boschfontein	Upgrading	46	115,000
Bridge	Mzinti	Construction		12,000
P81/1	Lydenburg to Dullstroom	Reconstruction	40	100,000
D585	Nelspruit to Uitkyk	Upgrading	26	65,000
	TOTAL		255	649,000

GERT SIBANDE REGION

ROAD NO	LOCATION	DESCRIPTION	LENGTH IN KMS	ESTIMATED COSTS IN R'000
P52/3	Bethal to Ogies	Reconstruction	15	37,500
P254	Amersfort to Daggakraal	Reconstruction	31	77,500
D481	Elukwatini to Mooiplaas	Upgrading	6	15,000
D2548	Driefontein to Piet Retief	Upgrading	22	55,000
P52/2	Bethal to Hendrina	Reconstruction	15	37,500
D2488	Oshoek area	Upgrading	15	37,500
P15/1	Carolina to Wonderfontein	Reconstruction	26	65,000
D803	Driefontein to Panbult	Upgrading	20	50,000
	TOTAL		150	375,000

NKANGALA REGION

ROAD NO	LOCATION	DESCRIPTION	LENGTH IN KMS	ESTIMATED COSTS IN R'000
P207/1	Moloto Road	Reconstruction	33	82,000
D2740	Loding to Nokaneng	Reconstruction	11	27,500
D2900	Matshiding to Matlala	Upgrading	15	37,500
D1948	Philadelphia to Matlala	Upgrading	12	30,000
D2916	Bundu Inn (Matshipe)	Upgrading	22	55,000
P95/1	Bronchorspruit to Groblersdal	Rehabilitation	25	62,500
P30/1	Middelburg to Bethal	Reconstruction	35	87,500
P29/1	Witbank to Delmas	Reconstruction	40	100,000
P101/1	Delmas to Nigel	Reconstruction	18	45,000
P154/3	Middelburg to Wonderfontein	Reconstruction	25	62,500
P182/1	Broodsnyersplaas to Hendrina	Reconstruction	26	65,000
P51/2	Middelburg to Stoffberg6	Reconstruction	7	17,500

P100/1	Witbank to Verena	Reconstruction	6	15,000
P15/1 & P914	Broodsnyersplaas to Witbank	Reconstruction	26	65,000
P127/1	Middelburg to Groblersdal	Reconstruction	70	175,000
	Total		371	927,500

12 x New Bridges @ R108,000 each

BACKLOG ON ROADS MAINTENANCE

Type of Maintenance	Implications of non-maintenance	Current backlog	Annual requirement to further prevent deterioration
Resealing and rehabilitation of surfaced roads	Road surfacing will deteriorate and lead in damage to the road pavement layers. The road will require full reconstruction at a higher cost.	Approximately 3742 km	374 km in the next 10 years
Reconstruction of surfaced roads	The road pavement structure may collapse in other roads. The other roads may also be downgraded to gravel roads or closed down for safety reasons. The price for reconstruction is also high	Approximately 567 km	113 km in the next 5 years
Regravelling	Further deterioration to the wearing course resulting in excessive loss of pavement material	Approximately 5454 km	545 km in the next 10 years
Upgrading (gravel roads)	These roads have high maintenance frequency due to high/increased traffic volume	Approximately 138 km	Approximately 30 km in the next 5 years.

4.2.6 PERSONNEL

Approved posts per organogram	5890
Posts filled as per organogram	3668
Vacant posts	2220
Additional	0

4.2.7 IT SYSTEMS

Hereunder is IT systems that are used in the department per chief Directorate:

Transport Chief Directorate:

In the Transport directorate, the following systems are implemented and used continuously at head office and training has been planned for officials:

- RAS - Registry Administration System-register the taxi association, and bus contracts and payments thereof.
- LPTS - Local Public Transport system, dealing with registering and de-registering of permits.
- SUMS - Subsidy Management System, for Bus subsidies
- AVIS/ Auto Fleet Services – with government official subsidies.

Roads Chief Directorate:

In the Roads directorate, the following systems are to be implemented and will be used effectively by head office personnel, training has been planned for the regional and district offices:

- MMS – Maintenance Management System- all relevant data dealing with roads, i.e. road conditions, and maintenance thereof.
- BMS - Bridge Management System- maintenance of all the bridges in Mpumalanga.
- TIS - Traffic Information System- Providing information of traffic on numbered roads.
- PMS – Pavement Management System- information regarding pavements.

Public Works Chief Directorate:

None

Corporate Services & Finance Chief Directorate:

The following systems are for Administration and Finance respectively:

Persal : Personnel Administration- viewing, creating or deleting information regarding government officials.BAS- Basic Accounting System- an accounting system for payments of suppliers.
LOGIS The system is used for stores management

4.2.8 Performance management system

The department has three categories of performance management system viz.

- Level 13 and above

The applicable performance management system is in terms of circular No 3 of 2000. All managers from level 13 and above have entered into a performance agreement with their supervisors.

- Level 9-12

The department has designed a performance management system for all officials from level 9-12. This system was approved and adopted by senior management and it will be in full operation with effect from 1 April 2002.

- Level 1-8

The department is in the process of finalizing the system for all employees within the abovementioned category. The system will also be in operation with effect from 1 April 2003 as per direction.

4.2.9 Financial Management

The following are the details of the past three years on over/under spending against the budget.

Programme	2001/02			2000/01			1999/00		
	Budget	Expenditure	Variance	Budget	Expenditure	Variance	Budget	Expenditure	Variance
1. Transport	41,737	36,235	5,502	29,671	26,306	3,365	20,543	26,676	6,142
2. Roads	434,671	380,999	53,672	303,384	216,487	86,897	189,435	181,585	7,850
3. Public Works	129,888	115,659	14,229	142,647	127,501	15,147	139,025	131,417	7,608
4. Administration	58,502	52,818	5,684	31,680	35,574	(3,894)	34,876	36,822	(1,946)
5. Riverside	118,752	112,611	6,141	156,800	201,280	(44,480)	287,000	247,955	39,045
6. Suspense	-	-	-	-	-	-	1,007	2,705	(1,698)
TOTAL	783,550	698,322	85,228	664,183	610,842	53,340	671,877	627,162	44,715

SYSTEMS TO ENSURE SOUND FINANCIAL MANAGEMENT

The Accounting Officer has finalized the financial delegations in terms Section(44) of the PFMA. The appointment of Responsibility Managers is also finalized.

Responsibility Managers will have to ensure that irregular, unauthorized, wasteful and fruitless expenditure are prevented as far as possible. If they do occur, corrective measures will have to be implemented by the Accounting Office after the Responsibility Managers have reported them.

Responsibility Managers will be responsible for the management of their budgets, expenditure, cash flow and revenue collection.

Responsibility Managers will have to ensure that before expenditure is incurred, funds are available to pay for the expenditure.

Detailed Expenditure Reports are submitted to Program Managers on a monthly basis to check if all expenditure debited on their budgets are for their programme.

The department has a Finance Committee that approves all requisitions for purchases of goods and services. The department has an Internal Audit Unit that checks if the departments internal control measures are functioning. It also checks if the department complies with the requirements of the PFMA, Treasury Regulations and Tender Board Regulations for prudent financial management.

Finance related policies are being developed and procedure manuals have been developed and documented. A risk assessment has been undertaken and a fraud prevention plan is in place.

TRAINING IN COMING YEAR

The department will send the CFO and all Senior Managers in finance on a number of courses and workshops that deals with linking strategic Planning to the Budgetary Process, In Year Monitoring, Cash Management and Asset Management. The middle managers will also be send on a number of courses and workshops to help them understand and implement the PFMA to the improvement of financial management in the department. The CFO and all the Senior and Middle Managers in Finance will in turn conduct workshops to the lower level officials working in finance to ensure that they implement

finance policies and follow procedure manuals when doing their day-to-day duties.

AUDIT QUERIES

□ 1999/2000 – Financial Year

1. Non-submission of payment vouchers.
2. Understatement of expenditure for Riverside Government Complex.
3. Payment vouchers not stamped paid after payments had been made.
4. Payments made on photocopied invoices not been certified as “not previously paid”.
5. Non-appointment of a loss control officer.
6. Inadequate approval of payments indicating that the Tender process had not always been followed.
7. Lack of proper management on government vehicles.
8. No control over telephone costs.
9. Payments for contractors and consultants not certified by responsible departmental officials.

□ 2000/2001 – Financial Year

1. Understatement of expenditure.
2. Internal Audit unit not established and non-appointment of Audit Committee members.
3. Non-reporting of financial misconduct cases to Treasury and Auditor-General.
4. Over-expenditure without applying to Treasury for approval.
5. Late submission of Financial Statements.
6. Poor personnel management, on leave and transfers.
7. Itineraries not attached to car claims and S & T claims.

□ 2001/2002 – Financial year

1. No Audit Committee in place.
2. No updated asset registers for department.
3. Not all newly defined and vacant posts above level 9 are evaluated.
4. Date of promotions of officials is before the first day of the following month.
5. Leave due to personnel could not be verified on PERSAL due to non-availability of some of personnel files.
6. Non-spending of all budgets approved.

7. Non-documentation and implementation of procedure manuals.
8. Credit control function not performed.

**Mpumalanga Provincial Government
Department of Public Works, Roads and Transport
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Riverside Government Complex
Government Boulevard
Nelspruit**

**Private Bag X 11302
NELSPRUIT 1200
Tel 013 – 766 6696**

PROGRAMME STRUCTURE KEY OBJECTIVES	OUTPUT	TARGET FOR 2003		ANNUAL BUDGET		1 ST QUARTER R'000		2 ND QUARTER R'000		3 RD QUARTER R'000		4 TH QUARTER R'000
Programme	Planned Output	District	Output		1st Quarter		2nd Quarter		3rd Quarter		4th Quarter	
			O	Bgt	O	B	O	B	O	B	O	B
Ensure effective, efficient and lean administration	Efficient management and administration of the Chief Directorate (Personnel)			21 804		5 421		5 499		5 433		5 451
Co-ordinate the process of policy formulation	Implementation of the Provincial Transport Policy			920		292		230		340		58
Conduct research on Public Transport Policies and Legislation	Implementation of the PLTF			2 304		560		768		576		400
Development of and assistance to the Taxi industry	Ensure the smooth operation of the Provincial Operating Licence Board			3 022		516		1 013		800		693
Development of and assistance to the Taxi industry	Formalise the Taxi industry			6 527		1 093		1 457		1 747		2 230
Administer law enforcement on Public Transport	Ensure efficient and effective law enforcement			325		60		125		80		60
Effective and efficient asset management	Ensure proper utilisation of government fleet			15 314		3 768		3 778		3 890		3 878
Effective and efficient asset management	Ensure proper utilisation of government fleet			1 361		-		1 106		255		
Effective and efficient asset management	Ensure proper utilisation of government fleet			1 600		1 565		12		10		13
TOTAL FOR PROGRAMME				53 177		13 275		13 988		13 131		12 783

EXPENDITURE PLAN

Programme	Planned Output	District	Output		1st Quarter		2nd Quarter		3rd Quarter		4th Quarter	
			O	Bgt	O	B	O	B	O	B	O	B
Provide and maintain all public sector building infrastructure	Supply, maintenance and upgrading of installations according to the OHS Act	Nkangala										
		Eastvaal										
		Ehlanzeni										
		Provincial	Scheduled Servicing	14 707	22%	3 248	50%	4 032	75%	3 677	100%	3 748
				14 707		3 248		4 032		3 677		3 748

14 705

EXPENDITURE PLAN

Programme	Planned Output	District	Output		1st Quarter		2nd Quarter		3rd Quarter		4th Quarter	
			O	Bgt	O	B	O	B	O	B	O	B
Radio Communication	Supply and maintenance of radio communication systems	Nkangala										
		Eastvaal										
		Ehlanzeni										
		Provincial	Scheduled Servicing	4 000	23%	900	50%	1 100	80%	1 200	100%	800
				4 000		900		1 100		1 200		800

NB: The needed budget is R7 million. The MTEF budget only allowed for R4 million.

4 000

Programme	Planned Output	District	Output		1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
			O	Bgt R '000	O	Bgt R '000	O	Bgt R '000	O	Bgt R '000	O	Bgt R '000	O	Bgt R '000		
	Capacity building and skills enhancement		Provision of occupational based training for various chief directorates		50 officials		50 officials		50 officials		50 officials		50 officials		50 officials	
	Capacity building and skills enhancement through tertiary institutions		Provision of bursaries to both serving officials and members of the public		Provision of bursaries		Provision of bursaries		Provision of bursaries		10 bursaries		10 bursaries		10 bursaries	
			Workshop the departmental training committee		Workshop the committees		Prepare the Workplace skills plan		Update the WSP		Submit the WSP		Submit the WSP		Submit the WSP	
					Attend SDF work-shop		Nil		Attend the National Public Service Trainer Conference		Nil		Nil		Nil	
									Attend PSETA annual General meeting		Nil		Nil		Nil	
Access to information	Rendering internal and external communication services		Provide media liaison and media monitoring services	607	Daily monitoring 9 media release	161	Daily monitoring 9 media release	159	Daily monitoring 9 media release	156	Daily monitoring 9 media release	131	Daily monitoring 131			
	Rendering an internal and external communication service		Render communication service to MEC, HOD and Chief Directorates		Communication strategy Budget Speech		Speeches Communication advice Communication strategy		Speeches Communication advice		Speeches Communication advice		Speeches Communication advice			

Programme	Planned Output	District	Output	1st Quarter		2nd Quarter		3rd Quarter		4th Quarter		
				O	Bgt R '000	O	Bgt R '000	O	Bgt R '000	O	Bgt R '000	
Reduce outstanding labour relations matters	Rendering an internal and external communication service		Investigate, compile and produce internal and external publications and communication tools e.g newsletters, bulletines, brochures etc. Community liaison Maintain and update departmental website with relevant information		News letter In house Bulletins Budget Speech Stratplan Imbizo Week National Days COP CBPWP Monthly updates		News letter In house Bulletins National Days COP CBPWP Monthly updates		News letter In house Bulletins Christmas Cards Wall calendar National Days COP Imbizo Week Aids Day. Monthly updates		News letter In house Bulletins National Days COP Monthly updates	
	Time keeping management system		Implement the electronic clocking system for regions and districts	660	Implement and maintenance	164	Maintenance	165	Maintenance	166	Maintenance	165
	Deal with labour relations, legal and litigation matters		Doing investigations draft charges , hold disciplinary hearings consult with state attorney and attend court cases	1 701		401		500		300		500
	Ensure and implement Public Service management framework		Decentralisation of Pension administration, payments in respect of IOD'S, monitoring of leave functions	253		50		68		68		67
	Ensure effective and efficient administration		Implementation of new performance management system	293		75		73		73		72
	Ensure effective and efficient administration		Rendering administrative functions within regions	2 950		700		713		800		737
Ensure effective and efficient administration		Render day to day administrative functions within the Chief Directorate	2 426		606		600		602		618	
			Sub-totals	52 447		12 694		13 428		12 794		13 531

Programme	Planned Output	District	Output		1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
			O	Bgt R '000	O	Bgt R '000	O	Bgt R '000	O	Bgt R '000	O	Bgt R '000				
	Prevent and combat fraud and corruption		Review all existing procedure manuals when the need arise	130		41		52		23		14				
			Develop and document salary deduction procedure manual and the reporting of unauthorised, fruitless, wasteful and irregular expenditure procedure manual													
	Ensure effective and efficient administration		Investigate the decentralisation of claims processing to regions	106		37		32		21		16				
	Ensure effective and efficient administration		Provision of services by paying for: Security,labour saving devices,telephone, municipal services etc.	31 992		7 559		8 206		8 135		8 092				
	Ensure proper Asset management		Update departmental asset register Valuation of all assets Maintenance of LOGIS Codification of all assets	1 400		275		475		375		275				
	Ensure proper procurement management		Acquire a procurement management system	400		400										
			Ensure that effective internal control are in place and carry out audit of departemtnal systems	1 118		279		279		279		281				
Sub-Totals				35 146	-	8 591	-	9 044	-	8 833	-	8 678				
GRAND TOTALS FOR Administration				87 593		21 285		22 472		21 627		22 209				

Programme	Planned Output	District	Output		1st Quarter		2nd Quarter		3rd Quarter		4th Quarter	
			O	Bgt R '000	O	Bgt R '000	O	Bgt R '000	O	Bgt R '000	O	Bgt R '000
2. PUBLIC WORKS												
Ensure effective, efficient and lean administration	Ensure efficient management and administration of Personnel		Monitor continuous administrative functions	81 299		19 680		20 670		20 405		20 544
Maintenance	To maintain and keep provincial facilities in a good condition (day to day)	Nkangala		24 303		8 160		12 503		1 890		1 750
		Eastvaal		8 607		1 503		2 673		2 293		2 138
		Ehlanzeni		17 720		4 430		4 430		4 430		4 430
				50 630		14 093		19 606		8 613		8 318
Maintain all Public Sector building infrastructure	To provide procurement system for maintenance		System operational by end of financial year	752		113		226		225		188
	To maintain and manage Pilgrim's Rest			6 040		906		1 812		1 812		1 510
Programme	Planned Output	District	Output		1st Quarter		2nd Quarter		3rd Quarter		4th Quarter	
			O	Bgt R '000	O	Bgt R '000	O	Bgt R '000	O	Bgt R '000	O	Bgt R '000
Radio Communication	Supply and maintenance of radio communication systems	Nkangala										
		Eastvaal										
		Ehlanzeni										
		Provincial	Scheduled Servicing	4 000	23%	900	50%	1 100	80%	1 200	100%	800
				4 000		900		1 100		1 200		800
Programme	Planned Output	District	Output		1st Quarter		2nd Quarter		3rd Quarter		4th Quarter	
			O	Bgt	O	B	O	B	O	B	O	B
Provide and maintain all public sector building infrastructure	Supply, maintenance and upgrading of installations according to the OHS Act	Nkangala										
		Eastvaal										
		Ehlanzeni										
		Provincial	Scheduled Servicing	10 707	21%	2 250	49%	3 032	74%	2 677	100%	2 748
				10 707		2 250		3 032		2 677		2 748

Programme	Planned Output	District	Output		1st Quarter		2nd Quarter		3rd Quarter		4th Quarter	
			O	Bgt R '000	O	Bgt R '000	O	Bgt R '000	O	Bgt R '000	O	Bgt R '000
Establish, implement, monitor & evaluate policy on fixed asset management	Rent of Buildings & Acquire site for Legislature	Ehlanzeni/ Eastvaal/ Nkangala	100%	3 344	20%	150	50%	2 888	20%	163	10%	143
	Dispose of govt Houses, Finalise transfer of land sold & Verification of MPG land		100%	1 467	20%	303	25%	377	35%	461	20%	326
	Recover outstanding arrear rental		100%	none		none		none		none		none
Programme	Planned Output	District	Output		1st Quarter		2nd Quarter		3rd Quarter		4th Quarter	
			O	Bgt R '000	O	Bgt R '000	O	Bgt R '000	O	Bgt R '000	O	Bgt R '000
Riverside Government Complex	Provide Office Space to all Provincial Government Departments	Ehlanzeni	20 (twenty)	25 035	24%	5 951	26%	6 553	24%	6 064	26%	6 467
			Maintenance and service contracts									
GRAND TOTAL FOR Public Works				183 274		44 346		56 264		41 620		41 044

Programme	Planned Output	District	Output	1st Quarter		2nd Quarter		3rd Quarter		4th Quarter		
ROADS			O	Bgt R '000	O	Bgt R '000	O	Bgt R '000	O	Bgt R '000	O	Bgt R '000
Ensure effective, efficient and lean administration	Ensure efficient management and administration of Personnel		Monitor continuous administrative functions	118 771		29 692		29 692		29 692		29 695
Maintenance	Routine Maintenance of: 2112km Surfaced 2491km Gravel	Nkangala		30 028		4 645		8 909		8 744		7 730
Maintain the provincial road network	Routine Maintenance of: 3360km Surfaced 5246km Gravel	Eastvaal		25 058		3 876		7 435		7 297		6 450
	Routine Maintenance of: 1780km Surfaced 1353km Gravel	Ehlanzeni		20 916		3 235		6 206		6 091		5 384
Total for Roads Maintenance				76 002		11 756		22 550		22 132		19 564

Programme	Planned Output	District	Output	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
				O	Bgt R '000		O	Bgt R '000		O	Bgt R '000		O	Bgt R '000	
Efficiently provide and adequately maintain the road network	Development and management of roads network systems.			3 999		750		1 899		600		750			
	Regravelling, reasilliting and rehabilitation of roads up to approximately 398km	Ehlanzeni	Surfaced Roads 80 km Gravel Roads 40km	20 887		5 747		8 224		6 916		0			
			Eastvaal	Surfaced Roads 137 km Gravel Roads 35km	18 942		3 454		7 087		4 613		3 788		
		Nkangala		Surfaced Roads 54km Gravel Roads 52km	32 197		5 877		11 865		8 240		6 215		
						72 026		15 078		27 176		19 769		10 003	
	Planning and design of roads	Ehlanzeni	Detailed Designs	6 065		816		2 008		1 819		1 422			
			Eastvaal	Detailed Designs	6 182		927		1 855		1 854		1 546		
		Nkangala		Detailed Designs	2 636		395		791		791		659		
						14 883		2 138		4 654		4 464		3 627	
	Upgrading of existing of existing roads: Unit Z	Nkangala	Upgrade 11km	21 052		4 000		5 952		7 100		4 000			
	Reconstruction of existing roads	Ehlanzeni	Reconstruct 15km	47 500		10 250		16 350		14 100		6 800			
			Eastvaal	Reconstruct 40km	30 577		6 750		9 827		7 250		6 750		
		Nkangala		Reconstruct 31km	78 500		18 650		30 425		19 625		9 800		
						156 577		35 650		56 602		40 975		23 350	
	Compilation and documentatin of the following period contracts: Pipes & Culverts, Road Signs, Patchwork, Road studs and Guardrills			1 026		150		426		250		200			
		Provision of heavy machinery equipment			2 500				2 500						
	TOTALS for construction				272 063		57 766		99 209		73 158		41 930		
GRAND TOTALS FOR ROADS				466 836		99 214		151 451		124 982		91 189			

Programme	Planned Output	District	Output		1st Quarter		2nd Quarter		3rd Quarter		4th Quarter	
			O	Bgt R '000	O	Bgt R '000	O	Bgt R '000	O	Bgt R '000	O	Bgt R '000
3. TRANSPORT												
Ensure effective, efficient and lean administration	Efficient management and administration of the Chief Directorate (Personnel)			21 804		5 421		5 499		5 433		5 451
Co-ordinate the process of policy formulation	Implementation of the Provincial Transport Policy			920		292		230		340		58
Conduct research on Public Transport Policies and Legislation	Implementation of the PLTF			2 304		560		768		576		400
Development of and assistance to the Taxi industry	Ensure the smooth operation of the Provincial Operating Licence Board			3 022		516		1 013		800		693
Development of and assistance to the Taxi industry	Formalise the Taxi industry			6 527		1 093		1 457		1 747		2 230
Administer law enforcement on Public Transport	Ensure efficient and effective law enforcement			325		60		125		80		60
Effective and efficient asset management	Ensure proper utilisation of government fleet			15 314		3 768		3 778		3 890		3 878
Effective and efficient asset management	Ensure proper utilisation of government fleet			1 361		-		1 106		255		
Effective and efficient asset management	Ensure proper utilisation of government fleet			1 600		1 565		12		10		13
GRAND TOTAL FOR Transport				53 177		13 275		13 988		13 131		12 783

Programme	Planned Output	District	Output		1st Quarter		2nd Quarter		3rd Quarter		4th Quarter	
CBPWP			O	Bgt R '000	O	Bgt R '000	O	Bgt R '000	O	Bgt R '000	O	Bgt R '000
Ensure effective, efficient and lean administration	Efficient management and administration of the Chief Directorate (Personnel)			2 301		548		585		578		590
	Design	Head Office		2 052		1 200		400		300		152
	Construction of 7 Cluster projects	Nkangala	2 clusters	3 495	17%	601	60%	2 097	80%	734	100%	63
		Nkangala (Cross Border Sekhukhune)	1 Cluster	1 748	17%	301	60%	1 049	80%	367	100%	31
		Eastvaal	2 clusters	3 495	17%	601	60%	2 097	80%	734	100%	63
		Ehlanzeni	1 Cluster	1 748	17%	301	60%	1 049	80%	367	100%	31
		Ehlanzeni (Cross Border Bohlabele)	1 Cluster	1 748	17%	301	60%	1 049	80%	367	100%	31
TOTALS FOR CBPWP				16 587		3 853		8 326		3 447		961
GRAND TOTAL FOR PWR & T				807 467		181 973		252 501		204 807		168 186

EXPENDITURE PLAN

Programme	Planned Output	District	Output		1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter	
			O	Bgt	O	Bgt	O	Bgt	O	Bgt	O	Bgt
Personnel (P/W&Roads)		Nkangala		68 636	25%	17 244	24%	17 110	25%	17 417	25%	16 865
		Eastvaal		46 933	24%	11 411	25%	11 832	25%	11 882	25%	11 809
		Ehlanzeni		57 760	25%	14 440	25%	14 440	25%	14 440	25%	14 440

EXPENDITURE PLAN

Programme	Planned Output	District	Output		1st Quarter		2nd Quarter		3rd Quarter		4th Quarter	
			O	Bgt R '000	O	Bgt R '000	O	Bgt R '000	O	Bgt R '000	O	Bgt R '000
					17%		60%		21%		2%	
Community Based Public Programme	Construction of 7 Cluster projects	Nkangala	2 clusters	3 495	17%	601	60%	2 097	80%	734	100%	63
		Nkangala (Cross Border Sekhukhune)	1 Cluster	1 748	17%	301	60%	1 049	80%	367	100%	31
		Eastvaal	2 clusters	3 495	17%	601	60%	2 097	80%	734	100%	63
		Ehlanzeni	1 Cluster	1 748	17%	301	60%	1 049	80%	367	100%	31
		Ehlanzeni (Cross Border Bohlabele)	1Cluster	1 748	17%	301	60%	1 049	80%	367	100%	31
				12 234		2 104		7 340		2 569		220

EXPENDITURE PLAN

PROGRAMME	PLANNED OUTPUT	DISTRICT			1ST QUARTER		2ND QUARTER		3RD QUARTER		4TH QUARTER	
			OUTPUT	BUDGET R'000	OUTPUT	BUDGET R'000	OUTPUT	BUDGET R'000	OUTPUT	BUDGET R'000	OUTPUT	BUDGET R'000
PLANNING AND CONSTRUCTION	Development and management of roads network systems.			3 999		750		1 899		600		750
	Regravelling, reaseling and rehabilitation of roads up to approximately	Ehlanzeni	Surfaced Roads Gravel Roads 40km	72 029 20 887		15 079 5 747		27 177 8 224		19 769 6 916		10 003 0
		Eastvaal	Surfaced Roads Gravel Roads 35km	18 942		3 452		7 088		4 613		3 788
		Nkangala	Surfaced Roads Gravel Roads 52km	32 200		5 880		11 865		8 240		6 215
	Planning and design of roads			14 883		2 138		4 653		4 465		2 081
		Ehlanzeni	Detailed designs	6 065		816		2 008		1 819		1 422
		Eastvaal	Detailed designs	6 182		927		1 855		1 855		
		Nkangala	Detailed designs	2 636		395		791		791		659
	Upgrading of existing roads Unit Z			13 000		3 000		3 500		4 000		2 500
		Nkangala	Upgrade 11km	13 000		13 000		3 500		4 000		2 500
	Reconstruction of existing roads		Reconstruct 8	156 577		38 650		58 602		42 775		23 350
		Ehlanzeni	Reconstruct 15k	47 500		13 250		18 350		15 900		6 800
		Eastvaal	Reconstruct 40k	30 577		6 750		9 827		7 250		6 750
		Nkangala	Reconstruct 31k	78 500		18 650		30 425		19 625		9 800
				72 029		15 079		27 177		19 769		10 003
				156 577		38 650		58 602		42 775		23 350
				3 999		750		1 899		600		750
				13 000		3 000		3 500		4 000		2 500
				260 488		59 617		95 831		71 609		38 685