

MPUMALANGA PROVINCIAL GOVERNMENT

DEPARTMENT OF PUBLIC WORKS



STRATEGIC PERFORMANCE PLAN

2005/06 – 2008/9



FOREWORD BY THE MEC

The Mpumalanga Department of Public Works will continue to move forward in the 2005/6 financial year with its agenda of effecting social transformation through its infrastructure programmes and projects. As in 2004/5, accelerated service delivery will be the main policy priority for the year.

Particular attention will be paid to developing and maintaining public buildings. In keeping with the department's social transformation agenda, projects and programmes that promote black economic empowerment as well as the development of SMMEs will be developed and implemented in the coming year.

In line with national government policy, this year will see the maximum implementation of the Expanded Public Works Programme (EPWP). The EPWP is a vehicle for job creation and skills development as well as the development and empowerment of women, the disabled and youth. As far as it is possible, the department will concentrate on labour-intensive projects that will create the maximum number of economic opportunities.

Attention will also be paid to the skills development of emerging contractors, in order to develop a solid base for future infrastructure development in the province. Financial assistance and timely payments to emerging contractors remain on the department's priority list for the coming year.

Increased spending on public infrastructure is aimed at both accelerating delivery and stimulating economic growth. In this regard, the department has planned three multi-million cluster projects, which will be implemented during the year. It is also spending more on maintenance projects in an effort to address the enormous backlog in the maintenance of government buildings.

Several improvements to departmental financial controls, checks and balances will be made in the coming year. An even tougher stand will be taken against fraud and corruption as part of the department's accountability towards the citizens of this province.

The department will also pay attention to improving the efficiency and effectiveness of its employees. A series of training programmes have been developed to improve the department's managerial, technical and administrative capacity, while public-private partnerships will be encouraged in order to provide a high level of service to our stakeholders.

This 2005/6 Strategic Plan fits with government objectives such as increased, quality service delivery, measurable performance and efficient expenditure. The principles of Batho Pele have also been thoroughly incorporated into this Strategic Plan. With the PFMA (Public Finance Management Act) as guideline, this Strategic Plan will be even further refined to ensure proper and efficient allocation of limited resources to benefit all our people.

We are confident that we will be able to implement the Strategic Management Plan for 2005/6 successfully. The department believes that the steady, strategic implementation of its five-year plan will lead to its ultimate goal: turning the tide of poverty by building a people's contract for better public building infrastructure.

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

Mrs. K.C. Mashego-Dlamini

MEC for Public Works

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PART A: STRATEGIC OVERVIEW

1. Overview of Strategic Performance Plan

The Department of Public Works strived to develop a management plan that will guide its activities towards rendering services that will improve the quality of life of the people of Mpumalanga Province. In doing so, the Department interacts with different role players who contribute towards effective service delivery. It is a fact that it operates in a difficult and volatile environment. While much is expected from the Department, there is increasing budgetary shortfalls, which have a negative impact on meaningful service delivery. However, despite these budgetary constraints, the Department will always strive to be of service to the people of Mpumalanga Province in an efficient and effective manner.

It consists of three programmes, namely:

- Administration
- Public Works Building and Property Management
- Expanded Public Works Programme

During the past two financial years, the department lost a number of key personnel. This has opened a vacuum that will be closed as soon as possible. The Department's organogram was reviewed to ensure that it is able to render good quality services to the public as per its mandate. The Department will continue to train and build the capacity of its human resources through ABET and other occupational based training programmes.

Improvement in financial management will continue to be high on our agenda to ensure that the scarce financial resources of the department are optimally utilised. The Internal Audit Unit will be adequately funded to ensure that internal control measures are adhered to and improved upon on a continuous basis.

Human resources and financial management services have been decentralized to the regions and this move has resulted in improved efficiency within the Department regarding service delivery. More functions will continue to be decentralised to the regions over the medium term.

To meet the challenges of HIV and AIDS in the workplace, the department has an Assistant Manager responsible for the coordination of transversal programmes, such as HIV and AIDS, gender, disability, the aged, family, youth and employee assistance.

Through the Expanded Public Works Programme (EPWP) the department will continue to act as a project manager for client departments such as Education and Health as far as professional services on construction and maintenance of buildings is concerned. The Department will continue to ensure compliance with the Occupational Health and Safety Act and also to maintain the radio communication network.

In the previous financial years, it has made meaningful achievements through its Community Based Public Works Programme. For the 2005/6 financial year, it plans to spend R9 million on three (3) clusters with ten (10) projects through this programme, continuing to provide self-sustainable public assets to needy communities throughout the province. Municipalities are highly involved in the implementation of this program.

Over and above the aforementioned, the Department will ensure that all projects, both maintenance and capital, are undertaken in terms of the EPWP guidelines.

2. Vision

Excellent public works services for all.

3. Mission

Provide acceptable infrastructure, maintenance and coordination of EPWP through effective utilization of public resources.

4. Values

- § Accountability
- § Equity
- § Consultation
- § Professionalism
- § Value for Money
- § Courtesy
- § Accuracy
- § Honesty

5. Sectoral Situational Analysis:

5.1. Summary of service delivery environment and challenges

5.1.1. Public Works Buildings and Property Management

The shortage of financial resources for preventative and routine maintenance of government buildings has resulted in a huge maintenance backlog. The unavailability of an asset management system is further hampering the Department's management of its assets.

The department manages 66 426 8117 hectare of land, government buildings valued at R1 205 400 000 and 10 495 properties with buildings.

The department is currently renting 46 buildings measuring 30 786 m² from the private sector for client departments, at a cost of R7, 689 million to the client departments. The Department is letting 3 933 hectares of land and 1 318 buildings measuring 4 858 m² at Pilgrims Rest alone.

Table 1: Summary of Province' s Property Portfolio

State Owned Portfolio	Land			Buildings		
	Number of properties	Number of vacant urban properties	Number of unutilised rural properties	Total number of hectares	Number of properties with buildings	Square meters of building
Whole province	±12 732	± 2206 land parcels, rural and urban. Cannot be easily identified, as it has not been inspected. Asset verification is required.	±66426,8117 hectares	±10 495	Information not available. Asset verification is required.	±12 732

Table 2: Summary of Province's Leased Portfolio

Leased Portfolio	Land		Buildings		Cost to government
	Number of properties leased	Total number of hectares	Number of buildings	Square meters of building	
Whole province	From Private sector	Nil	46	30 7860m ²	R7 689 366 pa Payments are decentralised to client departments
	To Private sector	3 933 hectares	1 318	4 858m ²	R7.7 million operational cost for Pilgrim's Rest

Table 3: Summary of the condition of provincial government buildings

	Condition of State Owned Buildings (Number and Percentage)					Total
	Very Good	Good	Fair	Poor	Very Poor	
Whole province	5%	10%	20%	40%	25%	100%

5.2. Expanded Public Works Programmes

Table 4: Summary of the demand for and performance of Community Based Programmes

Province	Number of unemployed people				Community based programmes			
	Female	Male	Total	% of National total	Number of projects last year	Number of person days employment created		
						Female	Male	Total
Total for Province	35,3%	26,4%	30,5%	31,2%	7	320	347	667

5.3. Summary of Organisational Environment and Challenges

Since the establishment of this Department last year, it has created and filled some key managerial posts but still experience a shortage to cope with day-to-day activities. This is affecting service delivery, as the available officials cannot cope with the workload. The challenge of attracting suitable and qualified professionals such as engineers, quantity surveyors etc. to work for the department is still continuing. This results in the Department utilising consultants that it does not have the capacity to monitor and manage because of the number of projects underway.

The insufficient maintenance budget for public buildings is resulting in the deterioration of such buildings as only emergency maintenance can be done currently. The non-availability of an asset management system is continuing to affect the department, as proper asset management is not done, thereby contravening the requirements of the PFMA and Treasury Regulations. Due to non-availability of an asset management system,

the department does not have an updated fixed asset register, cannot properly manage state-owned properties and collect all monies due to the Department.

Table 5: Summary of post vacancies and supernumeraries

Staff Categories	Number						Average annual change
	2000	2001	2002	2003	2004	2005	
Total staff complement (filled posts)	3970	3401	3668	3483	1193	1193	3680
Number of professional and managerial posts	104	122	165	165	18	14	144
Number of professional and managerial posts filled	72	85	107	107	18	14	96
Number of excess staff	494	85	85	0	0	0	268

Table 6: Key expenditure indicators

Category of expenditure	Percentages or Rands (000's)			Average annual change
	2000	2001	2002	
Personnel expenditure as % of total expenditure	33%	31%	30%	31%
Expenditure on maintenance of buildings as a % of total expenditure	16%	12%	17%	15%

6. Legislative and other mandates

The following constitutional and legislative, functional and policy mandates inform what the department does:

- § The Constitution of South Africa, (Act 108 of 1996): Elaborates on the procedures and guidelines on basic values and principles governing public administration.
- § The Public Service Act, (Act 103 of 1994): The regulation of the conditions of employment, discipline and matters connected therewith.
- § The Labour Relations Act, (Act.66 of 1995): To promote and maintain sound labour practice.
- § Basic Conditions of Employment Act, (Act 75 of 1997): Seeks to advance economic development and social justice by fulfilling the primary objects such as to give effect to and regulate the right to fair labour practices conferred by Section 23(1) of the Constitution.

- § Employment Equity Act, (Act 55 of 1998): Seeks to promote equal opportunity and fair treatment in employment through the elimination of unfair discrimination through affirmative action measures to redress the imbalances of the past.
- § Skills Development Act, (Act 97 of 1998): Seeks to provide an institutional framework to devise and implement strategies to develop and improve the skills of the workplace.
- § Public Finance Management Act, (Act 29 of 1999, as amended): Seeks to secure transparency, accountability and sound management of revenue, expenditure, assets and liabilities of various public institutions.
- § Preferential Procurement Policy Framework Act, (Act 5 of 2000 and the regulations thereof): A system for proper evaluation in the provision of all services.
- § Construction Industry Development Board Act, (Act 38 of 2000): Seeks to develop and capacitate construction companies, especially emerging ones.
- § Occupational Health and Safety Act, (Act 85 of 1993): For ensuring safe working conditions and safe equipment at all times.
- § State Land Disposal Act, (Act 48 of 1961): For the disposal of state land through the Department of Land Affairs.
- § Expropriation Act, (Act 63 of 1975): In the event that the department has to expropriate land or any other property.
- § Environmental Conservation Act of 1989: For Environmental Impact Assessment studies prior to the implementation of projects and conservation measures after completion of the project.
- § National Environmental Management Amendment Act, (Act 56 of 2002: Regulates the impact that construction and installation have on the environment.
- § Promotion of Access to Information Act, (Act 54 of 2002): The public needs to be kept informed and have access to information according to certain procedures.
- § Deeds Registries Act, (Act 47 of 1937): For registration of title deeds and related matters.
- § Promotion of Administrative Justice Act, (Act 3 of 2000)
- § Council for the Built Environment Act, (Act 43 of 2000).
- § Architectural Professional Act, (Act 44 of 2000).
- § Landscape Architectural Profession Act, (Act 45 of 2000).
- § Engineering Professions Act, (Act 46 of 2000).
- § Property Valuers Act, (Act 47 of 2000).
- § Projects and Construction Management Profession Act, (Act 48 of 2000).
- § Quantity Surveying Profession Act, (Act 49 of 2000).
- § Town and Regional Planning Act, (Act 36 of 2002).
- § Rating of State Property Act, (Act 79 of 1984).
- § Land Affairs Act, (Act 101 of 1987).
- § Land Titles Adjustment Act, (Act 111 of 1995).
- § National Building Regulations and Building Standards Amendment Act, (Act 49 of 1995).
- § Housing Act, (Act 107 of 1997).
- § Rental Housing Act, (Act 50 of 1999).
- § National Heritage Council Act, (Act 11 of 1999).
- § National Heritage Resources Act, (Act 25 of 1999).
- § Municipal by-laws (as applicable to relevant municipality).
- § Protected Disclosure Act, (Act 26 of 2000): Protection of whistle blowers.
- § Control of Access to Public Premises and Vehicle Act, (Act 53 of 1985).
- § MISS – Minimum Information Security Standards.

- § ANC's Election Manifesto of 2004.
- § President's State of the Nation Address of 11 February 2005.
- § Premier's State of the Province Address of 18 February 2005.
- § National Minister of Finance's Budget Speech of 23 February 2005.
- § Provincial Growth and Development Strategy, 2004-2014

7. Broad policies, priorities and strategic goals

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

Departmental Strategic Goals

Strategic Goal 1: Competent, empowered and motivated workforce through development and management of human resources
Strategic Goal 2: Provision of effective, efficient and economic financial management services
Strategic Goal 3: Management of risks within the Department
Strategic Goal 4: Provision, maintenance and management of public sector buildings and equipment.
Strategic Goal 5: Coordination of the creation of 100 000 jobs within 5 years in the Province.

8. Information Systems to monitor progress

The department will use the following information systems to enable it to monitor progress on its performance, in order to ensure that it achieves its objectives as set out in the strategic plan.

8.1. Administration

- § LOGIS: Is used for procurement of goods and services and payments thereof, which integrates to BAS, the financial system that then updates the expenditure against budget. LOGIS is also used as a movable asset management system. Every time there is an auction of obsolete movable assets such as computers and government vehicles, the system is updated accordingly.
- § BAS: Is the accounting system of the department. Responsibility managers are given monthly BAS expenditure reports that should be reviewed and signed off as proof of expenditure and correctness. They also update the 'One Year Operational Plan' to ensure that they spend as per their objectives for the year.
- § PERSAL: Is used for personnel and salary management in the department. The system helps the department to monitor appointments, transfers and resignations per the strategic plan to ensure that all vacant and budgeted posts are filled so that objectives can be achieved and not be impaired due to understaffing.
- § TEAM MATE: Is used to draw samples for internal auditing and to prepare reports to top management with recommendations to be implemented to reduce risks.

8.2. Public Works Building and Property Management

The Department does not have an asset management information system used for management of immovable assets such as land and buildings. This has resulted in the department not having an updated immovable asset register. Attempts were made in the previous financial year to acquire a system but the request was denied as National Treasury is in the process of developing an integrated financial management system for the government as a whole. Verification of land and buildings will be embarked upon depending on when National Treasury will provide an integrated financial management system.

8.3. Expanded Public Works Programme

None

9. Description of strategic performance planning process

The Department held its strategic planning session on 4 February 2005 for the purpose of reviewing the plan that was developed in June 2004 after its establishment. While at the strategic planning session, each programme or sub-programme had to present its strategic plan for the 2005/6 financial year. The Head of Department, all senior, middle and junior or lower level managers attended the session. After the presentation of each programme or sub-programme's strategic plan, questions for clarity were posed to the programme or sub-programme managers. It is believed that all members present at the session played a meaningful role in developing the strategic plan, that they will take ownership of it and thus actively work towards its successful implementation.

The regional senior managers attended planning meetings of various Local and District Municipalities in the Province to ensure the alignment of departmental plans and municipal plans with specific emphasis on community based public works programmes. Projects that are undertaken in the various municipalities by the department are included in the municipalities' Integrated Development Plans (IDPs).

Part B: Budget Programme and Sub-programme Plans

10. Overall Programme Structure

The following table represents the programme structure for the Department of Public Works:

Table 7: Programme Structure

Programme	Sub-programme
1. Administration	1.1. Office of the MEC
	1.2. Administration Management
	1.3. Corporate Support
2. Buildings and Property Management	2.1. Programme Management
	2.2. Planning and Design
	2.3. Construction
	2.4. Professional Services
	2.5. Facilities and Property Management
	2.5. Regional Maintenance
3.Expanded Public Works Programmes	3.1. EPWP Coordination
	3.2. Monitoring and Evaluation
	3.3. Emerging Contractor Development and Training

10.1. Programme 1: Administration

This programme is responsible for human resource management and development, office auxiliary services, legal, labour, communication and financial management in the department. The programme consists of the following divisions: Office of the MEC, Office of the Head of Department, Office of the Chief Financial Officer, Directorate Human Resources Management, Directorate Risk Management and Internal Control, Directorate Strategic Planning and Policy Coordination, Directorate Communications, Sub-directorates Security Management, Work Study and Job Evaluation as well as Transversal Services.

10.1.1. Situational Analysis

The Administration programme serves as a support function for other programmes such as Public Works Building and Property Management and Expanded Public Works Programme (EPWP). It renders human resource management, human resource development, financial management services, labour relations, legal services, communication services as well as planning and policy development, monitoring and evaluation services.

The Accounting Officer has delegated financial responsibilities to other officials in the department as per the PFMA. The Department has a Chief Financial Officer to ensure that the requirements of the PFMA as far as financial management is concerned, are complied with. It also has an Internal Audit and Risk Management Unit. As the requirements of the PFMA have been met, it only remains for all officials in the Department to live the spirit of the PFMA.

The challenges facing the programme is to ensure that all officials are properly trained to meet the challenges and requirements of the PFMA, Public Service Regulations, and Batho Pele etc. in order to improve the quality and quantity of services that are rendered to the public.

10.1.2. Policies, priorities and strategic objectives

To department operates within the frameworks of legislations and policies that are either developed by the national departments or the province such as Supply Chain Management policy, Public Service Regulations, Public Service Act, Public Finance Management Act, Preferential Procure policy Framework Act, Construction Industry Development Board Act etc.

Moreover, the department has develop 16 policies that will ensure the effective and efficient management of resources with regard to utilisation of telephones and cellular phones, overtime, petty cash, advance, debt management, bursaries, recruitment, selection, appointment, special etc.

10.1.3. Strategic Objectives for Programme 1. Administration

Strategic Goal 1: Competent, empowered and motivated workforce through development and management of human resources
Strategic Objectives: <ol style="list-style-type: none"> 1. To render efficient and effective administrative services 2. To promote human resource management and reduce the organisation's vacancy rate 3. To render planning, policy coordination, monitoring and evaluation services 4. To render works study and job evaluation services 5. To render transversal and special programmes 6. To render a daily internal and external communication service to internal and external stakeholders 7. To render legal and labour relation services
Strategic Goal 2: Provision of effective, efficient and economic financial management services
Strategic Objectives <ol style="list-style-type: none"> 8. To render budget planning and control 9. To render bookkeeping and revenue collection services 10. To render expenditure control and salary administration services 11. To render supply chain management services 12. To render system control services such BAS, LOGIS and PERSAL
Strategic Goal 3: Management of risks within the Department
Strategic Objectives <ol style="list-style-type: none"> 13. To render Internal Audit services 14. To render Risk Management services 15. To render Security Management services

Strategic Goal 1: Competent, empowered and motivated workforce through development and management of human resources

Measurable Objective	Performance Measure or Indicator	Base year (Estimate) 2004/5	Year 1 (Target) 2005/6	Year 2 (Target) 2006/7	Year 3 (Target) 2007/8	Year 4 (Target) 2008/9
1. To render efficient and effective administrative services	Number of officials receiving salaries	Paid salaries to all existing officials	Payment of salaries to officials	Payment of salaries to officials	Payment of salaries to officials	Payment of salaries to officials
	Effective and efficient provision of administrative support service to the MEC	Provided effective and efficient administrative service to the MEC.	Effective and efficient provision of administrative support service to the MEC	Effective and efficient provision of administrative support service to the MEC	Effective and efficient provision of administrative support service to the MEC	Effective and efficient provision of administrative support service to the MEC
	Effective and Efficient promotion of accountability by the HOD at all managerial levels and delegation of responsibilities	Promoted effective and efficient accountability of the Office of the HOD and responsibilities delegated at all managerial levels.	Effective and Efficient promotion of accountability by the HOD at all managerial levels and delegation of responsibilities	Effective and Efficient promotion of accountability by the HOD at all managerial levels and delegation of responsibilities	Effective and Efficient promotion of accountability by the HOD at all managerial levels and delegation of responsibilities	Effective and Efficient promotion of accountability by the HOD at all managerial levels and delegation of responsibilities
2. To promote human resource management and reduce the organisation's vacancy rate	Render effective human resource admin functions at Head Office	14 recruitment adverts for 237 posts placed, 49 interviews conducted, 67 appointment letters issued, 1 confirmation for probation, 8 transfers in, 26 long service awards, 107 pension withdrawals, 5 injury on duty cases, 14 officials terminated and 50 added on medical aid.	Render effective human resource admin functions at Head Office	Render effective human resource admin functions at Head Office	Render effective human resource admin functions at Head Office	Render effective human resource admin functions at Head Office

	100% Implementation and monitoring of the Performance Management and Development System (PMDS)	Conducted workshops on PMDS	100% Implementation and monitoring of the Performance Management and Development System	100% Implementation and monitoring of the Performance Management and Development System	100% Implementation and monitoring of the Performance Management and Development System	100% Implementation and monitoring of the Performance Management and Development System
	Render effective human resource admin functions on daily basis at regions	Rendered effective human resource admin functions on daily basis at regions.	Render human resource admin functions on daily basis at regions	Render human resource admin functions on daily basis at regions	Render human resource admin functions on daily basis at regions	Render human resource admin functions on daily basis at regions
	Training and development of human resources through 100 learnerships, 60 internships, bursaries and skills development programmes	5 learnerships in Public Administration, 75 on PMDS, 15 LOGIS, 15 PERSAL, 54 grievance procedures, 18 exit interviews, 45 inductions, 250 skills programmes, 31 PFMA, 77 Supply Chain Management, 59 new bursaries awarded and the Workplace Skills Plan submitted to Construction Education and Training Authority (CETA)	Training and development of human resources through learnerships, internships, bursaries and skills programmes	Training and development of human resources through learnerships, internships, bursaries and skills programmes	Training and development of human resources through learnerships, internships, bursaries and skills programmes	Training and development of human resources through learnerships, internships, bursaries and skills programmes
3. To render planning, policy coordination, monitoring and evaluation services	Number of strategic planning sessions held, reports compiled and research conducted	2 strategic planning sessions, 2 Departmental Budget Makgotla held, finalised strategic plan for 2004/5, 1 annual report, 13 other reports compiled and 3 research assignments completed.	Coordinate strategic planning sessions and conduct research	Coordinate strategic planning sessions and conduct research	Coordinate strategic planning sessions and conduct research	Coordinate strategic planning sessions and conduct research

	Number of policies drafted and finalised	17 draft policies developed and submitted to the HoD for approval. 4 policy sessions held	Coordinate the development of policies, research, monitoring and evaluation	Coordinate the development of policies, research, monitoring and evaluation	Coordinate the development of policies, research, monitoring and evaluation	Coordinate the development of policies, research, monitoring and evaluation
	Availability of and implementation of the Employment Equity Plan	EE Plan finalised and submitted to the Dept of Labour in October 2004	Review and implement the EE Plan	Review and implement the EE Plan	Review and implement the EE Plan	Review and implement the EE Plan
	Availability of and effective implementation of the Service Delivery Improvement Programme (Transformation)	Nil	Develop and implement a Service Delivery Improvement Programme (Transformation)	Review and implement a Service Delivery Improvement Programme (Transformation)	Review and implement a Service Delivery Improvement Programme (Transformation)	Review and implement a Service Delivery Improvement Programme (Transformation)
4. To render work study and job evaluation services.	Number of work study investigations and post evaluations conducted	4 work study investigations conducted and 9 posts evaluated.	Conduct work study investigations and job evaluation	Conduct work study investigations and job evaluation	Conduct work study investigations and job evaluation	Conduct work study investigations and job evaluation
5.To render transversal and special programmes	Effective implementation and availability of the following programmes: HIV and AIDS, employee assistance programme, gender equality and women empowerment, disability, youth and children	4 regional committees established, 2 draft policies on HIV and AIDS as well as Employee Assistance developed, 5 workshops held, 6000 male and 295 female condoms distributed, 1 Women's Symposium held, 1 youth event and distributed various promotional materials	Implement HIV and AIDS, employee assistance programme, gender equality and women empowerment, disability, youth and children	Implement HIV and AIDS, employee assistance programme, gender equality and women empowerment, disability, youth and children	Implement HIV and AIDS, employee assistance programme, gender equality and women empowerment, disability, youth and children	Implement HIV and AIDS, employee assistance programme, gender equality and women empowerment, disability, youth and children

6. To render internal and external communication service to internal and external stakeholders	Effective and efficient implementation of communication advisory service, media liaison service, publication production service, website service and community liaison service	14 media responses, 12 media releases, 6 media invites, 9 Dept media liaison events, 3 advertising campaigns, 3 recruitment adverts, 3 Departmental news updates, 5 in-house bulletins, 4 EXCO Outreach Programmes and Presidential Imbizos and distributed brochures and other promotional material during exhibitions and community events.	Provide a communication advisory service, media liaison service, publication production service, website service and community liaison service	Provide a communication advisory service, media liaison service, publication production service, website service and community liaison service	Provide a communication advisory service, media liaison service, publication production service, website service and community liaison service	Provide a communication advisory service, media liaison service, publication production service, website service and community liaison service
	Number of planned departmental marketing and advertising campaigns successfully completed	4 radio talk shows held on EPWP, submitted an EPWP supplement to the Mpumalanga Mirror and produced and distributed brochures and promotional material	EPWP marketing and advertising campaign	EPWP marketing and advertising campaign	EPWP marketing and advertising campaign	EPWP marketing and advertising campaign
7. To render legal and labour relations services	Number of litigation cases and labour related cases attended to and finalised.	64 legal and labour related cases handled.	Deal with legal and labour relations matters	Deal with legal and labour relations matters	Deal with legal and labour relations matters	Deal with legal and labour relations matters

Strategic Goal 2: Provision of effective, efficient and economic financial management services

Measurable Objective	Performance Measure or Indicator	Base year (Estimate) 2004/5	Year 1 (Target) 2005/6	Year 2 (Target) 2006/7	Year 3 (Target) 2007/8	Year 4 (Target) 2008/9
8. To render budget planning and control	Effective compliance with budget circulars	Complied with budget circulars effectively.	Compliance with budget circulars	Compliance with budget circulars	Compliance with budget circulars	Compliance with budget circulars
	Effective monitoring of expenditure by sections	Monitored expenditure on monthly basis effectively.	Monitor expenditure by sections	Monitor expenditure by sections	Monitor expenditure by sections	Monitor expenditure by sections
9. To render bookkeeping services and revenue collection.	Amount of revenue collected effectively	Effectively collected revenue of R4, 2 million.	Collection of revenue	Collection of revenue	Collection of revenue	Collection of revenue
	Timeous closure of monthly and year-end departmental financial records	Closed monthly financial records timeously.	Timeous closure of monthly and year-end departmental financial records	Timeous closure of monthly and year-end departmental financial records	Timeous closure of monthly and year-end departmental financial records	Timeous closure of monthly and year-end departmental financial records
10. To render expenditure control and salary administration service	Timeous processing of S&T claims	Processed S& T claims timeously	Payment of S&T claims	Payment of S&T claims	Payment of S&T claims	Payment of S&T claims.
	Effective processing of salary transactions	Processed salary transactions effectively	Processing of salary transactions	Processing of salary transactions	Processing of salary transactions	Processing of salary transactions
	Timeous processing of payments to suppliers and reconciliation thereof	Processed payment of suppliers timeously and completed reconciliation thereof	Payment of suppliers and reconciliation thereof	Payment of suppliers reconciliation thereof	Payment of suppliers reconciliation thereof	Payment of suppliers and reconciliation thereof

11. To render supply chain management service	Number of payments for goods and services processed within 30 days	Processed payments for goods and services timeously	Payment of goods and services	Payment of goods and services	Payment of goods and services	Payment of goods and services
	Availability of updated asset register.	Conducted verification of movable assets	Update Dept. asset register	Update Dept. asset register	Update Dept. asset register	Update Dept. asset register
12. To render system control services such as BAS, LOGIS and PERSAL	Number of district offices accessing financial systems	2 district offices (1 in Middelburg and 1 in Nelspruit) have access to LOGIS and BAS.	Roll out financial systems to district offices	Roll out financial systems to district offices	Roll out financial systems to district offices	Roll out financial systems to district offices

Strategic Goal 3: Management of risks within the Department

Measurable Objective	Performance Measure or Indicator	Base year (Estimate) 2004/5	Year 1 (Target) 2005/6	Year 2 (Target) 2006/7	Year 3 (Target) 2007/8	Year 4 (Target) 2008/9
13. To render Internal Audit services	Number of audits conducted and reports submitted to management and the Audit committee	Risk assessment workshop conducted, and internal audit reports submitted to management for comments.	Conduct audit and submit monthly report to management and quarterly report to the audit committee as per the operational plan	Conduct audit and submit monthly report to management and quarterly report to the audit committee as per the operational plan	Conduct audit and submit monthly report to management and quarterly report to the audit committee as per the operational plan	Conduct audit and submit monthly report to management and quarterly report to the audit committee as per the operational plan
14. To render risk management services	Number of risk assessment workshops conducted and the availability of annual audit plan	Risk management and Fraud Prevention workshops conducted, Risk Assessment strategy provided	Implement and monitor the departmental risk management strategy and fraud prevention plan	Monitor the departmental risk management strategy and fraud prevention plan	Monitor the departmental risk management strategy and fraud prevention plan	Monitor the departmental risk management strategy and fraud prevention plan
	Available annual audit plan developed	Annual audit operational developed and implemented	Develop and implement annual audit plan	Review and implement annual audit plan	Review and implement annual	Review and implement annual

	Availability of and implementation of the fraud prevention plan	Fraud Prevention workshops held and Fraud Prevention Plan developed	Review and implement fraud prevention plan	Review and implement fraud prevention plan	Review and implement fraud prevention plan	Review and implement fraud prevention plan
15. To render security management services	Number of security inspections conducted, investigations conducted and officials vetted	Regular security inspections conducted in various work stations and MECs' houses, 3 security awareness workshops conducted and all Bid committees members vetted	Monitor the implementation of security services	Monitor the implementation of security services	Monitor the implementation of security services	Monitor the implementation of security services

10.1.4. Analysis of constraints and measures planned to overcome them

The implementation of PERSAL, BAS and LOGIS is still a challenge since most of the district offices cannot access such systems due to unavailability of the network. Therefore, most of the work is only performed at the Head Office and Regional Offices. The installation of such network is a big challenge because it is the responsibility of Telkom to provide such service.

10.1.5. Description of planned quality improvement measures

The department is currently developing a Service Delivery Improvement Programme that will assist in assessing the performance on regular basis. The department provides services to the communities through the regional and district offices that are situated in different Local Municipalities.

Information is communicated both internally and externally through the print and electronic media, departmental monthly bulletins, pamphlets and flyers that are distributed during exhibitions in national, provincial and local events.

10.1.5 Reconciliation of budget with plan

Table 8: Nominal Expenditure on Programme 1:

Programme 1: Administration	Actual 2002/3	Actual 2003/4	Average Annual change (%)¹	Estimate 2004/5	Budget 2005/6	Target 2006/7	Target 2007/8	Average annual change (%)²
1.1. Office of the MEC	631	670	94%	665	702	737	774	9%
1.2. Admin. Management	1,840	2,087	88%	4,141	3,823	4,026	4227	34%
1.3. Corporate Support	32,177	39,712	81%	73,077	51,330	53,325	56,338	10%
Administration	34,648	42,469	82%	77,883	55,855	58,088	61,339	11%

The budget for the 2003/4 financial year increased because the department had to pay for security services of the Riverside Government Complex, which was not the case in the previous years.

10.2 Programme 2: Public Works Buildings and Property Management

The Department is the property developer, maintenance and management agency for all provincial departments through this programme. The programme is responsible for the management and facilitation of provision, maintenance and control of infrastructure through its building and property management programme.

The Property division is responsible for the provision of land and buildings for the nine provincial departments. This includes the letting of vacant land and buildings. The Department is in the process of having all provincial properties verified.

The maintenance division is responsible for the maintenance of provincial property, whilst the professional division is responsible for ensuring professional compliance of properties and equipment.

10.2.1 Situational Analysis

Specifications should be revised to specify lower maintenance products, i.e. face bricks, aluminium windows and doorframes, clay roof tiles, etc. This may initially cost more but the maintenance will be lower. The standardisation of schools, clinics and libraries to facilitate a shorter pre-contract period should be coordinated. All new drawings of provincial buildings should be in electronic format to provide effective updating and changes when necessary. The department must ensure that all projects have “as built” drawings.

The size of the existing portfolio of state-leased properties, the state of the existing portfolio of leased properties and the new demand for space by each department is indicated in Tables 9, 10 and 11 below. The condition of government-owned buildings is deteriorating at an alarming speed, as the department has been unable to properly maintain these buildings due to budgetary constraints. Consultants will be appointed to quantify the maintenance backlog so that plans can be put in place to avoid further deterioration of these buildings. Currently the department does not have full and proper records of the state of government buildings.

This Department does not have a computerised asset register. It works from the Address List of Properties provided by National Department of Public Works. As mentioned above, the Department is in the process of having all provincial properties verified and it will also be acquiring an asset register programme in the next financial year, budget permitting. Currently the Sub-directorate is busy with the sale of state houses. Applications for Item 28(1) certificates are made via the Department of Land Affairs at the State Land Disposal Committee and approval for the disposal is granted by the MEC for Public works.

The status of leased and under-utilised buildings is covered in Tables 10 and 11.

Table 9: The Province's Property Portfolio by Department

State Owned Portfolio	Land				Buildings	
	Number of properties	Number of vacant urban properties	Number of unutilised rural properties	Total number of hectares	Number of properties with buildings	Square meters of building
Health	2 320	44 land parcels, rural and urban. Cannot be easily identified, as it has not been inspected. Asset verification is required.		147,5058 hectares	2 275	41 5084m ²
Education	5 854	770 land parcels, rural and urban. Cannot be easily identified, as it has not been inspected. Asset verification is required.		1 094,6216 hectares	5 084	132 175m ²
Social Services	The information is still recorded under Health and Welfare. The information can only be updated with the verification of the asset register.					
Other clients combined	4 563	3 840 land parcels, rural and urban. Cannot be easily identified, as it has not been inspected. Asset verification is required.		68 217,4616 hectares	2 012	254 104m ²
Unutilised	2 206	2 206 land parcels, rural and urban. Cannot be easily identified, as it has not been inspected. Asset verification is required.		66 426,8117 hectares	11 (4 schools /colleges, 1 environmental centre and 6 others)	15 850m ²

Table 10: The Province's Leased Portfolio by Department

Leased Portfolio	Land		Buildings		Cost to government
	No. of properties leased	Total no. of hectares	No. of buildings	Square meters of building	
Health	0	0	15	6937m ²	R1 882 821 p.a.
Education	0	0	7	9981m ²	R 377 847 p.a.
Social Services	0	0	Included under Health		
Other clients combined	0	0	24	13 868m ²	R5 430 698 p.a.
Unutilised	0	0	0	0	0

Table 11: The demand for new space by departments

New demand for space	Number	No. of square metres	Planned capital expenditure		
			Budget	MTEF 1	MTEF 2
Health: Total	10	5 312m ²	By client		
§ Clinics	6	2 770m ²	By client		
§ Other	4	2 542m ²			
Education: Total	5	2 200m ²	By client		
§ Primary schools	0		By client		
§ Secondary schools	0				
§ Other	5	2 200m ²			
Social Services: Total	12	2 500m ²	By client		
§ Secure Care facilities	0	0	By client		
§ Other	12	2 500m ²			
Other clients combined: Total	21	6 622m ²			
§ Public Works	6	2 000m ²	R620 000	R620 000	R300 000
§ Other Departments	15	4 622m ²	By client		

10.2.2. Policies, priorities and strategic objectives

A tender was awarded for the verification of government property to address the issues of lack of information and files on government fixed property.

National policies that need to be implemented:

- § Appointment of consultants from a roster
- § Public Private Partnerships (i.e. Rob Ferreira and Witbank Hospitals).

10.2.3. Analysis of constraints and measures planned to overcome them

See measures as addressed above under 10.1.1.

10.2.4. Description of planned quality improvement measures

Apart from the verification exercise mentioned above, the structure of the Directorate is currently under review, in addition to the Department using specialised service providers.

The Department will appoint consultants to quantify the maintenance backlog. This maintenance backlog report will be a key input into the maintenance backlog eradication plan. Due to financial constraints the process will be phased in over time.

The department will also investigate and acquire a Project Performance Management System. This system will be an important tool in the implementation of client departments' projects.

10.2.5. Specification of measurable objectives and performance indicators

Strategic Goal 4: Provision of maintenance and management of public sector building infrastructure and equipment	
Strategic Objectives	
1.	To provide building infrastructure and equipment according to clients' specifications
2.	To maintain building infrastructure and equipment
3.	To render property and facilities management
4.	To render maintenance, management and municipal services at Pilgrim's Rest

Strategic Goal 4: Provision of maintenance and management of public sector building infrastructure and equipment

Measurable Objective	Performance Measure or Indicator	Base year Estimate) 2004/5	Year 1 (Target) 2005/6	Year 2 (Target) 2006/7	Year 3 (Target) 2007/8	Year 4 (Target) 2008/9
1. To provide building infrastructure and equipment according to client's specifications	Number of officials receiving salaries	Paid salaries to all officials	Payment of salaries to officials	Payment of salaries to officials	Payment of salaries to officials	Payment of salaries to officials
	Develop an effective and efficient programme implementation plan	Nil	Develop an effective programme implementation plan	Maintain and implement a programme implementation plan	Maintain and implement a programme implementation plan	Maintain and implement a programme implementation plan
	Number of projects with complete cash flows	Draw up project cash flows for 50 projects	Draw up project cash flows as per client department's request	Draw up project cash flows as per client department's request	Draw up project cash flows as per client department's request	Draw up project cash flows as per client department's request
	Develop an effective, accurate and user-friendly Project Management Information System	Nil	Appoint a service provider to develop and implement the Project Management Information System	Maintain a Project Management System	Maintain a Project Management System	Maintain a Project Management System
	Number of projects planned and designed for client departments	50 projects planned and designed.	Plan and design projects as per client department's request	Plan and design projects as per client department's request	Plan and design projects as per client department's request	Plan and design projects as per client department's request

	Number of projects under construction and completed for client departments	Construct projects for clients	Construct projects for clients	Construct projects for clients	Construct projects for clients	Construct projects for clients
	Number of sites handed over in the first quarter of the next financial year	Site hand over to contractors	Hand over sites in the first quarter of the next financial year	Hand over sites in the first quarter of the next financial year	Hand over sites in the first quarter of the next financial year	Hand over sites in the first quarter of the next financial year
2. Maintain building infrastructure and equipments	Develop an accurate and user-friendly maintenance plan for provincial buildings and equipment	Nil	Develop and implement a maintenance plan for provincial buildings and equipment	Update and implement the maintenance plan for provincial buildings and equipment	Update and implement the maintenance plan for provincial buildings and equipment	Update and implement the maintenance plan for provincial buildings and equipment
	Conduct a comprehensive maintenance audit to address the building maintenance backlog	Nil	Conduct a maintenance audit to address the building maintenance backlog	Maintain and update the maintenance record and reduce the maintenance backlog	Maintain and update the maintenance record and reduce the maintenance backlog	Maintain and update the maintenance record and reduce the maintenance backlog
	Number of projects for the maintenance of provincial facilities	Number of projects for the maintenance of provincial facilities	28 projects implemented on planned preventative maintenance	22 projects to be implemented on planned preventative maintenance	22 projects to be implemented on planned preventative maintenance	22 projects to be implemented on planned preventative maintenance

	Number of Departmental EPWP projects implemented	3 clusters (9 projects) in each were implemented within the 3 regions	Implement 3 clusters (10 projects) Departmental EPWP projects	Implement 3 clusters (10 projects) Departmental EPWP projects	Implement 3 clusters (10 projects) Departmental EPWP projects	Implement 3 clusters (10 projects) Departmental EPWP projects
	Maintain 90% radio communication network coverage	Maintained 55 repeaters, 150 mobiles, 160 base, 11 SMS, 9 portable, 1 solar and 8 powered sites	Maintain 64 repeaters, 150 mobiles, 395 base, 21 SMS, 420 portable, 4 solar and 4 powered sites	Maintain 64 repeaters, 150 mobiles, 395 base, 21 SMS, 420 portable, 4 solar and 4 powered sites	Maintain 64 repeaters, 150 mobiles, 395 base, 21 SMS, 420 portable, 4 solar and 4 powered sites	Maintain 64 repeaters, 150 mobiles, 395 base, 21 SMS, 420 portable, 4 solar and 4 powered sites
	Number of life supporting equipment maintained	Serviced and maintained 74 autoclaves, 33 boilers, 30 elevators and escalators, 57 incinerators, 2 medical air compressors per institution, 54 standby generators, 55 medical gas and vacuum installations at hospitals and Community Health Centres	Maintain and upgrade life supporting equipment effectively: 74 autoclaves, 33 boilers, 30 elevators and escalators, 57 incinerators, 2 medical air compressors per institution, 54 standby generators and 2 medical gas and vacuum installations at hospitals and Community Health Centres	Maintain and upgrade life supporting equipment effectively: 74 autoclaves, 33 boilers, 30 elevators and escalators, 57 incinerators, 2 medical air compressors per institution, 54 standby generators and 2 medical gas and vacuum installations at hospitals and Community Health Centres	Maintain and upgrade life supporting equipment effectively: 74 autoclaves, 33 boilers, 30 elevators and escalators, 57 incinerators, 2 medical air compressors per institution, 54 standby generators and 2 medical gas and vacuum installations at hospitals and Community Health Centres	Serviced and maintained 74 autoclaves, 33 boilers, 30 elevators and escalators, 57 incinerators, 2 medical air compressors per institution, 54 standby generators, 55 medical gas and vacuum installations at hospitals and Community Health Centres
	Number of daily repair requests attended within 48 hours	Attended to daily repair requests timeously	Attend to daily repair requests	Attend to daily repair requests	Attend to daily repair requests	Attend to daily repair requests

	Implement an effective Occupational Health and Safety Act compliance plan	Ensured that all equipment complied with OHS Act	Implement the OHS Act compliance plan	Implement the OHS Act compliance plan	Maintain OHS Act compliance plan	Ensure that all equipment complies with OHS Act
3. To render property and facilities management	Number of government assets verified	Appointed a service provider for the verification of assets	Verify provincial fixed assets	Verify provincial fixed assets	Maintain and update provincial fixed asset records	Maintain and update provincial fixed asset records
	Number of assets acquired, rented, let and disposed of	Concluded 4 lease agreements for office accommodation on behalf of client departments Acquired=1 Rented=10 Letting=1 300 Disposed=2	Acquiring, renting, letting and disposal of property	Acquiring, renting, letting and disposal of property	Acquiring, renting, letting and disposal of property	Acquiring, renting, letting and disposal of property
4. To render management and maintenance of the Riverside Government Complex	Well managed and maintained facility	Maintained and managed Riverside Government Complex	Maintain and manage Riverside Government Complex	Maintain and manage Riverside Government Complex	Maintain and manage Riverside Government Complex	Maintain and manage Riverside Government Complex
5. To render management and maintenance of Pilgrims Rest	Number of infrastructure and equipment maintained	Maintained infrastructure, equipment and provided municipal services	Maintain infrastructure, equipment and provide municipal services	Maintain infrastructure, equipment and provide municipal services	Maintain infrastructure, equipment and provide municipal services	Maintain infrastructure, equipment and provide municipal services

Table 12: Nominal Expenditure on Programme 2:

Programme 2: Public Works Buildings and Property Management	Actual 2002/3	Actual 2003/4	Average Annual change (%)	Estimate 2004/5	Budget 2005/6	Target 2006/7	Target 2007/8	Average annual change (%)
2.1. Programme Support Office	16,298	12,936	79%	16,829	19,156	20,248	21,260	28%
2.2. Other Infrastructure	7,008	9,902	71%	6,600	7,260	7,696	8,081	-30%
2.3. Property Management	134,712	46,583	35%	174,260	180,243	185,243	193,996	12%
Total for Programme	158,018	169,421	93%	197,689	206,659	213,247	223,337	12%

The reason why the budget for this programme is decreasing is because the construction of the Riverside Government Complex was finalised in the 2001/02 financial year and only maintenance of the building is undertaken.

10.3 Programme 3: Expanded Public Works Programme

10.3.1 Situation Analysis

The department has been implementing community based public works projects for the past few years to benefit the most rural areas of the Province. There have been some problems with these projects in that after the department has transferred these assets to the various municipalities, they were not fully utilised. The challenge currently facing the department is to fund this programme in order to comply with the Expanded Public Works Programme.

Table 13: Summary of the demand for and performance of Community Based Programmes

Province	Number of unemployed people				Community based programmes			
	Female	Male	Total	% of National total	No. of projects last year	Number of person days employment created		
						Female	Male	Total
Total for Province	35,3%	26,4%	30,5%	31,2%	7	320	347	667

10.3.2. Policies, priorities and strategic objectives

The main policies driving this programme is the Skills development Act and the Expanded Public Works Programmes guidelines on the implementation

10.3.3. Specification of measurable objectives and performance indicators

Strategic Goal 5: Coordinate the creation of 100 000 jobs within 5 years
Strategic Objectives: 1. To lead the Provincial Expanded Public Works Programme.

10.3.4. Analysis of constraints and measures planned to overcome them

There are budgetary constraints to address more of the poverty stricken areas. More funds need to be allocated to the programme to overcome the backlog.

Specification of measurable objectives and performance indicators

Measurable Objective	Performance Measure or Indicator	Base year (Estimate) 2004/5	Year 1 (Target) 2005/6	Year 2 (Target) 2006/7	Year 3 (Target) 2007/8	Year 4 (Target) 2008/9
1. To lead the Provincial Expanded Public Works Programme	Number of officials receiving salaries	Payment of salaries to officials	Payment of salaries to officials	Payment of salaries to officials	Payment of salaries to officials	Payment of salaries to officials
	Number of jobs created throughout the province out of the 100 000 expected by March 2009	Coordinated the creation of 10 000 jobs by March 2005	Coordinate the creation of 20 000 job opportunities by March 2006	Coordinate the creation of 20 000 job opportunities by March 2007	Coordinate the creation of 25 000 job opportunities by March 2008	Coordinate the creation of 25 000 job opportunities by March 2009
	Number of site visits to projects for the conducting impact analysis.	7 visits to Nkangala and 12 visits to Gert Sibande projects	Nil	Nil	Nil	Nil
	Number of inspections conducted on monitoring and evaluation of projects	Nil	Conduct inspections on all projects for the purpose of monitoring and evaluation	Conduct inspections on all projects for the purpose of monitoring and evaluation	Conduct inspections on all projects for the purpose of monitoring and evaluation	Conduct inspections on all projects for the purpose of monitoring and evaluation
	Number of officials, contractors and consultants trained on EPWP	52 officials from various departments trained on EPWP	Provide training to officials, emerging contractors and consultants	Provide training to officials, emerging contractors and consultants	Provide training to officials, emerging contractors and consultants	Provide training to officials, emerging contractors and consultants

Table 14: Nominal Expenditure on Programme 3

Programme 3: EPWP	Actual 2002/3	Actual 2003/4	Average Actual Change (%)	Estimate 2004/5	Budget 2005/6	Target 2006/7	Target 2007/8	Average annual change (%)
5.1 Programme Support	167	370	45%	526	4,862	4,846	5,131	45%
5.2 Training Programme	81	238	34%	608	468	413	421	34%
5.3 Empowerment Impact Assessment	514	892	58%	1499	472	506	550	58%
5.4. Community Development	13,605	13,464	100%	11027	1,848	1,384	1,539	100%
5.5 Emerging Contractor	2,524	1,432	57%	1437	2,137	2,251	2,700	57%
Total Programme 3	16,891	16,337	97%	15,097	9,787	9,400	10,341	97%

The budget for this programme has been increasing over the years as the department saw that these projects were alleviating poverty in various communities. The increase however is not as significant as it should be, in order to comply with the President's directive regarding Extended Public Works Programmes/Projects.

11. Annual Performance Plan (3 year) linked to the MTEF

11.1 Programme 1: Administration

Strategic Goal 1: Competent, empowered and motivated workforce through development and management of human resources

Measurable Objective	Performance Measure or Indicator	2004/05 Estimate	2005/6 Budget	2006/07 Target	2007/08 Target
1. To render efficient and effective administrative services	Number of officials receiving salaries	27,199	26,460	27,784	29,169
	Effective and efficient provision of administrative support service to the MEC	223	486	523	527
	Effective and efficient promotion of accountability by the HOD at all managerial levels and delegation of responsibilities	748	597	611	650
2. To render human resource management and development	Render effective human resource admin functions at Head Office	612	600	629	700
	100% Implementation and monitoring of Performance Management and Development System (PMDS)	135	105	120	142
	Render effective human resource admin functions on daily basis at regions	3,345	4,291	4,352	4,748
	Training and development of human resources through 100 learnerships, 60 internships, bursaries and skills programmes	2,934	3,625	3,515	3,740
3. To render planning, policy coordination, monitoring and evaluation	Number of strategic planning sessions held, reports compiled and research conducted	Nil	100	120	140
	Number of policies drafted and finalised				
	Availability of and implementation of the Employment Equity Plan				
	Availability of and effective implementation of the Service Delivery Improvement Programme (Transformation)				

4. To render work study and job evaluation services	Number of work study investigations and post evaluations conducted	109	94	74	80
5. To render transversal and special programmes	Effective implementation and availability of the following programmes: HIV and AIDS, employee assistance programme, gender equality and women empowerment, disability, youth and children.	1,100	433	443	486
6. To render internal and external communication service to internal and external stakeholders	Provision of effective and efficient communication advisory service, media liaison service, public production service, website service and community liaison service	841	343	334	351
	Number of planned departmental marketing and advertising campaigns successfully completed	369	343	629	700
7. To render legal and labour relation service	Number of litigations cases and labour related cases attended to and finalised.	720	613	699	738

Strategic Goal 2: Provision of effective, efficient and economic financial management services

Measurable Objective	Performance Measure or Indicator	2004/05 Estimate	2005/6 Budget	2006/07 Target	2007/08 Target
8. To render budget planning and control service	Effective compliance with budget circulars	Nil	70	71	74
	Effective monitoring of expenditure by sections				
9. To render bookkeeping and revenue collection service	Amount of revenue collected effectively	10	130	132	135
	Timeous closure of monthly and year-end departmental financial records				
10. To render expenditure control and salary administration service	Timeous processing of S&T claims	35	195	197	203
	Effective processing of salary transactions				

	Timeous processing of payments to suppliers and reconciliation thereof				
11. To render supply chain management service	Number of payments for goods and services processed within 30 days	38,433	17,073	17,345	17,780
	Availability of updated assets register				
12. To render system control services such as BAS, LOGIS and PERSAL	Number of district offices accessing financial systems	30	90	91	94

Strategic Goal 3: Management of risks within the department

Measurable Objective	Performance Measure or Indicator	2004/05 Estimate	2005/06 Budget	2006/07 Target	2007/08 Target
13. To render Internal Audit services	Number of audits conducted and reports submitted to management and the Audit Committee	1,150	265	210	230
14. To render risk management services	Number of risk assessment workshops conducted and the availability of annual audit plan	98	229	211	220
	Annual audit plan developed and available				
	Availability of and implementation of the fraud prevention plan				
15. To render security management services	Number of security inspections conducted, investigations conducted and officials vetted	61	56	59	64
TOTAL FOR PROGRAMME		77,883	53,287	55,020	57,771

11.2 Programme 2: Public Works Buildings and Property Management

Strategic Objectives, Measurable Objectives, Performance Measure or Indicators and Targets

Measurable Objective	Performance Measure Indicator	2004/05 Estimate	2005/06 Budget	2006/07 Target	2007/08 Target
1. Ensure efficient management and administration of salaries	Number of employees receiving salaries	89,097	90,724	94,211	98,919
2. To provide building infrastructure and equipment according to client's specifications	Develop an effective and efficient programme implementation plan	Nil	1,700	935	982
	Number of projects with complete cash flows				
	Develop an effective, accurate and user-friendly Project Management Information System				
	Number of projects planned and designed for client departments	Nil	500	525	551
	Number of projects under construction and completed for client departments	Nil	500	Nil	551
	Number of site handovers in the first quarter of the next financial year.				
3. Maintain building infrastructure and equipment	Develop and maintain an effective and efficient provincial infrastructure development plan	Nil	Nil		Nil
	Develop an accurate and user-friendly maintenance plan for provincial buildings and equipment				
	Conduct a comprehensive maintenance audit to address the building maintenance backlog				
	Number of projects implemented for the maintenance of provincial facilities	48,842	43,994	45,392	47,661
	Number of Departmental EPWP projects implemented	8,064	9,000	10,660	11,099
	Maintain 90% radio communication network coverage	8,239	12,062	12,226	12,840

	Number of life supporting equipment maintained	5,700	7,250	7,696	8,081
	Number of daily repair requests attended within 48 hours				
	Implement an effective Occupational Health and Safety Act compliance plan				
4. To render property and facilities management service	Number of government assets verified	2,169	2,952	2,790	2,930
	Number of assets acquired, rented, let and disposed of				
5. To render management and maintenance of the Riverside Government Complex	Well managed and maintained facility	28,888	30,191	31,666	33,249
6. To render management and maintenance of the Pilgrims Rest	Number of infrastructure and equipment maintained	14,754	7,786	7,193	7,553
Total for Programme		197,689	206,659	203,159	213,317

11.3 Programme 3: Expanded Public Works Programme

Strategic Objectives, Measurable Objectives, Performance Measure Indicators and Targets

Measurable Objective	Performance Measure or Indicator	Base year	Year 1	Year 2	Year 3
		(Estimate)	(Target)	(Target)	(Target)
		2004/05	2005/06	2006/07	2007/08
To lead the Provincial Expanded Public Works Programme	To render effective and efficient Administration and Management Services	3,585	3,760	3,895	4,093
	Number of jobs created throughout the province out of the 20 000 planned	1,124	3,839	3,782	4,319
	Number of meetings held and availability of schedule of meetings				

	Number of inspections conducted at projects for monitoring and evaluation	470	1,920	1,510	1,708
	Number of officials, contractors and consultants trained on EPWP	281	268	213	221
	Implementation of CBPWP Projects	9,637	-	-	-
Total for Programme		15,097	9,787	9,400	10,341

12. Annual Operational Plan 2005-6

12. 1 Programme 1: Administration

Measurable Objective	Planned Output	2005/06 Budget	Quarter 1 R' 000	Quarter 2 R' 000	Quarter 3 R' 000	Quarter 4 R' 000
1. To render efficient and effective administrative services	Number of officials receiving salaries	26,460	6,601	6,614	6,630	6,615
	Effective and efficient provision of administrative support service to the MEC	486	122	116	125	123
	Effective and efficient promotion of accountability by the HOD at all managerial levels and delegation of responsibilities	597	124	170	109	194
2. To render human resource management and development	Render effective human resource admin functions at Head Office	600	150	173	146	131
	100% Implementation and monitoring of the Performance Management and Development Systems (PMDS)	105	25	35	25	20
	Render effective human resource admin functions on daily basis at regions	4,291	1,343	1,242	961	745

	Training and development of human resources through 100 learnerships, 60 internships, bursaries and skills programmes	3,625	908	898	903	916
3. To render planning, policy coordination, monitoring and evaluation	Number of strategic planning sessions held, reports compiled and research conducted	100	35	25	25	15
	Number of policies drafted and finalised					
	Availability of and implementation of the Employment Equity Plan					
	Availability of and effective implementation of the Service Delivery Improvement Programme					
4. To render work study and job evaluation services	Number of work study investigations and post evaluations conducted	94	31	29	15	19
5. To render transversal and special programmes	Effective implementation and availability of the following programmes: HIV and AIDS, employee assistance programme, gender equality and women empowerment, disability, youth and children	433	133	147	111	42
6. To render internal and external communication service to internal and external stakeholders	Effective and efficient implementation of communication advisory service, media liaison service, publication production service, website service and community liaison service	343	113	88	76	66
	Number of planned departmental marketing and advertising campaigns successfully completed					
7. To render legal and labour relation services	Number of litigations cases and labour related cases attended to and finalised.	613	156	174	137	146

Strategic Goal 2: Provision of effective, efficient and economic financial management services

8. To render budget planning and control service	Effective compliance with budget circulars	70	20	16	17	17
9. To render bookkeeping services and revenue collection service	Effective monitoring of expenditure by sections	130	32	34	25	39
	Amount of revenue collected effectively					
	Timeous closure of monthly and year-end departmental financial records					
10. To render expenditure control and salary administration services	Timeous processing of S&T claims	195	64	26	38	67
	Effective processing of salary transactions					
	Timeous processing of payments to suppliers and reconciliation thereof					
11. To render supply chain management services	Number of payments for goods and services processed within 30 days	17,073	4,517	4,368	4,119	4,069
	Availability of updated asset register					
12. To render system control services such as BAS, LOGIS and PERSAL	Number of district offices accessing financial systems	90	23	23	19	25

Strategic Goal 3: Management of risks within the department

13. To render Internal Audit services	Number of audits conducted and reports submitted to management and the Audit Committee	421	91	194	61	75
14. To render risk management services	Number of risk assessment workshops conducted and the availability of annual audit plan	73	12	23	15	47
	Available annual audit plan developed and implemented					
	Availability of and implementation of the fraud prevention plan					
15. To render security management services	Number of security inspections conducted, investigations conducted and officials vetted	56	19	16	11	10
Total for Programme 1		55, 855	14,519	14,411	13,568	13,357

12.2 Programme 2: Public Works Buildings and Property Management

Measurable Objective	Planned Output	2005/06 Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1. Ensure efficient management and administration of salaries	Payment of salaries to officials	90,724	20,681	24,662	22,700	22,681
2. To provide building infrastructure and equipment according to client's specifications	Develop an effective and efficient programme implementation plan	1,700	180	190	155	175
	Number of projects with complete cash flows					
	Develop an effective, accurate and user-friendly Project Management Information System					

	Number of projects planned and designed for client departments	500	126	126	124	124
	Number of projects under construction and completed for client departments	500	126	126	124	124
	Number of site handovers in the first quarter of the next financial year.					
3. Maintain building infrastructure and equipment	Develop and maintain an effective and efficient provincial infrastructure development plan	Nil	Nil	Nil	Nil	Nil
	Develop an accurate and user-friendly maintenance plan for provincial buildings and equipment					
	Conduct a comprehensive maintenance audit to address the building maintenance backlog					
	Number of projects for the maintenance of provincial facilities	43,994	13,561	11,200	11,327	7,906
	Number of Departmental EPWP projects implemented	9,000	2,697	2,295	2,298	1,710
	Maintain 90% radio communication network coverage	7,250	1,812	1,812	1,812	1,812
	Number of life supporting equipment maintained	13,062	3,136	3,257	3,377	2,292
	Number of daily repair requests attended within 48 hours					
	Implement an effective Occupational Health and Safety Act compliance plan					
4. To render property and facilities management	Number of government assets verified	2,952	1,907	453	301	291
	Number of assets acquired, rented, let and disposed of					
5. To render management and maintenance of the Riverside Government Complex	Well managed and maintained facility	30,191	5,781	9,219	10,353	4,838

6. To render management and maintenance of Pilgrim's Rest	Number of infrastructure and equipment maintained	7,786	2,310	2,779	1,692	1,005
Total for Programme 2		206,659	52, 057	56,424	53,941	44,237

12.3 Programme 3: Expanded Public Works Programme

Measurable Objective	Planned Output	2005/06 Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1. To lead the Provincial Expanded Public Works Programme	To render effective and efficient Administration and Management Services	3,760	864	977	939	980
	Number of jobs created throughout the province	1,839	937	375	290	237
	Number of meetings held and availability of schedule of meetings					
	Number of inspections conducted at projects for monitoring and evaluation	1,920	749	531	303	337
	Number of officials, contractors and consultants trained on EPWP	2,268	1,037	416	456	359
Total for Programme 3		9,787	3,587	2,299	1,988	1,913

TOTAL FOR THE DEPARTMENT		272, 301	70,163	73,134	69,497	59,507
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13. Medium-term revenues

13.1. Summary of revenue

Table 15: Summary of revenue: Department of Public Works

R 000	Actual 2002/03	Actual 2003/04	2004/05 Estimate	2005/06 Budget	2006/07 Target	2007/08 Target
Voted by legislature	-		-	-	-	-
Conditional grants	-	-	-	-	-	
Equitable Share	209,557	227,778	290,669	272,301	280,735	295,017
Total revenue						

Table 16: Departmental revenue collection: Department of Public Works

R million	Actual 2002/03	Actual 2003/04	2004/05 Estimate	2005/06 Budget	2006/07 Target	2007/08 Target
Current revenue						
Tax revenue	4,893	5,141	4,673	2,998	1,526	1,597
Non-tax revenue	42	42	50	27	40	47
Capital revenue						
Sales of capital Assets		5,311	3,000			
Departmental revenue	4,935	10,494	8,173	3,025	1,566	1,644

13.2. Detailed plan to ensure collection of this revenue

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

The department will ensure that all tenants have lease agreements and that payments are received on those leases. For all houses earmarked for sale in the 2005/06 financial year, the department will put processes in place to ensure that the target is reached of selling houses estimated at R3 million.

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

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

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

14. Co-ordination, co-operation and outsourcing plans

14.1. Interdepartmental linkages

The Department of Public Works referred to as “service provider” has entered into a service level agreement with the Department of Education and the Department of Health and Social Services, referred to as “client departments”. The agreement involves the following:

- § The service provider carry out needs assessments for capital works and maintenance works as well as provides technical advice to client departments.
- § The client department prioritise capital works by means of an annual business plan in consultation with the service provider.
- § The client department determines budget for capital works, including the cost of any professional services, which might be necessary for the implementation of the projects.
- § The service provider verifies the site and confirm its legal availability before any development commences and also assumes control and management of the project from Department of Education and ensure completion.
- § The Department of Public Works the client departments with cost estimates of works, as requested.
- § Procurement of professional and contract services in terms of the prevailing procurement regulations, is undertaken by a committee
- § The service provider enters into an agreement with contractors and consultants on behalf of client departments, certifies and issues payment certificates.

14.2. Local government linkages

Interaction with Municipalities is done through the Expanded Public Works Programme which is provincially co coordinated by the Department of Public Works.

14.3. Public entities

Construction Industry Development Board (CIDB), State Information Technology Agency (SITA) and Construction Education and Training Authority (CETA)

14.4. Public, private partnerships, outsourcing etc

Independent Development Trust (IDT)

Part C: Background Information

15. Appendix One: Analysis Service of Delivery Environment

During the departmental strategic planning workshop, the following were identified as part of the department's external environment:

- § The implementation of Public Finance Management Act (PFMA)
- § The Public Service Regulations and Labour Relations Act
- § Climatic Conditions

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

To other departments, this meant assumption of new responsibilities, requiring the creation of capacity within their own departments, disregarding permanent capacity in the Department of Public Works, which was created for those functions. For example, the Department of Public Works has capacity for the development, management and maintenance of buildings. It is prudent that this capacity be exploited first before building of any capacity or outsourcing of that capacity.

External factors such as the inability to deliver services by the department, affordability and accessibility are likely to impact on the demand for services. The external factors that are likely to impact on the ability of the department to deliver services include, inter alia, political differences, court actions, corruption, and uncooperative client departments.

15.1 Policy changes and trends

The implementation of the Supply Chain Management policy, Construction Industry Development Board Act) are the two major policy changes that impact positively on the activities of the department. These policy changes have been accommodated, through training and capacity building, in our strategic plans.

The promulgation of Construction Regulation 1010 of 2003, (OHS Act 85 of 1993) will have a major impact on the planning and implementing departments of the province insofar that departments will be held liable for contravention of the regulations. The appointment of suitable contractors that will abide by the regulation will be a high priority.

15.2. Environment factors and emerging challenges

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

15.2.1. Public Works Buildings and Property Management

The Programme is responsible for provincial building management and maintenance as well as provision of technical expertise to the client departments such as Department of Education and Department of Health and Social Services. The budget for the construction of schools, hospitals and clinics resides with the client departments.

15.2.2. Expanded Public Works Programme

The department is responsible for the coordination of the programme (EPWP) Provincially to ensure that the envisaged 100 000 jobs are created within five years. Though, the department also has its own projects funded under programme 2 (Public

Works Buildings and Property Management), the budget for the implementation of the entire programme lies with line departments, District and Local Municipalities.

15.3. Evaluation of current implementation performance

The departmental performance is evaluated on a quarterly basis. The broad management team from the level of Assistant Manager upwards gather to review the performance of each chief directorate or directorate. Corrective measures are taken from these meetings to align the actual performance to the operational plan.

The achievements during the past ten months are as follows:

15.3.1. Programme 1: Administration

The department managed to develop 16 human and financial resources related, Employment Equity Plan, Works Place Skills Plan, annual report for 2003/4 financial year, risk management strategy, fraud prevention plan, annual audit plan. Furthermore, a revised organisational structure was developed and is awaiting approval by the Executing Authority. With regard to training, a total of 837 were provided with various training interventions in the form of ABET, learnerships, bursaries, skills programmes, workshops and seminars.

15.3.2. Programme 2: Buildings and Property management

On the Public Works Buildings and Property Management programme, the department managed finalise cash flows, design buildings plans and provided technical advice on construction projects on behalf of the client departments. Over and above this, the department also maintained provincial buildings, provided 90% coverage of radio communication network and provided professional services to client departments.

15.3.3. Programme 3: Expanded Public Works Programme

On the EPWP programme, a total of 10 435 jobs were already created which exceeds the set target of 10 000 for whole financial year. Though coordination with relevant stakeholders was not strong, the department managed to hold monthly stakeholders meetings for EPWP and also conducted inspections on various EPWP projects. Furthermore, EPWP committees were established as follows; a task team to run the day to operations, a Provincial Steering Committee comprising Heads of Department, 3 out of 4 EPWP Sector Committees. A total of 52 officials were trained on EPWP whereas the department facilitated the process of signing agreement on construction learnerships between the Department of Roads and Transport, Construction Education and Training Authority and the National Department of Public Works.

15.4. Service Delivery Improvement Plan

The department has embarked on numerous endeavours to improve its service delivery standards and align itself with the principles of Batho Pele. To date, all employees have been provided with nametags to be clearly identified by the clients.

In addition to this, the following measures are being implemented:

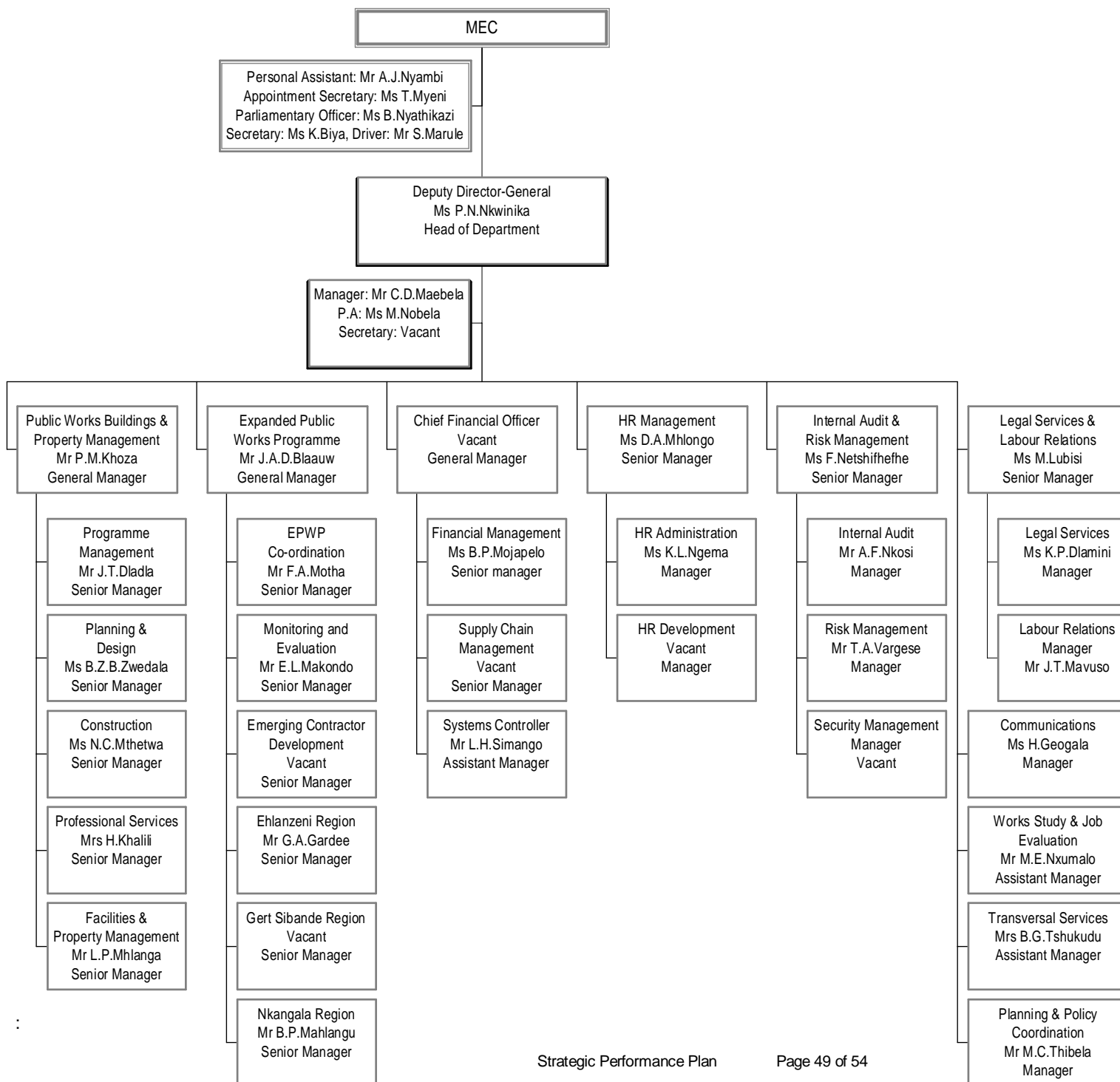
- § Delegation of reasonable authority from the Accounting Officer to the Programme Managers.
- § Decentralisation of functions such as PERSAL, LOGIS and BAS to the regions and district offices.
- § Development of a Service Delivery Improvement Plan and the resuscitation of the Departmental Transformation Unit.
- § Implementation of Performance Management and Development System in all areas of operation.

Appendix Two: Organisation Information and the Institutional Environment

16. Organisational design

The approved organogram of the department is based on matrix model and is presented as follows





16.1. Delegations

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

16.2 Capital investment, maintenance and asset management plan

Table 17: Public Works Buildings and Property Management

Plans for major refurbishing projects	Amount
Upgrading of sewage plant at Pilgrim's Rest	R1000 000
Scott's House restoration at Pilgrim's Rest	R700 000
Renovation of Roman Catholic Church Manse in Pilgrims Rest	
Renovation of Royal Hotel Restaurant	
Renovation of House No.23 in Pilgrims Rest	
Renovation of House No.47 in Pilgrims Rest	
Renovation of House No.62 in Pilgrims Rest	
Renovation of House No.64 in Pilgrims Rest	
Reconstruction of water reservoir at Pilgrim's Rest	R400 000
Construction of ABET Hall	R300 000
Upgrading of Louiville sewerage	R1 400 000
Renovation of prefab 150 houses in Lydenburg, White River, Vintonia and Rocky's Drift	R5 000 000
Events management equipments: Marguee for 200 people, chairs, table, sound system, mobile air conditioners	R500 000
Renovation of 66 Anderson Street	R700 000
Renovation of Jerry van Vuuren building at standerton	R600 000
Renovation of 13 pre-fab and 1 brick houses at Carolina	R900 000
Building new office block at Elukwatini	R3 000 000
Renovation of Piet Ritief District Office	R400 000
Renovation of Standerton District Office	R500 000
Renovation of Embhuleni Boiler house and hotwell tanks	R300 000
Converting old boiler house to workshop and offices at Ermelo Hospital	R100 000
General repairs of Ekangala District Office	R500 000
Renovation of Middelburg Libraby	R400 000

Construction of Information Centre and landscaping at KwaMhlanga Government Complex	R2 900 000
Renovation of former Technikon building at KwaMhlanga	R1 500 000
Renovation of Library at KwaMhlanga	R400 000
Enclosure of workshop at KwaMhlanga Workshop Complex	R2 100 000
Renovation of 101 camp at Middelburg	R1 200 000
Partitioning of first and third floor at Pietkoornhof building in Witbank	R700 000
Renovation of six houses at Belfast	R400 000
Upgrading District Offices at Vaalbank	R1 100 000
Mbalenhle Cluster	3,035 000
Mjindini Cluster	3,034 000
Botleng Cluster	3,035 000

16.2.2. Maintenance backlogs, and plans to deal with the backlog over the MTEF period

During the 2001/2 financial year, the maintenance backlog for Government buildings was estimated at some R130 million. The amount continues to grow every year due to inadequate funding and economic factors. The department is responsible for the maintenance of 7 500 buildings (value of buildings ±R1, 88 billion), excluding hospitals and schools. A continued under-budgeting over several years has led to the serious deterioration of this infrastructure. Immense backlogs have built up to date totalling R680 million on buildings. This has had a negative impact on all sectors of the economy of the province. The department will appoint consultants during the 2005/06 financial year to quantify the maintenance backlog on buildings so that the department can be in a position to make funds available for this maintenance.

16.2.3. Impact due to the above developments on current expenditure

In terms of the Disposal of State Property Act, revenue that is expected to be collected from the sale of government houses is projected at R13 million. The properties in Lydenburg are expected to generate about R1, 3 million in revenue. This should be earmarked to address part of the building maintenance backlog.

16.2.4. Medium term maintenance plans

List of assets that are managed by the department:

- § The extent of Government land is estimated at 69 327.2166 hectares valued at R119 104 130
- § Government buildings are valued at R1 205 400 000

16.3. Capital Investment Plan

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

The department is drafting a policy on the procurement of professional services. The policy is planned for completion before December 2005. The department will also develop or acquire procurement computer software for the appointment of professional service providers.

16.4.1. Personnel

The departmental staff complement as on 28 February 2005 is as follows:

§ Approved posts per organogram:	1737
§ Filled posts:	1193
§ Vacant posts:	544

16.5. IT systems

The department presently utilises the following systems

- § PERSAL for Human Resources issues.
- § BAS-Financial System.
- § LOGIS-Financial System.

The department is continuously providing training to officials in order to enable them to utilise the afore-mentioned system effectively and effectively, so as to maximise service delivery. Training is provided in-house or by the Provincial IT Directorate, PERSAL unit in the Office of the Premier, Provincial and National Treasuries.

16.6. Performance management system

The department has two categories of performance management system viz.

- § Level 13 and above

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

- § Level 1-12

The department has a performance management system for all officials from level 1-12. The system was designed by consultants appointed by the Office of Premier, discussed at Tinyosi and approved by the Executive Council in April 2003. Implementation of the system, within the department started on the 1st April 2004.

17. Financial Management

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

Table 18

2003/04				2002/03			2001/02		
Programme	Budget	Expenditure	Variance	Budget	Expenditure	Variance	Budget	Expenditure	Variance
1. Administration	42,469	42,469	-	34,648	34,648	-	26,816	26,816	-
2. Public Works	183,274	169,421	13,853	176,216	174,909	1,287	248,640	218,862	29,778
3. EPWP	15,888	15,888	-	16,891	16,891	-	9,409	9,409	-
TOTAL	241,631	227,778	13,853	227,755	209,557	1,287	284,865	255,087	29,778

17.1.1. Systems to ensure sound financial management

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

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

Responsibility Managers will be responsible for the management of their budgets, expenditure, cash flow and revenue collection. Responsibility Managers will have to ensure that before expenditure is incurred, funds are available to pay for the expenditure. Detailed Expenditure Reports are submitted to Programme Managers on a monthly basis to check if all expenditure debited on their budgets is for their programme.

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

Finance-related policies have been developed and procedure manuals have been developed and documented.

A risk assessment has been undertaken and a fraud prevention plan is in place. There is no Audit Committee in place.

17.1.2. Training in the coming year

The department will embark on training in financial management, supply chain management, asset management, LOGIS and BAS.

18. Audit Queries

2002/3 Financial year

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

2003/4 Financial year

1. Department making pre-payments.
2. No appropriate steps taken to clear fruitless expenditure.
3. Debts written off without proof of reasonable steps taken to recover the money.
4. The department incurring unauthorised and irregular expenditure.
5. Late appointment of the Audit Committee, which could not discharge its function on time.
6. Incomplete asset register.
7. Vehicle fleet management poorly controlled.
8. Lack of efficient control relating to the collection and recording of revenue.
9. Credit control and age analysis not done.

2004/5 Financial year

The department has not yet received audit queries from the Office of the Auditor-General.

19. Implementation of PFMA

The department managed to train a group of managers on PFMA and has planned to train the remaining group in the coming financial year to ensure that officials comply with the requirements of the act.