TRANSPORT, ROADS & WORKS

CONTENT

1. STATEMENT OF POLICY AND COMMITMENT BY MEC

The Strategic Plan for 2002 was published during March 2002 and set out major issues relating to the future of the department of Transport, Roads and Public Works. It was prepared over a period of four months in consultation with various stakeholders and is seen as a basis on which the department will build its objectives for the next few years.

It was also accepted that the implementation of issues in the 2002 Strategic Plan will not be possible during the first year due to commitments in the existing three-year budgets and implementation will have to be done over a time-period of about three to five years.

The 2002 Strategic Plan therefore forms the basis of this 2003 Strategic Plan and many outcomes, goals, objectives, outputs, risks, and performance indicators are still applicable. The main emphasis in preparing the 2003 Strategic Plan was on improving the quality of performance measures in terms of the SMART (Specific, measurable, affordable, realistic and time-bound) principles and integration of the issues in the plan with the 2003 multi-year budgets. It sets a basis for managers to take responsibility for the preparation of the budgets based on their own plans and to specifically concentrate on the development of three-year MTEF budgets.

The Department of Transport, Roads and Public Works plays an important role in the development of the Northern Cape, being the major institution in providing transport networks and road infrastructure for the economic needs of the people, and on the other hand also ensuring that government departments are provided with building and office space.

Political directives and oversight must guide the department to fulfill its responsibility within National Government policy and Provincial Government's commitments to the public.

The Ministry will therefore evaluate all national policies on an ongoing basis to formulate provincial goals that are in line with the development needs of the country, and will ensure that political objectives determine spending priorities in the department's budgets for the next three years.

The following political outcomes have been set:
- *Improvement of the mobility of people;*
- *Improve road safety;*
- *Optimize the development and maintenance of transport systems;*
- *Support communities to ensure sustainable empowerment and development;*
- *Manage provincial assets according to acceptable standards;*
- *Ensure effective communication with the public, provincial departments, and all officials in the department;*
- *Creation of wealth and sustainable jobs;*
- *Give attention to the role of the province in rail transport, harbor development and aviation.*

Commitment by management as well as all personnel in the department is necessary to utilizing the expertise, skills and talents of all the people in the province to contribute towards meeting these outcomes in the development of the province.

2. <u>OVERVIEW BY THE ACCOUNTING OFFICER.</u>

As a department we have ahead of us the challenge that we dare not fail the citizens of the Northern Cape in particular and the nation in general. The core function of this department is undoubtedly to ensure the provision of a safe transport system, provide accommodation solutions to provincial departments and optimize the department's managerial processes.

Embedded in the national and provincial programme on sustainable rural development and urban renewal is a call for our department to respond accordingly.

In responding we must effectively address the following needs of our people as to:
- Rural Land Transport;
- Accessibility of communities;
- Empowerment of the historically disadvantaged;
- Road safety;
- Improving the public transport services provided by the taxi and bus industries;
- Supporting private entities in terms of infrastructure for provincial economic development;
- Ensuring interaction with stakeholders.

Our responsibility in delivery with regard to the scourge of HIV/AIDS, promoting gender equity, providing employment to the disabled and ensuring that the youth is catered for in job creation projects to keep them away from the streets which are fertile grounds for the nurturing of criminal behavior, cannot be over-emphasized.

It is of course obvious that the above is impossible if not underpinned by an impeccable work ethic, which is a product of an organization driven by sound values.

My responsibility therefore is to ensure that this department:

- *lives its vision of "trendsetters through excellence in service delivery";*
- *makes vigorous efforts in the training and development of personnel;*
- *recognizes performance through a structured system; and*
- *has visionary and transformational leadership in allowing managers to manage;*
- *delivers the services expected by its clients.*

As a department we shall improve on customer orientation and service delivery through establishing provincial coordination structures to involve stakeholders in decision-making processes as the department is responsible to not only spend and control its own budget of R286 million but is also responsible for spending funds on building projects budgeted by other provincial departments.

The next three years are regarded as the period aimed at confirming the department as one of the best performers in both the province and national spheres.

3. <u>VISION</u>

The VISION of the Department of Transport, Roads and Works is:

to be trendsetters through excellence in service delivery.

4. <u>MISSION AND STRATEGIC GOALS</u>

The following single mission statement will support the VISION:

MISSION: **Provide in the mobility and accommodation needs of clients**

The Vision and Mission will be promoted through mission statements per programme and strategic goals per programme as indicated in **Table 1** below.

The five **mission statements** (Numbered from 1 to 5) will be promoted through the specific **strategic goals** for each programme (Numbered as 1.1, 1.2, 2.1 etc).

TABLE 1

MISSION STATEMENTS PER PROGRAMME	STRATEGIC GOALS PER PROGRAMME
PROGRAMME 1: ADMINISTRATION 1 Optimise the department's managerial processes	PROGRAMME 1: ADMINISTRATION 1.1 Commitment by the Ministry and Department to national and provincial policies; 1.2 Ensuring compliance with all legislative frameworks and develop a motivated workforce; 1.3 Promote accountability at all managerial levels and devolve responsibilities to the most appropriate levels; 1.4 Develop of a competent workforce and continuously benchmark the internal functions and performance outputs against best practices.

MISSION STATEMENTS PER PROGRAMME	STRATEGIC GOALS PER PROGRAMME

PROGRAMME 2: PUBLIC WORKS
 	
2   Meet the accommodation needs of the provincial departments
	PROGRAMME 2: PUBLIC WORKS
	
	2.1 Provide functional and accessible;
	  • buildings and
	  • office accommodation
	according to the identified needs of provincial departments through planning and design of safe and cost-effective projects and buildings;
	
	2.2 Ensure the effective maintenance of all provincial buildings;
	
	2.3 Management, control and safeguard provincial land and buildings in accordance with national and provincial norms.

PROGRAMME 3: ROADS 3 Provide and maintain integrated road infrastructure that is safe and functional to support social and economic development	**PROGRAMME 3: ROADS** 3.1 Develop sound policies for provincial road infrastructure; 3.2 Promote sound road management; 3.3 Construct safe and functional roads; 3.4 Maintain all roads to approved norms and standards.
PROGRAMME 4: TRANSPORT 4 Promote road safety and the mobility of people	**PROGRAMME 4: TRANSPORT** 4.1 Ensure a sound information base for traffic management; 4.2 Implement measures to ensure compliance with safety legislation; 4.3 Develop a safe and affordable land transport system.

MISSION STATEMENTS PER PROGRAMME	STRATEGIC GOALS PER PROGRAMME
PROGRAMME 5: COMMUNITY BASED PUBLIC WORKS	PROGRAMME 5: COMMUNITY BASED PUBLIC WORKS
5 Alleviate poverty and create job opportunities	5.1 Support the sustainable development of historically disadvantaged individuals and entities with the emphasis on job creation; 5.2 Create sustainable job opportunities through the Emerging Contractors Development Program. (ECDP), Sakhasonke

Each strategic goal in a programme is executed through detailed **strategic objectives** (Numbered as 1.1.1, 1.1.2, 2.1.1, etc) as indicated in **Table 2 on PAGE 20**

5   <u>VALUES</u>

The **values** that the department will strive towards to meet these strategic goals are:

- Integrity;

- Equity;

- Ubuntu;

- Accountability;

- Commitment;

- Communication;

- Customer orientation;

- Work ethic;

- Transparency;

- Human resource development.

6   <u>LEGISLATIVE AND OTHER MANDATES</u>

In terms of the Constitution, 1996, Schedules 4 and 5 provincial governing bodies have been mandated with both concurrent and exclusive legislative competencies for specific functional areas.

The Department is responsible for traffic control, public transport, roads, and public works in the Northern Cape Province.

Various national legislative directives guide the functions of the department:

- The Public Finance Management Act, Act 1 of 1999. The PFMA promotes the principles of efficiency, effectiveness, economy and transparency in departmental management as well as strategic planning and performance measures as basic requirements for service delivery and the preparation of budgets;
- The Public Service Act, Act 111 of 1994 and regulations require strategic planning, statement of core objectives and the publication of a Service Delivery Improvement Plan which indicates the level of services to be rendered and procedures for communication with clients and the public;
- The Preferential Procurement Policy Framework Act, Act 5 of 2000, providing specific guidelines in allocating tenders to historically disadvantaged individuals and entities;
- The National Land Transport Transitional Act, Act 22 of 2000, ensuring the annual updating of the National Land Transport Strategic Framework by the National Department of Transport to form the basis for provincial land transport strategies;
- Skills Development Act, Act 97 of 1998, providing for training and committing departments to the spending of prescribed amounts on training of personnel;
- Labour relation act, Act 66 of 1995, ensuring sound labour practices within departments;
- Basic conditions of employment Act, Act 75 of 1997, ensure sound principles in the management of personnel in terms of opportunities, working conditions, time management, etc;
- Employment Equity Act, Act 55 of 1998, promoting non-discrimination in the workplace;
- Various other national legislation and other strategies on Urban Renewal, Rural Development, Poverty Alleviation, HIV/Aids, Community Based Public Works Programme, etc. guide the department in determining objectives, outputs and spending preferences.

The department also evaluated the MEDIUM TERM BUDGET POLICY STATEMENT, 2002, of the Minister of Finance to ensure compliance with national directives in the allocation of its funds to the various programme. In this regard the following aspects, relating to the responsibilities of the department, were taken into account:
- Improvement of service delivery and transformation;
- Strategic plans must form the basis for reporting in annual plans which will be used for reviewing progress in service delivery and accessing priorities and spending pressures;
- Measurable objectives, outputs, procurement management, and institutional oversight, must be refined and will form the basis for reporting on performance and outcomes in the annual reports;
- The Public Finance Management Act principles will be extended to local governments;
- Planning, budgeting and reporting processes must be integrated and accountability, and the quality of financial reporting in terms of general recognized accounting practices, must be improved;

- Priority must be given to job creation, infrastructure investment, and addressing poverty and inequality;
- Additional allocations will be made to provinces to broaden emergency relief for food shortage and food price rises;
- Investment in hospital buildings, schools, clinics, and provincial road networks will be enhanced; and
- Allocations to local governments must focus on municipal infrastructure.

The mandate of the department is further derived from the Provincial Strategic Plan and the legislation accepted by the Northern Cape Government for assigning powers to the department.

The department has committed itself to the Five Year Strategic Programme of the Northern Cape Provincial Government, which identified the provincial strategies as:

- Job Creation;
- Investment Creation;
- Rural/Urban Development;
- Infrastructure Development;
- Marketing the Province;
- Combating Crime;
- Skills Development;
- HIV Aids;
- Target Groups for Development:
    - Youth;
    - Women;
    - Disabled
- Information Technology;
- Role of the State/Governance
- Poverty alleviation.

The department's strategic plan must therefore provide for the implementation of these provincial strategies.

The department's existence is governed by specific **legislation** for execution of these provincial objectives:

- Northern Cape Road Traffic Act (Act No. 3 of 1997);

The department has already introduced into Parliament the:

- Northern Cape Land Transport Bill, 2001;

- Road Traffic Act 93 of 1996;

Certain legislation and ordinances are also applicable from the previous dispensation:

- Road ordinance no 19 of 1976, allows for the proclamation of roads and the standards of road reserves, for fencing, motor gates, appropriation and purchase of land for roads, municipal subsidies, etc;

- Advertising Along Roads And Ribbon Development Act, Act 21 of 1940 allows for controlling access to roads, advertisements, etc.

The following legislation is envisaged:
- Northern Cape Road Agency Bill, allowing for a Road Agency to be established which would arrange all the rural road building and maintenance operations;

- Northern Cape Roads Bill if the concept of a Roads Agency is not acceptable.

Various departmental policy documents have been prepared to ensure economic, effective, efficient and transparent management as required in terms of the Public Finance Management Act. These policies are on:
- Standby allowance;
- Official journeys;
- Special leave;
- Resettlement costs;
- Uniforms and protective clothing;
- Termination of services;
- Working hours and overtime;
- Redeployment;
- Recruitment and selection;
- Job description;
- Job evaluation;
- Performance management and development;
- Training;
- Bursaries;
- Disciplinary and grievance procedures;
- Code of conduct.

Various other manuals relating to the functional work of the department have also been prepared, such as:

- A manual for municipalities regarding what they can expect from the department;

- A manual on road accesses;

- A manual on advertisements;

- A guideline document on project management;

- A manual on road proclamation procedures;

- Etc.

7 DESCRIPTION OF THE STATUS QUO

The status quo regarding the functions of the department is:

7.1 SUMMARY OF SERVICE DELIVERY ENVIRONMENT AND CHALLENGES

- The department commissioned various studies such as the usage of airport and air travel in the province to support tourism, a toll road strategy to determine the feasibility of toll roads, a study to develop a deep sea harbour in Port Nolloth, a study to determine the cost of building a office block for government departments instead of leasing from the private sector. Once these studies have been completed it will be discussed with all interested role-players;

- The main focus regarding roads was on maintenance and R59 million (47%) of the available funds of R125 million during 2002/03 was spent on maintenance

- Various construction and rehabilitation projects were completed or initiated under the Departmental and District Municipal Capital Works Programmes;

- The Arrive Alive Campaign was supported but unfortunately the target of 5% reduction in fatalities was not reached;

- The privatization of weighing bridges is being considered and two business plans were presented to the department by private companies;

- Implementation of the National Land Transport Transitional Act, Act 22 of 2000 has commenced;

- The taxi co-operative is fully functional;

- The taxi democratization and Be Legal Campaign have been finalized;

- Transport projects such as the Rural Mobility Study, the Transport Authority pilot Project, and the Provincial Land Transport Framework have commenced;

- The policy on the Emerging Contractors Development Programme (ECDP) has been approved, about 110 applications were received from contractors, implementation of the programme has started, and help desks have been opened in Upington and Kimberley;

- More than 80% of maintenance work on buildings was awarded to SMME's;

- The Community Based Public Works Programme continues to create jobs and reduce poverty through infrastructure development;

- Improvements were initiated in the collection of license fees and it is estimated that R48,8 million will be collected during 2002/03;

- The Road Traffic Quality System was implemented;

- Mobile speed devices have been installed in vehicles to improve road safety;

- An integrated radio communication system has been installed;

- The road condition management system has been improved

Various challenges however still exist:

- The evaluation of the feasibility studies that were completed and the presentation of recommendations to the MEC;

- Securing more funds for maintaining the 5400 kilometres of surfaced roads and 22111 kilometres of gravel roads;

- Appointment and training of additional traffic officials to improve visible policing in the province;

- Initiating projects to assist and empower persons under the Community Based Public Works Programme (CBPWP) and the Emerging Contactors Development Programme (ECDP) in order to alleviate poverty and create sustainable jobs;

- Establishing provincial coordination structures to improve communication with client departments and the public;

- The implementation of the Efficiency Report of the Premier's Office on the Department's restructuring must be implemented but limited funds will delay the process and result in finalizing the recommendations over a period of time;

- Communication with client departments to ensure that the Department is informed timeously of the funds on their budgets and on which projects it is to be spent, to ensure that projects can be completed within the relative financial years;

- Improvement of the managerial processes such as, budgeting, strategic planning, internal control manuals, control of movable assets and implementation of bar-coding, asset registers, filling of vacant posts, etc;

- Establishing a performance environment in the department through performance contracts, delegations, job descriptions, reporting, performance targets per person, and evaluation of performance of each official against the targets;

- Introducing the management concept (As envisaged by the PFMA) in the Department of allowing managers to manage, and be more available for planning, control, and measuring performance, than in the execution of projects and the delivery of outputs;

- The implementation of Black Economic Empowerment Policy;

- The establishment of a tender compliance office;

7.2 SUMMARY OF ORGANIZATIONAL ENVIRONMENT AND CHALLENGES

- Positive reports were received from the Budget Council and the Portfolio Committee;

- Employment equity was addressed;

- Training programmes were instituted;

- A training center for lower graded road workers was established and capabilities and promotability of various workers were upgraded;

- The Adult Basic Education and Training Programme (ABET) for lower level workers was introduced and level 1 and level 2 training are functional;

- A Human Resources Unit was established, a HR Plan was put in place, and a HR strategy is being developed;

- The Auditor-General's report reflected various problem areas and a special effort will be made to ensure a closer working relation with the auditors;

- An investigation was completed into the restructuring of the department to ensure effective, efficient and transparent processes and optimal utilization of resources.

  A new organizational structure was approved and 141 posts were abolished. Most of these posts were not funded and relate to functions and responsibilities as were taken over from other departments during the establishment of the province;

- The establishment consists of 934 posts of which 517 posts are filled. Provision must be made for a further 305 posts to be provided on the establishment for Traffic Administration and Law enforcement.

  The filling of the existing vacancies and the additional posts as well as provision for the necessary funds in the next MTEF budgets, will be a major challenge to the department. This aspect will be addressed every year in the department's strategic plan and in its budget requests to the Provincial Government.

  Without the posts filled the department will not be able to perform fully against its targets;

- Consideration is being given to the consolidation of all road matters under a single Roads Agency;

- The establishment of independent governing bodies for certain roads where private sector user groups enter into partnerships with the province in upgrading the road standards, is also being investigated.

Various aspects in the department are however still a concern and are regarded as challenges for the next year such as:

- The political mandate of the MEC for providing infrastructure to the citizens of the province and the creation of work opportunities has not fully realized but will be done over the MTEF period and in the strategic plans for the next financial years;

- The assignment of full responsibilities to line managers for the management of all their resources, integration of strategic planning with budgets, preparing and controlling budgets, and regular reporting on performance measures, has been instituted during 2002 but must further be supported through implementation plans and by training programs in the next MTEF cycle to ensure full accountability;

- The development, implementation and monitoring of a structured program during 2003, listing all the actions with target dates that must be taken in terms of the PFMA for revising and prioritization of strategic objectives and outputs, preparing the 2004 strategic plan, preparing budget inputs, motivating needs to the provincial budget council, and integrating the planning with final budget allocations through, need to be done;

- The performance and staff development system is not yet fully functional;

- Internal control measures in the department have not been fully formalized;

- The implementation of the PFMA and training with regard to the requirements has taken place at certain levels but needs to be extended to other officials;

- The Provincial Treasury has not assigned all responsibilities to the department in order to comply with the requirements of the PFMA in terms of accountability;

- Commitments in the MTEF-budgets relating to existing projects effect the full integration of the strategic plan with the budgets. The 2003 to 2005 MTEF-budgets therefore do not yet reflect major expenditure changes. The intention is however to integrate planning and budgeting over the next budget cycle for 2004/05;

- Better control over agencies to ensure compliance with the PFMA and value for money in the control and execution of functions on behalf of the department.

8   DESCRIPTION OF THE STRATEGIC PLANNING PROCESS

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

The strategic plan must:

- Cover a period of three years and be consistent with the medium term expenditure estimates (MTEF);

- Include measurable objectives and outcomes per programme of the department;

- Include details of proposed acquisitions of fixed and movable capital assets, planned capital investments and rehabilitation and maintenance of physical assets;

- Include details of proposed acquisition of financial assets or capital transfers and plans for the management of financial assets and liabilities;

- Include multi-year projections of income and projected receipts from the sale of assets;

- Include details of the Service Delivery Improvement Plan (Batho Pele);

- Include details of proposed information technology acquisition or expansion in reference to an information technology plan that supports the information plan; and

- Include requirements of Chapter 1, Part 111 B of the Public Service Regulations.

The strategic plan must also form the basis for the annual report of accounting officers as required by section 40(1)(d) and (e) of the PFMA. The National Treasury issued for this purpose on 7 December 2000 a document indicating guidelines for annual reporting.

The strategic plan must be revised and updated annually by June in terms of the PFMA Regulations.

In terms of Section 27 (4) of the PFMA measurable objectives for each programme of the department must be submitted to the legislature on the same day when the budget speech of the MEC Finance takes place.

Procedures must in terms of Regulation 5.3 of the PFMA be established for quarterly reporting to the executive authority (MEC) to facilitate effective performance monitoring, evaluation and corrective actions.

The format of the strategic plan has therefore been structured to ensure compliance with the PFMA requirements and with the guidelines for annual reporting as well as the circular of the National Treasury for provincial budget formats and strategic plans that was issued during July 2002.

The department embarked on the following **process to prepare the strategic plan:**

- The 2002 strategic plan was used as a basis;

- The 2002 plan was used to cost budget inputs for the 2003 MTEF and for reprioritization within the MTEF allocations;

- The existing commitments (Projects, personnel, administrative expenditures, etc) within the department for 2003'04 were calculated to cost a total of R212 million. As the preliminary budget allocation was only R268 million, the department had only R47 million available for adjusting its budget in relation to the strategic planning objectives. Based on the strategic plan and other priorities within the province the total additional needs of the department were calculated at R 173 million. After reprioritization the department utilized the R47 million available for the highest priorities and then requested the Provincial Budget Council for an additional amount of R103 million to fund the immediate pressures. Of this amount only R29 million was received additional to the original allocation of R268 million, resulting in major implications for the department in implementing its strategic plan;

- Managers of all programme and sub-programme were requested to prepare their own strategic plans as inputs to the 2003 strategic plan;

- Training sessions on determining objectives, outputs, performance measures and on the requirements of the National Treasury's Generic Format for strategic planning were held;

- The Chief Financial Officer's office assisted managers between September 2002 and February 2003 in various work-sessions with the preparation of the strategic plans and operational plans;

- The Evaluation Reports and comments of the National Treasury and the Department of Transport on other provincial strategic plans were used to improve the quality of the strategic plan and to determine what other provincial departments had identified as objectives, outputs and performance measures;

- The 2003 Strategic Plan was finalized during further meetings of the departmental management and in consultation with the MEC.

Implementation of the strategic plan

The management of the department established a special **Implementation Task Team** to be chaired by the CFO and consisting of 5 functional middle managers (One from each directorate) as well as external expertise to assist the team. The Provincial Treasury will be invited to nominate a representative or attend the meetings on a regular basis.

An implementation plan will be developed with target dates and responsibilities assigned to various officials at all levels in the department. The team will meet on a monthly basis and the CFO will report also monthly to the management. Quarterly reports on progress will be submitted to the MEC, indicating successes as well as problem areas.

The Task Team has already developed a structured program for implementation during 2003 to ensure compliance with the Public Finance Management Act, drafting of the 2004 strategic plan, and timeous submission of 2004-MTEF budget inputs.

The program consists of the following:

March 2003	Prepare Operational plans with quarterly targets for 2003
April 2003	Finalize a monthly reporting system (Early Warning)
May 2003	Finalize a quarterly reporting system on performance measures
May 2003	Evaluate government and provincial policies
May 2003	Finalize a budget model for preparing MTEF Budgets Finalize financial statements for 2002/03 and present to the Auditor-General Prepare a draft annual plan for 2003/04 based on 4th quarterly reports to March 2003
June 2003	Prepare draft strategic plans for 2004 (Utilize 2003 strategic plan and 4th quarterly report for 2003/04)
July 2003	Prepare budget inputs for 2004 (Utilize 2002/03 budget outcome figures and expenditure in first 3 months of 2003/04)
July 2003	Publish the draft strategic plan for 2004 Receive Audit report for 2002/03
August 2003	Evaluation of budget inputs by a Budget Committee. Set priorities. Finalize and table the annual plan for 2004/05 Prepare Budget Council presentation
September 2003	Budget council meeting
October 2003	Obtain and evaluate new MTBPS
November 2003	Receive and evaluate inputs on strategic plan
December 2003	Revise budget inputs based on expenditure in first 8 months of 2003/04 and discussions with Treasury Adjust draft strategic plans based on inputs
January 2004	Finalize budgets for 2004 MTEF based on expenditure to December 2003 and 3rd quarterly report on performance
February 2004	Adjust strategic plans for 2004 in-line with final allocations
March 2004	Prepare Operational plans for 2004 MTEF

9 <u>STRATEGIC OBJECTIVES</u>

The **Strategic Goals per programme** as indicated in **Table 1** on page 5 (Numbered 1.1, 1.2, 2.1, etc) will be promoted through **Strategic Objectives** as indicated in **Table 2 on page 20** (Numbered as 1.1.1, 1.1.2, 1.2.1, etc).

Table 2: REPORTING PERFORMANCE TARGETS AND MONITORING MECHANISMS

Vision	Mission	Mission Statements	Strategic Goals	Strategic Objectives
To be trendsetters through excellence in service delivery	Provide in the mobility and accommodation needs of clients	1. Optimise the department's managerial processes	1.1 Commitment by the Ministry and Department to national and provincial policies	1.1.1 Provide an efficient and effective support to the MEC
				1.1.2 Improve the management of the discretionary fund
				1.1.3 Develop a sound communication strategy with stakeholders
				1.1.4 Evaluate reports received from the department
			1.2 Ensuring compliance with all legislative frameworks and develop a motivated workforce	1.2.1 Manage Human Resources in the Department
				1.2.2 Manage and give support for all provincial departments in terms of Motor Vehicle Transport
				1.2.3 Develop departmental compliance policies
				1.2.4 Provide IT requirements of the Department
				1.2.5 Ensure compliance with the Public Finance Management Act (PFMA) and other relevant financial prescripts (e.g. Preferential Procurement Policy Framework Act (5 of 2000), (PPPFA) Supply Chain Management, Treasury Regulations etc.)
				1.2.6 Support Provincial Programmes on Youth, Disabled, Women, Children, HIV/AIDS and others
				1.2.7 Develop an external communication strategy with public and client departments
				1.2.8 Improve Accessibility for people with disabilities
			1.3 Promote accountability at all managerial levels and devolve responsibilities to the most appropriate levels.	1.3.1 Ensure devolution of authority and responsibility to appropriate management levels
				1.3.2 Provide adequate resources for management to manage
			1.4 Develop a competent workforce and continuously benchmark the internal functions and performance outputs against best practices.	1.4.1 Co-ordination and integration of training programmes undertaken within the department in accordance with legal requirements as well as reporting requirements.
				1.4.2 Reduce illiteracy
				1.4.3 Implement the performance management system
		2. Meet the accommodation needs of the provincial departments	2.1 Provide functional and accessible: • Buildings and • Office accommodation according to the identified needs of provincial departments through planning and design of safe and cost effective projects and buildings.	2.1.1 Erect /Upgrade /Lease buildings and Office Accommodation to meet the needs of Provincial Departments
				2.1.2 Develop a fair, equitable, transparent, cost effective, and competitive procurement system for professional service providers and contractors
			2.2 Ensure the effective maintenance of all provincial buildings	2.2.1 Maintain and renovate buildings to client needs
				2.2.2 Establish a library with updated regulations, policies and procedures
				2.2.3 Develop and implement a project monitoring system
				2.2.4 Develop and implement a pro-active building maintenance management system (BMMS)
			2.3 Management, control and safeguard provincial land and buildings in accordance with national and provincial norms	2.3.1 To vest land in the province
				2.3.2 Ensure effective cleaning and garden services
				2.3.3 Administration of office and housing accommodation
				2.3.4 Effective payment of municipal services.
				2.3.5 Provide accommodation to officials and political office bearers at market related rates.
				2.3.6 Ensure effective management of State property
				2.3.7 Establish contract database
				2.3.8 Ensure implementation of tender procedures and applicable legislation
				2.3.9 Provide an effective help desk service.

Vision	Mission		Mission Statements		Strategic Goals		Strategic Objectives
To be trendsetters through excellence in service delivery		3.	Provide and maintain integrated road infrastructure that is safe and functional to support social and economic development	3.1	Develop sound policies for provincial road infrastructure	3.1.1	Provide an integrated road infrastructure network plan (5 to 10 yrs) in accordance with IDP's in the Province.
						3.1.2	Promote labour based designs
						3.1.3	Draw up implementation plan for Black Economic Empowerment (BEE)
				3.2	Promote sound road management	3.2.1	Optimise and update the road infrastructure data management systems (ongoing process)
						3.2.2	Update and refine the Rehabilitation and Maintenance plan (ongoing process)
				3.3	Construct safe and functional roads	3.3.1	Extension and preservation of the provincial road network
						3.3.2	Implement change management process
				3.4	Maintain all roads to approved norms and standards	3.4.1	Maintain provincial surfaced (tarred) roads to international standards
						3.4.2	Maintain provincial gravel roads excluding minor roads to Gravel Road Management standards.
						3.4.3	Develop a plan to devolve minor roads to District Municipalities
						3.4.4	Compile, approval, and implementation of an alternative service delivery plan.
						3.4.5	Subsidise municipal main roads to maintain high standards of mobility through towns. (Transfer payments)
						3.4.6	Optimise management of Trading Account
						3.4.7	Implement a service level agreement with agents
						3.4.8	Provide, maintain and manage mechanical road plant, vehicles and equipment
		4.	Promote road safety and the mobility of people	4.1	Ensure a sound information base for traffic management	4.1.1	Improvement of National Traffic Information System (NaTIS) and revenue collection
						4.1.2	Improve traffic safety and reduce traffic related offences
				4.2	Implement measures to ensure compliance with safety legislation	4.2.1	Stricter Law Enforcement
						4.2.2	Promote visible policing
				4.3	Develop a safe and affordable land transport system	4.3.1	Promote and sustain public transport in the Province.
						4.3.2	Restructure the Taxi industry
		5.	Alleviate poverty and create job opportunities	5.1	Support the sustainable development of historically disadvantaged individuals and entities with the emphasis on job creation	5.1.1	Develop a departmental strategy for job creation and employment, black economic empowerment, and the development of small businesses.
						5.1.2	Ensure poverty relief
						5.1.3	Establish co-ordination and integration between departments and local government
						5.1.4	Benchmark on strategies against best practices
						5.1.5	Promote compliance with approved CBPWP policy, strategy and relevant legislation
				5.2	Create sustainable job opportunities through the Emerging Contractors Development Programme (ECDP), Sakhasonke	5.2.1	Align ECDP Policy with Black Economic Empowerment (BEE) policy
						5.2.2	Identify and develop emerging contractors
						5.2.3	Allocate all minor construction projects to emerging contractors

10. <u>MEASURABLE OBJECTIVES, PERFORMANCE MEASURES AND PERFORMANCE TARGETS.</u>

The political outcomes identified by the MEC will have to be interpreted not only in terms of departmental outputs and performance measures but also in terms of the risks associated with the outcomes. Overall departmental performance measures were set identifying at the level of the Head of Department, outcomes, outputs, indicators, and risks. These can be regarded as the performance measures of the HOD.

10.1 <u>DEPARTMENTAL</u>

The **departmental outcomes** are seen as the outcomes as indicated by the MEC.

The **departmental outputs** were set by the Accounting Officer as:

- Meet the requirements of the Vision, Mission, and political outcomes over a three-year period;

- Develop economic, effective, efficient and transparent departmental administration procedures and managerial processes;

- Establish an environment for managers to be more available for management purposes and promote participative management;

- Promote a good internal and external communication strategy and coordinating structures;

- Develop a sound process for setting departmental priorities;

- Allocate resources according to political, provincial, and departmental priorities;

- Ensure the implementation of a compliance system in terms of all legislation;

- Development of a well-designed training programme.

Measurable **departmental performance indicators** must be used to evaluate and monitor the outputs. The indicators for the MTEF period that are set up-front and which will be reported on in the annual reports are envisaged as:

- An unqualified external audit report will be received for the 2004/05 financial year;

- Positive reports tabled in the legislature by the Parliamentary Committees (SCOPA and the Portfolio Committee);

- Satisfactory regular internal audit reports and proposals as well as corrective steps recommended by the Internal Audit Committee are implemented;

- Valid complaints by the public and clients are successfully and satisfactorily managed;

- A good communication strategy with personnel and clients exists;

- A participative management strategy and structures have been put in place for the participation of personnel in decision-making;

- An environment in terms of sound departmental processes for fraud prevention, zero tolerance in misconduct, effective disciplinary steps, and efficient control procedures has been established;

- Written delegations exist, with job descriptions and performance contracts;

- Performance will be measured on a quarterly bases;

- Regular personnel audits indicate a motivated and positive workforce;

- All officials at the various levels within the department have been subjected to training.

The outputs and performance indicators are however subject to the following **departmental risks**:

- The existence of un-funded mandates from politicians;

- Lack of information from clients;

- Limitations on the departmental budget to meet all needs;

- Filling of vacancies with incompetent personnel;

- Availability of officials for training without disrupting departmental processes;

- Lack of development of technology for communication purposes due to the vast rural areas in the province;

- Establishment of an environment of control measures, departmental processes and procedures for implementation;

- Agreements with Labour Unions and stake holders on the implementation of policies;

- The acceptance by personnel of work ethics;

- Cooperation by the public in the execution of projects.

The department prepared a **detailed risk management strategy** that provides information as a basis for preparing internal audit programme and priorities.

Strategic objective in **Table 2 on page 20 and 21** (Numbered as 1.1.1, 1.1.2, 2.1.1, etc) have also been indicated with the same numbers in **Table 3.**

Table 3 on pages 26 to 41 indicate the performance measures for:

10.2 **ADMINISTRATION:** **PROGRAMME 1;**

10.3 **PUBLIC WORKS:** **PROGRAMME 2;**

10.4 **ROADS:** **PROGRAMME 3;**

10.5 **TRANSPORT:** **PROGRAMME 4;**

10.6 **COMMUNITY BASED PUBLIC WORKS PROGRAM:** **PROGRAMME 5.**

Table 3 indicates for each of the Programme **Strategic Objectives** and for each strategic objective:

- Outputs;

- Performance measures;

- Monitoring mechanisms;

- Actual targets met during 2001;

- The estimated targets that will be met during 2002;

- Targets set for 2003;

- Targets set for 2004;

- Targets set for 2005; and

- Indications of the change in the targets over the MTEF period

Table 3 will also form the basis of preparing the Operational Plan for the 2003/04 financial year.

Table 3: <u>REPORTING PERFORMANCE TARGETS AND MONITORING MECHANISMS</u>

1: Administration	To obtain political outcomes, organize, manage and control the department

1.1 Office of the MEC		Strategic Goal 1.1: Commitment by the Ministry and department to national and provincial policies							
No	Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 estimated	2003 target	2004 target	2005 target	% change over MTEF
1.1.1	Provide an efficient and effective support to the MEC	Create the operational environment to assist the MEC to exercise his constitutional obligations	An annual working programme	Yearly report	Draft plan	Draft plan	Approved plan by May 2003 and quarterly progress reports	Approved plan by April 2004	Approved plan by April 2005	100% change from draft plan to approved planning
		Evaluate policy documents, minutes and Mincom meetings	Reports to the Department	Quarterly reports on policies	Reports on policies	Reports on policies	At least 4 reports from the Office to the department	At least 4 reports from the Office to the department	At least 4 reports from the office to the department	100% improvement in formal guidance to the department
		Formulate priorities for the department	Signed document by the MEC	Quarterly reports on progress with priorities	Quarterly Report	Quarterly Report	4 reports to the MEC on progress	4 reports to the MEC on progress	4 reports to the MEC on progress	100% change in reporting on priority
		Formulate political outcomes to the department	Signed document by the MEC	Annual document	Annual document	Annual document	Document by February every year	Document by February every year	Document by February every year	100% improvement in political guidance
1.1.2	Improve the management of the discretionary fund	Policy for the management of the discretionary fund	An approved policy document	Monthly reports	Based on requests	Based on requests	Approved policy document	80% implementation based on policy	100% implementation based on policy	100% better management of the Fund
1.1.3	Develop a sound communication strategy with stakeholders	A communication strategy	Communication plan for stakeholders and media	Yearly report	As and when required	As and when required	Approved strategy and availability to stakeholders	90% operational in line with the strategy	100% in line with the strategy	50% improvement in strategy
1.1.4	Evaluate reports received from the department	Evaluate monthly budget reports (Early Warning System)	12 signed reports	Discussion and signing of reports by the MEC	12 reports	12 reports	12 reports	12 reports	12 reports	0% change as this is required by the Public Finance Management Act (PFMA)
		Evaluate quarterly reports on performance	4 signed reports	Discussion and signing of reports	4 reports	4 reports	4 reports	4 reports	4 reports	0% change as this is required by the Public Finance Management Act (PFMA)

1.2 Corporate Services			Strategic Goal 1.2: Ensure compliance to all legislative framework and develop a motivated workforce						
No	Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 estimated	2003 target	2004 target	2005 target	% change over MTEF
1.2.1	Manage Human Resources in the Department	Implementation of new organisational structure	100% implementation of structure	Quarterly reports	Existing structure	Organizational investigation	Report submitted	50% implemented	100% implemented	100% change from old to new structure
		Develop and implement performance management	Signed Performance Agreements	Quarterly reports	None	None	70% of personnel	90% of personnel	100% of personnel	100% more signed performance contracts
		Implementation of the code of conduct	Decrease of incidents of misconduct.	Quarterly reports	Annual Report	Annual Report	50% reduction	75% reduction	80% reduction	80% in compliance with the code of conduct
		Training and advice to supervisors in respect of grievances and misconducts	An approved training manual	Quarterly reports	Manual not prepared	Manual in preparation	Manual approved	Manual operational	Manual operational	100% change in formal guidance
		Ensure sound employer and employee relations	Minimum grievances and misconduct cases reported	Cases reported	11 cases	30 cases	15 cases	10 cases	6 cases	80% reduction in cases
		Training of officials in required functional skills	Training manuals and training programme	Quarterly reports	Ad-hoc training	Needs assessment done	Manuals and programme approved	Training based on manuals	Training based on manuals	100% change from ad-hoc to formal training
		Establish forums at various levels for participation and consultation with officials	Forums established	Quarterly reports	No forums	No forums	Investigation done	Implement 5 forums	Implement 10 forums	10 forums established
1.2.2	Manage and give support for all provincial departments in terms of Motor Vehicle Transport	A motor vehicle transport policy manual	An approved manual	Monthly reports	Government garage policy	Privatisation of government garage	Approved manual by June 2003	Implementation and distribution to users	Monitoring compliance	Change to new policy
1.2.3	Develop departmental compliance policies	Drafting of all legislative processes and contracts	Signed contracts and number of provincial legislation bills	Quarterly reports	1 bill	I bill 70% finalized	1 bill	As required	As required	According to needs
		Get all legal opinions on request	Legal opinion	Quarterly reports	120 opinions	150 opinions	160 opinions	170 opinions	180 opinions	20% more opinions
		Propose sound advice for the interpretation of legislation and case law	Acceptance of advice	Quarterly reports	3 advices	5 advices	8 advices	10 advices	12 advices	140% more advices handled
		Develop affirmative action plan/policy and review Employment Equity Plan	Approved Policy and plan	Quarterly reports	Draft policy	Draft policy	Policy approved	70% implementation	100% implementation	100% of targets for affirmative policy met.
		Comply to the Safety Regulations in accordance with the Occupational Health and Safety Act	Implementation of the occupational health and safety management system	Appointment by the HOD of responsible persons and committees Reports to HOD	Act not applicable	Act not applicable	Appointments and training done by June 2003 Regular meetings of committees and reports to HOD	Updating and training 4 reports	Updating and training 4 reports	!00% compliance with legislation
		Policy in terms of Information Act and the Administration of Justice Act.	Approved departmental policy to ensure registries are in a position to comply	Quarterly reports	Work through files to ensure all documents are placed correctly	Obtain information for departmental policy	Prepare departmental policy for approval	80% implemented	100% implemented	New policy implemented
		Policy on all gender activities	Approved Policy and training of gender committee and personnel and a number of projects implemented	Quarterly reports to management and the Office of the Premier	Evaluated national policy	Formulate requirements for the departmental policy	2 workshops and approval of policy	Implementation of at least 1 women's empowerment project	New projects to be identified	New policy developed and implemented
		Policy to manage HIV/Aids programmes	Approved Policy	Quarterly reports	Draft document	Approved document	Document implemented	Operational	Operational	Formal approved policy

1.2 Corporate Services				Strategic Goal 1.2: Ensure compliance to all legislative framework and develop a motivated workforce					
No	Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 estimated	2003 target	2004 target	2005 target	% change over MTEF
1.2.3 (Cont.)	Develop departmental compliance policies (Cont.)	Establish an effective Inspection Unit	Unit operational and inspector manual / Charter	Monthly reports on inspections	Inspection done by finance section	Inspection done by finance section	Inspections done by finance section and unit approved and operational by October 2003 as in new structure	Regular inspections done at all offices	Regular inspections done at all offices	Financial inspections structured
		Establish a close working relation with the Auditor-general	Develop a co-ordinated work program	An unqualified audit report	Qualified audit report	Improved audit report	Improved audit report	Unqualified audit report	Unqualified audit report	Improved financial management
		Develop a Fraud Prevention Strategy	An approved fraud prevention strategy	Monthly reports on progress	Corrective measures instituted where applicable	Corrective measures instituted against corrupt officials	Approved fraud prevention strategy by June 2003	Whistleblowers are encouraged and protected	Zero tolerance towards fraud and corrupt practices	Change to a formal fraud strategy
		Develop and communicate a risk strategy	An approved risk management plan	Monthly reports on implementation of risk plan	Risks identified and workshops attended	Risks formulated and plan drafted	Approval of risk plan by May 2003 Information workshops between May and July 2003	Implemented by April 2004 Risk strategy revised	Risk strategy and plan revised	Improvement of risk management for compliance with the PFMA
1.2.4	Provide IT requirements of the department	Install firewalls on the LAN	Approved specifications	Monthly reports	None	None	Compile specifications for approval	Implemented	Operational	100% improvement
		Establish an effective file management system	Approved specifications	Monthly reports	None	None	Compile specifications for approval	50% operational	100% operational	100% improvement
		Develop a functional website as a first step to E-governance	Approved specifications	Monthly reports	None	Compile specifications	Submit for approval and implementation	100% operational	100% operational	100% improvement
		Establish an effective back-up system	Approved specifications	Monthly reports	None	40% operational	100% operational	Maintain	Maintain	100% improvement
		Installation of SACSA approved encryption software for laptops	Approved specifications	Monthly reports	None	Compile specifications	Approved specifications and 25% implemented	100% operational	100% operational	100% improvement
1.2.5	Ensure compliance with the Public Finance Management Act (PFMA) and other relevant financial prescripts (e.g. Preferential Procurement Policy Framework Act (5 of 2000), (PPPFA) Supply Chain Management, Treasury Regulations etc.)	Transfer all financial responsibilities to the Department	Full control of finances and accountability	Quarterly report on implementation of BAS and the creation of a departmental bank account	Operating on one bank account and the FMS for all departments in the province by the Treasury	Operating on one bank account and the FMS for all departments in the province by the Treasury	Consult with the Treasury. Implement BAS and establish a departmental bank account by April 2003. Phase out FMS	BAS implemented and operating smoothly as well the bank account. Implementation also at regional offices	BAS implemented and operating smoothly as well the bank account. Implementation also at regional offices	Change from outdated financial system to new standardized accounting system and processes
		Develop effective budgeting processes	An approved budget manual and program developed to ensure funds allocated according to strategic plan and needs	Quarterly reports indicating that all managers participate and take full responsibility	Programme managers appointed.	Manager involved in budget processes	Budget manual, model and program for preparing 2004 MTEF budgets approved and responsibility managers by appointed by May 2003	Update manual and processes to ensure full integration of strategic planning with budgeting and that programme managers take ownership of processes and budgets	Update manual and processes to ensure full integration of strategic planning with budgeting and that programme managers take ownership of processes and budgets	Change from ad-hoc budgeting to full integration with planning as required by the PFMA
		Ensure effective control of budgets and develop reporting manuals and mechanisms for the Early Warning System	An approved reporting manual and mechanisms	Monthly reports involving managers in the processes	Financial staff made available to assist managers	Establish a budget committee	Reporting manual, model and mechanisms as well as training of managers finalized by April 2003	Update manuals and mechanisms	Update manuals and mechanisms	Early Warning System fully implemented and modernized
			Implement a commitment register	Monthly reports on commitment accounts	Commitments only reported for the last month of the financial year	Commitments only reported for the last month of the financial year	Commitments recorded on a daily bases and reported monthly	Commitments recorded on a daily bases and reported monthly	Commitments recorded on a daily bases and reported monthly	Real time commitment register

1.2 Corporate Services					Strategic Goal 1.2: Ensure compliance to all legislative framework and develop a motivated workforce					
No	Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 estimated	2003 target	2004 target	2005 target	% change over MTEF
1.2.5 (Cont.)	Ensure compliance with the Public Finance Management Act (PFMA) and other relevant financial prescripts (e.g. Preferential Procurement Policy Framework Act (5 of 2000), (PPPFA) Supply Chain Management, Treasury Regulations etc.) (Cont.)	Compile departmental financial instructions and formalize internal control processes	Approved financial instructions by the accounting officer	Monthly reports on progress	Utilized previous Treasury Instructions	Utilized previous Treasury instructions	Approve and implement Departmental Financial Instructions by June 2003	Regular updating and revision	Regular updating and revision	Replacement of repealed Treasury Instructions by specific departmental Instructions
		Ensure that all areas of responsibilities can be determined (Section 45 of the PFMA) through written delegations	Performance Agreements signed at managerial level and duty sheets at operational level	Quarterly reports on performance	Responsibilities in terms of post descriptions in organizational structure	Organizational structure revised and delegations approved and issued	Performance agreements and duty sheets signed by July 2003 and delegations revised by May 2003	Delegations operational, training and revision on a regular basis	Delegations operational, training and revision on a regular basis	Compliance with the PFMA to manage performance
		Compile a departmental Procurement Policy for goods and services including professional services and supply chain management	Approved Policy and manuals available	Monthly reports on compiling the policy Effective operation of the tender committee Compliance to the PPPF Act	Targeted Procurement Principles and prescribed tender documents used	Targeted Procurement Principles and prescribed tender documents used	Policy and manuals approved by June 2003 Revise composition of the tender committee and training of members	Update policy and manual in relation to supply chain management prescribes by the National Treasury	Update policy and manuals	Compliance to Section 318 of Constitutional and the PFMA
		Improve the provisioning processes	Approved Provisioning Policy Approved bar coding system	Annual stocktaking and report provided to the Auditor-General	Only inventories	Disclose in financial statements current financial purchases	Approved provisioning policy and processes by July 2003	Execute and revise processes and involve managers in stock take processes	Execute and revise processes and involve managers in stock take processes	Change from inventories to acceptable movable asset management
							Improve moveable assets control by implementation of a bar coding system	Issue certificate	Issue certificate	
							Prepare a certificate for the signature of the accounting officer that a 100% stock take was done			
		Compile a PFMA implementation plan	Approved Plan	Monthly report on progress	PFMA training done	Aspects of the PFMA implemented	Compile a structured PFMA plan for approval of the Accounting Officer by May 2003	Monitoring of the PFMA plan	Monitoring of the PFMA plan	PFMA compliance

1.2 Corporate Services			Strategic Goal 1.2: Ensure compliance to all legislative framework and develop a motivated workforce						
No	Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 estimated	2003 target	2004 target	2005 target	% change over MTEF
1.2.5 (Cont.)	Ensure compliance with the Public Finance Management Act (PFMA) and other relevant financial prescripts (e.g. Preferential Procurement Policy Framework Act (5 of 2000), (PPPFA) Supply Chain Management, Treasury Regulations etc.) (Cont)	Compile a check list for financial supervisors to check and prevent audit queries such as in the previous audit report: (a) Correct allocations of expenditure (b) Supporting payment documents (c) Submit financial statements in accordance with the PFMA requirement (d) Proper management of thefts and losses (e) Ensure the timeously application for virement (f) Management of salaries and wages (g) Format of financial reporting (h) Payment of all claims within 30 days	Assign responsibility to a specific official to compile a check list for approval by the accounting officer	Monthly report on progress in financial control	Audit queries attended to on a AD-hoc basis	Audit queries attended to on a AD-hoc basis	Audit report evaluated, checklist compiled, responsibilities allocated and approved by April 2003	Evaluation of audit report and taking of corrective steps	Evaluation of audit report and taking of corrective steps	Change from handling audit queries on a Ad-hoc basis to a structured process
		Optimise revenue collection	Approved revenue collection policy and tariff structure	Annual revision of tariffs	Collection within 2% of budget	100% collection	Policy document and tariff structures approved by April 2003	Revise policy and tariffs	Revise policy and tariffs	PFMA requirements
				Monthly report on collection targets			Preparation of a revenue budget for 2004 MTEF	Prepare revenue budget	Prepare revenue budget	
1.2.6	Support Provincial Programmes on Youth, Disabled, Woman, Children, HIV/Aids and others	Address child labour and organisations dealing with children	Policy document	Quarterly report	Use national policy	Use national policy	Prepare departmental policy	Policy operational	Policy operational	100% progress with departmental policy
		Forming partnership with NGO's, Social Services and Youth groups and support provincial programmes	Approved programmes	Quarterly report	Not applicable	Participation in provincial program	12 programs	14 programs	16 programs	100% improvement
		Initiate youth empowerment programmes	Approved programmes	Quarterly report	Not applicable	4 programs	6 programs	8 programs	10 programs	150% progress
1.2.7	Develop an external communication strategy with public and client departments	Approved strategy document	Implementation plan	Quarterly report	Done on Ad-hoc basis	Done on Ad-hoc basis	Strategy approved by August 2003	Strategy implemented	Strategy implemented	Formal strategy

1.2 Corporate Services				Strategic Goal 1.2: Ensure compliance to all legislative framework and develop a motivated workforce					
No	Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 estimated	2003 target	2004 target	2005 target	% change over MTEF
1.2.8	Improve Accessibility for people with disabilities	Assess departmental EE plan with regard to recruitment	Approved policy	Quarterly report	Not applicable	Consultations and workshops	Approved policy	70% Implementation	100% implementation	100% progress
		Liaise with regard to accessibility of public transport and government buildings	Approved policy	Quarterly report	Not applicable	Workshop with stakeholders	Approved policy and liaise with 2 stakeholders	Liaise with 5 stakeholders	Liase with 7 stakeholders	250% more liaisons
		Initiate and participate in programmes for people with disabilities	Approved programmes	Quarterly reports	1 program	2 program	3 programs	4 programs	5 programs	150%

1.3 Management				Strategic Goal 1.3: Promote accountability at all managerial levels and devolve responsibilities to the most appropriate levels					
No	Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 estimated	2003 target	2004 target	2005 target	% change over MTEF
1.3.1	Ensure devolution of authority and responsibility to appropriate management levels	Regular management meetings	Decisions implemented	Minutes of meetings	24 meetings	24 meetings	24 meetings	24 meetings	24 meetings	Scheduled meetings
		Regular financial management meetings	Budget prepared timely Early Warning reports	Minutes of meetings	24 meetings	24 meetings	24 meetings	24 meetings	24 meetings	Effective financial management
		Regular reports on performance	Reports to the MEC	Quarterly reports	4 reports	4 reports	4 reports	4 reports	4 reports	PFMA requirement
1.3.2	Provide adequate resources for management to manage	Develop processes for preparing strategic planning, operational plans and quarterly reports	Processes and procedures approved	Strategic plan, Operational plans and quarterly reports available Annual report	Business plan available Annual report published	Strategic plan published by April and operational plans available in May Annual report published	Strategic plan published by March and operational plans available Annual report published	Strategic plan published by March and operational plans available Annual report published	Strategic plan published by March and operational plans available Annual report published	PFMA compliance

1.4 Training				Strategic Goal 1.4: Development of a competent workforce and continuously benchmarking the internal functions and performance outputs against best practices						
No	Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 estimated	2003 target	2004 target	2005 target	% change over MTEF
1.4.1	Co-ordination and integration of training programmes undertaken within the department in accordance with legal requirements as well as reporting requirements	Develop a Workplace Skills Plan	An approved plan	Training needs assessment available	Ad-hoc training	Information obtained and assessment plan developed	Workplace Skills Plan approved by May 2003 Personnel identified for courses	Revise plan	Update plan	Change from Ad-hoc training to a structured plan in accordance with needs
		Identify training courses and conduct training	Courses scheduled	PSETA quarterly monitoring report on numbers trained and courses attended	Statistics not available	Statistics not available	190 personnel targeted for 17 courses	Targets to be determined once assessment study is completed	Targets to be determined once assessment study is completed	Formal training programme developed
		Consultation with relevant Sectoral Education Training Associations (Seta's)	Monitor against requirements of the legislation	Quarterly reports to management	Regular reports	Regular reports	4 reports	4 reports	4 reports	From regular reporting to quarterly reporting
		Supervisory managerial skills (SMS) and middle management programme development (ASDP)	Training programs for supervisors and middle management are operational	PSETA quarterly monitoring report	Information on requirements obtained	Training courses and service providers identified as well as needs for specific training courses	100% of SMS training on 6 of 11 competency frameworks 25 supervisors on program	5 of remaining SMS competency provided 25 supervisors on program	Further training programs to be developed once the detailed needs assessment study has been completed and accepted	Change from Ad-hoc training at managerial level to specific training relating to needs
		Accreditation of training centre	An accredited provider – nationally recognised qualification based on unit standard and phase B accreditation	Provide a checklist and report regularly on progress to CETA	Legislation and training requirements investigated	Policy developed and consultations with relating accreditation organisations	Quality assurance (QAS) developed and programs approved by CETA and management Personnel structured and personnel practices developed Financial resources secured and financial matters accepted	Full accreditation of centre and training programs accepted	Updating of information and revision of programs	Ensure accreditation of training centre
1.4.2	Reduce illiteracy	Introducing ABET programmes	Registered illiterate workers 50% of illiterate workers	Training committee report on number of persons trained	Research done on needs	Abet programs investigated and specifications compiled	50% of persons pass level 1 and 2 of program Introduce level 3	80% pass level 1 and 2 50% pass level 3	100% pass level 1/2 80% pass level 3	Structured ABET training programme for reducing illiteracy
1.4.3	Implement the performance management system	Reporting by supervisor on improvement in performance of personnel after training	Reports and evaluation on six monthly basis	Reports	Done Ad-hoc	Done Ad-hoc	2 Reports	2 Reports	2 Reports	Formal evaluation of training programmes
		Determine Practices in other departments and provinces	Investigations and visits	Reports	Done Ad-hoc	Done Ad-hoc	1 Report	1 Report	1 Report	Formal benchmarking of progress

2: Public Works	To erect, hire and maintain buildings, provide cleaning and gardening services, pay municipal taxes, and manage the asset register

2.1 Technical Support				Strategic Goal 2.1: Provide functional and accessible buildings and office accommodation according to the identified needs of provincial departments through planning and design of safe and cost-effective projects and buildings					
No	Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 estimated	2003 target	2004 target	2005 target	% change over MTEF
2.1.1	Erect /Upgrade /Hire buildings and Office Accommodation to meet the needs of Provincial Departments	Develop a communication strategy	Approved strategy	Monthly reports	Done on ad hoc basis in monthly meeting	Done on ad hoc basis in monthly meeting	Strategy approved by Des 2003 and communicated to clients	Implementation of strategy	Monitor and update strategy	100% change from ad-hoc decisions to formal strategy
		Provide a project management service	Projects complete on time.	% of projects	50 % of projects	60 % of projects	80% of projects	85 % of projects	90 % of projects	50 % more projects completed on time
			Projects complete within budget.	% of projects	70% of projects	78 % of projects	83 % of projects	85 % of projects	90 % of projects	15 % more projects completed within budget
		Revise present norms and standards	Approved norms and standards	Monthly reports	10% Progress	30% progress	Completed	Update to need requirements	Update to need requirements	70% improvement in standards and norms
		Develop work-plans and timeframes with client departments	Approved documents and implementation with client departments	Monthly reports	Workshop	Planning work plan	Submit service level agreement document for approval and start implementation	Document in use and service level agreements signed with 60% of clients	Document in use and service level agreements signed with 90% of clients	90% improvement in signed service level agreements
2.1.2	Develop a fair, equitable, transparent, cost effective, and competitive procurement system for professional service providers and contractors	An approved policy on the appointments	A policy document is available and the percentage of appointments done in terms of the policy	Monthly reports	Consultants appointed on a rotation basis

Affirmative procurement policy implemented for contractors | Consultants appointed on a rotation basis

Affirmative procurement policy implemented for contractors | Approved policy document by May 2003 for consultants

Approved changes to the affirmative procurement policy for contractors | 100% of appointments in terms of the policy

100% appointments in terms of the policy | 100% of appointments in terms of the policy

100% appointments in terms of the policy | 100% compliance to policy

100% compliance to policy |
| | | Provide training opportunities | Percentage of service providers and contractors trained | Quarterly evaluation reports | 60% of service providers and contractors | 80% of service providers and contractors | 90% of service providers and contractors | 90% of service providers and contractors | 90% of service providers and contractors | 12% additional service providers and contractors trained |

2.2 Building Maintenance		Strategic Goal 2.2: Ensure the effective maintenance of all provincial buildings							
No	Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 estimated	2003 target	2004 target	2005 target	% change over MTEF
2.2.1	Maintain and renovate buildings to client needs	Establish a complaints office	Electronic record system	Daily basis	Operating on faxes	Operating on faxes	Research and implement	Operational	Operational	100% change from manual to electronic system
		Put service level agreements in place	Number of agreements	Monthly reports	Minutes of monthly meetings	Research and approval of agreements	Implement service level agreements with clients	Operational and agreements with 70% of clients	Operational and agreements with 100% of clients	100% agreements signed with clients
		Structure formal client meetings	Scheduled meetings called by clients	Minutes of meetings	Meetings arranged by service department	Meetings arranged by service department	Meetings arrange by client departments	Meetings arrange by client departments	Meetings arrange by client departments	100% change in work procedures to improve efficiency
2.2.2	Establish a library with updated regulations, policies and procedures	Document all policies, regulations and procedures in an electronic format	By end of November 2003	Monthly meetings	Operating on manual system	Operating on manual system	Operational 1 December 2003	Operational	Operational	100% improvement in management
2.2.3	Develop and implement a project monitoring system	An electronic project monitoring system	July 2003	Monthly reports	Manual system	Manual system	Implement system by August 2003	Operational	Operational	100% change from manual to electronic system
2.2.4	Develop and implement a pro-active building maintenance management system (BMMS)	An electronic maintenance management system	December 2003	Monthly reports	Manual system	Manual system	Implement system by January 2004	20% Operational	30% Operational	30% implementation in electronic system
		Collection of information for data system. On-going process	100% Of data collected	Monthly reports	20% collected	25 % collected	50% collected	Operational and all information collected and captured	100% Operational	400% improvement in data

2.3 Property Management			Strategic Goal 2.3: Management, control and safeguard provincial land and buildings in accordance with national and provincial norms							
No	Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 estimated	2003 target	2004 target	2005 target	% change over MTEF
2.3.1	To vest land in the province	Register applications at the Provincial State Land Disposal Committee	All land in the name of the province registered	Number of land parcels registered per mail	Collecting information	Finalising information per magisterial district	Register applications for magisterial districts from A to D	Register applications for magisterial districts from E to H	Register applications for magisterial districts from I to L	100% change in availability of information on provincial land
2.3.2	Ensure effective cleaning and gardening services	Set standards	Manual available	Questionnaire	Compiled and send out	Visit departments	Compile manual	Implement standards	Investigate and improve standards	100% change in setting standards
		Revise all existing contracts for standards	All contracts comply to standards	Inspection reports	Revise all contracts	Send to legal section for standardization	50% of contracts comply	70% of contracts comply	100% of contracts comply	100% improvement to ensure compliance to standards
		Inspect buildings	Report on all buildings inspected	Monthly inspection reports	80 inspections	110 inspections	180 inspections	200 inspections	210 inspections	90% more inspections
2.3.3	Administration of the office and housing accommodation	Develop a policy for allocation and maintenance of accommodation	Clean and well maintained buildings and houses	Approved policy	None	None	Submit policy for approval	Implementation	Policy operational	100% change from Ad-hoc basis to approved policy
2.3.4	Effective payment of municipal services	A system for timely payment of municipal taxes	Approve system and no outstanding payments	Monthly reports	Investigate system	Finalize specifications	Submit for approval and start implementation	Operational	Operational	100% improvement from manual to computerized system
2.3.5	Provide accommodation to officials and political office bearers at market related rates	Policy for officials & political office bearers accommodation	Approved policy documents	Tenants satisfaction and no complaints	Ad-hoc Policy	Compile document	Submit policy and start implementation	Operational	Operational	100% improvement from Ad-hoc decisions to policy
		Register for collection of rental from residents in state houses	Register in place for monthly rental payment up-dates	Monthly reports on outstanding rental	Manual system	Manual system	Draft specifications and submit for approval	100% operational	100% operational	100% change from a manual to computerised system
		Proper record on condition of assets	Updated records	Quarterly reports on conditions of assets	Collect information	Compile records	90% implemented	95% implemented	100% implemented	100% improvement in asset records and on conditions
		Phasing out/disposal of redundant state property	Approved disposal certificate	Monthly reports on disposal and audit of state owned properties to ensure all redundant state property are disposed off.	Ad-hoc	Ad-hoc	Establish a disposal board	Operational plan for disposals	All redundant assets disposed off	100% change from Ad-hoc decisions to structured disposal
2.3.6	Ensure effective management of State property	Records and inspections	Reports	Quarterly reports	Investigations done	Database research done	System to be developed	Information to be secured	Detailed records of all property	Effective management
2.3.7	Establish contract database	Categorise contractors for compiling a data base for implementing of a rotation system	Approval by departmental tender committee	Data base of services available by all contractors as well as emerging contractors	None	55% of contractors registered	70% of contractors registered	90% of contractors registered	95% of contractors registered	73% more contractors registered
		Develop a tender help-desk	Approved help-desk to assist contractors in completion of tender documents	Daily reports on complaints and enquiries	None	None	Develop and implement help-desk and train managers	Keep desk operational	Keep desk operational	100% improvement in support to contractors
2.3.8	Ensure implementation of tender procedures and applicable legislation	Compile manuals and tender policies	Approved manuals	Reports from suppliers	Ad-hoc processes	Compile information	Finalize manuals and submit for approval	Distribute to and train suppliers	Update manuals on new policies	100% change from ad-hoc decisions to proper manuals
		Ensure availability of courses	Trained committee members and staff	Monthly reports on number of courses	2 courses	3 courses	5 courses	8 courses	9 courses	200% more courses presented
		Finalise tenders within reasonable period after closure	Tenders finalised on time	Monthly reports on the situation with tenders to tender committee	Information not available	Information not available	60% of tenders timely approved	70% of tenders timely approved	80% of tenders timely approved	40% improvement in tender allocations
2.3.9	Provide an effective help desk service	Knowledgeable personnel	Quality service provided	Questionnaire on quality of service	None	None	2 quality surveys	3 quality surveys	4 quality surveys	100% more surveys

3: Roads	To execute Road Programmes

3.1: Planning and Design — Strategic Goal 3.1: Develop sound policies for provincial road infrastructure

No	Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 estimated	2003 target	2004 target	2005 target	% change over MTEF
3.1.1	Provide an integrated road infrastructure network plan (5 to 10 yrs) in accordance with IDP's in the Province	5 year plan capturing municipal Integrated Development Plans (IDP's)	Quarterly progress reports	Monthly reports	Planning and rationalisation of network	Identified critical areas for detail investigation	Integrate IDP with network analysis and involve neighbouring Provinces and Countries	Plan to be 40% finalised	Plan to be 80% finalised	Change from Ad-hoc planning to the development and 80% implementation of a 5 year plan
3.1.2	Promote labour based designs	Design safe and labour optimised road projects (ongoing process)	Quarterly progress reports	Monthly reports	7 Designs & contracts documents completed	9 Designs & contracts documents completed	7 Designs for road projects	4 Designs for road projects	5 Designs for road projects	Completion of 25 design projects
3.1.3	Draw up implementation plan for Black Economic Empowerment (BEE)	Approved plan	Monthly reports	Monthly reports	Not started	Not started	30% completed	60% completed	100% completed	100% developed structured plan for Black Economic Empowerment

3.2: Management Systems — Strategic Goal 3.2: Promote sound road management

No	Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 estimated	2003 target	2004 target	2005 target	% change over MTEF
3.2.1	Optimise and update the road infrastructure data management systems (ongoing process)	Updated data management systems	Measure against standards set at National road network management forums	Quarterly meetings at National level (RNMS – COTO meeting)	On national standard	On national standard	On national standard	On national standard	On national standard	National standards adhered to
3.2.2	Update and refine the Rehabilitation and Maintenance plan (ongoing process)	Approved plan	Year Reports	Monthly reports	Rehabilitation project plan finalised Routine maintenance on prioritised system	Rehabilitation project plan finalised Routine maintenance plan 50% complete	Rehabilitation project plan finalised Routine maintenance plan 100% complete	Updated plans	Updated plans	Rehabilitation and maintenance in accordance with approved plan and 50% progress with implementation of the routine maintenance plan

3.3: Construction — Strategic Goal 3.3: Construct safe and functional roads

No	Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 estimated	2003 target	2004 target	2005 target	% change over MTEF
3.3.1	Extension and preservation of the provincial road network	Completed projects in terms of contracts	Certified Progress reports	Inspections and Monthly reports	3 Projects complete	7 Projects complete	4 Projects complete	8 Projects complete	4 Projects complete	16 projects contracted out
		Completed projects by Departmental Construction team	Certified Progress reports	Inspections and Monthly reports	3 Projects complete	4 Projects complete	4 Projects complete	3 Projects complete	2 Projects complete	9 projects completed departmental
3.3.2	Implement change management process	Develop a strategy and policies	Approved implementation plan	Monthly progress reports	None	None	Departmental analysis	Policy development and implementation	Monitoring	New policy and plan developed and implemented to introduce new management initiatives

3.4: Maintenance			Strategic Goal 3.4: Maintain all roads to approved norms and standards						
No	Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 estimated	2003 target	2004 target	2005 target	% change over MTEF
3.4.1	Maintain provincial surfaced (tarred) roads to international standards	80% compliance to international standards (Total km: 5633 km)	Yearly reports	Monthly reports	Overall network condition: 73%	Overall network condition: 69%	Overall network condition: 73%	Overall network condition: 76%	Overall network condition: 80%	16% improvement in network condition
3.4.2	Maintain the provincial gravel roads excluding minor roads to Gravel Road Management Standards	Blade all roads at 50% of the required standards (GRMS). (Total km: 27 816 km)	Annual report	Monthly reports	R 20.3M spent	R 21.47M spent	R 22.651M budget	R 23.897M budget	R 25.211M budget	17% more funds allocated
		Re-gravel 4% of the total network (Total km: 27816 km)	Annual report	Monthly reports	Zero re-gravelling	30 km re-gravelled (0,13 %)	14 km re-gravelled (0,06 %)	60 km re-gravelled (0,27 %)	155 km re-gravelled (0,7 %)	400% more kilometers re-gravelled per year
3.4.3	Develop a plan to devolve minor roads to District Municipalities	Approved plan	Annual report	Monthly reports	None	None	75 % complete	100 % complete and negotiations	Implement and capacitate	50% more minor roads devolved to municipalities
3.4.4	Compile, approval, and implementation of an alternative service delivery plan	Investigate alternatives	Report available	Monitor project plan monthly	Departmental analysis completed	Investigation completed	MEC approval	Implementation in phases depending on approval	Final implementation of plan and establishing of Provincial road entity	100% progress with the establishment of a Provincial Road Entity
		Cabinet approved plan	Cabinet decision				Cabinet approval			
3.4.5	Subsidise municipal main roads to maintain high standards of mobility through towns. (Transfer payments)	80 % of the approved project budget	Money available in Departmental budget	Inspections and certification	R 1M spent	R 3.1M spent	100% of budget (R 3.4M spent)	100% of budget (R 2.2M spent)	100% of budget (R 2.6M spent)	R8.2 million allocated over three years
		Identify provincial municipal main road network	Infrastructure preservation in line with IDP's	Quarterly reports on progress	Network maintained	Network maintained	Maintained municipal main road network	Network maintained	Network maintained	Municipal infrastructure maintained in accordance with IDP's
		To support DM's in design and planning	A provincial guideline for managing municipal main roads	Quarterly reports on progress	Ad-hoc design and planning	Information obtained for a provincial guideline	Finalize and approval of a guideline document	Implementation in accordance with guidelines	Updating guidelines	Approval of a guideline for managing municipal main roads
3.4.6	Optimise management of Trading Account	Implement a system in line with General Accepted Accounting Principles (GAAP)	Compliance with legal requirements	Monthly reports to HOD	Accounting done on cash basis	Accounting done on cash basis	Book keeping system in operation by 1 April 2003 on GAAP principles	Costing System In operation by 1 April 2004	Compliance to all legal requirements	GAAP principles made applicable for handling the finances of the trading account
3.4.7	Implement a service level agreement with agents	An agreement	Accepted agreement	Monthly reports	None	Draft available	Signed agreement	Compliance	Compliance	100% compliance with agreemnt
3.4.8	Provide, maintain and manage mechanical road plant, vehicles and equipment	70% Availability of equipment	Monthly reports on percentage availability	Monthly reports	50% Availability	55% Availability	55% Availability	50% Availability	60% Availability	10% improvement in availability of equipment

4: Transport	To manage and provide effective, efficient, and professional law enforcement, traffic administration, and land transport services

4.1 Traffic Administration — **Strategic Goal 4.1: Ensure a sound information base for traffic management**

No	Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 estimated	2003 target	2004 target	2005 target	% change over MTEF
4.1.1	Improvement of National Traffic Information System (NaTIS) and revenue collection	Collect all outstanding revenue (R 3,2 million)	Quarterly reports	Monthly reports	Inform municipalities with regard to outstanding licence fees	Regular communication with municipalities	30% of outstanding fees 95% of current license fees	70% of outstanding fees 95% of current license fees	90% of outstanding fees 95% of current license fees	200% improvement in collection of outstanding fees
4.1.2	Improve traffic safety and reduce traffic related offences	Reduction in accident rates	5% reduction in accident rate	Monthly reports	-8,34%	-2,54%	-5%	-5%	-5%	97% reduction in accident rate
		Reduction in traffic related offences	5% reduction in traffic related offences	Monthly reports	+10,5%	-2%	-5%	-5%	-5%	150% in traffic related offences

4.2. Law Enforcement — **Strategic Goal 4.2: Implement measures to ensure compliance with safety legislation**

No	Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 estimated	2003 target	2004 target	2005 target	% change over MTEF
4.2.1	Stricter Law Enforcement	More Road Safety projects	Yearly report	2 per month	Support the National Arrive Alive and Road to Safety Strategy	Support the National Arrive Alive and Road to Safety Strategy	Support the National Arrive Alive and Road to Safety Strategy 24 additional road blocks	Support the National Arrive Alive and Road to Safety Strategy 24 additional road blocks	Support the National Arrive Alive and Road to Safety Strategy 24 additional road blocks	72 more road blocks over the three years
		Reducing of unroadworthy vehicles on the road.	Quantity	Decrease by 10% per year	-20%	-25%	-10%	-10%	-10%	30% reduction in un-roadworthy vehicles
4.2.2	Promote visible policing	Appoint more law enforcement officers	Quantity	50 additional officials per year	6	2	60	40	50	150 more law enforcement officials appointed

No	Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 estimated	2003 target	2004 target	2005 target	% change over MTEF
4.3: Land and Transport Services			**Strategic Goal 4.3: Develop a safe and affordable land transport system**							
4.3.1	Promote and sustain public transport in the Province.	Implement National and Provincial legislation on Land Transport	Yearly report	Monthly reports	Workshop legislation with the stake holders	Appointed service providers	Start with the Implementation of the Provincial Land Transport Framework	Continue with the Implementation of the Provincial Land Transport Framework	Finalising the Implementation of the Provincial Land Transport Framework	Full implementation of the Provincial Land Transport Framework
							Establish 2 transport authorities	Establish another 2 transport authorities	Establish another 1 transport authority	Establish 5 transport authorities
							Develop the Operating license strategy and transport plans	Start the Operating license strategy and transport plans	Implement the Operating license strategy and transport plans	Implement a new license strategy and transport plan
4.3.2	Restructure the Taxi industry	Stable and reliable taxi industry	Yearly report	Monthly reports	Workshops and training interventions with taxi representatives	Entered into an agreement with taxi representatives	Finalised the taxi council and co-operative implementation plan	Monitor stability levels in the taxi industry	Monitor stability and reliability levels in the taxi industry	Formalize the taxi industry
		To ensure that rural communities and historically disadvantaged individual operators benefit from the new subsidy system	Yearly report	Monthly reports	Rural mobility study initiated.	Start implementation of mobility pilot projects	Full implementation of projects	Monitor implementation and operation of projects	Monitor implementation and operation of projects	Implement a rural mobility plan
		Develop and implement a policy on transport for people with disabilities.	Yearly report	Monthly reports	Planning for the developing transport policy for people with disabilities	Develop transport policy for people with disabilities	Finalise transport policy for people with disabilities	Implement transport policy for people with disabilities	Implement transport policy for people with disabilities	Provide for the mobility of people with disabilities
		Create conditions for the economic empowerment of the taxi industry	Yearly report	Monthly reports	Establish a taxi co-operative	Start fuel station project	Implement a further two Fuel Station projects.	Plan further projects	Plan further projects	3 fuel stations and other empowerment projects developed

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5: Community Based Public Works	To initiate projects for eradication of poverty and development of emerging contractors.

5.1: Community Based Public Works Programme — **Strategic Goal 5.1: Support the sustainable development of historically disadvantaged individuals and entities with the emphasis on job creation**

No	Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 estimated	2003 target	2004 target	2005 target	% change over MTEF
5.1.1	Develop a departmental strategy for job creation and employment, black economic empowerment, and the development of small businesses.	Strategy available	Strategy finalized	Monthly and quarterly reports	10 Ad-hoc projects undertaken	9 Ad-hoc projects identified by department and communities	Strategy approved by the MEC by September 2003	Revise strategy in-line with new policies	New strategy approved	Change from Ad-hoc projects to projects within a departmental strategy
		Communicate strategy to the public	Pamphlets Press release radio and television programs	Survey of target groups and report by September 2004	Pamphlets & application forms issued	Launching and Inaugeration of projects T-shirts provided	Communication strategy finalized by December 2003	Update strategy	Revise strategy	Change from informal information to formal communication of objectives and strategies
5.1.2	Ensure poverty relief	Identify projects	.Projects implemented	Funds spent	R 15,5 million	R 9,0 million	R 7,0 million	R 7,0 million	R 7,0 million	0% increase
		Employ and empower people through training	Number of people trained employed	Monthly meetings	400 people	760 people	350 people	400 people	450 people	28% more people trained
		Assist sustainable entities	Sustainable entities established	Monthly reports	10 entities	9 entities	8 entities	9 entities	10 entities	25% more entities established
		Utilize available fixed assets for poverty projects	Assets allocated	Utilize asset registers	1 building provided	No buildings	1 building	1 buildings	2 buildings	100% more buildings provide for poverty projects
			Update asset list	Monthly reports			Quarterly updating	Six-monthly updating	Annual updating	
		Identify and provide movable assets, such as chairs, tables, etc for poverty projects.	Quantities provided	Numbers	None	None	Depending on availability	Depending on availability	Depending on availability	Will be indicated in annual reports
		Establish donor partnerships	Additional funds in budget	Amount of funds available	R10 million	None	R 2,0 million	R 5,0 million	R5,0 million	150% increase in funds
5.1.3	Establish co-ordination and integration between departments and local governments	Involvement of all	Municipalities involved	Monthly reports	12 municipalities	20 municipalities	20 municipalities	22 municipalities	23 municipalities	15% more municipalities involved
			Departments involved	Monthly reports	6 departments	6 departments	6 departments	7 departments	8 departments	33% more departments involved
		Sign contracts with implementing agents	Contract documents signed	Monthly reports	18 contracts	26 contracts	26 contracts	27 contracts	30 contracts	15% signed contracts
5.1.4	Benchmark on strategies against best practices	Evaluate standards delivered in other provinces	Benchmark indicators developed	Visits to other provinces and countries	None	None	Visit to 4 provinces Overseas study tour	Visit to 4 other provinces	Evaluate national policy and develop departmental strategy	10% change from no benchmarking to approved strategy and standards
5.1.5	Promote compliance with approved CBPWP policy, strategy and relevant legislation	Develop the workforce through training in policy, financial and general management	Training courses attended	Training reports	2 courses	2 courses	75% of personnel attended relating courses	100% of personnel attended relating courses	Any new appointments trained	25% more personnel trained
		Fill the funded posts	All posts filled	Numbers	None	None	1 post	1post	1 post	3 more post filled

5.2: Emerging contractors development programme		Strategic goal 5.2: Create sustainable job opportunities through the Emerging Contractors Development programme								
No	Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 estimated	2003 target	2004 target	2005 target	% change over MTEF
5.2.1	Align ECDP policy with Black Economic Empowerment (BEE) policy	An approved policy document and appointments of personnel	Document is available	Quarterly reports	No ECDP Programme managed	ECDP Programme managed in line with National Policy	Policy approved by June 2003 and appointment of necessary personnel	Updating policy	Updating policy	Compliance to approved policy
5.2.2	Identify and develop emerging contractors	Data base of emerging contractors	An operational data basis	Monthly reports	Research and test the market	Obtain suitable system and capturing of data and testing of system	In operation	In operation	In operation	100% change from no formal data basis
		Identify training opportunities	Training programs implemented	Monthly reports	1 programmes	2 programmes	3 programmes	4 programmes	4 programmes	30% more training programmes
		Record of people trained	Number of people trained	Certificates issued	100 trainees No certificates issued	30 certificates issued	100 certificates	120 certificates	150 certificates	50% more certificates issued
5.2.3	Allocate all minor construction projects to emerging contractors	Involve contractors in projects.	Number of job opportunities	Monthly reports	1200 projects	1500 projects	2500 projects	2500 projects	3500 projects	40% more projects implemented involving emerging contractors

11. __PERFORMANCE TARGETS__

Performance targets have been set for each of the outputs (Table 3).

Statistics on the actual targets met during the past few years are not readily available, as information was not kept in the same formats

The performance targets were however developed for each of the next three years and have been indicated in Table 3, per programme.

The Operational plan of the department for the 2003 financial year will be prepared based on:

- The **targets for 2003** as indicated in Table 3;

- A break down of the targets for 2003 into **quarterly targets**;

- Determining for each output the **activities** necessary to ensure implementation of the output;

- Setting for each activity a quarterly target;

- Providing for comments on a quarterly basis on the progress with each output and activity;

The Strategic Plan for 2003, the Operational Plan, and the first Quarterly Report (June 2003) will form the basis for preparing the Draft Strategic Plan for 2004 that must be published for comments during July 2003, in accordance with the prescribes in the Treasury's Generic Format on Strategic Planning.

The activities in the Operational Plan will be used to monitor implementation during 2003, but will also be used to calculate the budget inputs for the 2004 MTEF, that must be compiled by July 2003, in order to ensure a sound budget process in the department involving all role players.

Quarterly reports will be presented to the MEC, as required in terms of the PFMA, on the progress with the implementation of targets and whether targets are met or not.

Operational Plans will also be developed for each sub-programme and targets will eventually, as far as possible, be broken down to targets per individual official in each sub-programme.

The targets per official will be used to revise job-descriptions and for the evaluation of the performance of officials on an annual basis.

12. RECONCILIATION OF BUDGET WITH PLAN BY PROGRAMME

The strategic plan of 2002 was used during 2002/03 as a basis for preparing budget inputs for the 2003/04 MTEF.

The integration of strategic planning with the budgets is a difficult process and financial resources limit the implementation of all the needs as identified in the planning processes.

The department also accepts that it had an opportunity to present its needs to the Provincial Treasury and Government but that the equitable share of the province and own revenue is limited.

The department however went through a process of re-prioritization during the preparation of the 2003/04 MTEF budgets.

The commitments in the budget due to capital projects, expenditure on maintenance programs, administrative cost, and personnel, limited the possible restructuring of the 2003/04 MTEF budgets and the aspects as identified in the Strategic Plan will not all be met.

The indicative allocation in the MTEF for 2003/04 was R268 million.

The commitments in the budget added up to R221 million comprising mainly of:

• Personnel expenditure	R34 million;
• A job creation grant	R12 million;
• Leases	R14 million;
• Road maintenance contracts	R26 million;
• Transfers to municipalities	R41 million;
• Access roads under construction	R23 million;
• Road projects under construction	R41 million;
• Traffic and law enforcement programme	R22 million;
• Licensing Board and Registrar Office	R1 million;
• Taxi Council	R2 million;
• Rural mobility projects	R2 million;
• Provincial Transport Framework	R3 million
TOTAL	R221 million

The additional needs of the department were determined at R173 million for 2003/04 in terms of meeting the development requirements of the province.

The amount available for funding strategic issues, new needs, and for reprioritization therefore totaled only R47 million (R268 million minus R221 million).

This amount was then allocated to the major priorities in terms of its strategic objectives to aspects such as:

- Improving the building management system (BMMS)   R4 million;
- Community Based Public Works Programme (CBPWP)   R7 million
- Road to safety strategy 2001 to 2005   R3 million;
- Renovating hostels for office purposes   R2 million;
- Renovation of the provincial buildings   R4 million
- Reseal roads   R14 million
- Promoting taxi co-operatives   R2 million;
- Re-gravel of roads   <u>R11 million</u>

                                                  TOTAL   R47 million

The above aspects were funded as the highest priorities within the needs of R173 million, leaving a shortfall of R126 million which was further scaled down to R103 million. The department requested the R103 million as an additional allocation to fund aspects such as, road maintenance and construction, access roads, leases, municipal services, weighbridges, arrive alive project, upgrading more taxi ranks, and further extensions of bus subsidies.

The final allocation to the department is R297 million, only R 29 million additional to the department's original indicative allocation of R 268 million.

The objective is to ensure that the budgets are fully integrated with the strategic plan during the next three years and the needs calculated more accurately during the planning phases of the budget, prioritized in consultation with all role-players, and brought to the attention of government on an annual basis.

The final allocations to the department for the next three years are R 297 million for 2003/04, and R339 million for 2004/05, and R 355 million for 2005/06.

Various changes in the allocation of funds have however been brought about over the last few years and will continue to change.

The integration of the strategic plan with the budget, the determining of budget allocations based on a sound budget process, re-prioritization of spending pressures based on policy guidelines, as well as more involvement of the managers in preparing budgets, will result in more changes in budget allocations over the next MTEF period.

The Operational Plan of the department for the 2003/04 financial year will be used to ensure more accurate budget calculations based on the cost of activities are envisaged for the preparation of the 2004 MTEF period.

The various changes in actual spending over the last few years and the allocations for the next three years are indicated in **Table 4.**

TABLE 4

Actual expenditure and allocations.

Sub-programme	2000/01 actual Rand million	2001/02 actual Rand million	2002/03 estimate Rand million	Average change %	2003/04 Rand million	2004/05 Rand million	2005/06 Rand million	Average Change %
MEC Office	1414	1819	2403	70%	3302	3467	3675	53%
Corporate Services	20652	25660	27749	34%	14996	15412	16205	(41%)
Management	2294	3052	4166	81%	5974	6273	6648	60%
Training	-	-	-	-	2362	2503	2654	12%
Technical Support	-	-	-	-	2816	2985	3164	12%
Building Maintenance	56924	111342	113126	98%	10980	11638	12337	(89%)
Property management	-	-	12000	-	17235	26175	27920	132%
Planning and design of roads	36659	29450	32147	(12%)	6607	7959	8357	(74%)
Road management systems	9048	12020	7115	(21%)	3347	6031	6333	(11%)

Sub-programme	2000/01 actual Rand million	2001/02 actual Rand million	2002/03 estimate Rand million	Average change %	2003/04 Rand million	2004/05 Rand million	005/06 Rand million	Average Change %
Road construction	56597	76298	86940	53%	82688	89717	95220	10%
Road maintenance	2025	1568	2100	4%	68730	78344	81470	3780%
Traffic Administration	7694	5170	6187	(20%)	6828	8656	8221	33%
Law enforcement	13112	14347	16479	25%	26235	27584	29701	80%
Land Transport	3467	3600	9086	162%	8353	10225	11736	29%
Community Based Public Works	-	-	-	-	36423	42248	41501	14%
Emerging Contractors development	-	-	-	-	-	-	-	-
TOTALS	**209,886**	**284,326**	**320,107**	**53%**	**297,543**	**339,930**	**355,904**	**11%**

The major changes in the sub-programme allocations were due to personnel expenditure being shifted from Corporate Services to the various sub-programme.

Various major capital projects were also completed influencing allocations.

Various changes between the 2003/04 allocations and the 2005/06 allocations are due to the re-prioritization process to align expenditure with planning.

13 MEDIUM-TERM REVENUES

13.1 SUMMARY OF REVENUE

The department receives its revenue for expenditure purposes from a direct allocation by the Provincial Treasury as an equitable share of the provincial funds, conditional grants from National departments, and a statutory amount for the remuneration of the MEC.

Table 5 summarizes the revenue:

Table 5: Revenue in Rand million

Item	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
Equitable share	209,886	226,745	275,079	267,691	306,034	320,875
Conditional grants	-	57,581	44,419	29,185	33,183	34,265
Statutory	-	-	0,609	0,667	0,713	0,762
TOTAL	**209,886**	**284,326**	**320,107**	**297,543**	**339,930**	**355,904**

13.2 DEPARTMENTAL REVENUE COLLECTION

The department is not directly responsible for collecting revenue.

The department therefore has not developed a revenue plan.

The department however oversees the collection of vehicle license fees by local authorities. License fees are collected by local authorities and paid directly into the Provincial Revenue Fund.

The Road Traffic Act, Act 93 of 1996, prescribes tariffs for license fees. Tariffs are reviewed annually after comparisons with other Provincial fees.

The department implemented various initiatives to ensure improvements in revenue collection and collection of outstanding license fees.

The following were introduced and will form the basis of further measures to be promoted during the MTEF period:

- Authorities are compelled to pay over money on a daily basis;
- Agency fees may be retained;
- Motor vehicle license fees were increased by 15% from June 2002;
- Performance targets were set to collect 98% of fees during 2002'03;
- Collections were inspected on a regular basis and the intention is to appoint additional personnel for this purpose;
- All 39 local authorities have been scheduled for auditing during the 2003/04 financial year;
- Personalised number plates were introduced with additional fees applicable

Table 6: Revenue collection in Rand millions

Revenue Item	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
Non-tax: vehicle licenses	47,519	44,566	54,861	56,229	58,229	60,597
Outsourcing of Government garage	-	26,626	-	-	-	-
TOTAL	**47,519**	**71,192**	**54,861**	**56,229**	**58,229**	**60,597**

13.3 CONDITIONAL GRANTS

The department receives conditional grants as indicated in **Table 7.**

Table 7: Conditional grants in Rand millions

Department	Purpose	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
National Department of Public Works	New Provincial Legislative building	-	45,581	23,419	-	-	-
National Department of Transport	Road maintenance	-	12,000	21,000	29,185	33,183	34,265
	TOTAL	**-**	**57,581**	**44,419**	**29,185**	**33,183**	**34,265**

14 CO-ORDINATION, CO-OPERATION, AND OUTSOURCING PLANS

The department acts as an agent for various National Departments and all Northern Cape Provincial Departments. On the same basis the department uses local authorities to execute functions on its behalf in the province. Non-governmental institutions and communities are also involved in the delivery of services to the public.

The processes of communication for receiving complaints and monitoring of projects to ensure that the needs are fulfilled, consist of:

- Interviews with departments;
- Checklist to departments on regular basis;
- Inspections of buildings;
- Training of departments and contractors on tender administration;
- Establishment of a help desk for contractors on tender issues;
- Workshops with suppliers;
- Periodic meetings with the taxi and bus industry;
- Nomination of contact persons for specific purposes;
- Customer satisfaction surveys;
- Questionnaires to role players;
- Use of print and electronic media;
- Use of posters;
- Keeping records of complaints;
- Operation of a complaints and suggestion boxes;

14.1 INTERDEPARTMENTAL LINKAGES

National and Provincial Departments.
The department executes its functions in close relation with various National Departments, such as:

- National Transport in terms of road standards and maintenance programs;
- National Transport in terms of road safety, traffic regulations, and the Arrive Allive Campaign;
- National Transport in terms of transport policies relating to the taxi industry, bus transport, and bus subsidies;
- National Public works in terms of norms and standards for buildings and accommodation;
- The National Treasury in terms of financial regulations, norms and standards, and the implementation of the Basic Accounting System;
- Provincial Departments of Transport, Roads, and Public Works in other provinces.

Northern Cape Provincial Departments
Provincial departments are clients of the department relating to the following services that are delivered and monitored through monthly meetings and consultation forums:

- Office accommodation through lease contracts
- Property let out through leases;
- Cleaning and gardening services;
- Alterations to buildings and tenders for construction works;

14.2 LOCAL GOVERNMENT LINKAGES

District councils;
- Tourism signs;
- Road proclamations;

Municipalities;
- Vehicle licenses;
- Access roads;
- Driver licenses;

14.3 PUBLIC ENTITIES

The department is not responsible for any Public Entity. The department however transfers funds to:
- Municipalities; and the
- Taxi Industry;

14.4 PUBLIC, PRIVATE PARTNERSHIPS, OUTSOURCING ETC.

Private entities, building contractors, and persons;
- Payments for services;
- Tender administration;
- Supervision on construction works;

Taxi and bus industry;
- Promotion of public transport.

Road users;
- Road construction and maintenance;
- Traffic law enforcement
- Farmers

The Northern Cape Agricultural Union;
- Road maintenance;

Road freight association;
- Road maintenance;
- Control of traffic;
- Freight licenses and weight

Community forums;
- Community based public works programme;
- Access roads;
- Job creation projects;
- Road safety projects;

15 <u>FINANCIAL MANAGEMENT</u>

A broad investigation into the management of the departmental finances was done but the report must be reconsidered in terms of the Efficiency Report of the Premier's Office.

The implications of the Efficiency Report depend also on the devolvement of finance functions from the Provincial Treasury.

The department is however on a permanent basis involved in the improvement of financial management and is currently preparing itself for the implementation of the Basic Accounting System (BAS) as from 1 April 2003.

This will result in major improvements in reporting and information management.

The PFMA requires from the department additional responsibilities and the requirements will be addressed through an integrated PFMA implementation plan to enhance financial management.

15.1 <u>STRATEGIES TO ADDRESS AUDIT QUERIES</u>

The department ensures that a very good relationship with the Auditors forms the basis of ongoing consultation with the Office of the Auditor-General

A specific person has been assigned the responsibilities for the co-ordination of all audit queries and the timely submission of answers to the auditors.

The CFO is also involved in ensuring that processes and procedures are revised on a permanent basis to comply to audit requirements.

The CFO is currently developing a specific strategy for handling issues identified by the Auditor-General in the Audit Report for 2001/02:

- Ensuring expenditure and capturing of amounts during March every year are in terms of the accounting policy of the government;

- Reconciliation of revenue for licenses with monthly reports;

- Ensuring supportive documents are original documentation;

- Ensuring that ledger accounts are allocated to objectives and suspense accounts are cleared;

- Correct allocation of expenditure to the applicable objectives;

- Requests to the Treasury for virements are done timeously;

- Improvement of internal controls in the department relating to;

- o Finances relating to regular inspections for corrective steps;

- o Personnel management in terms of appointments, duty sheets, control of leave forms, etc;

- o Government Garage Transport documentation;

- o Control of assets in the Roads Capital Account and the collection of revenue;

- o Improvements to the roster system for appointment of consultants, contractors and professional services;

- o Ensuring rentals of houses at market-related tariffs;

- o Timely submission of financial statements;

- o Ensuring that financial reports are in accordance with the national and Provincial Treasury formats;

- o Keeping of the required documentation in terms of financial issues;

- o The implementation of an asset register, inventory lists, and formal stock-taking;

- o Payments are done within 30 days;

- o Closing of the Government Garage Trading account and the final writing off of debt in terms of the PFMA requirements.

15.2 IMPLEMENTATION OF THE PUBLIC FINANCE MANAGEMENT ACT

The PFMA has been promulgated as from 1 April 2000 and the department identified five major issues that are required to ensure compliance:

- The PFMA empowers departments with responsibilities that must be delegated for execution at the most appropriate levels in each department.

  The department therefore intends to enter into performance contracts with all managers, revise all its delegations, ensure job descriptions for all posts, and create an environment of accountability at all managerial and office levels;

- Strategic planning, setting pre-determined performance indicators, and reporting quarterly on progress in meeting objectives must be done.

  The department made enormous progress with ensuring that the Strategic Plan for 2003 complies to the National Treasury norms.

  The Generic Format for Strategic Planning as issued by the National Treasury was used as a guideline for the Strategic Plan.

The Operational Plan for 2003/04 will also be developed in accordance with the requirements as set out by the National and Provincial Treasuries;

- Monthly reporting must take place on actual expenditure and revenue against the budget allocations and a sound reporting system should be put in place to ensure accurate projections and timely information.

  The implementation of the BAS system will assist the department in this regard in terms of providing managers with information and requesting them to submit projections for the remaining months of the financial years;

- Internal control measures must be developed, an internal auditing component established as well as an Audit Committee. An audit charter, programme and regular reporting must be ensured. A departmental internal control manual will be updated and consultations with the Provincial Treasury will take place to establish a Internal Audit Unit or at least an Inspection Unit in the department;

- Financial statements, audit reports, and annual reports must be prepared timely and form the basis for accountability.

Training modules have been introduced as a first step but must be introduced also to more managers and to senior managers.

The department has introduced and implemented various aspects relating to the PFMA but has not developed an implementation plan to ensure co-ordination in the processes for compliance.

It is the intention to prepare such a plan with assignments to various officials at all levels and indicating target dates for completion of assignments.

The plan should be finished by May 2003.

The department completes the monthly reporting on expenditure and revenue at a centralized point in the department.

It is the intention to develop during 2003 an integrated monthly reporting and budgeting system involving all sub-programme managers in making own projections and in calculating budget inputs.

It is the intention to develop a computerized model in this regard.

The model will also be integrated with the preparation of the MTEF budgets and the integration with the strategic plan.

PART C: BACKGROUND INFORMATION

16   ANALYSIS OF SERVICE DELIVERY ENVIRONMENT

16.1   POLICY CHANGES AND TRENDS

Various policy changes might influence the work of the department.

The Medium Term Budget Policy Statement 2002, of the Minister of Finance, indicates:
- a real expenditure growth of 4,7 per cent a year;

- the economy to grow by an average of 3,5 per cent a year; and

- spending in government services will be growing steadily in real terms.

This indicates that the department:
- can't expect large increases in budget allocations;

- will have to investigate new ways of meeting the strategic goals in the strategic plan and the performance targets;

- will have to improve the methods it is using at the moment.

This entails aspects to be investigated such as:

- Devolving functions to departments;

- Devolution of execution to local authority levels;

- Utilization of public entities for certain functions;

- Service delivery through NGO's and private institutions and persons;

- Involving private sector role players in execution of projects through more private-public partnerships

- Taking full responsibility in the department for all management functions;

- Ensuring specific responsibilities for each post through job descriptions, duty sheets, delegations and performance measurement processes in delivery maximum outputs.

These policies are all new initiatives that must be enhanced during 2003/04 as indicated in the strategic plan.

16.2 ENVIRONMENTAL FACTORS AND EMERGING CHALLENGES

The challenges facing the department are restricted in terms of available funds for meeting its targets.

The political and social environment changes due to new policies and needs by clients of the department.

The real challenges facing the department can be summarized as:

- Ensuring acceptable ways for reprioritizing needs within available funds;

- Effective communication internally and externally;

- Training personnel to work better, smarter and more cost-effectively;

- Making time available for planning and policy formulation purposes;

- Involvement of the civil society in determining real needs and priorities.

16.2.1 DEMOGRAPHIC PROFILE OF THE PROVINCE

Most Provincial Departments have offices in all major towns in the province.

This results in officials of the Department of Transport, Roads and Public Works having to travel extensively and many working hours are lost due to travel time.

The maintenance needs of roads are determined by inspections over vast numbers of kilometres of roads.

This is done by maintenance teams, working from various offices, and results in equipment, material, personnel, and vehicles to be provided over long distances and additional costs.

About 80% of all roads in the province have traffic counts of less than 20 vehicles per day.

The major aspect influencing the department's work is therefore the aspect time lost due to traveling and related costs.

16.2.2 EMPLOYMENT, INCOME AND OTHER INFORMATION

The department restructured its budget to ensure that personnel expenditure is allocated to the various functional components and not managed centrally in programme 1.

This resulted in better indications relating to the cost of services and in the management of personnel.

The various functional occupational classes in the department are indicated in **Table 8.**

Table 8

TYPES OF OCCUPATION	NUMBER OF PERSONNEL	PERCENT OF TOTAL
Managers	26	5%
Professionals	12	3%
Technicians	32	6%
Clerical	111	21%
Service and sales workers	67	13%
Craft and related trade workers	6	1%
Elementary operations/operators	263	51%
TOTAL	**517**	**100%**

16.2.3 PROFILE OF PEOPLE IN THE PROVINCE

The province can be regarded as of rural nature and services to the people are therefore provided accordingly.

16.3   EVALUATION OF CURRENT IMPLEMENTATION PERFORMANCE

The department's Annual Report for 2001/02 is available on all aspects implemented and results obtained. The department's performance management system will be implemented from 1April 2003.

The targets for the next three years have however now been set as indicated in **table 3 on page 26, and will be monitored during 2003/04.**

17 ORGANISATIONAL INFORMATION AND THE INSTITUTIONAL ENVIRONMENT

17.1 ORGANISATIONAL DESIGN

The organizational structure of the departments is attached as **Annexure A**.

Table 9 indicates the allocations in the budgets for personnel expenditure.

Table 9

Personnel expenditure in Rand millions

Standard Items	2000/01 Actual	2001/02 Actual	2002/03 Estimated	2003/04 MTEF	2004/05 MTEF	2005/06 MTEF
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**
Personnel	31,244	35,798	42,657	55,391	59,528	63,583

Table 10 indicates the personnel numbers in the various programme.

Table 10

Personnel numbers

PROGRAMME	ESTABLISHMENT	FILLED POSTS	VACANCIES RATE %
Administration	229	132	42
Public Works	31	21	32
Roads	566	262	54
Transport	434	101	77
CBPW	5	3	40
TOTAL	**1265**	**519**	**59**

17.2   DELEGATIONS

The existing delegations will be revised during 2003/04 financial-year and ensured that all delegations are made in writing to the appropriated level for execution.

Delegations are monitored for implementation on a regular basis by the management.

The findings let to the management deciding to revise delegations and then provide training to personnel in terms of their responsibilities relating to delegations.

An easy reference guide to delegations will also be developed.

17.3   CAPITAL INVESTMENT, MAINTENANCE AND ASSET PLAN

17.3.1 LONG TERM CAPITAL INVESTMENT AND ASSET MANAGEMENT PLAN

Moveable assets

The department developed a strategy with target dates for improving the management of movable assets consisting of the following elements:

- Line managers to take full responsibility over the management of moveable assets.

- Line managers must be held accountable for the prescribed stocktaking process.

- Policies, procedures, and processes are being revised at the moment to set a firm basis for procurement and provisioning in the department;

- Revising the composition of the members of the Tender Committee. Members must be identified and appointed in writing. All members must receive formal training in tendering processes.

- An Asset Register must be drawn up for inclusion in the Balance Sheet of the department. A bar-coding system will be implemented in 2003/04.

- Procurement of non-consumable items must be done centrally and delivered directly to the users.

- A departmental code for provisioning administration to be drawn up and be approved by the Accounting Officer.

- Improvements in the management of the Road Capital Account.

- Training of all personnel in Provisioning Administration.

Immoveable assets (land and buildings)

A strategy for the management of immoveable assets was prepared and consists of:

- Transfer the payment of renting of land and buildings to the user department;

- User departments will also be responsible for payment of all damages to rented land and buildings;

- The letting of state owned land and buildings must be done on a contract basis and the user department is also responsible for the maintenance of the property;

- After vesting of land and buildings the departmental register must be compared with the national register.

- A policy manual must be compiled and issued to all user departments.

- The department must monitor to determine if user departments execute the policy.

The department acts as a agent for other provincial departments and do not have funds on its budget for major capital building projects.

Various building and maintenance projects are in progress of which the major ones are:
- Kimberley: New Legislature Building to be completed in May 2003;
- Upington: Pabalello New school hall to be completed in October 2003;
- Delportshoop intersection;
- Rehabilitation of roads in the area of Phillipstown;
- A pilot project for road rehabilitation with asbestos fibres in the Kuruman area;
- The rehabilitation of the N10 in the De Aar area;
- The Calvinia Bridges project;
- Brandvlei/Sakrivier bridges;
- Groblershoop project;
- Various Access Roads in areas such as Britstown, Kakamas, Niewoudtville, Louisvale, Jan Kempdorp, Pescodia, and Biesiespoort;
- Augrabies reseal.

17.3.2 CAPITAL INVESTMENT PLAN

Various projects are envisaged and in the planning phases for the next three years of which the most important ounces are:
- Rehabilitation of the Niewoudtville/Calvinia Road;
- Improvements to the Groblershoop/Upington Road;
- Upgrading the Springbok/Komaggas Road;
- Resealing in the Upington area;
- Rehabilitation of the Keimoes Main Road;
- Improvements to the Teekloof Pass;
- Kimberley New Office Block.

17.4   **<u>PERSONNEL</u>**

The finalization of the new organizational structure for the department provides a firm basis for the development of an integrated human resource strategy.

All posts will be evaluated to ensure that detailed job descriptions and duty sheets are available.

It is however necessary to ensure that the occupants of the posts can be certain of the extent of the tasks that must be performed in terms of section 45 of the PFMA.

It must also form the basis of the performance evaluation of the official.

The compilation of the department in terms of representivity is indicated in **Table 11 and in Table 12.**

Table 11

Senior Management: Representivity

GROUP	ACTUAL NUMBERS (31 December 2002)
African Male	2
African Female	1
Coloured Male	2
Coloured Female	1
White Male	3
TOTAL	**9**

Table 12

Departmental representivity (Excluding Management)

GROUP	ACTUAL NUMBERS (31 December 2002)
African Male	151
African Female	31
Coloured Male	218
Coloured Female	49
White Male	30
White Female	26
TOTAL	**505**

In terms of gender equity the department has 78% male incumbents and 22% female.

In terms of employees with disabilities the department has 3 employees.

17.5   INFORMATION TECHNOLOGY SYSTEMS

The requirements of the PFMA must be addressed in terms of:

- Details of proposed information technology acquisition or expansion in reference to an information technology plan that supports the information plan;

The State Information Technology Agency (SITA) was established with the sole purpose of assisting departments in developing Information Technology Strategies and managing their technology resources on their behalf in terms of a service level agreement with the department.

This was done due to the scarce human resources available in the information technology field and to ensure that duplication does not take place in the development of systems, networks, mainframes and the use of software.

The department will consult with SITA in the development of an information technology strategy and with the Provincial Treasury in terms of agreements for the province.

The department developed a broad policy framework as an IT plan including:

- Installing firewalls on the LAN;
- Development of a functional website;
- Establishment of an effective back-up system;
- Installation of SACSA approved software;
- Establishment of an effective file management system.

17.6   PERFORMANCE MANAGEMENT SYSTEM

The performance management system had to be implemented by 1April 2001.

A first level supervisors training program was developed in conjunction with the Technicon. This course has a NQF 5 value.

The strategy of the department to develop performance indicators and contracts for all posts in the department will be developed during 2003.

A training needs assessment study will also be done in 2003. A training plan for the department n terms of courses and the programme for execution will then be implemented;

External and internal training programme and courses will be implemented.

17.7   FINANCIAL MANAGEMENT

Financial management in the department will be revised in terms of the approved organizational structure and the establishment of the Office of the CFO.

Accounting will be managed separately from budgeting to ensure more time and attentions is given to the preparation and management of the budgets.

17.8   AUDIT QUERIES

Audit queries are seen as priority in the department and are handled within the required periods as stated by the Auditor-General.

17.9   INTERNAL AUDIT

The Internal Audit function in the province is centralized in the Premier's Office.

The department however established a component responsible for internal inspections that reports to the CFO on a regular basis.

17.10   IMPLEMENTATION OF THE PUBLIC FINANCE MANAGEMENT ACT

Training courses were given on the PFMA to various officials in the department. The department is doing a needs assessment study on all training requirements and further PFMA courses will be provided if necessary.

Various aspects of the PFMA however need attention for implementation and the department is developing a compliance strategy.

18   ANALYSIS OF CHANGES TO PROGRAMMES

The National Treasury indicated that an analysis of the budget in terms of changes relating to where savings and extra expenditures are is not required for 2003/04.