

# **DEPARTMENT OF PUBLIC WORKS**

---

**2012/2013 – 2014/2015**

## **ANNUAL PERFORMANCE PLAN**

**FREE STATE PROVINCE**

---



**public works**  
Department of  
Public Works  
FREE STATE PROVINCE

## PREAMBLE BY THE MEMBER OF THE EXECUTIVE COUNCIL



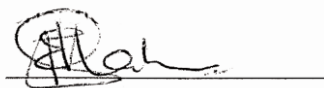
The 2012/2013 – 2014/2015 Annual Performance Plan of the Department of Public Works articulates the key strategic priorities the Department planned to achieve in order to move towards its vision of “A Prosperous Free State through facilitation of sustainable infrastructure.” In particular, the 2012/2013–2014/2015 Annual Performance Plan is presented at a time when government increasingly regard infrastructure development as one of the drivers for a

meaningful contribution to the objectives of creating decent work, fighting poverty and building sustainable livelihoods.

This 2012/2013 – 2014/2015 Annual Performance Plan is in essence a road map for the Department to deliver on its mandate to implement all budgeted infrastructure projects as informed and guided by Provincial Priorities. We will continue to ensure that the Medium Term Strategic Framework outcomes are attained. The development and implementation of clear plans, effective coordination and implementation of Phase II of the Expanded Public Works Programme and the National Youth Service Programme will assist our Department to achieve its strategic goals with emphasis on skills development and job creation. The Expanded Public Works Programme priorities will be achieved through active collaboration with public bodies and other role-players to foster accountability and thus guarantee the desired output.

The Department will continue to be responsible for the provision and effective management of provincial government land and buildings. Again here, we will work with all stakeholders and client departments to facilitate the implementation of Government Immovable Asset Management Act in the province.

This 2012/2013 – 2014/2015 Annual Performance Plan contains pressing priorities for accelerated infrastructure development and it is my sincere conviction that we are determined and ready as collective leadership of the Department of Public Works to achieve these priorities.



Me. E.S. Mabe  
MEC for Public Works  
Date: 14 March 2012

## INTRODUCTION

The Framework for Strategic and Annual Performance Plans was utilised for the development of the 2012/2013 – 2014/2015 Three-Year Annual Performance Plan. This document is aligned to the 2010/2011 – 2014/2015 Departmental Five-Year Strategic Plan and the Outcomes Based Plan approach of government.

Furthermore the plan sets out the performance indicators, 2012/2013 targets and projects that the Department plans to achieve over the 2012/2013 financial year. Various resources such as skilled human capital, systems and business processes as well as the 2012/2013 budget estimates were taken into consideration in developing this plan in order to accelerate infrastructure delivery.

## OFFICIAL SIGN-OFF

It is hereby certified that the 2012/2013 – 2014/2015 Three-Year Annual Performance Plan was:

- Developed by the management of the Department of Public Works under the leadership of MEC Me. E.S. Mabe.
- Prepared in line with the Departmental 2010/2011 – 2014/2015 Five Year Strategic Plan and,

Accurately reflects the performance targets which the Department will endeavour to achieve given the resources made available in the 2012/2013 budget year.

**Me. M. S. Tlali**  
**Chief Financial Officer**

Signature:



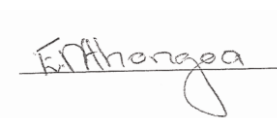
**Mr. S. Mtolo**  
**Head Official responsible for Planning**

Signature:



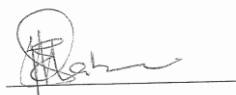
**Me. M. M. E. Nthongoa**  
**Accounting Officer**  
**Approved by:**

Signature:



**Me. E.S. Mabe**  
**Executive Authority**

Signature:



<b>TABLE OF CONTENTS</b>	<b>PAGE</b>
<b>1. PART A: STRATEGIC OVERVIEW</b>	<b>5</b>
1.1. Updated situational analysis	5
1.1.1. Performance delivery environment	5
1.1.2. Organisational environment	7
1.2. Revisions to legislative and other mandates	7
1.3. Overview of 2011/2012 budget and MTEF estimates	8
1.3.1. Expenditure estimates	8
1.3.2. Relating expenditure trends to strategic outcome oriented goals	9
<b>2. PART B: PROGRAMME AND SUB - PROGRAMME PLANS</b>	<b>10</b>
<b>2.1. Programme 1: Administration: Corporate Support</b>	<b>10</b>
2.1.1. Sub-sub-programme Corporate Services	11
2.1.2. Sub-sub-programme Finance	14
2.1.3. Sub-sub-programme Research, Monitoring and Evaluation	17
2.1.4. Sub-sub-programme Internal Audit	19
2.1.5. Sub-sub-programme Legal Services	20
<b>2.2. Programme 2: Public Works Infrastructure</b>	<b>23</b>
2.2.1. Works Infrastructure Planning	23
2.2.2. Works Infrastructure Design Sub Programme	25
2.2.3. Works Infrastructure Construction Sub Programme	27
2.2.4. Works Infrastructure Maintenance Sub Programme	28
2.2.4.1. Project Management Unit	31
2.2.5. Immovable Asset Management Sub sub Programme	33
2.2.6. Facility Operations Sub Programme	36
2.2.6.1. Operational Property & Housekeeping Sub sub Programme	36
2.2.6.2. Security Services Sub sub Programme	39
<b>2.3. Programme 3: Expanded Public Works Programme</b>	<b>42</b>
2.3.1. Community Development Sub Programme	43
2.3.2. Innovation and Empowerment Sub Programme	44
2.3.3. EPWP Coordination and Compliance Monitoring Sub Programme	46
<b>3. PART C: Links to other plans</b>	<b>50</b>
3.1. Links to long-term infrastructure and other capital plans	50
3.2. Conditional grants	52
3.3. Public Private Partnership	52
<b>4. Annexure A</b>	<b>53</b>
4.1. Vision	53
4.2. Mission	53
4.3. Values	53
4.4. Core functions of the Department	53
4.5. Strategic outcome oriented goals	54
4.6. Budget programmes	55
4.7. Description of concepts	56

## 1. PART A: STRATEGIC OVERVIEW

Part A, strategic overview comprises of updated information on the performance delivery environment of the Department. The document was developed during the strategic planning review process and highlights changes in the internal and external environment that impact on the Department's performance.

### 1.1. UPDATED SITUATION ANALYSIS

The Project Management Unit was established following an EXCO decision to provide technical support with the development of User Asset Management Plans, the Custodian Asset Management Plan, monitor project implementation as well as to coordinate delivery of identified infrastructure in the province.

This Annual Performance Plan has been aligned to the new Budget Programme Structure for 2012 Budget received from National Treasury. Programme 2: Public Works in now called Public Works Infrastructure.

The situation analysis discussed below reflects the demand for services and the challenges that need to be addressed in relation to the implementation of predetermined strategic objectives.

#### 1.1.1. Performance Delivery Environment

a) Indicators that reflect the demand for services are discussed below:

##### Works Infrastructure Design, Construction and Maintenance

- Design, construction, maintenance and upgrading of sustainable social and economic infrastructure.
- Develop and sustain emerging contractors.
- Empowerment of the targeted groups.

##### Immovable Asset Management

- Integrated accommodation for all provincial government departments.
- Transformation of the property industry.
- Need for norms and standards for spatial allocation/utilization of office space.

##### Facility Operations Operational Property and Housekeeping

- Need for increased revenue generation.
- Rental and utilities management.

##### Facility Operations: Security Services

- A safe environment for staff and assets.

##### Expanded Public Works Programme

- Labour intensive methods of construction on infrastructure projects.
- Decent jobs (Full Time Equivalent work opportunities, National Youth Service, Contractor Development and Learnerships).

**Administration**

- Demand for scarce skill occupations (artisans, property valuers and technical related skills).
- An appropriate skills development programme.
- Performance monitoring and evaluation.

**b) Service Delivery Environment**

Challenges in the external environment that might impact the delivery of the Department's strategic objectives are discussed below:

**Works Planning, Design, Construction and Maintenance**

- Late project requests from Client Departments.
- Late supply and delivery of construction material.
- Reprioritisation of project funds by client vs. the planned funded annual projects.

**Immovable Asset Management**

- Maintenance backlog in all buildings.
- Buildings lacking access compliance for people living with disabilities.
- Conflicting legislation (Free use to Health Laboratories Act vs GIAMA user pay principle).

**Facility Operations: Operational Property and Housekeeping**

- Insufficient funds to address the backlog in utilities management services (rates and taxes, water and electricity).

**Facility Operations: Security Services**

- Limited of security capacity in and around government property.

**Expanded Public Works Programme**

- Limited resources: shortage of staff, minimal budget.
- Under reporting by some public bodies.
- Staff turnover in implementing Public Bodies

**Administration**

- Shortage of qualified, competent and experienced artisans, engineers and other technical personnel such as architects, quantity surveyors, property specialists (especially property valuers), risk management and monitoring and evaluation practitioners.
- Shortage of professionally registered professionals with the relevant built environment council.
- Difficulty in retaining experienced professionals in engineering related fields, architects, artisans, quantity surveyors, etc) due to lucrative offers by the private sector.

### 1.1.2. Organisational Environment

The discussion below provides information on Departmental capacity that is, the internal factors that impact negatively on the overall performance of the Department:

#### **Works Infrastructure Design, Construction and Maintenance**

- Lack of opportunities for technical graduates to gain practical experiences (internal mentorship programme)

#### **Immovable Asset Management**

- Lack of skilled staff in property valuation, accounting, facilities management, estate agents and brokers.
- Insufficient funds to address the backlog in maintenance of building.

#### **Facility Operations: Operational Property and Housekeeping**

- Need for increased revenue generation.
- Rental payment.

#### **Facility Operations: Security Services**

- Limited security capacity

#### **Expanded Public Works Programme**

- Limited coordination and compliance monitoring on EPWP implementation towards realization of EPWP objectives.

#### **Administration**

- Ageing workforce inclusive of artisans.

### 1.2. Revisions to legislative and other mandates

The following legislative and policy framework has been updated:

Policy mandate	Relevance to the Department
EPWP Incentive Grant Manual Version 3, April 2011	Guides implementing public bodies involved in the implementation of EPWP to access the schedule 8 EPWP Incentive Grant.

### 1.3. Overview of 2012/2013 Budget and Medium Term Expenditure Framework (MTEF) Estimates

#### 1.3.1. Expenditure Estimates: Department of Public Works:

##### Summary of payments and estimates: Public Works

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
Administration	100 312	62 487	69 930	75 791	83 741	86 092	84 290	90 337	96 258
Public Works Infrastructure	542 612	698 209	881 913	981 795	1 005 692	1 126 094	1 022 139	1 098 405	1 151 142
Expanded Public Works Programme	17 598	16 466	48 211	168 624	184 235	180 032	163 278	174 143	176 371
<b>Total payments and estimates:</b>	<b>660 522</b>	<b>777 162</b>	<b>1 000 054</b>	<b>1 226 210</b>	<b>1 273 668</b>	<b>1 392 218</b>	<b>1 269 707</b>	<b>1 362 885</b>	<b>1 423 771</b>

##### Summary of payments and estimates by economic classification: Public Works

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
<b>Current payments</b>	<b>465 222</b>	<b>521 663</b>	<b>687 365</b>	<b>790 163</b>	<b>802 530</b>	<b>794 599</b>	<b>849 571</b>	<b>893 652</b>	<b>938 413</b>
Compensation of employees	236 717	240 190	273 925	320 309	320 309	320 309	344 135	369 155	393 572
Goods and services	228 505	281 473	413 440	469 854	482 221	474 290	505 436	524 497	544 841
Interest and rent on land									
<b>Transfers and subsidies to:</b>	<b>72 088</b>	<b>188 706</b>	<b>225 927</b>	<b>221 424</b>	<b>243 003</b>	<b>365 756</b>	<b>234 059</b>	<b>247 807</b>	<b>262 018</b>
Provinces and municipalities	70 199	185 895	222 376	219 916	240 163	362 916	231 399	244 755	258 561
Departmental agencies and accounts									
Universities and technikons									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions									
Households	1 889	2 811	3 551	1 508	2 840	2 840	2 660	3 052	3 457
<b>Payments for capital assets</b>	<b>60 952</b>	<b>62 403</b>	<b>85 911</b>	<b>214 623</b>	<b>228 135</b>	<b>231 863</b>	<b>186 077</b>	<b>221 426</b>	<b>223 340</b>
Buildings and other fixed structures	55 729	61 417	72 796	211 100	214 451	214 451	180 312	215 728	217 476
Machinery and equipment	4 775	986	12 543	3 523	12 524	16 345	5 765	5 698	5 864
Heritage Assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets	448		572		1 160	1 067			
<b>Payments for financial assets</b>	<b>62 260</b>	<b>4 390</b>	<b>851</b>						
<b>Total economic classification:</b>	<b>660 522</b>	<b>777 162</b>	<b>1 000 054</b>	<b>1 226 210</b>	<b>1 273 668</b>	<b>1 392 218</b>	<b>1 269 707</b>	<b>1 362 885</b>	<b>1 423 771</b>

Table 9.5: Summary of Infrastructure Payments per programme: Public Works

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
Public Works Infrastructure	49 442	57 008	68 085	79 227	85 523	85 679	65 922	71 857	76 198
EPWP	6 287	8 538	29 903	157 900	153 188	149 089	151 032	161 311	162 877



### 1.3.2. Relating expenditure trends to strategic outcome oriented goals

The discussion below explains how the 2012/2013 and Medium Term Expenditure Framework allocations contribute to the realisation of the Department's strategic outcome oriented goals.

Strategic Outcome Oriented Goals	Strategic Objectives	Comments
<b>Strategic Goal 1:</b> A working environment geared towards improved service delivery	1.1 Create and sustain a working environment conducive to improved service delivery	The Departmental 2012/2013 Human Resource Plan to direct the recruitment, retention and career pathing in core skills is being reviewed.
	1.2 Strengthen leadership and the development of personnel.	The 2012/2013 Workplace Skills Plan has been updated to improve staff competence for effective service delivery.
	1.3 Create and sustain a performance culture within the Department	Emerging Contractor Development Programme study is completed to guide criteria for the 2 <sup>nd</sup> intake of emerging contractors.
	1.4 Ensure compliance to principles of good governance.	Systems Descriptions indicating business processes in each business area facilitated. 2010/2011 Audit Action Plan being monitored. Key Control Matrix in place.
<b>Strategic Goal 2:</b> A transformed and effective construction industry that promotes government's objectives	2.1 Create an enabling environment that facilitate and promotes sustainable infrastructure investment in the Free State Province.	Project Management unit established to strengthen project design and monitor project implementation.
<b>Strategic Goal 3:</b> Effective property management and accelerated HDI access to the property industry.	3.1 Create an enabling environment for sustainable investment in property in the Free State	Improved access to property industry to the emerging and existing Historically Disadvantaged Individuals.
	3.2 Manage provincial government owned and leased Immovable Assets effectively	Project Management unit established to enforce implementation of property norms and standards and provide technical expertise with regard to the development of User Asset Management Plans.
	3.3 Provide a safe and secure environment	Electronic security measures (metal detectors) are being installed, guard houses completed. Vehicle checking has been intensified.
<b>Strategic Goal 4:</b> Massification of Expanded Public Works Programme to create jobs	4.1. Coordinate all stakeholders towards the successful implementation of the EPWP within the Free State Province	Protocol agreements signed with all municipalities in the province to promote reporting on work opportunities created.
	4.2. Create an enabling environment that promotes sustainable emerging enterprises and address skills shortage in the construction industry.	Contractor Development study conducted to address management gaps realised with Phase 1 implementation.
	4.3. Monitor and evaluate the impact of EPWP in the Province	Data quality audits introduced to improve credibility of information.

## 2. PART B: PROGRAMME AND SUB-PROGRAMME PLANS

Part B outlines the performance indicators and performance targets for the 2012/2013 financial year and over the Medium Term Expenditure Framework period for each strategic objective and is aligned to the Medium Term Strategic Framework and the Outcome Based priorities.

The discussion below illustrates the policy initiatives, performance indicators and targets per sub programme, infrastructure projects as well as programmes in relation to the available resources. Risk assessment is also included under each sub-programme to ensure that risks are identified and managed timeously in order to achieve the predetermined strategic objectives.

### 2.1. Programme 1: Administration

#### **Purpose**

Administration Programme aims to provide the Department with corporate support service in relation to strategic and financial management, monitoring and evaluation, legal services, supply chain management, communication, information technology, human resource management and internal audit to ensure that it delivers on its mandate in an integrated, efficient, effective and sustainable manner. The programme consists of the following Sub-Programmes:

- Office of the MEC
- Management of Department
- Corporate Support

#### **Strategic Outcome Oriented Goal 1:**

Strategic Outcome Oriented Goal 1	Goal Statement
A working environment geared towards improved service delivery	The creation of a working environment that aims to ensure that the workforce has the requisite skills and competencies that are supported with the policies, systems, processes and tools for improved service delivery.

#### **Corporate Support Sub Programme**

The discussion below indicates how strategic outcome oriented goal 1 will be realised through the implementation of the strategic objectives in the following Sub-sub-programmes namely,

- 2.1.1. Sub-sub-programme Corporate Services
- 2.1.2. Sub-sub-programme Finance
- 2.1.3. Sub-sub-programme Research, Monitoring and Evaluation
- 2.1.4. Sub-sub-programme Internal Audit
- 2.1.5. Sub-sub-programme Legal Services

## 2.1.1. Sub-sub programme: Corporate Services

### Purpose

The sub sub-programme is responsible to provide communication, information technology, human resource related services to improve organisational efficiency.

### Planned Policy Initiatives

- Align departmental structure and business processes to the Departmental mandate.
- Targeted recruitment, retention and development of human capital inclusive of recognition of prior learning, mentoring, succession planning and professional registration.
- Promote gender mainstreaming within the workplace.
- Extensive communication with stakeholders to inform and consult on government priorities.
- Customise Information Communication Technology to meet Departmental needs.
- Implement health and wellness programmes

### Strategic Objectives linked to the Outcome Based Priorities

Strategic Objectives	Objective Statement	Baseline: 2011/2012 Targets	Outcome Based Priorities	
			Outcomes	Outputs
<b>Strategic Objective 1.1:</b> Create and sustain a working environment conducive to improved service delivery	Recruit candidates with requisite skills for all funded vacancies in line with Human Resources Plan	150 people appointed to reduce the vacancy rate.	<b>Outcome 12:</b> An efficient, effective and development oriented Public Service and an empowered, fair and inclusive citizenship.	<ul style="list-style-type: none"> <li>• <b>Output 2:</b> Human resource management and development. <ul style="list-style-type: none"> <li>○ <b>Measures:</b> <ul style="list-style-type: none"> <li>○ Recruitment, retention and career pathing.</li> <li>○ Discipline.</li> </ul> </li> </ul> </li> <li>• <b>Output 3:</b> Business processes, systems, decision rights and accountability management. <ul style="list-style-type: none"> <li>○ <b>Measures:</b> <ul style="list-style-type: none"> <li>○ Persal functionality</li> <li>○ SITA effectiveness</li> <li>○ Delegation and decision rights</li> <li>○ Organisation design</li> </ul> </li> </ul> </li> </ul>
		8 collective training interventions	<b>Outcome 5:</b> A skilled and capable workforce to support an inclusive growth path.	<ul style="list-style-type: none"> <li>• <b>Output 1:</b> Establish a credible institutional mechanism for skills planning.</li> <li>• <b>Output 3:</b> Increase access to occupationally-directed programmes in needed areas and thereby expand the availability of intermediate level skills (with a special focus on artisan skills).</li> </ul>
<b>Strategic Objective 1.2:</b> Strengthen leadership and the development of personnel	People development will ensure that employees have competencies to deliver services.	8 training interventions implemented	<b>Outcome 12:</b> An efficient, effective and development oriented Public Service and an empowered, fair and inclusive citizenship.	<ul style="list-style-type: none"> <li>• <b>Output 2:</b> Human Resource Management and development. <ul style="list-style-type: none"> <li>○ <b>Measures:</b> <ul style="list-style-type: none"> <li>○ Performance Development, Performance Agreements and Assessments.</li> <li>○ Human Resource planning, skills development and cadre development.</li> </ul> </li> </ul> </li> </ul>

### 2012/2013 – 2014/2015 Three – Year Annual Performance Plan: Corporate Services

#### Strategic Objective 1.1: Create and sustain a working environment conducive to improved service delivery

Performance Indicator	Performance Targets						
	Audited/Actual performance targets			Estimated Performance Targets	Medium-term Performance Targets		
	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
Number of people appointed to reduce the vacancy rate.	86	23	141	150	90	80	70

#### 2012/2013 Business Plan Quarterly Targets: Corporate Services

Performance indicator	Reporting Period	Annual Target 2012/13	Quarterly Performance Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of people appointed to reduce the vacancy rate.	Quarterly	90	10	20	30	30

#### Strategic Objective 1.2: Strengthen leadership and the development of personnel

Performance Indicator	Performance Targets						
	Audited/Actual performance targets			Estimated Performance Targets	Medium-term Performance Targets		
	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
Number of training interventions implemented	14	4	6	8	*5	10	10

\*Training interventions include DPSA compulsory training, generic skills training, professional registration, line management training, and support staff training

#### 2012/2013 Business Plan Quarterly Targets: Corporate Services

Performance indicator	Reporting Period	Annual Target 2012/13	Quarterly Performance Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of training interventions implemented	Monthly	5	0	2	2	1

## Risk Assessment Plan: Corporate Services

### Strategic Objective 1.1: Create and sustain a working environment conducive to improved service delivery

Ref	Unit	Risk Category	Risk Description	Root Cause	IL	II	Rating	Existing Key Controls	RL	RI	Rating	Risk Response	Corrective Measures	Target Date
1	Special Programmes/ Employee Wellness	Social condition	Conditions on human capital and impact of HIV/Aids.	Moral degeneration.	5	5	25	Health Risk Manager in place Departmental HIV/Aids Programme	4	4	16	Avoid	Health awareness Programmes	Quarterly 31 Mar 13
2	Information Communication Technology	Workforce	Slow response time.	Inadequate management information system  No emergency function on current system to notify technicians.	5	4	20	All problems reported are logged, responded and monitored on database.	4	3	12	Reduce	Procurement of Columbus software (help desk) and remote management system	Dec-12
3	Information Communication Technology	Natural hazards, Dependence on outside suppliers	Loss of critical information.	No disaster recovery site at remote areas.  Inadequate management information system. Old IT equipment	5	5	25	Routine backup  Disaster recovery plan and other IT documents approved.	4	4	16	Accept	Establishment new IT server and run dual system	June 2012.
4	Information Communication Technology	Financial operations  Economic conditions	Programmed replacement of IT equipment of users.	Un updated IT policies. Inadequate management information system	5	4	20	Develop IT asset replacement policy. Review IT policies annually to comply with development.	4	4	16	Avoid	IT budget centralised.  Employ test runs prior to switching over.	Dec 12
5	Communications	Workforce  Economic conditions	Delayed distribution of internal information.	Inadequate management information system;	5	4	20	Emails  Internal Newsletter	3	4	12	Reduce	Profiling in provincial newsletter – Hlasela News	Mar 13

IL- Inherent likelihood, II – Inherent Impact, RL – Residual Likelihood, RI – Residual Impact

### Strategic Objective 1.2: Strengthen leadership and the development of personnel

Ref	Unit	Risk Category	Risk Description	Root Cause	IL	II	Rating	Existing Key Controls	RL	RI	Rating	Risk Response	Corrective Measures	Target Date
6	Human Resources Development	Financial operations	Budget only caters for critical skills development interventions	Lack of sufficient budget.	4	4	16	Top slice funds for training	3	4	12	Reduce	Prioritise training in accordance with Workplace Skills Plan.	31 Mar 13
7	Human Resources Management	Workforce	Limited skilled staff in core business.	Limited supply of suitable skilled and registered human capital from the labour market.	4	4	16	Recruitment and retention plans in place	3	5	12	Accept	Developing in-house skills through bursary programs (registered professionals), and recognition of prior learning (artisans) as well as creating an environment conducive for professional registration.	31 Mar 13

IL- Inherent likelihood, II – Inherent Impact, RL – Residual Likelihood, RI – Residual Impact

## 2.1.2. Sub sub-Programme: Finance

### Purpose

The sub - sub programme is responsible to strategically manage finance related matters with regard to implementation of efficient and effective procurement, financial management systems including budgetary controls.

### Planned Policy Initiatives

- Improve controls within the Department
- Effective, efficient, economic, competitive and transparent procurement processes.
- Ensure effective budget control and cash management in the department
- Ensure effective and accurate accounting services within the Department.
- Maximise collection of revenue from all sources.

### Strategic Objectives linked to the Outcome Based Priorities

Strategic Objective	Objective Statement	Baseline: 2011/2012 Targets	Outcome Based Priorities	
			Outcome	Outputs
<b>Strategic Objective 1.4:</b> Ensure compliance to principles of good governance.	Ensure that all internal controls are in place in relation to procurement, financial management and budgeting processes.	Payments processed to supplier/contractors within 30 days.	<b>Outcome 4:</b> Decent employment through inclusive economic growth	<b>Sub output 4.2.2:</b> Improved state procurement practices
			<b>Outcome 12:</b> An efficient, effective and development oriented Public Service and an empowered, fair and inclusive citizenship	<ul style="list-style-type: none"> <li>• <b>Output 1:</b> Service delivery quality and access</li> <li>• <b>Measures:</b> <ul style="list-style-type: none"> <li>○ Responsiveness (turnaround times)</li> <li>○ Value for money</li> </ul> </li> <li>• <b>Output 3:</b> Business processes, systems, decision rights and accountability management</li> <li>○ <b>Measures:</b> <ul style="list-style-type: none"> <li>○ Financial Management</li> <li>○ Delegation and decision rights</li> </ul> </li> </ul>

## 2012/2013 – 2014/2015 Three Year Annual Performance Plan: Finance

### Strategic Objective 1.4: Ensure compliance to principles of good governance

Performance Indicator	Performance Targets						
	Audited/Actual performance targets			Estimated Performance Targets	Medium-term Performance Targets		
	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
Amount of revenue collected	R18,088m	R7,092m	R9,764m	R9,635m	R18,538m	R19,558m	R20,595

## 2012/2013 Business Plan Quarterly Targets: Finance

Performance indicators	Reporting Period	Annual Target 2012/2013	Quarterly Performance Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Amount of revenue collected	Quarterly	R18,538m	R4,232m	R4,798m	R4,796m	R4,712m

## Risk Assessment Plan: Finance

### Strategic Objective 1.4: Ensure compliance to principles of good governance

Ref	Unit	Risk Category	Risk Description	Root Cause	I	II	R	Existing Key Controls	R	R	R	Risk Response	Corrective Measure	Risk Owner	Target Dates
					L		a		L	L	atin				
8	Financial Management	Misconduct by employees	Fraud and corruption.	Fraudulent behaviors Conflict of interest Kickbacks Fronting.	4	5	20	Fraud awareness campaigns, Information session on Code of Conduct to all employees. Treasury reporting model.	3	4	12	Reduce	Improve d supervisory control	Dir Finance	Continuously
9	Financial Management	Financial operations; acts, laws or regulations	Errors in reports due to miscommunication between different systems	Lack of reconciliation between systems (BAS, Persal, Logis, Pastel).	3	5	15	Perform Manual Monthly reporting on reconciliations	2	4	8	Accept	Monthly reporting on reconciliations	Dir Finance	Monthly Continuously
10	Financial Management	Financial operations; acts, laws or regulations	Inaccurate salary expenditure resulting in high debt	Late receipt of resignations and pension documents.	4	3	12	Monthly control checks by supervisors	3	3	9	Accept	Monthly control checks by supervisors	Dir Finance	31-Mar-13
11	Budgeting; Revenue and Expenditure Control	Financial operations; acts, laws or regulations	Undue deviations in budgets and cash flows	Inadequate planning and consultation with programme managers leading to non alignment of the Budget with the APP	4	4	16	Contact sessions with responsibility managers	3	3	9	Accept	Training all programme managers to take responsibility for the budgets	Dir Finance	30-Sep-12
12	Supply Chain Management	Act, Laws or Regulations	Fruitless, wasteful and irregular expenditures	Interest paid due to delays in paying suppliers paid after 30 days, duplicate payments, and tedious processes.	4	5	20	Centralisation of invoice. Monitor and report on payment cycle	3	5	15	Avoid	Proactive identification of outstanding orders	Dir SCM	Continuously

Ref	Unit	Risk Category	Risk Description	Root Cause	IL	II	Rating	Existing Key Controls	RL	RI	Rating	Risk Response	Corrective Measure	Risk Owner	Target Dates
13	Supply Chain Management	Financial operations. Economic conditions.	Non-compliance SCM laws and regulation	Lack of proper planning  Ex post facto factors.  Invoice amount exceeds order amount.  Declaration of Interest by SCM officials, Bid members and the entire SMS.	5	5	25	Annual procurement plan Monthly Procurement Plans  Order issued prior to services being provided  Centralised invoices  Declarations in place.	4	4	16		Distribution of Circulars on SCM processes  Awareness campaigns revived	SCM	Quarterly
14	Supply Chain Management	Property loss. Misconduct by public and officials.	Movable Assets	Unauthorized movement of assets.  Movement not reported.  Purchases not recorded or accounted for.  Finance leased properties.	5	5	25	Regular Asset verification/count Regular Logis updates.  Reconciliation of Logis and BAS.  Quarterly Stock taking	4	5	20	Avoid	Regular report on asset management.	SCM	Quarterly.

IL- Inherent likelihood, II – Inherent Impact, RL – Residual Likelihood, RI – Residual Impact



### 2.1.3. Sub sub-Programme: Research, Monitoring and Evaluation

#### **Purpose**

The sub sub-programme is responsible to facilitate the development of Departmental strategy, performance monitoring and reporting as well as to evaluate the Departmental performance.

#### **Planned Policy Initiatives**

Monitor and evaluate the performance of the Department to facilitate the implementation of the predetermined strategic objectives.

#### **Strategic Objectives linked to the Outcome Based Priorities**

Strategic Objective	Objective Statement	Baseline: 2011/2012 Targets	Outcome Based Priorities	
			Outcome	Outputs
<b>Strategic Objective 1.3:</b> Create and sustain a performance culture within the Department	Measure the efficiency and effectiveness of businesses process in the department.	2 completed research studies.	<b>Outcome 12:</b> An efficient, effective and development oriented Public Service and an empowered, fair and inclusive citizenship	<ul style="list-style-type: none"> <li>• <b>Output 1:</b> Service delivery quality and access</li> <li>○ <b>Measures:</b> <ul style="list-style-type: none"> <li>○ Service-user satisfaction</li> <li>○ Responsiveness</li> <li>○ Value for money</li> </ul> </li> </ul>

### 2012/2013 – 2014/2015 Three Year Annual Performance Plan: Research, Monitoring and Evaluation

#### **Strategic Objective 1. 3: Create and sustain a performance culture within the Department**

Performance Indicator	Performance Targets						
	Audited/Actual performance targets			Estimated Performance Targets	Medium-term Performance Targets		
	2008/2009	2009/2010	2010/2011		2012/2013	2013/2014	2014/2015
Number of completed studies	2	1	2	2	2	4	5
Number of best practices introduced	New	1	2	2	1	3	3

## 2012/2013 Business Plan Quarterly Targets: Research, Monitoring and Evaluation

### Strategic objective 1. 3: Create and sustain a performance culture within the Department

Performance indicators	Reporting Period	Annual Targets 2012/13	Quarterly Performance Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of completed studies	Quarterly	2	0	1	1	0
Number of best practices introduced		1	0	0	1	0

## Risk Assessment Plan: Research, Monitoring and Evaluation

### Strategic objective 1. 3: Create and sustain a performance culture within the Department

Ref	Unit	Risk Category	Risk Description	Root Cause	I L	II	Rati ng	Existing Key Controls	R L	RI	Rating	Risk Res pon se	Corrective Measure	Risk Owner	Target Date
15	Strategic Planning,	Act, Laws or Regulations	No baselines or target source in some directorates	No operational plans in some directorates .	4	5	20	Facilitatio n of operation al plans in all directorat es  Close working/r elations with the budgeting and planning managers	3	5	15	Avoi d	Link performance targets to outcome based priorities  Cost performance targets with planning	Dir Strategi c Planning	Mar 13
16	Monitoring and Evaluation	Act, Laws or Regulations	Non adherence to inputs target date/ time frames for different stakeholders.	Limited understandi ng on monitoring by managers  Different reporting formats  Lack of report writing skills	4	5	20	Annual Strategic Planning calendar in place to guide Departme nt activities.  Informatio n sessions on monitoring and reporting Monitorin g form part of all Performan ce Agreemen ts of senior managers.	3	5	15	Avoi d	Contact sessions with units to discuss gaps and on the job training on reporting	Dir Monitori ng and Evaluati on	Mar 13 Mar 13

IL- Inherent likelihood, II – Inherent Impact, RL – Residual Likelihood, RI – Residual Impact

## 2.1.4. Sub Sub-Programme: Internal Audit

### **Purpose**

Internal Audit ensures that the Department accomplishes its predetermined objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal controls and governance processes.

### **Planned Policy Initiatives**

Review, evaluate and advice on matters related to corporate governance, internal controls, systems and business processes within the Department.

### **Strategic Objectives linked to the Outcome Based Priorities**

Strategic Objective	Objective Statement	Baseline: 2011/2012 Targets	Outcome Based Priorities	
			Outcome	Outputs
<b>Strategic Objective 1.4:</b> Ensure compliance to principles of good governance	Audit the effectiveness of governance, controls and risk management systems within the Department.	9 audits performed at identified risk areas	<b>Outcome 12:</b> An efficient, effective and development oriented Public Service and an empowered, fair and inclusive citizenship	<b>Output 4:</b> Tackling corruption in the public service. Tightening the regulatory regime and instruments dealing with anti-corruption and supply chain management at provincial and district levels.

## 2012/2013 – 2014/2015 Three – Year Annual Performance Plan: Internal Audit

### Strategic Objective 1.4: Ensure compliance to principles of good governance

Performance Indicator	Performance Targets						
	Audited/Actual performance targets			Estimated Performance Targets	Medium-term Performance Targets		
	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
Number of audits performed at identified risk areas.	8	10	15	8	12	10	12
Number of corrective measures implemented emanating from Auditor General's audits	7	7	18	5	4	2	0

## 2012/2013 Business Plan Quarterly Targets: Internal Audit

Performance indicators	Reporting period	Annual Target 2012/12	Quarterly Performance Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of audits performed at identified risk areas.	Monthly	12	2	3	4	3
Number of corrective measures implemented emanating from Auditor General's audits		4	0	2	1	1

## Risk Assessment Plan: Internal Audit

### Strategic Objective 1.4: Ensure compliance to principles of good governance

Ref	Unit	Risk Category	Risk Description	Root Cause	IL	LI	Rating	Existing Key Controls	RL	LI	Rating	Risk Response	Corrective Measure	Target Date
17	Internal Audit	Act, Laws or Regulations	Implementation of external audit findings and recommendations	Recurring similar findings. Limited compliance with legislative framework & regulations. Irregular expenditure, Revenue Immovable assets. Implementation of Annual internal Audit Plan. Forensic audit investigate all reported cases.	5	5	25	Implementation of Annual Internal Audit Plan.  Forensic audit on all reported cases. An agenda item in Quarterly reviews.	5	4	20	Reduce	Enforce compliance to legislative framework & regulations.	Quarterly.
18			Limitation of scope (e.g. source documents not submitted timeously delaying the completion of audit)	Inadequate processes to ensure compliance with laws & regulations. Late submission of source document and unavailability of officials and/or documents.	5	5	25	Audit Plan discussion through official notification letters.  Follow up if deadlines not are met  Awareness sessions on audit plan & process at for senior managers Disciplinary action.	4	4	16	Reduce	System Documentation for all units in place (business processes) by 30 April annually.	Quarterly

#### 2.1.5. Sub sub-Programme: Legal Services

##### Purpose

The sub sub-programme is responsible to provide legal expertise and opinion regarding legislation and contracts.

##### Planned Policy Initiatives

- Facilitate the development and monitor implementation of all Departmental contracts.
- Advise the Department on compliance to the legislative mandate.
- Ensure proper management of Departmental claims.
- Initiate and align legislation and policies applicable to the Departmental strategy.
- Facilitate the marketing of the Promotion of Access to Information, Promotion of Administrative Justice and Protected Disclosures Act to further enhance transparency.

## Strategic Objectives linked to the Outcome Based Priorities

Strategic Objectives	Objective Statement	Baseline: 2011/2012 Targets	Outcome Based Priorities	
			Outcome	Outputs
<b>Strategic Objective 1.4:</b> Ensure compliance to principles of good governance	Create an informed environment which maximise departmental legal performance with regards to favourable, legal contracts.	300 legal contracts facilitated.	<b>Outcome 12:</b> An efficient, effective and development oriented Public Service and an empowered, fair and inclusive citizenship	<b>Output 3:</b> Business processes, systems, decision rights and accountability management.  <b>Sub Outputs:</b> <ul style="list-style-type: none"> <li>Implementation of Promotion of Access to Information and Promotion of Administrative Justice Acts</li> <li>Businesses processes.</li> </ul>

## 2012/2013 – 2014/2015 Three Year Annual Performance Plan: Legal Services

### Strategic Objective 1.4: Ensure compliance to principles of good governance.

Performance Indicator	Performance Targets						
	Audited/Actual performance targets			Estimated Performance Targets	Medium-term Performance Targets		
	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
Number of contracts reviewed and facilitated	New	New	141	325	300	300	350

## 2012/2013 Business Plan Quarterly Targets: Legal Services

Performance indicator	Reporting period	Annual Target 2012/13	Quarterly Performance Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of contracts reviewed and facilitated	Quarterly	300	50	100	150	0

## Risk Assessment Plan: Legal Services

### Strategic Objective 1.4: Ensure compliance to principles of good governance

Ref	Unit	Risk Category	Risk Description	Root Cause	IL	II	Rating	Existing Key Controls	RL	RI	Rating	Risk Response	Corrective Measure	Risk Owner	Target Date
19	Legal Services	Contract and Legal relationship	Some contracts do not sufficiently protect the interests of the department.	Old contract were that processed without legal advice.	5	5	25	Revising all current contracts. All new contract scrutinized by Legal Services	4	5	20	Avoid	Scrutinize all new contracts before approval.	Director Legal Services	31-Mar-13
20	Legal Services	Contract and Legal relationship.  Misconduct by public officials.	Exorbitant claims against the Department	Unprofessionalism and non-compliance to code of conduct.	5	5	25	Assess legal liability on individual claims.  Report to Departmental Executive meeting	4	5	20	Avoid	Advise line managers to prevent claim reoccurring.	Director Legal Services	31-Mar-13

IL- Inherent likelihood, II – Inherent Impact, RL – Residual Likelihood, RI – Residual Impact

## Programme 1: Reconciliation of Performance Targets with the 2012/2013 Budget and MTEF

### Summary of payments and estimates: ADMINISTRATION

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
OFFICE OF THE MEC	5,248	6,207	7,311	7,518	9,737	9,347	8,001	8,486	8,998
MANAGEMENT/HOD	4,886	3,163	4,343	5,566	5,462	5,407	5,884	6,208	6,653
CORPORATE SUPPORT	90,178	53,117	58,276	62,707	68,542	71,338	70,405	75,643	80,607
<b>Total payments and estimates</b>	<b>100,312</b>	<b>62,487</b>	<b>69,930</b>	<b>75,791</b>	<b>83,741</b>	<b>86,092</b>	<b>84,290</b>	<b>90,337</b>	<b>96,258</b>

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

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
<b>Current payments</b>	<b>86 338</b>	<b>59 815</b>	<b>65 338</b>	<b>72 057</b>	<b>73 431</b>	<b>72 162</b>	<b>80 392</b>	<b>86 224</b>	<b>91 985</b>
Compensation of employees	50 858	36 792	42 685	46 516	47 516	47 516	54 039	58 913	63 583
Goods and services	35 480	23 023	22 653	25 541	25 915	24 646	26 353	27 311	28 402
Interest and rent on land									
<b>Transfers and subsidies to:</b>	<b>188</b>	<b>1 156</b>	<b>650</b>	<b>722</b>	<b>1 122</b>	<b>1 122</b>	<b>760</b>	<b>802</b>	<b>857</b>
Provinces and municipalities									
Departmental agencies and accounts									
Universities and technikons									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions									
Households	188	1 156	650	722	1 122	1 122	760	802	857
<b>Payments for capital assets</b>	<b>1 109</b>	<b>261</b>	<b>3 091</b>	<b>3 012</b>	<b>9 188</b>	<b>12 808</b>	<b>3 138</b>	<b>3 311</b>	<b>3 416</b>
Buildings and other fixed structures									
Machinery and equipment	661	261	2 519	3 012	8 028	11 741	3 138	3 311	3 416
Heritage Assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets	448		572		1 160	1 067			
<b>Payments for financial assets</b>	<b>12 677</b>	<b>1 255</b>	<b>851</b>						
<b>Total economic classification: ADMINISTRATION</b>	<b>100 312</b>	<b>62 487</b>	<b>69 930</b>	<b>75 791</b>	<b>83 741</b>	<b>86 092</b>	<b>84 290</b>	<b>90 337</b>	<b>96 258</b>

## 2.2. Programme 2: Public Works Infrastructure

### **Purpose**

The programme aims to provide a balanced and equitable provincial government building infrastructure by promoting accessibility that is sustainable, integrated and environmentally sensitive which supports economic development and social empowerment. The Programme consists of the following Sub-Programmes:

- Works infrastructure Planning
- Works infrastructure Design
- Works Infrastructure Construction
- Works infrastructure Maintenance
  - Project Management Unit
- Immovable Asset Management
- Facilities Operations:
  - Operational Property and Housekeeping Sub sub programme
  - Security Services Sub sub programme

### **Strategic Outcome Oriented Goals**

Strategic Outcome Oriented Goals	Goal Statements
<b>Strategic Goal 2:</b> A transformed and effective construction industry that promotes government's objectives	The goal aims at utilising government infrastructure initiatives to develop emerging Historically Disadvantaged contractors in the built environment for their growth and sustainability.
<b>Strategic Goal 3:</b> Effective property management and acceleration of property industry transformation.	Facilitate maintenance of government property through user and custodian asset management plans.  Improve access to emerging and existing Historically Disadvantaged Individuals in the property industry  Effective facilities management.  Provision of a safe and secure environment.

### 2.2.1. Works Infrastructure Property Planning (GIAMA Implementation)

#### **Purpose**

The Sub-Programme is responsible to manage the demand for infrastructure by developing, monitoring and enforcing built sector and property management norms and standards.

### **Planned Policy Initiatives**

- Implementation of the Government Immovable Asset Management Act
  - Facilitate the development of user asset management plans
  - Development of Custodian Management Plans
  - Condition assessment of all buildings
  - Development of Infrastructure Implementation Plans

### **Strategic Objectives linked to the Outcome Based Priorities**

Strategic Objective	Objective Statement	Baseline: 2011/2012 Targets	Outcome Based Priorities	
			Outcome	Outputs
<b>Strategic Objectives 3.2:</b> Manage provincial government owned and leased immovable assets	Facilitate infrastructure planning to ensure optimal utilisation of government's property portfolio.	User Asset Management Plans facilitated in all client departments	<b>Outcome 6:</b> An efficient, competitive and responsive economic infrastructure network	<b>Outputs:</b> Benchmarking cost of building and maintenance.  Developing an appropriate funding model to ensure adequacy of supply and maintenance

### **2012/2013 – 2014/2015 Three – Year Annual Performance Plan: Property Planning**

#### **Strategic Objective 3.2: Manage provincial government owned and leased immovable assets**

Performance Indicators	Performance Targets						
	Audited/Actual performance targets			Estimated Performance Targets	Medium-Term Performance Targets		
	2008/09	2009/10	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
Number of requests received for new accommodation from user departments in UAMP	New	New	New	10	15	10	10
Number of new accommodation funding approved by Provincial Treasury	New	New	New	6	0	4	5

### **2012/2013 Business Plan Quarterly Targets: Property Planning**

Performance indicator	Reporting Period	Annual Target 2012/13	Quarterly Performance Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of requests received for new accommodation from user departments in UAMP	Annually	15	0	0	0	15
Number of new accommodation funding approved by Provincial Treasury		0	0	0	0	0



## Risk Assessment Plan: Works Infrastructure Planning Sub Programme

### Strategic Objective 3.2: Manage provincial government owned and leased immovable assets

Ref	Unit	Risk Category	Risk Description	Root Cause	I L	II	Rati ng	Existing Key Controls	R L	RI	Rat ing	Risk Respon se	Corrective Measure	Risk Owner	Target Date
21	Property Planning.	Dependen t on client departme nts	Late execution and/or completion of projects :	Late submission of request of projects by clients.	5	5	25	Appointm ent of Constructi on Project Managers to improve planning, monitoring and evaluation	4	4	16	Share	Project Management Unit to provide technical assistance to improve projects planning & design with client departments  MOU signed by client departments at Stage 5: Detail Design	Director Property Planning	30 Sept 2012

#### 2.2.2. Works Infrastructure Design Sub-Programme

##### Purpose

The Sub-Programme is responsible for the design of new and upgrading of building infrastructure by focusing on project inception, concept design, design development and project documentation.

##### Planned Policy Initiatives

- Accelerated infrastructure delivery.
- Transformation of the construction industry.

### Strategic Objectives linked to the Outcome Based Priorities

Strategic Objective	Objective Statement	Baseline: 2011/2012 Targets	Outcome Based Priorities	
			Outcome	Outputs
<b>Strategic Objective 2.1:</b> Create an enabling environment that facilitate and promotes sustainable Infrastructure investment in the Free State Province.	Ensure that designs are completed on time and that transformation objectives are incorporated with the project document (specification) to include HDI contractors	9 projects at design stage.	<b>Outcome 6:</b> An efficient, competitive and responsive economic infrastructure network	<b>Outputs:</b> Benchmarking cost of building and maintenance.  Developing an appropriate funding model to ensure adequacy of supply and maintenance.

### 2012/2013 – 2014/2015 Three – Year Annual Performance Plan: Design

#### Strategic Objective 2.1: Create an enabling environment that facilitates and promotes sustainable Infrastructure investment in the Free State Province

Performance Indicators	Performance Targets						
	Audited/Actual performance targets			Estimated Performance Targets	Medium-Term Performance Targets		
	2008/09	2009/10	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
<b>2.3 Design</b>							
Number of projects ready for tender	New	New	New	9	6	5	5

### 2012/2013 Business Plan Quarterly Targets: Design

Performance indicator	Reporting Period	Annual Target 2012/13	Quarterly Performance Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
2.3 Works Design						
Number of projects ready for tender	Quarterly	6	0	6	0	0

### 2.2.3. Works Infrastructure Construction Sub-programme

#### Purpose

The Sub-Programme is responsible for new construction, upgrading and refurbishment of infrastructure by focusing on construction period, contract administration and projects close out and debriefing.

The Department of Public Works remains the implementing agent of the other provincial departments with regard to construction and maintenance of provincial infrastructure. The infrastructure budgets of all client departments are shown at the relevant departmental votes and therefore their budgets and projects are not included in the further discussion of this department's budget.

#### Planned Policy Initiatives

- Accelerated infrastructure delivery.
- Transformation of the construction industry.

#### Strategic Objectives linked to the Outcome Based Priorities

Strategic Objective	Objective Statement	Baseline: 2011/2012 Targets	Outcome Based Priorities	
			Outcome	Outputs
<b>Strategic Objective 2.1:</b> Create an enabling environment that facilitate and promotes sustainable Infrastructure investment in the Free State Province.	Complete all infrastructure projects within the contract period and budget whilst incorporating government objectives of promoting the transformation of the construction industry.	6 projects at construction stage.	<b>Outcome 6:</b> An efficient, competitive and responsive economic infrastructure network	<b>Outputs:</b> Benchmarking cost of building and maintenance.  Developing an appropriate funding model to ensure adequacy of supply and maintenance

## 2012/2013 – 2014/2015 Three – Year Annual Performance Plan: Construction

### Strategic Objective 2.1: Create an enabling environment that facilitates and promotes sustainable Infrastructure investment in the Free State Province

Performance Indicators	Performance Targets						
	Audited/Actual performance targets			Estimated Performance Targets	Medium-Term Performance Targets		
	2008/09	2009/10	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
<b>2.4 Works Infrastructure Construction</b>							
Number of projects awarded	New	New	43	43	6	5	5
Number of contracts awarded to Historically Disadvantaged Individual's compliance service providers	73%	60.7%	31	4	6	5	5
Number of contracts awarded to Women owned Enterprises	New	New	11	2	2	2	2
Number of projects completed within prescribed time (contract period).	New	New	23	3	4	3	3
Number of projects completed within budget	New	New	23	2	4	3	3

## 2012/2013 Business Plan Quarterly Targets: Construction

Performance indicator	Reporting Period	Annual Target 2012/13	Quarterly Performance Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
2.4 Works Infrastructure Construction						
Number of projects awarded	Quarterly	6	0	6	0	0
Number of contracts awarded to Historically Disadvantaged Individual's compliance service providers		6	0	6	0	0
Number of contracts awarded to Women owned Enterprises		2	0	2	0	0
Number of projects completed within prescribed time (contract period).		4	0	2	2	0
Number of projects completed within budget		4	0	2	2	0

### 2.2.4. Works Infrastructure Maintenance Sub-Programme

#### Purpose

The Sub-Programme is responsible for the following maintenance activities namely, routine maintenance, scheduled maintenance and alterations.

#### Planned Policy Initiatives

- Accelerated infrastructure delivery.
- Transformation of the construction industry.

### Strategic Objectives linked to the Outcome Based Priorities

Strategic Objective	Objective Statement	Baseline: 2011/2012 Targets	Outcome Based Priorities	
			Outcome	Outputs
<b>Strategic Objective 2.1:</b> Create an enabling environment that facilitate and promotes sustainable Infrastructure investment in the Free State Province.	Complete all maintenance projects within the contract period and budget whilst incorporating government objectives of promoting the transformation of the construction industry.	27 projects at maintenance stage	<b>Outcome 6:</b> An efficient, competitive and responsive economic infrastructure network	<b>Outputs:</b> Benchmarking cost of building and maintenance.  Developing an appropriate funding model to ensure adequacy of supply and maintenance

### 2012/2013 – 2014/2015 Three – Year Annual Performance Plan: Works Infrastructure Maintenance

#### Strategic Objective 2.1: Create an enabling environment that facilitates and promotes sustainable Infrastructure investment in the Free State Province

Performance Indicators	Performance Targets						
	Audited/Actual performance targets			Estimated Performance Targets	Medium-Term Performance Targets		
	2008/09	2009/10	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
<b>2.5 Maintenance</b>							
Number of planned maintenance projects completed	New	New	New	21	7	10	15
Number of maintenance projects awarded	New	New	New	17	7	9	11
Number of projects under implementation	New	New	New	17	7	9	11
Number of projects completed within prescribed time	New	New	New	27	7	7	8
Number of projects completed within budget	New	New	New	27	7	7	8

### 2012/2013 Business Plan Quarterly Targets: Works Infrastructure Maintenance

Performance indicator	Reporting Period	Annual Target 2012/13	Quarterly Performance Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
2.5 Maintenance						
Number of planned maintenance projects completed	Quarterly	7	0	2	5	0
Number of maintenance projects awarded		7	0	7	0	0
Number of projects under implementation		7	0	7	0	0
Number of projects completed within prescribed time		7	0	0	0	7
Number of projects completed within budget		7	0	0	0	7

**Risk Assessment Plan: Works Infrastructure Design, Construction and Maintenance Sub Programme**

**Strategic Objective 2.1: Create an enabling environment that facilitates and promotes sustainable Infrastructure investment in the Free State Province**

Ref	Unit	Risk Category	Risk Description	Root Cause	IL	II	Rating	Existing Key Controls	RL	RI	Rating	Risk Response	Corrective Measure	Risk Owner	Target Date
22	Works Design, Construction and Maintenance	Dependent on client departments	Late execution and/or completion of projects	Late submission of construction and maintenance plans by clients.  Late contractors' payments by client departments  Contractors' lack access to funding by financial institution  Alteration of project scope by client departments.	5	5	25	Monthly forum meetings with clients	5	4	20	Share	Enforce implementation of Infrastructure Development Improvement Plan	Works Design, Construction and Maintenance	30 Jan 2013
23	Works Design, Construction and Maintenance	Dependent on external suppliers	Poor capacitated contractors	Lack of relevant skills, financial and labour resources	5	4	20	Enlistment of Construction Industry Development Board grading of contractors.  Workshops by Construction Industry Development Board to assist with grading of contractors and suppliers	5	4	20	Avoid	Facilitate an environment contractor training.	Works Design, Construction and Maintenance	Dec 2012

Ref	Unit	Risk Category	Risk Description	Root Cause	IL	II	Rating	Existing Key Controls	RL	RI	Rating	Risk Response	Corrective Measure	Risk Owner	Target Date
24			Poor performance by contractors	Lack of skills	5	4	20	Enlistment of Construction Industry Development Board grading of contractors.  Workshops by Construction Industry Development Board to assist with grading of contractors and suppliers.	5	4	20	Avoid	Continuous monitoring of all projects by district managers.  Appointment of consultant to assist contractors.  Close monitoring by Project Management Unit		March 2013
25		Financial operations  Economic conditions	Project amount exceed the contract value.	Escalation of building material cost	5	4	20	Haylett formula used to mitigate inflation.	5	3	15	Avoid	Approval of variation orders by Accounting Officers		March 2013

IL- Inherent likelihood, II – Inherent Impact, RL – Residual Likelihood, RI – Residual Impact

### 2.2.4.1 Project Management Unit

#### Purpose

The sub sub-programme is responsible to fast-track planning, design, construction and maintenance of infrastructure projects as identified in consultation with the various client departments.

#### Functions

- Provide technical support with the development of User Asset Management Plan, Custodian Asset Management Plans and IPMP (Infrastructure Programme Management Plan)
- Develop Infrastructure Programme Implementation Plans
- Facilitate feasibility studies to assess suitability of the land
- Reinforce and capacitate the design unit – sharing of responsibilities in terms of allocation to client departments and projects
- Evaluation of infrastructure bids and adjudication thereof
- Monitor project implementation in line with design specifications on allocated projects
- Coordinate delivery of identified infrastructure in the province

#### Planned Policy Initiatives

- Accelerated infrastructure delivery.
- Transformation of the construction industry.

### Strategic Objectives linked to the Outcome Based Priorities

Strategic Objective	Objective Statement	Baseline: 2011/2012 Targets	Outcome Based Priorities	
			Outcome	Outputs
<b>Strategic Objective 2.1:</b> Create an enabling environment that facilitate and promotes sustainable Infrastructure investment in the Free State Province.	Monitoring compliance of construction and maintenance projects with built sector norms and standards	1 construction project completed 15 maintenance projects completed.	<b>Outcome 6:</b> An efficient, competitive and responsive economic infrastructure network	<b>Outputs:</b> Benchmarking cost of building and maintenance.  Developing an appropriate funding model to ensure adequacy of supply and maintenance

### 2012/2013 – 2014/2015 Three – Year Annual Performance Plan: Project Management Unit

#### Strategic Objective 2.1: Create an enabling environment that facilitates and promotes sustainable Infrastructure investment in the Free State Province

Performance Indicators	Performance Targets						
	Audited/Actual performance targets			Estimated Performance Targets	Medium-Term Performance Targets		
	2008/09	2009/10	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
Number of Infrastructure Programme Implementation Plans developed	New	New	New	New	11	11	11
Number of Infrastructure Project Management Plans received	New	New	New	New	11	11	11
Number of planned maintenance projects approved	New	New	New		7	20	25
Number of projects registered	31	24	28	33	29	35	35

### 2012/2013 Business Plan Quarterly Targets: Works Planning (Project Management Unit)

Performance indicator	Reporting Period	Annual Target 2012/13	Quarterly Performance Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of Infrastructure Programme Implementation Plans developed	Quarterly	11	11	0	0	0
Number of Infrastructure Project Management Plans received	Annually	11	11	0	0	0
Number of planned maintenance projects approved		7	0	0	0	7
Number of projects registered		29	0	0	0	29



## Risk Assessment Plan: Project Management Unit

### Strategic Objective 2.1: Create an enabling environment that facilitates and promotes sustainable Infrastructure investment in the Free State Province

	Unit	Risk Category	Risk Description	Root Cause	I L	II	Rati ng	Existing Key Controls	R L	RI	Ratin g	Risk Respons e	Corrective Measure	Risk Owner	Target Date
26	Project Management Unit	Dependent on client departments	Late execution and/or completion of projects	Late submission of construction and maintenance plans by clients.  Alteration of project scope by client departments.	5	5	25	Monthly forum meetings with clients	5	4	20	Share	Provide technical support with the development of User Asset Management Plan  Enforce implementation of Infrastructure Development Improvement Plan	Project Management Unit	30 Jan 2013
27	Project Management Unit	Financial operations  Economic conditions	Project amount exceed the contract value.	Escalation of building material cost	5	4	20	Haylett formula used to mitigate inflation.	5	3	15	Avoid	Provide technical assistance with project planning	Project Management Unit	

#### 2.2.5. Immovable Asset Management Sub-Programme

##### Purpose

The Sub-Programme is responsible to manage the property portfolio of the province; establish and manage the provincial strategic and infrastructure plan; provide accommodation for all provincial departments and other institutions.

- Acquiring and disposal of properties
- Manage leasing in of properties and leasing out of government properties
- Revenue generation
- Management of the asset register

##### Planned Policy Initiatives

- Transformation of the Property Industry including Property Incubation Programme.
- Decentralisation and consolidation of office accommodation to districts for provincial government departments
- Acquisition of strategic assets for government use.
- Disposal of non strategic properties
- Compliance of buildings to Occupational Health and Safety requirements.

### Strategic Objectives linked to the Outcome Based Priorities

Strategic Objective	Objective Statement	Baseline: 2011/2012 Targets	Outcome Based Priorities	
			Outcome	Outputs
<b>Strategic Objectives 3.1:</b> Create a sustainable environment for the transformation of the property industry.	Promote Historically Disadvantaged Individuals ownership on government leased properties and participation in the property industry.	R38m Lease expenditure to be awarded to Historically Disadvantaged Individuals.	<b>Outcome 4:</b> Decent employment through inclusive economic growth.	<b>Sub-output 4.1.7</b> Agreement with social partners to promote the goal of decent employment through inclusive growth.
<b>Strategic Objective 3.2:</b> Manage provincial government owned and leased immovable assets effectively.	Effective contract management, timely payment of rentals and utilities and also provide a clean environment for service delivery.	R219m allocated grant on rates and Taxes.  R 17,767,974 revenue collected from dwellings and parking's	<b>Outcome 6:</b> An efficient, competitive and responsive economic infrastructure network	<b>Outputs:</b> Ongoing improvements in infrastructure.
			<b>Outcome 12:</b> An efficient, effective and development oriented Public Service and an empowered, fair and inclusive citizenship	<b>Output 3:</b> Business processes, systems, decision rights and accountability management.

### 2012/2013 – 2014/2015 Three Year Annual Performance Plan: *Immovable Asset Management*

#### Strategic Objective 3.2. Manage provincial government owned and leased Immovable Assets effectively.

Performance Indicators	Performance Targets						
	Audited/Actual performance targets			Estimated Performance Targets	Medium-term Performance Targets		
	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
<b>Quarterly Outputs:</b>							
Number of Leases concluded in respect of provincially owned properties	New	New	New	300	300	300	350
Number of Lease Agreements in respect of office accommodation not renewed	New	New	New	11	0	0	0
Number of properties acquired	New	New	2	2	2	2	4
Number of properties disposed	2	30	40	20	20	30	40
Number of new commercial leases concluded	New	New	New	6	0	0	0
<b>Annual Outputs:</b>							
Number of properties registered in asset register	New	New	New	6,302	6,392	6,200	6,100
Number of properties verified in the asset register	New	New	New	6,302	1008	6,200	6,100
Number of properties leased-out	New	New	New	600	300	600	600
Number of residential properties leased-out	New	New	New	464	300	364	264
Number of buildings in a very good state	New	New	New	315	344	488	488
Number of buildings in an average state	New	New	New	2,836	2,928	3,100	3,172
Number of buildings in a poor state	New	New	New	3,151	2,899	2,666	2,440
Number of tenders awarded for bill board advertising on road reserves	New	New	New	N/A	N/A	N/A	N/A

## 2012/2013 Business Plan Quarterly Targets: Immovable Asset Management

Performance indicators	Reporting period	Annual Target 2012/13	Quarterly Performance Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Quarterly Outputs:						
Number of Leases concluded in respect of provincially owned properties	Quarterly	300	0	0	0	300
Number of Lease Agreements in respect of office accommodation not renewed		0	0	0	0	0
Number of properties acquired		2	0	0	2	0
Number of properties disposed		20	0	0	0	20
Number of new commercial leases concluded		0	0	0	0	0
Annual Outputs:						
Number of properties registered in asset register	Annually	6,392	0	0	0	6,392
Number of properties verified in the asset register		1008	0	0	0	1008
Number of properties leased-out		300	0	0	0	300
Number of residential properties leased-out		300	0	0	0	300
Number of buildings in a very good state		344	0	0	0	344
Number of buildings in an average state		2,928	0	0	0	2,928
Number of buildings in a poor state		2,899	0	0	0	2,899
Number of tenders awarded for bill board advertising on road reserves		N/A	0	0	0	N/A

## Risk Assessment Plan: Immovable Asset Management

### Strategic Objective no. 3.1: Create an enabling environment for sustainable investment in property in the Free State Province

Ref	Unit	Risk Category	Risk Description	Root Cause	IL	II	Rating	Existing Key Controls	RL	RI	Rating	Risk Response	Corrective Measure	Risk Owner	Target Dates
28	Immovable Asset Management	Acts, Laws or regulations.	Incomplete asset register and loss of revenue	<ul style="list-style-type: none"> <li>Not all fields on asset register are complete</li> <li>Vesting process not complete</li> </ul>	5	5	25	Reconciliation with Deed office, surveyor general valuation rolls.  Scheduled valuation programme.	5	4	20	Reduce	Physical verification of assets  Condition assessment	Director Immovable Asset Management	30 Sept 2012
29	Immovable Asset Management	Acts, Laws or regulations	Fruitless and wasteful expenditure.	Payment of expired contracts due to non renewing expired contracts on time	5	4	20	Listing and tracking rental contracts	4	4	16	Reduce	Verification of lease contracts	Director Immovable Asset Management	30 June 2012

IL- Inherent likelihood, II – Inherent Impact, RL – Residual Likelihood, RI – Residual Impact

## 2.2.6. Facility Operations Sub Programme

### 2.2.6.1 Operational Property & Housekeeping Sub sub programme

#### **Purpose**

The Sub-Programme is responsible to manage operations of buildings including facilities management, cleaning, greening, beautification, interior decoration and designs and day to day preventative maintenance of electronic, electrical and mechanical equipment.

#### **Planned Policy Initiatives**

- Improve facilities management (cleanliness and garden maintenance).
- Render utilities management service in relation to payments of rates and taxes, electricity and rental payments
- Maximise revenue collection from properties

#### **Strategic Objectives linked to the Outcome Based Priorities**

Strategic Objective	Objective Statement	Baseline: 2011/2012 Targets	Outcome Based Priorities	
			Outcome	Outputs
<b>Strategic Objectives 3.1:</b> Create a sustainable environment for the transformation of the property industry.	Promote Historically Disadvantaged Individuals ownership on government leased properties and participation in the property industry.	R38m Lease expenditure to be awarded to Historically Disadvantaged Individuals.	<b>Outcome 4:</b> Decent employment through inclusive economic growth.	<b>Sub-output 4.1.7</b> Agreement with social partners to promote the goal of decent employment through inclusive growth.
<b>Strategic Objective 3.2:</b> Manage provincial government owned and leased immovable assets effectively.	Effective contract management, timely payment of rentals and utilities and also provide a clean environment for service delivery.	R219m allocated grant on rates and Taxes.  R 17, 767, 974 revenue collected from dwellings and parking's	<b>Outcome 6:</b> An efficient, competitive and responsive economic infrastructure network	<b>Outputs:</b> Ongoing improvements in infrastructure.
			<b>Outcome 12:</b> An efficient, effective and development oriented Public Service and an empowered, fair and inclusive citizenship	<b>Output 3:</b> Business processes, systems, decision rights and accountability management.

**2012/2013 – 2014/2015 Three Year Annual Performance Plan: Facility Operations: Operational Property & Housekeeping**

**Strategic Objective 3.1: Create a sustainable environment for the transformation of the property industry.**

Performance Indicator	Performance Targets						
	Audited/Actual performance targets			Estimated Performance Targets	Medium-term Performance Targets		
	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
Amount of lease expenditure awarded to Historically Disadvantaged Individuals.	R22,06m	R 25,1m	R 42,023m	R38m	48,6m	53,6m	55,1m

**2012/2013 Business Plan Quarterly Targets: Facility Operations: Operational Property & Housekeeping**

Performance indicator	Reporting period	Annual Target 2012/13	Quarterly Performance Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Amount of Lease expenditure awarded to Historically Disadvantaged Individuals.	Quarterly	48,6m	12m	12,2m	12,2m	12,2m

**2012/2013 – 2014/2015 Three Year Annual Performance Plan: Facility Operations: Operational Property & Housekeeping**

**Strategic Objective 3.2. Manage provincial government owned and leased Immovable Assets effectively.**

Performance Indicators	Performance Targets						
	Audited/Actual performance targets			Estimated Performance Targets	Medium-term Performance Targets		
	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
Number of paying tenants in utilised space (Dwellings)	New	New	393	450	330	330	330
Number of paying tenants in utilised space (Parking)	New	New	New	New	3,100	3,100	3,100
Amount of revenue collected	18.088m	R7.087m	R8.604m	R8.6m	R8m	R9.486m	R9.486m

**2012/2013 Business Plan Quarterly Targets: Facility Operations: Operational Property & Housekeeping**

Performance indicators	Reporting Period	Annual Target 2012/13	Quarterly Performance Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of paying tenants in utilised space (Dwellings)	Quarterly	330	330	330	330	330
Number of paying tenants in utilised space (Parking)		3,100	3,100	3,100	3,100	3,100
Amount of revenue collected		R8m	R2m	R3m	R2m	R1m

## Risk Assessment Plan: Facility Operations: Operational Property & Housekeeping

### Strategic Objective no. 3.2: Manage provincial government owned and leased immovable assets effectively

Ref	Unit	Risk Category	Risk Description	Root Cause	IL	II	Rating	Existing Key Controls	RL	RI	Rating	Risk Response	Corrective Measure	Risk Owner	Target Dates
30	Operational Property & Housekeeping.	Financial operations; workforce; property loss	Service cuts due to non payment.	Late or no payment of utilities to municipalities	4	5	20	Inter Departmental Steering Committee (Public Works, Treasury, CoGTA, Education and SALGA) monthly meeting (as committee and with municipalities if needed)	4	5	20	Reduce	Submit status and usage reports of assets quarterly	Director Operational Property & Housekeeping	March 2013
31	Operational Property & Housekeeping	Financial operations, Acts, laws or regulations	Revenue collection  Non-compliance to Division Of Revenue Act, PFMA and Treasury Regulations. Under collection of revenue	Contract management and credit control. Data integrity (e.g. outstanding payments) Adequacy of maintenance Accuracy of revenue budget. Inadequate policies Inadequate monitoring of lease contracts.	5	4	20	Review and upgrade rental revenue policy. Requesting lease agreements. Invoicing. Reporting on visits undertaken.	5	4	20	Avoid	Intensify contract management and credit control.  Audit and correct payment records.  Facilitate renewal of expired contracts.  Facilitate eviction of defaulters	Director Operational Property & Housekeeping	31 Jan 13

IL- Inherent likelihood, II – Inherent Impact, RL – Residual Likelihood, RI – Residual Impact

## 2.2.6.2 Facility Operations: Security Services Sub-sub programme

### Purpose

The mandate of this Sub-sub-Programme is to provide a safe and secure environment at government buildings occupied by more than one department.

### Planned Policy Initiative

- Improve security capacity in government buildings.

### Strategic Objectives linked to the Outcome Based Priorities

Strategic Objective	Objective Statement	Baseline: 2011/2012 Targets	Outcome Based Priorities	
			Outcome	Output
<b>Strategic Objective 3.3:</b> Provide a safe and secure environment	The objective aims to safeguard people and assets on government premises.	36 Security appraisals conducted  73 Security assessment conducted	<b>Outcome 3:</b> All people in South Africa are and feel safe	<b>Output:</b> Securing state properties and buildings.

## 2012/2013 – 2014/2015 Three – Year Annual Performance Plan: Security Services

### Strategic Objective 3.3: Provide a safe and secure environment

Performance Indicators	Performance Targets						
	Audited/Actual performance targets			Estimated Performance Targets	Medium-term Performance Targets		
	2008/2009	2009/2010	2010/2011		2012/2013	2013/2014	2014/2015
Number of security appraisals conducted	20	74	44	35	40	45	45
Number of awareness campaigns (corruption, fraud and theft)	New	2	2	4	16	16	16
Number of security Risk Assessments (audits) carried out.	57	61	75	60	60	65	65

## 2012/2013 Business Plan Quarterly Targets: Security Services

Performance indicators	Reporting Period	Annual Target 2012/13	Quarterly Performance Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of security appraisals conducted	Monthly	40	10	15	10	5
Number of awareness campaigns (corruption, fraud and theft)		16	4	4	4	4
Number of security Risk Assessments (audits) carried out.		60	10	20	20	10

## Risk Assessment Plan: Security Services

### Strategic Objective 3.3: Provide a safe and secure environment

R e f	Unit	Risk Cate gory	Risk Descr iption	Root Cause	I L	I I	Ra tin g	Existing Key Controls	RL	RI	Rati ng	Risk Respons e	Corrective Measure	Risk Owner	Target Dates
3 2	Security Services	Act, Laws or Regula tions; workfo rce	Life threat ening situati on that may result in loss of life	Inadeq uate controls at access points	4	5	20	Proper Access control with regard to daily physical operational plan.	3	4	12	Accept	Install functional electronic system (surveillance camera, x-ray machine, biometric access control systems.	Dir Security Services	Quarterly  March 2013
3 3	Security Services	Miscon duct by public and emplo yees	Incide nts of theft	Inadeq uate security capacit y in relatio n to movabl e assets	5	4	20	Proper Access control with regard to daily physical operational plan.	4	4	16	Reduce		Dir Security Services	Quarterly  March 2013
3 4	Security Services	Acts, laws or regula tions; workfo rce	Leakin g of classifi ed inform ation	Inadeq uate and lack of inform ation security manag ement Loss of docum ents	5	4	20	Vetting of Top Management and Officials in strategic offices. Screening of all official and shortlisted. Conducting information security awareness campaigns.	4	4	16	Accept	Conduct Awareness campaigns to all officials.  Staff training	Dir Security Services	31-Mar-13
3 5	Security Services	Acts, laws or regula tions; workfo rce	Compl iant to OHS stand ards in line with Emerg ency Evacu ations.	Old Buildin gs.	4	5	20	Regular evacuation drills. Training of floor representation to utilise fire equipment's	4	5	20	Reduce	Refurbishme nts of building in line with OHS standard.	Dir Security Services	31-Mar-13

IL- Inherent likelihood, II – Inherent Impact, RL – Residual Likelihood, RI – Residual Impact



## Programme 2: Reconciliation of Performance Targets with the 2012/2013 Budget and MTEF

### Summary of payments and estimates: PUBLIC WORKS INFRASTRUCTURE

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
PROGRAMME SUPPORT OFFICE	29 642	7 051	5 201	7 001	6 401	4 106	7 300	7 702	7 944
PLANNING				10 000	10 000	10 000	13 000	14 793	15 653
DESIGN	9 807	9 408	15 221	12 399	12 320	12 320	17 359	18 314	19 321
CONSTRUCTION	87 673	59 593	72 772	72 008	79 683	79 683	56 867	76 844	81 437
MAINTENANCE	102 833	109 137	118 786	142 198	144 929	147 513	157 190	153 537	163 132
IMMOVEABLE ASSET MANAGEMENT	4 242	8 136	12 022	14 254	8 177	8 177	630 770	677 083	701 807
FACILITY OPERATIONS	308 415	504 884	657 911	723 935	744 182	864 295	139 653	150 132	161 848
<b>Total payments and estimates</b>	<b>542 612</b>	<b>698 209</b>	<b>881 913</b>	<b>981 795</b>	<b>1 005 692</b>	<b>1 126 094</b>	<b>1 022 139</b>	<b>1 098 405</b>	<b>1 151 142</b>

### Summary of payments and estimates by economic classification: PUBLIC WORKS INFRASTRUCTURE

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
<b>Current payments</b>	<b>367 604</b>	<b>451 802</b>	<b>583 797</b>	<b>691 478</b>	<b>681 961</b>	<b>679 507</b>	<b>729 093</b>	<b>772 638</b>	<b>806 727</b>
Compensation of employees	180 027	198 327	223 525	264 888	262 888	262 888	279 825	299 393	318 624
Goods and services	187 577	253 475	360 272	426 590	419 073	416 619	449 268	473 245	488 103
Interest and rent on land									
<b>Transfers and subsidies to:</b>	<b>71 900</b>	<b>186 686</b>	<b>225 277</b>	<b>220 702</b>	<b>241 881</b>	<b>364 634</b>	<b>233 299</b>	<b>247 005</b>	<b>261 161</b>
Provinces and municipalities	70 199	185 095	222 376	219 916	240 163	362 916	231 399	244 755	258 561
Departmental agencies and accounts									
Universities and technikons									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions									
Households	1 701	1 591	2 901	786	1 718	1 718	1 900	2 250	2 600
<b>Payments for capital assets</b>	<b>53 525</b>	<b>57 712</b>	<b>72 839</b>	<b>69 615</b>	<b>81 850</b>	<b>81 953</b>	<b>59 747</b>	<b>78 762</b>	<b>83 254</b>
Buildings and other fixed structures	49 442	57 008	69 685	69 146	77 497	77 497	57 164	76 421	80 853
Machinery and equipment	4 083	704	3 154	469	4 353	4 456	2 583	2 341	2 401
Heritage Assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
<b>Payments for financial assets</b>	<b>49 583</b>	<b>2 009</b>							
<b>Total economic classification: Public Works Infrastructure</b>	<b>542 612</b>	<b>698 209</b>	<b>881 913</b>	<b>981 795</b>	<b>1 005 692</b>	<b>1 126 094</b>	<b>1 022 139</b>	<b>1 098 405</b>	<b>1 151 142</b>

## 2.3. Programme 3: Expanded Public Works Programme/Community Based Works Programme

### **Purpose**

The Community Based Works Programme is responsible to manage the implementation of programmes and strategies that leads to the development and empowerment of communities and contractors. This includes the provincial management and co-ordination of the Expanded Public Works Programme.

The Expanded Public Works Programme (EPWP) is a nationwide programme covering all spheres of government and state-owned enterprises. It aims to draw significant numbers of unemployed, unskilled people into productive work, so that they increase their capacity to earn an income. While EPWP provides an important avenue for labour absorption and income transfers to poor households in the short to medium-term, it is *not designed as a policy instrument to address the structural nature of the unemployment crisis.*

The Community Based Works Programme consists of the following Sub-Programmes:

- Community Development Sub Programme
- Innovation and Empowerment Sub Programme
- EPWP Coordination and Compliance Monitoring Sub Programme

### **Strategic Outcome Oriented Goals**

Strategic Outcome Oriented Goal	Goal Statement
<b><u>Strategic Goal 4</u></b> Massification of Expanded Public Works Programme to create jobs.	The goal aims to drive the development and creation of work opportunities that are considered as key drivers to the alleviation of poverty.

The discussion below indicates how the goal “Massification of Expanded Public Works Programme to create jobs” will be realised through the implementation of the strategic objectives implemented in the three sub programmes discussed below.

### 2.3.1. Community Development Sub-Programme

#### Purpose

The Sub-Programme is responsible to coordinate the development and empowerment of impoverished communities by creating productive work opportunities.

#### Planned Policy Initiative

- Implement Departmental Community Development Initiatives

#### Strategic Objectives linked to the Outcome Based Priorities: Community Development

Strategic Objective	Objective Statement	Baseline: 2011/2012 Targets	Outcome Based Priorities	
			Outcome	Outputs
<b>Strategic Objective 4.1</b> Coordinate all stakeholders towards the successful implementation of the EPWP within the Province.	Ensure that EPWP is implemented to realise the government's intention of creating jobs and alleviating poverty.	466 unemployed people on the Community Work Programme	<b>Outcome 4:</b> Decent employment through inclusive economic growth	<ul style="list-style-type: none"> <li>• <b>Sub-output 4.3:</b> Youth unemployment reduced</li> <li>• <b>Output 4.7:</b> Expansion of Expanded Public Works Programme</li> </ul> <b>Sub-Outputs:</b> <ul style="list-style-type: none"> <li>• Average 100 days employment per year (full time equivalent work opportunities)</li> <li>• Creation of work opportunities</li> </ul>

#### 2012/2013 – 2014/2015 Three Year Annual Performance Plan: Community Development

#### Strategic objective 4.1: Coordinate all stakeholders towards the successful implementation of the EPWP within the Province

Performance Indicators	Performance Targets						
	Audited/Actual performance targets			Estimated performance targets	Medium-Term Performance Targets		
	2008/2009	2009/2010	2010/2011		2012/2013	2013/2014	2014/2015
Number of EPWP work opportunities created on Dept Public Works Projects	New	New	New	New	3,500	4,000	4,700
Number of Full Time Equivalent	New	New	New	New	198	250	310
Number of community development Initiatives							
• Community Halls Renovations	New	New	6	2	5	5	6
• Access Roads Revitalisation Programme	New	New	1	10	10	10	10
• Cemetery Maintenance Programme	New	New		4	11	12	15
• Food for Waste Programme	New	1	1	3	3	4	5
• Community Development Workers	New	New	60	466	6	7	8

## 2012/2013 Business Plan Quarterly Targets: Community Development

Performance indicator	Reporting period	Annual Target 2012/13	Quarterly Performance Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of EPWP work opportunities created on Dept. Public Works Projects	Quarterly	3, 500	1,484	1,200	335	481
Number of Full Time Equivalent		198	20	48	40	90
Number of community development initiatives:						
• Community Halls Renovations		5	3	2	0	0
• Access Roads Revitalisation Programme		10	10	0	0	0
• Cemetery Maintenance Programme		11	11	0	0	0
• Food for Waste Programme		3	3	0	0	0
• Community Development Workers		6	6	0	0	0

### 2.3.2. Innovation and Empowerment Sub-Programme

#### Purpose

The sub-programme is responsible to oversee contractor empowerment, development and training including Learnerships.

#### Planned Policy Initiatives

- Intensifying National Youth Service Programme
- Facilitation of Contractor Development Programme
- Creation of Learnership Programmes
- Training of EPWP Beneficiaries

#### Strategic Objectives linked to the Outcome Based Priorities: Innovation and Empowerment

Strategic Objective	Objective Statement	Baseline: 2011/2012 Targets	Outcome Based Priorities	
			Outcome	Outputs
<b>Strategic Objective 4.2:</b> Create an enabling environment that promotes sustainable emerging enterprise and address skills shortage in the construction industry.	Ensure that EPWP responds to government's priorities of creating decent jobs, enterprise development and improvement of the existing artisan base.	<ul style="list-style-type: none"> <li>• 50 Emerging contractors participating in Works projects.</li> <li>• 30 New Venture Learnership created.</li> <li>• 752 unemployed Youth participating in National Youth Service Programme.</li> </ul>	<b>Outcome 4:</b> Decent employment through inclusive economic growth	<ul style="list-style-type: none"> <li>• <b>Sub-output 4.3:</b> Youth unemployment reduced</li> <li>• <b>Output 4.7:</b> Expansion of Expanded Public Works Programme</li> </ul>
			<b>Outcome 5:</b> A skilled and capable workforce to support and inclusive growth path.	<ul style="list-style-type: none"> <li>• <b>Output 3:</b> Increase access to occupational directed programmes.</li> <li>• <b>Sub output</b> <ul style="list-style-type: none"> <li>○ <b>3.1</b> increase the number of learnerships</li> <li>○ <b>3.2</b> produce artisans</li> <li>○ <b>3.3</b> increase the placement of learners from learnership and apprenticeship.</li> </ul> </li> </ul>

## 2012/2013 – 2014/2015 Annual Performance Plan: Innovation and Empowerment

**Strategic objective 4.2: Create an enabling environment that promotes sustainable emerging enterprises and address skills shortage in the construction industry.**

Performance Indicators	Performance Targets						
	Audited/Actual performance targets			Estimated performance targets	Medium-Term Performance Targets		
	2008/2009	2009/2010	2010/2011		2012/2013	2013/2014	2014/2015
Number of Emerging Contractors created:	188	220	121 (Roads 71 & Works 50)	50	50 Phase I: Entry	50	50
• Number of women participating in Contractor Development Programme	New	New	New	28	28 Phase I: Entry	30	33
• Number of People Living with Disabilities participating in Contractor Development Programme	New	New	New	1	1 Phase I: Entry	3	2
Number of New Venture Learnerships created.	54	0	30 Theory & Practical Training	30 Practical (mentoring)	30 Exit	25 New	25
Number of unemployed National Youth Service participating in infrastructure projects	107	393	765	752	536	536	700

## 2012/2013 Business Plan Quarterly Targets: Innovation And Empowerment

Performance indicator	Reporting period	Annual Target 2012/13	Quarterly Performance Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of Emerging Contractors created:	Quarterly	50	50	0	0	0
• Number of women participating in Contractor Development Programme		28	28	0	0	0
• Number of People Living With Disabilities participating in Contractor Development Programme		1	1	0	0	0
Number of New Venture Learner ships created (Exit)		30	30	0	0	0
Number of unemployed National Youth Service participating in infrastructure projects		536 (Practical)	236	300	0	0

### 2.3.3. EPWP Coordination and Compliance Monitoring Sub-Programme

#### **Purpose**

The sub-programme is responsible to coordinate the implementation of EPWP projects and monitor compliance to EPWP guidelines by all sectors.

#### **Planned Policy Initiative**

- Massification of the Expanded Public Works Programme.
- Coordinate and monitor all initiatives for compliance with EPWP guidelines.

#### **Strategic Objectives linked to the Outcome Based Priorities**

Strategic Objectives	Objective Statement	Baseline: 2011/2012 Targets	Outcome Based Priorities	
			Outcome	Outputs
<b>Strategic Objective 4.3:</b> Monitor and evaluate the impact of EPWP in the Province	Monitor compliance with EPWP principles by all provincial departments, municipalities and national departments, Parastatals and Non-state sectors	44, 082 EPWP work opportunities created  10,791 full time equivalent work opportunities.	<b>Outcome 4:</b> Decent employment through inclusive economic growth	<ul style="list-style-type: none"> <li>• <b>Sub-output 4.3:</b> Youth unemployment reduced</li> <li>• <b>Output 4.7:</b> Expansion of Expanded Public Works Programme</li> </ul> <b>Sub-Outputs:</b> <ul style="list-style-type: none"> <li>• Average 100 days employment per year (full time equivalent work opportunities)</li> <li>• Creation of work opportunities</li> </ul>
			<b>Outcome 7:</b> Vibrant, Equitable and Sustainable Rural Communities and Food Security for all.	<ul style="list-style-type: none"> <li>• <b>Output 4:</b> Improved employment opportunities and promotion of economic livelihoods.</li> </ul> <b>Sub-Outputs:</b> Reduce the unemployment in the current poverty nodes.  Jobs created by community works programme and EPWP in rural areas.

## 2012/2013 – 2014/2015 Three Year Annual Performance Plan: Coordination and Compliance Monitoring

### Strategic objective 4.1: Coordinate all stakeholders towards the successful implementation of the EPWP within the Province

Performance Indicators	Performance Targets						
	Audited/Actual performance targets			Estimated Performance Targets	Medium-term Performance Targets		
	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
Number of EPWP work opportunities created:	22,322	38,467	41,804	44,082	36,533	48,124	48,124
• Full time equivalent	New	New	12,161	10,791	17,371	22,893	22,893
• 40% Youth employed	6,697	16,541	26,754	10,791	14,613	19,249	19,249
• 55% Women employed	8,929	13,848	25,082	14,838	20,093	26,470	26,470
• 3% People Living with Disabilities employed	446	186	168	809	1,095	1,443	1,443
<b>Number of work opportunities created in four sectors:</b>							
<b>Infrastructure Sector</b>							
• Number of <u>full time equivalent</u> work opportunities	3,311	1,971	14,860	5,192	6,702	8,334	8,334
• Number of EPWP work opportunities created.	8,471	10,912	12,231	12,424	16,151	20,330	20,330
<b>Social Sector</b>							
• Number of <u>full time equivalent</u> work opportunities	4,201	3,222	6,199	6,242	8,582	11,703	11,703
• Number of EPWP work opportunities created.	5,356	14,655	9,360	8,837	12,520	17,072	17,072
<b>Environment and Cultural Sector</b>							
• Number of <u>full time equivalent</u> work opportunities	837	681	1,945	1,517	2,086	2,086	2,086
• Number of EPWP work opportunities created.	4,289	5,194	6,859	5,718	7,863	10,722	10,722
• Number of EPWP projects implemented by sectors	2,114	420	500	1,600	1,600	1,700	2,000

## 2012/2013 Business Plan Quarterly Targets: Coordination and Compliance Monitoring

Performance indicator	Reporting period	Annual Target 2012/13	Quarterly Performance Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of EPWP work opportunities created:	Quarterly	36,533	9,961	11,299	11,190	4,083
• Full Time equivalent		17,371	0	0	0	17,371
• 40% Youth employed		14,613	3,984	4,520	4,476	1,633
• 55% Women employed		20,093	5,478	6,216	6,154	2,245
• 3% People Living with Disabilities employed		1,095	298	340	335	122
<b>Number of work opportunities created in four sectors:</b>						
<b>Infrastructure Sector</b>						
• Number of <u>full time equivalent</u> work opportunities		6,702	0	0	0	6,702
• Number of EPWP work opportunities created.		16,151	4,500	5,000	5,151	1,500
<b>Social Sector</b>						
• Number of <u>full time equivalent</u> work opportunities		8,582	0	0	0	8,582
• Number of EPWP work opportunities created.		12,520	3,500	4,461	3,539	1,020

Performance indicator	Reporting period	Annual Target 2012/13	Quarterly Performance Targets			
<b>Environment and Cultural Sector</b>	Quarterly					
• Number of full time equivalent work opportunities		2,086	0	0	0	2,086
• Number of EPWP work opportunities created.		7,863	1,000	2,800	2,500	1,563
• Number of EPWP projects implemented by sectors		1,600	835	380	200	185

The Department of Public Works coordinates and monitor implementation of EPWP projects and programmes in the Province. The budgets of all these initiatives are reflected at the relevant public bodies. Therefore, their budgets and projects are not included in this plan.

The annual performance targets included in the table above are from National Department of Public Works and are based on Municipality Infrastructure Grant and Provincial Infrastructure Grant.

### 2012/2013 – 2014/2015 Three Year Annual Performance Plan: Coordination and Compliance Monitoring

#### Strategic objective 4.3: Monitor and evaluate the impact of EPWP in the Province

Performance Indicators	Performance Targets						
	Audited/Actual performance targets			Estimated performance targets	Medium-Term Performance Targets		
	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
Number of data quality audits conducted	2	2	0	4	4	1	2
Number of impact studies conducted	0	0	0	0	1	0	0

### 2012/2013 Business Plan Quarterly Targets: Coordination and Compliance Monitoring

Performance indicators	Reporting period	Annual Target 2012/13	Quarterly Performance Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of data quality audits conducted	Quarterly	4	1	1	1	1
Number of impact studies conducted		1	0	0	1	0



### Risk Assessment Plan: Expanded Public Works Programme

#### Strategic objective 4.1: Coordinate all stakeholders towards the successful implementation of the EPWP within the Province

R e f	Unit	Risk Category	Risk Description	Root Cause	IL	I I	Rati ng	Existing Key Controls	R L	RI	Ra tin g	Risk Respo nse	Corrective Measure	Risk Owner	Target Date
36	EPWP	Acts, laws or regulations; workforce; economic conditions	Credibility of information.	Incomplete capturing of information.	5	5	25	Web based reporting. Validation  Awareness workshops with sectors and municipalities	4	5	20	Avoid	Intensify coordination through EPWP Provincial Coordination Committee (PCC)	Dir EPWP	Quarterly 31 March 2013
37	EPWP	Acts, laws or regulations; workforce; economic conditions	Coordination not leading to results.	Frequent staff changes at municipalities	3	3	9	Monitoring Technical Support Protocol Agreements	4	4	16	Avoid	Utilise data captures and Liaison Officers to assist with data capturing at municipalities Data verification by the Provincial Coordination Committee	Dir EPWP Coordination and Monitoring	31-Mar-13

IL- Inherent likelihood, II – Inherent Impact, RL – Residual Likelihood, RI – Residual Impact

### Programme 3: Reconciliation of Performance Targets with the 2012/2013 Budget and MTEF

Summary of payments and estimates:EPWP

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
PROGRAMME SUPPORT	9 355	7 928	8 983	10 724	11 620	11 620	12 246	12 832	13 494
INNOVATION AND EMPOWERMENT		1 315	359	1 924	1 915	1 915	23 700	22 004	26 254
EPWP CO-ORDINATION & COMPLIANCE MONITORING	8 243	7 223	38 869	155 976	170 700	166 497	127 332	139 307	136 623
<b>Total payments and estimates</b>	<b>17 598</b>	<b>16 466</b>	<b>48 211</b>	<b>168 624</b>	<b>184 235</b>	<b>180 032</b>	<b>163 278</b>	<b>174 143</b>	<b>176 371</b>
<b>Summary of payments and estimates by economic classification:EPWP</b>									
R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
<b>Current payments</b>	<b>11 280</b>	<b>10 046</b>	<b>38 230</b>	<b>26 628</b>	<b>47 138</b>	<b>42 930</b>	<b>40 086</b>	<b>34 790</b>	<b>39 701</b>
Compensation of employees	5 832	5 071	7 715	8 905	9 905	9 905	10 271	10 849	11 365
Goods and services	5 448	4 975	30 515	17 723	37 233	33 025	29 815	23 941	28 336
Interest and rent on land									
<b>Transfers and subsidies to:</b>		<b>864</b>							
Provinces and municipalities		800							
Departmental agencies and accounts									
Universities and technikons									
Foreign governments and international organisations									
Public corporations and private enterprises									
Non-profit institutions									
Households		64							
<b>Payments for capital assets</b>	<b>6 318</b>	<b>4 430</b>	<b>9 981</b>	<b>141 996</b>	<b>137 097</b>	<b>137 102</b>	<b>123 192</b>	<b>139 353</b>	<b>136 670</b>
Buildings and other fixed structures	6 287	4 409	3 111	141 954	136 954	136 954	123 148	139 307	136 623
Machinery and equipment	31	21	6 870	42	143	148	44	46	47
Heritage Assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
<b>Payments for financial assets</b>		<b>1 126</b>							
<b>Total economic classification: EPWP</b>	<b>17 598</b>	<b>16 466</b>	<b>48 211</b>	<b>168 624</b>	<b>184 235</b>	<b>180 032</b>	<b>163 278</b>	<b>174 143</b>	<b>176 371</b>

### 3. PART C: LINKS TO OTHER PLANS

#### 3.1 Links to long-term infrastructure and other capital plans

##### PUBLIC WORKS PROJECT ESTIMATES FOR MTEF

PUBLIC WORKS - PROJECT ESTIMATES FOR MTEF												
No.	Project name	Source of funding	Municipality / Region	Type of infrastructure School - primary/ secondary/specialised; admin block; water; electricity; sanitation/toilet; fencing etc)	Project duration		Prog	Total project cost	Budget 2011/12	MTEF Forward Estimates		
					Date: Start	Date: Finish				2012/13	2013/14	2014/15
1. New and replacement assets (R thousand)												
1	FSPG OFFICE BUILDING MANGAUNG	Infrastructure Enhancement	MANGAUNG	OFFICE	Apr-07	Feb-14	2.4	970 000	10 262	5 000	6 000	
2	SOC DEV OFFICE, KGI BUILDING KROONSTAD	Infrastructure Enhancement	MOQHAKA	OFFICE	Apr-08	Mar-15	2.4	23 000	4 500	12 000	8 857	3 000
3	BOTSHABELO COMMUNITY HALL	Equitable Share	MANGAUNG	COMM HALL	Apr-11	Mar-13	3.3	6 000		6 000	3 000	
4	VIGIRNIA COMMUNITY HALL	Equitable Share	MATJHABENG	COMM HALL	Apr-12	Mar-13	3.3	2 000		2 000		
5	KUTLWANONG COMMUNITY HALL	Equitable Share	MATJHABENG	COMM HALL	Apr-12	Mar-13	3.3	3 000		3 000		
6	HEILBROM COMMUNITY HALL	Infrastructure Enhancement / Equitable Share	NGWATHE	COMM HALL	Apr-12	Mar-13	3.3	4 248		5 248		
7	WARDEN COMMUNITY HALL	EPWP Incent Grant to Province	PHUMELA	COMM HALL	Apr-12	Mar-13	3.3	2 000		2 000		
Total New and replacement assets									14,762	35,248	17,857	3,000
2. Maintenance and repairs (R thousand)												
1	PSYCHIATRIC COM HOUSE	Revenue Enhancement	MANGAUNG	DWELLING	Jun-12	Dec-13	2.5,2	2 000		1 000		
2	FSPC DOCTORS HOUSE	Revenue Enhancement	MANGAUNG	DWELLING	Aug-12	Feb-14	2.5,2	2 100		1 000		
3	ROTH AVENUE HOUSE	Revenue Enhancement	MANGAUNG	DWELLING	Apr-12	Nov-12	2.5,2	700		700		
4	BETHLEHEM HOSP HOUSES	Revenue Enhancement	MALUTI A PHOFUNG	DWELLING	Apr-12	Jan-13	2.5,2	540		540		
5	WELKOM SASSA OFFICES	Revenue Enhancement	MATJHABENG	OFFICE	Jul-12	Jun-13	2.5,2	3 500		2 600		
6	BFN THUSANONG BUILDING	Revenue Enhancement	MANGAUNG	OFFICE	Sep-12	Nov-14	2.5,2	13 000		3 000		
7	REVOLVING RESTAURANT -PGB	Revenue Enhancement	MANGAUNG	RESTAURANT	May-12	Apr-13	2.5,2	5 200		4 800		
8	PREPAID METERS TUCK SHOPS	Revenue Enhancement	FS	ELECTRICITY	Jun-12	May-13	2.5,2	102		102		
9	COMMUNITY WORKERS SALARIES	Equitable Share	FS	OFFICE	Apr-11	Mar-13	3,2			12 000	12 104	12 674
10	NYS	Equitable Share	MANGAUNG	DWELLING	May-11	Dec-11	3,2			4 700	3 700	4 930
11	FOOD FOR WASTE	Equitable Share	MANGAUNG	OFFICE	Apr-11	Mar-12	3,2		1 915	3 500	3 500	3 650
12	CONTRACTOR DEVELOPMENT	Equitable Share	MOQHAKA	HOSPITAL	Apr-11	Mar-12	3,2			3 500	2 700	5 000
13	CEMENTERY MAINTENANCE	EPWP Incent Grant to Province	FS	OTHER	Apr-12	Mar-15	3,3			4 184		
Total Maintenance and repairs									1,915	41,626	22,004	26,254
No.	Project name	Source of funding	Municipality / Region	Type of infrastructure School - primary/ secondary/specialised; admin block; water; electricity; sanitation/toilet; fencing etc)	Project duration		Prog	Total project cost	Budget 2011/12	MTEF Forward Estimates		
					Date: Start	Date: Finish				2012/13	2013/14	2014/15
3. Upgrades and additions (R thousand)												
1	LEGISLATURE UPRGR SECURITY & STRUCTURE	Equitable Share	MANGAUNG	OFFICE	Apr-09	Mar-12	2.4	38 107	9 350	1 000		
2	TEST STATION HARRISMITH	Equitable Share	PHUMELA	TEST CENTRE	Feb-08	Feb-11	2.4	87 287	10 800	11 800	5 000	
3	HAMILTON REGION OFFICE UPGRADE	Equitable Share	MANGAUNG	OFFICE	Sep-11	Oct-12	2.4	27 300	6 500	7 800	10 000	3 000
4	FREESTATE HOUSE UPGRADE	Equitable Share	MANGAUNG	DWELLING	Apr-11	Mar-12	2.4	17 000	15 000	2 000		
5	MEDFONTEIN UPGRADE	Equitable Share	MANGAUNG	OFFICE	Apr-12	Mar-13	2.4	5 000				5 000
6	LEBOHANG LIFTS UPGRADE	Equitable Share	MANGAUNG	OFFICE	Apr-12	Mar-14	2.4	24 580		12 580	9 000	
7	LEBOHANG UPGRADE	Equitable Share	MANGAUNG	OFFICE	Apr-12	Mar-14	2.4	20 198				20 198
8	PROV BUILDING UPGRADE	Equitable Share	MANGAUNG	OFFICE	Apr-12	Mar-14	2.4	40 500			15 500	25 000
9	LENGAU TESTING STATION UPGRADE	Equitable Share	MANGAUNG	TESTING STATION	Apr-12	Mar-14	2.4	5 500			5 500	
10	THABA NCHU PW OFF UPGRADE	Equitable Share	MANGAUNG	OFFICE	Apr-12	Mar-14	2.4	5 000			5 000	
11	VOORTREKKER BUILD UPGRADE	Equitable Share	MOQHAKA	OFFICE	Apr-12	Mar-14	2.4	14 000			7 000	7 000
12	QWAQWA REGIONAL OFFICES	Equitable Share	MALUTI A PHOFUNG	OFFICE	Apr-14	Mar-15	2.4	5 000				5 000
13	WELKOM KOPANO UPGRADE	Equitable Share	MATJHABENG	OFFICE	Apr-14	Mar-15	2.4	8 000				8 000
14	MUNICIPAL OFFICE: ZAMDELA	Equitable Share	METSIMOHLO	OFFICE	Aug-11	Oct-13	3.3	29 884	13 954	3 000	6 307	6 623
15	MARABASTAD FENCING	Equitable Share	MOQHAKA		Apr-12	Mar-12	3.3	1 900		1 900		
16	ARLINGTON T/S REVIT PW/FS/11/68	Infrastructure Enhancement	FS	ACCESS ROADS	Apr-11	Mar-15	3.3	38 000	14 000	8 000	8 000	8 000
17	BATHO T/S REVITAL PW/FS/11/61	Infrastructure Enhancement	MANGAUNG	ACCESS ROADS	Apr-11	Mar-15	3.3	59 000	20 000	9 000	15 000	15 000
18	THABA NCHU T/S REVITAL	Infrastructure Enhancement	MANGAUNG	ACCESS ROADS	Apr-12	Mar-15	3.3	22 000		6 000	8 000	8 000
19	CORNELIA T/S REVITAL PW/FS/11/70	Infrastructure Enhancement	FS	ACCESS ROADS	Apr-11	Mar-15	3.3	33 000	9 000	8 000	8 000	8 000
20	HENNENMAN T/S REVIT PW/FS/11/66	Infrastructure Enhancement	MATJHABENG	ACCESS ROADS	Apr-11	Mar-15	3.3	39 000	10 000	9 000	10 000	10 000
21	JAGERS T/S REVITAL PW/FS/11/69	Infrastructure Enhancement	FS	ACCESS ROADS	Apr-11	Mar-15	3.3	36 000	9 000	9 000	9 000	9 000
22	ODENDAALS T/S REVITAL PW/FS/11/6	Infrastructure Enhancement	MATJHABENG	ACCESS ROADS	Apr-11	Mar-15	3.3	43 500	6 500	7 000	15 000	15 000
23	PARYS T/S REVITAL PW/FS/11/63	Infrastructure Enhancement	NGWATHE	ACCESS ROADS	Apr-11	Mar-15	3.3	59 000	20 000	9 000	15 000	15 000
24	VIRGINIA T/S REVITAL PW/FS/11/64	Infrastructure Enhancement	MATJHABENG	ACCESS ROADS	Apr-11	Mar-15	3.3	39 000	10 000	9 000	10 000	10 000
25	VREDEFORT T/S REVIT PW/FS/11/67	Infrastructure Enhancement	NGWATHE	ACCESS ROADS	Apr-11	Mar-15	3.3	35 000	9 000	8 000	9 000	9 000
26	MARABASTAD T/S REVIT PW/FS/11/65	Infrastructure Enhancement	MOQHAKA	ACCESS ROADS	Apr-11	Mar-15	3.3	39 000	10 000	9 000	10 000	10 000
27	PETRUSBURG T/S REVIT	Infrastructure Enhancement		ACCESS ROADS	Apr-12	Mar-15	3.3	14 000		4 000	5 000	5 000
28	ALLANRIDGE T/S REVIT	Infrastructure Enhancement	MATJHABENG	ACCESS ROADS	Apr-12	Mar-15	3.3	21 000		5 000	8 000	8 000
Total Upgrades and additions									173 104	140 080	193 307	209 821
TOTAL INFRASTRUCTURE									189 781	216 954	233 168	239 075

### **Factors influencing the Department's ability to deliver on its infrastructure plan.**

- *Funding of normal and planned maintenance* activities and the large backlogs in maintenance of buildings – Deterioration in conditions of buildings due to insufficient maintenance budget eventually will lead to a state of non repair. Consequently resulting in some buildings being demolished.
- *Recruitment and retention of certain technical and engineering skills* in the Department and in the Free State remains a concern
- *User Asset Management Plans* in process of being developed for some client departments. This delays the development of a costed maintenance plan which depends on the completion of the Custodian Asset Management Plan (Immovable Asset Management Strategic Plan).
- Currently there is *limited funding to conduct condition assessments* which will indicate how much is needed for building maintenance. Condition assessments are done in-house by works inspectors. A resolution to set aside 3-5% of total asset value for maintenance per annum maintenance was made at the EXCO Budget Lekgotla but, is not realised due to budgetary constraints
- No *infrastructure information system* to fasttrack monitoring of infrastructure projects
- Property rates and taxes, rental and municipal services payment's current projected shortfall is R146m and was reported to National Public Works. Additional R20m instead of R146m was provided.

### **Acquisition and disposal of Immovable Assets**

#### Number of proposed fixed acquisitions

The Project Management Unit will provide technical skill with regard to the development of Immovable Asset Management Strategic Plan. This plan will inform the development of Acquisition, disposal and Office Accommodation Plans

#### Asset Disposal: Multi-year projections of income and project receipts from the sale of assets

- The Department will dispose of redundant residential properties. These are prefabricated and not needed by any Provincial or National Department for official purposes.
- Houses are disposed of at market value which can be taken as municipal valuation.
- Properties for development purposes will be identified.

### **New Information Technology Infrastructure**

The Department is in a process to upgrade the Information Technology Infrastructure in terms of its data-centre, network and server hardware infrastructure.

There will be migrating from Novell eDirectory to Microsoft Active Directory and from GroupWise to Microsoft Exchange. The Columbus Desktop and Server Management Tool have been implemented.

### 3.2 Conditional Grants

The Infrastructure Enhancement Allocation (which is the Free State Own Infrastructure Grant and actually also voted funds) of R120.267m will be utilized for infrastructure upgrading. The Revenue Enhancement Allocation of R13.742m will be allocated for the maintenance of properties to be rented out. The Nationally allocated Devolution of Properties Rate Funds R231.399m will be utilized for the payment of rates and taxes. The EPWP Integrated Grant to Provinces for Infrastructure of R6.184m will be spent in line with the guide.

The Expanded Public Works Programme Incentive Grant is now a Schedule 5 Conditional Grant as from the 2012/2013 financial year.

#### Summary of conditional grants Payments per programme: Public Works

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11		2011/12		2012/13	2013/14	2014/15
Administration									
Public Works Infrastructure	70 199	185 095	222 376	219 916	240 163	362 916	231 399	244 755	258 561
EPWP					4 203		6 184		
<b>Total payments and estimates:</b>	<b>70 199</b>	<b>185 095</b>	<b>222 376</b>	<b>219 916</b>	<b>244 366</b>	<b>362 916</b>	<b>237 583</b>	<b>244 755</b>	<b>258 561</b>

#### Summary of conditional grants by economic classification: Public Works

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11		2011/12		2012/13	2013/14	2014/15
<b>Current payments</b>					4 203		4 184		
Compensation of employees									
Goods and services					4 203		4 184		
Interest and rent on land									
<b>Transfers and subsidies to:</b>	<b>70 199</b>	<b>185 095</b>	<b>222 376</b>	<b>219 916</b>	<b>240 163</b>	<b>362 916</b>	<b>231 399</b>	<b>244 755</b>	<b>258 561</b>
Provinces and municipalities	70 199	185 095	222 376	219 916	240 163	362 916	231 399	244 755	258 561
Departmental agencies and accounts									
Universities and technikons									
Foreign governments and									
Public corporations and private									
Non-profit institutions									
Households									
<b>Payments for capital assets</b>							<b>2 000</b>		
Buildings and other fixed structures							2 000		
Machinery and equipment									
Heritage Assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
<b>Payments for financial assets</b>									
<b>Total economic classification:</b>	<b>70 199</b>	<b>185 095</b>	<b>222 376</b>	<b>219 916</b>	<b>244 366</b>	<b>362 916</b>	<b>237 583</b>	<b>244 755</b>	<b>258 561</b>

### 3.3 Public Private Partnership

A transactional advisor will be appointed to register the Free State Provincial Government building.

## 4. ANNEXURE A

### 4.1. Vision

A prosperous Free State through facilitation of sustainable infrastructure

### 4.2. Mission

Coordination, provision, promotion of infrastructure and sound management of assets.

### 4.3. Values

The core values below guides the employee's behaviour in realising the Department's vision:

Core Values	Description
Commitment	We will perform tasks purposefully within available resources to deliver quality service.
People-Centered	Putting "People First" will be our priority aimed at improving service delivery to citizens.
Teamwork	We will collaborate as a team and together assist with the realization of government priorities.
Responsiveness	All tasks will be attended to timeously and diligently.
Fairness	The Department will implement its strategy as planned and serve the citizens without bias and prejudice.
Transparency	We will provide the citizens with reliable information about decisions and performance of the department.
Integrity and Honesty	The Department will be frank in implementing its priorities and will also be accountable for failing to meet the stated performance objectives.
Respect	The department will consistently treat citizens with dignity, whilst ensuring that quality service is rendered at all times.

### 4.4. Core functions of the Department

- Design, construction and maintenance of social and economic infrastructure.
- Planning and management of provincial government owned and facilitation of rented property.
- Provision of Provincial Government office accommodation.
- Coordination, implementation and monitoring compliance to the Expanded Public Works Programme.
- Security for interdepartmental buildings.

#### 4.5. Departmental Strategic Outcome Oriented Goals linked to strategic objectives and budget programmes:

Budget Programmes	Strategic Outcome Oriented Goals	Strategic Objectives
<b>Programme 1:</b> Administration	<b>Strategic Goal 1:</b> A working environment geared towards improved service delivery	1.1. Create and sustain a working environment conducive to improved service delivery 1.2. Strengthen leadership and the development of personnel 1.3. Create and sustain a performance culture within the Department 1.4. Ensure compliance to principles of good governance.
<b>Programme 2:</b> Public Works Infrastructure <ul style="list-style-type: none"> <li>Works Infrastructure Design, Construction and Maintenance Sub-Programme</li> </ul>	<b>Strategic Goal 2</b> A transformed and effective construction industry that promotes government's objectives	2.1 Create an enabling environment that facilitate and promote sustainable Infrastructure investment in the Free State Province.
<ul style="list-style-type: none"> <li>Property Planning Sub-Programme</li> <li>Immovable Asset Management Sub-Programme</li> <li>Facility Operations Sub-Programme: <ul style="list-style-type: none"> <li>Operational Property and Housekeeping Sub sub-programme</li> <li>Security Services Sub sub-programme</li> </ul> </li> </ul>	<b>Strategic Goal 3</b> Effective property management and accelerated HDI access to the property industry.	3.1 Create a sustainable environment for the transformation of property industry  3.2 Manage provincial government owned and leased Immovable Assets effectively  3.3 Provide a safe and secure environment
<b>Programme 3:</b> Expanded Public Works Programme <ul style="list-style-type: none"> <li>Community Development Sub-Programme</li> <li>Innovation and Empowerment Sub-Programme</li> <li>Coordination and Compliance Monitoring Sub-Programme</li> </ul>	<b>Strategic Goal 4:</b> Massification of Expanded Public Works Programme to create jobs	4.1. Coordinate all stakeholders towards the successful implementation of the EPWP within the Free State Province  4.2. Create an enabling environment that promotes sustainable emerging enterprises and address skills shortage in the construction industry.  4.3. Monitor and evaluate the impact of EPWP in the Province

#### 4.6. Budget Programmes

The Department's functions have been organised within the 2012 National Treasury budget programme structure reflected below:

Budget Programmes	Sub-Programmes	Description
<b>Programme 1: Administration</b>	Office of the MEC	<ul style="list-style-type: none"> <li>To render advisory, secretarial, administrative and office support service.</li> </ul>
	Management of Department	<ul style="list-style-type: none"> <li>Overall management and support of the Department</li> </ul>
	Corporate Support Sub programme:	<ul style="list-style-type: none"> <li>To manage personnel, procurement, finance, administration and related support services.</li> </ul>
<b>Programme 2: Public Works Infrastructure</b>	Programme Support	<ul style="list-style-type: none"> <li>Overall management and support of the programme: to manage the activities of the professional components strategically to render an administrative support services to the professional components with regard to finance matters</li> </ul>
	Planning Sub Programme	<ul style="list-style-type: none"> <li>To manage the demand for infrastructure by developing, monitoring and enforcing built sector and property management norms and standards.</li> </ul>
	Design Sub Programme	<ul style="list-style-type: none"> <li>Responsible for the design of new and upgrading of building infrastructure</li> </ul>
	Construction Sub Programme	<ul style="list-style-type: none"> <li>Responsible for new construction, upgrading and refurbishment of infrastructure by focusing on construction period, contract administration and projects close out stage.</li> </ul>
	Maintenance Sub Programme	<ul style="list-style-type: none"> <li>Responsible for routine and scheduled maintenance, conditions assessment and alterations of government buildings.</li> </ul>
	Immovable Asset Management Sub Programme	<ul style="list-style-type: none"> <li>To manage the property portfolio of the province; establish and manage the provincial strategic and infrastructure plan; provide accommodation for all provincial departments and other institutions; to acquire and dispose of accommodation in terms of the plan.</li> </ul>
	Facility Operations: Sub sub Programme: Operational Property and Housekeeping	<ul style="list-style-type: none"> <li>To manage all services related to managing a building namely; operations of buildings including facilities management, cleaning, greening, beautification, interior decoration and designs and day to day preventative maintenance of electronic , electrical and mechanical equipment.</li> </ul>
	Facility Operations: Sub sub Programme Security Services	<ul style="list-style-type: none"> <li>To safeguard government asset</li> </ul>
<b>Programme 3: Expanded Public Works Programme</b>	Programme Support	<ul style="list-style-type: none"> <li>To manage the implementation of programmes and strategies that lead to the development and empowerment of communities and contractors. This includes the provincial management and co-ordination of the Expanded Public Works Programme.</li> </ul>
	Community Development	<ul style="list-style-type: none"> <li>To develop and empower impoverished communities.</li> </ul>
	Innovation and Empowerment.	<ul style="list-style-type: none"> <li>To facilitate contractor development, empowerment and training including learnerships</li> </ul>
	Coordination and Compliance Monitoring.	<ul style="list-style-type: none"> <li>To coordinate the implementation of EPWP projects and programmes and monitor compliance to EPWP guidelines by all sectors.</li> </ul>



#### 4.7. Description of Concepts

<b>Programme 2: Public Works Infrastructure</b>	
Design	Design of new and upgrading building infrastructure
Construction	New Construction, upgrading and refurbishment
Routine Maintenance	Day to Day maintenance
Alterations	Refers to changes that are required for reasons other than maintaining the asset, e.g. changes to interior walls.
Client Departments	Other provincial government departments who request either accommodation or assistance with maintenance or construction.
<b>Security Services</b>	
Security Standards	These are minimum security standards set for an organization to meet in terms of security requirements
Investigation	Investigation is a scientific process for research carried out to determine who committed the crime
Security Audits	Security Risk Threat Assessments or Audit deals mostly with Information Security related issues, Checking and Handling of classified information. Storage of classified information. Risk and threat analysis within the environment. Management of departmental events and Drawing up of Evacuation plans for the buildings.
Security Appraisals	Security Appraisals are conducted on the physical environment and includes evaluations of The Building structure, Windows, Burglar doors, the perimeter fencing and lightning around the premises)
Classified Information	This is information based on a need to know principle and categorized in terms of secret, confidential and top secret.
Vetting	Vetting is a systematic process of Investigation followed in determining a person's security competence. The degree of security level given to a person is determined by the content of/access to classified information entailed by the post already occupied or to be occupied.)
Evacuation drills/emergency evacuations	These are awareness campaigns conducted in line with the Occupational Health and Safety Act, Act 85 of 1993 and are carried out at least once in every three years and teaches about safety precautions at the work place.
<b>Programme 3: Expanded Public Works Programme</b>	
Emerging contractor	A new contractor that is learning about the contracting business through the learnerships and contracts provided under the EPWP
Contractor Development	Contractor Development Programme seeks to develop historically disadvantaged contractors.
National Youth Service	The EPWP NYS Programme is an initiative of the National Public Works Department, which contributes, to the artisan skills development programme. The programme is aimed at youth who want to develop their careers in the Built Environment.
Labour Intensive Methods	The economically efficient employment of as great a proportion of labour as is technically seen throughout the whole construction process to achieve the specification standards as required. The result being the significant increase in the employment that is generated per unit of expenditure compared to conventional equipment intensive method
Decent jobs	The availability of <u>employment</u> in conditions of freedom, equity, <u>human security</u> and <u>dignity</u> .
Work Opportunities	Paid work created for an individual on an EPWP project for any period of time. The same person can be employed on different projects and each period of employment will be counted as a job opportunity
Full Time Equivalent	One person year is equivalent to 230 person days of work. For task-rated workers, tasks completed should be used as a proxy for 8 hours of work per day
Public Bodies	Any organisation defined by legislation as a government body
Learnerships	A learnership is a structured learning process for gaining theoretical knowledge and practical skills in the workplace leading to a qualification registered on the NQF.
Massification	Massification is the expansion of the programme to further create more labour absorptive capacity and increase its scope as well as its social impact.
Parastatals	Parastatals refers to state owned enterprises
Employment Years	One person year is equivalent to 230 person days of work. For task-rated workers, tasks completed should be used as a proxy for 8 hours of work per day.
Training	Formal training is categorised as literacy & numeracy, life skills, vocational skills and business skills.
Food For Waste Programme	The utilisation of unskilled labour from households who work for a maximum of three days per week and in return they receive their remuneration in a form of food parcels as a value of a wage.

