

# ANNEXURE B

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public works

Department:  
Public Works  
REPUBLIC OF SOUTH AFRICA

Public  
Works  
Sector

CUSTOMISED  
PERFORMANCE  
INDICATORS  
FOR 2015/16

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## 1. Official sign off

It is hereby certified that this set of Customised Performance Indicators for the Provincial Departments of Public Works:

- Was developed by the management of the National Department of Public Works in consultation with the Provincial Departments of Public Works;
- Was prepared in accordance with the Framework for Managing Programme Performance Information (FMPPI) and the Framework for Strategic Plans (FSP) and Annual Performance Plans (APP)

**M DLABANTU**

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**DIRECTOR-GENERAL**

**DATE :** \_\_\_\_\_

**DEPARTMENT OF PUBLIC WORKS**

**(NATIONAL)**

**NAME:** A. GIOVENDER

**SIGNATURE :** 

**HEAD OF DEPARTMENT**

**DATE :** 5/11/2014.

**NAME OF PROVINCIAL DEPARTMENT:** \_\_\_\_\_

KZN - Department of Public Works.

## 2. Introduction

In the financial year 2012/13, the National Department of Public Works held its first workshop with the Provincial Departments of Public Works to develop a set of Customised Performance Indicators (CPIs) for the financial year 2013/14 in the public works sector. The second workshop was held in July 2013 to develop a second set of CPI's for the financial year 2014/15. This financial year (2014/15) marks the third workshop with Provinces to coordinate the compilation of the CPI's. It should be noted that the second set of CPI's is a revision of the 2013/14 CPI's and therefore contains only minor changes. The process for setting of the CPI's is aligned to the planning and reporting requirements for Departments against pre-determined objectives as specified in the Constitution of 1996 (The Constitution), the Public Finance Management Act, Act No. 1 of 1999 (PFMA), the Treasury Regulations for Departments, constitutional institutions and public entities (issued in terms of the PFMA) and the Public Service Regulations, Government Notice No. R1 of 5 January 2001 (PSR).

In order to ensure that Strategic Planning is synchronised with the entire planning, budgeting, monitoring and reporting framework prescribed in the PFMA, the Annual Performance Plans must link to, and indeed drive, MTEF projections. The plan therefore, provides measurable objectives that are linked to programme and sub-programme budgets. The first year of the Annual Performance Plan forms the basis for the annual operational plan, which should also be linked to the departmental vote. The performance agreements of the Head of the Department, and all senior managers, should be linked to the strategic and operational plans and budget, and the measurable objectives in particular.

Operational plans and budgets should feed into monthly and quarterly reports, and both of these into annual reports. The annual reports will be required to report against the measurable objectives and expenditure plans set out in the annual performance plan for that year, as well as assess the progress towards realising the overall departmental objectives set out in the Strategic Plan.

To enable transparency, responsiveness and accountability, government should have an effective and efficient performance reporting system. Legislators use performance information to track progress, identify the scope for improvements and to better understand the underlying issues. The public should also have access to performance information indicating whether their money was well spent and what has been achieved. The Provincial Departments of Public Works should be involved in a process of interaction between departmental managers and municipalities when developing plans. Provincial managers formulate policies and strategies for the province in the context of the Government Immovable Asset Management Act 2007 – GIAMA (Act No. 19 of 2007). In a corresponding way, the Provincial Departments should set policies and strategies within which local managers plan their activities according to their particular circumstances.

In line with the rest of Government, this top-down/ bottom-up approach planning process in the Public Works Sector will assume increasing importance as the GIAMA is implemented. Provincial Public Works plans should be informed by the socio-economic state of the nation and should specifically promote infrastructure planning and development.

This report is divided into six sections. Section one introduces the report while the next section provides a brief discussion on the regulatory requirements. Section three lists the Provinces that attended the workshop. The methodology used in the development of the CPIs is explained in section four. Section five provides the CPIs agreed on by the Provinces. The last section concludes the report.

### 3. Regulatory requirements for customized indicators for the Provincial Departments of Public Works

The National Treasury released a Framework for Managing Programme Performance Information (FMPPi) in 2007 with the intention to clarify definitions and standards for performance information in support of regular audits, improve integrated structures, systems and processes required to manage performance information and promote accountability and transparency by providing Parliament, provincial legislatures, municipal councils and the public with timely, accessible and accurate performance information. Chapter 7 of the FMPPi - Roles And Responsibilities under section 7.3 (National Departments responsible for concurrent functions) states that the National Departments responsible for concurrent functions need to be directly involved in developing the systems and structures to collect performance information on these functions across all spheres of Government. This will ensure some degree of standardization. The National Departments responsible for concurrent functions also need to play a supporting role, helping Provincial Departments to manage performance information, and providing systems training. The National Departments should also monitor the performance information produced by their provincial counterparts and use it to evaluate the overall delivery of services within their sector.

Performance indicators should relate to the provision of goods and services as such describe the interface between Government and the public. This, therefore, means that both the National and Provincial Departments need to get the right information in the right format to the right people at the right time.

#### 4. Public Works Sector Workshop

The July Workshop (23<sup>rd</sup> – 24<sup>th</sup> July 2014: Public Works, National, Pretoria)

The CPI's were developed in a workshop attended by the following Provinces:

1. Eastern Cape
2. Free State
3. Kwa-Zulu Natal
4. Mpumalanga
5. Northern Cape
6. Western Cape

For the revision of the 2014/15 CPI's and development of the 2015/16 CPI's, a total of 6 Provincial Departments attended. During/ in the workshop, commissions were set and each Province had to be represented as per the programme set for discussion in that commission. In the workshop attended on the 23<sup>rd</sup> and 24<sup>th</sup> of July 2014 in Pretoria [Department of Public Works - National], 3 commissions were established as follows:

Commission	Programme	Sub-programme	Name of Branch to facilitate the commission (NDPW)
<b>Commission 1</b>	Programme 2 (Public Works Infrastructure)	2.2 Planning 2.6 Immovable Asset Management	NDPW- AIM Branch
<b>Commission 2</b>	Programme 2 (Public Works Infrastructure)	2.3 Design 2.4 Construction	NDPW - Projects Branch
	Programme 2 (Public Works Infrastructure)	2.5 Maintenance 2.7 Facility operations	
<b>Commission 3</b>	Programme 3 (Expanded Public Works Programme)	3.2 Community Development	NDPW - EPWP Branch
	Programme 3 (Expanded Public Works Programme)	3.3 Innovation and Empowerment	
	Programme 3 (Expanded Public Works Programme)	3.4 Co-ordination and Compliance Monitoring	

These commissions were structured according to the Programme Budget Structure approved by the National Treasury.

The commissions deliberated on service delivery issues. The main driver of the development of these indicators was therefore to meet service delivery requirements. It must also be noted that Provinces

are at different stages / levels and or / phases in terms of business processes, operating models and structures set up toward achieving their set goals. Therefore, the actual output/ deliverables will vary across the Provinces. However, the CPI's set are common in that, even though processes differ, the deliverables are still achievable by all Provinces. This also implies that the sources of information / data collection will differ across Provinces [see technical indicator description].

In the technical indicator description, in the section on sources / collection of data, – the use of (/ - slash) between various sources documents means either/or, that is, any of the sources may be used against the CPI. As mentioned earlier, due to different business process, at provincial level, sources of data will also differ and that also means that the POE's of the various Provinces will also differ. This will be driven by the source type/ time to collect determined by business process, method and figures used to calculate and the extent of data limitation. The link between source/collection of data, method of calculation, data limitation and the construction of the POE and the business process on individual Provinces must always be considered when evaluating the programme.

In short, the business process of one Province may not be applicable in another Province (unless they all use similar process and at the same level of the processes). However, with regards to actual achievements of targets, a comparative analysis may be determined purely on the basis of contribution to service delivery by the Public Works Sector.

The difference in business processes does not preclude the Provinces from developing CPI's. The Provinces that participated in the workshop (23-24 July 2014 for 2015/16) agreed on the CPI's and technical indicator descriptions detailed in the following sections.

#### The October Workshop (30<sup>th</sup> – 31<sup>st</sup> October 2014: Provincial Public Works, Western Cape)

The following Provincial Departments of Public Works participated in the October Workshop for the reviewing of CPI's that will form part of the Provincial Annual Performance Plan

1. Eastern Cape
2. Kwa-Zulu Natal
3. Mpumalanga
4. Western Cape
5. Limpopo
6. Gauteng
7. North West

Northern Cape and Free State were not present however; they had signed the initial document that was done in July 2014. This document will still be sent to all provinces. In addition, there were representatives from AGSA and the Department of Performance Monitoring and Evaluation (DPME) in the presidency.



## 6. Methodology applied to review the customized indicators

Subsequent to the July 2014 Workshop, the draft Customised Performance Indicators for 2015/16 were circulated to all Provinces for further comments and inputs. A follow-up workshop in October was held to review and finalise the 2015/16 Customised Indicators. This workshop took place in the Western Cape.

No commissions were instituted during the Western Cape. Instead, each sub-programme with its objectives and purpose were thoroughly interrogated. This was done so to ensure that Customized performance indicators were aligned to the objectives as per the programme budget structure. The objective of each sub-programme was also revisited to ascertain the relevance.

The Technical Indicator Description which includes the section on definition, purpose, sources/ collection of data was also discussed for clearer understanding of the performance indicator. The Technical Indicator Description process considered the different business processes/ value chain at provincial level. This will be driven by the source type/ time to collect determined by business process, method and figures used to calculate and the extent of data limitation.



## 7. Core Performance Indicators

### 7.1 Programme 2: Public Works Infrastructure

#### 7.1.1 Sub Programme 2.2: Planning

#### Objectives of sub-programme:

- Management of the demand for infrastructure.
- Development, monitoring and enforcement of built sector and property management norms and standards
- Assist in the development of user asset management plans.
- Development of Custodian Management Plans.
- Development of Infrastructure Plans.
- Development of Infrastructure Implementation Plans

No.	2014/15 Revised Indicators		2015/16 New Performance Indicators	
	Annual Indicators	Quarterly Indicators	Annual Indicators	Quarterly Indicators
1.	CAMP submitted to the relevant treasury in accordance with GIAMA	n/a	CAMP submitted to the relevant treasury in accordance with GIAMA	n/a

#### Technical Indicator Description:

Indicator Title	CAMP submitted to the relevant Treasury in accordance with GIAMA
Short definition	The indicator requires the custodian to compile an annual Custodian Asset Management Plan in accordance with the prescripts of GIAMA and submit to the relevant Treasury.
Purpose / Importance	To request relevant Treasury for funding appropriate to custodian and user priorities.
Source / collection of data	User Asset Management Plans/ Immovable Asset Register/ Condition Assessments/ functional performance assessment
Method of calculation	One CAMP per custodian is required to be submitted to the relevant Treasury annually.
Data limitations	User department not submitting UAMPS, lack of data, condition assessments
Type of indicator	Output
Calculation type	Non-cumulative
Reporting Cycle	Annually
New Indicators	Revised

Desired performance	The actual performance should be the same as the desired performance
Indicator responsibility	Senior Manager

### 7.1.2 Sub Programme 2.3: Design

#### Objective of sub-programme:

- Design of new and upgrading building infrastructure – the intention is that plans should be ready for tender purpose and will include only 4 of the 6 procab stages namely [1] project inception,[2] concept design [3] design development and stage [4] projects documentation.

No.	2014/15 Revised Indicators		2015/16 New Performance Indicators	
	Annual Indicators	Quarterly Indicators	Annual Indicators	Quarterly Indicators
1.	n/a	Number of infrastructure designs ready for tender	Number of infrastructure designs ready for tender	Number of infrastructure designs ready for tender

#### Technical Indicator Description

Indicator title	Number of Infrastructure designs ready for tender
Short definition	Identifies the number of infrastructure designs ready for tender intended to facilitate the delivery of building infrastructure to user departments.
Purpose/importance	To ensure that infrastructure projects identified in the Infrastructure Project Implementation Plan are ready for tender to attract qualifying contractors to deliver building infrastructure.
Source/collection of data	IPIP / Infrastructure plans and tender documentation (Design stage 4 Procap)
Method of calculation	Simple count of the number of detailed designs ready for tender.
Target	The target is based on the number of infrastructure designs ready for tender.
Data limitations	Changes in tender specifications, scope creep, changes in design. Withdrawal of projects, additional projects.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
Indicator Status	Revised
Desired performance	Higher performance – More infrastructure designs ready for tender.
Indicator responsibility	Head of Branch

### 7.1.3 Sub Programme 2.4: Construction

#### Objective of sub-programme:

- New construction, upgrading and refurbishment and will entail two of the procab stages namely stage [5] Construction Period and Contract Administration and stage 6 project close out and debriefing

No.	2014/15 Revised Indicators		2015/16 New Performance Indicators	
	Annual Indicators	Quarterly Indicators	Annual Indicators	Quarterly Indicators
1.	n/a	Number of capital infrastructure projects completed within the agreed time period	Number of capital infrastructure projects completed within the agreed time period	Number of capital infrastructure projects completed within the agreed time period
2.	n/a	Number of capital infrastructure projects completed within agreed budget	Number of capital infrastructure projects completed within agreed budget	Number of capital infrastructure projects completed within agreed budget

#### Technical Indicator Description

Indicator title	Number of capital Infrastructure projects completed within the agreed time period
Short definition	Identifies the number of capital infrastructure projects which have been completed within the agreed contract period set for delivery and agreed contract extensions.
Purpose/importance	Maintain a record of capital infrastructure projects completed within the agreed contract period. The importance is to ensure that the capital infrastructure projects which have been completed and delivered are within the agreed contract period.
Source/collection of data	The information comes from a project management system maintained for capital infrastructure projects reflecting the start date and completion date of each project which is confirmed by a practical completion certificate. The information is collected from the responsibility managers/project managers. Variation Orders, Extension of time and or expansion of contract document and or relevant Procap Stage Report Agreements (PEP versions).
Method of calculation	Simple count of the number of capital infrastructure projects completed within the agreed contract period.
Target	The target is based on the number of capital infrastructure projects planned to be completed within the agreed time period.
Data limitations	Delays within the contract period, labour disputes and inclement weather conditions. vis major
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly

New indicator	No
Desired performance	Higher performance – more projects being executed and completed agreed contract period.
Indicator responsibility	Head of Branch

<b>Indicator title</b>	<b>Number of capital infrastructure projects completed within agreed budget</b>
Short definition	Identifies the number of capital infrastructure projects which have been completed within the agreed budget allocated for the delivery of projects.
Purpose/importance	Maintain a record of capital infrastructure projects completed within the agreed budget. The importance is to identify the number of projects completed within the agreed budget and keep track of overspending (if it has occurred)
Source of data or collection of data	The information comes from a project management system maintained for capital infrastructure projects reflecting the start date and completion date of each project which is confirmed by a practical completion certificate. The information is collected from the responsibility managers/project managers. Variation Orders, Extension of time and or expansion of contract document and or relevant Procap Stage Report Agreements (PEP versions).
Method of calculation	Simple count of the number of capital infrastructure projects completed within the agreed budget.
Target	The target is based on the number of capital infrastructure projects planned to be completed within agreed budget.
Data limitations	Delays within the contract period, labour disputes, inclement weather conditions and price fluctuations/increases.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired indicator	Higher – more projects being executed and completed within budget.
Indicator responsibility	Head of Branch