



national treasury

Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

ANNEXURE 1

SUMMARY OF THE PROVINCIAL BUDGETS AND EXPENDITURE REVIEW (PBER)

Chapter 1: Introduction

Overview

The chapter is a broad introduction to the PBER, and the policy and economic context in which provincial governments operate.

It gives a description of the purpose of the review, which is primarily a consolidation of financial information, trends, as well as an outline of the projections for the 2014 Medium Term Expenditure (MTEF) period.

The target audience for the PBER is the general public but it will be particularly useful to elected officials, public servants, policy-makers, academics and others can use the document.

Discussion

This chapter includes short summaries of the National Development Plan (NDP) and outlines the functions that are assigned to provinces (such as Education and Health).

It provides a description of economic activity in the country, broken down per province, and also includes macro-economic and micro-economic indicators such as employment and industrial activity. All economic data is sourced from Stats SA.

Three provinces (Gauteng, Western Cape and KZN) account for 64% of national GDP. The largest economic sectors (such as Finance, Mining, Manufacturing, Wholesale, General Government Services, and Motor Trade) constitute 83% of all economic activity. 75% of this activity (excluding general government services) takes place in only 4 provinces.

Labour participation is highest in Gauteng and Western Cape (69.9% and 68.15 respectively), and lowest in Limpopo (40%) and Eastern Cape (46.4%).

It outlines the fiscal arrangements for provinces, including an explanation on the provincial equitable share (PES) and conditional grants.

Medium-term outlook

Because of the less favourable fiscal outlook, increases The rate of growth in transfers has been slower than due to the challenging fiscal environment. For an example, the PES was growing at nearly 10 per cent in 2010/11 but has slowed to 6.7 per cent in 2014.

Provinces need to be acutely aware of the social trends in their spatial context, especially the impact of urbanisation on the demand for social services and on the municipalities within the province.

The existing revenue sources that have been devolved to provinces, such as the collection of motor vehicle license fees, need to be managed carefully and appropriately in order to maximise and sustain the revenue-raising potential

There are strong linkages between what happens in a municipality and what happens in a province, as well as within provincial departments. For example, supporting the rural economy through agriculture is hampered if logistics infrastructure such as provincial roads is in poor condition.

Adequate capacity in Provincial Treasuries can help ensure that budgets achieve desired outcomes.

Chapter 2: Revenue and expenditure trends

Overview

The chapter discusses overall trends in provincial revenue and expenditure for the seven-year period covered in the review.

It gives a short explanation of the equitable share formula as the largest source of provincial revenue and discusses trends in equitable share, conditional grant and own revenue.

Discussion

The equitable share and conditional grants from national government to provinces make up 97 per cent on average and provincial own revenue constitutes only 3 per cent of total provincial revenue.

The net revisions to direct conditional grant baseline allocations reflect a net decrease of R152 million over the MTEF period. This chapter provides a short description of the new conditional grants (OSD and Substance Abuse Treatment) as well as the existing Health Facility Revitalisation grant.

An explanation of economic classification and expenditure at each province is provided. Between 2010/11 and 2013/14 compensation of employees grew at an average annual rate of 9.6 per cent and is projected to grow at an average annual rate of 6.9 per cent, which is higher than inflation.

Spending on goods and services is expected to slow to an average annual rate of 6.1 per cent over the MTEF from an annual average growth of 7.6 between 2010/11 and 2013/14. Provinces are required to protect non-negotiable items.

Furthermore, provincial capital expenditure is projected to decline at an annual rate of 7.4 per cent due to reforms made to the provincial infrastructure grant system.

Medium-term outlook

Equitable share allocations to provinces are expected to rise at an average growth rate of 6.7 per cent or R72.7 billion in real terms from 2013/14 to 2016/17. Conditional grant transfers to provinces grew from R76.7 billion in 2013/14 to R96.2 billion in 2016/17.

Over the MTEF period, provincial expenditure will continue to grow in real terms but at a lower average growth rate of 5.6 per cent than the previous period.

This reduced spending ceiling over the MTEF will require provinces to make difficult choices but pro-poor expenditure in areas such as education, health and social development will be protected.

Slow economic growth has put pressure on provincial government revenue and reduced the fiscal space for increased expenditure. However, provincial governments will continue to improve service delivery through efficiency gains and by reducing waste.

Chapter 3: Education

Overview

This chapter looks at the present educational landscape as well as budget and expenditure trends, focusing on provincial education departments and also reviews service delivery achievements and the medium-term outlook.

The Department of Basic Education released the *Action Plan to 2014: Towards the Realisation of Schooling 2025*, which aims to improve learner performance by overcoming weaknesses in the system

Shortfalls that the department aims to address in the system include early childhood development (ECD) and Grade R expansion; educator training and development;

timely provision of learning and teaching support materials (LTSM); and school infrastructure at all levels.

Discussion

The provincial education budget grows at an average annual rate of 4.7 per cent over the MTEF. Enrolment has been on the rise at all levels (from Grade R to tertiary) with the majority of learners attending public ordinary schools. However, there has been considerable expansion in independent schooling in South Africa, particularly the low-fee independent schools, increasing accessibility for poorer families.

With the increased enrolments, spending on education has also grown (8.5 per cent between 2010/11 and 2013/14). The main cost driver is compensation of employees (CoE), especially in public ordinary schools where most educators are positioned.

Spending on LTSM also grew considerably between 2010 /11 and 2013/14 (15.6 per cent) mainly as a result of the provision of new support materials aligned with the Curriculum and Assessment Policy (CAPS). This policy, along with the Annual National Assessments, is expected to have a positive impact on outcomes.

There has been substantial progress on the Accelerated School Infrastructure Delivery Initiative (ASIDI), which aims to replace inappropriate school structures as well as provide electricity, water and sanitation to those schools that need it.

Medium-term outlook

Due to the growing number of learners in public ordinary schools, spending in this sector is projected to grow by 5.8 per cent over the medium-term in order to accommodate additional teachers and LTSM.

Over the medium term, the CoE budget is projected to increase at a lower rate (6.2 per cent) compared to the period between 2010/11 and 2013/14 (8.3 per cent). This highlights the need for provinces to improve their human resources management, especially given the size of the budget.

To address school infrastructure issues the Education Infrastructure Grant and School Infrastructure Backlogs Grant have been allocated a total of R34.3 billion over the 2014 MTEF.

Government is committed to improving the quality of basic education in the country. With reduced spending ceilings and slower growth in spending over the medium term however, the department will have to find efficiency gains and reduce waste in order to achieve improvements in service delivery.

CHAPTER 4: Health

Overview

This sector is the main driver of outcome 2 which aims to achieve a long and healthy life for all South Africans. This chapter highlights progress that has been made in the sector in towards achieving several targets including in the areas of life expectancy and the reduction of mother to child transmission of HIV.

Discussions

Government spending on health will be approximately 8.7 per cent of GDP in 2014/15, but this will decline to 8.2 per cent in 2016/17. While government's spending on Health matches that of the private sector, it should be noted that almost 81.2 per cent of the population relies on the public health services and only about 18.4 per cent on health services is paid for by medical schemes. Government seeks to address these disparities through the introduction of National Health Insurance (NHI), which aims to provide universal health coverage.

Provincial spending on health increased from R98 billion to R130.6 billion between 2010/11 and 2013/14, and is expected to reach R154 billion by 2016/17.

Re-engineering *primary health care* (PHC) is central to government's vision for the NHI and for better public access to good-quality health services. Therefore, PHC care accounts on average for 21.1 per cent of total provincial health spending between 2010/11 and 2016/17. Spending on HIV and AIDS has significantly increased from R6.3 billion in 2010/11 to R10.9 billion in 2013/14, equating to 39.8 per cent of total PHC spending. The number of ART patients is expected to reach 4.2 million by 2016/17, with the allocation rising to R16.1 billion.

Spending on *hospital services* grows from R59.4 billion in 2010/11 to R87.1 billion in 2016/17. This spending is mainly driven by personnel, laboratory, medicines and medical supplies costs. District Hospitals account for the largest share of total hospitals spending followed by general and central hospitals, respectively. Hospital workloads and costs are provided in the chapter.

About R8.6 billion was spent on *health sciences education and training* in 2013/14, including spending by higher education and this is expected to reach R10.4 billion by 2016/17. This is to ensure adequate nurse training and thus deal with the shortage of nurses. The chapter also gives an age distribution of nurses, which, according to the South African Nursing Council shows that 45 per cent of the nursing workforce is 50 years and older.

Total spending on *Health Facilities Management* grew from R6.6 billion in 2010/11 to R7.9 billion in 2013/14, and decreases to R3.2 billion in 2016/17. The decrease in 2016.17 is due to reforms made to the provincial infrastructure grant system.

Spending on *compensation of employees* increased from R58.9 million to R81.9 million between 2010/11 and 2013/14 and is expected to reach R100 million by 2016/17. Health sector employees increased by 17 056 during the same period with the health professionals accounting for 81.7 per cent of the total increase. Improvements have been made in controlling personnel expenditure since 2010/11, but there are still challenges in some provinces.

Goods and services increase from R28.8 billion in 2010/11 to R44.9 billion by 2016/17. The largest spending is on items that are the pillars of health delivery such as medicines, medical supplies, laboratory services, consumables, etc. There is evidence that provinces are making a concerted effort to shift spending from non-core to core health functions.

Medium Term Outlook

The persistent under-spending of large health infrastructure grants seen in recent years is slowing due to considerable efforts being made to improve health departments' planning, management capacity and technical skills.

The Office of Health Standards Compliance will play an important role in NHI implementation and will be responsible for inspecting and certifying all public and private health facilities in the NHI system.

The national Department of Health is focusing on improving PHC, with an emphasis on preventative care to reduce the disease burden and resulting costs.

Chapter 5: Social Development

Introduction

This chapter reviews the social development landscape, and charts the budgeting and expenditure trends.

The chapter shows some of the socio-economic indicators that contribute to the number of people seeking welfare assistance. Sixty seven per cent of the country's adults live in poverty, and 50 per cent of children live in poor households.

Discussion

Although social services' spending has made a significant difference to the lives of millions of South Africans, the challenges remaining in the social sector are far-reaching. High levels of inequality persist and this is often linked to social pathologies such as substance abuse, violence against women and children, and increasing rates of orphanhood.

This chapter outlines a range of human development indicators. The number of South Africans benefiting from social grants has more than doubled from 12.7 per cent to 30.2 per cent over the past 10 years. Provincial social development budgets are estimated to have almost doubled between 2010/11 and 2016/17, from R10.2 billion to R17.5 billion.

Provincial expenditure has increased from R9.9 billion in 2010/11 to R13.8 billion in 2013/14. There has also been a decline in under spending from R398 million in 2010/11 to R138 million in 2013/14. Total expenditure grew at an annual average rate of 11.8 per cent up to 2013/14, and is projected to continue to grow at 8.2 per cent over the 2014 MTEF.

Compensation of employees increased by an average of 14.9 per cent per year from R3.9 billion to R5.8 billion. However, the increase in this budget has not been sufficient for the number of social work graduates that need to be absorbed.

Personnel numbers grew from 19 868 to 30 013 between 2010/11 and 2013/14. This includes newly appointed social worker graduates, community care-givers and EPWP workers. This growth in numbers is particularly observed in North West and KwaZulu-Natal.

Medium-term outlook

Strengthening social welfare services requires a range of interventions. Additional funding and reform of the financing framework and policy alone will not be sufficient. However, reform which focuses, firstly, on the effectiveness of financing processes and, secondly, on financing principles, rules and tools could create more funding stability and certainty; improve the ability to plan; and increase the focus on service delivery.

A key area requiring attention over the medium term is a comprehensive sector response to the funding of social welfare services and how this guides the partnership and funding arrangements with NPOs. Whilst government is currently constrained by slow economic growth and limited resources, a long term approach to the funding of social welfare services and NPOs needs to be developed.

Chapter 6: Human Settlements

Overview

This chapter assesses the state of low-income housing delivery, reviews expenditure and delivery performance, and outlines the medium-term focus.

More than 77% of households now live in formal dwellings; there has been a decline in the number of informal settlements; and an increase in access to sanitation. However, policy and institutional instruments need to work better to achieve the appropriate spatial patterns and delivery trends.

Discussion

This chapter provides information on the rate of urbanisation, patterns showing the reduction of informal settlements per province, and access to sanitation.

The National Housing Development Agency is planning to make additional pockets (over 6 200 hectares) of state-owned land available for housing development purposes.

The institutional arrangements between national, provincial and municipal spheres are described. This is in terms of the Housing Act, and includes a description of the municipal accreditation system. To date, no municipality has received the highest level of housing delivery accreditation (level 3).

Expenditure trends show that the Human Settlements Development Grant (HSGD) is the largest intergovernmental grant in government, growing to R20.4 billion in 2016/17. Uneven growth rates of the grant allocations between 2010/11 and 2013/14 are due to changes in policy decisions that impacted on the manner in which the grant was allocated.

Reductions to the HSDG in 2011/12 for most provinces was due to the creation of the Urban Settlements Development Grant (USDG), which was a merger between a portion of the HSDG and a portion of the Municipal Infrastructure Grant (MIG);

The quality of subsidised houses has been a source of concern, but in the main (according to the General Household Survey of 2013 by StatsSA) most households now have a positive view of the quality of their dwellings. Between 15% and 16% of households still complain that the quality of walls and roofs is weak.

Medium-term outlook

With the HSDG still growing at 7.4% annually in the current MTEF, there remains significant scope for progress if government ensures that the correct policy objectives are prioritised during implementation.

The focus over the medium-term will be on the upgrading of informal settlements, achieving better value for money, and establishing a more effective role for local government, particularly cities.

Chapter 7: Roads and Transport

Overview

The chapter reviews the current roads and transport landscape, discusses budget and expenditure trends, and presents the medium-term outlook for the sector. The chapter covers the topics under the following items:

Discussion

Roads conditions, construction, maintenance and job creation

Provinces have an estimated 190 686 kilometres of roads (47 348 paved and 143 338 gravel). The value of provincial roads is currently estimated at R673 billion; and 80 per cent of the network is older than its design life. About 30 per cent of the provincial road networks are in poor to very poor conditions.

From 2010/11 to 2013/14 provinces spent R66.4 billion on their road networks. Provinces plan to spend R65.6 billion (including R34.5 billion spending on maintenance) over the 2014 MTEF. The Provincial Roads Maintenance Grant (PRMG) was introduced in 2011/12 as a supplement funding source for roads construction and maintenance. The PRMG makes more than R29 billion available to provinces over the 2014 MTEF.

The provincial budgets for roads infrastructure in the 2014 MTEF have the potential to create 590 391 full-time equivalent jobs by March 2017 (using the minimum wage level of R70 per day for the expanded public works programme/ EPWP).

Revenue from motor vehicle license fees

Motor vehicle license fees are the largest source of provincial own revenue (accounting for 53 per cent of own revenue over the 2014 MTEF). The National Road Traffic Act gives provinces the authority to determine vehicle registration fees in their jurisdictions. Vehicle owners and licence holders are however not obliged to register a motor vehicle in the area in which they live. Fees must therefore be competitive and carefully considered, or a province will lose revenue.

Public transport

The National Land Transport Act (2009) and the Public Transport Strategy are the guiding documents for public transport in South Africa. National government is making available R15.2 billion, in the form of Public Transport Operations Grant (PTOG) for provincial bus subsidies over the 2014 MTEF. Provinces are required to supplement this allocation or rationalise the services or transfer them to local government.

Medium-term outlook

The medium-term focus will be on maintaining and repairing of provincial roads; asset management (including data collection for the updating of road asset management systems); implementing the National Land Transport Act, 2009 - integrating public transport networks; and enforcement of traffic laws.

Chapter 8: Public Works

Overview

The chapter gives a brief overview of this function across all spheres of government.

It focuses on provincial public works' budgets and expenditure trends between 2010/11 to 2016/17 and their performance as implementing agents of most provincial infrastructure projects.

The latter section of the chapter outlines jobs creation through the Expanded Public Works Programme (EPWP).

Discussion

This chapter provides an outlined of how provincial public works departments are organised. At several provinces, they are often combined with roads and transport departments with the exception of Free State, Gauteng, KwaZulu-Natal and (until recently) Limpopo.

The chapter also discusses in detail the two biggest spending programmes, *public works infrastructure* and *expanded public works or community based programme*, are discussed in detail.

Provincial departments of public works manage property portfolios and provide office accommodation for departments and residential accommodation for Members of Legislatures (MPLs).

Provincial public works spending on infrastructure is expected to reach R10.8 billion in 2016/17. Of this, 46% is for immovable asset management (with leased properties included).

As implementing agents, provincial public works departments are assessed in respect of completing construction and maintenance projects both on time and within budget. Evidence shows that a higher percentage of construction projects are completed on time and within budget than maintenance projects.

In 2013/14, there were over 1 million work opportunities in various sectors within the provinces in respect of EPWP and KwaZulu-Natal created the most work opportunities (235 000, or 25.3 per cent of the total).

Medium-term outlook

The public works sector will continue to improve their internal capacity to implement a wide range of infrastructure projects on behalf of client departments. The provincial public works will also take on the role of being the custodian of provincial immovable assets, through the institutionalising and implementing the Infrastructure Delivery Management System (IDMS) approach.

The priority over the medium term will be to promote job creation by increasing labour-intensive public works projects. Government will continue to use the Expanded Public Works Programme Incentive grant to encourage provinces to maximise job creation.

Chapter 9: Agriculture and Land

Introduction

This chapter focuses on the success and challenges of the agricultural sector and discusses how mechanisation and commercialisation have affected the sector.

Agriculture is linked with Outcome 7: *Vibrant, equitable, sustainable rural communities with sufficient food for all* and is therefore a priority in government's New Growth Path, targeting opportunities for 300 000 households in agriculture smallholder schemes and 145 000 jobs in agro-processing by 2020. It explains the link with the NDP, aiming to realise a food trade surplus so that one-third is produced by small-scale farmers to ensure household food and nutrition security.

Broadening access to land is important in agricultural expansion. Therefore, there is an emphasises on the collaboration between the Department of Rural Development and

Land Reform (DRDLR) being responsible for the country's land redistribution programme and the Department of Agriculture, Forestry and Fisheries (DAFF) providing the support.

Discussion

A big part of agriculture involves animal production because 80 per cent of the country's agricultural land is suitable for this purpose. With respect to crop production, in 2011 cereals and grains occupied more than 41.9 per cent of cultivated land. Maize is grown commercially on more than 8 000 large farms.

The chapter divides agricultural production into three categories: *Commercial production*, *Smallholder agriculture* and *Subsistence agriculture*. It also discusses their various contributions to production and employment creation.

Functions of national and sub-national government agencies are outlined, as well as the link between policy development and service delivery towards self-sustaining households and a food secure country are comprehensively explained. Expenditure trends are reviewed per programme, and the specific challenges within each of these are identified.

Specific attention is also given to targeted interventions through the three conditional grants which are allocated annually to provinces. The spending trends of each of the grants are discussed and challenges are outlined.

Medium Term Outlook

The **medium term outlook** proposes additional initiatives that could potentially support the sector to realise its objectives and identifies key challenges that have strategic importance which can impact the agricultural landscape.

Chapter 10: Environmental Affairs

Overview

Economic growth and social wellbeing are closely tied to our ability to protect the natural environment. Mining, electricity generation and agriculture are among the economic activities that have a direct impact on the environment, and need to be carried out in a sustainable and responsible manner.

This chapter reviews provincial environmental affairs financial and non-financial information and the resultant trends. An outline of the projections for the 2014 MTEF period is also included.

Discussion

Budgets for environmental affairs increased from R2.1 billion in 2010/11 to R3.1 billion in 2016/17. Around 40 per cent is allocated to compensation of employees, while about 37 per cent is allocated to transfers mainly to conservation agencies.

Budgets and spending on policy coordination and environmental planning programmes across province is quite diverse and may indicate some inefficiency in allocations.

The compliance and enforcement programme allocations have been increasing at slow rate of around 3 per cent. The number of compliance inspections under this programme varies across provinces and does not link up with the financial allocations.

The environmental quality management programme has strong budget growth, with only Limpopo not allocating any funds to this programme.

The biodiversity management programme records the largest allocations and spending in provinces, with over 50 per cent of total allocation. A large proportion of the biodiversity budget is made up of transfers to conservation agencies to manage provincial nature reserves. However, the performance of provinces in terms of their indicators has been quite erratic.

The environmental empowerment services programme empowers communities to develop partnerships with government and other parties interested in promoting environmental and social programmes. The key trend emanating from this programme is the disjuncture between planning and budgeting in several provinces

Medium-term outlook

Provinces are increasingly aware of climate change and its potential negative effects on the environment and economic development.

Provinces aim to enhance the quantity and quality of future water supply by maintaining wetlands and catchment areas through the removal of alien invasive species, and by managing pollution and its effects on water systems.

Provinces have made biodiversity management a medium-term priority, aiming to develop policies, market and distribute information to interested parties, map priority habitats and improve capacity to manage this function.

Ambient air quality management is a priority for provinces over the medium term. If not monitored and regulated, the air quality in manufacturing and mining areas can be degraded.

Chapter 11: Employment, Management and Leadership

Introduction

The chapter gives an overview of the current state of public service employment, including youth employment. It discusses budget and expenditure trends, and focuses on a number of leadership and management challenges.

By June 2013, approximately 1.96 million people were employed by the government sector, accounting for 10.6 per cent of the labour force and 14.3 per cent of the employed population.

Discussion

Shifts in composition of expenditure

The chapter gives the changing expenditure patterns for compensation of employees since 2000/01. In the 2014 MTEF, the rate of growth in non-personnel expenditure is projected to exceed that of personnel expenditure by an annual average of 1.2 per cent.

Provincial public service employment

Provinces employ 55.7 per cent of the total government workforce (including all spheres of government and public institutions). Given the fiscal constraints, provinces have not filled unfunded vacant posts and have held back from filling funded vacant posts.

Education and Health make up 87 per cent of the total provincial government workforce.

The average ratio of support staff to essential services staff was 1:4 as of March 2014. The number of essential service staff fell between 2012 and 2014 in Eastern Cape and Limpopo due to the reduction in temporary educators.

This section also provides detailed information on some of the policy developments over the past years with regard to compensation of employees. Some of these developments include the introduction of the Occupation Specific Dispensations (OSDs) for various professionals, and the re-grading of various staff levels. Between 2010/11 and 2016/17 provinces will have spent more than R160 billion on OSD posts. The OSD professionals have increased by 10 024 between March 2012 and 2014.

Budget and expenditure trends, and wage bill cost drivers

This section of the chapter outlines the spending trend on the public sector wage bill which has increased by more than 5 per cent above inflation every year since 2007/08. Provincial employees' compensation makes up on average 61.2 per cent of the total provincial budget over the MTEF period, and amounts to an estimated 7.2 per cent of GDP in 2014/15.

Cost of living adjustments are by far the largest drivers of wage bill growth. The wage settlements are the most significant source of risk for provinces. In some sectors such as Education, the wage bill has started to crowd out spending in other priority areas.

Public sector productivity and earnings

This section provides information on the divergence between growth in non-agricultural sector productivity and real remuneration per worker which suggests that labour is being remunerated beyond its productive capacity.

Leadership and management challenges

High turnover of department heads (HODs) leads not only to instability and lack of leadership but to weak management of human resources and lack of communication between human resource management and financial management.

The National Treasury continues to put in place various reforms to assist provinces in managing and controlling personnel expenditure.

Chapter 12: Infrastructure Delivery Improvement Programme

Overview

The chapter looks into the interventions undertaken by National Treasury to deal with consistent under expenditure and poor performance in respect of provincial infrastructure delivery.

It reviews the three phases of the Infrastructure Delivery Improvement Programme (IDIP) implementation, highlights achievements and discusses the outlook of the 2014 MTEF.

The budget and expenditure trends of infrastructure budgets are detailed in each sector chapter of the PBER.

Discussion

An overview of the three phases of IDIP is given. This includes the start and end periods, provincial departments involved and achievements made up to the end of the third phase.

The National Treasury designed the programme in collaboration with the departments of Basic Education, Health and Public Works, the Development Bank of Southern Africa (DBSA) and the Construction Industry Development Board (CIDB).

The phases are interlinked and the next phase is as a result of the review of the previous one.

The first phase was about the development of methodologies and tools. The second phase involved a programmatic approach in which the Infrastructure Delivery Management System (IDMS) Toolkit was developed, and the third phase focuses on the human resource capacitation strategy.

Achievements from phase 1 to 3 are detailed and they include, but not limited to, the Human Resource Capacitation Framework that was utilised to set out the conditions for the employment of skilled infrastructure officials within the health and education sectors.

Medium-term outlook

Phase 4 of the IDIP is being introduced in the 2014 MTEF and will be managed through improved management structures. A programme steering committee (PSC) made up of representatives of the participating departments will be established and will be responsible for strategic guidance of the programme.

The IDIP will between 2014/15 and 2016/17 focus on achieving five outputs. Firstly, to ensure that IDMS is embedded in a supportive and sustainable institutional environment. Secondly, that the IDMS business systems and processes are operational and are being used by departments to plan and manage infrastructure delivery. Thirdly, ensure that capacity is established within the participating departments. Fourthly, that IDMS monitoring and reporting systems are implemented and are functional. And finally, to ensure that IDIP is effectively managed to support the programme partners that implement the IDMS.

End