



**dpwrt**

Department:  
**Public Works, Roads and Transport**  
North West Provincial Government  
Republic of South Africa



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# Foreword by the MEC

The mandate of the Department of Public Works, Roads and Transport is to deliver and maintain infrastructure that will support and promote socio-economic growth in the Province. The Department faced a number of challenges in delivering on this mandate during the 2011/12 financial year, but substantial progress was made in stabilizing the Department and in bringing about a turnaround in the operations of the Department.

The organizational structure for the Department was drafted but will be finalised in 2012/13. The new structure will support the core mandate and functions of the Department and will bring about greater alignment and integration. Relevant structures, both provincially and nationally are in the process of being consulted in this regard with the view of tabling the structure before the Executive Council and the Department of Public Service and Administration. With the view of addressing the capacity challenges, approval was given that all critical, vacant positions should be filled, with particular emphasis on those technical posts where expertise is critical to the successful implementation of infrastructure-related programmes.

In order to address the challenges and shortcomings in financial management and control, the assistance of PricewaterhouseCoopers was sourced during the year under review. Financial controls were strengthened and a number of the challenges highlighted in the 2010/11 audit report were corrected and addressed with the assistance of PwC.

In line with the objectives of GIAMA, the Department continued with the programme related to the management of the property portfolio of Government in a manner that will optimise the use and value of this portfolio to the benefit of all citizens of the Province. In this regard, the Department reviewed all eight of the User Asset Management Plans submitted by user Departments and assisted with the finalisation of the outstanding two U-AMPs. The Department furthermore identified three under-utilised properties for disposal in the interest of enhancing the economic and optimal usage thereof. Progress with the vesting of properties however was hampered by renovations at the Vryburg Title Deeds Office which was beyond the control of the Department. The Department however did submit 329 applications for vesting, and 872 title deeds were obtained despite the said challenges at the Title Deeds Office.

In support of the Women in Construction Programme, the Department met its target of allocating two building infrastructure projects to female-owned contractors. We are proud to report that both the projects, namely the construction of a fence for the Library and Archive building and the construction of the Ditsobotla sub-district office were successfully completed during the year under review. The Department also re-affirmed its commitment to the development and transfer of skills to emerging contractors and 27 emerging contractors benefitted from targeted skills transfer programmes. Fifteen (15) contractors were appointed as part of the Emerging Contractor Development Programme.

The delay in the finalisation of the Roads Infrastructure Plan negatively affected the Department's performance in this regard and the targets set in respect of roads construction could not be met. Due to the rapid deterioration of the provincial roads network, the funding model for roads infrastructure must be reviewed provincially. In addition to the work completed, the Department also contributed to the revamping of Mafikeng as the capital city through the construction projects undertaken in respect of strategic streets in Mafikeng. These activities were undertaken in response to the directives of the State of the Province Address delivered by the Honourable Premier in February 2011.



The Department does face a challenge in responding comprehensively to the need for scholar transportation in support of the goal that all children should have access to learning and education. Despite these challenges, 753 bicycles were distributed to learners and a total of 34 430 learners were subsidised and transported. The Department will continue to work with the Department of Education in the interest of an integrated and cohesive response to the needs of our communities

The Department's performance in respect of the Expanded Public Works Programme during the past financial was impacted negatively by the delays with the roads infrastructure projects. As the champion for this Programme, the Department is committed to improving the performance of the entire Province in the interest of alleviating poverty through job creation and skills training.

The strides that have been made during the past year was a concerted effort by management and staff to bring about stability in our operations and demonstrate our unwavering commitment to deliver on our mandate in the manner expected by our clients both internally and externally. The challenges faced by the Department are many and complex at times, but we are committed to turning the performance of the Department around, rebuilding its reputation and restoring the trust of our clients that we serve.

I hereby present this Annual Report as the report on our activities and performance during the 2011/12 financial year as measured against the financial and non-financial targets that we have set for ourselves.



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**MR B R ELISHA**  
**MEMBER OF THE EXECUTIVE COUNCIL**

# *Accounting Officer's Overview*

The Department continued to contribute to the improvement of the Province's economic competitiveness through the provision of safer public transport and sustained investment in physical public and roads infrastructure. The Department was faced with various challenges however, i.e. the rapid deterioration of the provincial roads network, inadequate budgetary allocations to respond to the needs and demands for infrastructure, inadequate technical expertise and increasing fuel prices in the case of Government pool vehicles.

The Department persevered to, under severe pressure of limited funding, deliver on its core mandate and has taken steps to address the challenges as outlined above. The Department was able to formalize the function of the provision of scholar transport that was previously inherited from the Department of Education and the number of jobs created through the Expanded Public Works Programme, (EPWP) increased as part of our commitment to eradicate poverty.

In addition to the stated challenges, the following matters also impacted on our performance during the year under review:

- Lack of specialised professional staff in engineering, transportation and other skilled professions.
- Continuous funding of subsidised transport with the equitable share portion of the provincial budget.
- Inability to meet the cost of providing/sustaining the existing commuter operations and extension of the scholar transport operations to adequately address the needs.
- Implementation of integrated subsidized transport to accommodate the emerging taxi industry.
- Underfunding for infrastructure development and maintenance of existing assets.
- Retention of technical capacity.
- Cash flow problems, incapacity and poor performance by contractors.
- The greater percentage of provincial state-owned properties in rural areas or on state land under the jurisdiction of communities does not have individual title deeds.
- Some properties in urban areas never had title deeds. The National Department of Public Works has indicated that a process will be implemented to transfer those properties to the National Government.
- Some properties were never surveyed and do not have approved diagrams. In 2011/12 the Department appointed surveyors to undertake this task but the process is not yet finalized.
- An alternative funding arrangement is required to support the rehabilitation and maintenance of the provincial roads network.
- A number of senior managers were suspended in the period under review.

Steps that have been taken to address the challenges included:

- The appointment of a substantive Head of Department.
- Development and implementation of a turnaround strategy to address inter alia, financial control, performance management, governance, prevention of fraud and misconduct etc.
- Contracting of the services of PricewaterhouseCoopers to assist with the clearing of audit findings, implementation of proper financial controls and general improvement in financial management.
- proceedings.

The Department was able to achieve the following outputs in respect of construction and maintenance of public infrastructure:

- 5 projects were completed within prescribed time and budget.
- 15 maintenance projects have been completed.

- 27 contractors were developed through skills transfer and 15 contractors were developed through the Emerging Contractor Development Programme (ECDP).

The Department was able to achieve the following outputs in respect of construction and maintenance of transport infrastructure:

- 153898.88 square meters of blacktop patching on surfaced roads were completed.
- 72430.9 km of gravel roads were bladed
- 263.41 km of gravel roads patching was completed.
- 1074.3 km of gravel shoulders (surfaced roads) were bladed

The Department contributed to the revitalization of the capital city of the Province through the rehabilitation of certain strategic streets.

The Department was able to achieve the following outputs in respect of transport operations:

- 753 bicycles were distributed to learners as follows:
  - o 411 bicycles to 6 schools in the Ngaka Modiri Molema District Municipality,
  - o 100 bicycles to 3 schools in Bojanala District Municipality,
  - o 64 bicycles to 4 schools in Dr Ruth Segomotsi Mompati District Municipality,
  - o 178 bicycles to 4 schools in Dr Kenneth Kaunda District Municipality,
- 27,750,769 commuter passengers were subsidised and transported,
- 125 learner scholar transport operators were subsidised,
- 34 430 learners were subsidised and transported,
- 13181 operator licenses were issued,
- The Provincial Regulatory Entity (PRE) Committee members were appointed and PRE is fully functional.

In line with the Department's "Bringing aviation to the people" campaign, three (3) students from destitute backgrounds have been enrolled in the aviation training programme to qualify as pilots.

Despite these challenges, we remain committed to provide the best value for the funds that are entrusted to the Department and to provide quality infrastructure in support of the socio-economic growth of the Province.



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**MR T MAKHETHA**  
**HEAD OF DEPARTMENT**

# PART 1: GENERAL INFORMATION

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## VISION, MISSION AND VALUES

### 1.1 Vision Statement

Safer public transport and sustained investment in physical public and roads infrastructure.

### 1.2 Mission Statement

To provide safer public transport, provincial land, building and roads infrastructure management systems towards a better life for all.

### 1.3 Values

The Vision and Mission Statements are guided by the following principles:

- Client focus
- Professionalism
- Integrity
- Commitment
- Valuing of staff
- Mutual respect at all levels of the organisation
- Accountability
- Compliance and adherence to the Code of Conduct for Public Servants

### 1.4 Organizational Structure

The Department has not yet finalized its organizational structure for the merged Departments of Transport & Roads and of Public Works. A draft structure has been prepared and the Office of the Premier was consulted in this regard. The structure will be finalized during the course of the 2012/13 financial year.

## 1.5 Legislative Mandate

Act	Aim/objective
Constitution of the Republic of South Africa	The Constitution states that Provincial Governments are responsible for matters pertaining to public transport and provincial roads.
National Land Transport Act (Act 5 of 2009)	The Act provides for matters pertaining to integration of transport modes and networks
The Road Transportation Act 74 of 1977	The Act provides for the consolidation and amendment of the provisions relating to road transportation applicable in the North West Province and to provide for matters connected therewith.
The North West Provincial Land Transport Regulations on Operating Licenses Act of 2003	The Act provides for the implementation at provincial level of the provisions of the National Land Transport Transition Act.
North West Land Administration Act 4 of 2001	The Act regulates the acquisition and disposal of immovable property owned by the Provincial Government within the geographical area of the North West Province.
Architectural Profession Act 44 of 2000	The Act provides for the establishment of a Council for the architectural profession.
National Public Works Landscape Architectural Profession Act 45 of 2000	The Act provides for matters related to the landscaping architectural profession.
National Public Works Engineering Profession of South Africa Act 46 of 2000	The Act provides for the establishment of a Council for the engineering profession.
The Property Valuers Profession Act 47 of 2000	The Act provides for the establishment of the Council for the Property Valuers Profession and incidental matters.
The National Public Works Project and Construction Management Profession Act 48 of 2000	The Act provides for the establishment of the Council for the Project and Construction Management and incidental matters.
The National Public Works Quantity Surveying Profession Act 49 of 2000	The Act provides for the establishment of the Council for the Quantity Surveying Profession and incidental matters.
The National Public Works Council for the Built Environment Act 43 of 2000	The Act provides for the Council for the Built Environmental and matters incidental thereto.
The Government Immovable Assets Management Act, Act 19 of 2007	The Act promotes the uniform, efficient and effective management of immovable state assets.

The following is a list of Acts and Regulations assigned to and implemented by the Department:  
**General:** – The operations of the Department are governed by other legislation regulating the construction profession such as the Acts governing the engineering, quantity surveying and architecture professions. The Department has a large workforce engaged in the road construction activities and therefore needs to take due cognizance of the Occupational Health and Safety Act, Act 58 of 1993, as amended. Construction activity is also governed by the relevant environmental legislation.

The Department is guided also by all acts and regulations governing the public service such as the Public Service Act, the Service Delivery Improvement Framework and the Batho Pele framework as well as centrally-negotiated agreements regarding conditions of service for its employees.



## 1.6 ENTITIES REPORTING TO THE MEC

Name of entity	Legislation	Nature of Business
Northwest Transport Investments (SOC) Ltd ("NTI")	There is no particular Act that gave the company the mandate to operate. The company was registered as a Schedule 3 (d) entity in the past year.	<p>This South African registered company owns and manages a substantial commercial property portfolio and also operates the administrative head office for Northwest Star (Pty) Ltd a wholly owned subsidiary ("NWS").</p> <p>NTI's subsidiary, NWS and NWS's subsidiary, Atteridgeville Bus Service (Pty) Ltd ("ABS"), operate transport services in certain areas of the Gauteng Province with limited extensions into other Provinces from four bus operating centres.</p> <p>Service workshops have been established at all operating centres to maintain the bus fleet and to ensure a high level of operating efficiency.</p> <p>NWS and ABS also provide private hires and contract services on request. Weekend services between urban and rural areas are also provided.</p> <p>The transport service is currently rendered on the interim contract basis to the Gauteng Department of Roads &amp; Transport (GDRT).</p> <p>The interim contracts are reviewed from time to time. The contracts have expired and have been extended for a period of six (6) months – up to September 2012. The contracts are funded by GDRT by means of DoRA allocation or subsidy (on kilometers-basis) and small percentage cash paid by passengers.</p> <p>Transport is provided mainly from the rural areas that originate in North West Province and a small portion in Mpumalanga, into the city of Tshwane. These commuters/passengers are mainly workers.</p>

# PART 2: ACTUAL PERFORMANCE AGAINST PRE-DETERMINED OBJECTIVES

## 2.1 OVERALL PERFORMANCE

### 2.1.1 Voted Funds

Main Appropriation R'000	Adjusted Appropriation R'000	Actual Amount Spent R'000	(Over)/Under Expenditure R'000
R2,827,075	R2,890,404	R2,425,648	R464,756
<b>Responsible MEC</b>	MEC for the Department of Public Works Roads and Transport		
<b>Administering Dept</b>	Department of Public Works, Roads and Transport		
<b>Accounting Officer</b>	Deputy Director General of Department of Public Works, Roads and Transport		

### 2.1.2 Aim of vote

To provide safer public transport, provincial land, building and roads infrastructure towards a better life for all.

### 2.1.3 Strategic outcome-oriented goals

The strategic goals of the Department, as executed through the five main Programmes are as follows:

- to provide corporate support to the Department;
- to provide and manage the provincial fixed asset portfolio of the Province;
- to provide, maintain and manage the provincial infrastructure;
- to provide, maintain and manage the provincial roads network;
- to provide efficient and integrated transport systems that is safe, accessible and affordable to all;
- to coordinate and facilitate the creation of job opportunities through the Expanded Public Works Programme.

### 2.1.4 Overview of the service delivery environment for 2011/12

Of the five Programmes that are responsible for the implementation of the Department's mandate, the following three Programmes comprise the core business:

#### Programme 2: Public Works Infrastructure

- Construction, maintenance and management of the immovable asset portfolio.

#### Programme 3: Transport Infrastructure

- Construction, maintenance and management of the provincial roads network. Planning, design and implementation of capital projects are executed at head office while maintenance activities are executed at district level.

#### Programme 4: Transport Operations

- Facilitation of planning and design of integrated transport networks.
- Subsidization of commuter and learner transport (for improved mobility and access to education for learners from farms and rural areas that walk more than 5 kilometers to school).
- Monitoring and regulating of public transport operations in the Province.

Through the activities performed by these Programmes, the Department was able to achieve the following outputs:

Public Works Infrastructure:

- Seven (7) projects were completed within the prescribed time and budget.
- Fifteen (15) maintenance projects were completed.
- Fifteen (15) contractors were developed through the Emerging Contractor Development Programme (ECDP).

Transport Infrastructure:

- 129 480.74 square meters of blacktop patching on surfaced roads were completed.
- 61 749.97 km of gravel roads were bladed.
- 263.41 km of gravel roads patching was completed.
- 1 074.3 km of gravel shoulders (surfaced roads) were bladed.

The Department contributed towards the Mahikeng Revitalisation Programme through the rehabilitation of strategic streets.

Transport Operations:

- Seven hundred and three (753) bicycles were distributed to learners as follows:
  - o 411 bicycles to 6 schools in the Ngaka Modiri Molema District Municipality;
  - o 100 bicycles to 3 schools in Bojanala District Municipality;
  - o 64 bicycles to 4 schools in Dr Ruth Segomotsi Mompati District Municipality; and
  - o 178 bicycles to 4 schools in Dr Kenneth Kaunda District Municipality.
- A total of 26,773,386 commuter passengers were subsidized and transported.
- A total of one hundred and twenty-five (125) learner transport operators were subsidised.
- A total of 34 430 learners were subsidised and transported.
- A total of 12 429 operator licenses were issued.
- The Provincial Regulatory Entity (PRE) Committee members were appointed and PRE is fully functional.

In line with the Department's "Bringing aviation to the people" campaign, three (3) students from destitute backgrounds have been enrolled in the aviation training programme to qualify as pilots.

Challenges:

Challenges encountered by the Department in the period under review can be summarized as follows:

- Retention of technical capacity.
- Cash flow problems, incapacity and poor performance by contractors.
- The greater percentage of provincial state-owned properties in rural areas or on state land under the jurisdiction of communities does not have individual title deeds.
- An alternative funding arrangement is required to support the rehabilitation and maintenance of the provincial roads network.
- Lack of specialised professional staff in engineering, transportation and other skilled professions.
- Continuous funding of subsidized transport from the equitable share portion of the provincial budget.
- Inability to meet the cost of providing/sustaining the existing commuter operations and inability to extend the learner transport operations to adequately address the needs.
- Implementation of integrated subsidized transport to accommodate the emerging taxi industry.
- Underfunding for infrastructure development and maintenance of existing assets.

The Department, through delivery of the services as translated into outputs mentioned above is contributing towards realization of the following national policy outcomes:

- Decent employment through inclusive economic growth;
- An efficient, competitive & responsive infrastructure network; and
- Vibrant, equitable & suitable rural communities & food security for all.

#### **2.1.5 Overview of the organizational environment for 2011/12**

Significant developments that have taken place in the year under review are as follows:

- A substantive Head of Department was appointed and assumed duty on 1 March 2012. This development will contribute towards the stabilizing of operations and give impetus to service delivery in the Department.
- Four (4) senior managers have been placed on suspension.
- In the quest to improve financial management, the Department enlisted the expertise of Pricewaterhouse Coopers to assist in clearing audit queries, tightening of internal controls and improving financial reporting in the Department.
- The Department advertised all critical vacant and funded positions in order to address the staff shortage, especially in posts of a technical nature.
- The Department absorbed seven (7) new graduates in the engineering field as part of the strategy to address the shortage of technical skills in the Department.
- The process of finalizing an organizational structure that responds to the mandate of the Department and the service delivery imperatives is at an advanced stage.

#### **2.1.6 Key policy developments and legislative changes**

There were no major changes in relation to policies and legislation in the period under review.

#### **2.1.7 Departmental revenue**

##### Collection of departmental revenue:

- The Department conducted one (1) auction at the Bojanala District Office to dispose of redundant and un-serviceable Government fleet assets, dilapidated state houses and other obsolete items. The revenue raised by the auction amounted to R 3,3 million.
- The Department issued new lease contracts for the occupants of state houses and commercial properties. New market-related tariffs will be implemented in 2012/13 financial year.
- The Department issued 5-year renewable operating licenses for public transport.
- The Department, through Provincial Treasury, has an investment in North West Transport Investments (NTI) that yields dividends on a half-yearly basis.
- The Department collected R104 million in respect of kilometers travelled and invoices from five Departments, to the value of R25 million, were still outstanding as at year-end.
- The Department took over the administration of the Pilanesburg Airport and the number of planes landing at the airport has increased. The applicable rates were also revised.

The target for revenue collection was R198 million and actual revenue collected amounted to R175 million which is 89% of the set target.

##### Future plans to increase revenue collected:

- The Department is exploring the introduction of fees/tariffs for car parking lots.
- Some of the government houses are occupied by the officials working for National Departments;

the Department intends to link the tenants with the Persal system in order to effectively facilitate payment of housing rentals.

- All fines and penalties that commuter and learner transport service providers are charged by the Department for overloading and roadworthy tests will be deposited into the Department's account.

Sources of revenue:

Revenue Source	2008/09 Actual R'000	2009/10 Actual R'000	2010/11 Actual R'000	2011/12 Target R'000	2012/13 Actual R'000	% Deviation from target
Tax Revenue	1,200	1,155		2,163		0%
Non Tax Receipts	163,715	151,775	112,742	177,788	168,028	95%
Fines, Penalties and Forfeits	0	0	7	0	0	
Interest, dividends & rent on land	0	0	6,417	1,500	6	0%
Sales of capital assets	16,001	13,001	5,288	8,413	3,718	44%
Financial transactions in assets and liabilities			10,603	8,503	4,167	49%
<b>Total Departmental Receipts</b>	<b>180,916</b>	<b>165,931</b>	<b>135,057</b>	<b>198,387</b>	<b>175,918</b>	<b>89%</b>

**2.1.8 Departmental expenditure**

Programmes	Adjusted Appropriation R'000	Shifting of funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance s R'000	Expenditure as % of final appropriation
Programme 1: Administration	138,318	0		138,316	115,260	23,131	83.33%
Programme 2: Public Works Infrastructure	739,848	0	(11,000)	728,848	660,777	68,071	90,7%
Programme 3: Transport Infrastructure	1,091,613	0	(43,000)	1,048,613	753,655	294,958	71.8%
Programme 4: Transport Operations	831,769	0	54,000	885,769	839,413	46,356	94.8%

## 2.1.9 Transfer Payments

Transfers to Local Municipalities and the transport service providers were done through the submission of invoices.

### 2.1.9.1 Transfers for learner transport

The Department contracted the bus transport operators listed immediately below to transport learners. The programme targets learners who travel more than five (5) kilometers to and from their schools. The Department entered into a 5-year contract with the listed operators. Month-to-month contracts were entered into in respect of routes that were not allocated during the awarding of the 5- year contracts.

<b>LIST OF LEARNER TRANSPORT OPERATORS</b>		
1. Amawakawaka Projects	28. Jabulani Transport Services	55. Ndakes Cleaning Services Business Enterprise
2. B Kanjee	29. Jetvest 1168CC t/a Tirisano Learner Transport	56. Neosoul Promotions CC
3. Bahurutshe Civils	30. Kaparelo Trading Enterprise	57. Nomdiba & Tutuse Road Construction
4. Bheka Mzansi	31. Karabile Trading & Projects	58. Nomzano Project Managers CC
5. Blaizepoint Trading 245	32. KBN Transport & Projects	59. NW Move Transport and Logistics Management
6. Blue Anchor Construction and Projects	33. Kerabile Construction and Projects	60. OB & KM Transport & Trading Services
7. Boikgaisadi NW Facilitators CC	34. Keduetse Trading Enterprise and Dithunyeng JV	61. Panyaza Transport Services
8. Bokamoso Passenger Services	35. Kenlet Educational Projects	62. Phehella Trading & Projects
9. Bomolemo Carrier's and Projects CC	36. Keorapetse Moteke Transport Service CC	63. Proleb Transport & Projects
10. Bondie Trading Enterprise	37. Ke Tshimlogo Trading CC	64. PS Molefe
11. Dipico Mining Construction	38. Khalushi Holdings	65. Rakgeng Jansen Legodi Scholar Transport
12. David Sekgobela and Associates t/a Esro Coaches	39. Koa and Gomolemo Construction	66. Reka Trade 1002
13. Dinkebogile Transport Services	40. Lapeng Invest 120	67. Rethusitse Gape JV Emang Mmogo Trading
14. Dintwe Transport Services and Tours	41. Lebka Trading Enterprise CC	68. R.I. Mako Trading Enterprise
15. Dira Tiro Trading	42. Lematshe Distribution Services	69. RPH Projects
16. Distinctive Choice 1256 CC t/a Tuva Coaches	43. Lerato Designer CC	70. Selemele-Kobamelo JV Kemong Transport
17. Don n Map Goods and Transportation	44. Mabeleng Transport Services	71. Shaza Distributors
18. E Voorby t/a Eddie Tours	45. Maczola Tours CC	72. Tau More Transport & Tours
19. E.J.S. Buses and Tours	46. Magogodi Transport Services	73. Temoso Trading 207
20. Elmogeo General Trading	47. Malebelela Trading Enterprise	74. Texas Pride Trading Enterprise

<b>LIST OF LEARNER TRANSPORT OPERATORS</b>		
21. Eltof Trading and Development CC	48. MAN Moroko Alocious Nthusang Trading Enterprise CC	75. Thito Supplier and Projects
22. Envirolink Consultants	49. MDL Trading CC	76. Thusang Bana Transport Services CC
23. Finito Properties and Logistics	50. Micoso Transport and Property Development	77. Tidimatso Construction & Transport CC
24. Gaabue Tours	51. Moroko Wa Bjala Trading Enterprise	78. Tiisang Business Trading
25. GKMN Transport	52. Moteja Trading Enterprise CC	79. Tlhago-Nature Travellers CC
26. Ian Vukuzenzele Transport & Projects	53. MP2 Trading Enterprise	80. Tlhoraboroko Business Trading
27. Iqhawe Resources	54. Nage Trading Enterprise	81. Tsoga Oitirele Filling Station CC/ ENR business Enterprise CC JV Tsetse Village
		82. Vision 11 Transport t/a Thuto Ke Lesedi Transport
		83. Zack's business Enterprise
<b>Month-to-month contracts</b>		
1. AAU's Transport	11. Mantella Trading 624 CC	21. SL Pretorius
2. Alberts JS	12. Mokwatsi Transport & Project	22. Seoke Transport
3. CMM Trading	13. Motshidisi's Tours	23. Tau More
4. J.M. Mpolokeng	14. Nage Trading Enterprise	24. Thlora Boroko Transport
5. Keaikitse Trading Project	15. Phanyane Bus Services	25. TJ Sedumedi Trading CC
6. Kemong Transportation and Projects	16. Re-Kgonne Transport & Projects	26. Tolomane and Sons Trading Enterprise
7. Kge Masia	17. Rekopile Transport CC	
8. Letsopa Transport Service CC	18. SD Ntaolang Transport	
9. Liso Business Enterprise CC	19. Seatlholo and Family Transport	
10. Magogodi Transport Services	20. Sephiro Transport and Projects	

#### 2.1.9.2 Transfers for commuter transport

The Department transfer subsidies to the following commuter bus operators to transport commuters:

- Phumatra Transport
- Bojanala Bus Transport
- Atamelang Bus Transport
- Amarosa Transport (PTY) Ltd

#### 2.1.9.3 Municipalities

The Department paid rates and taxes to the following Local Municipalities for government-owned buildings within their jurisdiction:

- Ditsobotla
- Madibeng
- Moses Kotane
- Rustenburg
- Maquassi Hills
- City of Matlosana
- Ventersdorp
- Mamusa

- Greater Taung
- Naledi
- Mahikeng
- Tswaing
- Ramotshere Moiloa
- Tlokwe
- Kgetleng River

#### **2.1.10 Transfers to public entities**

No funds were transferred to NTI in the period under review.

#### **2.1.11 Conditional grants and earmarked funds**

<b>Type of Grant</b>	<b>Output</b>	<b>Amount Appropriated R'000</b>	<b>Actual Expenditure R'000</b>
Public Transport Operations Grant	<ul style="list-style-type: none"> <li>• Subsidy per trip operated</li> <li>• Summary per kilometer operated</li> <li>• Subsidy per passenger</li> <li>• Number of vehicles subsidized</li> <li>• Number of scheduled trips</li> <li>• Number of trips operated</li> <li>• Number of penalties incurred</li> <li>• Monetary value of penalties (including escalations)</li> <li>• Passengers per kilometer operated</li> <li>• Passengers per trip operated</li> <li>• Employees per vehicles</li> </ul>	R77,422	R75,203
Devolution of Property Rates and Taxes	<ul style="list-style-type: none"> <li>• Payment of property rates and taxes for provincially-owned properties as per verified invoices submitted by Local Municipalities</li> </ul>	R160,193	R129,112
Expanded Public Works Programmes	<ul style="list-style-type: none"> <li>• Reduction of poverty &amp; unemployment by 2014</li> <li>• Increased number of people in the programme receiving stipends through EPWP</li> </ul>	R5,758	-
Provincial Road Maintenance Grant	<ul style="list-style-type: none"> <li>• Quality and quantity of serviceable education, health &amp; road infrastructure</li> <li>• Comprehensive Infrastructure Programme Improvement Plan.</li> <li>• Monthly &amp; quarterly reports indicating progress on infrastructure projects.</li> </ul>	R505,739	R258,942



## 2.1.12 Capital Investment, Maintenance and Asset Management Plan

### 2.1.12.1 Capital Investment

#### a) *Status of building projects as at the end of March 2012*

BOJANALA DISTRICT MUNICIPALITY			
	Project description	Status of project	Comments
1	Moretele Office Park phase 2	Design stage	Replacement of QS in progress. Project to be advertised in Nov 2012 (in line with budgetary allocation planned in accordance with the IDMS Alignment Model).
2	Low-tension substation	Practical completion	DPWRT will finalise the final account in the 2012/13 financial year after the 3-months' retention period has lapsed.
			The data cabling projects were at 80% completion stage as at the end of March 2012.
3	Data cabling	Implementation stage	
4	Fencing of Moretele Office Park	Design stage	Designs have been submitted. Preparation of BOQ and cost estimates to be completed by Oct 2012. Project to be advertised in Nov 2012 (in line with the budgetary allocation planned in accordance with the IDMS Alignment Model).
5	Low Residence Multi-purpose Centre	Planning stage	Project Implementing Agent to be identified.
6	Creation of workspace phase 2 (Garona)	Construction stage	The project was at 75% completion stage at the end of March 2012.
7	Extension Legislature phase 2	Design stage	Sketch plans to be approved. Project to be advertised in Nov 2012 (in line with budgetary allocation planned in accordance with the IDMS Alignment Model).
8	Extension Head Office building	Design stage	Project to be advertised in Nov 2012 (a rectification of the appointment of the consultant delayed the project – the original appointee passed away).
9	Mafikeng Airport	Planning stage	Scope to be defined in accordance with the BCOC.
10	Wellness Centre phase 2	Design stage	Scope determination in progress. Project to be advertised in Jan 2013.
11	Rehabilitation at Head Office	Design stage	Project to be advertised in 2012/13.
12	Revamping of Mafikeng (SOPA)	Planning stage	Project falls under municipal jurisdiction and placed on hold.
13	Ditsobotla sub-district office	Construction stage	Project was at 30% completion stage at the end of March 2012.
14	Low Residences	Construction stage	Project was at 75% completion stage at the end of March 2012.
15	Low main building	Tender stage	Tender validity period lapsed due to unsuccessful tenderers.
16	Acquisition and installation of X-ray machine at Legislature	Planning stage	In progress.

<b>BOJANALA DISTRICT MUNICIPALITY</b>			
	<b>Project description</b>	<b>Status of project</b>	<b>Comments</b>
17	1 x Lift at new building (roads & transport)	Planning stage	Appointment of consultants (structural and mechanical) will be finalised – contractor will be on site by April 2013.
18	Old parliament building phase 2	Construction stage	Project was at 90% completion stage as at the end of March 2012.
19	Old Parliament building 2 x lifts	Planning stage	Appointment of consultants (structural and mechanical) will be finalized & contractor will be on site by April 2013.
20	Fencing of Head Office	Design stage	Designs have been submitted. Preparation of BOQ and cost estimates to be completed by October 2012. Project to be advertised in Nov 2012 (in line with the budgetary allocation planned in accordance with the IDMS Alignment Model).
21	Old parliament building phase 3	Planning stage	Service providers to be appointed & tender to be awarded by April 2013.
22	Refurbishment at Head Office carports	Planning stage	Designs to be finalised and submitted by October 2012.
23	National Key Points	Planning stage	Consultants in process of being appointed. NIA to assist in providing list of accredited service providers.
24	Rehabilitation of Convention Centre	Design stage	Consultants have been appointed. Project to be advertised in Nov 2012 (in line with budgetary allocation planned in accordance with the IDMS Alignment Model).

<b>DR. RUTH SEGOMOTSI MOMPATI DISTRICT MUNICIPALITY</b>			
	<b>Project description</b>	<b>Status of project</b>	<b>Comments</b>
25	Mini-Garona Vryburg Office park	Construction stage	Awaiting Certificate of Occupation for practical completion.
26	War on Poverty project	Design stage	Project was put on hold due to lack of funding.
27	Taung Agricultural College	Design stage	New consultants to be appointed and the project to be advertised in Jan 2013.
28	Ganyesa DPWRT office	Construction stage	Project was at 10% completion stage as at the end of March 2012. The project was delayed as a result of a dispute between the contractor and the consultants.

<b>DR. KENNETH KAUNDA DISTRICT MUNICIPALITY</b>			
	<b>Project description</b>	<b>Status of project</b>	<b>Comments</b>
29	Potchefstroom Agricultural College cluster A	Project under retention	-
30	Potchefstroom Agriculture College cluster B	Construction stage	Anticipated completion date is March 2013.

Final Accounts		Anticipated payment date
	Rustenburg DTR Water Reticulation (Final Account)	July 2012
	CCC New building (Final account)	July 2012
	Gaabomotho Office Building	July 2012
	Mmabatho Convention Centre GB	July 2012
	Mmabatho Convention Centre E	July 2012
	Mmabatho Convention Centre M	July 2012
	Creation of Office Space phase 1	July 2012
	Moretele Office Park phase 1	July 2012

b) Plans to close down or down-grade any current facilities

None.

c) Current maintenance backlog and plans of the Department to deal with the backlog over the Medium-Term Expenditure Framework (MTEF) period

The identified maintenance backlog will be listed in the Departmental User Asset Management Plan and will be addressed over a 6-year period in the Departmental Infrastructure Project Maintenance Plan.

d) Developments relating to the above that are expected to impact on the Department's current expenditure

None.

2.1.12.2 Asset Management

a) Updating of the Asset Register

The Asset Register is continuously updated with information obtained pertaining to title deeds, vesting status, disposal status and transfers.

b) Projects that will be carried forward to the 2012/13 financial year

All the projects listed under item 2.1.12.1.a above will be carried forward to the 2012/13 financial year

- b) Plans to close down or down-grade any current facilities
- c) New projects that will reach construction phase in 2012/13

Description of goods / works services	Estimated total value (including VAT)	Envisaged date of advertisement	Envisaged closing date of bid	Envisaged date of award	Responsible office
Moretele Office Park phase 2	R15 million	01/11/2012	01/12/2012	15/01/2013	Head Office
Low Residence Multi-purpose Centre	R35 million	01/11/2012	01/12/2012	01/02/2013	Head Office
Extension Legislature phase 2	R50 million	01/11/2012	01/12/2012	15/01/2013	Head Office
Extension to Head Office building	R 80 million	01/11/2012	01/12/2012	15/01/2013	Head Office
Mafikeng Airport	R 355 million	01/11/2012	01/12/2012	15/01/2013	Head Office
Wellness Centre phase 2	R 55 million	02/01/2013	01/02/2013	12/03/2013	Head Office
Revamping of Mafikeng (SOPA)	R 30 million	01/11/2012	01/12/2012	15/01/2013	Head Office
Low main building	R 9,5 million	01/11/2012	01/12/2012	15/01/2013	Head Office
Fencing of Head Office	R 3,5 million	01/11/2012	01/12/2012	15/01/2013	Head Office
Old parliament building phase 3	R 22, 5 million	02/01/2013	01/02/2013	12/03/2013	Head Office
Rehabilitation at Head Office	R 10 million	15/10/2012	15/11/2012	15/01/2013	Head Office
Rehabilitation of Convention Center	R 17 million	15/10/2012	15/11/2012	15/01/2013	Head Office
National Key Points	R35 million	15/10/2012	15/11/2012	15/01/2013	Head Office

## PROGRAMME PERFORMANCE

The activities of the Department of Public Works, Roads and Transport are organized in the following programmes:

- Programme 1: Administration
- Programme 2: Public Works Infrastructure
- Programme 3: Transport Infrastructure
- Programme 4: Transport Operations
- Programme 5: Community-based Programme

### PROGRAMME 1: ADMINISTRATION

#### Purpose

To provide political leadership and management support within the Department, account for and manage public funds and to provide human, financial and general administrative support services.

#### Strategic Objectives

- To provide legal advisory services to the Department
- To promote equity in respect of designated groups both internally and externally through procurement
- To promote awareness on HIV/AIDS and communicable diseases
- To ensure co-ordination of strategic planning, monitoring and evaluation
- To create business value out of electronic information that is supported by effective information technology infrastructure
- To render effective communication services and support
- To provide human capital management
- To facilitate the provision of goods and services in a compliant and timeous manner
- To manage movable assets
- To provide sound budget, expenditure and revenue management
- To ensure implementation of systems of internal control and risk management within the Department

#### Achievements

- Training were provided to 1 481 out of a total of 3 683 personnel in the Department.
- The Internal Control and Risk Management Unit is fully functional and the departmental Risk Management Policy and Strategy were drafted and implemented. A Fraud Prevention Plan was developed as well.
- Assistance was provided by Provincial and National Treasury with regards to the establishment of a contract management unit to improve efficiency, compliance and monitoring of all departmental contracts.

1.1 SUB-PROGRAMME: COMMUNICATION						
Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/variance	Remedial Actions/Plans Taken	
		Target (2011/12)	Actual (2011/12)			
1.1.1 Approved communication strategy	1	1	Not achieved	The departmental communication strategy is at consultation phase.	The departmental communication strategy will be aligned with the provincial strategy, once approved.	
1.1.2 Number of external newsletters produced	4	4	0	A decision was taken to incorporate these publications with the internal publication (Works Update newsletter) to reduce costs in this regard.	Relevant news items and updates were published in the internal newsletter.	
1.1.3 Number of internal newsletters produced	4	48	4	The number of newsletters published was reduced to save costs	-	
1.1.4 Timeous circulation of notices and circulars	Within working hours upon receipt	Within working hours upon receipt	Within working hours upon receipt.	Target met.	-	

### 1.1 SUB-PROGRAMME: COMMUNICATION

Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
1.1.6	Timeous update of the departmental websites (internet & intranet)	Within 12 working hours upon receipt	Within 12 working hours upon receipt	Target met.	-
				has not been completed as yet.	

### 1.2 SUB-PROGRAMME: LEGAL SERVICES

Performance Indicator	Baseline (Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
1.2.1	Timeous submission of legal opinions and advice upon requests received	Within 5 working days	Within 5 working days	Target met.	-
1.2.2	Timeous development/ review of legislation and departmental policies	Within 6 months from request	No requests received	No new legislation or policies were referred to the Directorate in the period under review.	-
1.2.3	Timeous development/ review of legal instruments	Within 1 month from date of request	Within 1 month from date of request	Target met.	-

### 1.3 SUB-PROGRAMME: SPECIAL PROGRAMMES

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for performance/ variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
1.3.1 Number of approved and reviewed departmental and Special Programmes policies	New indicator	2	2 policies were developed: -Disability Guideline Manual -Dress Code Training Guide	Target met.	-
1.3.2 Number of external awareness campaigns regarding HIV/AIDS and communicable diseases arranged	New indicator	4	4 external awareness campaigns dealing with HIV/AIDS & communicable diseases were arranged.	Target met.	-
1.3.3 Number of training sessions to promote awareness about the role and function of Special Programmes	New indicator	5	7 training sessions were held	Target met.	-



1.3 SUB-PROGRAMME: SPECIAL PROGRAMMES						
Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against		Reasons for under performance/variance	Remedial Actions/Plans Taken	
		Target (2011/12)	Actual (2011/12)			
1.3.4 Number of reports on employment equity in support of reaching the targets of 50% representation of women in SMS positions and 2% representation of People with Disabilities	New indicator	4	3 written reports and 1 verbal report were provided.	Target met.	-	
1.3.5 Number of reports (compliance and monitoring) on empowerment of children & youth according to departmental key priorities	New indicator	4	4	Target met.	-	
1.3.6 Number of meetings to promote the empowerment and motivation of staff approaching retirement age	New indicator	5	16 financial workshops were held covering both Head Office and district office staff.	Target met and exceeded due to level of need expressed and requests received.	-	
1.3.7 Number of reports on the implementation of the 8 Principles for HOD/DG Action	New indicator	4	6	Target met.	-	

### 1.3 SUB-PROGRAMME: SPECIAL PROGRAMMES

Performance Indicator	Measure	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for performance/variance	Remedial Actions/Plans Taken
			Target (2011/12)	Actual (2011/12)		
	Plan (empowerment of women)					
1.3.8	Number of commemorated International and National Days as per the annual calendar of events	New indicator	7	11 events were arranged in commemoration of designated days/events	Target met.	-

### 1.4 SUB-PROGRAMME: HUMAN RESOURCE MANAGEMENT

Performance Indicator	Measure	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for performance/variance	Remedial Actions/Plans Taken
			Target (2010/11)	Actual (2011/12)		
1.4.1	Number of reports on human resource information management and Persal		12	12	Target met.	-

1,4 SUB-PROGRAMME: HUMAN RESOURCE MANAGEMENT						
Performance Indicator	Measure	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/variance	Remedial Actions/Plans Taken
			Actual Target (2010/11)	Actual (2011/12)		
1.4.2	Number of personnel trained out of the total of 3683		2 578 (65%)	1 481	Certain programmes were delayed until the 2012/13 financial year.	The Skills Development Plan for the 2012/13 financial year will address the outstanding training requirements.
1.4.3	Number of reports on compensation practices and service benefits		12	12	Target met.	-
1.4.4	Timeous submission of the Human Resource Plan		April	April	Target met.	-
1.4.5	Developed annual Human Development Plan (workplace skills plan)		April	April	Target met.	-
1.4.6	Timeous submission of the Employment Equity Plan		April	April	Target met.	-
1.4.7	Percentage of employees assessed in terms of PMDS		100% (3 683)	98% of 3683	Outstanding assessments are as result of late submissions.	Steps have been taken to ensure compliance with the stipulated time frames.
1.4.8	Percentage of employees reached through the wellness programmes		100% (3 683)	100% (3 683)	Target met.	-

1.5 SUB-PROGRAMME: ICT						
Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/variance	Remedial Actions/Plans Taken	
		Actual Target (2011/12)	Actual (2011/12)			
1.5.1 Number of reports on implementation of/alignment with the Master System Plan		4	0	Lack of adequate and appropriate capacity negatively impacted on the ability to develop a MSP.	The development of the MSP will be a priority in the 2012/13 financial year.	
1.5.2 Number of departmental Information Communication Technology policies developed		3	3	Target met.	-	
1.5.3 Number of reports produced for ICT needs assessment		4	3	Lack of adequate and appropriate capacity negatively impacted on the ability to conduct a comprehensive ICT needs assessment.	The assessment process will be concluded in the 2012/13 financial year.	
1.5.4 Number of linear records disposed		70	0	Shortage of human Resources' to dispose linear records	Deferred disposal of 16 linear records to the 1st Quarter of the new financial year.	
1.5.5 Timeous development and review of the file plan		1	1	The file plan has been reviewed by implementation of the new file plan will take place in the 2012/13 financial year.	The new file plan will be implemented in the 2012/13 financial year.	

<b>1.5 SUB-PROGRAMME: ICT</b>					
Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
1.5.6 Conduct records management inspections		10	5	Lack of adequate and appropriate capacity negatively impacted on the ability to conduct the inspections as planned.	The outstanding inspections will be conducted in the 2012/13 financial year.

<b>1.6 SUB-PROGRAMME: SUPPLY CHAIN MANAGEMENT</b>					
Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
1.6.1 Number of working days taken to advertise bids		5 days	5 days - 10days	Insufficient funds	1. Well managed procurement plan 2. Budget monitoring systems to be put in place
1.6.2 Turnaround time to source a quotation upon request		3 hours	4 days	1. Staff shortage, slowness of the system 2. Response time from suppliers (RQF)	1. Advertise vacant post. Improve system 2. Timeframes on RQF to suppliers
1.6.3 Turnaround time to provide feedback by bid committees to stakeholders		Within 2 working days	3 working days	1. Waiting time for approvals. 2. Staff shortage	1. Timeously follow ups. 2. To submit the approvals in colour code files
1.6.4 Turnaround time to submit feedback and recommendation to Accounting Officer		Within 24 hours	3 working days	1. Waiting time for approvals. 2. Staff shortage	1. Timeously follow ups. 2. To submit the approvals in colour code files

### 1.6 SUB-PROGRAMME: SUPPLY CHAIN MANAGEMENT

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
1.6.5 Timeous compilation and management of contracts		12	2	Within target	None
1.6.6 Turnaround time to generate an order upon receipt of a requisition		Within 30 minutes	1 day	1. Staff shortage and suppliers on hold 2. Cash flow	1. Fill vacant posts 2. Cash flow management
1.6.7 Well managed contractual obligations: Number of days taken to place an order		Within 5 working days	5 days	Within target	None
Departmental procurement database		1 Pre-qualified database	None	No capacity	Approve the new structure
1.6.8 Accurate asset registers, reconciled with Bas/Walker and in line with the requirements of Auditor General		12 reports	12 reports	Within target	None
1.6.9 Number of disposal reports on obsolete and redundant stock		4	01	1. No Auctioneer 2. Processes were cancelled due to arrangements not having been complaint with prescripts	Auctioneer appointed according to prescripts

### 1.6 SUB-PROGRAMME: SUPPLY CHAIN MANAGEMENT

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/variance	Remedial Actions/Plans Taken
		Actual Target (2011/12)	Actual (2011/12)		
1.6.10 Number of reports on physical verification of movable assets		2	01	Physical verification done	None
1.6.11 Timeous delivery of household and office furniture		1 week - household furniture 7 weeks - office furniture	None	No office furniture contract in place	Contract in progress.
1.6.12 Number of recommendations /reports on applications for subsidised vehicles to the Accounting Officer		12	4	No committee meetings were conducted during this quarter.	1. Part of performance agreement.

### 1.7 SUB-PROGRAMME: FINANCIAL MANAGEMENT

Performance Measure Indicator	Baseline (Output) 2010/11	Actual Performance against Target		Reasons for under performance/variance	Remedial Actions/Plans Taken
		Actual Target (2011/12)	Actual (2011/12)		
1.7.1 Approved Adjustment Estimates Budget	December	Dec-11	Done in November 2011.	Target met.	-
1.7.2 Percentage of invoices paid within 30 days	100%	100% (base figures)	82%	Challenges were experienced in that some documentation accompanying invoices	The improvement in timeous payment of service providers has been identified as one of

1.7 SUB-PROGRAMME: FINANCIAL MANAGEMENT							
Performance Measure Indicator	Baseline (Output) 2010/11	Actual Performance against Target		Reasons for under performance/variance	Remedial Actions/Plans Taken		
		Target (2011/12)	Actual (2011/12)				
1.7.3	Timeous submission of variance expenditure, In Year Monitoring and Infrastructure Model reports	By the 15 <sup>th</sup> of every month	15 <sup>th</sup> of every month	12 reports were submitted within the specified time frame	Target met.	-	the priorities for the Department in the 2012/13 financial year.
1.7.4	Number of expenditure reports submitted to the Executing Authority	4 reports	4	4 reports	Target met.	-	
1.7.5	Completed Annual Financial Statement submitted for audit	May	May	May	Target met.	-	
1.7.6	Collection of projected revenue	-	R209 718 000	R175 917 000.00	The target was not met as only one auction was held during the period under review. The auctioneering process was suspended pending finalization of the new contract.	Ongoing	



1.8 SUB-PROGRAMME: RISK MANAGEMENT & INTERNAL CONTROL						
Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/variance	Remedial Actions/Plans Taken	
		Target (2011/12)	Actual (2011/12)			
1.8.1 Formulated, implemented and reviewed risk policy and strategy	New indicator	June	June	Target met. The Risk management policy and strategy were informed by the Public Sector Risk Management Framework and the King 3 report.	-	
1.8.2 Finalisation of the enterprise-wide risk assessment (3 year rolling plan)	New indicator	November	November	Target met. The Risk management implementation plan give effect to the implementation of the Risk management policy and strategy and sets out all risk management activities planned for the 2011/12 financial year. The plan addressed all concerns that were raised in the Auditor General's report 2010/11.	Ongoing	

### 1.8 SUB-PROGRAMME: RISK MANAGEMENT & INTERNAL CONTROL

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
1.8.3 Developed, maintained and reviewed a comprehensive risk register	New indicator	April	April	Target met. Risks were identified based on the Annual Performance Plan and the Auditor General's report for 2010/11 with a view to address all issues that would prevent the Department from achieving its set objectives. Control activities were also identified to mitigate risks.	Ongoing
1.8.4 Formulated and implemented a risk response plan	New indicator	April	Top Ten Risks prioritised, monitored and mitigated.	Target met. The top 10 risks were identified and the departmental Risk Management Committee provided oversight through the review and monitoring of the top 10 risks. Regular progress reports were submitted.	Ongoing

**1.8 SUB-PROGRAMME: RISK MANAGEMENT & INTERNAL CONTROL**

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
1.8.5 Formulated, implemented and reviewed fraud policy and prevention strategy	New indicator	April	Developed Fraud Prevention Plan.	Target met. A Fraud Prevention Plan was developed in consultation with Managers and Programme approved by the Accounting Officer. Awareness workshops were conducted and the plan will be reviewed annually.	Ongoing
1.8.6 Timeous response and coordination thereof in respect of internal and external audit queries	New indicator	12 reports	12 reports were submitted	Target achieved. An Audit Action plan was designed to address all the audit queries from the 2010/11 audit and PwC was appointed to assist with clearing of audit queries. Regular Steering Committee meetings were held to report on progress with implementation of action plans.	Ongoing. Internal controls will be implemented and enhanced as required and financial management will be improved.

### 1.8 SUB-PROGRAMME: RISK MANAGEMENT & INTERNAL CONTROL

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
1.8.7 Formulated and implemented an annual internal control/audit plan	New indicator	12 reports	12 reports were submitted	Target met. An Internal Audit Plan was developed to address audit queries and implement recommendations.	Ongoing. Internal controls will be implemented and enhanced as required and financial management will be improved.

### 1.9 SUB-PROGRAMME: PLANNING, MONITORING AND EVALUATION

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
1.9.1 Timely submission of the Annual Performance Plan to the Provincial Legislature	March	March	Submitted in March	Target met. The APP for 2012/13 was submitted timeously and was adopted by the Legislature.	Ongoing
1.9.2 Number of reports on non-financial performance submitted to Provincial Treasury and Accounting Officer	4	4	4 reports were submitted	Target met. Reports were prepared and submitted to the Accounting Officer and related reporting structures	Ongoing

1.9 SUB-PROGRAMME: PLANNING, MONITORING AND EVALUATION					
Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
1.9.3 Number of performance reports on provincial POA and Growth Path Projects submitted to Office of the Premier	4	4	4 reports were submitted	Target met. Progress and performance of the Department was monitored and report to the relevant reporting structures.	Ongoing
1.9.4 Timeous submission of the Annual Report to the Provincial Legislature	September	September	Submitted in September	Target met. The Annual Report was finalized and submitted timeously.	-

1.10 SUB-PROGRAMME: OFFICE OF THE MEC					
Performance Measure Indicator	Baseline (Output) 2010/11	Actual Performance against Target		Reasons for under performance/variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
1.10.1	Developed and review a departmental Security Policy based on the MISS document	Sep-11	Not achieved	Capacity constraints negatively impacted on the activities with regards to Security and MISS management	The capacity constraints will be addressed after completion of the organizational structure.
1.10.2	Number of presentations/workshops on the Security policy targeting all staff members	20	Not achieved	Capacity constraints negatively impacted on the activities with regards to Security and MISS management	The capacity constraints will be addressed after completion of the organizational structure.
1.10.3	Conduct security inspections and random spot checks after hours to monitor compliance to the Security Policy	20	Not achieved	Capacity constraints negatively impacted on the activities with regards to Security and MISS management	The capacity constraints will be addressed after completion of the organizational structure.
1.10.4	Number of inspections at all registries	16	Not achieved	Capacity constraints negatively impacted on the activities with regards to Security Services and MISS management.	The capacity constraints will be addressed after completion of the organizational structure.
1.10.5	Facilitate vetting of departmental officials	82	Not achieved	Capacity constraints negatively impacted on the activities with regards to Security Services and MISS management.	The capacity constraints will be addressed after completion of the organizational structure.

## PROGRAMME 2: PUBLIC WORKS INFRASTRUCTURE

### Purpose

To construct infrastructure, maintain and manage the provincial property portfolio...

### Strategic Objectives

- To advise client Departments and implementing agents on technical and contractual norms & standards
- To implement the IDIP toolkit systems to manage the property portfolio
- To ensure implementation of, and compliance with GIAMA prescripts (Government Immovable Asset Management Act)
- To manage office and state-owned residential accommodation
- To transform the construction industry through contractor development

### Achievements

- 10 projects were identified for EPWP/NYS programmes.
- 8 projects were awarded to HDIs (Historically Disadvantaged Individuals).
- 7 projects were completed within prescribed time and budget.
- 15 maintenance projects were completed.
- 15 contractors were developed through the Emerging Contractor Development Programme (ECDP).
- 872 title deeds copies have been obtained.
- 670 properties in trust/rural land were surveyed/alienated.
- Draft Provincial Asset Maintenance plan in place.
- 2076 properties have been paid in respect of rates and taxes.

## 2.1 SUB-PROGRAMME: CONSTRUCTION

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken
		Actual Performance Target (2011/12)	Actual (2011/12)		
2.1.1 Number of reports on infrastructure projects implemented	New indicator	11	11	The target was met.	-
2.1.2 Number of reports on major renovation projects implemented	New indicator	11	11	The target was met.	-
2.1.3 Number of projects for EPWP & NYS programmes created	5	44	10	Due to budget constraints, the number of projects was reduced and 28 were registered, inclusive of multi-year projects from the 2010/11 financial year.	The targets set for 2012/13 were planned in line with the B5 project list as per the 2012/13 budget allocation.  DPWRT has set aside a total budget of R 6 400 000.00 to target projects that uses labour intensive construction methods only.



## 2.1 SUB-PROGRAMME: CONSTRUCTION

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken
		Actual Target (2011/12)	Actual (2011/12)		
2.1.4 Number of jobs created (EPWP/NYS)	New indicator	5 279	834	Due to budget constraints, 2 projects were put on hold, thus resulting in decrease in total number of jobs created.  Another challenge is under-reporting on EPWP statistics by service providers.	DPWRT has established a Project Management Unit. The Department also introduced the use of the standard CIDB reporting template (template 4T20-4T26) and this will ensure adequate reporting of EPWP statistics by service providers.  The 2 projects that were placed on hold will be implemented in the 2012/13 financial year.
2.1.5 Number of projects registered	New indicator	28	28	Target met, 28 projects were registered in the 1 <sup>st</sup> quarter.	-
2.1.6 Number of projects ready for tender	New indicator	20	13	Due to budgetary constraints, 7 projects were put on hold.	The 7 projects that were put on hold will be implemented in the 2012/13 financial year.
2.1.7 Number of contracts awarded to HDI compliant service providers	New indicator	20	29	A total number of 29 HDI compliant service providers benefitted from the tenders awarded in the 2011/12 financial year.	-

## 2.1 SUB-PROGRAMME: CONSTRUCTION

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
2.1.8 Number of contracts awarded to WOE's	New indicator	2	2	Target met. The projects that were awarded to WOE's are (i) the construction of fence for the Library and Archives building and (ii) the construction of Ditsobotla sub-district office.	-
2.1.9 Number of projects completed within prescribed time	4	28	8	Due to budgetary constraints and poor performance on the part of certain contracts, only 7 projects were completed within the prescribed time and 1 project was handed over.  The status of the remaining projects is as follows: 3 are in planning stage, 8 are in design stage, 1 is in tender stage and 8 are under construction.	The Department established a Project Management unit to improve on the administration and management of projects and service providers. This initiative will improve the monitoring of projects and delays will be minimized and addressed timeously.

2.1 SUB-PROGRAMME: CONSTRUCTION					
Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken
		Actual Target (2011/12)	Actual (2011/12)		
2.1.10 Number of projects completed within budget	New indicator	28	8	Due to budgetary constraints and poor performance on the part of certain contracts, only 7 projects were completed within the prescribed budget and 1 project was handed over.	The Department established a Project Management unit to improve on the administration and management of projects and service providers. This initiative will improve the monitoring and financial management of projects.

2.2 SUB-PROGRAMME: BUILDING MAINTENANCE						
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken	
		Target (2011/12)	Actual (2011/12)			
2.2.1	Number of district implementation plans approved	New indicator	1	1	Target met, the plans of the districts were consolidated in a departmental plan.	-
2.2.2	Number of projects identified for planned maintenance	New indicator	62	51	The projects had to be revised in order to be aligned with the budget allocated in accordance with the B5 project list.	The targets set for 2012/13 were planned in line with the B5 project list as per the 2012/13 budget allocation.
2.2.3	Number of planned maintenance projects approved	New indicator	62	51	The projects had to be revised in order to be aligned with the budget allocated in accordance with the B5 project list.	The targets set for 2012/13 were planned in line with the B5 project list as per the 2012/13 budget allocation. None
2.2.4	Number of planned maintenance projects completed	28	62	15	Due to the poor performance on the part of certain contractors, the target could not be met.	The Department has established a Project Management unit to improve on the administration and management of projects and service providers
2.2.5	Number of projects awarded	New indicator	62	19	The process of ensuring compliance with procurement processes and conducting quality assurance checks took longer than planned which led to some delays	Training on SCM processes, compliance frameworks and SCM requirements was provided.

## 2.2 SUB-PROGRAMME: BUILDING MAINTENANCE

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
2.2.6	Number of projects under implementation	62	36	<p>in the awarding of tenders, thus also impacting on the number of projects implemented and completed.</p> <p>The process of ensuring compliance with procurement processes and conducting quality assurance checks took longer than planned which led to some delays in the awarding of tenders, thus also impacting on the number of projects implemented and completed.</p>	<p>Initiatives are also planned to ensure that tenders are advertised and awarded in the first quarter of the 2012/13 financial year to address issues related to delays.</p> <p>Training on SCM processes, compliance frameworks and SCM requirements was provided.</p> <p>Initiatives are also planned to ensure that tenders are advertised and awarded in the first quarter of the 2012/13 financial year to address issues related to delays.</p>
2.2.7	Number of projects completed within prescribed time	62	9	<p>The process of ensuring compliance with procurement processes and conducting quality assurance checks took longer than planned which led to some delays in the awarding of tenders, thus also impacting on the number of projects implemented and completed.</p>	<p>Training on SCM processes, compliance frameworks and SCM requirements was provided.</p> <p>Initiatives are also planned to ensure that tenders are advertised and awarded in the first quarter of the 2012/13</p>

## 2.2 SUB-PROGRAMME: BUILDING MAINTENANCE

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
2.2.8	Number of projects completed within budget	62	9	The process of ensuring compliance with procurement processes and conducting quality assurance checks took longer than planned which led to some delays in the awarding of tenders, thus also impacting on the number of projects implemented and completed.	financial year to address issues related to delays in awarding of tenders.  The newly-established Project Management Unit will assist with the management and administration of projects and service providers.  Training on SCM processes, compliance frameworks and SCM requirements was provided.  The newly-established Project Management Unit will assist with the management and administration of projects and service providers.
2.2.9	Number of EPWP/NYS projects completed	32	9	The challenges in finalization and awarding of tenders as outlined immediately above, also impacted on number of EPWP/NYS projects completed.	Training on SCM processes, compliance frameworks and SCM requirements was provided.

2.2 SUB-PROGRAMME: BUILDING MAINTENANCE					
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
2.2.10	Number of people employed	640	360	561	<p>Initiatives are also planned to ensure that tenders are advertised and awarded in the first quarter of the 2012/13 financial year to address issues related to delays in awarding of tenders.</p> <p>The newly-established Project Management Unit will assist with the management and administration of projects and service providers.</p>
2.2.11	Number of emerging contractors developed through skills transfer	37	37	27	<p>Target met, 561 beneficiaries were employed inclusive of ECDP projects (Emerging Contractor Development Programme projects).</p> <p>ECDP projects are multi-year projects and 27 contractors have benefitted thus far.</p> <p>The achievement of the target was impacted by the challenges in</p>
					<p>Improvement in efficiency in awarding of tenders and improved project management will improve performance in this regard.</p>

## 2.2 SUB-PROGRAMME: BUILDING MAINTENANCE

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
2.2.12 Number of ECDP projects completed	28	37	15	<p>finalisation of awarding of tenders as outlined above.</p> <p>The ECDP projects are multi-year projects and are planned for completion in the subsequent financial period.</p> <p>The process of ensuring compliance with procurement processes and conducting quality assurance checks took longer than planned which led to some delays in the awarding of tenders, thus also impacting on the number of projects implemented and completed.</p>	Improvement in efficiency in awarding of tenders and improved project management will improve performance in this regard.
2.2.13 Number of ECDP projects approved	New indicator	37	27	<p>The number of projects submitted had to be revised in order to be aligned with the budget allocated in accordance with the B5 project list.</p>	The targets set for 2012/13 were planned in line with the B5 project list as per the 2012/13 budget allocation.



**2.3 SUB-PROGRAMME: IMMOVABLE ASSET MANAGEMENT**

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variances	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
2.3.1 Number of applications submitted for vesting properties (land)	New indicator	600	329	<p>The performance was negatively affected by renovations undertaken at the Vryburg Deeds Office which is beyond the control of the Department.</p> <p>The challenge was further compounded by the fact that the said Deeds Office implemented a process of electronic capturing of records (e-Cadastre) system, the result of which was that all hard copies of documents were in Midrand for capturing purposes.</p>	<p>The function of vesting has been decentralised to the various district offices to facilitate and speed up the general process.</p>

### 2.3 SUB-PROGRAMME: IMMOVABLE ASSET MANAGEMENT

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variances	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
2.3.2 Number of title deed copies obtained	213 title deeds obtained	1 340	872	The challenge in accessing the Vryburg Deeds Office as outlined immediately above also impacted performance in this regard.  Capacity constraints were also experienced in the period under review.	Personnel were made available to assist the Directorate.  A decision was also taken that vacant funded posts can be filled after the required approval has been obtained. This will increase capacity available in this regard.
2.3.3 Number of properties with valid Valuation Certificates/Reports	6	25	27	Target met.	-
2.3.4 Number of properties in trust/rural land surveyed/alienated	665 unapproved and 133 approved	600	670 Unapproved Surveyor General Diagrams: 285 Approved Surveyor General Diagrams: 385 Total - 670	Target met.	-
2.3.5 Number of buildings' condition and compliance assessed of the total of 5140 as at 31 March 2012	New indicator	1 600	2 218	Target met.	-

### 2.3 SUB-PROGRAMME: IMMOVABLE ASSET MANAGEMENT

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variances	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
2.3.6 Number of redundant properties identified for disposal	New indicator	15	5	<p>The moratorium on transfer of properties by the Department of Human Settlements and Public Safety &amp; Liaison affected the identification and disposal of houses.</p> <p>It was subsequently confirmed that the moratorium related to NWHC assets and not redundant state-owned houses.</p>	<p>The moratorium was clarified to exclude the property portfolio of the DPWRT.</p>
2.3.7 Number of redundant properties disposed of	9	15	3	<p>The moratorium on transfer of properties by the Department of Human Settlements and Public Safety &amp; Liaison affected the identification and disposal of houses.</p> <p>The electronic capturing of Deeds Office records as outlined above was only finalized in March 2012 which delayed the process further.</p>	<p>The moratorium was clarified to exclude the property portfolio of the DPWRT.</p> <p>The Deeds Office has finalised the process of electronic capturing of records.</p>

**2.3 SUB-PROGRAMME: IMMOVABLE ASSET MANAGEMENT**

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variances	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
2.3.8 Number of under-utilised properties identified for alternative use	New indicator	3	3	Target met.	-
2.3.9 Number of commercial properties administered in terms of lease agreements and rentals	New indicator	107	107	Transfer transactions have been put on hold to allow for the delegation of signing powers.	Delegations will be finalized in the 2012/13 financial year.

## 2.4 SUB-PROGRAMME: FACILITY OPERATIONS

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Action/Plans Taken
		Target (2011/12)	Actual (2011/12)		
2.4.1	Developed and submitted User-Asset Management Plan for the DPWRT	New indicator	April	1 DPWRT U-AMP was developed and finalised in April	-
2.4.2	Number of User Asset Management Plans assessed	7 User Departments submitted their plans to Provincial Treasury	10	8 User Departments' U-AMPs were assessed.	Meetings were held with the relevant Departments to facilitate the finalization of their U-AMPs
2.4.3	Developed/reviewed and submitted Custodian Asset Management Plan	New indicator	April	Not achieved	Meetings were held with the relevant Departments to facilitate the finalization of their U-AMPs
2.4.4	Number of Provincial User Department Forum meetings	9 meetings	4 meetings	1st quarter: 5 meetings; 2nd quarter: 2 meetings & 4 one-on-one meetings; 3rd quarter: 5 meetings; 4th quarter: 3 one-on-one meetings & 1 inter-dept meeting	Ongoing
2.4.5	Developed/reviewed Provincial Assets Maintenance Plan	New indicator	1	Draft Provincial Asset Maintenance plan in place	-

## 2.4 SUB-PROGRAMME: FACILITY OPERATIONS

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Action/Plans Taken
		Target (2011/12)	Actual (2011/12)		
2.4.6	Number of prestige houses maintained	35	35	Target met.	Ongoing
2.4.7	Number of prestige points (premises) physically secured in accordance with SAPS/NIA specifications	13	13	Target met.	Ongoing
2.4.8	Number of gardens maintained at prestige houses	29	29	Target met.	Ongoing
2.4.9	Number of other residential properties administered in terms of lease agreements and rentals	283	194	<p>The difference is as a result of the following factors:</p> <ul style="list-style-type: none"> <li>As part of a verification exercise it was determined that 1 house is the property of the National Dept of Public Works and the provincial register were updated accordingly.</li> <li>2 houses are vacant currently.</li> </ul>	Legal action will be taken against the identified defaulters.

## 2.4 SUB-PROGRAMME: FACILITY OPERATIONS

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Action/Plans Taken
		Target (2011/12)	Actual (2011/12)		
				<ul style="list-style-type: none"> <li>The occupants of 19 properties were in default in respect of rentals.</li> <li>41 occupants have not submitted the required agreements.</li> </ul>	
2.4.10	Number of properties in respect of which rates and taxes are paid	1 492	2 076	The target was met and exceeded as a result of payments made to address arrear payments from the National Department of Public Works.	-
2.4.11	Number of properties in respect of which utilities paid	147	158	Additional properties were identified after verification of the schedule of payments from the Local Municipalities.	Verifications will be conducted on a regular basis to ensure the integrity of data and schedules.
2.4.12	Number of jobs created	150	150	Target met.	-
2.4.13	Number of beneficiaries trained	150	21	The training of beneficiaries was impacted negatively by budgetary constraints and challenges in finalization of awarding of tenders.	As outlined under item 2.2.11 above.

### **PROGRAMME 3: TRANSPORT INFRASTRUCTURE**

#### **Purpose**

To plan, design, develop and maintain road infrastructure in the Province.

#### **Strategic Objective**

- To effectively manage the planning, construction and maintenance of the provincial roads network.

#### **Achievements**

- The Infrastructure Project Management Plan (IPMP) was completed and submitted for gazetting.
- 9 project designs have been done.
- 3 new projects were awarded.
- 153898.88 square meters of blacktop patching on surfaced was done.
- 72430.9 km of gravel roads have been bladed.
- 263.41 km of gravel roads patching was done.
- 1074.3 km of gravel shoulders (surfaced roads) were bladed.

#### **3.1 SUB-PROGRAMME: PLANNING AND DESIGN**

Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
3.1.1 Development and review of the infrastructure plan	The infrastructure plan for 2011/2012 was completed and submitted in August 2010 as per Treasury requirement	August	In process of finalisation.	With the introduction of the S'hamba Sonke Provincial Roads Maintenance Programme/Grant the need arose to align the initial RMPG project list as it excluded projects funded by the IGP.	The project list (IPMP) has been re-aligned for gazetting, which then will be flowed by the finalization of the infrastructure plan for the 2012/13 financial year.



**2.4 SUB-PROGRAMME: FACILITY OPERATIONS**

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Action/Plans Taken
		Target (2011/12)	Actual (2011/12)		
2.4.1	Developed and submitted User-Asset Management Plan for the DPWRT	New indicator	April	1 DPWRT U-AMP was developed and finalised in April	-
2.4.2	Number of User Asset Management Plans assessed	7 Departments submitted their plans to Provincial Treasury	10	8 User Departments' U-AMPs were assessed.	Meetings were held with the relevant Departments to facilitate the finalization of their U-AMPs
2.4.3	Developed/ reviewed and submitted Custodian Asset Management Plan	New indicator	April	Not achieved	Meetings were held with the relevant Departments to facilitate the finalization of their U-AMPs
2.4.4	Number of Provincial User Department Forum meetings	9 meetings	4 meetings	1st quarter: 5 meetings; 2nd quarter: 2 meetings & 4 one-on-one meetings; 3rd quarter: 5 meetings; 4th quarter: 3 one-on-one meetings & 1 inter-dept meeting	Meetings were held with the relevant Departments to facilitate the finalization of their U-AMPs Ongoing
2.4.5	Developed/reviewed Provincial Assets Maintenance Plan	New indicator	1	Draft Provincial Asset Maintenance plan in place	-

3.2 SUB-PROGRAMME: CONSTRUCTION						
Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken	
		Target (2011/12)	Actual (2011/12)			
3.2.1	Number of new projects awarded	3	3	Target met.	-	
3.2.2	Total number of projects under implementation	18	5	The implementation and therefore completion of projects were impacted by the issues as outlined under item 3.1.1 above	The project list (IPMP) has been re-aligned for gazetting, which then will be flowed by the finalization of the infrastructure plan for the 2012/13 financial year.	
3.2.3	Number of projects completed within budget	16	0	The implementation and therefore completion of projects were impacted by the issues as outlined under item 3.1.1 above	The project list (IPMP) has been re-aligned for gazetting, which then will be flowed by the finalization of the infrastructure plan for the 2012/13 financial year.	
3.2.4	Number of projects completed in time	16	0	The implementation and therefore completion of projects were impacted by the issues as outlined under item 3.1.1 above	The project list (IPMP) has been re-aligned for gazetting, which then will be flowed by the finalization of the infrastructure plan for the 2012/13 financial year.	

### 3.2 SUB-PROGRAMME: CONSTRUCTION

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken
		Actual Target (2011/12)	Actual (2011/12)		
3.2.5 Number of km of surfaced roads rehabilitated	98.5	312.95	33.50	The implementation and therefore completion of projects were impacted by the issues as outlined under item 3.1.1 above.	The project list (IPMP) has been re-aligned for gazetting, which then will be flowed by the finalization of the infrastructure plan for the 2012/13 financial year.
3.2.6 Number of km of surfaced roads constructed	New indicator	214.20	62.50	The implementation and therefore completion of projects were impacted by the issues as outlined under item 3.1.1 above.	The project list (IPMP) has been re-aligned for gazetting, which then will be flowed by the finalization of the infrastructure plan for the 2012/13 financial year.

3.3 SUB-PROGRAMME: ROAD MAINTENANCE					
Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
3.3.1	Number of square meters surfaced roads resealed	335.3 km	945 000	0	No term contracts were in place.  S'hamba Sonke Project. Term contracts have been advertised and were at evaluation stage at the end of the period under review.
3.3.2	Number of square meters of blacktop patching on surfaced roads	145 203	139 000	129 480.74	The difference between the actual and planned performance is not substantial.  Challenges in respect of availability of fuel and the limited amount of materials available impacted on performance.
3.3.3	Number of km of gravel roads bladed	80 205	70 000	61 749.97	Challenges in respect of availability of fuel and ageing of plant and equipment impacted on performance  Initiatives have been implemented to ensure a sufficient supply of fuel.  A substantial capital investment is required to replace the plant and equipment.
3.3.4	Number of km of roads re-gravelled	73	200	38.5 km	Challenges in respect of the ageing of plant and equipment impacted on performance.  Steps have been taken to ensure that the term contracts were put in place.
				Term contracts for plan	

3.3 SUB-PROGRAMME: ROAD MAINTENANCE						
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/variance	Remedial Actions/Plans Taken	
		Target (2011/12)	Actual (2011/12)			
				hire had also expired in the period under review.		
3.3.5	Number of km of gravel roads patching	133	198	Target met.	-	
3.3.6	Number of km of gravel shoulders (on surfaced roads) bladed	910	1 057	Target met.	-	
3.3.7	Number of km of road reserve maintained	3 920	10 655	Target met.	-	
3.3.8	Number of km of road markings renewed/ remarked	1 500	1 500	Target met.	-	
3.3.9	Number of km of gravel roads constructed	9	The Programme has reported on this performance measure as a capital project under item 3.2 above.	As reported under item 3.2 above.	As reported under item 3.2 above...	
3.3.10	Number of people employed	11 342	1 604	The challenges in the finalisation of the Infrastructure Plan and thus implementation of projects (as outlined under item 3.1.1 above)	The project list (IPMP) has been re-aligned for gazetting, which then will be flowed by the finalization of the infrastructure plan for	

3.3 SUB-PROGRAMME: ROAD MAINTENANCE					
Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
				negatively impacted on the creation of employment days and number of people employed.	the 2012/13 financial year.
3.3.11	Number of employment days created	New indicator	449 621	110 424 employment days	The challenges in the finalisation of the Infrastructure Plan and thus implementation of projects (as outlined under item 3.1.1 above) negatively impacted on the creation of employment days and number of people employed.
3.3.12	Number of youth (16 -25 yrs of age) employed	New indicator	307	644	Target met.
3.3.13	Number of women employed	New indicator	1 022	950	The challenges in the finalisation of the Infrastructure Plan and thus implementation of projects (as outlined under item 3.1.1 above) negatively impacted on the creation of employment days and number of people employed.
					The project list (IPMP) has been re-aligned for gazetting, which then will be flowed by the finalization of the infrastructure plan for the 2012/13 financial year.

3.3 SUB-PROGRAMME: ROAD MAINTENANCE						
Performance Indicator	Measure	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/variance	Remedial Actions/Plans Taken
			Target (2011/12)	Actual (2011/12)		
3.3.14	Number of people Living With Disability (PLWD) employed	New indicator	34	17	The challenges in the finalisation of the Infrastructure Plan and thus implementation of projects (as outlined under item 3.1.1 above) negatively impacted on the creation of employment days and number of people employed.	The project list (IPMP) has been re-aligned for gazetting, which then will be flowed by the finalization of the infrastructure plan for the 2012/13 financial year.
3.3.15	Number of people trained	New indicator	320	1 607	Target met.	-
3.3.16	Number of allocated projects (Access roads – Re-Phelele programme)	18	18	0	The challenges in the finalisation of the Infrastructure Plan negatively impacted on the allocation and implementation of projects (as outlined under item 3.1.1 above).	The project list (IPMP) has been re-aligned for gazetting, which then will be flowed by the finalization of the infrastructure plan for the 2012/13 financial year.
3.3.17	Number of trained contractors	Nine women contractors were trained	18	0	The challenges in the finalisation of the Infrastructure Plan negatively impacted on the allocation and implementation of projects as outlined under item 3.1.1 above).	The project list (IPMP) has been re-aligned for gazetting, which then will be flowed by the finalization of the infrastructure plan for the 2012/13 financial year.

3.3 SUB-PROGRAMME: ROAD MAINTENANCE						
Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/variance	Remedial Actions/Plans Taken	
		Actual Target (2011/12)	Actual (2011/12)			
3.3.18	Number of reports	16	4	4 reports were submitted	Target met.	-
3.3.19	Number of km of access roads upgraded	New indicator	60	7	The challenges in the finalisation of the Infrastructure Plan negatively impacted on the implementation of projects (as outlined under item 3.1.1 above).	The project list (IPMP) has been re-aligned for gazetting, which then will be flowed by the finalization of the infrastructure plan for the 2012/13 financial year.



## **PROGRAMME 4: TRANSPORT OPERATIONS**

### **Purpose**

To provide effective, efficient, accessible, affordable, safe and integrated passenger transport system that is economically viable, environmentally friendly and with a rural bias.

### **Strategic Objectives**

- To develop transport strategies, policies and a legislative framework governing the integration of modes and networks of transport operations
- To oversee, regulate, control and monitor public and learner transport operations in the Province
- To procure, maintain and manage the provincial pool fleet

### **Achievements**

- The Provincial Transport Bill was completed and the consultative processes were concluded. The Bill was submitted to the State Law Advisor for certification.
- 500 new and 459 reallocated bicycles were distributed to beneficiaries.
- 26,773,386 commuter passengers were subsidised.
- 125 learner transport operators were subsidised.
- 34 430 learners were subsidised.
- The Provincial Regulatory Entity (PRE) Committee members were appointed and the structure is fully functional.

#### 4.1 SUB-PROGRAMME: PUBLIC TRANSPORT SERVICES (TRANSPORT PLANNING)

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/ major variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
4.1.1 Provincial Transport Act in place	Development process completed in the second quarter, Bill produced and submitted to the State Law Advisers for certification.	June	Target met.	The Bill and related consultative processes were finalised, and the Bill was submitted to the State Law Advisor for certification.	-
4.1.2 Rustenburg Integrated Rapid Transport system developed	New indicator	March	The project was officially launched in July 2011. Consultation workshops and meetings were held with the taxi industry and bus operators that are affected by the project.	Challenges experienced concerning coordination of the various stakeholders.	Coordination committees were established that comprise the National DOT, DPWRT, District and Local Municipalities.
4.1.3 Provincial Freight strategy in place	New indicator	March	The project was advertised and the bids were at evaluation stage at financial year-end.	Challenges were experienced in relation to the finalization of the procurement processes.	The project is included in the APP of the 2012/13 financial year.
4.1.4 Number of bicycle maintenance shops established	Project was postponed due to budgetary pressures	4	The project was advertised and a service provider was appointed.	The project will be implemented after finalization of the Service Level Agreements.	The project is included in the APP of the 2012/13 financial year.

4.1 SUB-PROGRAMME: PUBLIC TRANSPORT SERVICES (TRANSPORT PLANNING)					
Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/ major variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
4.1.5	1947 bicycles distributed to 45 schools	1000	Target met. 500 new and 459 reallocated bicycles were distributed to beneficiaries. 400 new bicycles were and the National Department of Transport donated 100 new bicycles.	Some schools withdrew from the project and returned bicycles as motorised transport was the preferred option. This resulted in the return and redistribution of bicycles.	-
4.1.6	Number of animal-drawn carts retrofitted to SABS guidelines	25	Approval for the appointment of a service provider was obtained and the project was advertised.	The delay was caused by the prolonged negotiations with the South African Bureau of Standards.	Sites and shop managers (EPWP candidates) have been identified already.

4.2 SUB-PROGRAMME: PUBLIC TRANSPORT SERVICES (EMPOWERMENT AND INSTITUTIONAL MANAGEMENT)					
Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
4.2.1	Number of Public Transport contracts subsidised and monitored	8	8	Target met.	-
4.2.2	Number of vehicles/commuter operations subsidized	548	586	The Dr Kenneth Kaunda District is not benefitting from the subsidized commuter bus operations due to the location of the District in the former TPA jurisdiction, where such services (as rendered in the former BOP areas) were not in available.	The Department has finalised the route designs for the said area and the proposed routes were costed. The Department is currently in discussion with the National Department of Transport for allocation of additional funds to include this District in the operations.
4.2.3	Number of subsidised commuter routes	802	838	Target met. There was an increase in demand for public transport during the period under review and the Department responded to this need by increasing the number of routes.	The Department and District Municipalities are aligning future planning of public transport activities within the context of the spatial development plan of the Province.

4.2 SUB-PROGRAMME: PUBLIC TRANSPORT SERVICES (EMPOWERMENT AND INSTITUTIONAL MANAGEMENT)					
Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
4.2.4	Number of passengers subsidized (commuters)	78 390	24,292,154	26,773,386	Target met. There was an increase in demand for public transport services due to the growth in economic activities in specific growth nodes in the Province. The Department and District Municipalities are aligning future planning of public transport activities within the context of the spatial development plan of the Province.
4.2.5	Number of subsidized trips (commuter operations)	41 500	612 572	613 283	Target met. The number of trips was increased in response to increase in demand and to prevent overloading. Approval was obtained for the introduction of additional trips.
4.2.6	Number of kilometres operated (commuter operations)	26,387,510	30,148,743.6	28,943,024.30	Certain identified operators defaulted. Penalties were imposed.
4.2.7	Number of trips monitored (commuter operations)	26 975	480 092	479 550	Target met, the difference between the planned and actual outcome is not significant. The number of trips monitored was reduced as a result of the seasonal holiday period in the 3 <sup>rd</sup> quarter of the period under review. -

4.2 SUB-PROGRAMME: PUBLIC TRANSPORT SERVICES (EMPOWERMENT AND INSTITUTIONAL MANAGEMENT)					
Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
4.2.8	Monetary value of penalties levied	R314 706 total amount of penalties imposed from April to 31 March 2011	R1,120,000	R2,944,706.89	Target met. The penalties levied increased as a result of improved monitoring.  The Department is engaging with operators to improve the service and ensure compliance with the provision so the contracts.
4.2.9	Renegotiation of contracts	New indicator	8	Not yet finalized	The redesign of the renegotiated contract document that would be performance-based has not been finalised at national level at the end of the period under review.  The shareholding framework is in place hence the current bus contracts have been extended pending funds for renegotiations.
4.2.10	Number of learner transport operators subsidised	104	125	125	Target met  -  The final draft of the contract documents have been presented to Provinces and recommendations were forwarded subsequently to COTO for support and ultimately the approval by MINMEC.

**4.2 SUB-PROGRAMME: PUBLIC TRANSPORT SERVICES (EMPOWERMENT AND INSTITUTIONAL MANAGEMENT)**

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
4.2.11 Number of subsidised learners	31 881	30 000	34 430	Target met. There was an unforeseen increase in new learner intake in January 2012.	The Department, jointly with the Department of Education made a submission requesting additional funds to cater for the increase in demand and to prevent overloading of existing vehicles.
4.2.12 Number of subsidised km (learner transport)	19 833	44 000	57 725	Target met. There was an unforeseen increase in new learner intake in January 2012.	The Department, jointly with the Department of Education made a submission requesting additional funds to cater for the increase in demand and to prevent overloading of existing vehicles.
4.2.13 Number of subsidised vehicles (learner transport)	307	290	290	Target met	Additional vehicles will have to be approved to cater for the increase in demand, but this will be done subject to the availability of funds.

4.3 SUB-PROGRAMME: PUBLIC TRANSPORT SERVICES (REGULATION AND CONTROL)					
Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
4.3.1	Number of conflict management meetings held	60	48	There was an improvement in compliance and cooperation during the period under review; hence the rate of conflict situations has reduced.	Continuous training, guidance and monitoring has assisted with the reduction of the incidences of taxi conflicts.
4.3.2	Number of permits converted into Operating Licenses for minibuses taxis	200	107	The conversion project is nearing completion as the earmarked number of permits to be converted 95% of completion.	In terms of the new Act (NLTA, 5 of 2009) the conversion project has been extended to 2016.
4.3.3	Number of operator licenses issued	3 000	12 429	Target met and exceeded. There was a significant increase in demand for temporary licenses which could not have been foreseen.	The Department will be introducing measures to monitor and manage the number of temporary licenses being issued (e.g. temporary licenses will be issued only for special events).
4.3.4	Number of Operator Licenses Withdrawn	20	0	There was an improvement in the compliance and cooperation of operators with regards to licensing conditions.	Continuous training, guidance and monitoring will continue to assist to reduce incidences of non-compliance by operators.
4.3.5	Taxi Transport Cooperatives monitored in terms of utilisation of the grant	4 meetings	6 meetings were held	Target met.	-



4.3 SUB-PROGRAMME: PUBLIC TRANSPORT SERVICES (REGULATION AND CONTROL)						
Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken	
		Target (2011/12)	Actual (2011/12)			
4.3.6	Records management systems in place	Target not achieved as the internal records management team was engaged in restructuring of records in the Licensing Offices	March	Phase 1 of the project, i.e. the transfer of files from Potchefstroom to other Mafikeng for sorting and distribution to relevant Districts has been completed.	The project will be completed in the 2012/13 financial year.	
4.3.7	Number of permits converted into operating licenses for other modes of transport	New indicator	750	776	Target met and exceeded as a result of awareness campaigns that were held, hence an increase in demand.	Plans are in place to increase awareness campaigns using alternative forms of media (e.g. newspaper publications, radio slots etc.) to further increase operators' response.
4.3.8	Number of Provincial Regulatory Entity (PRE) Committee sittings	New indicator	36	84	Target met and exceeded as additional meetings were arranged to deal with the backlog in adjudication of applications.	The Provincial Regulatory Entity (PRE) Committee is now fully functional and is attending to the adjudication of applications as required.

4.3 SUB-PROGRAMME: PUBLIC TRANSPORT SERVICES (REGULATION AND CONTROL)					
Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
4.3.9 Establishment of the Provincial Regulatory Entity (PRE)	Not available (new indicator)	4 reports	Appointment of PRE Committee members was achieved in November 2011 and PRE is fully functional.	The PRE was established and is fully functional.	-

4.4 SUB-PROGRAMME: INFRASTRUCTURE OPERATIONS (AVIATION)					
Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
4.4.1	Ensuring that the landscape on the airside is maintained in accordance with South African Civil Aviation Authority (SACAA) regulations	Monthly	Achieved, but challenges experienced in meeting of SACAA specifications.	The contract with the service provider was terminated due to high costs and budgetary challenges, and maintenance in EPWP mode was introduced. The beneficiaries however were found to not have the required equipment to maintain the landscape in accordance according to specific SACAA requirements.	The Department is in the process of implementing an alternative arrangement.
4.4.2	Provision of security services in accordance with SACAA regulations	Monthly	Security Services were rendered in accordance with the National Security Plan (NASP) and in compliance with the SACAA regulations.	Target met.	-
4.4.3	Procurement of aviation equipment in compliance with SACAA regulations	June	Not achieved.	The evaluation process was not finalized prior to the end of the tender contract period	The process will be finalized after the tender has been renewed.

#### 4.4 SUB-PROGRAMME: INFRASTRUCTURE OPERATIONS (AVIATION)

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
4.4.4	Unveiling strategy for the international status achieved for the Mafikeng Airport	June	Further consultative processes were undertaken and the strategy was reviewed and finalized.	The strategy will be presented to the Executive Council once approved by the Department.	In progress.
4.4.5	Mafikeng Airport upgraded from a category 2 to a category 7	March	Not achieved	The upgrading will commence after approval of the strategy.	The Department has budgeted for infrastructure upgrading at the Airport in the 2012/13 MTEF.
4.4.6	Number of fire personnel staff trained in accordance with SACAA requirements	38	38 personnel underwent fire fighting training at the Tlokwe Municipality Fire Training Centre.	Target met.	Training will be an ongoing imitative.

4.5 SUB-PROGRAMME: GOVERNMENT FLEET					
Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
4.5.1	Number of vehicles purchased	Not available (new indicator)	50	79	Discussions have been entered into with Departments on improved coordination regarding the purchasing of vehicles, as the DPWRT cannot adequately budget for maintenance of vehicles purchased by other Departments using conditional grants.
4.5.2	Number of vehicles maintenance and repairs of pool vehicles in the provincial fleet	Number of Provincial pool fleet maintained: 1370; repaired: 1806 and mandatory services: 1280	3 000	16, 904 maintenance, repairs and services transaction were recorded	The target will be re-formulated in the 2012/13 APP.
4.5.3	Amount of revenue collected	R123,980,249.26 was collected on log-sheets for the year, excluding the auction money	R132,000 000	R 129,071,623	Timeous applications for tariff increase to be lodged with the provincial Department of Finance.

#### 4.5 SUB-PROGRAMME: GOVERNMENT FLEET

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual (2011/12)		
4.5.4	Number of vehicles for installation, de-installations, repairs and calibration of E-fuel system	51 new installations 155 de-installations 42 repairs 2149 calibrations 520 chip replacements	2000	Calibrations=174 5, Repairs=45, De-Installations=114, New Installations=95, Chip Replacement=216	Ongoing
4.5.5	Number of drivers trained	311 officials trained	360	308 The seasonal holiday during the 3 <sup>rd</sup> quarter impacted on the number of drivers nominated by Departments.	Ongoing
4.5.6	Development of Fleet Management Strategy	Not achieved due to budgetary constraints	March	Not achieved The tender documentation and specifications have been drafted and will be submitted for advertisement and adjudication.	The project has been included in the 2012/13 APP.

## **PROGRAMME 5: COMMUNITY BASED PROGRAMME**

### **Purpose**

To deliver accessible services through integrated socially developmental and empowering processes to improve the quality of life of communities within the Province by way of community development programmes.

### **Strategic Objectives**

- To plan, coordinate, support and monitor the implementation of the Expanded Public Works Programme
- To ensure that EPWP delivery is enhanced
- To provide direct support to EPWP Infrastructure sub-programme
- To provide skills and entrepreneurship training to beneficiaries and SMMEs
- To improve and up-scale the EPWP Programme

### **Achievements**

- The EPWP business plan is in place.
- 56 EPWP/NYS projects were implemented.
- 8114 people have been employed.
- Technical support was provided to provincial departments and municipalities implementing infrastructure projects.

5.1 PROGRAMME: COMMUNITY BASED PROGRAMME						
Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken	
		Target (2011/12)	Actual(2011/12)			
5.1.1	Availability of EPWP Strategic or business plan with budget	Business plan was drafted	1	The Business Plan is in place	Target met. The EPWP Strategic Plan aims to provide direction on how the North West Expanded Public Works Programme should go about meeting its obligations, outlines roles and responsibilities as well as targets.	Ongoing implementation and monitoring
5.1.2	Number of provincial EPWP monitoring reports	3 reports were prepared and submitted	4 reports	4 reports	Target met. The quarterly report is prepared as a mechanism to provide principals both administratively and politically with feedback on EPWP implementation, progress with job creation, challenges and proposed solutions.	Ongoing implementation and monitoring
5.1.3	Number of officials capacitated or trained on EPWP related competencies such as MIS	183	80	153 officials	Target exceeded due to high demand.	The training is intended to improve the public officials' capacity to delivery on EPWP projects.



**5.1 PROGRAMME: COMMUNITY BASED PROGRAMME**

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual(2011/12)		
5.2.1					<p>The capacity building mechanisms included training on NQF Level 5 and 7 to improve compliance to EPWP.</p> <p>Guidelines for Infrastructure Projects, training on MIS and Web-based Reporting Systems to improve reporting.</p> <p>Ongoing</p>
5.1.4	Plans, targets and guidelines are in place for Social, Environment & Culture, Infrastructure and Non-state sectors	Prepared in 1st quarter	1 Sector Plan	All Sector Plans are in place	<p>Target met. The Infrastructure, Social and Environment and Culture Sector Plans are in place. These plans outline each and every sector public body's roles, responsibilities, accountability mechanisms and targets as well as institutional arrangements including partnership support mechanisms.</p>

**5.1 PROGRAMME: COMMUNITY BASED PROGRAMME**

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual(2011/12)		
5.2.2 Departmental EPWP/NYS projects implemented	New indicator	60 projects	56 projects	<p>The 56 projects included:</p> <ul style="list-style-type: none"> <li>• 29 Buildings EPWP/NYS and Rural Development projects,</li> <li>• 19 Iirele Roads Maintenance projects</li> <li>• 4 Learner Transport monitoring</li> <li>• 3 Road Rangers projects</li> <li>• 1 Orange Brigade project</li> </ul> <p>Target is not met</p>	<p>The NYS projects that were not implemented in the 2011/12 financial year have been included in the 2012/13 APP.</p>
5.2.3 Number of people employed	5176 recruited and 4167 beneficiaries on site	10 500	8 114	<p>The work opportunities were created on road maintenance, building maintenance, CAPEX projects, Road Rangers projects and Learner Monitor projects.</p> <p>The challenges faced in the implementation of roads projects impacted on the performance in this regard.</p>	<p>The outstanding projects have been included in the 2012/13 APP.</p> <p>The projects will be implemented timeously in the 2012/13 financial year in response to the initiatives implemented to improve performance, such as the establishment of the Project Management Unit.</p>

**5.1 PROGRAMME: COMMUNITY BASED PROGRAMME**

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual(2011/12)		
5.2.4 Number of employment days created	301 952	744 000	515 528	The duration of work opportunities were shorter than foreseen.	The projects will be implemented timeously in the 2012/13 financial year in response to the initiatives implemented to improve performance, such as the establishment of the Project Management Unit.
5.2.5 Number of jobs (work opportunities) created	5176 recruited and 4167 beneficiaries on site	10 500	8 114	Target not met	The department managed to deliver on the number of work opportunities as outlined here. These work opportunities were created on road maintenance, building maintenance, CAPEX projects, Road Rangers, Scholar Monitors.
5.2.6 Number of youth employed	New indicator	4 000	3 236	Target not met	The EPWP Projects endeavour to create work opportunities for the youth. This is so because youth are classified as vulnerable to poverty and unemployment

## 5.1 PROGRAMME: COMMUNITY BASED PROGRAMME

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual(2011/12)		
5.2.7 Number of women	New indicator	5 200	3 125	Target not met	The EPWP Projects endeavour to create work opportunities for the youth. This is so because youth are classified as vulnerable to poverty and unemployment
5.2.8 Number of PLWD	2	110	5	The nature of most projects is not suitable to people with disabilities. This is on top of the fact that most people with disabilities receive social security grants and by implications are excluded	The number of people with disabilities employed in the EPWP projects is not as per target. This can be attributable to the fact that most disabled people have social grants and stand to lose them when they get jobs. EPWP work is temporary work and not worth risking their grants for it.
5.3.1 Provide technical support to municipalities implementing infrastructure projects	Done. All municipalities have received technical support	12	12 Reports	Target met	The Technical Support that is provided to municipalities involves compliance monitoring as well as assistance around integration of Labour intensive methods, setting of EPWP targets in

**5.1 PROGRAMME: COMMUNITY BASED PROGRAMME**

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual(2011/12)		
5.3.2	Provide technical support to provincial departments implementing EPWP infrastructure projects	12	12 Reports	Target met	The Technical Support that gets provided to provincial departments involves compliance monitoring as well as assistance around integration labour intensive methods, setting of EPWP targets in departments.
5.4.1	Number of beneficiaries trained	1000	787	Target not met	The beneficiaries were trained on apprenticeships, skills programmes as well as technical skills. The Department aims to build on these training interventions for the next financial years.

## 5.1 PROGRAMME: COMMUNITY BASED PROGRAMME

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual(2011/12)		
5.4.2 Number of contractors trained	Under the CBP programme no contractors were trained	50	0	35 Contractors were identified to be trained and were not due to budget short fall	The Department identified 35 contractors for training and these contractors would receive training on various skills programmes in the next financial year including working in partnership with CIDB.
5.5.1 Number of new programme under infrastructure sector implemented	Not available (new indicator)	2	2 programmes have been implemented namely Scholar Transport Monitors and Road Rangers	Target met	These programmes assisted with service delivery particularly on issues of road safety and well as closer monitoring of transport for the school going children that benefit from scholar transport subsidy
5.5.2 Number of new programmes under Social Sector implemented	New indicator	2	2	Target met. Home Community Based Care programmes have been implemented, i.e. Substance Abuse and Victim Empowerment programmes	These programmes were implemented as part of the up-scaling of EPWP in the Social Sector and Incentive Grant funds were used to take EPWP forward by funding growing areas.

**5.1 PROGRAMME: COMMUNITY BASED PROGRAMME**

Performance Measure Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reasons for under performance/major variance	Remedial Actions/Plans Taken
		Target (2011/12)	Actual(2011/12)		
5.5.3 Number of new programmes under environment and culture sector implemented	New indicator	2	2	Target met. The Food for Waste Projects are under implementation in Rustenburg and Madibeng Local Municipalities, these projects are funded by the National Department of Public Works.	These programmes were implemented to improve service delivery to un-serviced areas as well as create employment opportunities for the unemployed. Municipalities are expected to budget for these services in the long run.

*Part 3:*  
*Annual*  
*Financial*  
*Statements*



## Report of the Provincial Audit Committee

We are pleased to present our report for the financial year ended 31 March 2012.

### Audit Committee Members and Attendance

The Audit Committee consists of the members listed hereunder and should meet at least four times per annum as the Central Audit Committee and also at least four times per annum as the Cluster Audit Committee as per its approved terms of reference. During the current year four meetings were held by the Central Audit Committee and five meetings were held by the Cluster Audit Committee.

#### Central Audit Committee

Name	Role	Scheduled Meetings		Special Meetings	
		Held	Attended	Held	Attended
Mr M Mohohlo	Chairperson	4	4	2	2
Mr P Mnisi	Deputy Chairperson	4	4	2	2
Ms P Mzizi	External Member	4	4	2	2
Ms N Mtebele	External Member	4	3	2	2
Mr P Zwane	External Member	4	4	2	2
Mr JNT Mohlala	Ex Officio Member	4	1	2	0
Mr G Paul	Ex Officio Member	4	4	2	0

#### Cluster Audit Committee

Name	Role	Scheduled Meetings	
		Held	Attended
Mr P Zwane	Chairperson	5	4
Mr A Mahlatuye	External Member	5	5
Mr M Mohohlo*	External Member	5	2
Ms N Mtebele*	External Member	5	1
Ms M Kgomo	Internal Member	5	2
Dr A Robinson	Internal Member	5	4

\*Co opted for specific meetings

### **Audit Committee Responsibility**

The Audit Committee reports that it has complied with its responsibilities arising from section 38(1) (a) of the PFMA and Treasury Regulation 3.1

The Audit Committee also reports that it has adopted appropriate formal terms of reference as its charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

### **The effectiveness of internal control**

The system of internal control and risk management was not effective for the year under review. Material deficiencies in the system of internal control were reported by the internal auditors and the Auditor General South Africa (AGSA). As highlighted in various reports issued by the Audit Committee in terms of Treasury Regulation 3.1.15, the Committee is of the opinion that in order to have a meaningful impact the following is urgently required:

- A comprehensive credible turnaround intervention is needed in the Department. The intervention should have the required support in order to ensure the successful outcome thereof.
- Furthermore the situation at the Department is so critical that additional personnel will be required to provide a critical mass of intervention in order to make a meaningful impact and turn the Department around.
- An approved departmental organizational structure aligned to the mandate of the Department is needed urgently. This should be augmented by recruitment and other processes to ensure that the required skills and competencies are present in the Department.

Based on the quarterly reviews performed, the departmental fraud and risk management system is inadequate and ineffective. Furthermore an appropriate risk management strategy should be formulated, approved and implemented. This should be an input to determine the skills required of managers and staff to improve controls and to manage risks.

The Committee is not satisfied with internal controls regarding the preparation and compilation of the Annual Financial Statements.



### **Evaluation of Financial Statements**

The Audit Committee has:

- reviewed and discussed the audited Annual Financial Statements to be included in the annual report, with the AGSA and Accounting officer;
- reviewed the AGSA audit and management report and management's response thereto,
- evaluated the Annual Financial Statement for the consistent application of accounting policies and practices;

During the year under review, material deficiencies in compliance with laws and regulations were reported by the internal auditors. This has also been highlighted by the AGSA in the management and audit reports of the department at year end.

The Committee remains concerned with the submission and quality of interim financial statements prepared by the Department.

The Audit Committee concurs and accepts the AGSA conclusions on the annual financial statements, and is of the opinion that the audited annual financial statements be accepted and read together with the report of the AGSA.

### **Internal Audit**

The Audit Committee is satisfied that the Internal Audit function operated effectively during the year under review. However owing to a high vacancy rate the approved audit plan could not cover all relevant departmental risks. The Audit Committee also notes that the deficiencies in risk management mentioned above impact on the adequate implementation of the risk based audit approach.

### **Auditor General South Africa**

The Audit Committee will meet with the Auditor General South Africa to ensure that there are no unresolved issues.



**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11  
Annual Financial Statements for the year ended 31 March 2012**

Signed on behalf of the Cluster Audit Committee by:

Chairperson of the  
Cluster Audit Committee

Date 5 August 2012

The above report was presented to, considered and approved by the Central Audit Committee at a special meeting held on 5 August 2012 and is signed by:

Chairperson of the  
Provincial Audit Committee

M.M. Mohohlo

Date 5 August 2012

## Report of the Accounting Officer

### 1. GENERAL REVIEW OF THE STATE OF FINANCIAL AFFAIRS

The Department continued to contribute to the improvement of the Province's economic competitiveness through the provision of safer public transport and sustained investment in physical public and roads infrastructure. The Department was faced with various challenges however, i.e. the fast deterioration of the road network, insufficient budget allocation, inadequate technical expertise and increasing fuel prices in the case of Government pool vehicles.

The Department persevered to, under severe pressure of limited funding, deliver on its core. The Department was able to formalize the function of the provision of scholar transport that was previously inherited from the Department of Education and the number of jobs created through the Expanded Public Works Programme, (EPWP) increased as part of our commitment to eradicate poverty.

#### 1.1 Important policy decisions and strategic issues facing the department

##### **Some of the issues are carried over from the previous years.**

- Lack of specialised professional staff in engineering, transportation and other skilled professions.
- Continuous funding of subsidised transport with the equitable share portion of the provincial budget.
- Inability to meet the cost of providing/sustaining the existing commuter operations and extension of the scholar transport operations to adequately address the needs.
- Implementation of integrated subsidized transport to accommodate the emerging taxi industry.
- Underfunding for infrastructure development and maintenance of existing assets.
- Retention of technical capacity.
- Cash flow problems, incapacity and poor performance by contractors.
- The greater percentage of provincial state-owned properties in rural areas or on state land under the jurisdiction of communities does not have individual title deeds.
- Some properties in urban areas never had title deeds. The National Department of Public Works has indicated that a process will be implemented to transfer those properties to the National Government.
- Some properties were never surveyed and do not have approved diagrams. In 2011/12 the Department appointed surveyors to undertake this task but the process is not yet finalized.
- An alternative funding arrangement is required to support the rehabilitation and maintenance of the provincial roads network.

#### 1.2 Comment on significant events that have taken place during the year

The following significant events took place during the year under review:

- A substantive Head of Department was appointed and this will stabilize the operations of the Department and provide the required leadership and oversight.
- The following senior managers were suspended in the period under review: Chief Financial Officer, Chief Director: Public Works Infrastructure, Chief Director: Transport Operations and the Director: Supply Chain Management. This posed a challenge in respect of the vacuum it left in management.
- As part of the turnaround strategy that was implemented in the year under review, the services of PricewaterhouseCoopers were contracted to assist with the clearing of audit findings, implementation of proper financial controls and general improvement in financial management.

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Report of the Accounting Officer for the year ended 31 March 2012**

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- With regards to the Lichtenburg-Koster roads project, it can be reported that Phase 1 has been completed. Phase 2 was impacted by legal proceedings.

### **1.3 Comment on major projects undertaken or completed during the year**

The Department was able to achieve the following outputs in respect of construction and maintenance of public infrastructure:

- 5 projects were completed within prescribed time and budget.
- 15 maintenance projects have been completed.
- 15 contractors were developed through the Emerging Contractor Development Programme (ECDP).

The Department was able to achieve the following outputs in respect of construction and maintenance of transport infrastructure:

- 153898.88 square meters of blacktop patching on surfaced roads were completed.
- 72430.9 km of gravel roads were bladed
- 263.41 km of gravel roads patching was completed.
- 1074.3 km of gravel shoulders (surfaced roads) were bladed

The Department contributed to the revitalization of the capital city of the Province through the rehabilitation of certain strategic streets.

The Department was able to achieve the following outputs in respect of transport operations: of transport infrastructure:

- 753 bicycles were distributed to learners as follows:
  - o 411 bicycles to 6 schools in the Ngaka Modiri Molema District Municipality,
  - o 100 bicycles to 3 schools in Bojanala District Municipality,
  - o 64 bicycles to 4 schools in Dr Ruth Segomotsi Mompati District Municipality,
  - o 178 bicycles to 4 schools in Dr Kenneth Kaunda District Municipality,
- 27,750,769 commuter passengers were subsidised and transported,
- 125 learner scholar transport operators were subsidised,
- 34 430 learners were subsidised and transported,
- 13181 operator licenses were issued,
- The Provincial Regulatory Entity (PRE) Committee members were appointed and PRE is fully functional.

In line with the Department's "Bringing aviation to the people" campaign, three (3) students from destitute backgrounds have been enrolled in the aviation training programme to qualify as pilots.

### **1.4 Spending trends**

#### **1.4.1 Reasons for under spending.**

In the financial year under audit the Department received an adjusted budget allocation of R2 890 404 000 which consists of the equitable share and National Conditional grants. The actual spending was 84% of the allocated budget, which translates to R2 425 648 000 in monetary value.

The bulk of the under-spending of 16% relates to the building infrastructure and road maintenance programmes.

**1.4.2 Programme 1: Administration – 83,3%**

The under-spending was a result of the delay in the renewal of the office furniture and domestic equipment term contract.

**1.4.2 Programme 2: Public Works – 91,7%**

The under-spending was a result of the inaccurate tax invoices and delays by Local Municipalities to invoice the Department for rates and taxes.

Due to the lack of technical staff, the finalization of some submissions to the Departmental Bid Adjudication Committee were delayed, hence late implementation and under-spending on certain projects.

**1.4.3 Programme 3: Transport Infrastructure – 71,9%**

The National Department of Transport did not approve the revised business plan for the roads maintenance projects which resulted in the under-spending.

**1.4.4 Programme 4: Transport Operations – 94,8%**

The Department was unable to process all the payments for commuter and learner transport operations due to late submission of invoices by transport operators.

**1.4.5 Programme 5: Community Based Programme – 63,6%**

The non-approval of the roads maintenance projects also impacted this Programme as the non-implementation of projects impacted on achievement of job creation targets. The Department further did not satisfy the requirements for claiming the EPWP Incentive Grant.

**1.5 Virement**

In terms of section 43 (1) of the Public Finance Management Act, 1999, the Department applied and received the Provincial Treasury's approval for a virement to the amount of R54 million for scholar transport from non-core activities under Programmes 2 and 3.

**1.6 Unauthorized Expenditure**

The Department received condonement from Provincial Treasury for an amount of R500 million to clear the unauthorized expenditure inherited from the former Departments of Transport and of Public Works.

**1.7 Fruitless and Wasteful Expenditure**

The Department incurred fruitless and wasteful expenditure of R3,4 million due to late payment of service providers (in lieu of interest charged by service providers in respect of late payments).

**1.8 Irregular Expenditure**

Due to lack of compliance with procurement procedures, the Department incurred irregular expenditure amounting to R410 million in the financial year under review.

## **2. SERVICES RENDERED BY THE DEPARTMENT**

### **2.1. Administration**

The Programme provides political leadership and management support within the Department and also accounts for management of public funds as well as the human resource management and integrated planning support services.

### **2.2 Public Works**

The Programme is responsible for provincial infrastructure development, facilities management and district operations.

### **2.3 Transport Infrastructure**

The Programme provides roads infrastructure planning, design, development and maintenance services.

### **2.4 Transport Operations**

The Programme is responsible for an effective, efficient, accessible, affordable, safe and integrated passenger transport system that is economically viable and with a rural bias.

### **2.5 Community-Based Programme (EPWP)**

This programme coordinates and monitors the Expanded Public Works Programme in the Department and Province.

## **3. TARIFF POLICY**

Most of the departmental revenue tariffs are determined by the approval of National and Provincial Treasuries and the National Department of Transport.

The bulk of the Department's revenue is internally sourced from kilometer monies. The revision of kilometer money tariffs was requested from the Provincial Treasury. However, approval was still awaited by the reporting date.

## **4. FREE SERVICES**

The Department did not provide any of its revenue-generating services free of charge.

## **5. CAPACITY CONSTRAINTS**

As previously reported, the development of infrastructure in the North West Province depends on this Department and lack of technical capacity to execute its responsibility has shown a negative impact to the service delivery and the ownership of the functions.

The critical areas of staff shortage which the Department is in the process of addressing are engineers, technicians, artisans, transport economists and transport planners. This has resulted in the Department relying on external service providers.

## **6. UTILISATION OF DONOR FUNDS**



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The Department did not directly or indirectly receive any donor funding.

**7. TRADING ENTITIES AND PUBLIC ENTITIES**

No trading entities or public entities reports to the Department.

**8. ORGANIZATIONS THAT BENEFITTED FROM TRANSFER PAYMENTS BY THE DEPARTMENT**

The Department has under this economic classification accommodated various categories of beneficiaries as stated below.

**8.1 Financial Assistance to North West Taxi Councils**

No financial assistance was provided to Taxi Councils in the year under review.

**8.2 Bus Subsidies**

**8.2.1 Commuter Bus Subsidies**

- Amarosa Trading (Pty) Ltd
- Atamelang Bus Transport
- Bojanala Bus Transport
- Phumatra Transport

**8.2.2 Scholar Transport**

<b>NAMES OF SCHOLAR TRANSPORT OPERATORS</b>		
1. Amawakawaka Projects	28. Jabulani Transport Services	55. Ndakes Cleaning Services Business Enterprise
2. B Kanjee	29. Jetvest 1168CC t/a Tirisano Learner Transport	56. Neosoul Promotions CC
3. Bahurutshe Civils	30. Kaparelo Trading Enterprise	57. Nomdiba & Tutuse Road Construction
4. Bheka Mzansi	31. Karabile Trading & Projects	58. Nomzano Project Managers CC
5. Blaizepoint Trading 245	32. KBN Transport & Projects	59. NW Move Transport and Logistics Management
6. Blue Anchor Construction and Projects	33. Kerabile Construction and Projects	60. OB & KM Transport & Trading Services
7. Boikgaitzadi NW Facilitators CC	34. Keduetshe Trading Enterprise and Dithunyeng JV	61. Panyaza Transport Services
8. Bokamoso Passenger Services	35. Kenlet Educational Projects	62. Phehella Trading & Projects
9. Bomolemo Carrier's and Projects CC	36. Keorapetse Moteke Transport Service CC	63. Proleb Transport & Projects
10. Bondie Trading Enterprise	37. Ke Tshimlogo Trading CC	64. PS Molefe
11. Dipico Mining Construction	38. Khalushi Holdings	65. Rakgeng Jansen Legodi Scholar Transport
12. David Sekgobela and Associates t/a Esro Coaches	39. Koa and Gomolemo Construction	66. Reka Trade 1002

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<b>NAMES OF SCHOLAR TRANSPORT OPERATORS</b>		
13. Dinkebogile Transport Services	40. Lapeng Invest 120	67. Rethusitse Gape JV Emang Mmogo Trading
14. Dintwe Transport Services and Tours	41. Lebka Trading Enterprise CC	68. R.I. Mako Trading Enterprise
15. Dira Tiro Trading	42. Lematshe Distribution Services	69. RPH Projects
16. Distinctive Choice 1256 CC t/a Tuva Coaches	43. Lerato Designer CC	70. Selemele-Kobamelo JV Kemong Transport
17. Don n Map Goods and Transportation	44. Mabeleng Transport Services	71. Shaza Distributors
18. E Voorby t/a Eddie Tours	45. Maczola Tours CC	72. Tau More Transport & Tours
19. E.J.S. Buses and Tours	46. Magogodi Transport Services	73. Temoso Trading 207
20. Elmogeo General Trading	47. Malebelela Trading Enterprise	74. Texas Pride Trading Enterprise
21. Eltof Trading and Development CC	48. MAN Moroko Alocious Nthusang Trading Enterprise CC	75. Thito Supplier and Projects
22. Envirolink Consultants	49. MDL Trading CC	76. Thusang Bana Transport Services CC
23. Finito Properties and Logistics	50. Micoso Transport and Property Development	77. Tidimatso Construction & Transport CC
24. Gaabue Tours	51. Moroko Wa Bjala Trading Enterprise	78. Tiisang Business Trading
25. GKMN Transport	52. Moteja Trading Enterprise CC	79. Tlhago-Nature Travellers CC
26. Ian Vukuzenzele Transport & Projects	53. MP2 Trading Enterprise	80. Tlhoraboroko Business Trading
27. Iqhawe Resources	54. Nage Trading Enterprise	81. Tsoga Oitirele Filling Station CC/ ENR business Enterprise CC JV Tsetse Village
		82. Vision 11 Transport t/a Thuto Ke Lesedi Transport
		83. Zack's business Enterprise
<b>Month-to-month contracts</b>		
1. AAU's Transport	11. Mantella Trading 624 CC	21. SL Pretorius
2. Alberts JS	12. Mokwatsi Transport & Project	22. Seoke Transport
3. CMM Trading	13. Motshidisi's Tours	23. Tau More
4. J.M. Mpolokeng	14. Nage Trading Enterprise	24. Thlora Boroko Transport
5. Keaikitse Trading Project	15. Phanyane Bus Services	25. TJ Sedumedi Trading CC
6. Kemong Transportation and Projects	16. Re-Kgonne Transport & Projects	26. Tolomane and Sons Trading Enterprise
7. Kge Masia	17. Rekopile Transport CC	
8. Letsopa Transport Service CC	18. SD Ntaolang Transport	
9. Liso Business Enterprise CC	19. Seatlholo and Family Transport	
10. Magogodi Transport Services	20. Sephiro Transport and Projects	

#### 8.4 Municipalities

The Department has in the financial year under audit continued with payment for rates and taxes to various Local Municipalities. The payments were made after receipt of invoices submitted to the Department by 15 (fifteen) of the following Municipalities for 1394 properties:

- Kgetleng River
- Madibeng
- Moses Kotane
- Rustenburg
- Maquassi Hills
- City of Matlosana
- Tlokwe
- Ventersdorp
- Mamusa
- Greater Taung
- Naledi
- Mafikeng
- Tswaing
- Ramotshere Moiloa
- Ditsobotla

#### 9. PUBLIC PRIVATE PARTNERSHIPS (PPP)

The Department did not enter into any PPP arrangement in the financial year under audit.

#### 10. CORPORATE GOVERNMENT ARRANGEMENTS

The Department has established a Risk Management and Internal Control Unit to facilitate and maintain a system of internal control over its financial activities and the safeguarding of state assets. A Risk Management Committee has been established and is operational.

The full disclosure of all interests held by senior managers is compulsory in terms of Public Service Commission requirements.

#### 11. DISCONTINUED ACTIVITIES/ACTIVITIES TO BE DISCONTINUED

There were no activities that were discontinued during the year under audit.

#### 12. NEW/PROPOSED ACTIVITIES

None.

#### 13. ASSET MANAGEMENT

One of the focus areas of the turnaround strategy was the review and verification of the assets, i.e. white fleet, yellow fleet and other movable assets.

Significant discrepancies were found between the registers and the Walker Asset Management System. The reconciliation has been completed and the process of investigating the cause and content of material differences will commence in the 2012/13 financial year.

**13.1 Title Deeds**

The National Department of Public Works will initiate a process of transferring all properties where the Provincial Department does not have vested rights, to the national balance sheet.

**14. INVENTORIES**

As at the end of the period under review (31 March 2012) the value on hand amounted to R66,496 million.

**15. EVENTS AFTER THE REPORTING DATE**

None

**16. INFORMATION ON PREDETERMINED OBJECTIVES**

The Departmental Strategic Plan and the Annual Performance Plan were been prepared in line with National Treasury framework. Quarterly reports on actual performance of the programmes have been submitted and presented to the Member of the Executive Council and Departmental Senior Management Committee for further discussion and amendments where necessary. In addition, the Department continued using the reporting template format which was developed to evaluate the performance of senior managers including the Districts on a monthly and quarterly basis.

Other additional performance monitoring reports used by the Department are: In-Year Monitoring Report (IYM), Infrastructure Reporting Model (IRM), Quarterly Performance Report (QPR), Performance Report (QPR) and Cluster Management reports (CMR).

The budget appropriation was done in line with the PFMA and Treasury Regulations and was tabled in line with Annual Performance Plan.

**17. SCOPA RESOLUTIONS**

The disclaimer was the result of significant findings in the following areas:

- Irregular expenditure
- Immovable and movable assets
- Commitments
- Contingent liabilities
- Accruals
- Receivables
- Transfer payments

As part of the turnaround strategy, PwC was contracted to review and address where possible the shortcomings as identified.

Below is a summarized progress report:

**17.1 Immovable Assets – Properties/Buildings**

- Provided the Department with an updated asset register for buildings;
- Prepared the note to the financial statements for 2011/12;

- Prepared a breakdown of properties with title deeds and those without title deeds.

#### Significant Issues

The Department is continuing the process of physically verifying all properties – anticipated completion date 30 June 2012. This is not likely to have a material impact on the financial statements. The purpose is a final completeness exercise to update the new asset register which has just been acquired.

#### **17.2 Immovable Assets – Roads**

- Provided the Department with an updated asset register for roads;
- Prepared the note to the financial statements for 2011/12;
- Ensured that roads have been proclaimed or proclamation is implied in terms of legislation.

#### Significant Issues

A physical verification of roads was not practical and was thus not conducted by the Department.

#### **17.3 Movable Assets – Furniture, Machinery, Equipment and Transport Assets**

- Prepared a reconciliation of movable assets between the AFS and the Walker Register /Fleet register and provided the following reports:
- List of assets that were physically verified;
- List of assets that were linked;
- List of assets found on the floor that did not appear on Walker; or the fleet register;
- List of assets that appeared in Walker/Fleet registers that were not found;
- Globular assets in the Walker register;
- Assets in the register that do not belong to locations in the Department;
- Non-assets in Walker;
- Prepared the note to the financial statements for 2011/12;

#### Significant Issues

- The Department was unable to complete the physical verification of the white fleet in time for submission and as a result, the VMS and First Auto reports were utilised to determine the completeness and existence of the white fleet.
- The Department was unable to complete the physical verification of the yellow fleet in time for submission and as a result, the District confirmation of the yellow fleet was utilised to determine the completeness and existence.
- The Department has been provided with a baseline to move forward – all reconciling items need to be investigated and the Walker register updated with the results.

#### **17.4 Contract/Commitment Register**

The identification of commitments was conducted based on the information provided by the Department and the work performed by PwC in their focus areas. Accordingly, it is not possible to state with a high degree of confidence that all commitments have been accounted for.

PwC prepared a commitment register based on the following categories of contracts:

- Infrastructure contracts;
- Roads contracts;

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- Scholar transport contracts (incl bus subsidy) – both 5 year contracts and month-to-month contracts;
- Labour Saving devices
- Mobile phone contracts;
- Property leases;
- Other administrative contracts, e.g.: security, vehicle maintenance, etc.

The following has been delivered:

- A contract register;
- A commitment register;
- Identification of operating leases and preparation of the disclosure note;
- Identification of finance leases and preparation of the disclosure note;

#### Significant Issues

Whilst PwC has prepared a contract and commitment register, the critical success factor in ensuring that the same issues do not arise in the future is to maintain the momentum of updating these registers on a regular basis.

#### **17.5 Irregular Expenditure**

- Provided a list of irregular expenditure incurred to 2010/2011 and determined the status thereof i.e. condoned, written-off etc;
- Provided an updated irregular expenditure register to 31 March 2012;
- Prepared a file with supporting documentation for all 2011/2012 identified irregular expenditure;

#### Significant Issues

- Using the irregular expenditure register provided as a baseline, the Department should maintain and update this register on a regular basis;
- The Department should engage with Provincial Treasury on the manner in which to condone these transactions.

#### **18. EXEMPTIONS AND DEVIATIONS RECEIVED FROM THE NATIONAL TREASURY**

None.

#### **19. OTHER**

##### **19.1 Attorneys Trust Account**

After several reminders and directives to pay back the R5 million that was deposited into the attorney's trust account, legal action was taken against the attorney who was previously used by the Department in the forensic investigation on mismanagement of CAPEX funds.

##### **19.2 Auctioneer**

Legal action was instituted against the auctioneer who failed to deposit the monies collected from the auction to the Department as per the existing service level agreement.

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**20. APPROVAL**

The Annual Financial Statements set out on pages 112-162 have been approved by the Accounting Officer.



**MR T MAKHETHA**  
**HEAD OF DEPARTMENT**

**DATE: 30 MAY 2012**



## REPORT OF THE AUDITOR-GENERAL TO THE NORTH WEST PROVINCIAL LEGISLATURE ON VOTE NO.11: DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT

### REPORT ON THE FINANCIAL STATEMENTS

#### Introduction

1. I was engaged to audit the financial statements of the Department of Public Works, Roads and Transport, which comprise the appropriation statement, the statement of financial position as at 31 March 2012, the statements of financial performance, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information, as set out on pages 112 to 162.

#### Accounting officer's responsibility for the financial statements

2. The accounting officer is responsible for the preparation and fair presentation of these financial statements in accordance with the departmental financial reporting framework prescribed by the National Treasury and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA) and the Division of Revenue Act of South Africa, 2011 (Act No. 6 of 2011) (DoRA), and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### Auditor-General's responsibility

3. My responsibility is to express an opinion on the financial statements based on conducting the audit in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the General Notice issued in terms thereof and International Standards on Auditing. Because of the matters described in the basis for disclaimer of opinion paragraphs, however, I was unable to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion.

#### Basis for disclaimer of opinion

##### Irregular expenditure

4. I was unable to obtain sufficient appropriate audit evidence to confirm if payments of R789 476 591 was made in terms of the supply chain management requirements due to the absence of a contract management system. In addition, sufficient appropriate audit evidence was not available for the amounts disclosed as irregular expenditure of R1 781 042 000 (2011: R500 438 000) in note 23 to the financial statements. I was unable to confirm the completeness, existence, valuation and rights for irregular expenditure by alternative means. Consequently I was unable to determine whether any adjustments were necessary to the amount disclosed for irregular expenditure.

#### Immovable tangible capital assets

5. I was unable to obtain sufficient appropriate audit evidence for immovable tangible capital assets of R20 239 907 000 (2011: R19 931 327 000) disclosed in note 28 to the financial statements due to the unavailability of contractual agreements, title deeds, reconciliations, road proclamations and lack of details in the immovable asset registers. Moreover, I was





unable to physically verify these assets through alternative means. I was unable to confirm the completeness, existence, rights and valuation of immovable tangible capital assets by alternative means. Consequently I was unable to determine whether any adjustment relating to immovable tangible capital assets in the financial statements was necessary.

### **Movable tangible capital assets**

6. The department did not have an adequate movable tangible capital asset management system in place to be able to verify movable tangible assets. Furthermore, due to of lack of sufficient reconciliations and supporting documentation it was not possible to substantiate movable tangible capital assets of R315 818 257. I was unable to confirm the completeness, existence, rights and valuation of movable tangible capital assets of R810 553 000 (2011: R766 191 000) included in note 27 to the financial statements by alternative means. Consequently I was unable to determine whether any adjustment relating to movable tangible assets in the financial statements was necessary.

### **Commitments**

7. The department did not have an adequate contract management system in place to record, maintain and reconcile the commitments disclosed in note 18 to the financial statements. Therefore, I was unable to confirm the existence, obligations, completeness and valuation of commitments of R992 725 000 (2011: R3 781 259 000) by alternative means. Consequently I was unable to determine whether any adjustment relating to commitments was necessary.

### **Contingent liabilities**

8. During 2011, contingent liabilities were understated by R161 073 292. My audit opinion on the financial statements for the period ended 31 March 2011 was modified accordingly. My opinion on the current period's financial statements is also modified because of the effect of this matter on the comparability of the current period's figure.
9. Contingent liabilities was overstated by R4 092 995 due to claims incorrectly recorded in the contingent liability register. In addition we were unable to obtain sufficient appropriate audit evidence for claims to the amount of R64 696 472 included in contingent liabilities of R298 168 000 as disclosed in note 17 the financial statements. Furthermore, I was unable to confirm the completeness of contingent liabilities due the fact that it was impracticable to quantify the resulting misstatement from projects which were prematurely terminated. I was also unable to confirm the completeness, existence, valuation and obligation of contingent liabilities by alternative means. Consequently I was unable to determine whether any adjustment relating to contingent liabilities was necessary.

### **Accruals**

10. The department did not have adequate systems in place to maintain records of accounts payable for goods and services received but not yet paid for, which resulted in accruals disclosed in note 19 to the financial statements being understated by R10 601 813. In addition, I was unable to confirm the completeness of accruals due the fact that it was impracticable to quantify the resulting misstatement from projects which were prematurely terminated and the impact of a high court interdict over the delayed auction of a state-owned property. Consequently I was unable to determine whether any further adjustments were necessary to the amount disclosed for accounts payable.

### **Receivables for departmental revenue**

11. Receivables for departmental revenue is overstated by R23 968 000 due to confirmed interdepartmental claims of R11 194 000 included as receivables instead receivables for departmental revenue and unconfirmed interdepartmental claims of R35 162 000 incorrectly



included as receivables for departmental revenue. In addition, I was unable to obtain sufficient appropriate audit evidence for receivables for departmental revenue of R55 231 000 disclosed in note 22 to the financial statements. Consequently I was unable to determine whether any further adjustments were necessary to the amount disclosed for receivables for departmental revenue.

12. During 2011 receivables for departmental revenue were understated by R21 166 396 due to service charges relating to the usage of vehicles by other departments, not being disclosed as receivables for departmental revenue. My audit opinion on the financial statements for the period ended 31 March 2011 was modified accordingly. My opinion on the current period's financial statements is also modified because of the effect of this matter on the comparability of the current period's figure.

### **Transfer payments**

13. I was unable to obtain sufficient appropriate audit evidence for the completeness, occurrence, accuracy, classification and cut-off of transfers payments made to public corporations and private enterprises of R628 497 000 (2011: R530 986 000) disclosed in note 6 to the financial statements. I was unable to confirm the transfer payments by alternative means. Consequently I was unable to determine whether any adjustment relating to transfer payments in the financial statements was necessary.

### **Goods and services**

14. Other operating expenditure included in note 4 to the financial statements are overstated by R52 623 720 while operating payments and training are understated by R52 522 048 due the incorrect classification of other operating expenditure. In addition, sufficient appropriate audit evidence was not available for expenditure transactions of R41 871 989 included in goods and services due to the absence of supporting documentation. Consequently I was unable to determine whether any further adjustments were necessary to goods and services of R664 979 000 included in note 4 to the financial statements.

### **Fruitless and wasteful expenditure**

15. Fruitless and wasteful expenditure is understated by R11 222 220 due to staff being suspended. In addition, I was unable to confirm the completeness of fruitless and wasteful expenditure of R14 365 000 as disclosed in note 24 to the financial statements due the fact that it was impracticable to quantify the resulting misstatement from projects which were prematurely terminated and the impact of a high court interdict over the delayed auction of a state-owned property. Consequently I was unable to determine whether any further adjustments were necessary to the amount disclosed for fruitless and wasteful expenditure.

### **Cash flow statement**

16. I was unable to obtain sufficient appropriate audit evidence for R25 993 000, disclosed as other non-cash items in the corresponding figures of note 15 to the financial statements. I was unable to confirm this amount by alternative means. Consequently I was unable to determine whether any adjustments to the net cash flow generated by operating activities corresponding figure were necessary.

### **Disclaimer of opinion**

17. Because of the significance of the matters described in the basis for disclaimer of opinion paragraphs, I have not been able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion. Accordingly, I do not express an opinion on the financial statements.



### **Emphasis of matters**

18. I draw attention to the matters below. My opinion is not modified in respect of these matters.

### **Material under spending of the budget**

19. The Department of Public Works, Roads and Transport have materially under spent its budget. At the date of this report, under spending amounted to R464 756 000 and no satisfactory explanation was provided. This under spending relates to projects which were suspended during the financial year.

### **Contingent liabilities, commitments and accruals**

20. As disclosed in note 17 contingent liabilities, note 18 commitments and note 19 accruals of the financial statements, the department is exposed to liabilities and potential liabilities of R1 414 254 000. This represents 49% of the annual appropriation for 2013.

### **Additional matter**

21. I draw attention to the matter below. My opinion is not modified in respect of this matter.

### **Unaudited supplementary schedules**

22. The supplementary information as set out on pages 163 to 175 does not form part of the financial statements and is presented as additional information. I have not audited these annexures and, accordingly, I do not express an opinion thereon.

## **REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS**

23. In accordance with the PAA and the General Notice issued in terms thereof, I report the following findings relevant to performance against predetermined objectives, compliance with laws and regulations and internal control, but not for the purpose of expressing an opinion.

### **Predetermined objectives**

24. I performed procedures to obtain evidence about the usefulness and reliability of the information in the annual performance report as set out on pages 20 to 86 of the annual report.

25. The reported performance against predetermined objectives was evaluated against the overall criteria of usefulness and reliability. The usefulness of information in the annual performance report relates to whether it is presented in accordance with the National Treasury annual reporting principles and whether the reported performance is consistent with the planned objectives. The usefulness of information further relates to whether indicators and targets are measurable (i.e. well defined, verifiable, specific, measurable and time bound) and relevant as required by the National Treasury Framework for managing programme performance information (FMPPI).

26. The reliability of the information in respect of the selected programmes is assessed to determine whether it adequately reflects the facts (i.e. whether it is valid, accurate and complete).

**27. The material findings are as follows:**

### **Usefulness of information**

28. A total of 44% of major variances between planned and actual achievements were not explained in the annual performance report for the year under review as per the National Treasury annual report preparation guide for the public works and community based programmes. This was due to a lack of documented and approved internal policies and



procedures to address reporting processes and events pertaining to performance management and reporting.

### **Reliability of information**

29. The National Treasury FMPPI requires that processes and systems which produce the indicators should be verifiable. I was unable to obtain all the information and explanations I considered necessary to satisfy myself as to the validity of the actual reported performance relevant to 33% of Public works infrastructure, Transport infrastructure, Transport operations and Community. This was due to limitations placed on the scope of my work due to the absence of information systems.

### **Achievement of planned targets**

30. Of the total number of planned targets, only 65 were achieved during the year under review. This represents 22% of total planned targets that were not achieved during the year under review. This was due to under spending of the conditional grant relevant to the programmes.

### **Compliance with laws and regulations**

31. I performed procedures to obtain evidence that the department has complied with applicable laws and regulations regarding financial matters, financial management and other related matters. My findings on material non-compliance with specific matters in key applicable laws and regulations as set out in the General Notice issued in terms of the PAA are as follows:

### **Strategic planning and performance management**

32. The accounting officer did not ensure that the department had and maintained an effective, efficient and transparent system of internal control regarding performance management, which described and represented how the department's processes of performance planning, monitoring, measurement, review and reporting were conducted, organised and managed as required by section 38(1)(a)(i) and (b) of the PFMA.

### **Annual financial statements**

33. The financial statements submitted for auditing were not prepared in accordance with the prescribed financial reporting framework and supported by full and proper records as required by section 40(1)(b) of the PFMA. Material misstatements identified by the auditors in the submitted financial statements were not adequately corrected and the supporting records could not be provided subsequently, which resulted in the financial statements receiving a disclaimer audit opinion
34. The MEC of North West Public Works, Roads and Transport did not table the 2011 annual report in the provincial legislature within one month after the accounting officer received the audit report, as required by section 65(1)(a) of the PFMA.
35. The MEC of North West Public Works, Roads and Transport did not table a written explanation in the provincial legislature setting out the reasons why the 2011 annual report were not tabled within six months after the end of the financial year, as required by section 65(2)(a) of the PFMA.
36. The annual report for the year under review does not include information on the compliance by the department with the DoRA and the conditions of the allocation for the grants received provided for in the grant framework, and the steps taken to deal with identified non-compliance with the DoRA and the conditions of the allocation the grant received provided for in the grant framework as required by section 13(4) of the DoRA.
37. The annual report for the year under review does not include the audit committee's comments on the effectiveness of internal control, the quality of in-year management and monthly reports submitted in terms of the PFMA and the DoRA and their evaluation of the



annual financial statements, as required by Treasury Regulations 3.1.13 and 18.3.1(g).

### **Asset and liabilities**

38. Proper control systems to safeguard and maintain assets were not implemented, as required by section 38(1)(d) of the PFMA and Treasury Regulation 10.1.1(a).

### **Revenue management**

39. Immovable state property was sold at below market-related values in contravention of Treasury Regulation 16A.7.3.
40. Sufficient appropriate audit evidence could not be obtained that immovable state property was let at market-related tariffs, as required by Treasury Regulation 16A.7.4.

### **Procurement and contract management**

41. Sufficient appropriate audit evidence could not be obtained that goods and services with a transaction value below R500 000 were procured by means of obtaining the required price quotations, as required by Treasury Regulation 16A.6.1.
42. Goods and services of a transaction value above R500 000 were procured without inviting competitive bids, as required by Treasury Regulations 16A.6.1.
43. Bid adjudication was not always done by committees which was composed in accordance with the policies of the department, as required by Treasury Regulations 16A.6.2(b) and (c).
44. Contracts were awarded to bidders who did not submit a declaration of past supply chain practices such as fraud, abuse of SCM system and non-performance, which is prescribed in order to comply with Treasury regulation 16A.9.1.
45. Sufficient appropriate audit evidence could not be obtained that all extension or modification to contracts were approved by a properly delegated official as required by Treasury Regulation 8.2.
46. Contracts and quotations were awarded to suppliers whose tax matters had not been declared by the South African Revenue Services to be in order as required by Treasury Regulations 16A.9.1(d) and the Preferential Procurement Regulations.
47. Sufficient appropriate audit evidence could not be obtained that contracts and quotations were awarded to bidders based on points given for criteria that were stipulated in the original invitation for bidding and quotations, as required by Treasury Regulations 16A.6.3(b) and Preferential Procurement Regulations.
48. Sufficient appropriate audit evidence could not be obtained that contracts and quotations were awarded to suppliers based on preference points that were allocated and calculated in accordance with the requirements of the Preferential Procurement Policy Framework Act and its regulations.
49. Sufficient appropriate audit evidence could not be obtained that contracts and quotations were awarded to bidders that scored the highest points in the evaluation process as required by section 2(1)(f) of Preferential Procurement Policy Framework Act.
50. Contracts and quotations were awarded to bidders who did not submit a declaration on whether they are employed by the state or connected to any person employed by the state, which is prescribed in order to comply with Treasury regulation 16A.8.3.
51. Sufficient appropriate audit evidence could not be obtained that all contracts and/or quotations were awarded in accordance with the legislative requirements as information was not submitted for audit purposes.



### **Expenditure management**

52. The accounting officer did not take effective steps to prevent irregular and fruitless and wasteful expenditure, as required by section 38(1)(c)(ii) of the PFMA and Treasury Regulation 9.1.1.
53. Effective and appropriate disciplinary steps were not taken against officials who made and/or permitted unauthorised and irregular expenditure, as required by section 38(1)(h)(iii) of the PFMA and Treasury Regulation 9.1.3.
54. Contractual obligations and money owed by the Department of Public Works, Roads and Transport were not settled within 30 days or an agreed period, as required by section 38(1)(f) of the PFMA and Treasury Regulation 8.2.3.

### **HR management**

55. Employees were appointed without following a proper process to verify the claims made in their applications in contravention of Public Service Regulation 1/VII/D.8.
56. Sufficient appropriate audit evidence could not be obtained that the sick leave taken by employees were recorded accurately and in full as required by Public Service Regulation 1/V/F(b).
57. Sufficient appropriate audit evidence could not be obtained that the accounting officer implemented effective measures to ensure that employees do not abuse sick leave, as required by Public Service Regulation 1/V/F(c).
58. Employees received overtime compensation in excess of 30% of their monthly salaries, in contravention of Public Service Regulation 1/V/D.2(d).
59. Employees were compensated for overtime work which was not approved in advance as required by Public Service Regulation 1/V/D.2(c).
60. Funded vacant posts were not filled within 12 months as required by Public Service Regulation 1/VII/C.1A.2.
61. All senior managers did not have signed performance agreements for the year under review as required by Public Service Regulation 4/III/B.1.
62. Persons in charge at pay points did not always certify that the employees receiving payment were entitled thereto as required by TR 8.3.4.

### **Audit committee**

63. The audit committee did not review the adequacy, reliability and accuracy of the financial information provided to management and other users, as required by Treasury Regulation 3.1.10(d).

### **Service delivery - Public works**

64. The department did not prepare a user immovable asset management plan, as required by section 6(b) of the Government Immoveable Asset Management Act, Act No. 19 of 2007.
65. Sufficient appropriate audit evidence could not be obtained that the department implemented processes and procedures to identify unused owned and leased buildings to prevent ineffective and under utilisation of office and other accommodation.
66. Sufficient appropriate audit evidence could not be obtained that the appointed project managers were registered with the South African Council for the Project and Construction Management Professions, as required by sections 18(2) and 19 of the Project and Construction Management Professions Act, Act No. 48 of 2000.



67. Sufficient appropriate audit evidence could not be obtained that the department did not incur additional costs on projects for unsatisfactory quality of construction work.
68. Sufficient appropriate audit evidence could not be obtained that the department did not incur additional costs for partially completed buildings that were demolished and rebuilt by another contractor due to poor quality.
69. Sufficient appropriate audit evidence could not be obtained that the department did not incur additional costs for the variations to the original plan prior to the variation being approved.

### **Internal control**

70. I considered internal control relevant to my audit of the financial statements, the annual performance report and compliance with laws and regulations. The matters reported below under the fundamentals of internal control are limited to the significant deficiencies that resulted in the basis for disclaimer of opinion, the findings on the performance report and the findings on compliance with laws and regulations included in this report.

### **Leadership**

71. The leadership did not exercise oversight over reporting and compliance with laws and regulations and internal controls. No action plan was developed to assign responsibility within timeframes to individual staff to address matters raised during the previous audit. Staff was not held accountable for their actions and the department did not ensure that they have adequate and sufficient skilled staff to support the department's objectives. The department also, did not have sufficient monitoring controls to ensure adherence to the internal policies and procedures regarding predetermined objectives at a programme, as well as for purposes of taking corrective action.

### **Financial and performance management**

72. Proper record keeping policies and procedures should be implemented and monitored as adequate record keeping and record management processes did not exist. This resulted in basic information not being available on request which is also the underlying reason for the department's inability to compile accurate and complete interim financial statements. Furthermore, the department does not have adequate systems in place to support the department's information needs, the monitoring and tracking of critical programmes and objectives.

### **Governance**

73. Despite the internal audit and the audit committee functioning during year, these structures did not impact upon the procedures and operations of the department to resolve the matters raised during the previous audit report.



## OTHER REPORTS

### Investigation

74. Investigation into alleged irregularities regarding the transfer payments (bus-subsidies) are still pending. The outcome of this investigation has not yet been issued at the date of this report.

### Performance audits

75. During the year under review, a performance audit was conducted on the Readiness of Government to report on its performance. The focus of the audit is on how government institutions are guided and assisted to report on their performance, as well as the systems and processes that they have put in place. The audit is currently in the reporting phase and the findings will be reported on in a separate report.

*Auditor-General.*

**Pretoria  
31 July 2012**



**AUDITOR - GENERAL  
SOUTH AFRICA**

*Auditing to build public confidence*





**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Appropriation Statement for the year ended 31 March 2012**

Appropriation per programme

	2011/12				2010/11				
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>1. ADMINISTRATION</b>									
Current payment	134,844	-	-	134,844	113,455	21,389	84.1%	113,655	110,003
Transfers and subsidies	464	-	-	464	314	150	67.7%	1,572	514
Payment for capital assets	3,008	-	-	3,008	1,491	1,517	49.6%	3,229	2,633
Payment for financial assets	-	-	-	-	-	-	0.0%	-	39
	<b>138,316</b>	-	-	<b>138,316</b>	<b>115,260</b>	<b>23,056</b>		<b>118,456</b>	<b>113,189</b>
<b>2. PUBLIC WORKS INFRASTRUCTURE</b>									
Current payment	476,421	-	(11,000)	465,421	434,663	30,758	93.4%	398,245	397,233
Transfers and subsidies	164,462	-	-	164,462	131,099	33,363	79.7%	82,717	82,264
Payment for capital assets	98,965	-	-	98,965	95,014	3,951	96.0%	131,175	97,460
Payment for financial assets	-	-	-	-	-	-	0.0%	-	-
	<b>739,848</b>	-	<b>(11,000)</b>	<b>728,848</b>	<b>660,776</b>	<b>68,072</b>		<b>612,137</b>	<b>576,957</b>
<b>3. TRANSPORT INFRASTRUCTURE</b>									
Current payment	594,882	-	(43,000)	551,882	486,079	65,803	88.1%	471,667	437,242
Transfers and subsidies	4,149	-	-	4,149	3,262	887	78.6%	3,918	1,736
Payment for capital assets	492,582	-	-	492,582	264,315	228,267	53.7%	609,326	604,611
Payment for financial assets	-	-	-	-	-	-	0.0%	-	74
	<b>1,091,613</b>	-	<b>(43,000)</b>	<b>1,048,613</b>	<b>753,656</b>	<b>294,957</b>		<b>1,084,917</b>	<b>1,043,663</b>
<b>4. TRANSPORT OPERATIONS</b>									
Current payment	216,447	(16,034)	-	200,413	193,216	7,197	96.4%	200,749	179,640
Transfers and subsidies	595,178	18,464	54,000	667,642	630,560	37,082	94.4%	550,564	531,234
Payment for capital assets	20,144	(2,430)	-	17,714	15,638	2,076	88.3%	10,654	5,268
Payment for financial assets	-	-	-	-	-	-	0.0%	-	-
	<b>831,769</b>	-	<b>54,000</b>	<b>885,769</b>	<b>839,414</b>	<b>46,355</b>		<b>767,967</b>	<b>716,142</b>
<b>5. COMMUNITY BASED PROGRAMME</b>									
Current payment	54,858	-	-	54,858	47,236	7,622	86.1%	47,922	43,150
Transfers and subsidies	-	-	-	-	-	-	0.0%	-	-
Payment for capital assets	34,000	-	-	34,000	9,306	24,694	27.4%	32,000	31,608
Payment for financial assets	-	-	-	-	-	-	0.0%	-	-
	<b>88,858</b>	-	-	<b>88,858</b>	<b>56,542</b>	<b>32,316</b>		<b>79,922</b>	<b>74,758</b>
<b>Subtotal</b>	<b>2,890,404</b>	-	-	<b>2,890,404</b>	<b>2,425,648</b>	<b>464,756</b>	<b>83.9%</b>	<b>2,657,393</b>	<b>2,524,709</b>
<b>Statutory Appropriation</b>									
Current payment	-	-	-	-	-	-	0.0%	-	-
Transfers and subsidies	-	-	-	-	-	-	0.0%	-	-
Payment for capital assets	-	-	-	-	-	-	0.0%	-	-
Payment for financial assets	-	-	-	-	-	-	0.0%	-	-
<b>TOTAL</b>	<b>2,890,404</b>	-	-	<b>2,890,404</b>	<b>2,425,648</b>	<b>464,756</b>	<b>83.9%</b>	<b>2,657,393</b>	<b>2,524,709</b>

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Appropriation Statement for the year ended 31 March 2012**

**Reconciliation with Statement of Financial Performance**

**Add:**

- Departmental receipts
- Direct Exchequer receipts
- NRF Receipts
- Aid assistance

-	-
-	-
-	-
<b>2,890,404</b>	<b>2,657,393</b>
-	-
<b>2,425,648</b>	<b>2,524,709</b>

**Actual amounts per Statement of Financial Performance (Total Revenue)**

**Add:**

- Aid assistance
- Direct Exchequer payments
- Prior year unauthorised expenditure approved without funding

**Actual amounts per Statement of Financial Performance Expenditure**

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Appropriation Statement for the year ended 31 March 2012**

		Appropriation per Economic classification							
		2011/12			2010/11				
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>Current payments</b>									
Compensation of employees	658,381	-	-	658,381	609,671	48,710	92,6%	568,120	564,988
Goods and services	819,001	(2,330)	(54,000)	762,671	664,979	97,692	87,2%	664,118	602,339
Interest and rent on land	-	-	-	-	-	-	0,0%	-	-
<b>Transfers &amp; subsidies</b>									
Provinces & municipalities accounts	160,192	1,500	-	161,692	130,316	31,376	80,6%	79,990	79,990
Universities & technicians international organisations enterprises	-	30	-	30	17	13	56,7%	-	-
Non-profit institutions	17,511	-	-	17,511	-	17,511	0,0%	-	-
Households	578,192	-	54,000	632,192	628,498	3,694	99,4%	550,259	530,986
Gifts and donations	8,358	800	-	9,158	6,403	2,755	69,9%	8,522	4,771
<b>Payment for capital assets</b>									
Buildings & other fixed structures	601,838	-	-	601,838	360,445	241,393	59,9%	764,684	727,038
Machinery & equipment	46,931	-	-	46,931	25,319	21,612	53,9%	21,700	14,504
Heritage assets	-	-	-	-	-	-	0,0%	-	-
Specialised military assets	-	-	-	-	-	-	0,0%	-	-
Biological assets	-	-	-	-	-	-	0,0%	-	-
Land & subsoil assets	-	-	-	-	-	-	0,0%	-	-
<b>Payment for financial assets</b>									
<b>Total</b>	<b>2,890,404</b>	<b>-</b>	<b>-</b>	<b>2,890,404</b>	<b>2,425,648</b>	<b>464,756</b>	<b>83,9%</b>	<b>2,657,393</b>	<b>2,524,709</b>

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Appropriation Statement for the year ended 31 March 2012**

Statutory Appropriation									
2011/12									
Direct charge against the National/Provincial Revenue Fund	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	2010/11	
								Final Appropriation R'000	Actual Expenditure R'000
List all direct charges against the Revenue Fund President and Deputy President salaries Member of executive committee/parliamentary officers Judges and magistrates salaries Sector education and training authorities SETA National skills fund				-		-			
<b>Total</b>	-	-	-	-	-	-		-	-

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Appropriation Statement for the year ended 31 March 2012**

Detail per programme 1 - ADMINISTRATION  
For the year ended 31 March 2012

Details per Sub-Programme	2011/12					2010/11				
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000	
<b>1.1 OFFICE OF THE MEC</b>										
Current payment	5,828			5,828	5,010	818	86,0%	5,111	4,580	
Transfers and subsidies	-			-	-	-	0,0%	60	-	
Payment for capital assets	55			55	-	55	0,0%	50	15	
Payment for financial assets	-			-	-	-	0,0%	-	-	
<b>1.2 OFFICE OF THE HOD</b>										
Current payment	20,895			20,895	18,131	2,764	86,8%	17,523	13,669	
Transfers and subsidies	190			190	98	92	51,6%	643	235	
Payment for capital assets	-			-	34	126	21,3%	-	-	
Payment for financial assets	-			-	-	-	0,0%	-	-	
<b>1.3 CORPORATE SUPPORT</b>										
Current payment	104,719			104,719	87,415	17,304	83,5%	91,021	91,754	
Transfers and subsidies	174			174	216	(42)	124,1%	869	279	
Payment for capital assets	2,743			2,743	1,431	1,312	52,2%	3,179	2,618	
Payment for financial assets	-			-	-	-	0,0%	-	39	
<b>1.4 DEPARTMENTAL STRATEGY</b>										
Transfers and subsidies	100			100	-	100	0,0%	-	-	
	50			50	26	24	52,0%	-	-	
	-			-	-	-	0,0%	-	-	
<b>Total</b>	<b>138,316</b>	<b>-</b>	<b>-</b>	<b>138,316</b>	<b>115,260</b>	<b>23,056</b>	<b>83,3%</b>	<b>118,456</b>	<b>113,189</b>	

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Appropriation Statement for the year ended 31 March 2012**

Programme 1 Per Economic classification	2011/12					2010/11			
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation	Final Appropriation R'000	Actual Expenditure R'000
<b>Current payments</b>									
Compensation of employees	85,481			85,481	78,578	6,903	91.9%	72,899	72,345
Goods and services	49,363			49,363	34,878	14,485	70.7%	40,756	37,697
Interest and rent on land	-			-	-	-		-	-
<b>Transfers &amp; subsidies</b>									
Provinces & municipalities	-			-	-	-		-	-
Departmental agencies & accounts	-			-	-	-		-	-
Universities & technikons	-			-	-	-		-	-
Foreign governments & international organisations	-			-	-	-		-	-
Public corporations & private enterprises	-			-	-	-		-	-
Non-profit institutions	-			-	-	-		-	-
Households	464			464	314	150	67.7%	1,572	513
Gifts and donations	-			-	-	-		-	-
<b>Payment for capital assets</b>									
Buildings & other fixed structures	-			-	-	-		-	-
Machinery & equipment	3,008			3,008	1,490	1,518	49.5%	3,229	2,595
Heritage assets	-			-	-	-		-	-
Specialised military assets	-			-	-	-		-	-
Biological assets	-			-	-	-		-	-
Land & subsoil assets	-			-	-	-		-	-
Software & other intangible assets	-			-	-	-		-	-
<b>Payment for financial assets</b>									
	-			-	-	-		-	39
<b>Total</b>	<b>138,316</b>	<b>-</b>	<b>-</b>	<b>138,316</b>	<b>115,260</b>	<b>23,056</b>	<b>83.3%</b>	<b>118,456</b>	<b>113,189</b>

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Appropriation Statement for the year ended 31 March 2012**

Detail per programme 2 - PUBLIC WORKS INFRASTRUCTURE										
For the year ended 31 March 2012										
Details per Sub-Programme	2011/12					2010/11				
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000	
<b>2.1 PROGRAMME SUPPORT</b>										
Current payment	10,353			10,353	5,478	4,875	52.9%	9,809	5,011	
Transfers and subsidies	20			20	2	18	10.0%	60	-	
Payment for capital assets	-			-	-	-	0.0%	-	-	
Payment for financial assets	-			-	-	-	0.0%	-	-	
<b>2.2 PLANNING</b>										
Payment for capital assets	21,204			21,204	19,694	1,510	92.9%	-	-	
Payment for financial assets	5			5	5	-	0.0%	-	-	
<b>2.3 DESIGN</b>										
Current payment	23,233			23,233	22,918	315	98.6%	11,310	11,001	
Transfers and subsidies	-			-	-	-	0.0%	-	-	
Payment for capital assets	-			-	-	-	0.0%	-	-	
Payment for financial assets	-			-	-	-	0.0%	-	-	
<b>2.4 CONSTRUCTION</b>										
Current payment	26,605			26,605	14,599	12,006	54.9%	18,584	13,233	
Transfers and subsidies	175			175	-	175	0.0%	269	173	
Payment for capital assets	96,349			96,349	92,586	3,763	96.1%	-	-	
Payment for financial assets	-			-	-	-	0.0%	-	-	
<b>2.5 MAINTENANCE</b>										
Current payment	292,103		(8,500)	283,603	280,873	2,730	99.0%	251,599	260,293	
Transfers and subsidies	3,843			3,843	1,788	2,055	46.5%	2,195	1,896	
Payment for capital assets	930			930	917	13	98.6%	128,875	95,133	
Payment for financial assets	-			-	-	-	0.0%	-	-	
<b>2.6 IMMOVABLE ASSET MANAGEMENT</b>										
Current payment	29,766		(2,500)	27,266	17,936	9,330	65.8%	-	-	
Transfers and subsidies	7			7	-	7	0.0%	-	-	
Payment for capital assets	-			-	-	-	0.0%	-	-	
Payment for financial assets	-			-	-	-	0.0%	-	-	
<b>2.7 FACILITY OPERATIONS</b>										
Current payment	73,157			73,157	73,165	(8)	100.0%	106,943	107,695	
Transfers and subsidies	160,412			160,412	129,309	31,103	80.6%	80,193	80,195	
Payment for capital assets	1,686			1,686	1,511	175	89.6%	2,300	2,327	
Payment for financial assets	-			-	-	-	0.0%	-	-	
<b>Total</b>	<b>739,848</b>	<b>-</b>	<b>(11,000)</b>	<b>728,848</b>	<b>660,776</b>	<b>68,072</b>	<b>90.7%</b>	<b>612,137</b>	<b>576,957</b>	

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Appropriation Statement for the year ended 31 March 2012**

Programme 2 Per Economic classification	2011/12				2010/11				
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation	Final Appropriation R'000	Actual Expenditure R'000
<b>Current payments</b>									
Compensation of employees	280,671			280,671	261,645	19,026	93.2%	248,075	247,239
Goods and services	195,680		(11,000)	184,680	173,018	11,662	93.7%	150,170	149,994
Interest and rent on land	-			-	-	-		-	-
<b>Transfers &amp; subsidies</b>									
Provinces & municipalities	160,192			160,192	129,112	31,080	80.6%	79,990	79,990
Departmental agencies & accounts	-			-	-	-		-	-
Universities & technikons	-			-	-	-		-	-
Foreign governments & international organisations	-			-	-	-		-	-
Public corporations & private enterprises	-			-	-	-		-	-
Non-profit institutions	-			-	-	-		-	-
Households	4,270			4,270	1,987	2,283	46.5%	2,727	2,274
Gifts and donations	-			-	-	-		-	-
<b>Payment for capital assets</b>									
Buildings & other fixed structures	96,099			96,099	92,363	3,736	96.1%	128,875	95,141
Machinery & equipment	2,936			2,936	2,651	285	90.3%	2,300	2,319
Heritage assets	-			-	-	-		-	-
Specialised military assets	-			-	-	-		-	-
Biological assets	-			-	-	-		-	-
Land & subsoil assets	-			-	-	-		-	-
Software & other intangible assets	-			-	-	-		-	-
<b>Payment for financial assets</b>									
<b>Total</b>	<b>739,848</b>	<b>-</b>	<b>(11,000)</b>	<b>728,848</b>	<b>660,776</b>	<b>68,072</b>	<b>90.7%</b>	<b>612,137</b>	<b>576,957</b>



**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Appropriation Statement for the year ended 31 March 2012**

Detail per programme 3 - TRANSPORT INFRASTRUCTURE  
For the year ended 31 March 2012

Details per Sub-Programme	2011/12				2010/11				
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>3.1 PROGRAMME SUPPORT</b>									
Current payment	18,371			18,371	10,634	7,737	57.9%	10,401	7,275
Transfers and subsidies	31			31	-	31	0.0%	61	2
Payment for capital assets	-			-	-	-	0.0%	-	-
Payment for financial assets	-			-	-	-	0.0%	-	-
<b>3.2 PLANNING</b>									
Current payment	63,645			63,645	53,447	10,198	84.0%	23,322	21,620
Transfers and subsidies	20			20	-	20	0.0%	20	-
Payment for capital assets	843			843	599	244	71.1%	517	202
Payment for financial assets	-			-	-	-	0.0%	-	-
<b>3.3 DESIGN</b>									
Current payment	21,065			21,065	14,608	6,457	69.3%	15,449	15,022
Transfers and subsidies	-			-	-	-	0.0%	-	-
Payment for capital assets	-			-	-	-	0.0%	-	-
Payment for financial assets	-			-	-	-	0.0%	-	-
<b>3.4 CONSTRUCTION</b>									
Transfers and subsidies	-			-	-	-	0.0%	-	-
Payment for capital assets	-			-	-	-	0.0%	-	-
Payment for financial assets	471,739			471,739	249,636	222,103	52.9%	603,809	600,289
<b>3.5 MAINTENANCE</b>									
Current payment	491,801			448,801	407,390	41,411	90.8%	422,495	393,325
Transfers and subsidies	4,098		(43,000)	4,098	3,262	836	79.6%	3,837	1,734
Payment for capital assets	20,000			20,000	14,080	5,920	70.4%	5,000	4,120
Payment for financial assets	-			-	-	-	0.0%	-	74
<b>Total</b>	<b>1,091,613</b>	<b>-</b>	<b>(43,000)</b>	<b>1,048,613</b>	<b>753,656</b>	<b>294,957</b>	<b>71.9%</b>	<b>1,084,911</b>	<b>1,043,663</b>

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Appropriation Statement for the year ended 31 March 2012**

Programme 3 Per Economic classification	2011/12				2010/11				
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>Current payments</b>									
Compensation of employees	231,735			231,735	213,885	17,850	92.3%	194,263	193,821
Goods and services	363,147		(43,000)	320,147	272,194	47,953	85.0%	277,404	243,421
Interest and rent on land	-			-	-	-		-	-
<b>Transfers &amp; subsidies</b>									
Provinces & municipalities	-			-	-	-		-	-
Departmental agencies & accounts	-			-	-	-		-	-
Universities & technikons	-			-	-	-		-	-
Foreign governments & international organisations	-			-	-	-		-	-
Public corporations & private enterprises	848			848	-	848		-	-
Non-profit institutions	-			-	-	-		-	-
Households	3,301			3,301	3,261	40		3,918	1,736
Gifts and donations	-			-	-	-		-	-
<b>Payment for capital assets</b>									
Buildings & other fixed structures	471,739			471,739	258,776	212,963	54.9%	603,809	600,289
Machinery & equipment	20,843			20,843	5,540	15,303	26.6%	5,517	4,322
Heritage assets	-			-	-	-		-	-
Specialised military assets	-			-	-	-		-	-
Biological assets	-			-	-	-		-	-
Land & subsoil assets	-			-	-	-		-	-
Software & other intangible assets	-			-	-	-		-	-
<b>Payment for financial assets</b>									
	-			-	-	-		-	74
<b>Total</b>	<b>1,091,613</b>	<b>-</b>	<b>(43,000)</b>	<b>1,048,613</b>	<b>753,656</b>	<b>294,957</b>	<b>71.9%</b>	<b>1,084,911</b>	<b>1,043,663</b>

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Appropriation Statement for the year ended 31 March 2012**

Detail per programme 4 - TRANSPORT OPERATIONS  
For the year ended 31 March 2012

Details per Sub-Programme	2011/12						2010/11		
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>4.1 PROGRAMME SUPPORT OPERATIONS</b>									
Current payment	2,418	(497)		1,921	1,735	186	90.3%	1,997	1,659
Transfers and subsidies	30			30	-	30	0.0%	22	-
Payment for capital assets	-			-	-	-	0.0%	-	-
Payment for financial assets	-			-	-	-	0.0%	-	-
<b>4.2 PUBLIC TRANSPORT SERVICES</b>									
Current payment	21,424		54,000	21,424	20,587	837	96.1%	20,773	20,267
Transfers and subsidies	594,914	16,134		665,048	628,498	36,550	94.5%	649,773	530,481
Payment for capital assets	126	(50)		76	40	36	52.6%	190	24
Payment for financial assets	-			-	-	-	0.0%	-	-
<b>4.3 TRANSPORT SAFETY AND COMPLIANCE</b>									
Current payment	140,194	(6,374)		133,820	129,353	4,467	96.7%	128,370	113,585
Transfers and subsidies	132	1,500		1,632	1,380	252	84.6%	163	158
Payment for capital assets	17,743	(500)		17,243	15,249	1,994	88.4%	8,381	5,161
Payment for financial assets	-			-	-	-	0.0%	-	-
<b>4.4 TRANSPORT SYSTEMS</b>									
Current payment	13,406	(3,113)		10,293	10,582	(289)	102.8%	11,343	12,456
Transfers and subsidies	82			82	-	82	0.0%	70	25
Payment for capital assets	105	(50)		55	47	8	85.5%	100	69
Payment for financial assets	-			-	-	-	0.0%	-	-
<b>4.5 INFRASTRUCTURE OPERATIONS</b>									
Current payment	39,005	(6,050)		32,955	30,959	1,996	93.9%	38,266	31,673
Transfers and subsidies	20	830		850	682	168	80.2%	536	570
Payment for capital assets	2,170	(1,830)		340	302	38	88.8%	1,983	14
Payment for financial assets	-			-	-	-	0.0%	-	-
<b>4.6 AIR TRANSPORT</b>									
Current payment	-			-	-	-	0.0%	-	-
Transfers and subsidies	-			-	-	-	0.0%	-	-
Payment for capital assets	-			-	-	-	0.0%	-	-
Payment for financial assets	-			-	-	-	0.0%	-	-
<b>4.7 REGULATION AND CONTROL</b>									
Current payment	-			-	-	-	0.0%	-	-
Transfers and subsidies	-			-	-	-	0.0%	-	-
Payment for capital assets	-			-	-	-	0.0%	-	-
Payment for financial assets	-			-	-	-	0.0%	-	-
<b>Total</b>	<b>831,769</b>	<b>-</b>	<b>54,000</b>	<b>885,769</b>	<b>839,414</b>	<b>46,355</b>	<b>94.8%</b>	<b>761,967</b>	<b>716,142</b>

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Appropriation Statement for the year ended 31 March 2012**

Programme 4 Per Economic classification	2011/12				2010/11				
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation	Final Appropriation R'000	Actual Expenditure R'000
<b>Current payments</b>									
Compensation of employees	55,488			55,488	52,376	3,112	94.4%	48,467	47,866
Goods and services	160,959	(2,330)		158,629	140,840	17,789	88.8%	152,282	131,774
Interest and rent on land	-			-	-	-		-	-
<b>Transfers &amp; subsidies</b>									
Provinces & municipalities	-		1,500	1,500	1,204	296	80.3%	-	-
Departmental agencies & accounts	-		30	30	17	13	56.7%	-	-
Universities & technikons	-			-	-	-		-	-
Foreign governments & international organisations	17,511			17,511	-	17,511		-	-
Public corporations & private enterprises	577,344		54,000	631,344	628,498	2,846	99.5%	550,259	530,986
Non-profit institutions	-			-	-	-		-	-
Households	323	800		1,123	841	282	74.9%	305	248
Gifts and donations	-			-	-	-		-	-
<b>Payment for capital assets</b>									
Buildings & other fixed structures	-			-	-	-		-	-
Machinery & equipment	20,144			20,144	15,638	4,506	77.6%	10,654	5,268
Heritage assets	-			-	-	-		-	-
Specialised military assets	-			-	-	-		-	-
Biological assets	-			-	-	-		-	-
Land & subsoil assets	-			-	-	-		-	-
Software & other intangible assets	-			-	-	-		-	-
<b>Payment for financial assets</b>									
<b>Total</b>	<b>831,769</b>	<b>-</b>	<b>54,000</b>	<b>885,769</b>	<b>839,414</b>	<b>46,355</b>	<b>94.8%</b>	<b>761,967</b>	<b>716,142</b>

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Appropriation Statement for the year ended 31 March 2012**

Detail per programme 5 - COMMUNITY BASED PROGRAMME  
 For the year ended 31 March 2012

Details per Sub-Programme	2011/12				2010/11				
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>5.1 PROGRAMME SUPPORT</b>									
Current payment	6,000			6,000	4,181	1,819	69,7%	5,195	4,694
Transfers and subsidies	-			-	-	-	0,0%	-	-
Payment for capital assets	-			-	-	-	0,0%	-	-
Payment for financial assets	-			-	-	-	0,0%	-	-
<b>5.2 COMMUNITY DEVELOPMENT</b>									
Current payment	2,000			2,000	1,897	103	94,9%	861	373
Transfers and subsidies	-			-	-	-	0,0%	-	-
Payment for capital assets	34,000			34,000	9,306	24,694	27,4%	32,000	31,608
Payment for financial assets	-			-	-	-	0,0%	-	-
<b>5.3 INNOVATION AND EMPOWERMENT</b>									
Current payment	45,924			45,924	40,224	5,700	87,6%	41,866	38,083
Transfers and subsidies	-			-	-	-	0,0%	-	-
Payment for capital assets	-			-	-	-	0,0%	-	-
Payment for financial assets	-			-	-	-	0,0%	-	-
<b>5.4 EPWP CO-ORDINATION AND MONITORING</b>									
Current payment	934			934	934	-	100,0%	-	-
Transfers and subsidies	-			-	-	-	0,0%	-	-
Payment for capital assets	-			-	-	-	0,0%	-	-
	<b>88,858</b>	<b>-</b>	<b>-</b>	<b>88,858</b>	<b>56,542</b>	<b>32,316</b>	<b>64%</b>	<b>79,922</b>	<b>74,758</b>

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Appropriation Statement for the year ended 31 March 2012**

Programme 5 Per Economic classification	2011/12					2010/11			
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation	Final Appropriation R'000	Actual Expenditure R'000
<b>Current payments</b>									
Compensation of employees	5,006			5,006	3,187	1,819	63.7%	4,416	3,697
Goods and services	49,852			49,852	44,049	5,803	88.4%	43,506	39,453
Interest and rent on land	-			-	-	-		-	-
<b>Transfers &amp; subsidies</b>									
Provinces & municipalities	-			-	-	-		-	-
Departmental agencies & accounts	-			-	-	-		-	-
Universities & technikons	-			-	-	-		-	-
Foreign governments & international organisations	-			-	-	-		-	-
Public corporations & private enterprises	-			-	-	-		-	-
Non-profit institutions	-			-	-	-		-	-
Households	-			-	-	-		-	-
Gifts and donations	-			-	-	-		-	-
<b>Payment for capital assets</b>									
Buildings & other fixed structures	34,000			34,000	9,306	24,694	27.4%	32,000	31,608
Machinery & equipment	-			-	-	-		-	-
Heritage assets	-			-	-	-		-	-
Specialised military assets	-			-	-	-		-	-
Biological assets	-			-	-	-		-	-
Land & subsoil assets	-			-	-	-		-	-
Software & other intangible assets	-			-	-	-		-	-
<b>Payment for financial assets</b>									
<b>Total</b>	<b>88,858</b>	<b>-</b>	<b>-</b>	<b>88,858</b>	<b>56,542</b>	<b>32,316</b>	<b>63.6%</b>	<b>79,922</b>	<b>74,758</b>

## Vote 11- NW:PUBLIC WORKS, ROADS & TRANSPORT

### Notes to the Appropriation Statement for the year ended 31 March 2012

1. **Detail of transfers and subsidies as per Appropriation Act (after Virement):**  
Detail of these transactions can be viewed in the note on Transfers and subsidies, disclosure notes and Annexure 1 (A-H) to the Annual Financial Statements.
2. **Detail of specifically and exclusively appropriated amounts voted (after Virement):**  
Detail of these transactions can be viewed in note 1 (Annual Appropriation) to the Annual Financial Statements.
3. **Detail on payments for financial assets**  
Detail of these transactions per programme can be viewed in the note to Payments for financial assets to the Annual Financial Statements.
4. **Explanations of material variances from Amounts Voted (after virement):**

Per programme:	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Variance as a % of Final Approp. %
Programme name Administration	138,316	115,260	23,056	16.7%

The underspending was a result of the delay in the renewal of the office furniture and domestic equipment term contract.

## Vote 11- NW:PUBLIC WORKS, ROADS & TRANSPORT

### Notes to the Appropriation Statement for the year ended 31 March 2012

Programme name Public Works Infrastructure	728,848	660,776	68,072	9.3%
<p>The underspending was a result of the inaccurate tax invoices and delays by Local Municipalities to invoice the department for rates and taxes. Due to the lack of technical staff, the finalization of some submissions to the Departmental Bid Adjudication Committee were delayed, hence late implementation and underspending on certain projects.</p>				
Programme name Transport Infrastructure	1,048,613	753,656	294,957	28.1%
<p>The disapproval to review the Provincial Roads and Maintenance Grant by NDoT. The underspending relating to capital assets amounting to R241 million relates to replacement of the IGP with PWMG that led to projects on the IGP being excluded although they already commenced. Unlisted projects were stopped and contracts were suspended. Included in the R241 million is R80 million that was allocated to the Koster/Lichtenburg road which was not spent due to contractual dispute between the department and the contractor.</p>				
Programme name Transport Operations	885,769	839,414	46,355	5.2%
<p>The Department was unable to process all the payments for commuter and learner transport operations due to late submission of invoices by transport operators. The total unspent budget was committed as at 31 March 2012.</p>				
Programme name Community Based Programme	88,858	56,542	32,316	36.4%
<p>The non approval of the roads maintenance projects also impacted this Programme as the non implementation of projects impacted on achievement of job creation targets. The Department further did not satisfy the requirements for claiming the EPWP Incentive Grant.</p>				

(In the case of surpluses on programmes, a detailed explanation must be given as to whether it is as a result of a saving or underspending.)



## Vote 11- NW:PUBLIC WORKS, ROADS & TRANSPORT

### Notes to the Appropriation Statement for the year ended 31 March 2012

	Final Appropriation	Actual Expenditure	Variance	Variance as a %
	R'000	R'000	R'000	of Final Approp. %
<b>4.2 Per economic classification:</b>				
<b>Current expenditure</b>				
Compensation of employees	658,381	609,670	48,711	7%
Goods and services	762,671	664,981	97,690	13%
Interest and rent on land	-	-	-	
Unauthorised expenditure approved	-	-	-	
<b>Transfers and subsidies</b>				
Provinces and municipalities	161,692	130,316	31,376	19%
Departmental agencies and accounts	30	17	13	100%
Universities and technicians	-	-	-	
Public corporations and private enterprises	632,192	628,498	3,694	1%
Foreign governments and international organisations	17,511	-	17,511	100%
Non-profit institutions	-	-	-	
Households	9,158	6,403	2,755	30%
Gifts and donations	-	-	-	
<b>Payments for capital assets</b>				
Buildings and other fixed structures	601,838	360,444	241,394	40%
Machinery and equipment	46,931	25,318	21,613	46%
Heritage assets	-	-	-	
Specialised military assets	-	-	-	
Biological assets	-	-	-	
Land and subsoil assets	-	-	-	
Software and other intangible assets	-	-	-	
<b>Payments for financial assets</b>				

The advertised vacant technical positions will only be filled in May 2012. The contract approval for furniture and domestic equipments term contracts were delayed. Most of the municipalities were unable to reconcile their invoices for rates and taxes. Some of the service providers for scholar and commuter bus transport submitted their invoices after the payment cut off date. The disapproval to review the Provincial Roads and Maintenance Grant by NDoT. The underspending relating to capital assets amounting to R241 million relates to replacement of the IGP with PWMG that led to projects on the IGP being excluded although they already commenced. Unlisted projects were stopped and contracts were suspended. Included in the R241 million is R80 million that was allocated to the Koster/Lichtenburg road which was not spent due to contractual dispute between the department and the contractor.

**Vote 11- NW:PUBLIC WORKS, ROADS & TRANSPORT**  
**Statement of Financial Performance**  
**for the year ended 31 March 2012**

	<i>Note</i>	2011/12 R'000	2010/11 R'000
<b>REVENUE</b>			
Annual appropriation	1	2,890,404	2,657,393
<b>TOTAL REVENUE</b>		<b>2,890,404</b>	<b>2,657,393</b>
<b>EXPENDITURE</b>			
<b>Current expenditure</b>			
Compensation of employees	3	609,671	564,968
Goods and services	4	664,979	602,339
<b>Total current expenditure</b>		<b>1,274,650</b>	<b>1,167,307</b>
<b>Transfers and subsidies</b>			
Transfers and subsidies	6	765,234	615,747
<b>Total transfers and subsidies</b>		<b>765,234</b>	<b>615,747</b>
<b>Expenditure for capital assets</b>			
Tangible capital assets	7	385,764	741,542
<b>Total expenditure for capital assets</b>		<b>385,764</b>	<b>741,542</b>
<b>Payments for financial assets</b>	5	-	113
<b>TOTAL EXPENDITURE</b>		<b>2,425,648</b>	<b>2,524,709</b>
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>		<b>464,756</b>	<b>132,684</b>
<b>Reconciliation of Net Surplus/(Deficit) for the year</b>			
Voted Funds		464,756	132,684
Annual appropriation		464,756	132,684
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>		<b>464,756</b>	<b>132,684</b>

**Vote 11- NW:PUBLIC WORKS, ROADS & TRANSPORT**  
**Statement of Financial Position**  
**as at 31 March 2012**

	<i>Note</i>	2011/12 R'000	2010/11 R'000
<b>ASSETS</b>			
<b>Current Assets</b>		<b>79,870</b>	<b>537,229</b>
Unauthorised expenditure	8	238	500,632
Fruitless and wasteful expenditure	9	5,340	5,340
Cash and cash equivalents	10	66,636	15,975
Receivables	11	7,656	15,282
<b>TOTAL ASSETS</b>		<b>79,870</b>	<b>537,229</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>		<b>79,870</b>	<b>537,229</b>
Voted funds to be surrendered to the Revenue Fund	12	64,346	(88)
Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund	13	15,392	37,852
Payables	14	132	499,465
<b>TOTAL LIABILITIES</b>		<b>79,870</b>	<b>537,229</b>
<b>NET ASSETS</b>		<b>-</b>	<b>-</b>
<b>Represented by:</b>			
<b>TOTAL</b>		<b>-</b>	<b>-</b>

**Vote 11- NW:PUBLIC WORKS, ROADS & TRANSPORT**  
**Cash Flow Statement**  
**for the year ended 31 March 2012**

	<i>Note</i>	2011/12 R'000	2010/11 R'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Receipts		<b>2,662,194</b>	<b>2,626,112</b>
Annual appropriated funds received	1.1	2,489,994	2,502,657
Departmental revenue received	2	172,200	123,455
Net (increase)/ decrease in working capital		8,687	490,903
Surrendered to Revenue Fund		(198,290)	(97,205)
Current payments		(1,274,650)	(1,167,307)
Payments for financial assets		-	(113)
Transfers and subsidies paid		(765,234)	(615,747)
<b>Net cash flow available from operating activities</b>	<b>15</b>	<b>432,707</b>	<b>1,236,643</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Payments for capital assets	7	(385,764)	(741,542)
Proceeds from sale of capital assets	2.4	3,718	5,288
<b>Net cash flows from investing activities</b>		<b>(382,046)</b>	<b>(736,254)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Distribution/dividend received		-	6,314
<b>Net cash flows from financing activities</b>		<b>-</b>	<b>6,314</b>
Net increase/ (decrease) in cash and cash equivalents		50,661	506,703
Cash and cash equivalents at beginning of period		15,975	(490,728)
<b>Cash and cash equivalents at end of period</b>	<b>16</b>	<b>66,636</b>	<b>15,975</b>

## ACCOUNTING POLICIES

The Financial Statements have been prepared in accordance with the following policies, which have been applied consistently in all material aspects, unless otherwise indicated. However, where appropriate and meaningful, additional information has been disclosed to enhance the usefulness of the Financial Statements and to comply with the statutory requirements of the Public Finance Management Act, Act 1 of 1999 (as amended by Act 29 of 1999), and the Treasury Regulations issued in terms of the Act and the Division of Revenue Act, Act 1 of 2010.

### 1. Presentation of the Financial Statements

#### 1.1 Basis of preparation

The Financial Statements have been prepared on a modified cash basis of accounting, except where stated otherwise. The modified cash basis constitutes the cash basis of accounting supplemented with additional disclosure items. Under the cash basis of accounting transactions and other events are recognised when cash is received or paid.

#### 1.2 Presentation currency

All amounts have been presented in the currency of the South African Rand (R) which is also the functional currency of the department.

#### 1.3 Rounding

Unless otherwise stated all financial figures have been rounded to the nearest one thousand Rand (R'000).

#### 1.4 Comparative figures

Prior period comparative information has been presented in the current year's financial statements. Where necessary figures included in the prior period financial statements have been reclassified to ensure that the format in which the information is presented is consistent with the format of the current year's financial statements.

#### 1.5 Comparative figures - Appropriation Statement

A comparison between actual amounts and final appropriation per major classification of expenditure is included in the Appropriation Statement.

### 2. Revenue

#### 2.1 Appropriated funds

Appropriated funds comprises of departmental allocations as well as direct charges against revenue fund.

Appropriated funds are recognised in the financial records on the date the appropriation becomes effective. Adjustments made in terms of the adjustments budget process are recognised in the financial records on the date the adjustments become effective.

Unexpended appropriated funds are surrendered to the Provincial Revenue Fund. Any amounts owing to the Provincial Revenue Fund at the end of the financial year are recognised as payable

in the statement of financial position.

Any amount due from the Provincial Revenue Fund at the end of the financial year is recognised as a receivable in the statement of financial position.

## **2.2 Departmental revenue**

All departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the Provincial Revenue Fund, unless stated otherwise.

Any amount owing to the Provincial Revenue Fund is recognised as a payable in the statement of financial position.

No accrual is made for the amount receivable from the last receipt date to the end of the reporting period. These amounts are however disclosed in the disclosure note to the annual financial statements.

## **2.3 Direct Exchequer receipts / payments**

All direct exchequer receipts are recognised in the statement of financial performance when the cash is received and is subsequently paid into the Provincial Revenue Fund, unless stated otherwise.

Any amount owing to the Provincial Revenue Funds at the end of the financial year is recognised as a payable in the statement of financial position.

## **3. Expenditure**

### **3.1 Compensation of employees**

#### **3.1.1 Salaries and wages**

Salaries and wages are expensed in the statement of financial performance when the final authorisation for payment is effected on the system.

Other employee benefits that give rise to a present legal or constructive obligation are disclosed in the disclosure notes to the financial statements at its face value and are not recognised in the statement of financial performance or position.

Employee costs are capitalised to the cost of a capital project when an employee spends more than 50% of his/her time on the project. These payments form part of expenditure for capital assets in the statement of financial performance.

#### **3.1.2 Social contributions**

Employer contributions to post employment benefit plans in respect of current employees are expensed in the statement of financial performance when the final authorisation for payment is effected on the system (by no later than 31 March of each year).

No provision is made for retirement benefits in the financial statements of the department. Any potential liabilities are disclosed in the financial statements of the National Revenue Fund and not in the financial statements of the employer department.

Employer contributions made by the department for certain of its ex-employees (such as medical benefits) are classified as transfers to households in the statement of financial performance.

### **3.2 Goods and services**

Payments made during the year for goods and/or services are recognised as an expense in the statement of financial performance when the final authorisation for payment is effected on the system (by no later than 31 March of each year).

The expense is classified as capital if the goods and/or services were acquired for a capital project or if the total purchase price exceeds the capitalisation threshold (currently R5, 000). All other expenditures are classified as current.

Rental paid for the use of buildings or other fixed structures is classified as goods and services and not as rent on land.

### **3.3 Interest and rent on land**

Interest and rental payments are recognised as an expense in the statement of financial performance when the final authorisation for payment is effected on the system (by no later than 31 March of each year). This item excludes rental for the use of buildings or other fixed structures. If it is not possible to distinguish between payment for the use of land and the fixed structures on it, the whole amount should be recorded under goods and services.

### **3.4 Payments for financial assets**

Debts are written off when identified as irrecoverable. Debts written-off are limited to the amount of savings and/or underspending of appropriated funds. The write off occurs at year-end or when funds are available. No provision is made for irrecoverable amounts but an estimate is included in the disclosure notes to the financial statements amounts.

All other losses are recognised when authorisation has been granted for the recognition thereof.

### **3.5 Transfers and subsidies**

Transfers and subsidies are recognised as an expense when the final authorisation for payment is effected on the system (by no later than 31 March of each year).

### **3.6 Unauthorised expenditure**

When confirmed unauthorised expenditure is recognised as an asset in the statement of financial position until such time as the expenditure is either approved by the relevant authority, recovered from the responsible person or written off as irrecoverable in the statement of financial performance.

Unauthorised expenditure approved with funding is derecognised from the statement of financial position when the unauthorised expenditure is approved and the related funds are received.

Where the amount is approved without funding it is recognised as expenditure in the statement of financial performance on the date of approval.

### **3.7 Fruitless and wasteful expenditure**

Fruitless and wasteful expenditure is recognised as expenditure in the statement of financial performance according to the nature of the payment and not as a separate line item on the face of the statement. If the expenditure is recoverable it is treated as an asset until it is recovered from the responsible person or written off as irrecoverable in the statement of financial performance.

### **3.8 Irregular expenditure**

Irregular expenditure is recognised as expenditure in the statement of financial performance. If the expenditure is not condoned by the relevant authority it is treated as an asset until it is recovered or written off as irrecoverable.

## **4. Assets**

### **4.1 Cash and cash equivalents**

Cash and cash equivalents are carried in the statement of financial position at cost. Bank overdrafts are shown separately on the face of the statement of financial position. For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held, other short-term highly liquid investments and bank overdrafts.

### **4.2 Other financial assets**

Other financial assets are carried in the statement of financial position at cost.

### **4.3 Prepayments and advances**

Amounts prepaid or advanced are recognised in the statement of financial position when the payments are made and are derecognised as and when the goods and services are received or the funds are utilised.

Prepayments and advances outstanding at the end of the year are carried in the statement of financial position at cost.

### **4.4 Receivables**

Receivables included in the statement of financial position arise from cash payments made that are recoverable from another party (including departmental employees) and are derecognised upon recovery or write off.

Receivables outstanding at year-end are carried in the statement of financial position at cost plus any accrued interest. Amounts that are potentially irrecoverable are included in the disclosure notes.

### **4.5 Investments**

Capitalised investments are shown at cost in the statement of financial position.

Investments are tested for an impairment loss whenever events or changes in circumstances indicate that the investment may be impaired. Any impairment loss is included in the disclosure notes.

### **4.6 Loans**

Loans are recognised in the statement of financial position when the cash is paid to the beneficiary. Loans that are outstanding at year-end are carried in the statement of financial position at cost plus accrued interest.

Amounts that are potentially irrecoverable are included in the disclosure notes.



#### **4.7 Inventory**

Inventories that qualify for recognition must be initially reflected at cost. Where inventories are acquired at no cost, or for nominal consideration, their cost shall be their fair value at the date of acquisition.

All inventory items at year-end are reflected using the weighted average cost or FIFO cost formula.

#### **4.8 Capital assets**

##### **4.8.1 Movable assets**

###### **Initial recognition**

A capital asset is recorded on receipt of the item at cost. Cost of an asset is defined as the total cost of acquisition. Where the cost cannot be determined accurately, the movable capital asset is stated at fair value. Where fair value cannot be determined, the capital asset is included in the asset register at R1.

All assets acquired prior to 1 April 2002 are included in the register R1.

###### **Subsequent recognition**

Subsequent expenditure of a capital nature is recorded in the statement of financial performance as "expenditure for capital asset" and is capitalised in the asset register of the department on completion of the project.

Repairs and maintenance is expensed as current "goods and services" in the statement of financial performance.

##### **4.8.2 Immovable assets**

###### **Initial recognition**

A capital asset is recorded on receipt of the item at cost. Cost of an asset is defined as the total cost of acquisition. Where the cost cannot be determined accurately, the immovable capital asset is stated at R1 unless the fair value for the asset has been reliably estimated.

###### **Subsequent recognition**

Work-in-progress of a capital nature is recorded in the statement of financial performance as "expenditure for capital asset". On completion, the total cost of the project is included in the asset register of the department that is accountable for the asset.

Repairs and maintenance is expensed as current "goods and services" in the statement of financial performance.

#### **5. Liabilities**

##### **5.1 Payables**

Recognised payables mainly comprise of amounts owing to other governmental entities. These payables are carried at cost in the statement of financial position.

##### **5.2 Contingent liabilities**

Contingent liabilities are included in the disclosure notes to the financial statements when it is possible that economic benefits will flow from the department, or when an outflow of economic benefits or service potential is probable but cannot be measured reliably.

### 5.3 Contingent assets

Contingent assets are included in the disclosure notes to the financial statements when it is possible that an inflow of economic benefits will flow to the entity.

### 5.4 Commitments

Commitments are not recognised in the statement of financial position as a liability or as expenditure in the statement of financial performance but are included in the disclosure notes.

### 5.5 Accruals

Accruals are not recognised in the statement of financial position as a liability or as expenditure in the statement of financial performance but are included in the disclosure notes.

### 5.6 Employee benefits

Short-term employee benefits that give rise to a present legal or constructive obligation are disclosed in the disclosure notes to the financial statements. These amounts are not recognised in the statement of financial performance or the statement of financial position.

### 5.7 Lease commitments

#### Finance lease

Finance leases are not recognised as assets and liabilities in the statement of financial position. Finance lease payments are recognised as an expense in the statement of financial performance and are apportioned between the capital and interest portions. The finance lease liability is disclosed in the disclosure notes to the financial statements.

#### Operating lease

Operating lease payments are recognised as an expense in the statement of financial performance. The operating lease commitments are disclosed in the disclosure notes to the financial statement.

### 5.8 Impairment and other provisions

The department tests for impairment where there is an indication that a receivable, loan or investment may be impaired. An assessment of whether there is an indication of possible impairment is done at each reporting date. An estimate is made for doubtful loans and receivables based on a review of all outstanding amounts at year-end. Impairments on investments are calculated as being the difference between the carrying amount and the present value of the expected future cash flows / service potential flowing from the instrument.

Provisions are disclosed when there is a present legal or constructive obligation to forfeit economic benefits as a result of events in the past and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate of the obligation can be made.

## 6. Receivables for departmental revenue

Receivables for departmental revenue are disclosed in the disclosure notes to the annual financial

statements.

**7. Net Assets**

**7.1 Capitalisation reserve**

The capitalisation reserve comprises of financial assets and/or liabilities originating in a prior reporting period but which are recognised in the statement of financial position for the first time in the current reporting period. Amounts are recognised in the capitalisation reserves when identified in the current period and are transferred to the Provincial Revenue Fund when the underlining asset is disposed and the related funds are received.

**7.2 Recoverable revenue**

Amounts are recognised as recoverable revenue when a payment made in a previous financial year becomes recoverable from a debtor in the current financial year. Amounts are either transferred to the Provincial Revenue Fund when recovered or are transferred to the statement of financial performance when written-off.

**8. Related party transactions**

Specific information with regards to related party transactions is included in the disclosure notes.

**9. Key management personnel**

Compensation paid to key management personnel including their family members where relevant, is included in the disclosure notes.

**10. Public private partnerships**

A description of the PPP arrangement, the contract fees and current and capital expenditure relating to the PPP arrangement is included in the disclosure notes.

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Notes to the Annual Financial Statements for the year ended 31 March 2012**

1. Annual Appropriation		2011/12		2010/11	
1.1 Annual Appropriation	Final Appropriation R'000	Actual Funds Received R'000	Funds not requested/ not received R'000	Appropriation Received 2010/11 R'000	Appropriation Received 2010/11 R'000
<b>Programmes</b>					
ADMINISTRATION	138,316	120,129	18,187	112,468	112,468
PUBLIC WORKS INFRASTRUCTURE	728,848	681,646	47,202	574,487	574,487
TRANSPORT INFRASTRUCTURE	1,048,613	766,524	282,089	1,027,956	1,027,956
TRANSPORT OPERATIONS	885,769	852,282	33,487	713,000	713,000
COMMUNITY BASED PROGRAMME	88,858	69,413	19,445	74,746	74,746
<b>Total</b>	<b>2,890,404</b>	<b>2,489,994</b>	<b>400,410</b>	<b>2,502,657</b>	<b>2,502,657</b>

Provide an explanation for funds not requested/not received in the space provided below:  
The Department could not request all the funds appropriated at the end of financial year due to the cash available per bank account.

1.2 Conditional grants**	Note	2011/12 R'000	2010/11 R'000
Total grants received	47	459,655	779,128

(\*\* It should be noted that the Conditional grants are included in the amounts per the Final Appropriation in Note 1.1)

2. Departmental Revenue	Note	2011/12 R'000	2010/11 R'000
Tax revenue		-	-
Sales of goods and services other than capital assets	2.1	168,026	112,742
Fines, penalties and forfeits	2.2	-	7
Interest, dividends and rent on land	2.3	6	6,417
Sales of capital assets	2.4	3,718	5,288
Transactions in financial assets and liabilities	2.5	4,168	10,603
Transfer received	2.6	-	-
Total revenue collected		<b>175,918</b>	<b>135,057</b>
Less: Own revenue included in appropriation	22	175,918	135,057
<b>Departmental revenue collected</b>		<b>-</b>	<b>-</b>

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Notes to the Annual Financial Statements for the year ended 31 March 2012**

	Note	2011/12 R'000	2010/11 R'000
<b>2.1 Sales of goods and services other than capital assets</b>		<b>167,831</b>	<b>112,720</b>
Sales of goods and services produced by the department			
Administrative fees		2,172	1,328
Other sales		165,659	111,392
Sales of scrap, waste and other used current goods		195	22
<b>Total</b>		<b>168,026</b>	<b>112,742</b>

	Note	2011/12 R'000	2010/11 R'000
<b>2.2 Fines, penalties and forfeits</b>			
Fines		-	-
Penalties		-	7
Forfeits		-	-
<b>Total</b>		<b>-</b>	<b>7</b>

	Note	2011/12 R'000	2010/11 R'000
<b>2.3 Interest, dividends and rent on land</b>			
Interest			
Dividends		6	103
Rent on land		-	6,314
<b>Total</b>		<b>6</b>	<b>6,417</b>

	Note	2011/12 R'000	2010/11 R'000
<b>2.4 Sales of capital assets</b>			
<b>Tangible assets</b>		<b>3,718</b>	<b>5,288</b>
Buildings and other fixed structures		432	62
Machinery and equipment		3,286	5,226
<b>Total</b>		<b>3,718</b>	<b>5,288</b>

	Note	2011/12 R'000	2010/11 R'000
<b>2.5 Transactions in financial assets and liabilities</b>			
Receivables		-	8,832
Other Receipts including Recoverable Revenue		4,168	1,771
<b>Total</b>		<b>4,168</b>	<b>10,603</b>

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Notes to the Annual Financial Statements for the year ended 31 March 2012**

	Note	2011/12 R'000	2010/11 R'000
<b>3. Compensation of Employees</b>			
<b>3.1 Salaries and wages</b>			
Basic salary		419,478	379,404
Performance award		5,489	12,669
Service Based		1,959	-
Compensative/circumstantial		4,678	5,958
Periodic payments		182	854
Other non-pensionable allowances		77,426	73,879
<b>Total</b>		<b>509,212</b>	<b>472,764</b>
<b>3.2 Social Contributions</b>			
<b>Employer contributions</b>			
Pension		53,636	48,699
Medical		46,635	43,310
UIF		-	-
Bargaining council		188	195
Official unions and associations		-	-
Insurance		-	-
<b>Total</b>		<b>100,459</b>	<b>92,204</b>
<b>Total compensation of employees</b>		<b>609,671</b>	<b>564,968</b>
Average number of employees		13,519	9,190

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Notes to the Annual Financial Statements for the year ended 31 March 2012**

	Note	2011/12 R'000	2010/11 R'000
<b>4. Goods and services</b>			
Administrative fees		248	175
Advertising		1,356	2,181
Assets less than R5,000	4.1	1,199	4,696
Bursaries (employees)		823	547
Catering		849	1,028
Communication		8,194	13,142
Computer services	4.2	452	1,090
Consultants, contractors and agency/outsourced services	4.3	372,205	330,002
Audit cost – external	4.4	9,284	11,844
Fleet services		-	1,280
Inventory	4.5	49,547	67,493
Operating leases		49,797	47,770
Property payments	4.6	83,646	81,577
Transport provided as part of the departmental activities		187	-
Travel and subsistence	4.7	29,304	31,920
Training and staff development		5,210	2,303
Other operating expenditure	4.8	52,678	5,291
<b>Total</b>		<b>664,979</b>	<b>602,339</b>
<b>4.1 Assets less than R5,000</b>			
<b>Tangible assets</b>			
Machinery and equipment	Note 4	1,199	4,696
<b>Total</b>		<b>1,199</b>	<b>4,696</b>
<b>4.2 Computer services</b>			
SITA computer services	Note 4	219	666
External computer service providers		233	424
<b>Total</b>		<b>452</b>	<b>1,090</b>

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Notes to the Annual Financial Statements for the year ended 31 March 2012**

	Note	2011/12 R'000	2010/11 R'000
<b>4.3 Consultants, contractors and agency/outsourced services</b>			
Business and advisory services	4	33,570	44,550
Infrastructure and planning		23,089	26,540
Laboratory services		-	-
Legal costs		2,988	2,241
Contractors		312,558	220,300
Agency and support/outsourced services		-	36,371
<b>Total</b>		<b>372,205</b>	<b>330,002</b>
<b>4.4 Audit cost – external</b>			
Regularity audits	4	9,284	7,480
Performance audits		-	70
Investigations		-	4,294
<b>Total</b>		<b>9,284</b>	<b>11,844</b>
<b>4.5 Inventory</b>			
Learning and teaching support material	4	-	68
Food and food supplies		93	147
Fuel, oil and gas		15,169	14,849
Other consumables		14,275	25,405
Materials and supplies		13,804	21,814
Stationery and printing		6,140	5,103
Medical supplies		66	107
<b>Total</b>		<b>49,547</b>	<b>67,493</b>
<b>4.6 Property payments</b>			
Municipal services	4	20,771	27,610
Property management fees		-	-
Property maintenance and repairs		-	6,191
Other		62,875	47,776
<b>Total</b>		<b>83,646</b>	<b>81,577</b>



**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Notes to the Annual Financial Statements for the year ended 31 March 2012**

	Note	2011/12	2010/11
		R'000	R'000
<b>4.7 Travel and subsistence</b>			
Employee costs	4	29,303	31,920
Domestic travel costs		29,170	31,098
International travel costs		67	822
Per diem allowance		66	-
Non-employee costs		1	-
Domestic travel costs		1	-
<b>Total</b>		<b>29,304</b>	<b>31,920</b>

	Note	2011/12	2010/11
		R'000	R'000
<b>4.8 Other operating expenditure</b>			
Learnerships		2,223	1,438
Professional bodies, membership and subscription fees		36	5
Resettlement costs		463	380
Other		49,956	3,468
<b>Total</b>		<b>52,678</b>	<b>5,291</b>

	Note	2011/12	2010/11
		R'000	R'000
<b>5. Payments for financial assets</b>			
Material losses through criminal conduct		-	113
Other material losses	5.1	-	113
<b>Total</b>		<b>-</b>	<b>113</b>

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Notes to the Annual Financial Statements for the year ended 31 March 2012**

	Note	2011/12 R'000	2010/11 R'000
<b>5.1 Other material losses</b>			
<b>Nature of other material losses</b> (Group major categories, but list material items)	5		
<b>Incident</b>			
3X Laptop			36
Other items			69
Car accidents			-
Stolen cellphone			3
Stolen projector			3
Stolen tools			2
			-
			-
<b>Total</b>		-	<b>113</b>

**Disciplinary Steps taken/ Criminal proceedings**

Under investigation  
 Reported with different case number  
 Reported with different case number  
 Reported to SARS: case no: 46/06/2009  
 Reported to SARS: case no: 224/11/2010  
 Reported to SARS: case no: 858/01/2011

	Note	2011/12 R'000	2010/11 R'000
<b>6. Transfers and Subsidies</b>			
Provinces and municipalities			
Departmental agencies and accounts	49,50,Annexure 1A,Annexure 1B	130,316	79,990
Public corporations and private enterprises	ANNEXURE 1C	17	-
Households	ANNEXURE 1E	628,497	530,986
<b>Total</b>	ANNEXURE 1H	<b>765,234</b>	<b>615,747</b>
Unspent funds transferred to the above beneficiaries			

Unspent funds transferred to the above beneficiaries

	Note	2011/12 R'000	2010/11 R'000
<b>7. Expenditure for capital assets</b>			
<b>Tangible assets</b>			
Buildings and other fixed structures	45	385,764	741,542
Machinery and equipment	25	360,445	727,039
		25,319	14,503
<b>Total</b>		<b>385,764</b>	<b>741,542</b>

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Notes to the Annual Financial Statements for the year ended 31 March 2012**

**7.1 Analysis of funds utilised to acquire capital assets - 2011/12**

	Voted Funds R'000	Aid assistance R'000	TOTAL R'000
<b>Tangible assets</b>	<b>385,764</b>	-	<b>385,764</b>
Buildings and other fixed structures	360,445		360,445
Machinery and equipment	25,319		25,319
<b>Total</b>	<b>385,764</b>	-	<b>385,764</b>

**7.2 Analysis of funds utilised to acquire capital assets - 2010/11**

	Voted Funds R'000	Aid assistance R'000	TOTAL R'000
<b>Tangible assets</b>	<b>741,542</b>	-	<b>741,542</b>
Buildings and other fixed structures	727,039		727,039
Machinery and equipment	14,503		14,503
<b>Total</b>	<b>741,542</b>	-	<b>741,542</b>

**8. Unauthorised Expenditure**

**8.1 Reconciliation of unauthorised expenditure**

Opening balance	500,632	2010/11 R'000
Less: Amounts approved by Parliament/Legislature with funding	(500,394)	
<b>Unauthorised expenditure awaiting authorisation / written off</b>	<b>238</b>	<b>2011/12 R'000</b>

**8.2 Analysis of unauthorised expenditure awaiting authorisation per economic classification**

Current	452,821	
Capital	26,704	
Transfers and subsidies	238	
<b>Total</b>	<b>238</b>	<b>500,632</b>

**8.3 Analysis of unauthorised expenditure awaiting authorisation per type**

Unauthorised expenditure relating to overspending of the vote or a main division within the vote	500,632	
Unauthorised expenditure incurred not in accordance with the purpose of the vote or main division	238	
<b>Total</b>	<b>238</b>	<b>500,632</b>

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Notes to the Annual Financial Statements for the year ended 31 March 2012**

	Note	2011/12 R'000	2010/11 R'000
9. Fruitless and wasteful expenditure			
9.1 Reconciliation of fruitless and wasteful expenditure			
Opening balance		5,340	5,340
Fruitless and wasteful expenditure awaiting condonement		<b>5,340</b>	<b>5,340</b>

**9.2 Analysis of awaiting condonement per economic classification**

Current		5,340	5,340
<b>Total</b>		<b>5,340</b>	<b>5,340</b>

**10. Cash and Cash Equivalents**  
Consolidated Paymaster General Account  
Disbursements

	Note	2011/12 R'000	2010/11 R'000
Total		66,636	16,071
		-	(96)
		<b>66,636</b>	<b>15,975</b>

**11. Receivables**

	Note	2011/12		Total R'000	2010/11 R'000
		Less than one year R'000	One to three years R'000		
Recoverable expenditure	11.1	74		74	590
Staff debt	11.2	54		54	66
Other debtors	11.3	7,528		7,528	14,626
<b>Total</b>		<b>7,656</b>	<b>-</b>	<b>7,656</b>	<b>15,282</b>

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Notes to the Annual Financial Statements for the year ended 31 March 2012**

	Note	2011/12 R'000	2010/11 R'000
<b>11.1 Recoverable expenditure (disallowance accounts)</b> (Group major categories, but list material items)	11		
Salary Reversal		69	554
Pension Recoverable			10
Salary deduction disallowance		5	22
Sai: Medical Aid		-	4
<b>Total</b>		<b>74</b>	<b>590</b>

	Note	2011/12 R'000	2010/11 R'000
<b>11.2 Staff debt</b> (Group major categories, but list material items)	11		
Tax Debts		54	66
<b>Total</b>		<b>54</b>	<b>66</b>

	Note	2011/12 R'000	2010/11 R'000
<b>11.3 Other debtors</b> (Group major categories, but list material items)	11		
Debt receivable interest		(522)	-
Debt receivable income		(7,309)	-
Debt Account		15,359	14,626
<b>Total</b>		<b>7,528</b>	<b>14,626</b>

	Note	2011/12 R'000	2010/11 R'000
<b>12. Voted Funds to be Surrendered to the Revenue Fund</b>			
Opening balance		(88)	21,964
Transfer from statement of financial performance		464,756	132,684
Voted funds not requested/not received	1.1	(400,410)	(154,736)
Paid during the year		88	-
<b>Closing balance</b>		<b>64,346</b>	<b>(88)</b>

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Notes to the Annual Financial Statements for the year ended 31 March 2012**

**13. Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund**

	2011/12 R'000	2010/11 R'000
Opening balance	37,852	-
Own revenue included in appropriation	175,918	135,057
Paid during the year	(198,378)	(97,205)
<b>Closing balance</b>	<b>15,392</b>	<b>37,852</b>

Note

**14. Payables - current**

	2011/12 R'000	2010/11 R'000
Clearing accounts	132	-
Other payables	-	499,465
<b>Total</b>	<b>132</b>	<b>499,465</b>

Note

14.1

14.2

**14.1**

**Clearing accounts**

(Identify major categories, but list material amounts)

	2011/12 R'000	2010/11 R'000
Salary ACB recalls	34	-
Other financial institution	19	-
Income tax	62	-
Pension fund	17	-
<b>Total</b>	<b>132</b>	<b>-</b>

Note

14

**14.3**

**Other payables**

Sal: Finance and Other Institution  
 Sal: Income Tax  
 Debt Receivable Income  
 Sal: Pension Fund  
 Payable Ad:P/Dept:NW Adv Acc  
 Salary Disallowance Account  
 Debt Receivable interest  
**Total**

	2011/12 R'000	2010/11 R'000
Sal: Finance and Other Institution	16	16
Sal: Income Tax	987	987
Debt Receivable Income	7,622	7,622
Sal: Pension Fund	294	294
Payable Ad:P/Dept:NW Adv Acc	490,495	490,495
Salary Disallowance Account	19	19
Debt Receivable interest	32	32
<b>Total</b>	<b>-</b>	<b>499,465</b>

Note

14

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Notes to the Annual Financial Statements for the year ended 31 March 2012**

	2011/12 R'000	2010/11 R'000
<b>15 Net cash flow available from operating activities</b>		
Net surplus/(deficit) as per Statement of Financial Performance	464,756	132,684
Add back non cash/cash movements not deemed operating activities	(32,049)	1,103,959
(Increase)/decrease in receivables – current	7,626	(8,404)
(Increase)/decrease in other current assets	500,394	-
Increase/(decrease) in payables – current	(499,333)	499,307
Proceeds from sale of capital assets	(3,718)	(5,288)
Expenditure on capital assets	385,764	741,542
Surrenders to Revenue Fund	(198,290)	(97,205)
Voted funds not requested/not received	(400,410)	-
Own revenue included in appropriation	175,918	-
Other non-cash items	-	(25,993)
<b>Net cash flow generated by operating activities</b>	<b>432,707</b>	<b>1,236,643</b>

	2011/12 R'000	2010/11 R'000
<b>16 Reconciliation of cash and cash equivalents for cash flow purposes</b>		
Consolidated Paymaster General account	66,636	16,071
Disbursements	-	(96)
<b>Total</b>	<b>66,636</b>	<b>15,975</b>

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Disclosure Notes to the Annual Financial Statements for the year ended 31 March 2012**

<b>17</b>	<b>Contingent liabilities and contingent assets</b>			
<b>17.1</b>	<b>Contingent liabilities</b>			
	<b>Liable to</b>	<b>Nature</b>		
	Housing loan guarantees	Employees	2,650	2,715
	Claims against the department		298,168	64,701
	Other departments (interdepartmental unconfirmed balances)		670	700
	<b>Total</b>		<b>301,488</b>	<b>68,116</b>

Annex 3A  
Annex 3B  
Annex 5

Type here and enter to add rows

<b>17.2</b>	<b>Contingent assets</b>		<b>2011/12</b>	<b>2010/11</b>
	Accident claims		R'000	R'000
	Recovery of auction proceeds		297	-
	Recovery of state owned land-Hartebeespoort		2,106	-
	Recovery of erroneous payments: Allegedly paid to GMHM Construction		76,000	-
	<b>Total</b>		<b>79,163</b>	<b>-</b>

<b>18</b>	<b>Commitments</b>		<b>2011/12</b>	<b>2010/11</b>
	<b>Current expenditure</b>		R'000	R'000
	Approved and contracted		597,755	1,088,278
	<b>Capital Expenditure (including transfers)</b>		<b>597,755</b>	<b>1,088,278</b>
	Approved and contracted		394,970	2,692,981
	<b>Total Commitments</b>		<b>992,725</b>	<b>3,781,259</b>





**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Disclosure Notes to the Annual Financial Statements for the year ended 31 March 2012**

21	Lease commitments								
	21.1	Operating leases expenditure							
		2011/12							
		Not later than 1 year							2,381
		Later than 1 year and not later than 5 years							2,711
		<b>Total lease commitments</b>							<b>5,092</b>
		2010/11							
		Not later than 1 year							2,199
		Later than 1 year and not later than 5 years							4,804
		<b>Total lease commitments</b>							<b>7,003</b>
	21.2	Finance leases expenditure **							
		2011/12							
		Not later than 1 year							2,318
		Later than 1 year and not later than 5 years							851
		<b>Total lease commitments</b>							<b>3,169</b>
		LESS: finance costs							200
		<b>Total present value of lease liabilities</b>							<b>2,969</b>
		2010/11							
		Not later than 1 year							2,006
		Later than 1 year and not later than 5 years							1,782
		<b>Total lease commitments</b>							<b>3,788</b>
		LESS: finance costs							357
		<b>Total present value of lease liabilities</b>							<b>3,431</b>



**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Disclosure Notes to the Annual Financial Statements for the year ended 31 March 2012**

<p><b>23.2 Details of irregular expenditure - current year</b></p> <p><b>Incident</b></p> <p>1. Infrastructure contracts</p> <p>2. Roads contracts</p> <p>3. Furniture purchases which did not</p> <p>4. Ex-post facto approvals</p> <p>5. Exposed facto approval</p> <p>6. Grass cutting</p>	<p><b>Disciplinary steps taken/criminal proceedings</b></p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p>	<p><b>2011/12</b></p> <p><b>R'000</b></p> <p>71,879</p> <p>250,828</p> <p>349</p> <p>17,451</p> <p>67,101</p> <p>2,456</p> <hr/> <p>410,064</p>
<p><b>24. Fruitless and wasteful expenditure</b></p> <p><b>24.1 Reconciliation of fruitless and wasteful expenditure</b></p> <p>Opening balance</p> <p>Fruitless and wasteful expenditure – relating to prior year</p> <p>Fruitless and wasteful expenditure – relating to current year</p> <p><b>Fruitless and wasteful expenditure awaiting condonement</b></p>		
<p><b>24.2 Analysis of awaiting condonement per economic classification</b></p> <p>Current</p> <p>Capital</p> <p><b>Total</b></p>	<p><b>2011/12</b></p> <p><b>R'000</b></p> <p>10,981</p> <p>-</p> <p>3,384</p> <hr/> <p><b>14,365</b></p>	<p><b>2010/11</b></p> <p><b>R'000</b></p> <p>2,094</p> <p>7,063</p> <p>1,824</p> <hr/> <p><b>10,981</b></p>
<p><b>24.2 Analysis of awaiting condonement per economic classification</b></p> <p>Current</p> <p>Capital</p> <p><b>Total</b></p>	<p><b>2011/12</b></p> <p><b>R'000</b></p> <p>3,384</p> <p>10,981</p> <hr/> <p><b>14,365</b></p>	<p><b>2010/11</b></p> <p><b>R'000</b></p> <p>10,073</p> <p>-</p> <hr/> <p><b>10,073</b></p>

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Disclosure Notes to the Annual Financial Statements for the year ended 31 March 2012**

	2011/12 R'000	2010/11 R'000
<b>25 Related party transactions</b>		
Revenue received		
<i>Note</i>		
<b>Other</b>		
<i>List other contingent liabilities between department and related party</i>		
<b>Total</b>	-	-
<b>26 Key management personnel</b>		
Political office bearers (provide detail below)		
Level 15 to 16	1,566	1,486
Level 14 (incl CFO if at a lower level)	89	326
<b>Total</b>	8,176	7,219
	<b>9,831</b>	<b>9,031</b>

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Disclosure Notes to the Annual Financial Statements for the year ended 31 March 2012**

27 Movable Tangible Capital Assets  
**MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2012**

	Opening balance R'000	adjustments to prior year balances R'000	additions R'000	Disposals R'000	Closing balance R'000
<b>MACHINERY AND EQUIPMENT</b>					
Transport assets	721,433	12,166	25,225	11,083	810,553
Computer equipment	14,232	9,576	2,841	-	26,649
Furniture and office equipment	4,542	7,855	1,050	-	13,447
Other machinery and equipment	25,984	(4,521)	1,253	-	22,716
<b>TOTAL MOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>766,191</b>	<b>25,076</b>	<b>30,369</b>	<b>11,083</b>	<b>810,553</b>

27.1 **ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2012**

	Cash R'000	Non-cash R'000	(Capital work-in- progress current costs and finance lease payments) R'000	Received current, not paid (Paid current year, received prior year) R'000	Total R'000
<b>MACHINERY AND EQUIPMENT</b>					
Transport assets	25,313	5,056	-	-	30,369
Computer equipment	20,169	5,056	-	-	25,225
Furniture and office equipment	2,841	-	-	-	2,841
Other machinery and equipment	1,050	-	-	-	1,050
	1,253	-	-	-	1,253
<b>TOTAL ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>25,313</b>	<b>5,056</b>	<b>-</b>	<b>-</b>	<b>30,369</b>

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Disclosure Notes to the Annual Financial Statements for the year ended 31 March 2012**

Disposals		Transfer out or destroyed or scrapped		Total disposals		Cash received Actual	
27.2	DISPOSALS OF MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2012	R'000	R'000	R'000	R'000	R'000	R'000
	<b>MACHINERY AND EQUIPMENT</b>	11,083	-	11,083	3,286		
	Transport assets	11,083	-	11,083	3,286		
	<b>TOTAL DISPOSAL OF MOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>11,083</b>	<b>-</b>	<b>11,083</b>	<b>3,286</b>		

27.3		MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2011		Opening balance		Closing balance	
	Movement for 2010/11	R'000	R'000	R'000	R'000	R'000	R'000
	<b>MACHINERY AND EQUIPMENT</b>						
	Transport assets	696,110	41,391	16,068	766,191	721,433	
	Computer equipment	13,166	1,444	378	14,232		
	Furniture and office equipment	3,167	1,548	173	4,542		
	Other machinery and equipment	25,597	598	211	25,984		
	<b>TOTAL MOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>738,040</b>	<b>44,981</b>	<b>16,830</b>	<b>766,191</b>		

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Disclosure Notes to the Annual Financial Statements for the year ended 31 March 2012**

**27.4 Minor assets**

**MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2012**

	Specialised military assets					Total R'000
	R'000	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Biological assets R'000	
Opening balance	-	-	-	20,143	-	20,143
Curr Year Adjustments to Prior Yr Balances	-	-	-	5,148	-	5,148
Additions	-	-	-	1,201	-	1,201
Disposals	-	-	-	17	-	17
<b>TOTAL MINOR ASSETS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>26,475</b>	<b>-</b>	<b>26,475</b>

	Specialised military assets			Total
	Intangible assets	Heritage assets	Machinery and equipment	
Number of R1 minor assets	-	-	30,429	30,429
Number of minor assets at cost	-	-	12,516	12,516
<b>TOTAL NUMBER OF MINOR ASSETS</b>	<b>-</b>	<b>-</b>	<b>42,945</b>	<b>42,945</b>



**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Disclosure Notes to the Annual Financial Statements for the year ended 31 March 2012**

28	Immovable Tangible Capital Assets	MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2012		
		Opening balance	Curr year adjustments to prior year balances	Additions
		R'000	R'000	R'000
	<b>BUILDINGS AND OTHER FIXED STRUCTURES</b>	19,931,327	(49,770)	360,445
	Dwellings	417,213	20,996	-
	Non-residential buildings	17,118,010	(70,766)	-
	Other fixed structures	2,396,104	-	360,445
	<b>TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>19,931,327</b>	<b>(49,770)</b>	<b>360,445</b>

28.1	Additions	ADDITIONS TO IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2012		
		Cash	Non-cash	(Capital work-in- progress current costs and finance lease payments)
		R'000	R'000	R'000
	<b>BUILDINGS AND OTHER FIXED STRUCTURES</b>	360,445	-	-
	Other fixed structures	360,445	-	-
	<b>ASSETS</b>	<b>360,445</b>	<b>-</b>	<b>-</b>

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Disclosure Notes to the Annual Financial Statements for the year ended 31 March 2012**

28.2 Disposals	DISPOSALS OF IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2012		
	Sold for cash	Transfer out or destroyed or scrapped	Total disposals
	R'000	R'000	R'000
<b>BUILDINGS AND OTHER FIXED STRUCTURES</b>	2,095	-	2,095
Dwellings	2,095		2,095
<b>TOTAL DISPOSAL OF IMMOVABLE TANGIBLE CAPITAL ASSET</b>	<b>2,095</b>	<b>-</b>	<b>2,095</b>

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Disclosure Notes to the Annual Financial Statements for the year ended 31 March 2012**

Movement for 2010/11		MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2011	
	Opening balance	Additions	
	R'000	R'000	R'000
<b>BUILDINGS AND OTHER FIXED STRUCTURES</b>	<b>19,343,878</b>	<b>588,144</b>	<b>588,144</b>
Dwellings	417,908	-	-
Non-residential buildings	17,118,010	-	-
Other fixed structures	1,807,960	588,144	588,144
<b>TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>19,343,878</b>	<b>588,144</b>	<b>588,144</b>

**Immovable assets valued at R1**  
**IMMOVABLE ASSETS VALUED AT R1 IN THE ASSET REGISTER AS AT 31 MARCH 2011**

	R	R	R
R1 Immovable assets	1,569	-	-
<b>TOTAL</b>	<b>1,569</b>	<b>-</b>	<b>-</b>

**Immovable assets written off**

**IMMOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED 31 MARCH 2011**

	Buildings and other fixed structures	Heritage assets	Land and subsoil assets
	R'000	R'000	R'000
Immovable assets written off	-	-	-
<b>TOTAL IMMOVABLE ASSETS WRITTEN OFF</b>	<b>-</b>	<b>-</b>	<b>-</b>



**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Annexures to the Annual Financial Statements for the year ended 31 March 2012**

**Annexure 1A**  
**STATEMENT OF CONDITIONAL GRANTS PAID TO MUNICIPALITIES**

NAME OF MUNICIPALITY	GRANT ALLOCATION			TRANSFER			SPENT			2010/11 Division of Revenue Act R'000	
	Division of Revenue Act R'000	Roll Overs R'000	Adjustments R'000	Total Available R'000	Actual Transfer R'000	Funds Withheld R'000	Re- allocations by National Treasury or National Department R'000	Amount received by Municipality R'000	Amount spent by municipality R'000		% of available funds spent by municipality %
Transfer to Municipalities	161,692	-	-	161,692							
City of Matlosana					8,188						4,283
Ditsobotla Local Municipality					2,906						935
Greater Taung Local Municipality					481						201
Kgetleng Rivier Local Municipality					587						35
Lekwa Teemane Local Municipality					15,676						-
Madibeng Local Municipality					947						1,102
Mafikeng Local Municipality					80,237						60,447
Mamusa Local Municipality					1,216						1,091
Maquassi Hills Local Municipality					436						408
Moses Kotane Local Municipality					7,127						1,156
Naladi Local Municipality					2,872						2,621
Ramotshere Molloa Local Municipality					132						110
Rustenburg Local Municipality					3,587						3,401
Tlokwe Local Municipality					3,983						3,848
Tswaing Local Municipality					302						-
Ventersdorp Local Municipality					435						352
Vehicle licences					1,204						-
	161,692	-	-	161,692	130,316	-	-	-	-	-	79,990

*National Departments are reminded of the DORA requirements to indicate any re-allocations by the National Treasury or the transferring department, certify that all transfers in terms of this Act were deposited into the primary bank account of a municipality or, where appropriate, into the CPD account of a municipality as well as indicate the funds utilised for the administration of the receiving officer.*

Payment of rates and taxes paid to various municipalities for buildings owned by the department.

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Annexures to the Annual Financial Statements for the year ended 31 March 2012**

**ANNEXURE 1C**  
**STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS**

DEPARTMENT/AGENCY/ACCOUNT	TRANSFER ALLOCATION				TRANSFER		2010/11 Appropriation Act R'000
	Adjusted appropriation R'000	Roll Overs R'000	Adjustments R'000	Total Available R'000	Actual Transfer R'000	% of Available funds transferred %	
Aerodrome licence			30	30	17	57%	
			-	-			
			-	-			
			-	-			
			-	-			
			-	-			
			-	-			
			-	-			
			30	30	17		

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Annexures to the Annual Financial Statements for the year ended 31 March 2012**

**ANNEXURE 1E**  
**STATEMENT OF TRANSFERS/SUBSIDIES TO PUBLIC CORPORATIONS AND PRIVATE ENTERPRISES**

NAME OF PUBLIC CORPORATION/PRIVATE ENTERPRISE	TRANSFER ALLOCATION				EXPENDITURE			2010/11 Appropriation Act R'000
	Adjusted appropriation Act R'000	Roll Overs R'000	Adjustments R'000	Total Available R'000	Actual Transfer R'000	% of Available funds transferred %	Capital R'000	
<b>Public Corporations</b>								
Transfers	-	-	-	-	-	-	-	-
Subsidies	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-	-	-
<b>Private Enterprises</b>								
Transfers	-	-	-	-	-	-	-	6,000
Provincial Taxi Council	-	-	-	-	-	-	-	-
Subsidies								
<b>General Commuter Bus Subsidy</b>	631,344	-	54,000	685,344	-	-	-	-
1. Alamelang Bus Transport	-	-	-	-	91,688	-	-	69,812
2. Bojanala Bus Transport	-	-	-	-	174,274	-	-	197,033
3. Phumatra Transport	-	-	-	-	18,363	-	-	15,866
4. Amarosa	-	-	-	-	146,432	-	-	141,129
<b>Scholar Transport Subsidies</b>								
Scholar Trans Various Operators	-	-	-	-	197,740	-	-	100,586
<b>Air Transport Subsidy (SA Air Link)</b>	-	-	-	-	-	-	-	570
<b>Total</b>	631,344	-	54,000	685,344	628,497	-	-	530,996
<b>TOTAL</b>	631,344	-	54,000	685,344	628,497	-	-	530,996







**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Annexures to the Annual Financial Statements for the year ended 31 March 2012**

**ANNEXURE 3A**  
**STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2012 - LOCAL**

GUARANTOR INSTITUTION	Guaranteee in respect of	original guaranteed capital amount R'000	Opening balance 1 April 2011 R'000	Guarantees draw downs during the year R'000	Guaranteed repayments/ cancelled/ reduced/ released during the year R'000	Revaluations R'000	Closing balance 31 March 2012 R'000	Guaranteed interest for year ended 31 March 2012 R'000	Realised losses not recoverable i.e. claims paid out R'000
	<b>Motor vehicles</b>								
	Subtotal	-	-	-	-	-	-	-	-
	<b>Housing</b>								
	Standard Bank of SA Limited	3,261	567	124	40		651		
	FirstRand Bank Limited	545	156	-	44		112		
	ABSA	3,197	1,184	-	105		1,079		
	Old Mutual Finance Limited	2,486	31	-	-		31		
	Peoples Bank Limited	880	164	-	-		164		
	Nedbank Limited Incorporating	81	49	-	-		49		
	FirstRand Bank Ltd (Saarabou)	343	184	-	-		184		
	Old Mutual (former PERM)	1,163	277	-	-		277		
	Hlano Financial Services	72	7	-	-		7		
	SA Home Loans	480	96	-	-		96		
	Subtotal	12,508	2,715	124	189		2,650		
	<b>Other</b>								
	Subtotal	-	-	-	-	-	-	-	-
	<b>Total</b>	12,508	2,715	124	189		2,650		

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Annexures to the Annual Financial Statements for the year ended 31 March 2012**

**ANNEXURE 3B**  
**STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2012**

Nature of liability	Opening balance	Liabilities incurred during the year	Liabilities cancelled/reduced during the year	Liabilities recoverable (Provide details hereunder)	Closing balance
	1 April 2011 R'000	R'000	R'000	R'000	31 March 2012 R'000
<b>Claims against the department</b>					
1. Third party claims and accidents	64,701	233,467	-	-	298,168
<b>Subtotal</b>	64,701	233,467	-	-	298,168
<b>Environmental liability</b>					
<b>Subtotal</b>	-	-	-	-	-
<b>Other</b>					
<b>Subtotal</b>	-	-	-	-	-
<b>TOTAL</b>	64,701	233,467	-	-	298,168

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Disclosure Notes to the Annual Financial Statements for the year ended 31 March 2012**

**ANNEXURE 4**  
**CLAIMS RECOVERABLE**

Government entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
	31/03/2012	31/03/2011	31/03/2012	31/03/2011	31/03/2012	31/03/2011
	R'000	R'000	R'000	R'000	R'000	R'000
<b>Department</b>						
<b>Kilometers and Rental Receivables</b>						
Office of the Premier	-	-	836	-	836	-
Health	10,793	-	4,449	15,242	15,242	-
Human Settlement	-	-	177	177	177	-
Sports, Arts and Culture	393	-	383	776	776	-
Public Safety	-	-	1,898	1,898	1,898	-
Economic Development	-	-	878	878	878	-
Provincial Treasury	-	-	299	299	299	-
Education	-	-	5,872	5,872	5,872	-
Agriculture	-	-	2,695	2,695	2,695	-
Social Development	-	-	1,445	1,445	1,445	-
Legislature	-	-	70	70	70	-
Local Government	8	-	1,639	1,647	1,647	-
Public Works	-	-	2,060	2,060	2,060	-
Vryburg Workshop	-	-	322	322	322	-
Potch Workshop	-	-	258	258	258	-
Mmabatho Workshop	-	-	393	393	393	-
Rustenburg Workshop	-	-	201	201	201	-
<b>Other debtors</b>						
Department of Social Development			17	17	17	-
Department of Health and Social Development			19	19	19	-
Department of Correctional Services			6	6	6	-
Gauteng Department of Infrastructure			6	6	6	-
South African Police Services			13	13	13	-
National Department of Public Works			12	12	12	-
Office of the Public Service Commission			16	16	16	-
Department of Finance			4	4	4	-
	11,194	-	23,968	-	35,162	-



**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Disclosure Notes to the Annual Financial Statements for the year ended 31 March 2012**

**ANNEXURE 5**  
**INTER-GOVERNMENT PAYABLES**

GOVERNMENT ENTITY	Confirmed balance		Unconfirmed balance		Total	
	31/03/2012 R'000	31/03/2011 R'000	31/03/2012 R'000	31/03/2011 R'000	31/03/2012 R'000	31/03/2011 R'000
<b>DEPARTMENTS</b>						
<b>Current</b>						
1. Justice and Constitutional Development			-	574	-	574
2. South African Policies Services			33	80	33	80
3. Department of Minerals Resources			-	20	-	20
4. Department of Labour			-	8	-	8
5. Department of Health (Northern Cape)			-	18	-	18
6. Department of Social Development			7	-	7	-
7. National Department of Tourism			-	-	-	-
8. Department of Justice and Constitutional Dev			29	-	29	-
9. Department of Finance			39	-	39	-
10. Department of Health (North West)			562	-	562	-
11. National Department of Public Works			-	-	-	-
<b>Subtotal</b>	-	-	670	700	670	700
<b>Non-current</b>						
<b>Subtotal</b>	-	-	-	-	-	-
<b>Total</b>	-	-	670	700	670	700
<b>OTHER ENTITIES</b>						
<b>Current</b>						
Private Tenants		254				254
Commercial Properties		45				45
<b>Subtotal</b>	-	299	-	-	-	299

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Disclosure Notes to the Annual Financial Statements for the year ended 31 March 2012**

<b>ANNEXURE 5</b>			
Non-current	-	-	-
	-	-	-
	-	-	-
	-	-	-
	-	-	-
<b>Subtotal</b>	-	-	-
	-	-	-
<b>Total</b>	-	299	299
Rental Refund (Monti TP)		R 4	
Rental Refunds		R 149	

**NORTH WEST DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT - VOTE 11**  
**Disclosure Notes to the Annual Financial Statements for the year ended 31 March 2012**

**ANNEXURE 6**  
**INVENTORY**

	2011/12		2010/11	
	Quantity	R'000	Quantity	R'000
<b>Inventory</b>				
Opening balance		30,860		22,562
Add/(Less): Adjustments to prior year balances		-		(364)
Add: Additions/Purchases - Cash		49,547		24,671
Add: Additions - Non-cash		-		-
(Less): Disposals		-		-
(Less): Issues		(13,911)		(17,864)
Add/(Less): Adjustments		-		1,855
Closing balance	-	66,496	-	30,860

Note

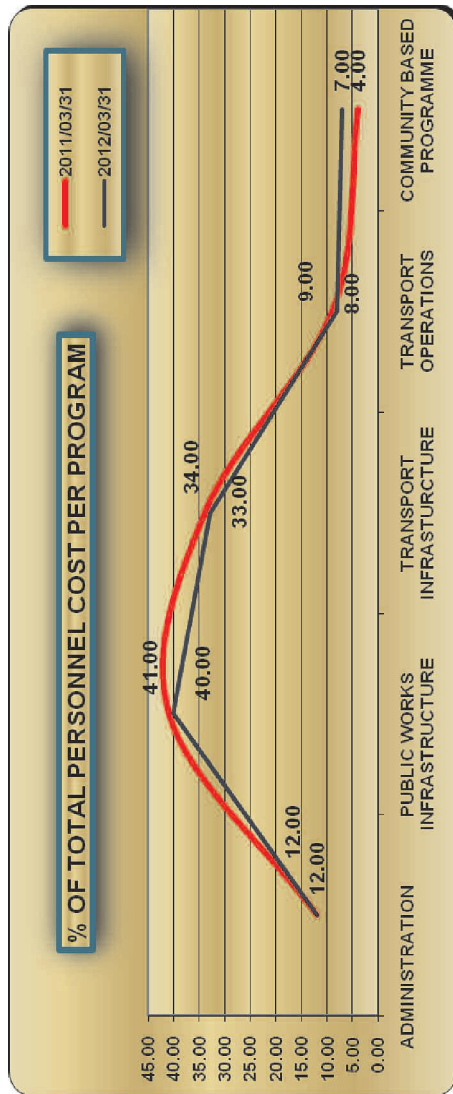


## OVERSIGHT REPORT

**TABLE 2.1 – Personnel costs by programme, 2011/12**

Departments budget in terms of clearly defined programmes. The following tables summarise final audited expenditure by programme (table 2.1) and by salary bands (Table 2.2). In particular, it provides an indication of the amount spent on personnel costs.

Table 2.1 Personnel costs by programme						
Programme Description	Total Expenditure	Personnel Expenditure	Training Expenditure	% of Total Personnel Cost	Average Personnel Cost per Employee (R)	
97100000 PROGRAM 1: ADMINISTRATION	R 81 672 864.67	R 80 054 291.43	R 1 618 573.24	11.90	R 181 495.25	
97600000 PROGRAM 2: PUBLIC WORKS INFRASTRUCTURE	R 269 098 254.64	R 268 059 304.06	R 1 038 950.58	39.83	R 159 797.06	
97700000 PROGRAM 3: TRANSPORT INFRASTRUCTURE	R 221 535 613.61	R 221 353 507.48	R 182 106.13	32.89	R 143 574.60	
97800000 PROGRAM 4: TRANSPORT OPERATIONS	R 54 919 801.28	R 54 441 296.62	R 478 504.66	8.09	R 212 045.56	
97500000 PROGRAM 5: COMMUNITY BASED PROGRAMME	R 49 091 284.95	R 49 077 197.34	R 14 087.61	7.29	R 8 606.47	
<b>Grand Total</b>	<b>R 676 317 819.15</b>	<b>R 672 985 596.93</b>	<b>R 3 332 222.22</b>	<b>100</b>	<b>R 58 363.64</b>	



**TABLE 2.2 – Personnel costs by salary bands, 2011/12**

**Table 2.2 Personnel costs by salary bands, 20110401-20120331**

SALARY BANDS	NO. OF EMPLOYEES	Personnel Expenditure	% of Total Personnel Cost	Average Personnel Cost per Employee (R)
Lower skilled (Levels 1-2)	1132	R 108 826 033.80	16	R 96 136.00
Skilled (Levels 3-5)	1486	R 183 571 403.16	27	R 123 534.00
Highly skilled production (Levels 6-8)	901	R 195 667 923.76	29	R 217 168.00
Highly skilled supervision (Levels 9-12)	279	R 109 169 590.30	16	R 391 289.00
MEC & Senior Management (Level 13-16)	35	R 26 790 668.24	4	R 765 448.00
Other - Non Permanent Workers	7887	R 48 959 977.67	7	R 6 208.00
<b>Grand Total</b>	<b>11720</b>	<b>R 672 985 596.93</b>	<b>100</b>	<b>R 57 422.00</b>

### AVERAGE PERSONNEL COSTS BY SALARY BAND

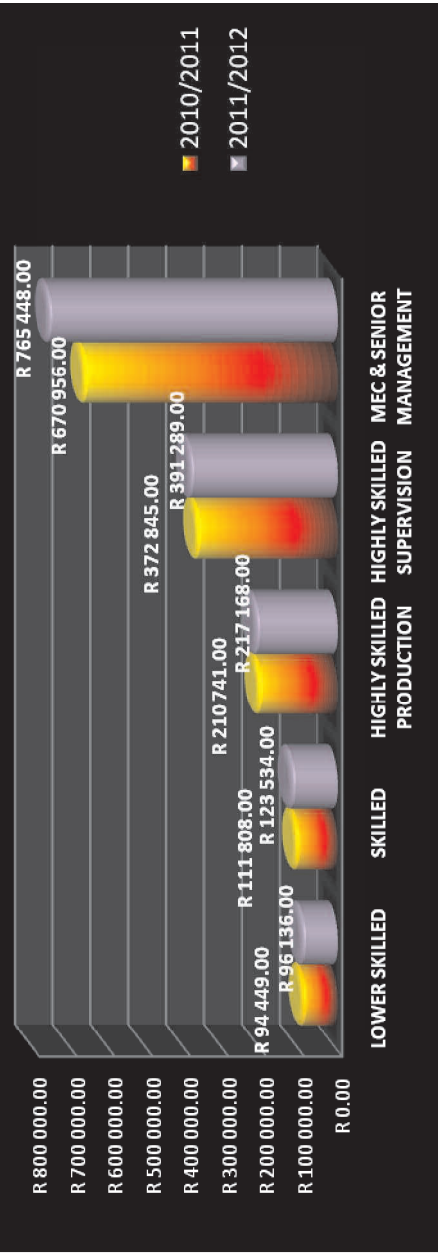
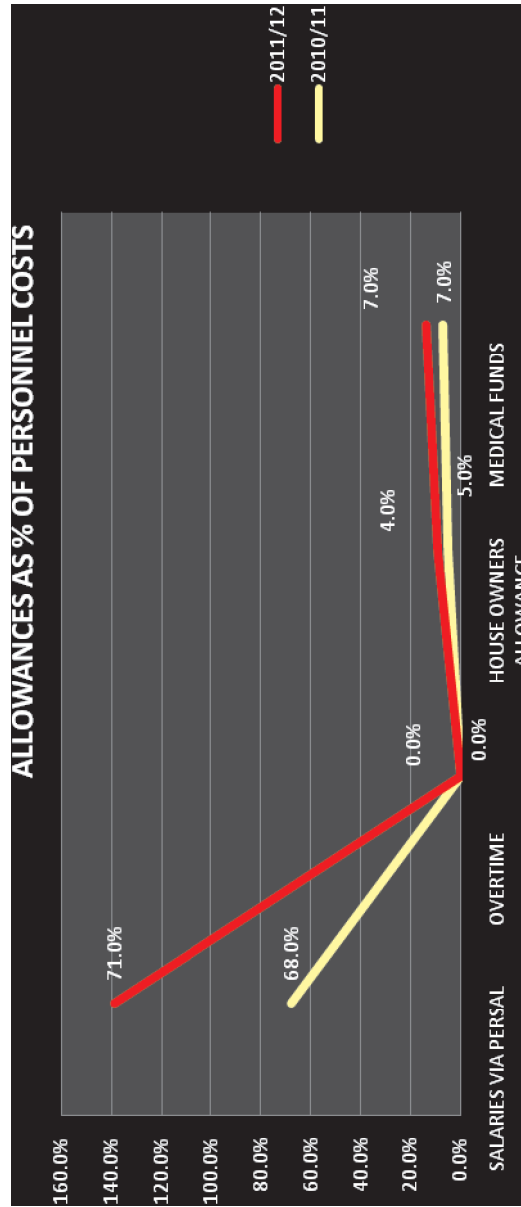


Table 2.3 Salaries, Overtime, Home Owners Allowance and Medical Assistance by programme, 2011 / 12

PROGRAMME	Salaries		Overtime		Home Owners Allowance		Medical Assistance		Total Personnel Cost (R)
	SALARIES VIA PERSAL	Salaries as % of Personnel Cost	OVERTIME	Overtime as % of Personnel Cost	HOUSE OWNERS ALLOWANCE	HOA as % of Personnel Cost	MEDICAL FUNDS	Medical Ass. as % of Personnel Cost	
PROGRAMME 1: ADMINISTRATION	R 59 269 270.67	74	R 716 499.93	0	R 2 375 138.64	0	R 3 835 362.55	1	R 80 054 291.43
PROGRAM 2: PUBLIC WORKS INFRASTRUCTURE	R 182 023 505.84	68	R 1 370 779.69	0	R 13 489 017.08	2	R 21 354 952.47	3	R 268 059 304.06
PROGRAMME 3: TRANSPORT INFRASTRUCTURE	R 148 081 864.04	67	R 191 471.04	0	R 12 404 326.44	2	R 17 920 328.18	3	R 221 353 507.48
PROGRAM 4: TRANSPORT OPERATIONS	R 38 398 917.87	71	R 42 458.35	0	R 1 844 754.00	0	R 3 430 900.89	1	R 54 441 296.62

PROGRAM 5: OUTCOMES- BASED PROGRAMME	R 48 181 733.86	98	R 0.00	0	R 51 000.00	0	R 122 241.22	0	R 49 077 197.34
<b>Grand Total</b>	<b>R 475 955 292.28</b>	<b>71</b>	<b>R 2 321 209.01</b>	<b>0</b>	<b>R 30 164 236.16</b>	<b>4</b>	<b>R 46 663 785.31</b>	<b>7</b>	<b>R 672 985 596.93</b>

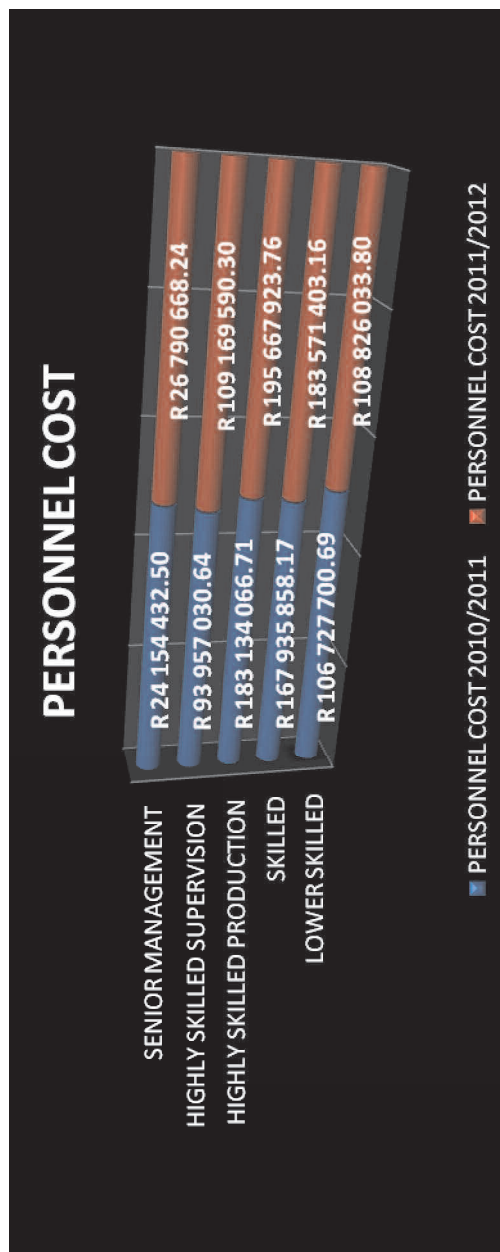
**TABLE 2.3 – Salaries, Overtime, Home Owners Allowance and Medical Assistance by programme, 2011/12**



**TABLE 2.4 – Salaries, Overtime, Home Owners Allowance and Medical Assistance by salary bands, 2011/12**

Table 2.4 Salaries, Overtime, Home Owners Allowance and Medical Assistance by salary bands, 1 April 2011 to 31 March 2012									
SALARY BANDS	Salaries		Overtime		Home Owners Allowance		Medical Assistance		Total Personnel Cost (R)
	SALARIES VIA PERSAL	Salaries as % of Personnel Cost	OVERTIME	Overtime as % of Personnel Cost	HOUSE OWNERS ALLOWANCE	HOA as % of Personnel Cost	MEDICAL FUNDS	Medical Ass. as % of Personnel Cost	

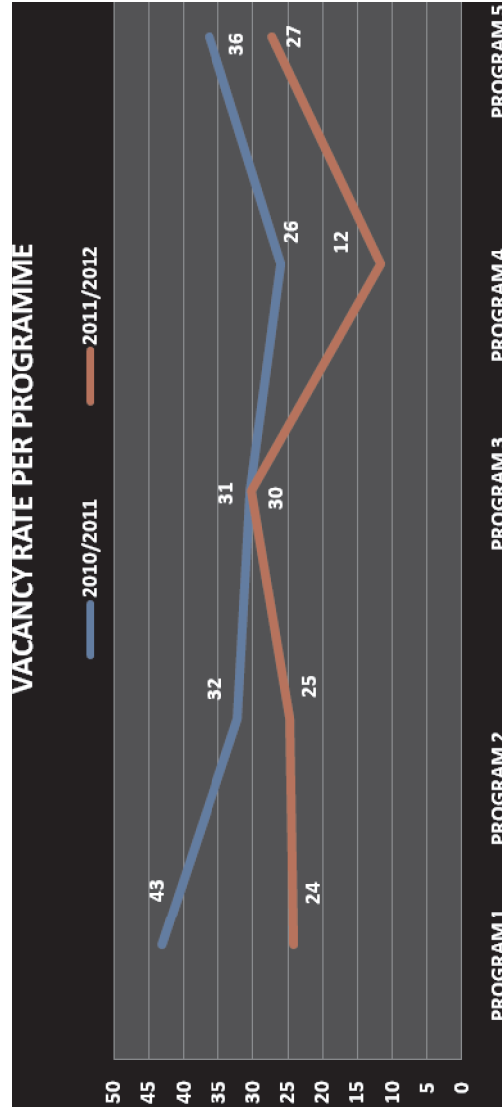
Lower skilled (Levels 1-2)	R 69 398 526.55	64	R 660 472.43	1	R 9 027 816.64	8	R 11 986 911.93	11	R 108 826 033.80
Skilled (Levels 3-5)	R 119 932 860.26	65	R 756 161.04	0	R 12 038 050.81	7	R 17 977 276.37	10	R 183 571 403.16
Highly skilled production (Levels 6-8)	R 137 522 663.84	70	R 624 114.54	0	R 6 794 936.99	4	R 12 908 762.53	7	R 195 667 923.76
Highly skilled supervision (Levels 9-12)	R 79 550 180.42	73	R 280 461.00	0	R 1 758 284.72	2	R 3 395 219.08	3	R 109 169 590.30
MEC & Senior Management (Level 13-16)	R 20 962 355.18	78		0	R 545 147.00	2	R 395 615.40	2	R 26 790 668.24
Other - Non Permanent Workers	R 48 588 706.03	99		0		0		0	R 48 959 977.67
<b>Grand Total</b>	<b>R 475 955 292.28</b>	<b>71</b>	<b>R 2 321 209.01</b>	<b>0</b>	<b>R 30 164 236.16</b>	<b>5</b>	<b>R 46 663 785.31</b>	<b>7</b>	<b>R 672 985 596.93</b>



**TABLE 3.1 – Employment and vacancies by programme, 31 March 2012**

Table 3.1 Employment and Vacancies by Programme, 31 March 2012					
PROGRAMME	No. of posts	No. of posts filled	% Vacancy Rate	No. of posts filled additional to the establishment	
97100000 PROGRAM 1 ADMINISTRATION	360	273	24	2	

97200000 PROGRAM 2 PUBLIC WORKS	2006	1510	25	4
97300000 PROGRAM 3 ROAD INFRASTRUCTURE	2043	1423	30	3
97400000 PROGRAM 4 PUBLIC TRANSPORT	282	249	12	3
97500000 PROGRAM 5 COMMUNITY BASED PROGRAMME	11	8	27	
<b>Grand Total</b>	<b>4702</b>	<b>3463</b>	<b>26</b>	<b>12</b>



**TABLE 3.2 – Employment and vacancies by salary bands, 31 March 2012**

SALARY BAND	No. of posts	No. of posts filled	% Vacancy Rate	No. of posts filled additional to the establishment
Lower skilled (Levels 1-2)	1558	1107	29	
Skilled (Levels 3-5)	1682	1231	27	5
Highly skilled production (Levels 6-8)	1083	839	23	4
Highly skilled supervision (Levels 9-12)	342	253	26	2
MEC & Senior management (Levels 13-16)	37	33	11	1
<b>Grand Total</b>	<b>4702</b>	<b>3463</b>	<b>26</b>	<b>12</b>

## VACANCY RATE

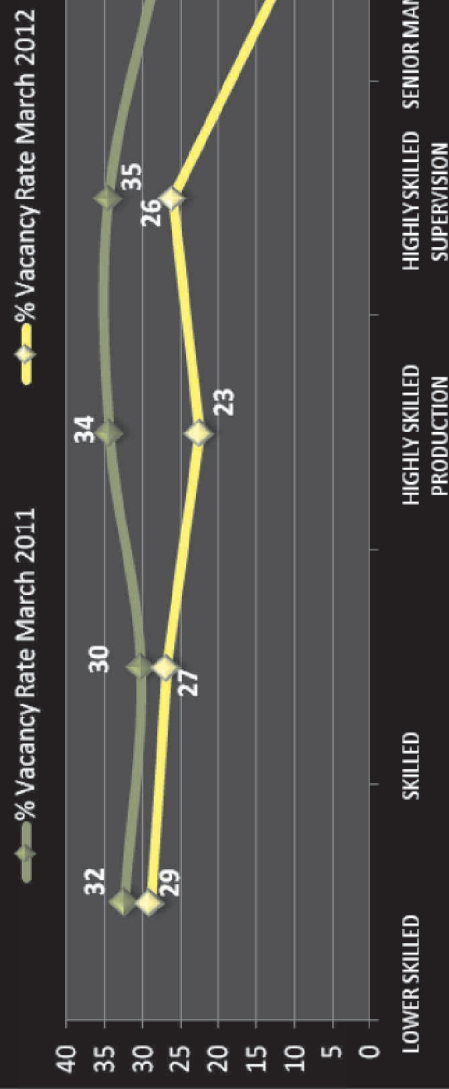


TABLE 3.3 – Employment and vacancies by critical occupation, 31 March 2012

Occupations	No. of posts	No. of posts filled	% Vacancy Rate	No. of posts filled additional to the establishment
*****	23	18	22	
ADMINISTRATIVE RELATED	156	122	22	1
ALL ARTISANS IN THE BUILDING METAL MACHINERY ETC.	504	450	11	
ARCHITECTS TOWN AND TRAFFIC PLANNERS	5	2	60	
ARTISAN PROJECT AND RELATED SUPERINTENDENTS	29	25	14	
AUXILIARY AND RELATED WORKERS	81	69	15	
BOILER AND RELATED OPERATORS	1	1	0	
BUILDING AND OTHER PROPERTY CARETAKERS	24	11	54	
BUS AND HEAVY VEHICLE DRIVERS	23	18	22	
CARTOGRAPHERS AND SURVEYORS	6	2	67	

CARTOGRAPHIC SURVEYING AND RELATED TECHNICIANS	40	4	90	2
CHEMICAL AND PHYSICAL SCIENCE TECHNICIANS	39	29	26	
CIVIL ENGINEERING TECHNICIANS	3	1	67	
CLEANERS IN OFFICES WORKSHOPS HOSPITALS ETC.	235	171	27	
CLIENT INFORM CLERKS(SWITC HB RECEIPT INFORM CLERKS)	14	14	0	
COMMUNICATION AND INFORMATION RELATED	3	2	33	
COMPUTER SYSTEM DESIGNERS AND ANALYSTS.	2	2	0	2
ECONOMISTS	0	0	0	
EMERGENCY SERVICES RELATED	1	1	0	
ENGINEERING SCIENCES RELATED	8	7	13	
ENGINEERS AND RELATED PROFESSIONALS	10	1	90	1
ENVIRONMENTAL HEALTH	1	1	0	
FARM HANDS AND LABOURERS	26	18	31	
FINANCE AND ECONOMICS RELATED	21	16	24	
FINANCIAL AND RELATED PROFESSIONALS	25	20	20	
FINANCIAL CLERKS AND CREDIT CONTROLLERS	114	85	25	
FIRE FIGHTING AND RELATED WORKERS	38	36	5	
GENERAL LEGAL ADMINISTRATION & REL. PROFESSIONALS	9	5	44	
HEAD OF DEPARTMENT/CHIEF EXECUTIVE OFFICER	2	1	50	1
HORTICULTURISTS FORESTERS AGRICUL. & FORESTRY TECHN	2	1	50	
HUMAN RESOURCES & ORGANISAT DEVELOPM & RELATE PROF	39	34	13	
<b>TABLE 3.3 – Employment and vacancies by critical occupation, 31 March 2012 Continues</b>				
<b>Occupations</b>	<b>No. of posts</b>	<b>No. of posts filled</b>	<b>% Vacancy Rate</b>	<b>No. of posts filled additional to the establishment</b>
HUMAN RESOURCES CLERKS	117	89	24	
HUMAN RESOURCES RELATED	24	21	13	
INSPECTORS OF APPRENTICES WORKS AND VEHICLES	106	93	12	
LANGUAGE PRACTITIONERS INTERPRETERS & OTHER COMMUN	6	2	67	
LIBRARIANS AND RELATED PROFESSIONALS	1	0	100	
LIBRARY MAIL AND RELATED CLERKS	18	14	22	
LIGHT VEHICLE DRIVERS	71	58	18	
LOGISTICAL SUPPORT PERSONNEL	11	11	0	
MATERIAL-RECORDING AND TRANSPORT CLERKS	71	48	32	
MECHANICAL ENGINEERING TECHNICIANS	1	0	100	
MESSENGERS PORTERS AND DELIVERERS	40	32	20	
METEOROLOGISTS STATISTICAL & RELATED TECHNICIANS	2	2	0	
MOTOR VEHICLE DRIVERS	379	282	26	



MOTORIZED FARM AND FORESTRY PLANT OPERATORS	2	2	0	0
OFFICE CLERKS AND RELATED KEYBOARD OPERATORS	6	5	17	
OTHER ADMINISTRAT & RELATED CLERKS AND ORGANISERS	408	293	28	3
OTHER ADMINISTRATIVE POLICY AND RELATED OFFICERS	149	105	30	
OTHER INFORMATION TECHNOLOGY PERSONNEL	1	1	0	
OTHER OCCUPATIONS	1	1	0	
PRINTING AND RELATED MACHINE OPERATORS	2	0	100	
PRINTING PLANNERS AND PRODUCTION CONTROLLERS	1	1	0	
QUANTITY SURVEYORS & RELA PROF NOT CLASS ELSEWHERE	10	0	100	
RISK MANAGEMENT AND SECURITY SERVICES	1	0	100	
ROAD SUPERINTENDENTS	17	9	47	
ROAD TRADE WORKERS.	95	58	39	
ROAD WORKERS	836	556	34	
SAFETY HEALTH AND QUALITY INSPECTORS	1	1	0	
SECRETARIES & OTHER KEYBOARD OPERATING CLERKS	50	35	30	2
SECURITY GUARDS	35	12	66	
SECURITY OFFICERS	7	2	71	
SENIOR MANAGERS	32	29	9	
SOCIAL WORK AND RELATED PROFESSIONALS	3	2	33	
TRADE LABOURERS	714	532	26	
<b>Grand Total</b>	<b>4702</b>	<b>3463</b>	<b>26</b>	<b>12</b>

**TABLE 4.1 – Job Evaluation, 1 April 2011 to 31 March 2012**

Salary band	Number of posts	Number of Jobs Evaluated	% of posts evaluated by salary bands	Posts Upgraded		Posts downgraded	
				Number of Post upgraded	% of upgraded posts	number of posts downgraded	% of downgraded posts
LOWER SKILLED (Levels 1-2)	1691	0	0	0	0	0	0
SKILLED (Levels 3-5)	1869	0	0	0	0	0	0
HIGHLY SKILLED PRODUCTION (Levels 6-8)	1266	0	0	0	0	0	0
HIGHLY SKILLED SUPERVISION (Levels 9-12)	339	0	0	0	0	0	0
SENIOR MANAGEMENT SERVICE BAND A (Level 12)	33	0	0	0	0	0	0
SENIOR MANAGEMENT SERVICE BAND B (Level 14)	8	0	0	0	0	0	0
SENIOR MANAGEMENT SERVICE BAND C (Level 15)	1	0	0	0	0	0	0
SENIOR MANAGEMENT SERVICE BAND D (Level 16)	1	0	0	0	0	0	0

TOTAL	5208	0	0	0	0	0
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**TABLE 4.2 – Profile of employees whose salary positions were upgraded due to their posts being upgraded, 1 April 2011 to 31 March 2012**

Beneficiaries	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
Total	0	0	0	0	0

**TABLE 4.3 – Employees whose salary level exceed the grade determined by job evaluation, 1 April 2011 to 31 March 2012 (in terms of PSR 1.V.C.3)**

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
	A	B	C	D
	0	0	0	0
Total Number of Employees whose salaries exceeded the level determined by job evaluation in 2010/11				
0				

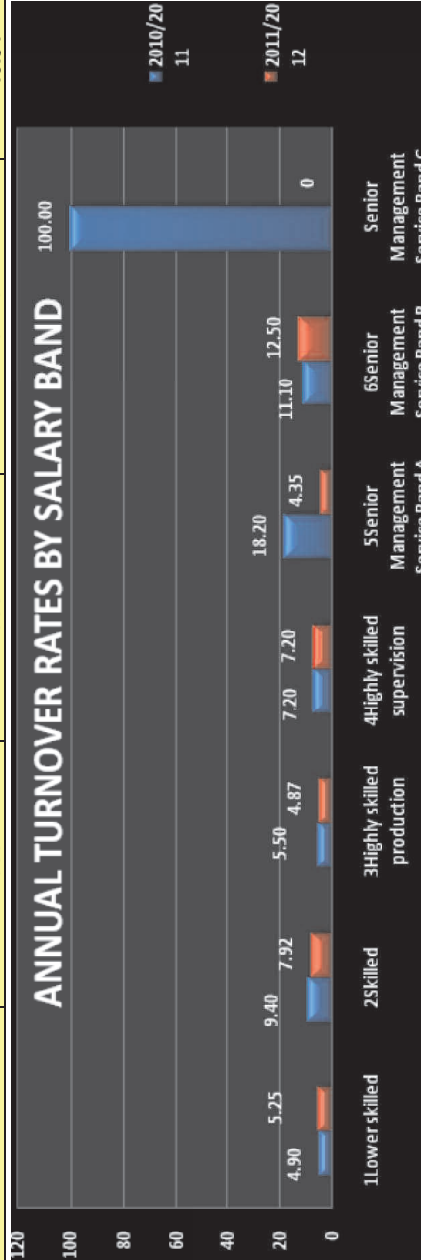
**TABLE 4.4 – Profile of employees whose salary level exceed the grade determined by job evaluation, 1 April 2011 to 31 March 2012 (in terms of PSR 1.V.C.3)**

Total Number of Employees whose salaries exceeded the grades determined by job evaluation in 2011/12	None
--	------

**TABLE 5.1 – Annual turnover rates by salary band for the period 1 April 2011 to 31 March 2012**

Salary Band	Total employees as on 1 April 2011	Appointments and Transfers into the Department	Terminations Transfers out of the Department	Turnover rate
1 Lower skilled (Levels 1-2)	1066	56	56	5.25
2 Skilled (Levels 3-5)	1377	20	109	7.92

3Highly skilled production (Levels 6-8)	822	56	40	4.87
4Highly skilled supervision (Levels 9-12)	236	9	17	7.20
5Senior Management Service Band A (Level 13)	23	0	1	4.35
6Senior Management Service Band B (Level 14)	8	2	1	12.50
7Senior Management Service Band C (Level 15)	1	1		0.00
9PREMIER / MEC Service Band D (Level 16)	1	0		0.00
OTHER - Non permanent workers	8356	5848	4952	59.26
<b>TOTAL</b>	<b>11889</b>	<b>5992</b>	<b>5176</b>	<b>43.54</b>



**TABLE 5.2 – Annual turnover rates by critical occupation for the period 1 April 2011 to 31 March 2012**

Table 5.2 Annual turnover rates by critical occupation					
Occupation	Total employees as on 1 April 2011	Appointments and Transfers into the Dept.	Terminations and Transfers out of the Depart.	Turnover rate 2009/10	
ADMINISTRATIVE RELATED	125	6	10	8	
ALL ARTISANS IN THE BUILDING METAL MACHINERY ETC.	389	15	18	4.6	
ARCHITECTS TOWN AND TRAFFIC PLANNERS	1	0	0	0	
ARCHIVISTS CURATORS AND RELATED PROFESSIONALS	1	0	0	0	
ARTISAN PROJECT AND RELATED SUPERINTENDENTS	29	0	2	6.9	
AUXILIARY AND RELATED WORKERS	110	2	7	6.4	
BUILDING AND OTHER PROPERTY CARETAKERS	29	0	3	10.3	
BUS AND HEAVY VEHICLE DRIVERS	112	0	5	4.5	
CARTOGRAPHERS AND SURVEYORS	2	1	0	0	

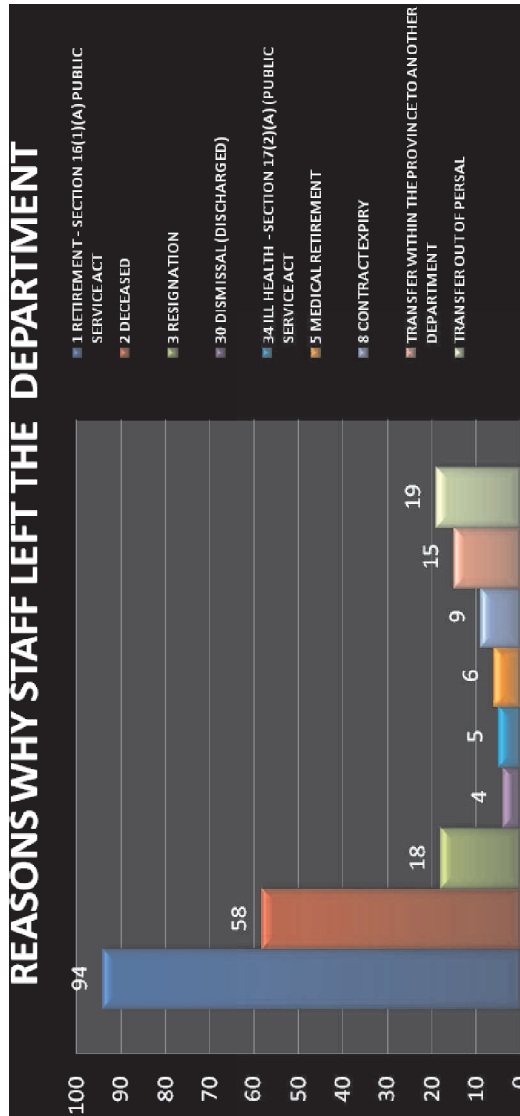
CARTOGRAPHIC SURVEYING AND RELATED TECHNICIANS	6		3	0	0	0
CHEMICAL AND PHYSICAL SCIENCE TECHNICIANS	0		1	0	0	0
CIVIL ENGINEERING TECHNICIANS	7		0	0	0	0
CLEANERS IN OFFICES WORKSHOPS HOSPITALS ETC.	460		182	201		43.7
CLIENT INFORM CLERKS(SWITCHB RECEPT INFORM CLERKS)	10		0	0	0	0
COMMUNICATION AND INFORMATION RELATED	1		1	0	0	0
COMPOSITORS TYPESETTERS & RELATED PRINTING WORKERS	4		0	0	0	0
ECONOMISTS	0		1	0	0	0
ELECTRICAL AND ELECTRONICS ENGINEERING TECHNICIANS	1		0	0	0	0
EMERGENCY SERVICES RELATED	1		0	0	0	0
ENGINEERING SCIENCES RELATED	10		0	0	0	0
ENGINEERS AND RELATED PROFESSIONALS	15		0	6	40	
FARM HANDS AND LABOURERS	7		0	0	0	0
FINANCE AND ECONOMICS RELATED	10		0	1	10	
FINANCIAL AND RELATED PROFESSIONALS	25		6	3	12	
FINANCIAL CLERKS AND CREDIT CONTROLLERS	92		1	2	2.2	
FIRE FIGHTING AND RELATED WORKERS	27		8	0	0	0
FOOD SERVICES AIDERS AND WAITERS	5		0	0	0	0
GENERAL LEGAL ADMINISTRATION & REL. PROFESSIONALS	5		0	1	20	
HEAD OF DEPARTMENT/CHIEF EXECUTIVE OFFICER	2		0	0	0	0
HUMAN RESOURCES & ORGANISAT DEVELOPM & RELATE PROF	21		3	1	4.8	
HUMAN RESOURCES CLERKS	50		4	4	8	
HUMAN RESOURCES RELATED	3		1	0	0	0
INFORMATION TECHNOLOGY RELATED	3		0	0	0	0
INSPECTORS OF APPRENTICES WORKS AND VEHICLES	105		12	8	7.6	
LIBRARIANS AND RELATED PROFESSIONALS	1		0	1	100	
LIBRARY MAIL AND RELATED CLERKS	14		0	0	0	0
LIGHT VEHICLE DRIVERS	17		3	1	5.9	
LOGISTICAL SUPPORT PERSONNEL	2		0	0	0	0
MATERIAL-RECORDING AND TRANSPORT CLERKS	69		1	5	7.2	
MESSENGERS PORTERS AND DELIVERERS	15		0	0	0	0
MOTOR VEHICLE DRIVERS	166		4	16	9.6	
MOTORISED FARM AND FORESTRY PLANT OPERATORS	3		0	0	0	0
OTHER ADMINISTRAT & RELATED CLERKS AND ORGANISERS	442		83	188	42.5	

OTHER ADMINISTRATIVE POLICY AND RELATED OFFICERS	113	3	2	1.8
OTHER INFORMATION TECHNOLOGY PERSONNEL.	2	0	0	0
OTHER OCCUPATIONS	95	0	9	9.5
PRINTING AND RELATED MACHINE OPERATORS	3	0	0	0
QUANTITY SURVEYORS & RELA PROF NOT CLASS ELSEWHERE	3	0	0	0
ROAD SUPERINTENDENTS	9	1	1	11.1
ROAD TRADE WORKERS.	54	2	2	3.7
ROAD WORKERS	699	3	103	14.7
SECRETARIES & OTHER KEYBOARD OPERATING CLERKS	43	4	4	9.3
SECURITY GUARDS	44	0	3	6.8
SECURITY OFFICERS	8	0	0	0
SENIOR MANAGERS	26	3	2	7.7
SOCIAL SCIENCES RELATED	1	0	0	0
SOCIAL WORK AND RELATED PROFESSIONALS	0	1	0	0
TRADE LABOURERS	8390	5636	4567	54.4
TRADE RELATED	1	0	0	0
WATER PLANT AND RELATED OPERATORS	1	0	0	0
WORK PLANNERS	0	1	0	0
<b>GRAND TOTAL</b>	<b>11889</b>	<b>5992</b>	<b>5176</b>	<b>43.5</b>

**Table 5.3 – Reasons why staff are leaving the department**

Table 5.3 Reasons why staff are leaving the department				
Resign Type Description	Total	% of Total Resignations	% of Total Employment	
1 RETIREMENT - SECTION 16(1)(A) PUBLIC SERVICE ACT	94	41	3	
2 DECEASED	58	25	2	
3 RESIGNATION	18	8	1	
30 DISMISSAL (DISCHARGED)	4	2	0	
34 ILL HEALTH - SECTION 17(2)(A) (PUBLIC SERVICE ACT	5	2	0	
5 MEDICAL RETIREMENT	6	3	0	
8 CONTRACT EXPIRY	9	4	0	

TRANSFER WITHIN THE PROVINCE TO ANOTHER DEPARTMENT	15	7	0
<b>TOTAL</b>	<b>209</b>	<b>92</b>	<b>43</b>
<b>99 TRANSFER OUT OF PERSAL</b>	<b>19</b>	<b>8</b>	<b>1</b>
<b>TOTAL INCLUDING TRANSFERS OUT OF PERSAL</b>	<b>228</b>	<b>100</b>	<b>7</b>



**Table 5.4 – Promotions by critical occupation**

OCCUPATION	Total employees as on 1 April 2011	TOTAL PROMOTIONS	Salary Level Promotions as a % of Employment	TOTAL PAY PROGRESSION	Notch progressions as a % of employment
ADMINISTRATIVE RELATED	125	13	10	109	87
ALL ARTISANS IN THE BUILDING METAL MACHINERY ETC.	389	69	18	556	143
ARCHITECTS TOWN AND TRAFFIC PLANNERS	1	0	0	0	0
ARCHIVISTS CURATORS AND RELATED PROFESSIONALS	1	0	0	1	100
ARTISAN PROJECT AND RELATED SUPERINTENDENTS	29	3	10	35	121
AUXILIARY AND RELATED WORKERS	110	0	0	80	73

BUILDING AND OTHER PROPERTY CARETAKERS	29	0	0	16	55
BUS AND HEAVY VEHICLE DRIVERS	112	0	0	110	98
CARTOGRAPHERS AND SURVEYORS	2	1	50	1	50
CARTOGRAPHIC SURVEYING AND RELATED TECHNICIANS	6	0	0	0	0
CHEMICAL AND PHYSICAL SCIENCE TECHNICIANS	0	2	0	5	0
CIVIL ENGINEERING TECHNICIANS	7	0	0	4	57
CLEANERS IN OFFICES WORKSHOPS HOSPITALS ETC.	460	0	0	253	55
CLIENT INFORM CLERKS(SWITCHB RECEIPT INFORM CLERKS)	10	0	0	5	50
COMMUNICATION AND INFORMATION RELATED COMPOSITORS TYPESETTERS & RELATED PRINTING WORKERS	1	1	100	2	200
ELECTRICAL AND ELECTRONICS ENGINEERING TECHNICIANS	4	0	0	5	125
EMERGENCY SERVICES RELATED	1	0	0	0	0
ENGINEERING SCIENCES RELATED	1	0	0	0	0
ENGINEERS AND RELATED PROFESSIONALS	10	0	0	0	0
FARM HANDS AND LABOURERS	15	0	0	3	20
FINANCE AND ECONOMICS RELATED	7	0	0	7	100
FINANCIAL AND RELATED PROFESSIONALS	10	4	40	9	90
FINANCIAL CLERKS AND CREDIT CONTROLLERS	25	4	16	19	76
FIRE FIGHTING AND RELATED WORKERS	92	6	7	62	67
FOOD SERVICES AIDERS AND WAITERS	27	10	37	25	93
GENERAL LEGAL ADMINISTRATION & REL. PROFESSIONALS	5	0	0	3	60
HEAD OF DEPARTMENT/CHIEF EXECUTIVE OFFICER	5	0	0	4	80
HUMAN RESOURCES & ORGANISAT DEVELOPM & RELATE PROF	2	0	0	0	0
HUMAN RESOURCES CLERKS	21	2	10	16	76
HUMAN RESOURCES RELATED	50	2	4	40	80
INFORMATION TECHNOLOGY RELATED	3	0	0	1	33
INSPECTORS OF APPRENTICES WORKS AND VEHICLES	3	0	0	2	67
LIBRARIANS AND RELATED PROFESSIONALS	105	4	4	110	105
LIBRARY MAIL AND RELATED CLERKS	1	0	0	0	0
LIGHT VEHICLE DRIVERS	14	2	14	8	57
LOGISTICAL SUPPORT PERSONNEL	17	0	0	12	71
MATERIAL-RECORDING AND TRANSPORT CLERKS	2	0	0	2	100
MESSENGERS PORTERS AND DELIVERERS	69	8	12	52	75
MOTOR VEHICLE DRIVERS	15	0	0	11	73
MOTORISED FARM AND FORESTRY PLANT OPERATORS	166	1	1	172	104
OTHER ADMINISAT & RELATED CLERKS AND ORGANISERS	3	0	0	3	100
	442	27	6	260	59

OTHER ADMINISTRATIVE POLICY AND RELATED OFFICERS	113	5	4	79	70
OTHER INFORMATION TECHNOLOGY PERSONNEL.	2	0	0	1	50
OTHER OCCUPATIONS	95	0	0	32	34
PRINTING AND RELATED MACHINE OPERATORS	3	0	0	2	67
QUANTITY SURVEYORS & RELA PROF NOT CLASS ELSEWHERE	3	0	0	2	67
ROAD SUPERINTENDENTS	9	3	33	7	78
ROAD TRADE WORKERS.	54	6	11	47	87
ROAD WORKERS	699	0	0	546	78
SECRETARIES & OTHER KEYBOARD OPERATING CLERKS	43	1	2	45	105
SECURITY GUARDS	44	0	0	16	36
SECURITY OFFICERS	8	0	0	8	100
SENIOR MANAGERS	26	0	0	4	15
SOCIAL SCIENCES RELATED	1	0	0	1	100
SOCIAL WORK AND RELATED PROFESSIONALS	0	1	0	0	0
TRADE LABOURERS	8390	1	0	193	2
TRADE RELATED	1	0	0	0	0
WATER PLANT AND RELATED OPERATORS	1	0	0	0	0
<b>TOTAL</b>	<b>11889</b>	<b>176</b>	<b>2</b>	<b>2986</b>	<b>25</b>

**Table 5.5 – Promotions by salary band**

SALARY BAND	EMPLOYEES 1 APRIL 2011	PROMOTIONS TO ANOTHER SL	Salary bands promotions as a % of employees by salary level	PAY PROGRES- SION	Notch progressions as a % of employees by salary band
Lower skilled (Levels 1-2)	1066	1	0	586	55
Skilled (Levels 3-5)	1377	43	3	1448	105.2
Highly skilled production (Levels 6-8)	822	103	13	710	86.4
Highly skilled supervision (Levels 9-12)	236	28	12	242	102.5
MEC & Senior Management (Level	32	1	3	0	0



13-16)							
NON Permanent Workers	8356	0	0	0	0	0	0
<b>TOTAL</b>	<b>11889</b>	<b>176</b>	<b>2</b>	<b>2986</b>	<b>25</b>		

**Events Included:**

**Promotions:**

- 10 – PROMOTION
- 32 - PROMOTION(LEG)
- 44 - ADJUSTMENT (NOTCH)
- 52 - PROMOTION: PACKAGE: SENIOR/MIDDLE MANAGEMENT

**Pay Progression:**

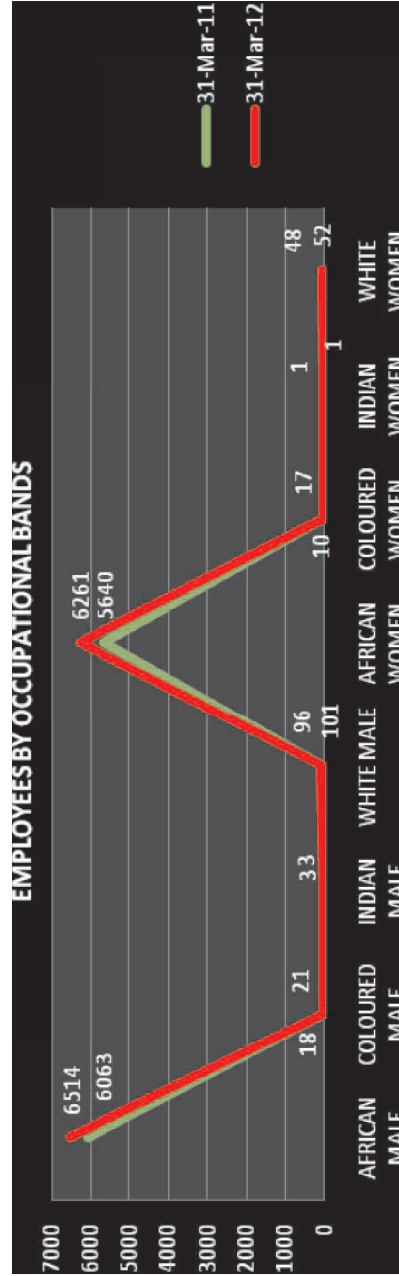
- 61 - AWARDING OF A NOTCH ITO THE PAY PROGRESSION SYSTEM
- 62 - AWARDING OF A HIGHER NOTCH ITO PSR CHAPTER IV/C.3
- 63 - AWARDING OF A HIGHER NOTCH ITO PS ACT SEC 37(2)@
- 66 - PAY PROGRESSION SMS
- 69 - PAY PROGRESSION MMS
- 77 - GRADE PROGRESSION:OSD

**6.1 – Total number of employees (including employees with disabilities) in each of the following occupational categories as on 31 March 2012**

OCCUPATIONAL CATEGORIES (SASCO)	MALE						FEMALE			Grand Total
	AFRICAN	COLOURED	INDIAN	WHITE	AFRICAN	COLOURED	INDIAN	WHITE		
	CLERKS	191	1	1	5	329	2		32	
CRAFT AND RELATED TRADES WORKERS	524	6		47	29			2	608	
ELEMENTARY OCCUPATIONS	1154	4		18	243	1		1	1421	
LEGISLATORS, SENIOR OFFICIALS, MANAGERS	16			1	10	1		1	29	

NON-PERMANENT WORKER	4045	5	10	5426	10	9486
PLANT AND MACHINE OPERATORS AND ASSEMBLERS	267	1	8	286		286
PROFESSIONALS	35	1	4	51	2	96
SERVICE AND SALES WORKERS	75		1	10	1	87
TECHNICIANS, ASSOCIATE PROFESSIONALS	207	3	10	155	2	387
<b>GRAND TOTAL</b>	<b>6514</b>	<b>21</b>	<b>96</b>	<b>6261</b>	<b>17</b>	<b>12961</b>
EMPLOYEES WITH DISABILITIES	25	1	2	3		31

**TOTAL ABOVE INCLUDE ABNORMAL AND PERIODICAL APPOINTMENTS**



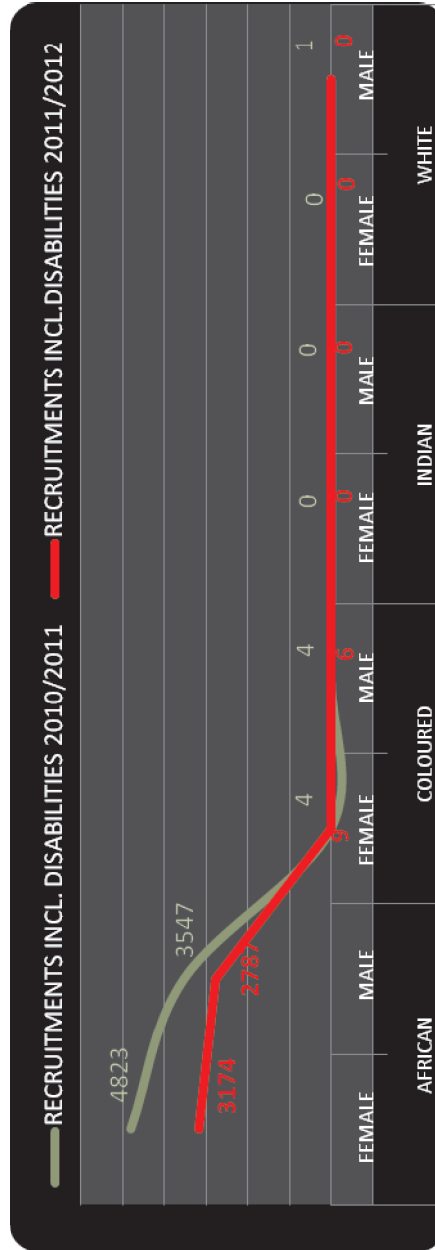
**6.2 – Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2012**

OCCUPATIONAL BANDS	MALE			FEMALE			GRAND TOTAL
	AFRICAN	COLOURED	INDIAN	AFRICAN	COLOURED	INDIAN	
EXCEPTION - POLITICAL OFFICE BEARERS & TOP MANAGEMENT	2						2



PROFESSIONALLY QUALIFIED AND EXPERIENCED SPECIALISTS AND MID-MANAGEMENT	2					2
SKILLED TECHNICAL AND ACADEMICALLY QUALIFIED WORKERS-JUNIOR MANAGEMENT- SUPERVISORS- FOREMEN- AND SUPERINTENDENTS	38	1	11			50
SEMI-SKILLED AND DISCRETIONARY DECISION MAKING	10		7			17
UNSKILLED AND DEFINED DECISION MAKING	18		38			56
NON-PERMANENT WORKER	2717	5	3117	9		5848
<b>GRAND TOTAL</b>	<b>2787</b>	<b>6</b>	<b>3174</b>	<b>9</b>		<b>5976</b>

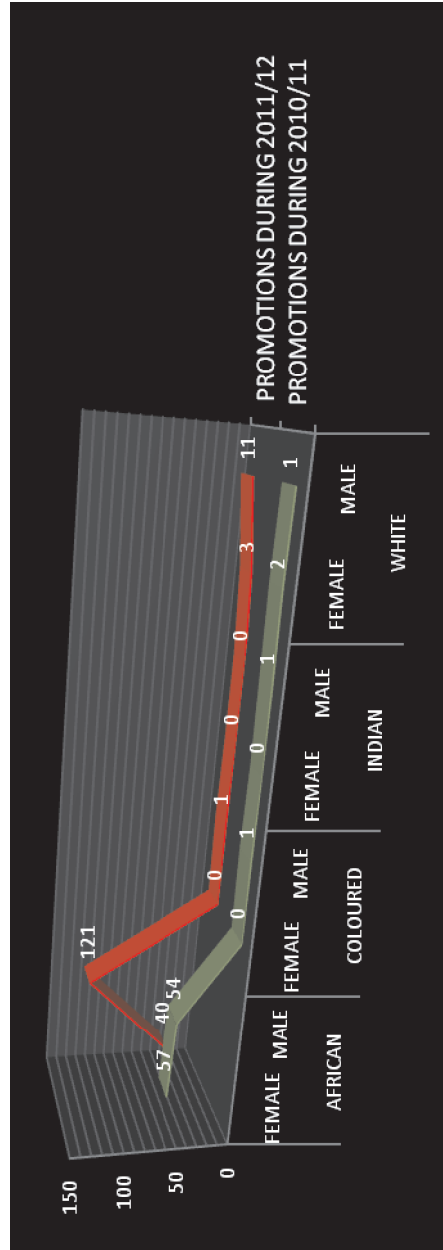
Transfers to the Department not included in the above statistics.



### 6.4 – Promotions for the period 1 April 2011 to 31 March 2012

OCCUPATIONAL BANDS	MALE			FEMALE			GRAND TOTAL
	AFRICAN	COLOURED	INDIAN	WHITE	AFRICAN	INDIAN	
Top Management (Levels 15-16)							
Senior Management (Levels 13-14)	1						1
Professionally qualified (Levels 9-12)	17			1	8	2	28

Skilled technical (Levels 6-8)	80	1	9	13			103
Semi Skilled (Levels 3-5)	22		1	19		1	43
Unskilled (Levels 1-2)	1						1
Other - Non Permanent Workers							
<b>Total</b>	<b>121</b>	<b>1</b>	<b>11</b>	<b>40</b>		<b>3</b>	<b>176</b>
Employees with disabilities	1						1

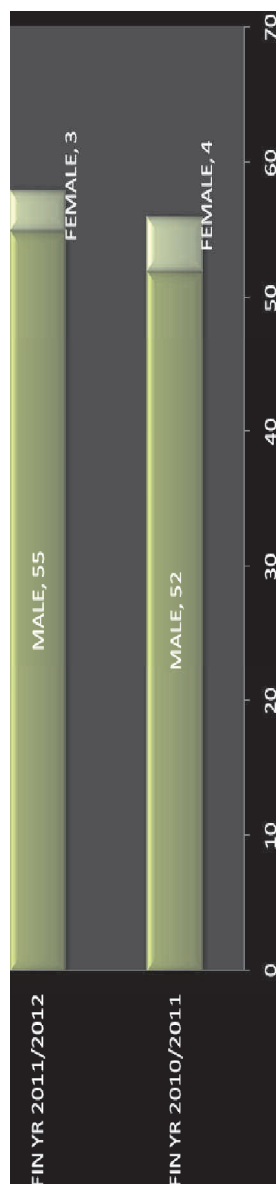


Events Included:  
10 - PROMOTION  
32 - PROMOTION(LEG)  
44 - ADJUSTMENT (NOTCH)  
52 - PROMOTION: PACKAGE: SENIOR/MIDDLE MANAGEMENT  
57 - PROTECTIVE PROMOTION

## 6.5 – Terminations for the period 1 April 2011 to 31 March 2012

OCCUPATIONAL BANDS	MALE				FEMALE				GRAND TOTAL
	AFRICAN	COLOURED	INDIAN	WHITE	AFRICAN	COLOURED	INDIAN	WHITE	
Top Management (Levels 15-16)									
Senior Management (Levels 13-14)	2								2





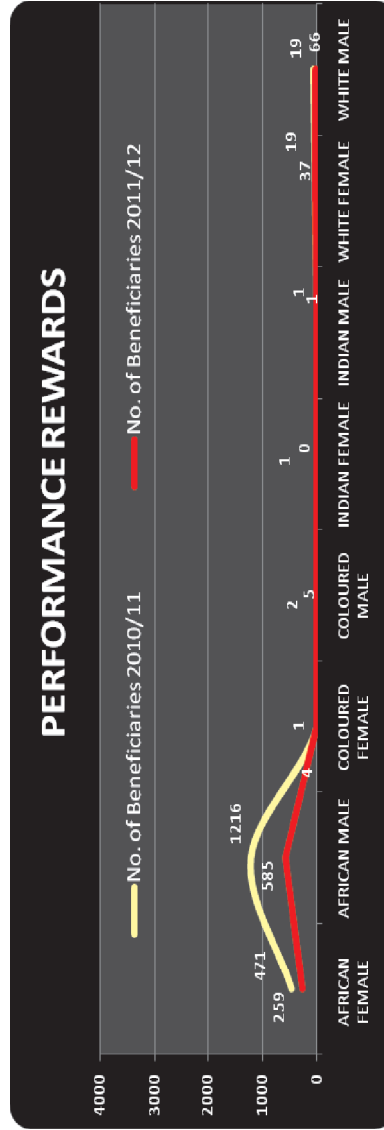
### 6.7 – Skills development for the period 1 April 2011 to 31 March 2012

Occupational Categories	Male				Female				Total
	A	C	I	W	A	C	I	W	
Legislators, senior officials and Managers	7	0	0	0	9	0	0	1	17
Professionals	96	2	0	3	85	4	0	5	195
Technicians and associate professionals	155	4	0	5	11	0	0	0	175
Clerks	126	2	0	0	128	2	0	3	261
Service and sales workers	0	0	0	0	0	0	0	0	0
Skilled agriculture and fishery workers	0	0	0	0	0	0	0	0	0
Craft and related trades workers	111	2	1	0	0	0	0	0	114
Plant and machine operat & assemblers	21	1	0	0	3	0	0	0	25
Elementary occupations	200	3	0	0	68	4	0	3	278
<b>Total</b>	<b>716</b>	<b>14</b>	<b>1</b>	<b>8</b>	<b>304</b>	<b>10</b>	<b>0</b>	<b>12</b>	<b>1065</b>
Employees with disabilities	12	1		2	3	0	0	0	18

**TABLE 7.1 – Performance Rewards by race, gender, and disability, 1 April 2011 to 31 March 2012**

Table 7.1 Performance Rewards by race, gender and disability, 1 April 2011 to 31 March 2012	
GENDER & RACE	BENEFICIARY PROFILE
	COST

	No. of Beneficiaries	Total No. of employees in group	% of total within group	Cost	Average cost per employee
<b>AFRICAN</b>	<b>844</b>	<b>3539</b>	<b>51.6</b>	<b>R 5 465 844.89</b>	<b>R 13 496.30</b>
FEMALE	259	872	30	R 1 930 182.35	R 7 452.40
MALE	585	2667	22	R 3 535 662.54	R 6 043.90
<b>COLOURED</b>	<b>3</b>	<b>24</b>	<b>25</b>	<b>R 17 427.90</b>	<b>R 10 581.20</b>
FEMALE	1	8	13	R 3 734.40	R 3 734.40
MALE	2	16	13	R 13 693.50	R 6 846.80
<b>INDIAN</b>	<b>2</b>	<b>4</b>	<b>133.3</b>	<b>R 56 603.25</b>	<b>R 56 603.30</b>
FEMALE	1	1	100	R 37 680.45	R 37 680.50
MALE	1	3	33	R 18 922.80	R 18 922.80
<b>WHITE</b>	<b>38</b>	<b>152</b>	<b>55.5</b>	<b>R 333 010.49</b>	<b>R 17 526.90</b>
FEMALE	19	52	37	R 157 178.85	R 8 272.60
MALE	19	100	19	R 175 831.64	R 9 254.30
<b>TOTAL</b>	<b>887</b>	<b>3719</b>	<b>24</b>	<b>R 5 872 886.53</b>	<b>R 6 621.10</b>
EMPLOYEES WITH DISABILITY	5	30	17	R 13 723.53	R 2 744.70

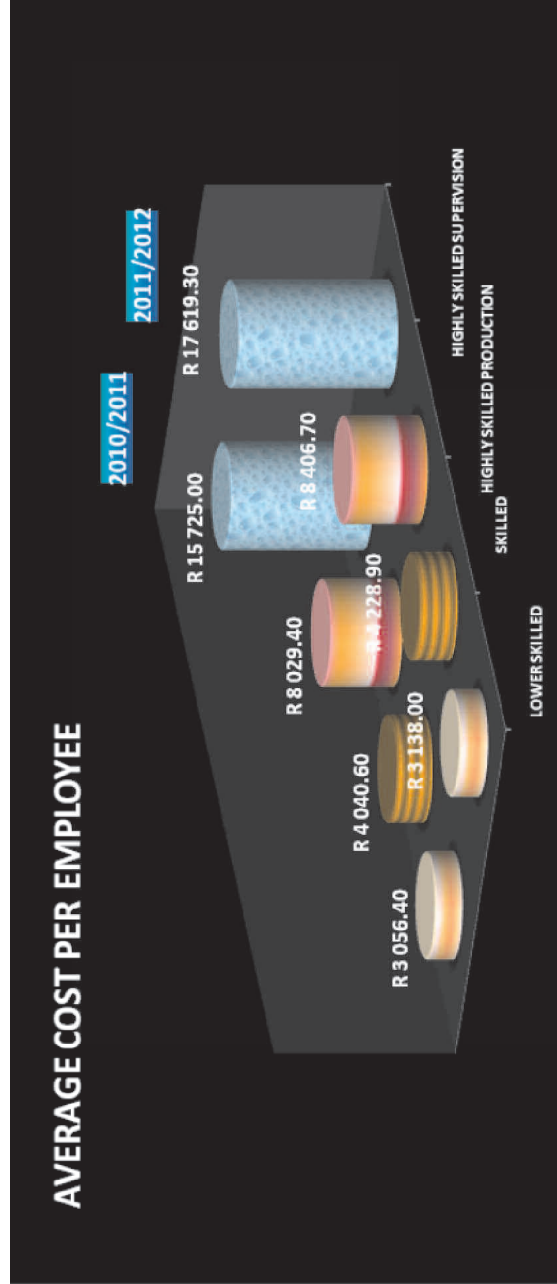


**TABLE 7.2 – Performance Rewards by salary bands for personnel below Senior Management Service, 1 April 2011 to 31 March 2012**

Table 7.2 Performance Rewards by salary bands for personnel below Senior Management Service, 1 April 2011 to 31 March 2012



SALARY BANDS	BENEFICIARY PROFILE			COST		
	No. of Beneficiaries	No. of Employees	% of total within salary bands	Total Cost	Average cost per employee	Total cost as a % of the total personnel expenditure
Lower skilled (Levels 1-2)	187	1132	17	R 586 810.66	R 3 138.00	0
Skilled (Levels 3-5)	366	1486	25	R 1 547 768.39	R 4 228.90	0
Highly skilled production (Levels 6-8)	233	901	26	R 1 958 757.07	R 8 406.70	0
Highly skilled supervision (Levels 9-12)	101	279	36	R 1 779 550.41	R 17 619.30	0
<b>Total</b>	<b>887</b>	<b>3686</b>	<b>103</b>	<b>R 5 872 886.53</b>	<b>R 6 621.10</b>	<b>1</b>



**TABLE 7.3 – Performance Rewards by critical occupations, 1 April 2011 to 31 March 2012**

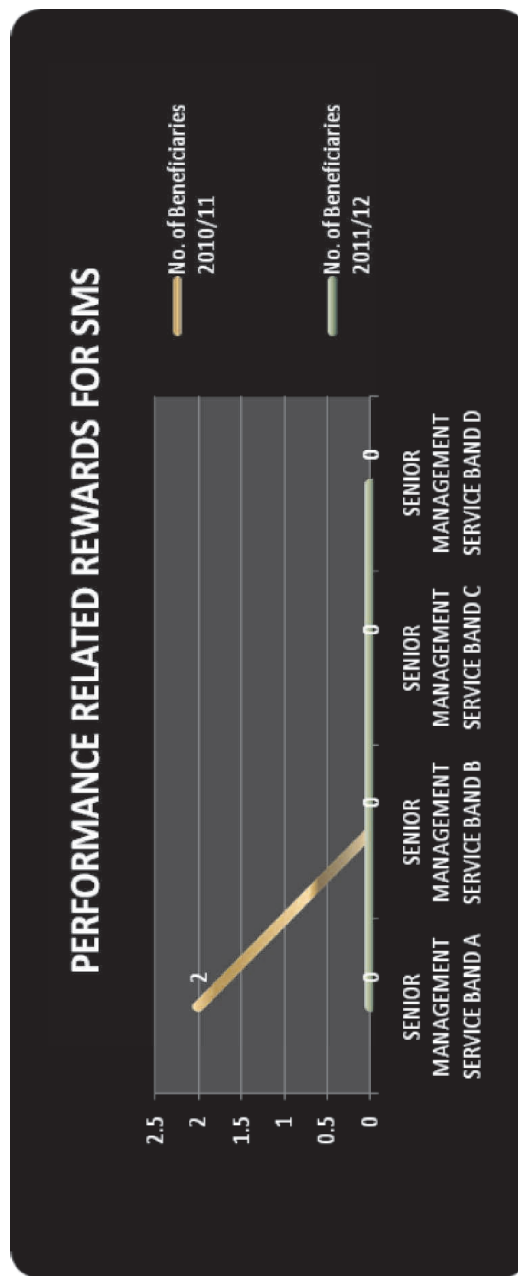
Occupation	Beneficiary Profile	Cost
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	No. of Beneficiaries	No. of Employees	% of total within occupation	Total Cost	Average Cost per employee
ADMINISTRATIVE RELATED	42	134	31	R 928 736.19	R 22 112.80
ALL ARTISANS IN THE BUILDING METAL MACHINERY ETC.	72	426	17	R 507 752.78	R 7 052.10
ARCHITECTS TOWN AND TRAFFIC PLANNERS		1	0		R 0.00
ARCHIVISTS CURATORS AND RELATED PROFESSIONALS	2	1	200	R 29 705.49	R 14 852.70
ARTISAN PROJECT AND RELATED SUPERINTENDENTS	5	33	15	R 55 235.22	R 11 047.00
AUXILIARY AND RELATED WORKERS	11	112	10	R 42 197.66	R 3 836.20
BUILDING AND OTHER PROPERTY CARETAKERS	5	29	17	R 11 019.90	R 2 204.00
BUS AND HEAVY VEHICLE DRIVERS	24	115	21	R 102 765.00	R 4 281.90
CARTOGRAPHERS AND SURVEYORS		4	0		R 0.00
CARTOGRAPHIC SURVEYING AND RELATED TECHNICIANS	1	9	11	R 12 015.90	R 12 015.90
CHEMICAL AND PHYSICAL SCIENCE TECHNICIANS	2	29	7	R 20 596.20	R 10 298.10
CIVIL ENGINEERING TECHNICIANS		8	0		R 0.00
CLEANERS IN OFFICES WORKSHOPS HOSPITALS ETC.	83	493	17	R 282 166.07	R 3 399.60
CLIENT INFORM CLERKS(SWITCHB RECEIPT INFORM CLERKS)	3	10	30	R 13 731.18	R 4 577.10
COMMUNICATION AND INFORMATION RELATED	2	2	100	R 31 184.04	R 15 592.00
COMPOSITORS TYPESETTERS & RELATED PRINTING WORKERS		5	0		R 0.00
ECONOMISTS		1	0		R 0.00
ELECTRICAL AND ELECTRONICS ENGINEERING TECHNICIANS		3	0		R 0.00
EMERGENCY SERVICES RELATED		1	0		R 0.00
ENGINEERING SCIENCES RELATED	5	10	50	R 140 101.89	R 28 020.40
ENGINEERS AND RELATED PROFESSIONALS	2	10	20	R 20 545.95	R 10 273.00
FARM HANDS AND LABOURERS		7	0		R 0.00
FINANCE AND ECONOMICS RELATED	2	13	15	R 19 989.00	R 9 994.50
FINANCIAL AND RELATED PROFESSIONALS	16	30	53	R 150 755.16	R 9 422.20
FINANCIAL CLERKS AND CREDIT CONTROLLERS	32	95	34	R 252 321.32	R 7 885.00
FIRE FIGHTING AND RELATED WORKERS	17	36	47	R 132 311.79	R 7 783.00
FOOD SERVICES AIDERS AND WAITERS		5	0		R 0.00
GENERAL LEGAL ADMINISTRATION & REL. PROFESSIONALS		5	0		R 0.00
HEAD OF DEPARTMENT/CHIEF EXECUTIVE OFFICER		2	0		R 0.00
HUMAN RESOURCES & ORGANISAT DEVELOPM & RELATE PROF	3	25	12	R 6 434.91	R 2 145.00
HUMAN RESOURCES CLERKS	14	56	25	R 112 425.33	R 8 030.40
HUMAN RESOURCES RELATED	1	3	33	-R 10 656.50	-R 10 656.50
INFORMATION TECHNOLOGY RELATED	1	3	33	R 9 771.30	R 9 771.30
INSPECTORS OF APPRENTICES WORKS AND VEHICLES	32	119	27	R 337 515.00	R 10 547.30
LIBRARIANS AND RELATED PROFESSIONALS		1	0		R 0.00

LIBRARY MAIL AND RELATED CLERKS	6	15	40	R 26 776.50	R 4 462.80
LIGHT VEHICLE DRIVERS	6	20	30	R 29 850.75	R 4 975.10
LOGISTICAL SUPPORT PERSONNEL	2	2	100	R 16 185.90	R 8 093.00
MATERIAL-RECORDING AND TRANSPORT CLERKS	22	75	29	R 123 133.71	R 5 597.00
MESSENGERS PORTERS AND DELIVERERS	4	15	27	R 18 384.00	R 4 596.00
MOTOR VEHICLE DRIVERS	52	172	30	R 211 457.33	R 4 066.50
MOTORIZED FARM AND FORESTRY PLANT OPERATORS		3	0		R 0.00
OTHER ADMINISTRAT & RELATED CLERKS AND ORGANISERS	120	316	38	R 754 345.66	R 6 286.20
OTHER ADMINISTRATIVE POLICY AND RELATED OFFICERS	39	122	32	R 446 686.59	R 11 453.50
OTHER INFORMATION TECHNOLOGY PERSONNEL.	2	2	100	R 14 983.80	R 7 491.90
OTHER OCCUPATIONS	33	91	36	R 117 969.47	R 3 574.80
PRINTING AND RELATED MACHINE OPERATORS	1	3	33	R 3 931.50	R 3 931.50
QUANTITY SURVEYORS & RELA PROF NOT CLASS ELSEWHERE		3	0		R 0.00
ROAD SUPERINTENDENTS	3	14	21	R 21 405.15	R 7 135.10
ROAD TRADE WORKERS.	20	60	33	R 121 055.10	R 6 052.80
ROAD WORKERS	116	663	18	R 402 316.44	R 3 468.20
SECRETARIES & OTHER KEYBOARD OPERATING CLERKS	20	47	43	R 168 283.89	R 8 414.20
SECURITY GUARDS	7	46	15	R 23 647.47	R 3 378.20
SECURITY OFFICERS	4	8	50	R 16 325.10	R 4 081.30
SENIOR MANAGERS		28	0		R 0.00
SOCIAL SCIENCES RELATED		1	0		R 0.00
SOCIAL WORK AND RELATED PROFESSIONALS		1	0		R 0.00
TRADE LABOURERS	53	281	19	R 147 527.39	R 2 783.50
TRADE RELATED		1	0		R 0.00
WATER PLANT AND RELATED OPERATORS		1	0		R 0.00
WORK PLANNERS		1	0		R 0.00
<b>TOTAL</b>	<b>887</b>	<b>3719</b>	<b>24</b>	<b>R 5 872 886.53</b>	<b>R 6 621.10</b>

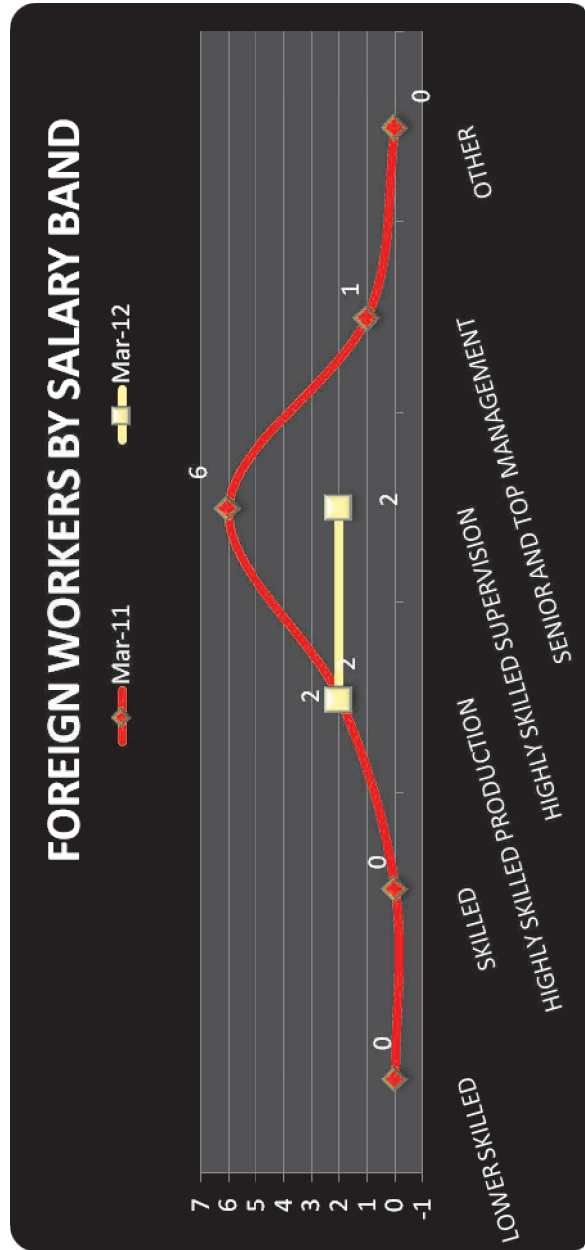
**TABLE 7.4 – Performance related rewards (cash bonus), by salary band, for Senior Management Service**

SALARY BANDS	No. of Beneficiaries	No. of Employees	% of total within salary bands	Total Cost	Average cost per employee	Total cost as a % of the total personnel expenditure
Senior Management Service Band A (Level 13)	0	24	0	R 0.00	R 0.00	0
Senior Management Service Band B (Level 14)	0	9	0	R 0.00	R 0.00	0
Senior Management Service Band C (Level 15)	0	1	0	R 0.00	R 0.00	0
MEC & Senior Management Service Band D (Level 16)	0	1	0	R 0.00	R 0.00	0
<b>Total</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>R 0.00</b>	<b>R 0.00</b>	<b>0</b>



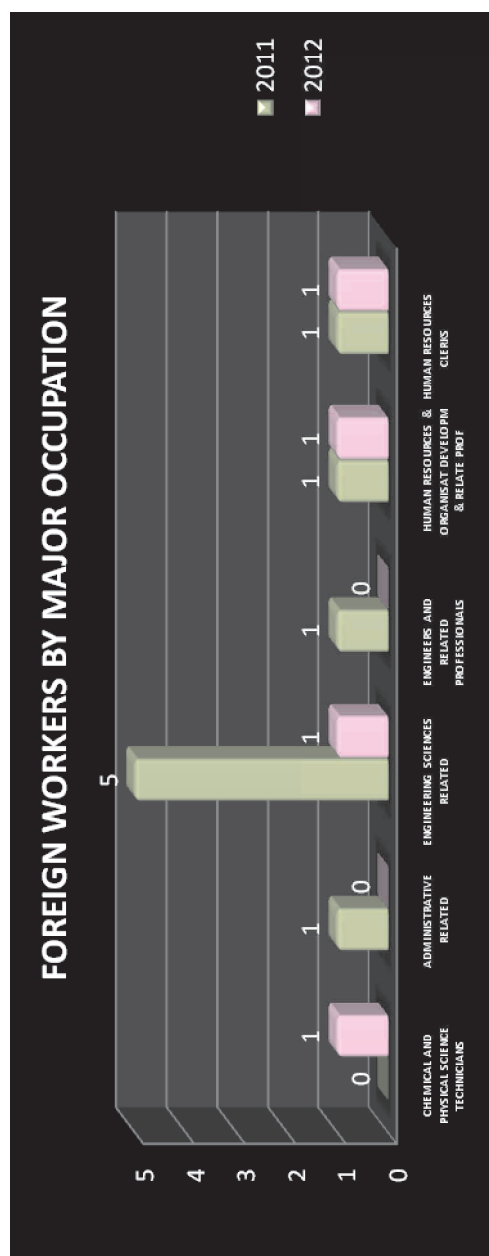
**TABLE 8.1 – Foreign Workers, 1 April 2011 to 31 March 2012, by salary band**

SALARY BANDS	Table 8.1 Foreign Workers by salary band					
	1 April 2011		31 March 2012		Change	
	Number	% of total	Number	% of total	Number	% of total
Lower skilled (Levels 1-2)		0		0	0	0
Skilled (Levels 3-5)		0		0	0	0
Highly skilled production (Levels 6-8)	2	0	2	0	0	0
Highly skilled supervision (Levels 9-12)	6	0	2	0	-4	0
Senior management (Levels 13-16)	1	0		0	-1	0
Other - Non Permanent Workers		0		0	0	0
<b>Grand Total</b>	<b>9</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>-5</b>	<b>0</b>



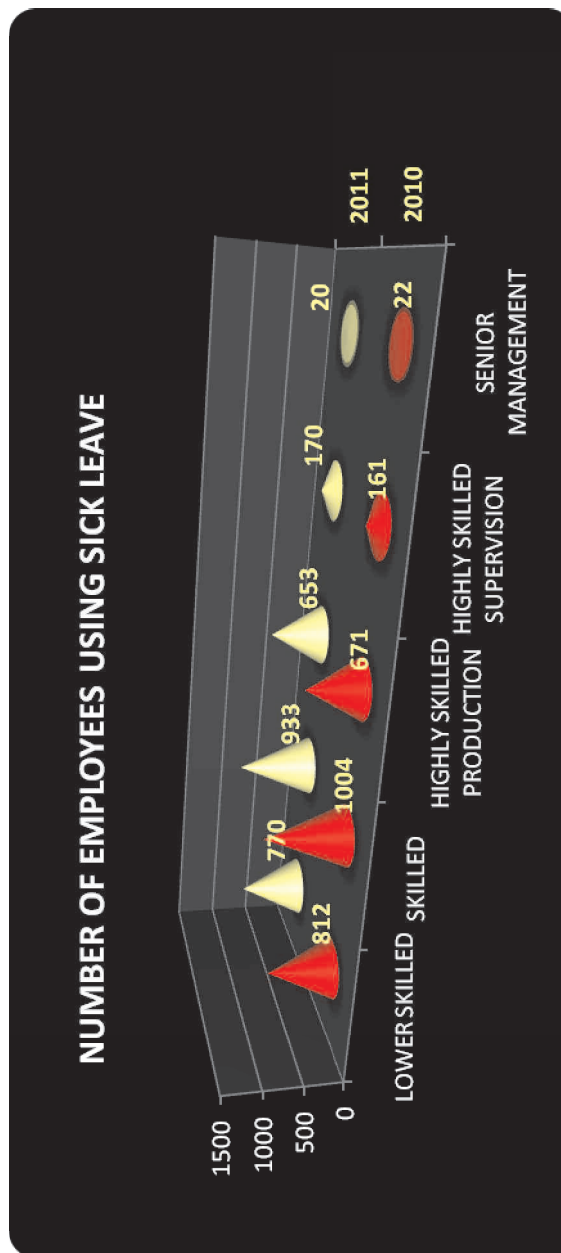
**TABLE 8.2 – Foreign Worker, 1 April 2011 to 31 March 2012, by major occupation**

Occupation	1 April 2011		31 March 2012		Change	
	Number	% of total	Number	% of total	Number	% of total
CHEMICAL AND PHYSICAL SCIENCE TECHNICIANS		0	1	25	1	-20
ENGINEERING SCIENCES RELATED	1	11.1	1	25	0	0
ENGINEERS AND RELATED PROFESSIONALS	5	55.6		0	-5	100
HUMAN RESOURCES & ORGANISAT DEVELOPM & RELATE PROF	1	11.1	1	25	0	0
HUMAN RESOURCES CLERKS	1	11.1	1	25	0	0
QUANTITY SURVEYORS & RELA PROF NOT CLASS ELSEWHERE	1	11.1		0	-1	20
<b>Grand Total</b>	<b>9</b>	<b>100</b>	<b>4</b>	<b>100</b>	<b>-5</b>	<b>100</b>



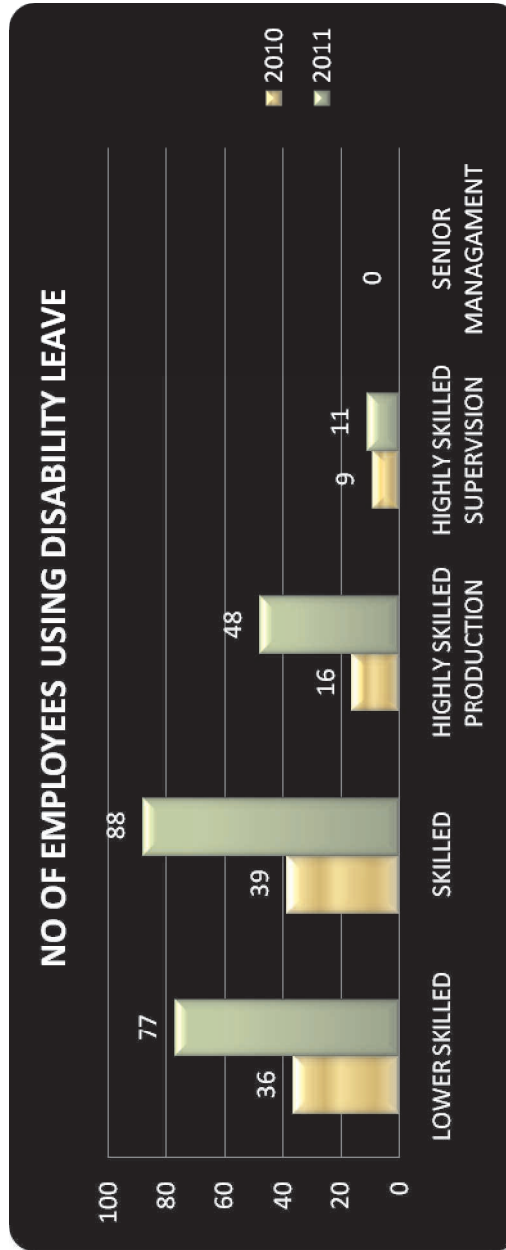
**TABLE 9.1 – Sick leave, 1 January 2011 to 31 December 2011**

SALARY BANDS	Total days	% days with medical certification	No. of employees using sick leave	% of total employees using sick leave	Average days per employee	Estimate Cost
Lower skilled (Levels 1-2)	6709	96	770	30	9	R 2 256 479.50
Skilled (Levels 3-5)	8049	95	933	37	9	R 3 438 275.64
Highly skilled production (Levels 6-8)	5547	90	653	26	8	R 4 560 595.45
Highly skilled supervision (Levels 9-12)	1272	89	170	7	7	R 1 804 516.42
Senior management (Levels 13-16)	127	76	20	1	6	R 350 674.28
<b>Grand Total</b>	<b>21704</b>	<b>93</b>	<b>2546</b>	<b>100</b>	<b>9</b>	<b>R 12 410 541.29</b>



**TABLE 9.2 – Disability leave (temporary and permanent), 1 January 2011 to 31 December 2011**

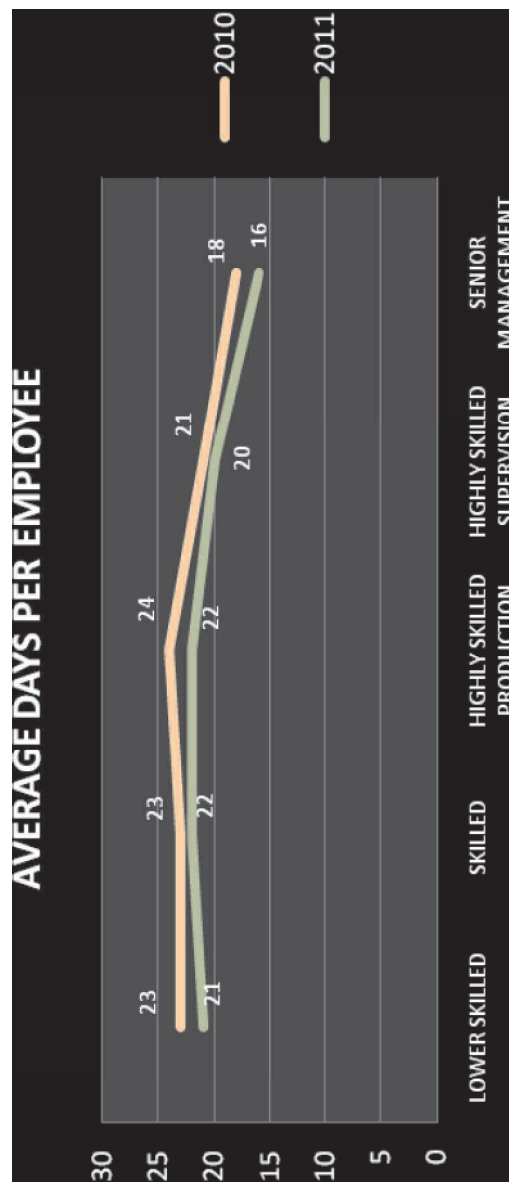
SALARY BANDS	Total Days	% days with medical certification	No. of employees using Disability Leave	% of total employees using Disability Leave	Average days per employee	Estimate Cost
Lower skilled (Levels 1-2)	1466	100	77	34	19	R 501 047.14
Skilled (Levels 3-5)	2042	100	88	39	23	R 834 352.95
Highly skilled production (Levels 6-8)	855	100	48	21	18	R 688 073.12
Highly skilled supervision (Levels 9-12)	312	100	11	5	28	R 389 473.99
Senior management (Levels 13-16)		0		0	0	
<b>Grand Total</b>	<b>4675</b>	<b>100</b>	<b>224</b>	<b>100</b>	<b>21</b>	<b>R 2 412 947.20</b>





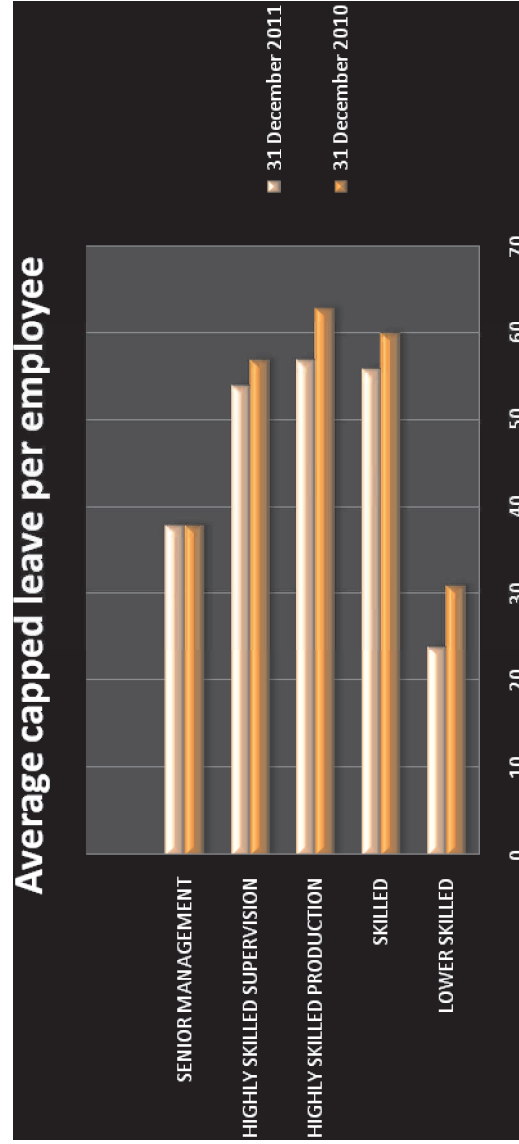
**TABLE 9.3 – Annual Leave, 1 January 2011 to 31 December 2011**

SALARY BANDS	Total days	Average days per employee
Lower skilled (Levels 1-2)	23568.92	21
Skilled (Levels 3-5)	32191.56	22
Highly skilled production (Levels 6-8)	18846.08	22
Highly skilled supervision (Levels 9-12)	5406	20
Senior management (Levels 13-16)	539	16
<b>Grand Total</b>	<b>80551.56</b>	<b>22</b>



**TABLE 9.4 – Capped leave, 1 January 2011 to 31 December 2011**

SALARY BANDS	Total days of capped leave taken	Average days per employee	Average capped leave per employee as at 31 December 2011	Total number of capped leave available at 31 December 2011
Lower skilled (Levels 1-2)	101.14	4	24	24080.41
Skilled (Levels 3-5)	278.04	4	56	76320.87
Highly skilled production (Levels 6-8)	192.08	5	57	45983.15
Highly skilled supervision (Levels 9-12)	90	5	54	14330.56
Senior management (Levels 13-16)	11.98	12	38	1189.66
<b>Grand Total</b>	<b>673.24</b>	<b>5</b>	<b>46</b>	<b>161904.65</b>



**TABLE 9.5 – Leave payouts for the period 1 April 2011 to 31 March 2012**

Table 9.5 Leave Payouts for period 1 April 2011 to 31 March 2012				
Reason	Total Amount	No. of Employees	Average payment per employee	
Leave payout for 2011/12 due to non-utilisation of leave for the previous cycle	R -	0	R 0.00	
Capped leave payouts on termination of service for 2011/12	R 4 980 432.98	164	R 30 368.00	
Current leave payout on termination of service for 2011/12	R -	0	R 0.00	
<b>Grand Total</b>	<b>R 4 980 432.98</b>	<b>164</b>	<b>R 30 368.00</b>	

Leave Payouts			
	LEAVE PAYOUT (LEAVE DISCOUNTING) non-utilisation of leave	LEAVE DISCOUNTING payouts on termination of service	LEAVE GRATUITY payout on termination of service
■ FIN YR 2010/11	R 0.00	R 3 296 801.56	R 0.00
■ FIN YR 2011/12	R 0.00	R 4 980 432.98	R 0.00

Other Leave Payouts 1 April 2011 to 31 March 2012			
ALLOWANCE-DESCRIPTION	Total Amount	No. of Employees	Average payment per employee
LEAVE ENCASHMENT 20 YEARS	R 950 711.93	230	R 4 134.00

LEAVE SERVICE BASED 20 YEARS	R	-	0	R 0.00
LEAVE ENCASHMENT 30 YEARS	R	592	77	R 7 695.00
LEAVE SERVICE BASED 30 YEARS	R	-	0	R 0.00
<b>Grand Total</b>		<b>R 1 543 225.37</b>	<b>307</b>	<b>R 5 027.00</b>

**TABLE 10.1 – Steps taken to reduce the risk of occupational exposure**

Units/Categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key step taken to reduce the risk	
Gardeners & Boiler Operators	Issued condoms and gave education on prevention and universal precautions	
Cleaners & Road Workers	Issued condoms and gave education on prevention and universal precautions	

**TABLE 10.2 – Details of Health Promotion and HIV and AIDS Programmes (tick the applicable boxes and provide the required information)**

Question	Yes	No	Details, if yes
1. Have the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Mr P.J Moremedi Director HRM

<p><b>2. Do the department have a dedicated unit or have you designated specific staff members to promote the health and well being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.</b></p>	<p><b>x</b></p>	<p>Ten (10) staff members currently appointed in the Integrated Employee health and wellness unit:  One (01) Deputy Director: IEHW.  One (01) Assistant Director: Wellness Management plus two (02) personnel practitioners.  One (01) Assistant Director: HIV/AIDS Management plus two (02) personnel practitioners.  One (01) Assistant Director: OHS plus two (02) personnel practitioners.  The annual budget is being shared within the broader HRM budget.</p>
<p><b>3. Have the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme.</b></p>	<p><b>x</b></p>	<p>1. Wellness programmes which covers:  Physical Wellness: Eye testing, programmes, Physiotherapy services, Disease management programmes, Sports and Recreation.  Psychological Wellness: Stress Management, Counseling services, Financial Management</p> <p>2. HIV and AIDS programme: Awareness campaigns, care and support programmes, Distribution of Condoms and Pamphlets, HCT campaign and Peer Education programme</p>

		3. OHS Programme: Inspections and SHERQ training
<p>4. Have the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.</p> <p><u>The re-election of a new committee currently in process.</u></p>	x	<p>1. Ms M.S Nthite -Central Region  2. Mr Z.M. Boyise- Bophirima Region  3. Ms Rangaka- Bojanala Region  4. Mr O.E. Mose-Financial Accounting Directorate  5. Ms J Mpunzi – HRM  6. Mr T. Mokokoe – Supply Chain Mangemn  7. Mr O. Kole- Information Management.  8. K Mokoko – Legal Services  9. S.C. Motlagomang – Building Directorate  10. Ms C Mokoto – Property Man Directorate  11. Ms J. Mongonyane  DDG office</p>

<p><b>5. Have the department reviewed the employment policies and practices of your department to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so department to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.</b></p>	<p><b>x</b></p>	<p>HIV and AIDS Policy, Sports and Recreation Policy, Integrated Employee Health and Wellness policy, Occupational Health and Safety policy, Substance abuse, Draft Funeral policy and Social club policy,</p>
<p><b>6. Have the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.</b></p>	<p><b>x</b></p>	<p>1. Confidentiality forms are being signed with managers who refer the clients. 2. Departmental HIV and AIDS policy is in place. 3. Awareness Workshops are being held on stigma and discrimination and they are being reported on a monthly basis.</p>
<p><b>7. Do the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have you achieved.</b></p>	<p><b>x</b></p>	<ul style="list-style-type: none"> <li>• The department had an HCT campaign which was conducted with the assistance of GEMS in the past financial year.</li> <li>• Ninety nine (99) HCT sessions were conducted in the past financial year and one thousand, seven hundred and eight (1708) employees participated in these HCT sessions.</li> <li>• Nine (09) employees disclosed their status.</li> <li>• HCT campaign is to be intensified in this financial year of 2012/2013 in order to reach all employees.</li> </ul>

			<p>8. Have the department developed measures/indicators to monitor &amp; evaluate the impact of your health promotion programme? If so, list these measures/indicators.</p>	x	<ul style="list-style-type: none"> <li>• Monthly and Quarterly reports are being submitted to Director HRM and the Office of Premier in writing.</li> <li>• Questionnaires are being completed by employees for all programmes to assess the effectiveness of them.</li> </ul>
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**TABLE 11.1 – Collective agreements, 1 April 2011 to 31 March 2012**

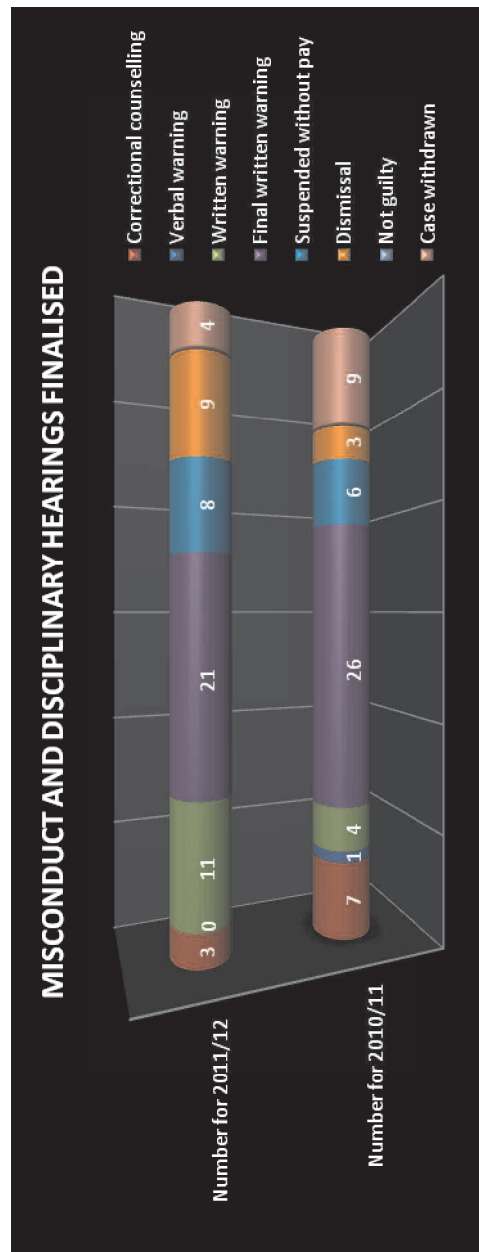
Subject Matter	Date
Total Collective agreement	None

**TABLE 11.2 – Misconduct and disciplinary hearings finalised, 1 April 2011 to 31 March 2012**

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	3	5.36
Verbal warning	0	0.00



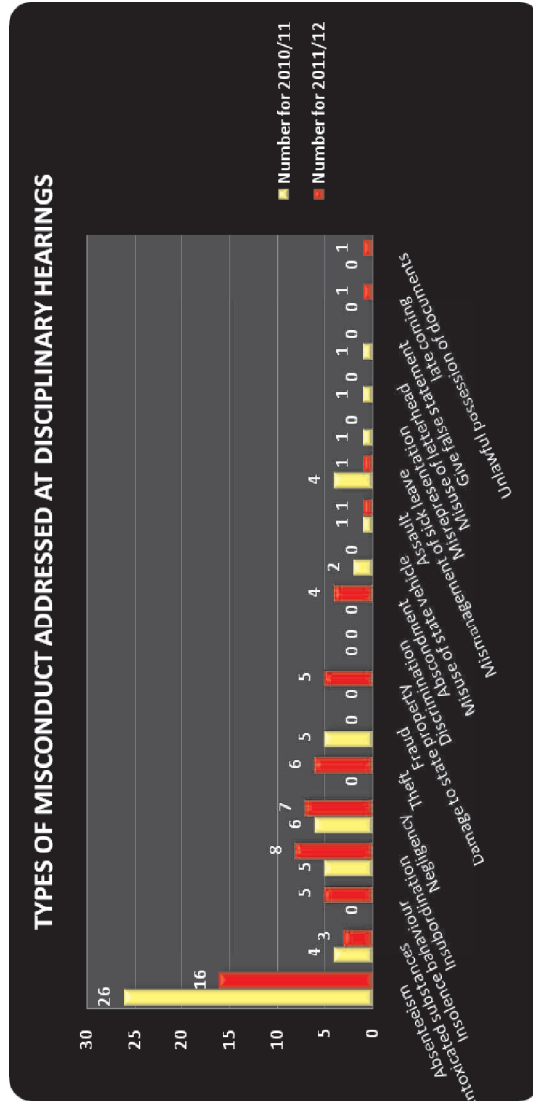
Written warning	11	19.64
Final written warning	21	37.50
Suspended without pay	8	14.29
Fine	0	0.00
Demotion	0	0.00
Dismissal	9	16.07
Not guilty	0	0.00
Case withdrawn	4	7.14
<b>Total</b>	<b>56</b>	<b>100</b>



**TABLE 11.3 – Types of misconduct addressed at disciplinary hearings**

Type of misconduct	Number	% of total
Insubordination	8	13.79
Absenteeism	16	27.59
Theft	6	10.34
Misuse of state property	5	8.62
Negligence	7	12.07
Drinking on duty	3	5.17

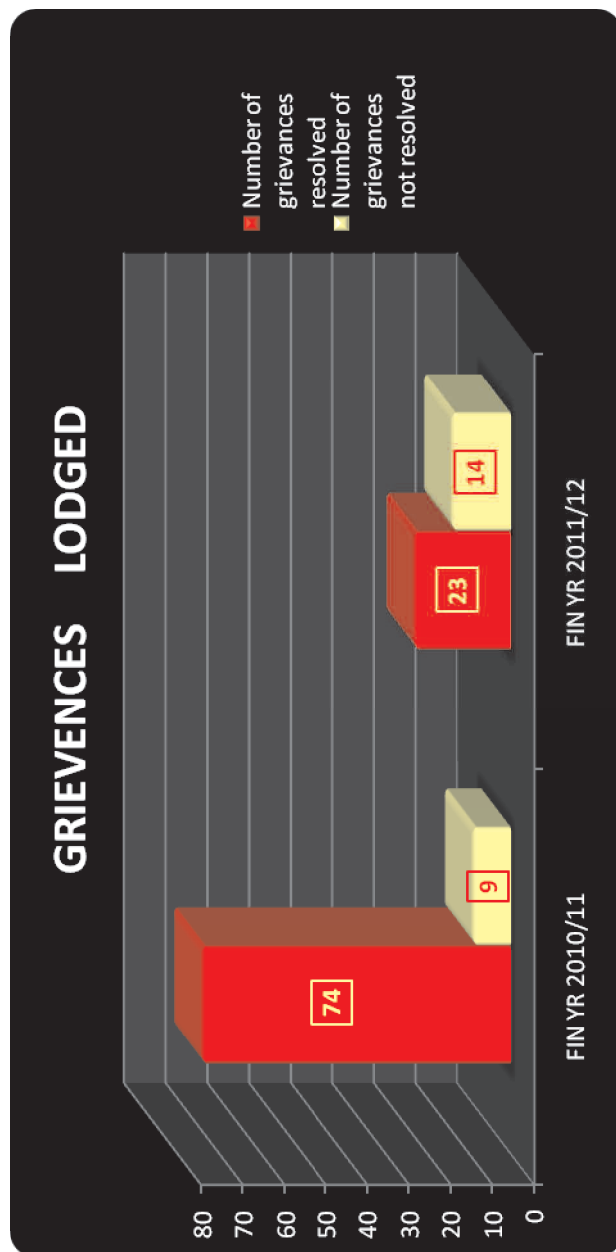
Abuse of sick leave	1	1.72
Abscondment	4	6.90
Insolence behaviour	5	8.62
Late coming	1	1.72
Unlawful possession of documents	1	1.72
Assault	1	1.72
<b>Total</b>	<b>58</b>	<b>100</b>



**TABLE 11.4 – Grievances lodged for the period 1 April 2011 to 31 March 2012**

	Number	% of Total
Number of grievances resolved	23	62.16
Number of grievances not resolved	14	37.84

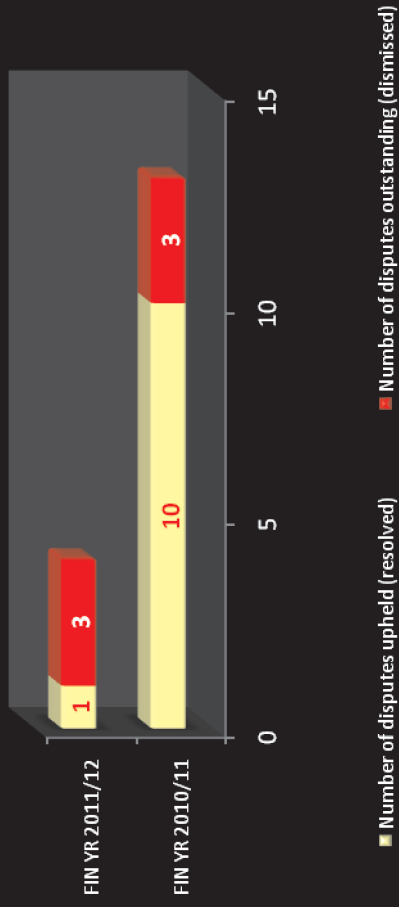
Total number of grievances lodged	37	100
	Number	% of Total



**TABLE 11.5 – Disputes lodged with Councils for the period 1 April 2011 to 31 March 2012**

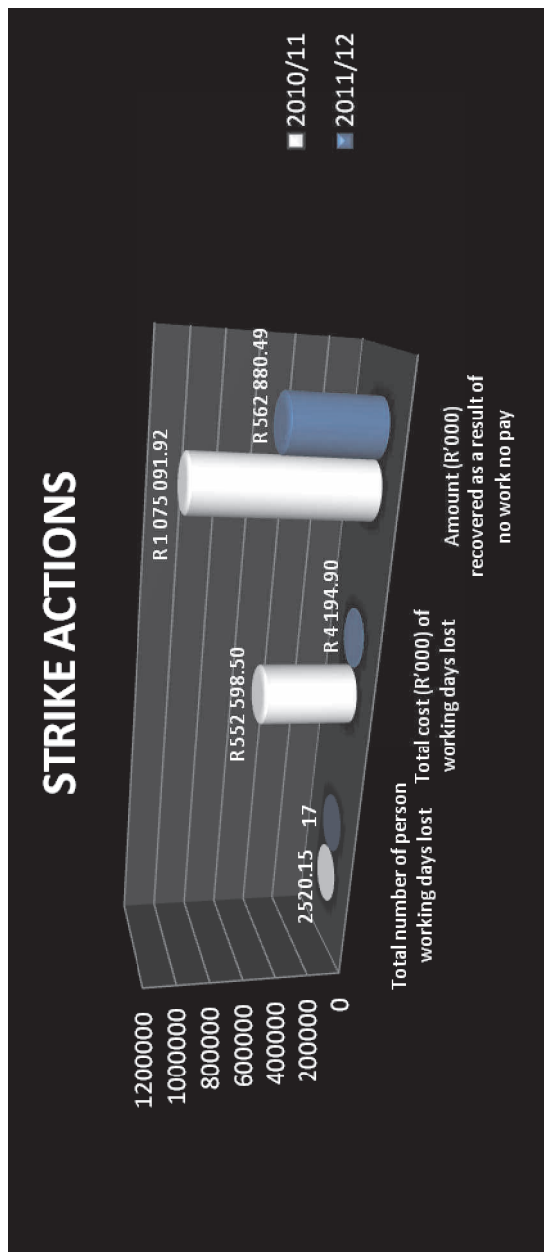
	Number	% of Total
No upheld (Resolved)	1	25
No outstanding dismissed	3	75
<b>Total number of disputes lodged</b>	<b>4</b>	<b>100</b>

## DISPUTES LODGED WITH COUNCILS



**TABLE 11.6 – Strike actions for the period 1 April 2011 to 31 March 2012**

TOTAL DAYS	TOTAL COST	Amount recovered as a result of no work no pay
17	R 4 194.90	R 562 880.49



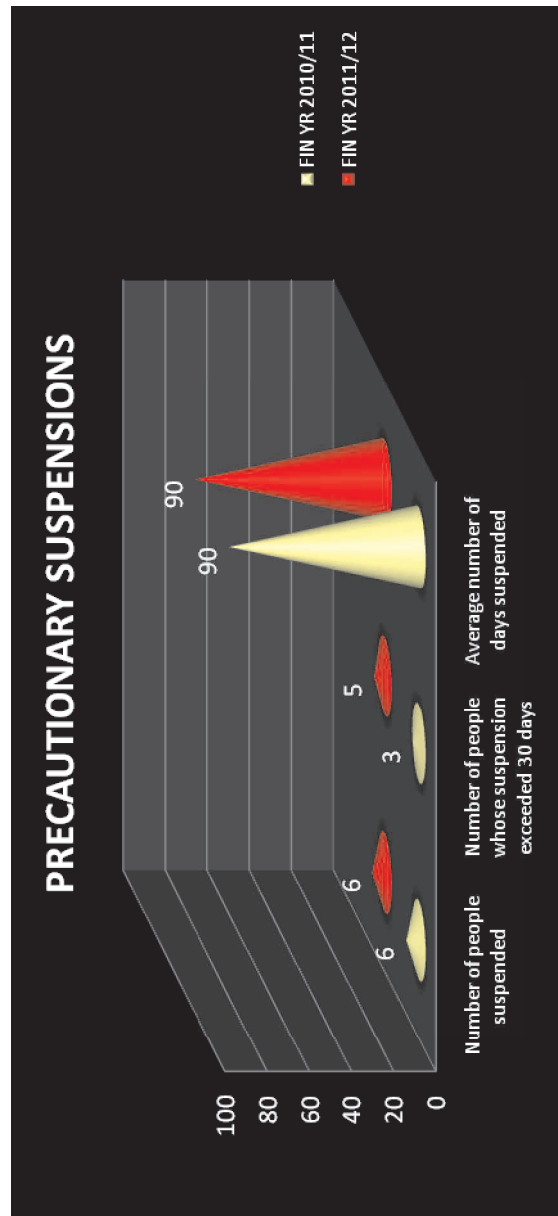
#### PLEASE NOTE:

1. The Total Days and Total Cost reflects only sub category 083 (PARTICIPATION RIOTS/BOYCOTTS/STRIKES) of Leave without pay.
2. Amount recovered as a result of no work no pay includes ALL Leave without pay sub categories (eg. 25 UNAUTHORISED - WITHOUT PAY (CALENDAR DAYS)) etc. Monies recovered can include strike actions from previous financial years, recovered in this financial year.

**TABLE 11.7 – Precautionary suspensions for the period 1 April 2011 to 31 March 2012**

Number of people suspended	6
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<b>Number of people whose suspension exceeded 30 days</b>	<b>3</b>
<b>Average number of days suspended</b>	<b>90</b>
<b>Cost (R'000) OF suspensions.</b>	<b>R 458 924.62</b>



## 12.1 – Training needs identified 1 April 2011 to 31 March 2012

Occupational Categories	Number of employees as at 1 April 2011		Training needs identified at start of reporting period				Total
	Gender		Learnerships/Internship	Skills Programmes & other short courses	Other forms of training		
Legislators, senior officials and managers	Female	11	0	10	0	10	
	Male	17	0	7	0	7	
Professionals	Female	48	0	92	0	92	
	Male	50	0	101	0	101	
Technicians and associate professionals	Female	158	0	35	0	35	
	Male	203	0	125	0	125	
Clerks	Female	368	0	124	0	124	
	Male	202	0	138	0	138	
Service and sales workers	Female	11	0	0	0	0	
	Male	69	0	0	0	0	
Craft and related trades workers	Female	25	0	1	0	1	
	Male	556	0	91	0	91	
Plant and machine operators and assemblers	Female	7	0	3	0	3	
	Male	296	0	22	0	22	
Elementary Occupations	Female	233	0	127	0	127	
	Male	1274	0	215	0	215	
Sub Total	Female	861	0	392	0	392	
	Male	2667	0	699	0	699	
GRAND TOTAL		3528	0	1091	0	1091	

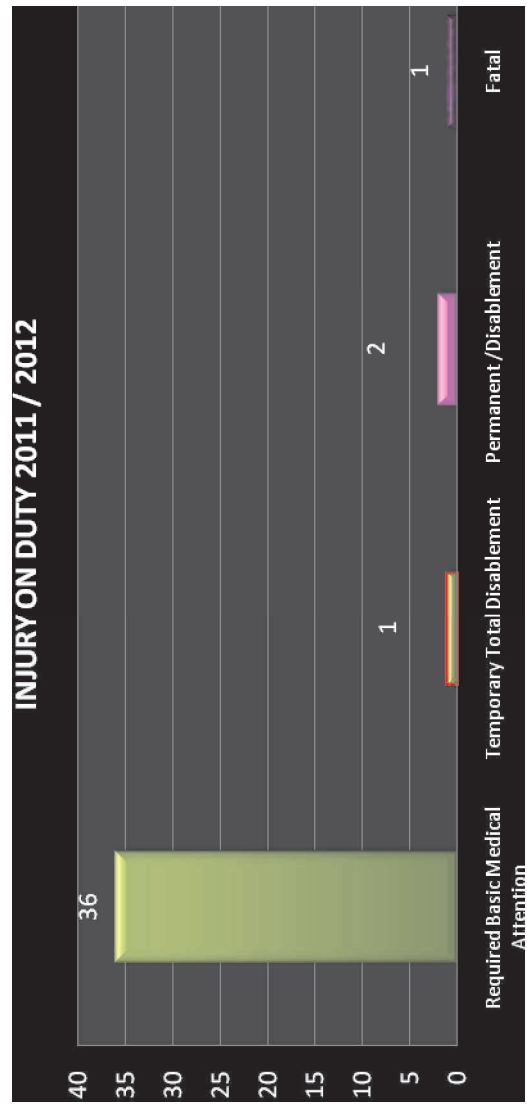
## 12.2 – Training provided 1 April 2011 to 31 March 2012

Occupational Categories	Gender	Number of employees as at 1 April 2011	Training provided within the reporting period				Total
			Learner-ships	Skills Programmes & other short courses	Other forms of training		
Legislators, senior officials and managers	Female	11	0	1	0	1	
	Male	17	0	1	0	1	
Professionals	Female	48	0	17	0	17	
	Male	50	0	24	0	24	
Technicians and associate professionals	Female	158	0	1	0	1	
	Male	203	0	28		28	
Clerks	Female	368	0	136	0	136	
	Male	202	0	99	0	99	
Service and sales workers	Female	11	0	0	0	0	
	Male	69	0	36	0	36	
Craft and related trades workers	Female	25	0	0	0	0	
	Male	556	0	36	0	36	
Plant and machine operators and assemblers	Female	7	0	5	0	5	
	Male	296	0	49	0	49	
Elementary occupations	Female	233	0	129	0	129	
	Male	1274	0	318	0	318	
Sub Total	Female	861	0	289	0	289	
	Male	2667	0	555	0	555	
Total		3528	0	844	4	844	



**TABLE 13.1 – Injury on duty, 1 April 2011 to 31 March 2012**

Table 13.1 Injury on duty, 1 April 2011 to 31 March 2012		
Nature of Injury on duty	Number	% of Total
Required Basic Medical Attention	36	90
Temporary Total Disablement	1	2.50
Permanent /Disablement	2	5.00
Fatal	1	2.50
<b>TOTAL</b>	<b>40</b>	<b>100</b>



**Table 14.1 – Report on consultant appointments using appropriated funds**

Project Description	Total number of consultants that worked on the project	Duration: Work days	Contract Value in Rand
Upgrading of Choseng and Moretele Access Roads in Taund District in the North West Province	1	6	R 11 463 088.00
Construction of the road from Ganyesa to Phaphosane to Tlaskgameng to Khudunkwane in the Dr. S. Mompoti region	1	38	R 218 650 963.27
Patching and Rehabilitation of Road P117/1 between Ottosdal and Delareyville: Phase 2	1	26	R 11 990 293.80
The Upgrading of Road D548 from Nkogolwe to Mantsho to Bierkraal in Bojanala district: A	1	20.4	R 66 366 793.23
The Upgrading of Road D548 from Nkogolwe to Mantsho to Bierkraal in Bojanala district: B	1	9.5	R 27 958 590.40
The Rehabilitation of Road P34/2 from Koster to Lichtenburg (km 0 to km 10)	1	10	R 32 505 807.00
The Rehabilitation of Road P34/2 from Koster to Lichtenburg (km 33 to km 83)	1	53	R 93 539 317.00
Upgrading of Road Z566 from Road D515 to Road D514 via Bojating Village.	1	9	Contractor not yet appointed
The Upgrading and Surfacing of Road Z554 from Mokgalwaneng to Matlametlong (approx. 4.8km)	1	4.8	Contractor not yet appointed
Rehabilitation of Road P23/1 (R504) from N12 at Wolmaranstad to P12/1 at Schweizer-Reneke	1	71	Contractor not yet appointed
Rehabilitation of Road P54/1 from Matooster to Ruighoek	1	31	Contractor not yet appointed
Rehabilitation of road P28/4 between Matfikeng and Lichtenburg phase 2	1	30	Contractor not yet appointed
Upgrading of road D533 from Modderkui to Wegeval	1	8	R 4 864 250.60
Emergency Patchworks, Rehabilitation and Reseal of P16/2 from Rustenburg to Northam	1	Expo Factor Contract	R 1 100 000.00
Patchworks, Rehabilitation, Reseal and Road Marking of Road P110/1 from Brits to Thabazimbi	1	3	R 7 244 476.38
Patchworks, Rehabilitation, Reseal and Road Marking for Graveling of Road D953 between R24 and Boons Police Station	1	3	R 9 781 536.32
Patchworks, Rehabilitation and Reseal and Road Marking of Road between R509 between Swartruggens and Koster	1	6	R 5 026 119.78

Patchworks, Rehabilitation and Reseal and Road Marking of Onkgopotse Tiro Street	1	4	R 9 319 577.98
Patchworks, Rehabilitation and Reseal and Road Marking of Moshoeshe and Sekama Streets	1	6	R 11 710 441.00
Patchworks, Rehabilitation and Reseal and Road Marking of Road between Lichtenburg to Biesiesvlei and Lichtenburg to Ottosdal(P13/2)	1	6	R 15 997 807.82
Patchworks, Rehabilitation and Reseal and Road Marking of Road Between Modiri Molema Road and James Moroka Drive	1	6	R 13 141 221.67
Patchworks, Rehabilitation and Reseal and Road Marking of Between Mafikeng to Magogoe Bridge	1	6	R 22 640 279.05
Patchworks, Rehabilitation and Reseal and Road Marking of Joe Slovo, Dorothy and Elna	1	6	R 4 472 770.34
Upgrading to surface standard of 5km of Road Z617 from T-Junction with Road P65/1 Ga-Moeka into Rajiepane	1	12	R 17 018 084.16
Construction of Culverts in Bojang Village and regravelling of 1.5 Km of road D514 in Bojana District	1	6	R 3 637 783.27
Patchworks, Rehabilitation and Reseal and Road Marking of Between Welbedacht and Swartkopfontein	1	6	R 6 315 487.44
<b>Total number of projects</b>	<b>26</b>	<b>Total individual consultants</b>	<b>Total contract value in Rand</b>
	<b>26</b>	<b>386.7</b>	<b>R 594 744 688.50</b>

**Table 14.2 – Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs)**  
None.

**Table 14.3 – Report on consultant appointments using Donor funds**  
None.

**Table 14.4 – Analysis of consultant appointments using Donor funds, in terms of Historically Disadvantaged Individuals (HDIs)**  
None.

## Service Delivery Improvement (SDI) Plan

KEY SERVICE	SERVICE BENEFICIARY	DESIRED STANDARD		Actual Outcomes
		Quantity:	AS REQUIRED: All service providers	
Payment of service providers (All invoice are paid within 30 days from date of receipt)	All suppliers of goods and services e.g. Contractors, Consultants, Caterers, Hotels etc.	Quality:	AS REQUIRED: Batho-Pele Standards and PFMA	Following complaints by service provider's particularly emerging contractor, Management issued an instruction that all payments of invoices should be done within 30 days from date of receipt. This decision is also in line with the PFMA prescripts. This issue was also discussed regularly in DMC meetings and also during the quarterly review meetings. This key service was considered particularly relevant to this Department considering the high volume of emerging and established contractors that it deals with. Unannounced site inspections were conducted at major projects. During the sites inspections all queries with regard to payment of invoices are raised and addressed. This also has helped in building a strong relationship with our service providers and better understanding of government payments system. In addition the Directorates meet regularly to discuss challenges with regard to payments and their possible solutions.
		<ul style="list-style-type: none"> <li>Consultati on</li> </ul>	Integration of meetings and provide input platform, Workshop on payment process, one-on-one, Executive Management Meetings, site meetings, and site inspections.	
		<ul style="list-style-type: none"> <li>Access</li> </ul>	Introduce call centres; call centre number be available to all citizens	The Department uses the anti-corruption hotline. A dedicated email: <a href="mailto:surveypw@nwppg.gov.za">surveypw@nwppg.gov.za</a> is also active on the departmental website were all queries can be reported. A call centre is operational wherein clients can report queries. Contractors also report payment delay/queries to the MEC and Head of Department. CFO/Director Finance is responsible for resolving all challenges that delays payment

<p>with the consultation of programme managers affected. The Department has four offices in the districts to deal with local service providers. Contractors are made aware of issues that cause delays in payments and advised to submit all necessary documents during sites visits. In addition service providers are encouraged to use the following toll free number to report misuse of Government Motor Vehicles, property and corrupt practices: 0800 204 992</p>			
<p>The monthly finance forum meetings were held and regular meetings were held with Cost Centre Clerks. It is during these meeting chaired by Director Finance, that payments issues are discussed. In addition Cost Centre Clerks were trained and informed of new changes with regard to procurement process which include application of standard chart of accounts (SCOA). Contractors were informed of the standard period of 30 days for payment of all services. Service providers that were not paid in time were duly informed. The Department could not introduce the suggestion boxes and feedback questionnaires as planned and will look into doing it in the following financial year. In order to ensure that all service providers where paid in time at the financial year. The Management took a decision that all invoices for services and goods rendered/delivered should be submitted on the 15<sup>th</sup> of March 2012. Issuing of Orders was closed earlier than usual. During this time of the year the Finance directorate experience high peak of request for orders. All cost centre clerks were advised about this arrangement and were requested to communicate same to service providers and contractors. A circular was also issued to all staff members.</p>	<p>Suggestion boxes; introduce feedback questionnaires, avail call centre number. Training of Cost centre clerks. Monthly finance forum.</p>	<ul style="list-style-type: none"> <li>• Courtesy</li> </ul>	



## PART 5: OTHER INFORMATION

### ACRONYMS

AA -	AFFIRMATIVE ACTION
ACSA -	AIR COMPANY OF SOUTH AFRICA
APP -	ANNUAL PERFORMANCE PLAN
ATC -	AIR TRAFFIC CONTROL
ATNS -	AIR TRAFFIC NAVIGATION SYSTEM
CAA -	CIVIL AVIATION AUTHORITY
CBP -	COMMUNITY BASED PROGRAMME
CIDB -	CONSTRUCTION INDUSTRY DEVELOPMENT BOARD
CPTR -	CURRENT PUBLIC TRANSPORT RECORDS
EAP -	EMPLOYEE ASSISTANCE PROGRAMME
ECDP -	EMERGING CONTRACTOR DEVELOPMENT PROGRAMME
EE -	EMPLOYMENT EQUITY
EXCO -	EXECUTIVE COUNCIL
EPWP -	EXPANDED PUBLIC WORKS PROGRAMME
FTES -	FULL TIME EMPLOYMENT EQUIVALENT
GIAMA -	GOVERNMENT IMMOVABLE ASSETS MANAGEMENT ACT
IDIP -	INFRASTRUCTURE DELIVERY IMPROVEMENT PROGRAMME
IPMP -	INFRASTRUCTURE PROGRAMME MANAGEMENT PLAN
LTPS -	LAND TRANSPORT PERMIT SYSTEM

NLTTA -	NATIONAL LAND TRANSPORT TRANSITION
NTI -	NATIONAL TRANSPORT INVESTMENT
NTR -	NATIONAL TRANSPORT REGISTER
NYS -	NATIONAL YOUTH SERVICE
OHS -	OCCUPATIONAL HEALTH AND SAFETY
OLB -	OPERATING LICENSING BOARD
PFMA -	PUBLIC FINANCE MANAGEMENT ACT
PPP -	PUBLIC PRIVATE PARTNERSHIPS
PSA -	PUBLIC SERVICE ACT
PSCBC -	PUBLIC SERVICE COORDINATING BARGAINING COUNCIL
PSR -	PUBLIC SERVICE REGULATIONS
RNMS -	ROAD NETWORK MANAGEMENT SYSTEM
SAAATI -	SOUTH AFRICAN AVIATION ACADEMY TRAINING INSTITUTE
SDA -	SKILLS DEVELOPMENT ACT
SDF -	SKILLS DEVELOPMENT FACILITATOR
SMME -	SMALL MEDIUM MICRO ENTREPRISES
SUMS -	SUBSIDY MANAGEMENT SYSTEM
TA -	TRANSPORT AUTHORITY
TETA -	TRANSPORT EDUCATION TRAINING AUTHORITY
TP -	TRANSPORT PLANS
U-AMP -	USER ASSET MANAGEMENT PLANS



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