



Western Cape  
Government



Department of Transport and Public Works

**Annual Report**  
2020/21



Western Cape  
Government



Department of Transport and Public Works

**DTPW in pictures**

2020/21





**1 North Wharf  
SQUARE**

← V&A

**New rented Head Office accommodation for the Western Cape Education Department supports the delivery of school education opportunities in a multitude of ways.**



# We deliver health infrastructure

We deliver high-quality construction, upgrading and maintenance of health facilities across the Western Cape. Our fit-for-purpose infrastructure assists the provincial Department of Health to provide patient-centred care that people can rely on.



*The new Abbotsdale Clinic in Malmesbury brings primary healthcare services closer to the people of the Swartland Municipality and adjacent areas.*



*Extensions to the Helderberg Hospital improve district hospital-level services to people in Somerset West and surroundings.*



*The new Observatory Forensic Pathology Institute in Cape Town provides Level 4 forensic services aimed at extracting, analysing and preserving the integrity of evidence for use by the criminal justice system.*



*The new Observatory Forensic Pathology Institute has four dissection suites with six tables each, as well as two teaching and training dissection suites.*



*The new emergency centre at Helderberg Hospital enables the speedy delivery of emergency health services to Somerset West and surrounds.*

For the citizen, this means better opportunities to access high-quality public health care.




# We deliver education infrastructure


We are responsible for building and refurbishing school infrastructure for the Western Cape Education Department. Our infrastructure and maintenance projects provide high-quality teaching and learning facilities, and help to meet the growing demand for schooling.




The new Disa Road Altena Primary School brings quality primary education to children in Strand.



A chessboard at the new Disa Road Altena Primary School in Strand.



The new Seven Steps Academy was an old school repurposed for the use of deaf and hearing-impaired children.



The new PC Petersen Primary School brings quality education to learners in the rural area of Kylemore near Stellenbosch.



The design of PC Petersen Primary School provides a conducive environment for learning.

For the citizen, this means better access to school education opportunities.



# We deliver and manage government-owned infrastructure, land and buildings

We provide, upgrade and maintain office accommodation for provincial departments and agencies that render services to the residents of the Western Cape. Improving the efficiency and effectiveness of provincial property holdings is a high priority. Many of our projects apply best practice green design and construction standards to mitigate adverse environmental impacts, steward natural resources, and save money in the long term.



An old building was transformed into the Mossel Bay Shared Services Centre. It brings the services of the provincial departments of Social Development, Education, Health and Agriculture closer to the people of the Southern Cape.



For the citizen, this means better service delivery from the Western Cape Government and its agencies.



# We deliver provincial road infrastructure

Roads are critical enablers of the Western Cape's economic growth and they provide access to opportunities. Our work on provincial roads and on national roads in the province is focused on preserving surfaced roads, gravel roads, and bridges. Spending priorities are determined by, among other things, road condition, date of last refurbishment, the nature and volume of traffic, safety considerations, the number of people a road serves, the economic importance of a road, and the availability of alternative routes.

*A new interchange near the Saldanha Industrial Development Zone eases the flow of traffic to the Port of Saldanha and adjacent areas and helps to stimulate economic growth in the Western Cape.*

*The N1 is one of Cape Town's busiest roads. To minimise traffic disruption, repair work has been taking place in one lane at a time, and road closures are undertaken only at night and on weekends.*

*Periodic maintenance of provincial roads like the R61 between Beaufort West and Aberdeen is essential for supporting the economic well-being of the Western Cape.*

For the citizen, this means better access to work opportunities, economic opportunities, and social amenities.



# We provide apprenticeship training and coordinate the EPWP in the Western Cape

*The Expanded Public Works Programme (EPWP) creates short-term work opportunities for local people in public works projects across the Western Cape. These EPWP participants are working at the Conradie Park building site in Pinelands.*

We provide skills development opportunities through the construction and maintenance of buildings and facilities. We do this through:

- including unemployed young people in construction-related trades as part of the National Youth Service Programme; and
- providing artisanal training to apprentices in trades like electrical wiring, welding, carpentry, and plumbing.

Our Apprenticeship Programme provides contract-based practical and theoretical training to trainees over four years.

The Expanded Public Works Programme focuses on supporting labour-intensive public infrastructure development coupled with skills development training for participants. Activities include:

- giving unemployed people access to temporary paid work;
- helping unemployed people develop their skills and gain practical work experience; and
- through providing on-the-job work experience and skills training, improving the chances that participants will be able to find jobs or start their own businesses.



*EPWP participants receive training in construction-related skills.*



*EPWP participants receive hands-on training during their short-term contracts.*

For qualifying citizens, this provides opportunities for construction-related skills training, apprenticeship training, short-term employment opportunities and construction-related skills training.



# We develop emerging contractors

Through our Contractor Development Programme (CDP), we offer structured training to enhance the skills and business expertise of emerging construction enterprises in the Western Cape. The course has a modular design so that participants can continue to actively run their construction businesses while they study.



*A recent group of participants attending a CDP training event.*



*Participants interpret plans at a CDP training event.*



*Practical assignments are supplemented with theoretical input at CDP training events.*



*Practical demonstration of surveying equipment at a CDP training event.*

For qualifying citizens, this means access to enterprise development and empowerment opportunities.



## We support professional development



Through our Professional Development Programme and Graduate Development Programme, we enable newly appointed graduates and current employees of the Department to acquire the exposure, experience and training required by the bodies that govern the built environment and engineering professions. This is a key component of the Department's ongoing work to address the shortage of transport, built environment and engineering professionals in the Western Cape.

For qualifying citizens, this means better access to professional registration opportunities.

## We offer bursaries to deserving tertiary-level students



For qualifying citizens, this means access to tertiary education to acquire scarce and critical skills.



# We support integrated transport planning and public transport networks

People should be able to meet their daily transport needs in comfort, in safety, and at reasonable cost. In order to support this aim, we assist the 29 Western Cape municipalities outside the City of Cape Town to review their integrated transport plans and to develop locally appropriate public and non-motorised transport for their areas of jurisdiction. Our aim is to see the development of appropriate public transport and non-motorised transport solutions across the province. We promote accessibility and the safe, affordable movement of people, goods and services through transport infrastructure that is sustainable, integrated, and environmentally sustainable. An example is the George Integrated Public Transport Network (GIPTN). The Go George scheduled bus service is the first complete integrated transport system outside a major South African city.

Shortly after the COVID-19 pandemic began, the Department launched the Red Dot taxi initiative in partnership with the taxi industry. Red Dot provided safe transport for members of the public to and from quarantine and isolation facilities, and safe transport home for public health workers.



*Personal protective equipment keeps drivers and passengers safe.*



*Applying the Red Dot sticker.*



*Red Dot taxis are clearly marked.*



*Red Dot was a partnership with the taxi industry.*



*A protective shield between the driver and passengers.*

For citizens, this means better access to transport in the Western Cape.



# We manage public transport operations

Effective public transport operations are an essential service, and they help to reduce traffic congestion. Together with the City of Cape Town, we support the Dial-a-Ride service that meets key public transport needs of special needs passengers. We also subsidise bus services in the Cape Metropolitan Area provided by Golden Arrow Bus Services (GABS).



*Golden Arrow Bus Services provides subsidised scheduled bus services to commuters in the Cape Metropolitan Area.*



*Subsidised public transport is provided for passengers with special needs in Cape Town and George.*



*The Go George scheduled bus service is the first complete integrated transport system outside a major South African city.*

For citizens, this provides better access to public transport in the Western Cape.



# We improve road safety and enforce road traffic law



Road safety depends on effective traffic law enforcement, education, engineering, and evaluation.

Our activities include:

- the only 24-hour a day, 7-day a week traffic service in South Africa;
- high-quality training at Gene Louw Traffic College;
- regular integrated enforcement operations, including alcohol blitz roadblocks, vehicle checkpoints, and permit inspections;
- specialised operations using advanced technology and integrated data management to improve traffic and transport law enforcement; and
- road safety awareness and education campaigns and programmes for high-risk road users in schools and communities.

*Regular inspections like this one in Rawsonville help to keep our roads safe.*



*Roadblocks like this one near Caledon helps to curb fatigued driving.*



*Roadblocks help to ensure that vehicles in use are roadworthy.*





*Checks on transport operator licences help keep commuters safe.*



*Visible traffic law enforcement encourages compliance with the law.*



*Traffic safety awareness-raising takes place at roadblocks and weighbridges.*



*Junior traffic training centres help children develop good road safety habits.*



*Children get to learn the rules of the road in a safe, simulated traffic environment.*



*Road safety training is conducted by qualified personnel.*

For citizens, this helps to make our roads safer.



# We support mixed-use development on well-located land



Mixed-use, mixed-income development on well-located state land can help meet the need for housing, employment, recreation and education in a single place. This “live-work-play-learn” design philosophy emphasises green design and public transport. It will help address the spatial legacy of apartheid by providing housing for people from a variety of income levels in the same place.

The former Conradie Hospital site in Pinelands is a pilot site for testing this approach. It comprises a mix of social housing, open market housing, recreational facilities, schools and businesses. A total of 49% of the units to be built at Conradie Park will be affordable, grant-funded housing.

*Residential building under construction at Conradie Park.*



*An emerging live-work-play-learn environment at Conradie Park.*

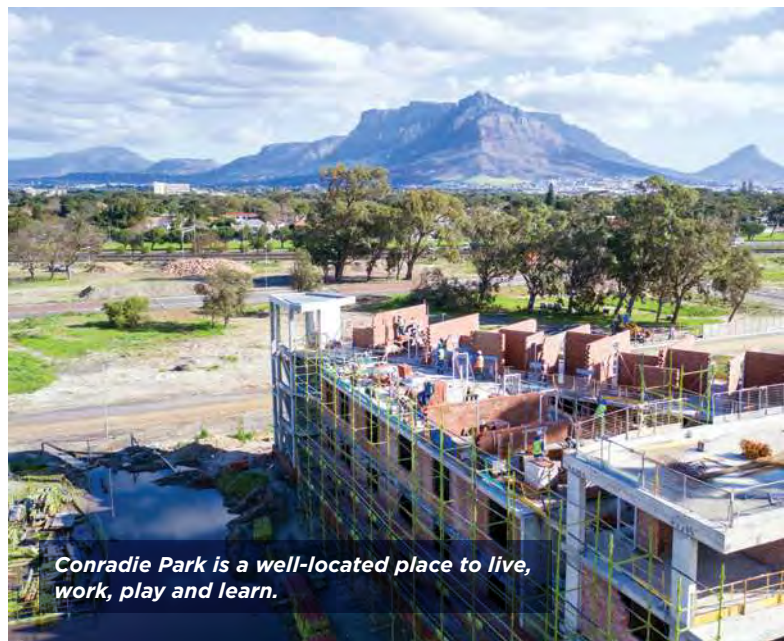




*The provision of certain bulk services is grant-funded to enhance affordability.*



*Conradie Park has good access to road and railway transport options.*



*Conradie Park is a well-located place to live, work, play and learn.*

For citizens, this means better opportunities to live, work, play and learn on well-located land.



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The Department of Transport and Public Works tirelessly pursues the delivery of infrastructure and transport services that is: inclusive, safe and technologically relevant, seeking to heal, skill, integrate, connect, link and empower every citizen in the Western Cape, driven by passion, ethics and a steadfast commitment to the environment and our people as our cornerstone. Our ultimate goal remains to create enabled communities living dignified lives #JUSTdignity.



**Western Cape  
Government**





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Transport and Public Works

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# DEPARTMENT OF TRANSPORT AND PUBLIC WORKS

Western Cape Government

VOTE 10

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# A General Information





# Part A: General Information

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## 1. Department's general information

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## 2. Acronyms

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AARTO	Administrative Adjudication of Road Traffic Offences Act, 1998
ACFE	Association of Certified Fraud Examiners
AFC	Automatic fare collection
AFS	Annual Financial Statements
AGM	Annual general meeting
AGSA	Auditor-General of South Africa
ANPR	Automatic Number Plate Recognition system
AO	Accounting Officer
AOS	Provincial Treasury Draft Accounting Officer System
APP	Annual Performance Plan
BAS	Basic Accounting System
BBBEE	Broad-based black economic empowerment
BFMP	Building Facilities Management Programme
BCP	Business continuity plan/ business continuity planning
BLMEP	Better Living Model Exemplar Project
BMC	Bicycle Mobility Consortium
BMI	Body mass index
bn	Billion
CATA	Cape Amalgamated Taxi Association
CBD	Central business district
CD	Chief Director
C-ei	Centre for e-Innovation, DotP
CETA	Construction Education and Training Authority
CFO	Chief Financial Officer
CIDB	Construction Industry Development Board
CIPC	Companies and Intellectual Property Commission
CIS	Construction information sessions
CoCT	City of Cape Town
CODETA	Congress of Democratic Taxi Associations
COE	Compensation of employees
CRM	Client Relations Management system
CSC	Corporate Services Centre (DotP)
CSD	Central Supplier Database
CTICC	Cape Town International Convention Centre
CYCC	Child and youth care centre
DCGIP	Departmental Corporate Governance Improvement Plan
DDG	Deputy Director-General
DEDAT	Department of Economic Development and Tourism
D: ERM	Directorate: Enterprise Risk Management (DotP)
DLTC	Driving licence testing centre
DORA	Division of Revenue Act (annual)



DotP	Department of the Premier
DPSA	Department of Public Service and Administration
DRE	District Roads Engineer
DRTMCC	District Road Traffic Management Coordinating Committee
DSP	District Safety Plan
DTIC	Department of Trade, Industry and Competition
DTPW	Department of Transport and Public Works
ECSA	Engineering Council of South Africa
EE	Employment equity
EFT	Electronic funds transfer
e-G4C	e-Government for Citizens, DotP
EHW	Employee health and wellness
EHWP	Employee Health and Wellness Programme
EMPIA	Empowerment Impact Assessment tool
EPWP	Expanded Public Works Programme
ERM	Enterprise risk management
ERMCO	Ethics and Enterprise Risk Management Committee
ETIR	Empowerment targets implementation report
FCA	Facility condition assessment
FETC	Further Education and Training Certificate
FG	Directorate: Financial Governance
FTE	Full-time equivalent
GABS	Golden Arrow Bus Services
GG	Government Garage
GIAMA	Government Immovable Asset Management Act, 2007
GIPTN	George Integrated Public Transport Network
GMT	Government Motor Transport
GPEP	Graduate Professional Engineering Programme
HCT	HIV and AIDS counselling and testing
HDI	Historically disadvantaged individual
HEI	Higher education institution
HIA	Heritage impact assessment
HOD	Head of Department
HR	Human resources
IAR	Immovable Asset Register
ICT	Information and communication technology
IPTN	Integrated public transport network
IT	Information technology
ITH	Integrated Transport Hub (previously Integrated Transport Intelligence Hub)
ITP	Integrated transport plan/ planning
IYM	In-Year Monitoring
JTTC	Junior traffic training centre
LOGIS	Logistical Information System
LRA	Labour Relations Act, 1995
m	Million
m <sup>2</sup>	square metre



MBT	Minibus taxi
MEC	Member of the (provincial) Executive Council (Provincial Minister)
MERSETA	Manufacturing, Engineering and Related Services Sector Education and Training Authority
MR	Main road
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NaTIS	National Traffic Information System
NGO	Non-governmental organisation
NLTA	National Land Transport Act, 2009
NMT	Non-motorised transport
NPA	National Prosecuting Authority
NQF	National Qualifications Framework
NRTA	National Road Traffic Act, 1996
NT	National Treasury
NTI	National Treasury Instruction
NYS	National Youth Service
OHS	Occupational health and safety
PAC	Public Accounts Committee
PAIA	Promotion of Access to Information Act, 2000
PAJA	Promotion of Administrative Justice Act, 2000
PAY	Premier's Advancement of Youth (programme)
PDP	Professional Development Programme
PERMIS	Performance Management Information System
PERSAL	Personnel and Salary System
PFMA	Public Finance Management Act, 1999
PFS	Provincial Forensic Services
PLTF	Provincial Land Transport Framework
PPE	Personal protective equipment
PPP	Public-private partnership
PPRs	Preferential Procurement Regulations
PRASA	Passenger Rail Agency of South Africa
PRE	Provincial Regulatory Entity
PRMG	Provincial Roads Maintenance Grant
PSCBC	Public Service Coordinating Bargaining Council
PSP	Provincial Strategic Plan/ professional service provider
PSR	Public Service Regulations
PSRMF	Public Sector Risk Management Framework
PSTP	Provincial Sustainable Transport Programme
PTI	Provincial Treasury Instruction
PTNG	Public Transport Network Grant
PTOG	Public Transport Operations Grant
PTRS	Provincial Transport Regulation System
PV	Photovoltaic
Q&I	Quarantine and isolation
QME	Quality Management and Evaluation component of DTPW Traffic Training and Development

QMS	Queue Management System
R&D	Research and development
RAMP	Road Asset Management Plan
RAMS	Road Asset Management System
RBT	Random Breath Testing programme
RCAM	Road Classification and Access Management Guidelines
RFP	Request for proposals
RISFSA	Road Infrastructure Strategic Framework for South Africa
RNIS	Road Network Information System
RPM	Rational Portfolio Management system
RSM	Directorate: Road Safety Management/ Restricted Movement System
SANRAL	South African National Roads Agency
SANTACO	South African National Taxi Council
SAPS	South African Police Service
SARS	South African Revenue Service
SCM	Chief Directorate: Supply Chain Management/ supply chain management
SDIP	Service Delivery Improvement Plan
SHERQ	Safety, health, environment, risk and quality
SHI	Social Housing Institute
SHRA	Social Housing Regulatory Authority
SITA	State Information Technology Agency
SIU	Special Investigating Unit
SL	Salary Level
SLA	Service level agreement
SME	Small and medium enterprise
SMME	Small, medium and micro-enterprise
SMS	Senior Management Service/ short message service
SNPs	Special needs passengers
SOP	Standard operating procedure
STEP	Safety in Traffic Education Programme
STI	Sexually transmitted infection
TB	Tuberculosis
TCC	Transport Coordinating Committee
TETA	Transport Education and Training Authority
TLE	Directorate: Traffic Law Enforcement
TMH	Technical Methods for Highways
TOR	Terms of reference
TR	Trunk road
TRH	Technical Recommendation for Highways
TRUP	Two Rivers Urban Park
U-AMP	User Immovable Asset Management Plan
UCT	University of Cape Town
USSD	Unstructured supplementary service data ("quick code")
UTS	Umanyano Travel Services
VIP	Vision Inspired Priority
VSSC	Vangate Shared Services Centre



VTS	Vehicle testing station
WCBD	Western Cape Bid Document
WCED	Western Cape Education Department
WCFDM	Western Cape Freight Demand Model
WCG	Western Cape Government
WCIF	Western Cape Infrastructure Framework
WCSEB	Western Cape Supplier Evidence Bank

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### 3. Foreword by the Provincial Minister

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When I assumed office as Minister of Transport and Public Works at a Department with an extensive portfolio that directly or indirectly touches the life-journeys of all our citizens, I committed myself to building on the vision of enabled communities leading dignified lives.

I am particularly humbled by the management and staff consistently putting the citizen at the centre of delivery in their singular and tireless pursuit to improve people's lives. This is at the heart of the Department's vision and strategy. This vision is underpinned by a high level of ethical conduct, adherence to good governance standards, and delivery of quality services. These fundamentals are evident in the Department obtaining consecutive clean audit reports and its spending of 98.5 per cent of its allocated budget despite the impact of the lockdown restrictions.

These are no small feats when considered in the broader context of the COVID-19 pandemic. This compelled us to redirect our efforts and budgets to focus on mitigating the impact of the pandemic itself and the consequent economic decline while still meeting its mandate as DTPW.

I am excited by the Department's use of technology and innovation to address difficult and complex societal problems across the spectrum of its portfolio. In particular the refinement of the technology-based equipment used by our Provincial Traffic Officers in our commitment to make the Western Cape roads safer. Similarly, its concerted effort to improve its own human capital and that of the built- and construction sector at large, lays a solid foundation to address the challenges of the future.

I have pledged my willingness to engage key stakeholders about the complexities of the system so that we can form effective partnerships to improve our strategies to enhance safety, improve the job creation potential of our portfolio, identify land that can be released for integrated human settlements, increase the efficiency of public transport services, eradicate violence and instability in the public transport sector and enhance the dignity of citizens of this province.



Daylin Mitchell  
Provincial Minister of Transport and Public Works  
Date: 11/10/2021



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## 4. Report of the Accounting Officer (AO)

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### 4.1 Overview of the operations of the DTPW

Through the DTPW vision of “enabled communities leading dignified lives #JustDignity”, we strive to put the citizen at the centre of development. This is in fulfilment of our commitment to the national goals reflected in the National Development Plan and the Medium-Term Strategic Framework, as well as the values and aspirations of the Constitution of the Republic of South Africa, 1996.

In accordance with the Provincial Strategic Plan and Provincial Recovery Plan, the Department leads the infrastructure component of Vision Inspired Priority (VIP) 4: Mobility and Spatial Transformation aimed at creating a spatially transformed province in which residents live in well connected, vibrant, climate-resilient, sustainable locations and move around efficiently on safe, affordable, low carbon public transport. Progress was made in the year under review in creating better linkages between places through safe, efficient and affordable public transport with our ground-breaking, multifaceted, Provincial Sustainable Transport Programme (PSTP).

The PSTP has a strong focus on improving public transport, including bus services, minibus taxi (MBT) transformation, intelligent use of data, safe and reliable rail services, and the provision of non-motorised transport solutions. Our plans and consultations are well underway to extend cashless, smartcard-based Go George bus services to areas of Thembalethu, which will be the largest phase of the network with the highest passenger numbers. During the past year, the Department launched its Blue Dot Taxi programme in conjunction with the minibus taxi industry. Blue Dot aims to improve the quality and safety of services to passengers, empower and transform the industry, and address illegal operations and violent conflict. The programme is incentive-based and includes the participation of eight new companies formed by the taxi industry. This innovative empowerment and transformation initiative is a first for South Africa.

The DTPW is continuing to deliver transformative mixed-use, mixed-income neighbourhood settlements that are inclusive and efficient, such as the Conradie Better Living Model Exemplar Project (BLMEP) and the Founders’ Garden/ Artscape Precinct project. The BLMEP will create affordable, integrated housing opportunities close to the Cape Town central business district (CBD) and transform the space into an integrated place where people can live, work, play and learn.

The Department is a key contributor to VIP 1: Safe and Cohesive Communities, which aims to ensure that the Western Cape is a place where residents and visitors are safe, can live free of fear, and where their perception of safety improves. In this regard, the DTPW Integrated Transport Hub (ITH) has enabled data-driven coordination in support of safe transport infrastructure-focused initiatives aimed at increasing safety on roads and public transport spaces. Work continues to improve rail safety and functionality, particularly on the important Central Line in Cape Town.

The Department has demonstrated that it is a key contributor to all three specific focus areas of the Western Cape Provincial Recovery Plan: Jobs, Safety and Well-being. It has

done this by leveraging its infrastructure portfolio, technology systems, Expanded Public Works Programme (EPWP) coordination role, and provincial traffic law enforcement responsibility.

The Department continues to invest in economic and social infrastructure and protecting its existing core infrastructure assets in recognition of the critical role well maintained and strategically leveraged infrastructure plays in addressing the spatial transformation imperative of our society. Within the context of fiscal risk to these noble objectives, we came to realise that our decisions and trade-offs have to be informed by a moral and ethical paradigm that prioritises the poor and marginalised, and that is informed by the generational impacts of disadvantage.

In the area of COVID-19 mitigation and recovery, the Department is proud of the role it has played, and continues to play, in support of the overall health response. The DTPW provided quarantine and isolation (Q&I) facilities as well as purposefully designed transport initiatives, namely patient transport to Q&I facilities (Red Dot), transportation of frontline health care workers (Red Dot Lite), and transport for discharged patients from medical facilities (Red Dot Like). Red Dot was a groundbreaking partnership between the DTPW and the South African National Taxi Council's (SANTACO) dedicated operating company Umanyano Travel Services (Pty) Ltd. This partnership continues as we confront the third wave of the pandemic.

The Department's **operating environment** is characterised by rapid advances in information and communication technology (ICT), the COVID-19 pandemic and associated mitigation and recovery responses, accelerating climate change, increasing socio-economic inequality and instability exacerbated by the pandemic, an increasingly constrained fiscus, and an increase in the demand for services.

In order to maintain its relevance and ability to effectively address increasingly complex problems, the Department has embarked on an ambitious process of renewal and instilling future value through investing in people and their capabilities, a radical re-engineering of business processes supported by innovative ICT systems, research and development (R&D), and improvements in our relationships with customers and key stakeholders.

## 4.2 Events

COVID-19 regulations placed very strict limitations on public engagements. The bulk of events that usually occur annually, such as the Long Service Awards, were cancelled. Table 1 describes key departmental events during 2020/21.



Table 1: Key departmental events

Nor.	Date	Event	Description
1	21 October 2020	Official opening of upgrades to Baden Powell Drive	Provincial Minister Bonginkosi Madikizela opened the upgraded Baden Powell Drive on 21 October 2020. Construction of this R283 million project commenced in April 2018 and was scheduled to be completed on 14 April 2020. However, the project was delayed due to delays in other linked projects as well as the ongoing COVID-19 pandemic. The original Baden Powell Drive was constructed in 1970 and consisted of a single carriageway in both directions. This road has now been upgraded to a double carriageway. Traffic along the route fluctuates considerably with high seasonal and weekend peaks because it is one of the main gateways to the Stellenbosch Wine Route area and is a commuter route between Stellenbosch and Cape Town. The route is also utilised by pedestrians and cyclists to access employment and leisure opportunities on the surrounding wine farms and residential estates.
2	3 December 2020	Western Cape Road Safety Plan festive season launch	This coordinated set of inter-provincial plans brings together the efforts of various law enforcement agencies to help ensure compliance with all vehicle and driving safety requirements through enforcement, fatigue management, and the prohibition on driving under the influence of alcohol. Various information technology (IT)-enabled strategies are being used to enforce compliance with road safety laws and regulations.
3	4 February 2021	Official opening of the Mossel Bay Shared Services Centre	This R60 m capital project to rehabilitate an existing building in Marsh Street and turn it into the Mossel Bay Shared Services Centre was completed in September 2020 and launched on 4 February 2021. Occupation of the facility was delayed by a COVID-19-related shortage of the steel needed for manufacturing furniture. The project created 48 jobs for the community of Mossel Bay, and created top-class offices for four Western Cape Government departments: the provincial Department of Health; the provincial Department of Agriculture; the provincial Department of Social Development; and the Western Cape Education Department (WCED).
4	4 March 2021	Blue Dot launch	Provincial Minister Bonginkosi Madikizela launched the Blue Dot Taxi Pilot Project at Gene Louw Traffic College on 4 March 2021. As the largest provider of public transport services, the minibus taxi industry delivers an essential service that is vital to the functioning of the economy. However, these services are also characterised by safety and quality problems, as well as illegal operations and violent conflict. The industry's existing economic fundamentals incentivise fare-chasing, overloading, destructive competition, recruitment of illegal operators, and route contestation. The Blue Dot pilot, which was scheduled to run for nine months, saw the participation of more than 600 operators and up to 1 300 vehicles, distributed across all regions of the province, in a new incentive programme which reward improved driving behaviour and service quality, while encouraging reduced instances of illegal operations and violent conflict.

Nor.	Date	Event	Description
5	30 March 2021	Western Cape Road Safety Plan Easter launch	This coordinated set of inter-provincial plans brings together the efforts of various law enforcement agencies to help ensure compliance with all vehicle and driving safety requirements through enforcement, fatigue management, and the prohibition on driving under the influence of alcohol. Various IT-enabled strategies are being used to enforce compliance with road safety laws and regulations.

### 4.3 Overview of the financial results of the DTPW

#### Departmental receipts

Table 2 provides information on departmental receipts.

Table 2: Departmental receipts

Departmental receipts	2020/21			2019/20		
	Estimated amount R'000	Actual amount collected R'000	(Over)/ under collection R'000	Estimated amount R'000	Actual amount collected R'000	(Over)/ under collection R'000
Tax receipts						
Motor vehicle licences	1 797 454	1 875 326	(77 872)	1 617 482	1 804 408	(186 926)
Sale of goods and services other than capital assets	98 705	101 440	(2 735)	103 037	145 681	(42 644)
Interest, dividends and rent on land	-	541	(541)	-	281	(281)
Sale of capital assets	-	15 255	(15 255)	-	29	(29)
Transactions in financial assets and liabilities	423	12 254	(11 831)	7 151	14 417	(7 266)
Transfers received	-	-	-	-	-	-
Fines, penalties and forfeits	288	1 351	(1 063)	273	3 810	(3 537)
<b>Total</b>	<b>1 896 870</b>	<b>2 006 167</b>	<b>(109 297)</b>	<b>1 727 943</b>	<b>1 968 626</b>	<b>(240 683)</b>

An over-collection of R109.297 m or 5.76 per cent was realised on departmental receipts for the 2020/21 financial year. In the previous financial year, the over-collection on receipts amounted to R240.683 m or 13.93 per cent. The decrease in over-collections compared to those of the previous year is R131.386 m or 54.59 per cent. The decrease can mainly be attributed to COVID-19 and the resultant National State of Disaster that led to an under recovery on leases due to rental holidays being provided to tenants dealing with the impact of COVID-19, as well as slower growth in the number of vehicles.



Motor vehicle licence revenue continues to dominate departmental own receipts (93.5 per cent), with the remainder consisting mainly of abnormal load licences, operating licences, special motor vehicle licence numbers, course fees, rental of office buildings, fines, penalties and forfeits. The entry in the item "sale of capital assets" includes receipts from the sale of the Woodstock hospital, erf 690 Piketberg and portion 34 of farm no. 918, and the sale of road construction and maintenance plant equipment (yellow fleet). The number of registered vehicles declined from 2 067 700 as at 31 March 2020 to 2 054 945 and as at 31 March 2021, a net decrease of 12 755 motor vehicles or 0.61 per cent.

There was a net decrease in the number of special licence plates of 4 821 or 51.48 per cent from 9 364 as at 31 March 2020 to 4 543 as at 31 March 2021. The number of abnormal load permits issued in the year under review decreased by 1 766 or 18.39 per cent from 9 603 as at 31 March 2020 to 7 837 as at 31 March 2021.

The increase in the item "transactions in financial assets and liabilities" mainly relates to receipts related to the previous financial year for arrear property rentals, accident and other claims, and refunds of transfer payments from municipalities.

Write-offs to the value of R2.712 m were made for the year under review, mainly as a result of bad debt, damages to Government Garage (GG) vehicles, road construction and maintenance plant equipment.

### Details of tariffs charged by the DTPW

Tariffs determined at provincial level are described below.

- Motor vehicle licence fees: These fees are governed by the National Road Traffic Act, 1996 (Act 93 of 1996) (NRTA). In concurrence with the Provincial Treasury, the Provincial Minister of Transport and Public Works implemented an average tariff increase of 4.5 per cent effective from 1 April 2020.
- Impoundment fees: These fees are governed by the National Land Transport Act, 2009 (Act 5 of 2009) (NLTA) and the NRTA. There is a proposed agreement at national level to table one impoundment tariff in all provinces which needs to be finalised and therefore the existing approved tariffs remain the same.
- Gene Louw Traffic College course fees: These fees are governed by the Public Finance Management Act, 1999 (Act 1 of 1999) (PFMA). An average tariff increase of 5.1 per cent was implemented with effect from 1 April 2020.
- Leasing of State housing: The prescribed tariffs are applied as contemplated in the PFMA.
- Leasing of government-owned buildings: As contemplated in the PFMA, agreements are entered into at market-related tariffs or as otherwise approved by the Provincial Treasury.

Tariffs determined at national level are described below.

- Exemption permit fees: These fees are governed by the NRTA.
- Special discrete motor vehicle and personalised licence number fees: These fees are governed by the NRTA. The tariffs determined by the Minister of Transport and brought into effect on 1 February 2003 remained unchanged.

- Miscellaneous fees: These fees are governed by the NRTA. The tariffs which are determined by the Minister of Transport and brought into effect on 1 April 2010 remained unchanged.
- Operating licence fees: These fees are governed by the NLTA. The tariffs determined by the Minister of Transport and brought into effect on 17 December 2009 remained unchanged.
- Provincial traffic escort services fees (abnormal loads): These fees are governed by the NRTA and the tariff remained unchanged.

## Programme expenditure

Table 3 provides more detail on programme expenditure.

Table 3: Expenditure per Programme

Programme name	2020/21			2019/20		
	Final appropriation R'000	Actual expenditure R'000	(Over)/ under expenditure R'000	Final appropriation R'000	Actual expenditure R'000	(Over)/ under expenditure R'000
Administration	366 407	361 187	5 220	305 611	305 611	-
Public Works Infrastructure	2 353 093	2 309 446	43 647	2 152 964	2 146 723	6 241
Transport Infrastructure	3 131 485	3 071 150	60 335	3 639 441	3 635 613	3 828
Transport Operations	1 706 254	1 704 253	2 001	1 518 321	1 517 921	400
Transport Regulation	962 343	945 643	16 700	884 319	884 319	-
Community-Based Programmes	55 552	51 518	4 034	56 932	56 932	-
<b>Total</b>	<b>8 575 134</b>	<b>8 443 197</b>	<b>131 937</b>	<b>8 557 588</b>	<b>8 547 119</b>	<b>10 469</b>

The DTPW spent 98.5 per cent of its budget allocation for the year under review. In the previous financial year, the spending was 99.9 per cent of the budget allocation. The decrease in actual expenditure, when compared to the previous year's expenditure, is 1.2 per cent.



### Programme 1: Administration

The filling of posts was slower than planned due to the impact of COVID-19 and resultant National State of Disaster, which also resulted in reduced expenditure on related computer equipment.

### Programme 2: Public Works Infrastructure

Lower occupancy levels of government buildings resulting in a decrease in municipal service costs as a result of COVID-19 and the ensuing National State of Disaster, underspending on municipal property rates accounts with outstanding balances not received from municipalities before financial year end, and a memorandum of agreement with Saldanha Municipality to fund the design and construction of the access road linking the Louwville community to the Community Day Centre, were not finalised before financial year-end.

### Programme 3: Transport Infrastructure

The impact of COVID-19 on the construction environment led to underspending on infrastructure projects and a number of municipalities did not finalise their infrastructure projects as planned and could therefore not claim their subsidies for the construction and maintenance of transport infrastructure during the 2020/21 financial year.

### Programme 4: Transport Operations

A transfer payment to the City of Cape Town (CoCT) for the improvement of public transport was not made due to an amendment to the framework being required.

### Programme 5: Transport Regulations

The filling of posts was slower than planned due to the impact of COVID-19 and resultant National State of Disaster.

### Programme 6: Community Based Programmes

Skills development programmes such as the National Youth Service (NYS Phase 12) and Artisan Programme were delayed due to the impact of COVID-19 and resultant National State of Disaster.

## 4.4 Virements and rollovers

### Virements

Table 4 provides details on virements effected in the year under review.

Table 4: Virements for 2020/2021

Main Division from	To	R'000	Reason
2. Public Works Infrastructure	1. Administration	669	To provide for the Masakh'iSizwe Bursary Programme.
	4. Transport Operations	3 335	To provide for the development and enhancement of financial and supply chain management tools.

Main Division from	To	R'000	Reason
	4. Transport Operations	22 124	To provide for the Red Dot service to transport public sector healthcare workers and the public to and from quarantine and isolation facilities.
	5. Transport Regulation	12 304	To provide for the Safely Home road safety marketing campaign.
3. Transport Infrastructure	5. Transport Regulation	52 898	To provide for the purchase of in-vehicle technology for traffic vehicles.
5. Transport Regulation	4. Transport Operations	434	To provide for Compensation of Employees
6. Community Based Programmes	1. Administration	2 597	To provide for advertising and information related to COVID-19.

## Rollovers

Table 5 provides details on rollovers requested from 2019/20 to 2020/21.

Table 5: Rollovers requested from 2019/20 to 2020/21

Programme	R'000	Purpose
Programme 2: Public Works Infrastructure	2 533	To provide for the refurbishment of office accommodation for the Department of Education.
	5 725	To fund the design and construction of the access road linking the Louwville community to the Community Day Centre in Saldanha.
Programme 3: Transport Infrastructure	1 879	To fund the rehabilitation and reconstruction of Long and Station Street, Great Brak River, Mossel Bay.
	332	To fund the rehabilitation and reconstruction of Van Breda Bridge B2575, Ceres.
<b>Total</b>	<b>10 469</b>	

## 4.5 Revenue retention

Table 6 provides details on revenue retained from 2019/20 to 2020/21.

Table 6: Revenue retained from 2019/20 to 2020/21

Programme	R'000	Purpose
n/a	-	n/a

## 4.6 Unauthorised, irregular and fruitless and wasteful expenditure

The reasons for unauthorised, irregular and fruitless and wasteful expenditure identified in 2020/21, amounts involved, and steps taken to prevent recurrence, are set out below.



### Unauthorised expenditure

File number	Description	Amount	Corrective steps
-	-	Nil	-

### Fruitless and wasteful expenditure

File number	Description	Amount	Corrective steps
FC 3/6/1/4/159	Theft of diesel	R15 089.00	A debt has been raised to recover the expenditure. The official left the service of Western Cape Government (WCG). Case reported to the South African Police Service (SAPS). The official's profile was flagged on PERSAL.

### Irregular expenditure

The table below shows the cases that emerged in 2020/21.

File number	Description	Amount	Corrective steps
FC 3/6/1/4/158	Paragraph 8.1 and 8.2 of National Treasury SCM* Instruction Note 3 of 2016/2017 and SCM delegation items.	R16 810.00	Employee Relations to institute progressive disciplinary action.
FC 3/6/1/4/160	Inaccurate assessment and awarding of quotations due to conflicting supply chain prescripts.	R8 014 528.87	SCM instruction issued.

\* Supply Chain Management.

## 4.7 Strategic focus over the short to medium term period

The following legislative and policy matters will be undertaken:

- The Western Cape Immovable Asset Management Act and its regulations are being drafted to replace the Western Cape Land Administration Act;
- The Western Cape Provincial Road Traffic Administration Act will be amended to make provision for the Provincial Minister to make regulations providing for the impoundment of motor vehicles; and
- The final draft of the Western Cape Transport Infrastructure Bill was approved by Cabinet and advertised for public comment. Work to amend the draft regulations is underway.

Furthermore, the DTPW will:

- Continue to support the broader fight against COVID-19 through the ongoing management of the Red Dot Taxi project, the management of Q&I facilities, and other initiatives;
- Implement the Blue Dot Taxi pilot project;
- Make progress towards establishing the Western Cape Transport Authority;
- Work with the Passenger Rail Agency of South Africa (PRASA) to fix the rail system;
- Within the infrastructure delivery space, prioritise assets that will maximise service delivery to citizens;

- Continue developing the Master Office Accommodation Plan;
- Continue developing an Integrated Asset Information Management System to enhance asset management in the province;
- Continue implementing the Provincial Sustainable Transport Programme which aims to address transport mobility needs in prioritised municipalities;
- Continue to leverage innovation and new technologies in the fields of transport, the ITH, as well as immovable asset management to improve efficiency as well as to quickly gather more management information than is currently possible; and
- Continue to further foster in-house technical capacity and competency within the Department.

### Public-private partnerships

Public-private partnerships (PPPs) provide a mechanism for the public and private sectors to work together to design, construct, maintain and fund infrastructure. PPPs are governed by Treasury Regulation 16 and the PFMA. The PPP project cycle comprises four stages and National Treasury (NT) approval must be obtained at every stage, as indicated below.

Approval stage	Description
TA I	NT approval for the project feasibility study.
TA II A	NT approval for the procurement documentation, including the draft PPP agreement.
TA II B	NT approval for the report that demonstrates how the three PPP criteria were applied in the evaluation of the bids, how they were satisfied in the preferred bid, and any other information the NT requires.
TA III	NT approval of the PPP agreement that certifies the project meets all the requirements of Treasury Regulation 16.

Note: Schedule of NT approvals for Public Private Partnerships

Project	Treasury approval stage				Comment
	TA I	TA II A	TA II B	TA III	
Chapman's Peak Drive				X	Chapman's Peak Drive continues to operate as a toll road in terms of the Western Cape Toll Roads Act, 1999 (Act 11 of 1999). The concession agreement runs until 2033.

### Property partnerships

An update on the Founders' Garden/ Artscape Precinct project and Conradie Better Living Model Exemplar Project are provided below.

**Founders' Garden/ Artscape Precinct** – The aim of this project is to initiate the urban regeneration of the Foreshore Precinct to serve as a catalyst for the development of an Arts and Culture Precinct in the Cape Town CBD. This includes the development of a user-friendly, active, outdoor public space, the expansion of the Artscape Theatre complex into a world-class cultural precinct and campus, and the development of a residentially led mixed-use precinct.

Having appointed financial, legal and technical specialists to advise on the project in March 2020, a considerable amount of work has been successfully concluded,



substantially using virtual technology due to the ongoing pandemic. Work completed to date includes a review of the development concept further improving available developable bulk, the calculation of a comprehensive cost estimate and projected income from the development, successfully amending land use conditions associated with the optimised development concept, and CoCT approval of the amended Development Framework and Founders' Garden Precinct Plan. Approval of the Artscape Precinct Plan is pending. A bespoke financial model has been developed in order to process the development's estimated cost, projected income and timing, ultimately determining residual land value (i.e., the value that a developer may be prepared to pay for the development opportunity). Legal process, due diligence and financial feasibility reports have been concluded and demonstrate that the project is sufficiently viable to proceed into the next phase. A submission is being prepared for presentation to Cabinet to approve the project progressing into the Developer Procurement Phase.

Conradie Better Living Model Exemplar Project – The aim of the BLMEP is to create affordable, integrated housing opportunities close to the Cape Town CBD and transform the site into an integrated place where people can live, work, play and learn. The primary BLMEP objective is to create an affordable, residentially led, mixed-income and mixed-use development on the site that optimises urban land use and incorporates a range of grant-funded housing (primarily social housing).

The National State of Disaster that was put in place in March 2020 meant that all work on site had to stop, resulting in project delays. The relaxation to Alert Level 4 in May 2020 allowed certain activities to be resumed. The phase 1 external infrastructure upgrades are almost complete. These include pedestrian bridges over the railway and canal, road intersection upgrades and, in some instances, road widening as well as the completion of non-motorised transport routes. Internal infrastructure works are also almost complete. These include all internal roads, internal services including bulk water, storm water, sewer and electrical, pump station and electrical substations, as well as street lighting. The town square and heritage precinct are also complete. The construction of the first social housing units commenced in October 2020. However, in December 2020, an impasse arose between the Social Housing Institute (SHI) and the Social Housing Regulatory Authority (SHRA) over the reduced quantum of the geotech allowance that was to be paid. This resulted in the construction coming to a halt until the impasse could be resolved. On 30 March 2021 the SHI instructed the developer to resume work on the social housing units as the impasse had been resolved and financial close had been achieved.

#### 4.8 Discontinued activities

There are no discontinued activities to report.

#### 4.9 New or proposed activities

There are no new or proposed activities to report.

## 4.10 Supply Chain Management (goods and services)

There were no unsolicited bids concluded for the year under review.

The standardised goods and services contract which has been developed is being utilised extensively in the Department. The process of scrutiny by Legal Services for possible application throughout the Western Cape Government with Provincial Treasury endorsement is already at an advanced stage. Improvements and refinements are introduced from time to time to ensure compliance with the latest legislation, regulations and instructions. Although the standardised contract document complies in all respects with National Treasury prescripts, it will only be made available to other departments and organs of state once Legal Services/ Provincial Treasury endorsement has been secured.

The **Accounting Officer's supply chain management** delegations for goods and services have been reviewed and have been aligned with the Provincial Treasury Instructions and will be issued early in the 2021/22 financial year. Supply Chain Management will commence with the review and alignment of the Infrastructure related delegation once the Provincial Treasury has finalised its review of the 16B Provincial Treasury Instructions to align the Provincial Treasury Instructions (PTIs) with the Framework for Infrastructure Delivery and Procurement Management issued by the National Treasury.

The main challenges relating to SCM include:

- The fact that the transversal Integrated Financial Management System is still under development;
- The lack of a functional standard project management system that is configured for the Department;
- The fact that the legislative framework for SCM is under review with the associated potential change management risks; and
- The implementation of the Western Cape Supplier Evidence Bank (WCSEB) as a document repository (which replaced the Western Cape Supplier Database), in addition to the National Treasury's Central Supplier Database (CSD) and its implications for suppliers and contractors.

These challenges are of particular concern, given the fact that the Department is both supply chain- and project-intensive. These challenges were mitigated in the interim through:

- The design of standardised tools and templates;
- Using electronic applications and services;
- The further implementation in the line function of a user-specific Enterprise Project Management system, based on the requirements of the Framework for Infrastructure Delivery Management; and
- Dealing with the challenges experienced with the CSD and WCSEB on a case-by-case basis.

## 4.11 Gifts and donations received in kind from non-related parties

No gifts and no donations were received from non-related parties.



#### 4.12 Exemptions and departures received from National Treasury

The modified cash standard exempts a department from the recording of an accrual for taxation revenue. By implication, a department need not accrue for any receivables or payables such as interest or other charges that are directly related to the levying and or collection of the tax receipt.

#### 4.13 Events after the reporting date

There are no events after reporting date to report on.

#### 4.14 Other

There are no other matters to report.

#### 4.15 Acknowledgements

The following officials received awards at the 2020 National Batho Pele Excellence Awards on 30 October 2020:

- Jacqueline Gooch received the silver award for the Best Head of a Provincial Department; and
- Jacqueline Gooch received the gold award (joint) for the Best Functioning Provincial Department.

Our annual Long Service Awards are an opportunity to acknowledge and celebrate the phenomenal contributions made by our long-serving and dedicated staff. The hosting of the Long Service Awards Ceremony in the period 1 April 2020 to 31 March 2021 for officials who had rendered 10-, 20-, 30- and 40-years' continuous service could not take place due to the COVID-19 National State of Disaster. These officials are appreciated for the part they played in strengthening the public service during their many years of dedicated service. They have been invaluable to the continued success of the DTPW, and the Western Cape Government as a whole.

Categories	10 years	20 years	30 years	40 years	Total
Number of long-serving officials	60	34	38	9	141

During the period under review, the Department sadly lost several employees, some of whom succumbed to COVID-19. The Department honours the following valued staff members who passed away:

- General Infrastructure: Sandile Mtshetsha, Hermanus Lemmer and Gloria Mabeta;
- Education Infrastructure: Jonathan Carolissen;
- Road Design: Hermanus Williams;
- Road Departmental Operations: Kenneth Baron, Gert Cloete, Sizakele Dlukwana, Justis Dlepu, Keith Stols, Jongile Boyana and Louis Ndinisa;
- Traffic Management: Simon Pantsi, Siphokazi Fihla, Jan Willemse, Willis Smith and Mark Jansen; and
- Transport Regulation: Portia Mabope.

We would like to thank each and every employee who contributed to the successes of the Department during the year, those who had a hand in the DTPW response to the unique and unprecedented impact of the COVID-19 pandemic, as well as the sacrifices made by our law enforcement officers.

I would further like to thank our previous Provincial Minister Bonginkosi Madikizela for his leadership and guidance during his tenure and wish him well in his future endeavours.

The Annual Financial Statements set out on pages 233 to 340 are hereby approved.



JT Gooch  
Accounting Officer  
Department of Transport and Public Works  
Date: 11 October 2021



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## 5. Statement of responsibility for, and confirmation of accuracy of, the Annual Report

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To the best of my knowledge and belief, I confirm the following:

- All information and amounts disclosed throughout the Annual Report are consistent.
- The Annual Report is complete, accurate and free from any omissions.
- The Annual Report has been prepared in accordance with the guidelines on the Annual Report issued by NT.
- The Annual Financial Statements (Part E) have been prepared in accordance with the modified cash standard and the relevant frameworks and guidelines issued by NT.
- The AO is responsible for the preparation of the Annual Financial Statements and for the judgements made in this information.
- The AO is responsible for establishing and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, Annual Financial Statements and, in line with an agreed governance framework with the Corporate Services Centre (CSC) in the Department of the Premier (DotP), for human resources (HR) information.
- The external auditors are engaged to express an independent opinion on the Annual Financial Statements.
- In my opinion, the Annual Report fairly reflects the operations, the performance information, the HR information and the financial affairs of the Department for the financial year ended 31 March 2021.

Yours faithfully



JT Gooch  
Accounting Officer  
Department of Transport and Public Works  
Date: 11 October 2021

## 6. Strategic overview

### 6.1 Vision

The Department of Transport and Public Works embraces the Western Cape Government vision as contained in the Provincial Strategic Plan 2020–2025:

*“A safe Western Cape where everyone prospers”.*

The DTPW’s own vision is consistent with the WCG vision:

*“Enabled communities leading dignified lives. #JUSTdignity”.*

### 6.2 Mission

To tirelessly pursue the delivery of infrastructure and transport services that is: Inclusive, safe and technologically relevant, seeking to heal, skill, integrate, connect, link and empower every citizen in the Western Cape, driven by passion, ethics and a steadfast commitment to the environment and people as our cornerstone.

### 6.3 Values

DTPW fully subscribes to the core values of the WCG:



These values are all underpinned by teamwork. A detailed explanation of the meaning of each core value is provided in Table 7.

Table 7: Provincial values and behavioural statements

Value	Behavioural statement
Caring	<p>We will endeavour to understand people's needs and pay attention to them.</p> <p>We will show respect for others.</p> <p>We will treat staff members as more than just workers and value them as people.</p> <p>We will empathise with staff members.</p> <p>We will emphasise positive features of the workplace.</p> <p>We will provide constructive criticism when necessary.</p>
Competence	<p>We will endeavour to ensure that staff members are able to do the tasks they are appointed to do, that they internalise DTPW's values, and that they always strive for excellence.</p> <p>We will deliver on our outcomes and targets with quality work, within budget, and on time.</p> <p>We will strive to achieve the best results to serve all the people of the Western Cape.</p> <p>We will work together to meet our constitutional obligations and our electoral mandate commitments.</p>

Value	Behavioural statement
Accountability	<p>We fully understand our objectives, roles, delegations, and responsibilities.</p> <p>We are committed to delivering all agreed outputs on time.</p> <p>We will hold each other accountable in a spirit of mutual trust and honouring all our commitments.</p> <p>As individuals we will take responsibility for and ownership of our work outcomes and accept the consequence of failing to do so.</p>
Integrity	<p>We will seek greater understanding of the truth in every situation and act with integrity at all times.</p> <p>We will be honest, show respect, and practise positive values.</p> <p>We will be reliable and trustworthy at all times, doing what we say we will do.</p> <p>We will act with integrity at all times and in all instances, ensuring that we remain corruption-free.</p>
Innovation	<p>We seek to implement new ideas, create dynamic service options and improve services.</p> <p>We strive to be creative thinkers who view challenges and opportunities from all possible perspectives.</p> <p>We are citizen-centric and have the ability to consider all options and find a resourceful solution.</p> <p>We value employees who question existing practices with the aim of renewing, rejuvenating and improving them.</p> <p>We foster an environment where innovative ideas are encouraged and rewarded.</p> <p>We understand mistakes made in good faith and allow employees to learn from them.</p> <p>We solve problems collaboratively to realise our strategic organisational goals.</p>
Responsiveness	<p>We will take public opinion seriously, listening to and hearing the voice of the people (more listening and less talking).</p> <p>We will respond to all situations timeously, always asking ourselves whether it is the right response, where we could be wrong, and how we can provide better service.</p> <p>We will engage collaboratively with each other, our stakeholders, and the media, providing full information.</p> <p>We will strive to achieve the best results for the people we serve and to act on their feedback.</p>

## 7. Legislative and other mandates

The DTPW's mandate is derived from the Constitution of the Republic of South Africa, 1996, (hereafter referred to as the Constitution) and the Constitution of the Western Cape, 1998 (Act 1 of 1998). Certain mandates are concurrent responsibilities, while others are exclusively the responsibility of the provincial sphere of government. These mandates, as well as those derived from the functional legislation and policies, are outlined in this section.

Function	Legislation
Transport	<p>Administrative Adjudication of Road Traffic Offences Act, 1998 (Act 46 of 1998) (AARTO)</p> <p>Promotes road safety by providing for a process to discourage road traffic contraventions; facilitates the adjudication of road traffic infringements; supports the prosecution of offenders in terms of national and provincial laws relating to road traffic; implements a demerit points system; provides for the establishment of an agency to administer the process; provides for the establishment of a board to represent the agency; and provides for related matters.</p>



Function	Legislation
	<p>Advertising Along Roads and Ribbon Development Act, 1940 (Act 21 of 1940) Requires the DTPW to regulate the display of advertisements outside certain urban areas at places visible from provincially proclaimed roads; and the depositing or leaving of disused machinery or refuse; and the erection, construction, or laying of structures and other objects near certain provincially proclaimed roads; and the access to certain land from such roads.</p>
	<p>National Land Transport Act, 2009 (Act 5 of 2009) Provides for the process of transformation and restructuring of the National Land Transport System initiated by the National Land Transport Transition Act, 2000 (Act 22 of 2000), through:</p> <ul style="list-style-type: none"> <li>• the formulation and implementation of provincial land transport policy and strategy;</li> <li>• the planning, coordination, and facilitation of land transport functions;</li> <li>• collaboration between municipalities; and</li> <li>• liaison with other government departments.</li> </ul>
	<p>National Road Traffic Act, 1996 (Act 93 of 1996) The DTPW, with the Member of the Executive Council (MEC) [Provincial Minister] as designated authority, must ensure that all functions relating to the registration and licensing of motor vehicles, driver fitness testing and vehicle fitness testing are performed. In addition, the DTPW is responsible for the management of events that take place on provincial roads. The NRTA regulates fitness, registration and licensing of motor vehicles, manufacturers, importers and builders; fitness of drivers; operator fitness; road safety; road traffic signs; speed limits; accidents and accident reports; reckless or negligent driving; inconsiderate driving; driving while under the influence of intoxicating liquor or a drug having a narcotic effect; and miscellaneous road traffic offences.</p>
	<p>National Qualifications Framework Act, 2008 (Act 67 of 2008) Provides for the further development, organisation and governance of the National Qualifications Framework (NQF). Applies to: education programmes or learning programmes that lead to qualifications or part-qualifications offered within the Republic by education institutions and skills development providers.</p>
	<p>Road Safety Act, 1972 (Act 9 of 1972) Promotes road safety; for that purpose, establishes a national road safety council and a central road safety fund; repeals the South African Road Safety Council Act, 1960; and provides for related matters.</p>
	<p>Road Traffic Management Corporation Act, 1999 (Act 20 of 1999) Provides, in the public interest, for cooperative and coordinated strategic planning, regulation, facilitation, and law enforcement in respect of road traffic matters by the national, provincial, and local spheres of government; regulates the contracting out of road traffic services; provides for the phasing in of private investment in road traffic and, to that end, provides for the establishment of the Road Traffic Management Corporation and related matters.</p>
	<p>Road Transportation Act, 1977 (Act 74 of 1977) Provides for the control of certain forms of road transportation and related matters.</p>
	<p>Western Cape Provincial Road Traffic Administration Act, 2012 (Act 6 of 2012) Regulates certain road traffic matters in the province and the determination and review of motor vehicle registration and licence fees.</p>
	<p>Western Cape Road Transportation Act Amendment Law (Act 8 of 1996) Makes provision for the establishment of a provincial transport registrar and the registration of minibus taxi associations, operators, and vehicles.</p>

Function	Legislation
	<p>Western Cape Toll Road Act, 1999 (Act 11 of 1999) Provides for the tolling of provincial public roads in the Western Cape and for the planning, design, declaration, construction, operation, management, control, maintenance, and rehabilitation of provincial toll roads.</p>
	<p>Western Cape Transport Infrastructure Act, 2013 (Act 1 of 2013) Provides for the planning, design, declaration, construction, maintenance, control, management, regulation, upgrading and rehabilitation of roads, railway lines and other transport infrastructure in the Western Cape. This Act has not yet been brought into operation.</p>
	<p>Draft Western Cape Rail Transport Infrastructure Bill, 2019 This draft legislation is in response to the very serious and urgent need to address the issues plaguing rail transportation in the province. The Draft Bill seeks to improve rail safety and rail service standards in the Western Cape and makes proposals on how this can be achieved.</p>
	<p>Roads Ordinance, 1976 (Ordinance 19 of 1976) Provides that the province has sole authority over relaxations of the statutory 5.0 metre and 95 metre building lines pertaining to various classes of provincially proclaimed roads and provides for the alteration/ <b>change of a road's</b> classification (section 4). Such applications are usually received from the district municipality with jurisdiction over the area in question via the District Roads Engineer (DRE), but they can also originate from <b>the DTPW's head office.</b></p>
	<p>Urban Transport Act, 1977 (Act 78 of 1977) Promotes the planning and provision of adequate urban transport facilities. Provides for the establishment of certain transport funds, metropolitan transport areas and metropolitan transport advisory boards and for the preparation and implementation of urban transport plans; and provides for related matters.</p>
Public Works and Property Management	<p>Expropriation Act, 1975 (Act 63 of 1975) Provides for the expropriation of land and other property for public and certain other purposes.</p>
	<p>Extension of Security of Tenure Act, 1997 (Act 62 of 1997) Provides for measures to facilitate long-term security of land tenure with State assistance; regulates conditions of residence on certain land; regulates the conditions on and circumstances under which the right of persons to reside on land may be terminated; regulates the conditions and circumstances under which persons whose right of residence has been terminated may be evicted from land; substitutes the provision of subsidies with tenure grants; further regulates the rights of occupiers; provides for legal representation for occupiers; furthers regulate the eviction of occupiers by enforcing alternative resolution mechanisms provided for in the Act; provides for the establishment and operation of a Land Rights Management Board; and provides for the establishment and operation of land rights management committees to identify, monitor and settle land rights disputes.</p>
	<p>Government Immovable Asset Management Act, 2007 (Act 19 of 2007) (GIAMA) <b>Promotes government's service delivery objectives</b> through the sound management of immovable assets they use or control. The Act stipulates the responsibilities of the user and those of the custodian which, in the Western Cape, is DTPW Provincial Public Works.</p>
	<p>National Building Regulations and Building Standards Act, 1977 (Act 103 of 1977) Requires DTPW, as custodian and regulator of the built environment in the Western Cape, to ensure that all building and construction work on government property complies with the law.</p>

Function	Legislation
	<p>National Heritage Resources Act, 1999 (Act 25 of 1999) Introduces an integrated and interactive system for the management of national heritage resources; sets down general principles for governing heritage resources management; introduces an integrated system for the identification, assessment and management of heritage resources; and enables the provinces to establish heritage authorities which must adopt powers to protect and manage certain categories of heritage resources. Requires the DTPW to subject properties identified for development or regeneration activities to comprehensive heritage impact assessments (HIAs) (where these are required by the Act) and an approval process to preserve the heritage aspects of such properties.</p>
	<p>State Land Disposal Act, 1961 (Act 48 of 1961) Provides for the disposal of certain State land and for matters incidental thereto, and prohibits the acquisition of State land by prescription.</p>
	<p>Western Cape Land Administration Act, 1998 (Act 6 of 1998) Provides for the acquisition of immovable property and the disposal of land that vests in the WCG, and for the management of incidental matters. The DTPW is responsible for continuously updating the asset and property register, procuring additional properties that may be required, and relinquishing or redeveloping properties that fall into disuse.</p>
Transversal	<p>Basic Conditions of Employment Act, 1997 (Act 75 of 1997) Gives effect to fair labour practices referred to in section 23(1) of the Constitution by establishing and making provision for the regulation of basic conditions of employment, and thereby to comply with the obligations of South Africa as a member state of the International Labour Organization.</p>
	<p>Basic Conditions of Employment Act, 1997 (Act of 1997): Ministerial Determination 4: EPWP, gazetted 4 May 2012 Contains the standard terms and conditions for workers employed in elementary occupations in an EPWP project.</p>
	<p>Broad-Based Black Economic Empowerment Act, 2003 (Act 53 of 2003) Establishes a legislative framework for the promotion of broad-based black economic empowerment (BBBEE); empowers the Minister to issue codes of good practice and to publish transformation charters; establishes the Black Economic Empowerment Advisory Council; promotes compliance of organs of state and public entities with the Act; strengthens the evaluation and monitoring of compliance; includes incentive schemes to support black-owned and -managed enterprises in the strategy for BBBEE; provides for the cancellation of a contract or authorisation; and establishes the Broad-Based Black Economic Empowerment Commission to deal with compliance.</p>
	<p>Competition Act, 1998 (Act 89 of 1998) Provides for the establishment of a Competition Commission responsible for the investigation, control and evaluation of restrictive practices, abuse of dominant position, and mergers; for the establishment of a Competition Tribunal responsible for adjudicating such matters; for the establishment of a Competition Appeal Court; and for related matters.</p>
	<p>Construction Industry Development Board Act, 2000 (Act 38 of 2000) Establishes the Construction Industry Development Board, which is responsible for, among other things, developing the industry for the improved delivery of infrastructure to the South African public; working with all stakeholders for the sustainable growth of construction enterprises and the best practice of employers, contractors and the professions; identifying best practice; setting national standards; and promoting common and ethical standards for construction delivery and contracts.</p>



Function	Legislation
	<p>Consumer Protection Act, 2008 (Act 68 of 2008) Constitutes an overarching framework for consumer protection. All other laws which provide for consumer protection (usually within a particular sector) must be read together with the Act to ensure a common standard of protection. The Act applies to all suppliers of goods and services.</p>
	<p>Control of Access to Public Premises and Vehicles Act, 1985 (Act 53 of 1985) Provides for the safeguarding of certain public premises and vehicles; for the protection of the people therein or thereon; and for related matters.</p>
	<p>Criminal Procedure Act, 1977 (Act 51 of 1977) Makes provision for procedures and related matters in criminal proceedings.</p>
	<p>Disaster Management Act, 2002 (Act 57 of 2002) Provides for an integrated and coordinated disaster management policy that focuses on preventing or reducing the risk of disasters; mitigating the severity of disasters; emergency preparedness; rapid and effective response to disasters; and post-disaster recovery.</p>
	<p>Division of Revenue Act (DORA) (Annual) An annual Act of Parliament which provides, inter alia, for the equitable division of revenue anticipated to be raised nationally among the national, provincial, and local spheres of government, and for Conditional Grants to provinces to <b>achieve government's policy objectives</b>. It further promotes predictability and certainty in respect of all allocations to provinces and municipalities so that such administrations can plan their budgets over a multi-year period.</p>
	<p>Employment Equity Act, 1998 (Act 55 of 1998) Aims to achieve equity in the workplace by: 1) promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination; and 2) implementing affirmative action measures to provide redress for the disadvantages in employment experienced by designated groups in order to ensure their equitable representation in all occupational categories and levels in the workforce.</p>
	<p>Firearms Control Act, 2000 (Act 60 of 2000) Establishes a comprehensive, effective system of firearms control and related matters.</p>
	<p>Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005) Provides for: the establishment of a framework for national government, provincial governments, and local governments to promote intergovernmental relations; mechanisms and procedures to facilitate the settlement of intergovernmental disputes; and related matters.</p>
	<p>Labour Relations Act, 1995 (Act 66 of 1995) (LRA) Enables the DTPW to advance economic development, social justice, labour peace, and the democratisation of the workplace through giving effect to the purpose of the Act which includes providing a framework within which <b>employees and their trade unions, employers and employers' organisations</b> can: collectively bargain to determine wages, terms and conditions of employment and other matters of mutual interest; effectively resolve labour disputes; and provide for employee participation in decision-making in the workplace.</p>

Function	Legislation
	<p>Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) Provides for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities and ensure universal access to essential services that are affordable to all; defines the legal nature of a municipality as including the local community within the municipal area, working in partnership with the <b>municipality's political and administrative structures</b>; provides for the manner in which municipal powers and functions are exercised and performed; provides for community participation; establishes a simple and enabling framework for the core processes of planning, performance management, resource mobilisation and organisational change which underpin the notion of developmental local government; provides a framework for local public administration and human resource development; empowers the poor and ensures that municipalities put in place service tariffs and credit control policies that take their needs into account by establishing a framework for the provision of services, service delivery agreements and municipal service districts; provides for credit control and debt collection; and establishes a framework for support, monitoring and standard-setting by other spheres of government in order to progressively build local government into an efficient, frontline development agency capable of progressively integrating the activities of all spheres of government for the overall social and economic upliftment of communities in harmony with their local natural environment.</p>
	<p>National Environmental Management Act, 1998 (Act 107 of 1998) Provides for cooperative environmental governance by establishing principles for decision-making on matters affecting the environment; institutions that promote cooperative governance; procedures for coordinating environmental functions exercised by organs of state; and related matters.</p>
	<p>Occupational Health and Safety Act, 1993 (Act 85 of 1993) Requires DTPW, as custodian and regulator of the built environment, to ensure that all building and construction work on government property, irrespective of whom it is undertaken by, complies with this legislation and that the structures remain compliant throughout their life cycle.</p>
	<p>Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000) Provides that an organ of state must determine its preferential procurement policy and implement a preference points system whose aims may include contracting with persons, or categories of persons, historically disadvantaged by unfair discrimination on the basis of race, gender or disability.</p>
	<p>Prevention and Combating of Corrupt Activities Act, 2004 (Act 12 of 2004) Provides for the strengthening of measures to prevent and combat corruption and corrupt activities.</p>
	<p>Promotion of Access to Information Act, 2000 (Act 2 of 2000) (PAIA) Fosters a culture of transparency and accountability in public and private bodies by giving effect to the right of access to information provided by section 32 of the Constitution, and actively promoting a society in which people have effective access to information to enable them to more fully exercise and protect all their rights.</p>
	<p>Promotion of Administrative Justice Act, 2000 (Act 3 of 2000) (PAJA) Gives effect to section 33 of the Constitution which provides that everyone has the right to administrative action that is lawful, reasonable, and procedurally fair. Anyone whose rights have been adversely affected by administrative action has the right to be given reasons. PAJA deals with general administrative law and therefore binds the entire administration at all levels of government.</p>

Function	Legislation
	<p>Protection of Personal Information Act, 2013 (Act 4 of 2013) Promotes the protection of personal information processed by public and private bodies; introduces certain conditions in order to establish minimum requirements for the processing of personal information; provides for the establishment of an Information Regulator to exercise certain powers and to perform certain duties and functions in terms of this Act and PAIA; provides for the issuing of codes of conduct; provides for the rights of persons regarding unsolicited electronic communications and automated decision making; regulates the flow of personal information across the borders of the Republic; and provides for related matters.</p>
	<p>Provincial Archives and Records Service of the Western Cape Act, 2005 (Act 3 of 2005) Preserves archival heritage for use by the government and people of South Africa, and promotes efficient, accountable, transparent government through the proper management and care of government records.</p>
	<p>Public Audit Act, 2004 (Act 25 of 2004) Establishes and assigns functions to the Auditor-General of South Africa (AGSA); provides for the auditing of institutions in the public sector; enables AGSA to refer suspected material irregularities arising from an audit to a relevant public body for investigation; and empowers AGSA to take appropriate remedial action, to issue a certificate of debt where an accounting officer failed to recover losses from a responsible person, and to instruct the relevant executive authority to collect debt.</p>
	<p>Public Finance Management Act, 1999 (Act 1 of 1999) Supports transparency, accountability, and sound management of the revenue, expenditure, assets, and liabilities of the DTPW.</p>
	<p>Public Service Act, 1994 (Proclamation 103 published in Government Gazette 15791 of 3 June 1994) This is the principal Act governing public administration. It provides the administrative and operational framework for government departments by providing guidelines on employment and human resource practices, i.e., conditions of employment, terms of office, discipline, retirement, and discharge of members of the public service, and related matters.</p>
	<p>Public Administration Management Act, 2014 (Act 11 of 2014) Promotes the basic values and principles governing the public administration referred to in section 195(1) of the Constitution; provides for the transfer and secondment of employees in the public administration; regulates conducting business with the State; provides for capacity development and training; provides for the establishment of the National School of Government; provides for the use of information and communication technologies in the public administration; and provides for the Minister to set minimum norms and standards for public administration.</p>
	<p>Skills Development Act, 1998 (Act 97 of 1998) Provides an institutional framework to devise and implement national, sector and workplace strategies to development and improve the skills in the workplace, and to integrate those strategies in the NQF. As the lead employer, DTPW must <b>ensure compliance with the employer's duties in terms of the workplace agreement</b> and to ensure the implementation of the agreement in the workplace. Through the EPWP, DTPW implements learnership and skills development programmes to participants in artisan-related fields.</p>



Function	Legislation
	<p>Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013) Provides a framework for spatial and land use management in the Republic; specifies the relationship between the spatial planning and the land use management system and other kinds of planning; provides for inclusive, developmental, equitable and efficient spatial planning in the different spheres of government; provides a framework for the monitoring, coordination and review of the spatial planning and land use management system; provides a framework for policies, principles, norms and standards for spatial and regulatory imbalances; promotes greater consistency and uniformity in the application procedures and decision-making by authorities responsible for land use decisions and development applications; provides for the establishment, functions and operations of municipal planning tribunals; and provides for the facilitation and enforcement of land use and development measures.</p>
	<p>Radio Act, 1952 (Act 3 of 1952) Controls radio activities and related matters.</p>
	<p>Western Cape Land Use Planning Act, 2014 (Act 3 of 2014) Consolidates legislation in the Western Cape pertaining to provincial planning, regional planning and development, urban and rural development, regulation, support and monitoring of municipal planning and regulation of public places and municipal roads arising from subdivisions; makes provision for provincial spatial development frameworks; provides for minimum standards for, and the efficient coordination of, spatial development frameworks; provides for minimum norms and standards for effective municipal development management; regulates provincial development management; regulates the effect of land development on agriculture; provides for land-use planning principles; and repeals certain old-order laws.</p>
	<p>Western Cape Land Use Planning Ordinance Amendment Act, 2009 (Act 1 of 2009) Regulates land use planning in the Western Cape and related matters.</p>
	<p>Western Cape Procurement (Business Interests of Employees) Act, 2010 (Act 8 of 2010) Restricts the business interests of employees of the provincial government and of provincial public entities, as well as members of controlling bodies of such entities, in entities conducting business with the provincial government and provincial public entities; provides for the disclosure of such interests; and provides for related matters.</p>
	<p>Western Cape Monitoring and Support of Municipalities Act, 2014 (Act 4 of 2014) Gives effect to sections 154(1) and 155(6) of the Constitution by making further provision for measures to support municipalities, develop and strengthen the capacity of municipalities, and improve their performance. Also gives effect to section 106(1) of the Local Government: Municipal Systems Act by providing for the monitoring of suspected non-performance and maladministration in municipalities, and for related matters.</p>

In the main, the national and provincial policies and strategies described below guide DTPW in the discharge of its responsibilities.

Function	Policies
Transport	<p>National Freight Logistics Strategy, 2005 Reduces inland freight costs through lower system costs that result from increased efficiency, reliability, and lower transit times, thus offering the customer viable modal choices between road and rail.</p>

Function	Policies
	<p>National Public Transport Strategy, 2007</p> <p>This strategy has two key thrusts, namely:</p> <ul style="list-style-type: none"> <li>• Accelerated modal upgrading, which aims to provide for new, more efficient, universally accessible, and safe public transport vehicles and skilled operators; and</li> <li>• Integrated rapid public transport networks which aim to develop and optimise integrated public transport solutions.</li> </ul>
	<p>National Road Safety Strategy, 2011–2020</p> <p>Informs a national coordinated effort to improve education and enforcement regarding poor road use behaviour in line with international best practices and recommendations from the World Health Organization for developing countries.</p>
	<p>National Rural Transport Strategy, 2007</p> <p>Provides guidance to all three spheres of government on dealing with challenges of mobility and access to mobility experienced in rural areas in an integrated, aligned, coordinated manner. Its two main strategic thrusts are: promoting coordinated rural nodal and linkage development; and developing demand-responsive, balanced, sustainable rural transport systems.</p>
	<p>White Paper on National Transport Policy, 1996</p> <p>Deals with safe, reliable, effective, efficient, fully integrated transport operations and infrastructure. These should meet the needs of freight and passenger customers in a way that supports government strategies for economic and social development while also being environmentally and economically sustainable.</p>
	<p>White Paper on Provincial Transport Policy, 1997</p> <p>Builds on the foundation created by the White Paper on National Transport Policy by providing details of specific interventions responsive to the needs and opportunities in the Western Cape; and recognises current and future competencies assigned to provinces and other spheres of government under the Constitution.</p>
	<p>Access Management Guidelines, 2020</p> <p>Provides guidelines to assist practising engineers and planners, as well as property developers, to develop acceptable road access standards.</p>
	<p>Road Infrastructure Strategic Framework for South Africa (RISFSA)</p> <p>Provides guidelines for the redefinition of the South African road network; and assists roads authorities to reclassify existing road networks.</p>
	<p>Road Safety Strategy for the Western Cape Province, 2005</p> <p>Encourages a safer road environment by promoting road safety throughout the province, focusing on national and provincial routes; and provides guidance for the basic training of traffic officer recruits in the province in order to ensure uniformity and professionalism.</p>

Function	Policies
	<p>Western Cape Policy Statement on Transport for Special Needs Passengers (SNPs), 2009</p> <p>Places certain responsibilities on the DTPW:</p> <ul style="list-style-type: none"> <li>• Encouraging the incremental accessibility of rail infrastructure and providing training to operators and their staff on dealing sensitively with special needs persons;</li> <li>• Supporting the provision of universally accessible public transport information services;</li> <li>• In association with the National Department of Transport, preparing and publishing guideline requirements for accessible public transport vehicles;</li> <li>• Ensuring that all new public transport facilities cater for special needs persons; and</li> <li>• Ensuring that all future contracted public transport services in the province progressively include the operation of accessible services until all contracted services are either accessible and/ or an alternative demand-responsive service is available.</li> </ul>
Public Works and Property Management	<p>Western Cape Provincial Acquisition Policy</p> <p>Guides custodian(s), among others, in the acquisition of immovable assets; and promotes and specifies uniform criteria and processes.</p>
	<p>Western Cape Provincial Government White Paper on the Management of Provincial Property, 2004</p> <p>Provides a framework to guide activities relating to fixed properties of WCG and other properties it uses; and covers coordination with the property management activities of other public and civil society role-players in the province.</p>
	<p>Western Cape Infrastructure Framework (WCIF) 2013</p> <p>Aligns the planning, delivery, and management of infrastructure provided by all stakeholders (national government, provincial government, local government, parastatals, and the private sector) with the strategic agenda and vision for the province.</p>
	<p>Western Cape Provincial Property Disposal Policy</p> <p>Guides development, drives transformation, and instils confidence in underdeveloped areas, especially to redress imbalances of the past and to promote economic activities.</p>
Expanded Public Works Programme	<p>Guidelines on the Implementation of the EPWP</p> <p>The EPWP's objective is to create short- and medium-term work opportunities for the poor and unemployed as part of government's anti-poverty strategy. These work opportunities are combined with training to increase the employability of low-skilled beneficiaries in the formal employment market. The programme targets opportunities in the infrastructure, environment, culture, and social and non-state sectors.</p>
	<p>Guidelines on the Implementation of the National Youth Service (NYS)</p> <p>Provides that implementation of youth programmes is the responsibility of all the institutions of government. The responsibility for planning, coordinating, and initiating effective and innovative strategies for youth development therefore reside equally with the National Youth Commission and individual government departments in the national and provincial spheres.</p>
Transversal	<p>Provincial Strategic Plan (PSP), 2019–2024</p> <p>A set of overarching Strategic Objectives for the WCG for the current electoral term, setting out desired outcomes for the medium term (five years). These objectives reflect the needs and priorities of the provincial government and jointly promote integrated, improved performance across the public sector in the Western Cape.</p>



Function	Policies
	<p>Departmental Monitoring and Evaluation Framework and Manual            Describes the monitoring and evaluation systems and tools in place for results-based management in the public service.</p>
	<p>Revised Framework for Strategic and Annual Performance Plans            Aims to improve government planning systems and processes and to institutionalise development planning in government.</p>
	<p>Departmental Records Management Policy            Provides the foundation for a corporate culture of responsibility for the management of information and records as an essential requirement for effective service delivery.</p>
	<p>Western Cape E-Mobility Policy            A transversal policy on the use of cellular data cards for official purposes that regulates and standardises the practices and procedures for the acquisition, provisioning, and use of data cards in the WCG and its departments and for the efficient and cost-effective management of this essential service.</p>
	<p>Western Cape Government Transversal Management System            Aims to achieve measurable outcomes through the facilitation of sectoral clusters addressing issues transversally with individual line departments as the implementing agents; and manages the implementation of the PSP transversally throughout the WCG. The Executive Project Dashboard is the information management tool for the system.</p>
	<p>White Paper on Human Resource Management, 1997            Focuses on the essential role of developing and transforming human resource capacity in order to meet the goals of efficient service delivery and transforming the public service.</p>

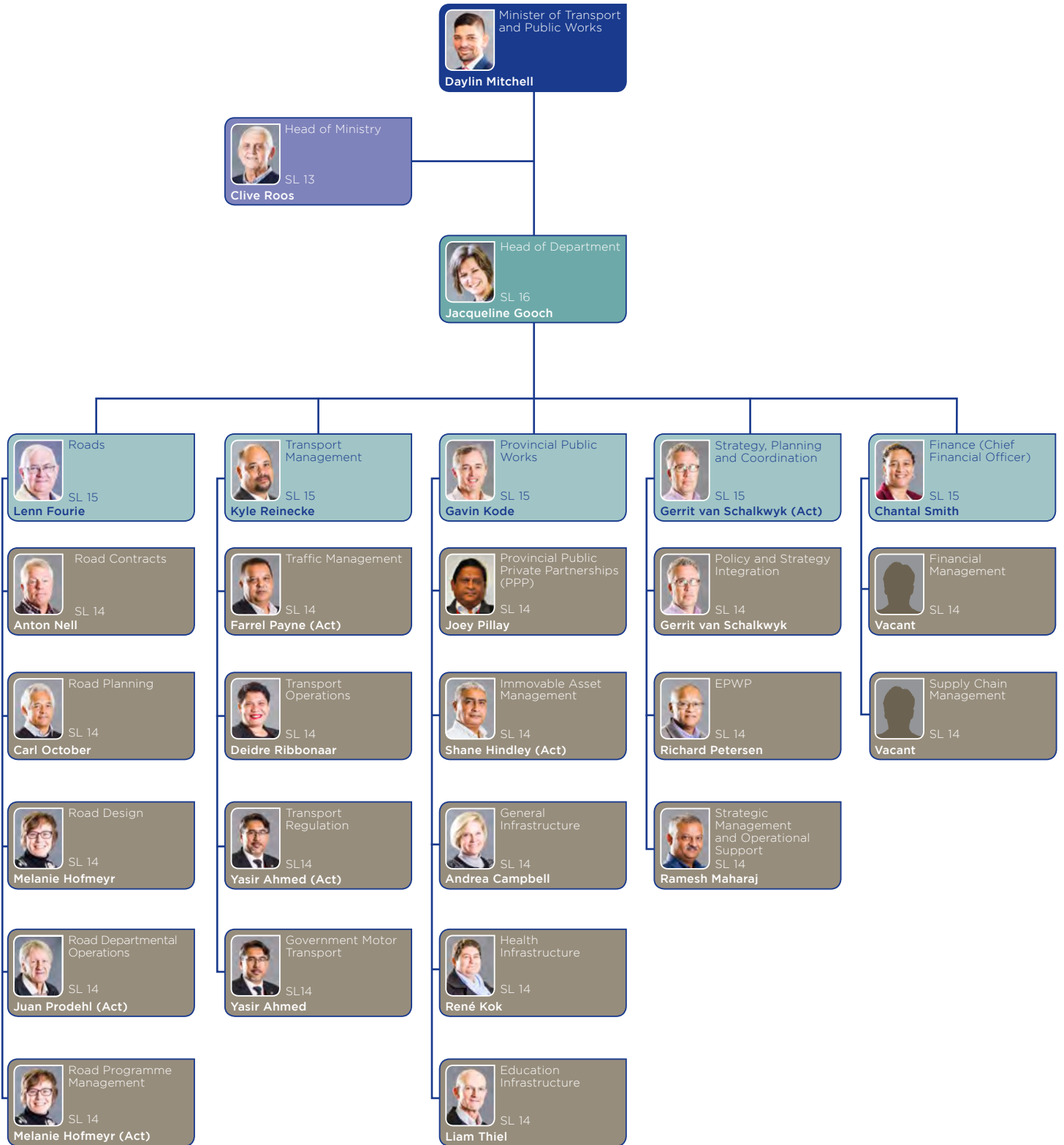
## 8. Organisational structure as at 31 March 2021

The DTPW's macro-organisational structure as at 31 March 2021 is presented on the next five pages of this report.



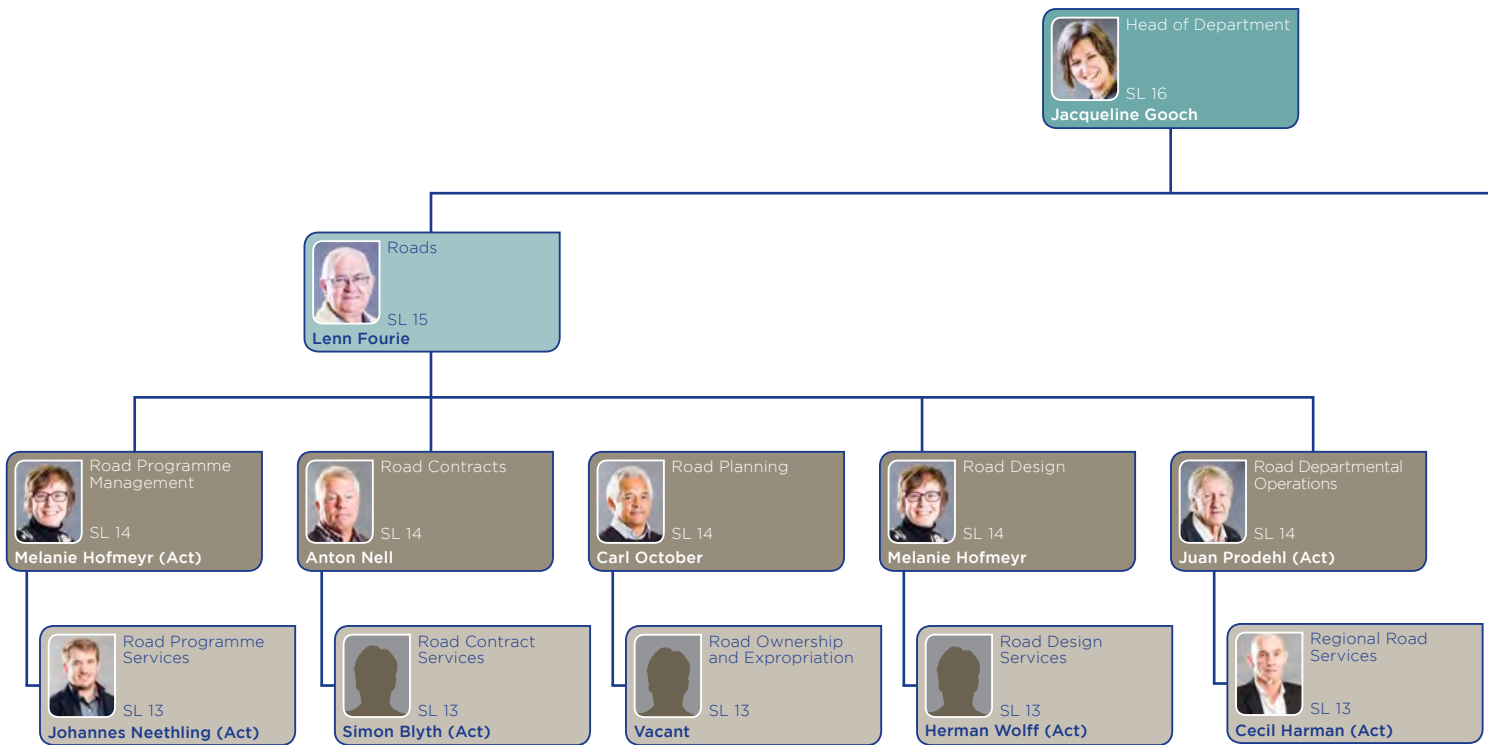
# Organisational Organogram

## Extended Top Management

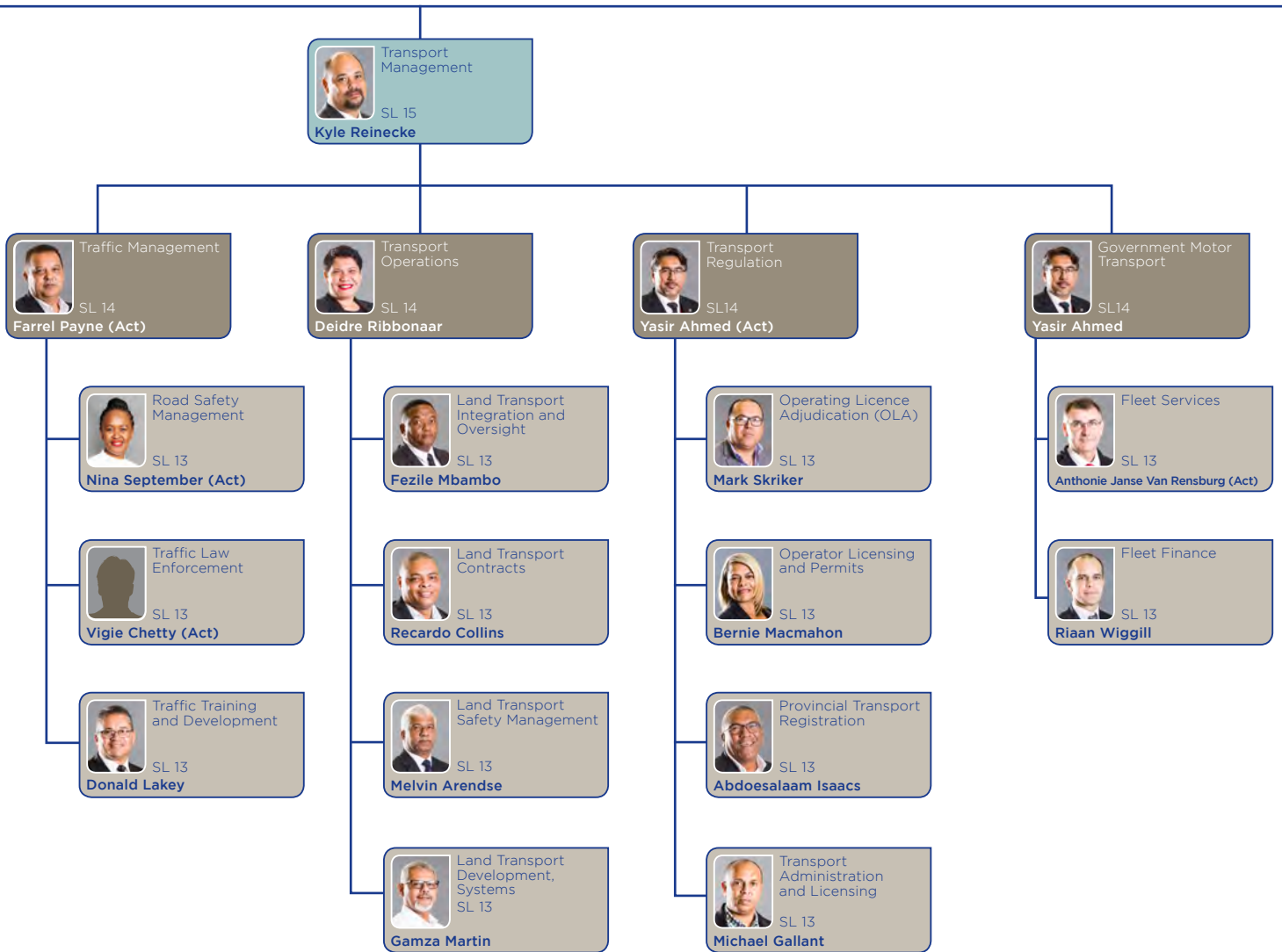



# Organisational Organogram

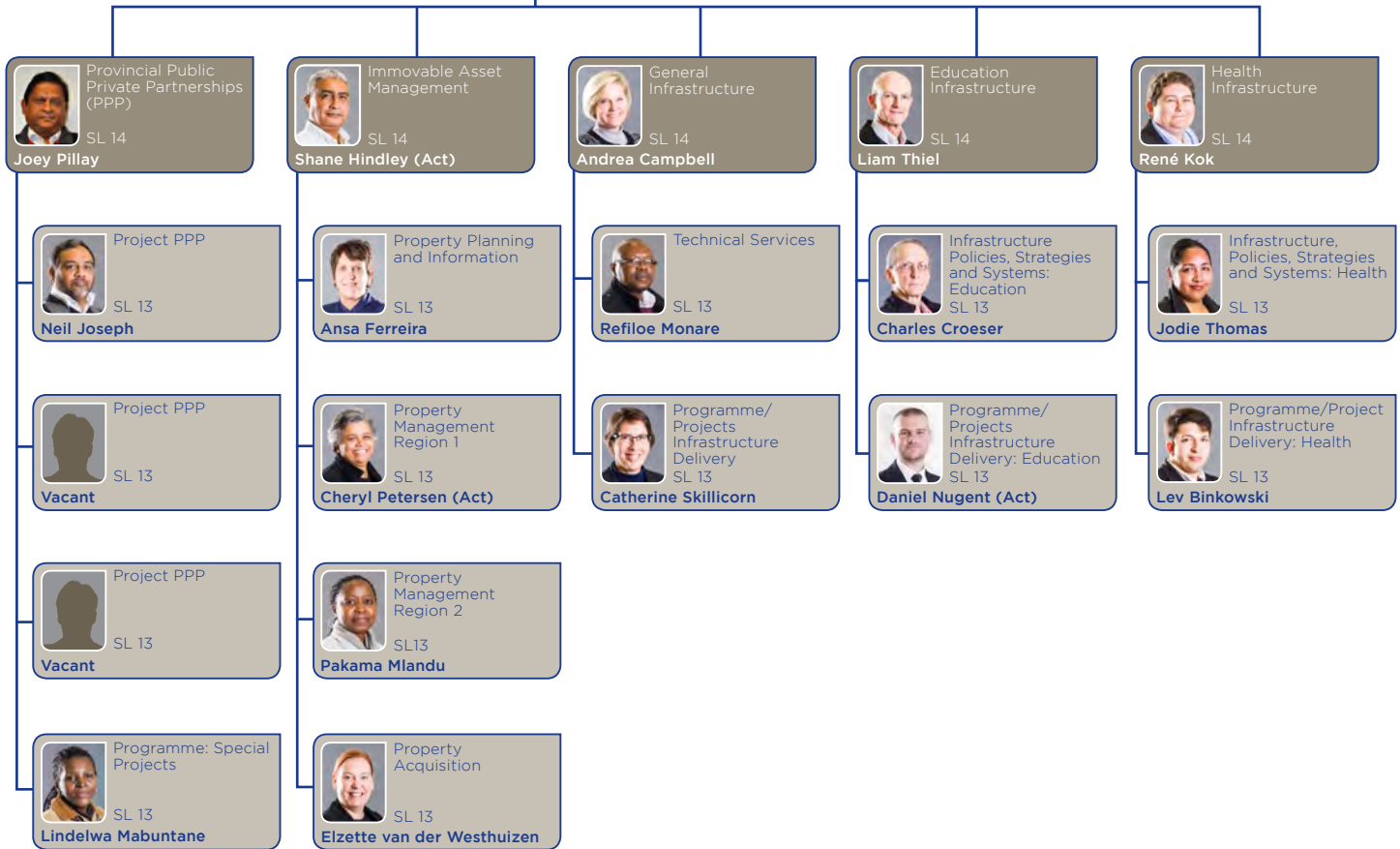
## Extended Top Management continued





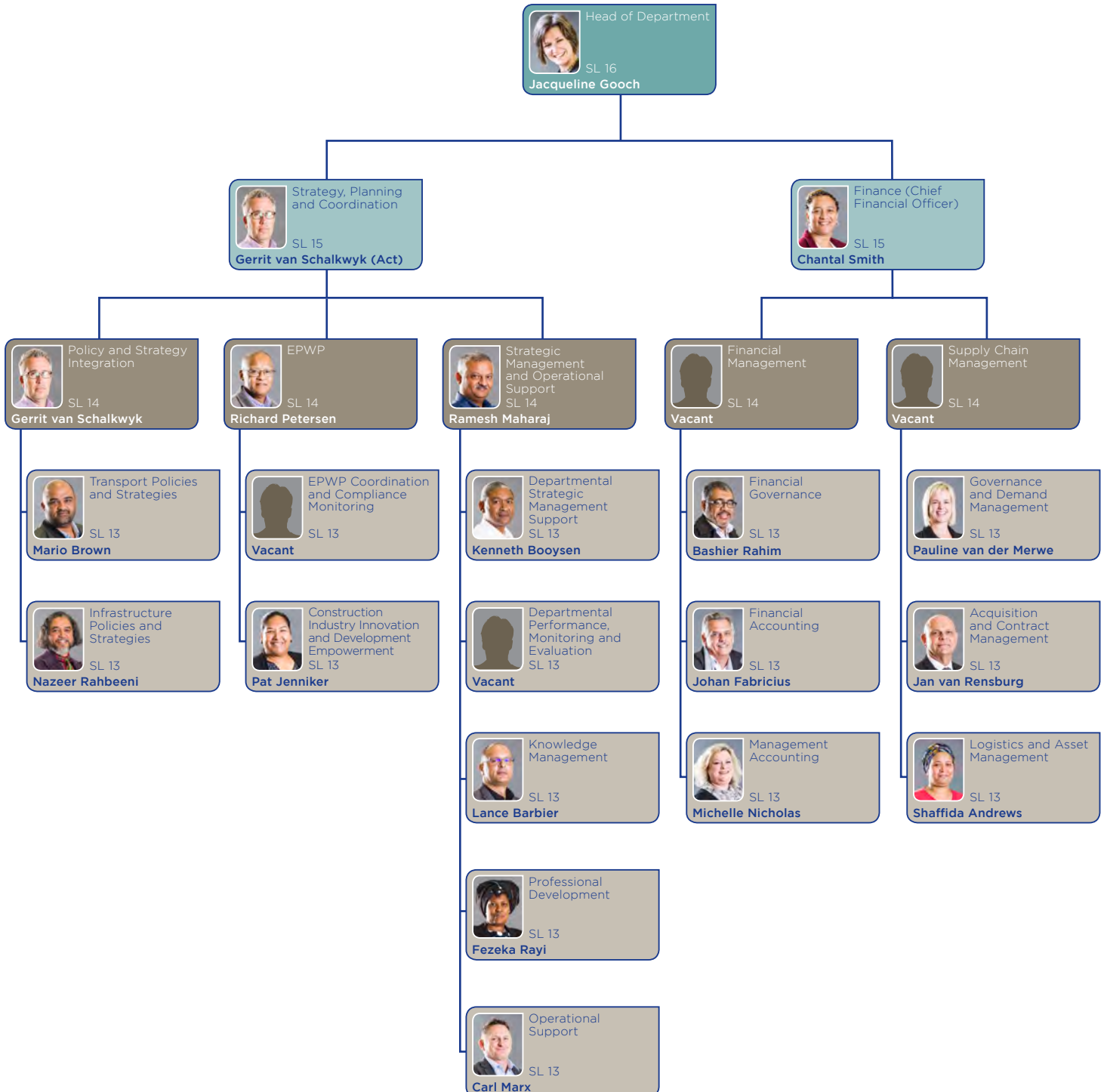



 Provincial Public Works  
 SL 15  
**Gavin Kode**



# Organisational Organogram

## Extended Top Management continued





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## 9. Entities reporting to the Provincial Minister

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Although the Department is not responsible for any public entities, it operates the Government Motor Transport (GMT) trading entity within its administration.

Table 8: Entities reporting to the Provincial Minister

Name of entity	Legislative mandate	Financial relationship	Nature of operations
GMT	Chapter 19 of the Treasury Regulations.	GMT operates as a trading entity in terms of Chapter 19 of the Treasury Regulations. The AO of the Department is also the AO of the trading entity. The AO reports to the Provincial Minister.	Provision of government motor vehicles to client departments for service delivery purposes.

**B** Performance  
Information



# Part B: Performance Information

## 1. Auditor-General's report: Predetermined objectives

The AGSA currently performs certain audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the report to management, with any material findings being reported under the Predetermined Objectives heading in the Report on other legal and regulatory requirements section of the auditor's report.

Refer to page 227 for the Report of the Auditor-General, published as Part E: Financial Information.

## 2. Overview of departmental performance

### 2.1 Service delivery environment

The main services of the Department are:

Main service	Key functions
Administrative Services	<ul style="list-style-type: none"> <li>• Provide strategic, policy and operational support within the Department.</li> <li>• Provide financial management and supply chain services within the Department.</li> <li>• Assist municipalities to develop integrated transport plans (ITPs).</li> <li>• Facilitate the development of provincial, departmental strategies, policies and plans.</li> <li>• Manage the Professional Development Programme (PDP) to develop scarce skills in the transport, built environment and engineering fields.</li> <li>• Provide bursaries for individuals studying in the transport, engineering and built environment fields.</li> </ul>
Public Works Infrastructure Services	<ul style="list-style-type: none"> <li>• Acquire and dispose of immovable assets.</li> <li>• Ensure optimal utilisation of provincially owned properties.</li> <li>• Lease property to provide accommodation.</li> <li>• Provide accommodation services to provincial departments and entities.</li> <li>• Construct and maintain health, education and general building facilities.</li> <li>• Create job opportunities and economic empowerment through infrastructure provision.</li> </ul>
Transport Infrastructure Services	<ul style="list-style-type: none"> <li>• Construct, rehabilitate and maintain the provincial road network.</li> <li>• Offer learnerships and graduate training.</li> <li>• Offer diesel mechanic apprenticeships.</li> <li>• Provide technical support services.</li> <li>• Create job opportunities and economic empowerment through infrastructure provision.</li> </ul>



Main service	Key functions
Transport Operations Services	<ul style="list-style-type: none"> <li>• Manage and monitor subsidised and specialised public transport services.</li> <li>• Coordinate and facilitate land transport safety and compliance programmes.</li> <li>• Assess, assist and capacitate municipalities on land transport mobility.</li> <li>• Support the implementation of non-motorised transport (NMT).</li> </ul>
Transport Regulatory Services	<ul style="list-style-type: none"> <li>• Provide motor vehicle registration and licensing services through municipalities.</li> <li>• Provide motor vehicle roadworthy testing services through municipalities and companies.</li> <li>• Issue driving licences and professional driving permits to competent drivers through municipalities.</li> <li>• Issue permits for abnormal load vehicles and events on provincial roads.</li> <li>• Provide overloading control services on national and provincial roads.</li> <li>• Provide licensing services to public transport operators.</li> <li>• Register minibus taxi operators and associations.</li> <li>• Implement and coordinate road safety programmes.</li> <li>• Provide dispute resolution services in the public transport domain.</li> <li>• Provide law enforcement on national and provincial public roads.</li> <li>• Provide accredited as well as non-accredited traffic training and development to the traffic profession within our province and beyond our boundaries.</li> <li>• Provide road safety programmes at schools and law enforcement interventions.</li> </ul>
Community-Based Programmes	<ul style="list-style-type: none"> <li>• Coordinate the EPWP in the Western Cape.</li> <li>• Facilitate programmes to develop emerging contractors.</li> <li>• Offer construction-related skills development opportunities, including apprenticeships for artisanal skills.</li> </ul>

### Key service delivery challenges

During the year under review, a number of challenges had an impact on the DTPW's service delivery:

- Service delivery protests continued to have a major impact on transportation systems, including blocking of roads and disruption of bus services. This had a significantly negative impact on road users, learner transportation and commuter services and had a knock-on effect on the already vulnerable economy. Such protest actions, which often include the burning of tyres and other forms of vandalism, have a negative impact on the localised condition of the provincial road network. The costs of repairing or replacing this damaged infrastructure are not budgeted for, requiring the diversion of funds from routine maintenance budgets.
- Community unrest at construction sites continues to slow down the delivery of public infrastructure.
- There have been public demands for WCG-owned land in centrally located parts of Cape Town to be used for affordable housing.
- Fraud and corruption in the vehicle, driving and operating licensing and vehicle testing environments necessitated the redirecting of already stretched human resources to work with the South African Police Service, the Hawks and the National

Prosecuting Authority (NPA) to gather evidence against individuals and syndicates active in these arenas.

Illegal public transport operations continue to be a root cause of violent conflict in the minibus taxi industry. Coordination and monitoring structures have been set up with planning authorities and include key law enforcement stakeholders including the SAPS, the NPA, and traffic authorities.

Violence relating to disputes in the taxi industry had a negative impact on commuter safety and the efficient functioning of the public transport system. Violent conflict between minibus taxi operators and associations, mainly affiliated to the Cape Amalgamated Taxi Association (CATA) and the Congress of Democratic Taxi Associations (CODETA) resulted in the loss of many lives. Between 1 April 2020 and 31 March 2021, the SAPS confirmed 120 taxi-related murders and 74 attempted murders.

Escalating reports of extortion continue to beset the transport and construction sectors in the province. The Western Cape Provincial Commissioner of the SAPS arranged an inter-governmental workshop on 17 March 2021 to focus attention on this type of criminal activity. It is reported that staff, learner and charter services operators are regularly targeted by minibus taxi “mother-bodies” CATA, CODETA and Uncedo, as well as local gangs, when collecting or dropping off their passengers in townships throughout the province.

Infrastructure contractors have reported cases of local gangs extorting money for “protection” or demanding a percentage of the contract value and local leaders demanding a say in who may or may not work on projects in their areas. These criminal activities impact on the cost and timeous completion of infrastructure projects.

Public transport struggles to meet the demands of a rapidly growing population. Disruptive behaviour frequently under the guise of civil unrest has seen further destruction of valuable transportation infrastructure, assets and rolling stock, increasing reliance on and usage of single occupancy vehicles. Vandalism of the rail system has resulted in half the trainsets being lost and approximately 400 000 passengers moving away from using rail services. The direct cost of damage to trainsets is estimated at R643 m over the last five years. Low-income public transport users in Cape Town spend up to 45 per cent of their income on transport, and this is likely to rise due to the collapse of the Central Line. The spatial configuration of South African cities and the dominance of vehicles carrying only one occupant are the primary contributor to the congestion challenge that faces transport planning.

The advent of COVID-19 and the associated National State of Disaster resulted in a further deterioration of the passenger rail service in the Cape Metro. During this period, there was reportedly an increased level of vandalism and people living in the rail reserve. The rail service was also suspended during the “hard” (Alert Level 5) COVID-19 lockdown. Post the hard lockdown, rail services have resumed, including a portion of the Central Line. However, this line, the network’s busiest and most important, is still not fully operational, meaning people living in the Metro South East have no access to a rail service.

In addition, the COVID-19 National State of Disaster resulted in severe disruption of public transport services, due to the imposition of travel, operating times, and capacity restrictions. This had to be carefully managed through the Transport Coordinating Committee (TCC) established by the Department and the City of Cape Town. These restrictions have largely been lifted and public transport is operating more normally, albeit with the necessary safety and hygiene protocols in place.

The Department had to adjust the contracted bus services which it manages to adapt to COVID-19 regulations. This included changes to both the subsidised bus service in the Cape Metro, operated by the Golden Arrow Bus Service (GABS), and to the Go George bus service, which is jointly managed with the Municipality of George.

The continued pressure on the national fiscus is also having an impact on funding for public transport. The Public Transport Network Grant (PTNG), on which the George Integrated Public Transport Network (GIPTN) relies, came under pressure, and the allocation to the project was cut during the year under review. While the Department is taking steps to mitigate the impact of this cut, the precarious state of the national fiscus remains a risk for the PTNG funding allocation to the GIPTN.

### Key service delivery achievements

People returned to work as public construction projects restarted after the devastating COVID-19 Alert Level 5 measures came to an end. In line with the Alert Level 4 that came into effect in May 2020, the Department resumed work on education, health, general infrastructure and roads projects that had to be stopped during Alert Level 5. This brought people back into paid employment, and enabled spending on construction industry activities.

Alert Level 4 permitted:

- Civil engineering for public works projects;
- Public works civil engineering and construction works;
- Road and bridge projects, including local road repairs; and
- Critical maintenance and repairs.

The DTPW was active in all four areas of construction-related activities. In addition, steel, cement, other construction material and hardware industries were permitted to scale up in phases to a limit of 50 per cent of employees, subject to strict health protocols.

- In education, nearly 200 projects recommenced, including new and replacement schools, upgrades and maintenance projects. The value of the works planned for expenditure was in the order of R950 m for the financial year and allowed approximately 2 850 people to go back to work.
- In health, over 40 projects restarted, including capital and maintenance projects. The value of these projects was roughly R250 m and approximately 800 people went back to work.
- In general infrastructure, more than 40 capital, modernisation and maintenance projects resumed. The value of these projects was roughly R90 m and approximately 600 people went back to work.



- In roads, 17 capital projects recommenced with a value of R1.2 bn to completion, and routine road maintenance contracts worth R158 m a year also restarted.

The Department worked hard to ensure that permitted projects resumed as soon as possible. A letter was sent to all contractors that requested them to resume permitted work and alerted them to crucial aspects of the strict new regulatory framework under which the work must be performed, including COVID-19 occupational health and safety regulations. DTPW officials were available to advise and assist contractors where necessary.

Through the PSTP, the Department successfully implemented a range of initiatives in response to COVID-19. These included the Red Dot Taxi service in collaboration with SANTACO which provided transport services in support of the fight against the pandemic. This partnership enabled a stronger and more effective relationship to be established with the minibus industry, presenting an unprecedented opportunity to move forward with the Department's existing minibus taxi improvement work to establish an incentive programme designed to improve the service quality and safety of minibus taxi services across the province.

#### *Service: Facilitate programmes to develop emerging contractors*

The Contractor Development Programme implemented three main training programmes.

- Construction information sessions (CIS) were presented to 43 emerging contractors from across the Western Cape in partnership with DTPW's SCM, the National Department of Public Works and Infrastructure, the South African Revenue Service (SARS), the Department of Economic Development and Tourism (DEDAT), the Construction Industry Development Board (CIDB), the Building Industry Bargaining Council, and local municipalities. These two-day sessions provided participating contractors with the information they need to comply with applicable government regulations and policies.
- Thirty-seven CIDB Grade 1 and 2 contractors participated in a 10-month structured training programme accredited by the Construction Education and Training Authority (CETA).
- Advanced training and mentoring support were provided to 20 CIDB Grade 3 to Grade 5 contractors in the year under review. Two contractors withdrew from the programme, one of whom operates outside of the Western Cape, and the other stopped construction operations altogether.

In addition, 50 contractors across the Western Cape received occupational health and safety (OHS) training.

The NYS Youth in Construction Programme is a national programme that aims to provide unemployed youth with opportunities to participate in the built and construction industries. Youth are placed in a 12-month programme where they acquire skills in various disciplines in the construction industry that could enhance their ability to gain employment or become self-employed. In February 2020 a new intake of 252 unemployed youth commenced their training. Due to the National State of Disaster, the experiential part of

the training programme was delayed by three months. A total of 211 unemployed youth completed the programme by the end of April 2021.

#### *Service: Create jobs and economic empowerment through infrastructure provision*

The Empowerment Impact Assessment (EMPIA) tool informs the design and construction process of specific departmental projects worth in excess of R5 m, and it measures the actual impact on historically disadvantaged individuals (HDIs). In the year under review, 12 EMPIAs were initiated on planned departmental infrastructure projects. Twenty projects were monitored through empowerment target implementation reports (ETIRs). The unit supported the implementing directorates and their client departments at 16 community engagements during the year under review.

#### *Service: Offering transport mechanic-related apprenticeships*

To become qualified artisans, apprentices undergo a four-year period of formal and practical training, prescribed examinations, and practical assessment by the Manufacturing, Engineering and Related Services Sector Education and Training Authority (MERSETA). Apprentices who are supported by the DTPW attend training at the Bellville Mechanical Workshop and do National Technical Certificate courses at technical college. Eight new mechanical artisans joined the Apprenticeship Programme in 2020/21.

#### *Service: Manage the Graduate Professional Engineering Programme (GPEP) to facilitate the proper training and retention of graduates in the transport and engineering fields*

In support of infrastructure delivery, the Roads GPEP, supported by mentors to facilitate the proper training and retention of graduates, continued in the year under review. Eight graduates who participated in the Professional Development Programme registered with the Engineering Council of South Africa (ECSA). Of these, six accepted permanent employment in the DTPW by the end of the year. The other two will apply for DTPW positions in the coming year and intend to stay DTPW if their applications are successful.

#### **Service: Provide bursaries for deserving students through the Masakh'iSizwe Bursary Programme**

The Masakh'iSizwe Bursary Programme aims to address the shortage of scarce and critical skills in the transport, built environment and engineering disciplines and any other discipline the DTPW identifies as being critical and scarce by providing access to tertiary education learning and education opportunities.

The Department awarded Masakh'iSizwe bursaries to 74 students studying at three higher educational institutions in the Western Cape. A total of 183 students received support during the 2020 academic year.

Table 9: **Masakh'iSizwe** bursaries 2020/21

Discipline	Number of bursars	Gender		Race			
		M	F	A	I	C	W
Architecture	2	0	2	0	0	2	0
Construction and Related	5	3	2	3	0	2	0
Civil Engineering	95	50	45	39	3	41	12
Electrical Engineering	21	13	8	7	1	6	7
Mechanical Engineering	41	28	13	11	1	15	14
Geomatics	5	2	3	3	0	2	0
Property Studies	1	0	1	0	0	1	0
Town and Regional Planning	5	2	3	3	0	2	0
Transport Engineering	2	1	1	1	0	1	0
Transport Economics	4	3	1	1	0	3	0
Sustainable Energy Engineering	1	0	1	1	0	0	0
Economics	1	0	1	0	0	0	1
<b>Total</b>	<b>183</b>	<b>102</b>	<b>81</b>	<b>69</b>	<b>5</b>	<b>75</b>	<b>34</b>

M=male; F=female; A=African; I=Indian; C=coloured; W=white

*Service: Provide, construct and maintain accommodation for provincial departments*

### Education facilities

Alert Level 5 of the National State of Disaster shut down all infrastructure works on the education portfolio from the end of March to the beginning of May 2020. However, the DTPW continued to contribute to improved educational outcomes in the Western Cape once these works resumed under Alert Level 4, despite stringent new COVID-19 occupational health and safety regulations, constraints on the supply of construction materials brought about by the pandemic, as well as general volatility in the local construction industry during the 2020/21 financial year. A diverse range of construction activities to build new facilities or adapt and maintain existing infrastructure took place and, during the course of the financial year, 22 critical new, replacement, and upgrades and additions projects were completed. Infrastructure delivery for education facilities is funded by Vote 5: Education, while provision is made in Vote 10: DTPW to perform the function of implementer on behalf of the WCED.

It is critical to note that while there is a distinct focus on constructing new facilities to accommodate the growing learner population in the province, there is also a concerted drive to replace existing facilities constructed from inappropriate materials with enlarged facilities as well as to maintain the state of over 1 500 facilities across the Western Cape.

The new R65 m Crestway High School in Retreat, a replacement school, reached practical completion in September 2020. This facility has been designed in such a way that its current capacity of 1 100 learners can be increased to 1 480 in future.



Harmony Primary School in Steenberg, also a replacement facility, was completed in March 2021 at a construction cost of R62 m. Phase 1, which comprised Grade R to intermediate phase classroom blocks, a parking area, a school hall, a media centre and an administration building, was completed in November 2020 while Phase 2, including the senior phase classrooms, external works and landscaping, was completed in March 2021. The school provides accommodation for 930 learners.

Phase 1 of the R51 m PC Petersen Primary School in Kylemore (between Stellenbosch and Franshoek) reached practical completion in October 2020. This replacement school provides accommodation for 620 learners and will have the potential for future expansion should the need arise. The hall is designed to accommodate 1 240 learners, the capacity that would be needed if the school were to be expanded to its full extent. This facility was designed so that it can also be used for after-hours community purposes. This was achieved by providing access for after-hours community use to the hall, multimedia room and parking area, but minimising the risk of disruption to teaching and learning through limiting access to teaching facilities such as classrooms and learner ablutions.

COVID-19 delayed critical preventative (scheduled) maintenance activities on over 100 education facilities. In order to mitigate the impact of further delays once construction works were permitted to resume, a further 83 preventative maintenance projects were planned, and contracts were awarded in October 2020.

COVID-related delays to preventative maintenance projects in progress meant that there was an overlap with new projects. This meant that the DTPW experienced a peak of approximately 150 maintenance projects in construction at the same time which placed considerable strain on available resources to execute these works. This peak is temporary and is not expected to continue into the next financial year.

### Health facilities

During the year under review, the DTPW continued to contribute to improving health and wellness outcomes in the Western Cape through providing health infrastructure. Funds for health infrastructure delivery are provided in Vote 6: Health, while provision for DTPW to perform the function of implementer for the Western Cape Department of Health is made in Vote 10: DTPW.

The completion of Phase 1 of a project to extend the Gansbaai Clinic and upgrade and refurbish its existing facilities was delayed due to COVID-19 and is now expected to be completed in April 2021. This has had an impact on the completion of Phase 2 which is now expected to be complete in September 2021. A new wing has been built for an emergency treatment unit and an infectious disease unit. Other new features include an ambulance bay, and medical waste and refuse facilities. Ancillary works include parking, the installation of rainwater harvesting equipment, and landscaping at the site.

The project to build a new day clinic adjacent to Laingsburg Hospital and make improvements to the existing hospital to accommodate decanting was initially scheduled for completion in September 2020 but, due to the impact of COVID-19, is now planned for completion in April 2021. The clinic now has a pharmacy and treatment facilities for acute conditions, wounds, chronic diseases, oral health, and woman and child health care.

Improvements to the hospital include repurposing existing space to create new waiting, ablution, record, and reception facilities. A combined entrance will be built for the hospital and the new clinic.

The construction of the new R281 m Observatory Forensic Pathology Institute at the entrance to Groote Schuur Hospital is now scheduled for practical completion in May 2021. Once it is complete, this large, purpose-built modern forensic pathology facility will replace the Forensic Pathology Services laboratory in Salt River.

It will provide Level 4 forensic services aimed at extracting, analysing and preserving the integrity of evidence for use by the criminal justice system. This three-storey facility enables better integration of the work of provincial Forensic Pathology Services and the National Health Laboratory Service, coupled with facilities to support University of Cape Town (UCT) academic training in the field.

The facility has 26 autopsy tables – four dissection suites with six tables each, as well as two teaching and training dissection suites. It has 360 refrigerated body spaces: 180 admission fridges, and 180 dispatch fridges. In addition, the building accommodates 100 visitors to the bereavement centre as well as ten waiting undertakers per day. The new facility facilitates the training of trainee specialists at the UCT Medical School and can accommodate 20 students at a time.

The design incorporates natural light through glazed autopsy rooms and a courtyard that allows natural light deep into the working areas. The public areas have been designed and built around outdoor green spaces. This helps to create a tranquil environment.

The Department completed a R124 m project in May 2020 consisting of phased upgrades and extensions to the Vredenburg Hospital to cater for the growing health needs of the West Coast District.

The final phase of the construction project for the new surgical, paediatric and services complex focused on two primary objectives: a naturally lit interior, and the development of a super-form and a sub-form for the Vredenburg Hospital. Super-form refers to a large-scale physical framework that sets up a building's relationship with a city, the outdoor spatial system, and large-scale circulation through the building. The sub-form in this case is many internal cellular rooms which can be repurposed without a substantial effect on the super-form.

Phase 1 of this project for the Western Cape Department of Health included site works, upgrades to existing clinical and support service facilities, new staff accommodation, and a new administration building. Phase 2 included work on the administration building, theatre complex, sterilisation unit, laboratory, mortuary, a 12-bed temporary paediatric unit, as well as support services (kitchen, cleaning, refuse, and laundry).

The project made use of labour-intensive methods that provided a limited number of short-term work opportunities and skills training for local people. The upgraded hospital accommodates 80 in-patients.

As the COVID-19 pandemic became increasingly serious, the production manager of the Western Cape Department of Health was tasked with leading a team to design and install medical gas reticulation at two field hospitals – the Hospital of Hope (862 beds), and the Brackengate Field Hospital (330 beds).

The Hospital of Hope, the largest field hospital in the country, was built inside the Cape Town International Convention Centre (CTICC) in a record 26 days. Brackengate was converted from a warehouse into an intermediate care facility.

Because of the high risk of spreading COVID-19, patients at the CTICC Hospital of Hope were not allowed to receive visitors. Children participating in the Rainbow Initiative of the Rallim Preparatory School in Sunningdale brought a human touch to this field hospital. Each of the 862 beds in the CTICC received its own individually drawn rainbow. The initiative brought big smiles to the faces of patients and staff, and it helped to raise awareness of COVID-19 among young and old alike. A total of 338 new beds at Brackengate came on stream early in July 2020 and a further possible 800 to 1 000 beds were made available in field hospitals in other parts of the Western Cape.

The CTICC Hospital of Hope treated more than 1 500 COVID-19 patients before it was closed in mid-September 2020. Brackengate admitted its first patient in July 2020.

### General buildings

The DTPW General Infrastructure Maintenance Strategy of 2017 forms the basis for the management of general provincial facilities. Statutory maintenance of mechanical and electrical installations including heating, ventilation and air conditioning systems, lifts, standby generators as well as fire detection, suppression and alarm systems (to name a few) is undertaken by means of multi-year framework contracts. This approach ensures adequate coverage and compliance with statutory prescripts across the property portfolio.

A current key focus area is health and safety compliance. Ongoing assessments are being undertaken to inform the prioritisation of scheduled maintenance projects. Scheduled maintenance projects in respect of this part of the provincial portfolio includes altering functional facilities to meet changing user requirements, providing universal accessibility wherever possible, and upgrading or refurbishing facilities to enhance energy and water efficiency.

Whilst the available budget for capital upgrades and modernisation has been significantly reduced over the next three years, various construction and modernisation projects achieved completion in 2020/21. These include the R60 m upgrade of the Mossel Bay Shared Services Centre in Marsh Street, Mossel Bay, which includes a solar photovoltaic (PV) rooftop installation. This new office building provides office accommodation to the provincial departments of Health, Agriculture, Social Development and Education. Because the original building was older than 60 years, the project required Heritage Western Cape approval before work could begin. Notwithstanding the significant and prolonged impact of the COVID pandemic on infrastructure planning and delivery, the Programme completed the modernisation of the 3<sup>rd</sup> and 4<sup>th</sup> floors in the York Park Building in George, the modernisation of the 8<sup>th</sup> and 9<sup>th</sup> floors in 9 Dorp Street in the Cape Town

CBD, and the construction of the Gene Louw Traffic College shooting range in Brackenfell. In addition, the Programme implemented the office fit-out of the new WCED head office accommodation in the North Wharf Square Building in Lower Long Street, Cape Town CBD.

The Programme has various infrastructure projects under construction which are expected to be completed in the course of 2021/22, including the modernisation of the 7<sup>th</sup> floor, 9 Dorp Street and the ground floor, 27 Wale Street, which is the head office of the provincial Department of Human Settlements. The Government Motor Transport Phase 2 Rusper Street project is due to be completed in 2021/22 as well as the additional dormitory under construction at the Outeniqua Child & Youth Care Centre (CYCC) in George. In addition to this, urgent maintenance of several CYCC facilities across the province is ongoing and the replacement of the roof of the Saartjie Baartman Centre is underway.

By continuing to upgrade facilities through scheduled maintenance projects and the Office Modernisation programme, the maintenance backlog in respect of general buildings is being reduced.

As part of the Department's COVID response, the Programme accelerated the completion of the construction project at Verbena Street, Paarden Eiland in order that the facility could accommodate the Red Dot Taxi transport initiative. Following the easing of the COVID-19 restrictions to Alert Level 4, the Programme was instrumental in preparing provincial office facilities for the return of officials to the workplace and ensuring compliance with new COVID regulations relating to installation of barriers, cleaning and disinfecting of workspaces, and placement of sanitiser dispensers throughout provincially occupied buildings.

The Conradie BLMEP in Pinelands aims to help address the spatial planning legacy of apartheid by creating well-located affordable, integrated housing opportunities. This development will optimise urban land use and create a safe and vibrant live-work-play-learn environment for families close to public transport and sustainable work opportunities. This development will provide approximately 3 600 residential units of which 49 per cent will be grant-funded units and the remainder will be for the open market. There will also be new schools, commercial space, parks and recreational facilities and the settlement will be accessible via public transport – bus and rail services. As is mentioned above in the Report of the Accounting Officer, the construction of housing at the BLMEP that was delayed by an impasse regarding the quantum of the geotech allowance was resolved and construction could resume.

### Water consumption reduction initiatives

When the 2015 to 2018 Western Cape water crisis was reaching its peak, the DTPW was tasked with overall coordination of the business continuity plans (BCPs) of the WCG departments and entities in the event of possible water-related service delivery disruptions. The Provincial Water BCP that emerged provided the plan for determining which essential services of the WCG should and could continue to be met if municipal water supplies became constrained or stopped; to map out how the WCG could help avoid a “dry taps” situation through minimising WCG demand on municipal water



supplies; and to ensure that identified critical services could continue to be delivered, regardless of the state of municipal water supplies.

A range of demand- and supply-side interventions were undertaken at the time of the water crisis to reduce water demand and increase water supply. The DTPW continues to embed further demand-side interventions in new infrastructure across the health, education and general property portfolios, and programmes such as the annual Property Efficiency Report that focus on water efficiency. Public Works Infrastructure continues to support all WCG departments through the creation of more water-secure provincial government infrastructure, as is encapsulated in the WCG 2017–2022 Sustainable Water Management Plan.

The supply-side interventions undertaken at the time of the water crisis to create more water resilience in certain critical infrastructure of the WCG were initially aimed at survival resilience in a “dry taps” type scenario. Over time, the focus of these water resilience interventions shifted to adaptation and growth in such a way that these critical service delivery facilities are now better able to respond to and recover from any future water shortage or water crisis.

These critical facilities included certain provincial hospitals and clinics, social development treatment centres and CYCCs, and various head office facilities for the ongoing command and control of the administration of the WCG. Whereas approximately 95 facilities were initially considered for supply-side interventions, 61 now have operational full or partial groundwater supply systems, together with an operation and maintenance framework of contractors who work with onsite facilities and technical managers to run and maintain these systems. Some systems have been temporarily decommissioned pending a future increase in the risk of localised water failure, some have a very low risk of localised water failure, and others have non-groundwater interventions which make them more water-resilient. Nine groundwater supply systems plans were developed but will only be implemented if necessary. At 14 facilities, no interventions were possible due to a lack of groundwater or groundwater of poor quality, or other physical or legal constraints. DTPW continues to work with the Western Cape Department of Health to manage and operate these groundwater supply systems sustainably and to truly embed water resilience in the provincial property portfolio.

#### *Service: Road infrastructure provision*

The DTPW's strategic spending is focused on preventative maintenance and rehabilitation of ageing infrastructure. The high-quality road infrastructure that DTPW provides is an important component of a safe and effective transport system, and an enabler of economic and social development in the Western Cape.

The DTPW facilitated road network planning through integrated planning engagements convened through the joint planning initiatives of the Department of Local Government, Provincial Treasury and the Department of Environmental Affairs and Development Planning. One-on-one engagements took place with the municipalities of Swartland, Drakenstein, Overstrand, Mossel Bay and the Stellenbosch Transport Workgroup. The DTPW maintained ongoing liaison with key stakeholders such as the CoCT Transport and Urban Development Authority and the South African National Roads Agency (SANRAL).

Projects already initiated to promote economic growth and maximise road user impact in the Western Cape are at various stages. During the year under review, the addition of a third lane on the N1 at Durban Road Interchange, and the extension of Main Road 559 and extension of TR85/1 in Saldanha, were completed and are in the defects liability period. Preliminary design for the upgrade of Wingfield interchange on the N1/N7 has continued, and the Refinery Interchange project was advertised for construction. The preliminary design for the upgrading of the N7 to freeway standards has also continued.

The review of the preliminary design and environmental impact assessment processes of the R300 northern extension have continued. The R300 between the N1 and N7 is an important uncompleted link that will ultimately connect the south, north and western suburbs of Cape Town.

The DTPW continued with two roadworks projects spanning 16 km of the N7: one between Potsdam and Melkbosstrand interchanges (9.6 km); and the other between the Bosmansdam and Potsdam interchanges (6.4 km). The project for the stretch between Potsdam and Melkbosstrand was completed in August 2020 and entails the rehabilitation of the left lane and the resurfacing of the right lane. The project for the stretch between Bosmansdam and Potsdam is expected to be completed in June 2021. Work includes building of two new bridge underpasses across the N7, the reconstruction of 2.9 km of the highway, and resurfacing from Bosmansdam to Platteklouf.

The DTPW completed the R22 m construction project of a pedestrian bridge on the N2 at Garden Village, Somerset West, just before the intersection with De Beers Avenue at the end of August 2020. Pedestrians, including learners at Gordon High School and Danie Ackermann Primary School, cross the road at peak traffic times. A number of pedestrians have been killed because there is no safe place for them to cross. The completion of the new bridge will be a major safety improvement for pedestrians and motorists travelling on the N2.

The Department made good progress with flood damage repairs to road structures in Seweweekspoort in the vicinity of Zoar in the Kannaland Local Municipality on Main Road 309 (the R323). The work was completed early in February 2021. Upgrading the causeways will reduce the risk of flooding and mitigate the severity of damage that might occur if a flood were to occur on this important link road. The scope of work entailed clearing the existing gravel side drains near to river structures and channelling these into the river for the prevention of future erosion on the downstream side of the road batters.

The DTPW has opened its new motorised pont at Malgas. This allows public traffic to cross the Breede River at this point avoiding a time-consuming and expensive 90 km detour by road to reach the other side of the river. The pont is a flat-bottomed ferry, which takes the place of a bridge where the expense of constructing a bridge is not warranted. The pont slipway is DTPW property as it forms part of the public road crossing the river. As a courtesy to the public, boat operators wishing to launch a boat from the road may do so, provided the pont is not currently using the slipway.

The upgrading of Baden Powell Drive (the R310) commenced in April 2018 and was completed in the latter half of 2020, after delays caused by COVID-19 Alert Level 5. This is a busy arterial road that runs from Muizenberg to Stellenbosch. It is the main access road

between Stellenbosch and Cape Town via the N2 and provides access to Cape Town International Airport, the Cape Town Film Studio, industrial hubs, wine farms and various townships. The road is also heavily used by tourists, cyclists and pedestrians, particularly on weekends. The route is also utilised by pedestrians and cyclists to access employment and leisure opportunities on the surrounding wine farms and residential estates.

Roadworks from Wellington to Windmeul and Bainskloof Pass commenced in the year under review. The expected completion date of this project is January 2022.

Roadworks from Ashton to Montagu through Cogmanskloof resumed after Alert Level 4 came into effect. This included works on the Ashton Bridge.

### *Service: Manage and monitor integrated public transport services*

The Western Cape's economy depends on effective and efficient transport networks and services for the movement of people and goods. This should include safe, reliable and affordable transport for accessing opportunities, work, education and services. Across the province, 2.3 m people rely on public transport such as rail, bus, minibus taxi services, cycling or walking for mobility and access. However, these options largely do not meet their needs and are often unsafe, unreliable, unavailable, or unaffordable. At the same time, car users generally do not consider public transport as an alternative travel mode and this contributes toward growing traffic congestion in urban areas. The cost of congestion in Cape Town is estimated at R2.8 bn per year, which negatively impacts on employment, education and business.

Through its PSTP, the DTPW is implementing long-term solutions to the constraints of the current public transport environment, including improving the management and integration of minibus taxi services, the collection and intelligent use of data, the safety and reliability of rail, the implementation of long-term public transport contracts such as Go George, and the development of the institutional arrangements required to successfully deliver such initiatives.

At the beginning of the financial year, the country was in the Alert Level 5 hard lockdown phase of the National State of Disaster. Responding effectively to COVID-19 became the Department's overriding imperative. Existing projects and initiatives were repurposed to this end. The Directorate: Transport Operations provided key responses to the pandemic.

- Transport Operations established of the Transport Coordinating Committee with the City of Cape Town to oversee the public transport response to COVID-19 and the associated regulations. The TCC was able to rapidly resolve immediate public transport supply challenges and provide extensive guidance to stakeholders on the regulations and directions issued by national government. Through the TCC, the Department also prepared comments and engaged with national government on the COVID-19 public transport regulations and directions.
- The Department leveraged the Integrated Transport Hub to establish a system and mobile app to monitor regulatory compliance at public transport facilities across Cape Town.
- A cellphone-based USSD passenger feedback system was established for public transport users to report on their experience of operator compliance with COVID-

19 regulations on vehicle loading, hygiene and social distancing. Users could dial \*134\*234# on their cell phones for free and report any problems they experienced. By giving people a voice, the Department effectively helped to reduce the spread of the virus on public transport.

- The DTPW procured and distributed personal protective equipment (PPE) and sanitiser to the public transport industry. Items included gloves, hand sanitiser, bottles, masks, and disposable protective wear.
- Transport Operations planned and established the successful operation of the Red Dot Taxi service. This included the full conceptualisation and implementation of the project, including the conclusion of a contract with the newly established Umanyano Travel Services (Pty) Ltd (UTS), a company wholly owned by the membership of SANTACO Western Cape. Red Dot provides transport to public sector health care workers and transports individuals to and from Q&I facilities as part of the Western Cape Government's COVID-19 response strategy. In June 2020, President Cyril Ramaphosa saw the Red Dot service in action. More recently, the "Red Dot Like" service has been introduced to provide transport to patients ready to be discharged from hospital. This frees up bed space for more critically ill patients. Red Dot Like also provides transport to healthcare workers from outside Cape Town to centrally located vaccination sites. Red Dot is underpinned by the ITH, and various technology platforms were developed to enable the efficient management of the service. The fleet reached a maximum of 251 vehicles and these were fitted with vehicle trackers, protective screens between the driver and passengers, and branded with the recognisable Red Dot sticker. The vehicles are thoroughly cleaned and sanitised after every trip. All drivers have gone through the Red Dot Taxi training programme, which included health and safety protocols. Hand sanitiser is available on board for drivers and passengers and vehicles are only allowed to carry 50 per cent of their licensed carrying capacity to allow for adequate social distancing. The safe transport of healthcare workers helped to protect the health and well-being of public healthcare workers, reduce their stress, and maintain the capacity of our healthcare system. At the same time, the transport of individuals to and from Q&I facilities is a critical part of the Western Cape Government's strategy to prevent community spread of the virus. Through Red Dot, the minibus taxi industry has demonstrated that it can provide a safe and professional service under contract to government. Subsidised bus services (GIPTN and GABS) were adapted to comply with enhanced safety and other regulatory requirements to help prevent the spread of COVID-19. This included reduced operating hours and vehicle capacities, regularly sanitising vehicles, the use of PPE, and the screening of workers. The GIPTN also went completely cashless, relying fully on the smartcard system to reduce the risk of virus transmission via the handling of cash.
- The Department worked closely with the Western Cape Education Department to support the adaptation and improvement of learner transport services in response to COVID-19 and particularly to the vehicle capacity restrictions stipulated in national government regulations. This serves as the basis for continued cooperation between these departments on learner transport in the future.



- The Department coordinated the repatriation of approximately 10 000 foreign nationals, established a central staging area at the Cape Town Stadium, and coordinated the return of South Africans from abroad who were required to enter 14 days of quarantine.

Based on the successful working relationship built with the Western Cape minibus taxi industry to deliver the Red Dot Taxi service, the Department is implementing the game-changing Blue Dot Taxi initiative. This project aims to improve the service quality and safety of minibus taxi services in the Western Cape. It is a priority provincial initiative endorsed by the Provincial Cabinet in September 2020 which is fully aligned with the Western Cape Government's jobs, safety and well-being recovery priorities. The project includes an incentive programme which rewards participants for complying with a set of standards set by government and monitored through a combination of on-board tracking, on-the-ground monitoring, and other mechanisms such as anonymous passenger feedback on individual taxis using the free USSD code \*134\*3047# or by sending the word "Hi" to the WhatsApp number 073 249 2152. The Blue Dot Taxi pilot project is being implemented with the participation of UTS (the company established to operate the Red Dot Taxi service) and all eight regional taxi councils in the Western Cape. Blue Dot may involve as many as 1 300 vehicles.

The commuter rail system is in crisis and the Department continued to work with stakeholders on this issue, including PRASA and the City of Cape Town. A memorandum of understanding concluded between the Department and PRASA in May 2020 commits the parties to work together to restore the Central Line and the broader rail service. These cooperative efforts were paused during the initial stages of the National State of Disaster, but resumed once rail services were permitted to operate again. Work completed during the financial year included a business plan for the establishment of an interim rail replacement bus service. The Department is also working with stakeholders to identify longer-term solutions, including considering the assignment or devolution of rail to the Western Cape.

The control and eradication of vegetation in the rail reserve is critical to ensure a safe environment for the operation of trains. Rail reserves, yards, and infrastructure assets (substations, relay rooms, etc.) have experienced vegetation overgrowth due to PRASA not awarding vegetation control contracts. The Department has worked with PRASA to clear vegetation in the following locations:

- Southern Line: Cape Town to Simons Town;
- Northern Line: Salt River to Bellville;
- Central Line: Cape Town to Mutual/ Langa/ Pinelands; and
- Cape Flats Line: Maitland to Heathfield.

This project commenced on 4 January 2021 and ended on 31 March 2021, having achieved its objectives.

The Department continued to manage the Go George bus service in 2020/21, after launching Phase 4B in the previous financial year. Cuts to PTNG funding during the financial year required adjustments to the project. Preparations and engagements

continued for the launch of Phase 4A. In addition, the Department continued to manage the subsidised bus operator (GABS) and Public Transport Operations Grant (PTOG) subsidy.

The Bicycle Mobility Consortium (BMC) was appointed to support the PSTP's Provincial Bicycle Distribution Programme, which aims to provide opportunities for improved mobility and increasing access to opportunities for those for whom public transport is unaffordable. Despite the challenges introduced by COVID-19, the bicycle programme managed to refocus and reprioritise to be more responsive to the immediate needs of our communities.

The programme remains committed to: enabling strong partnerships; creating access to bicycles for those who can least afford it; providing an end-to-end package for bicycle distribution; and supporting a range of mobility projects in a collaborative approach with provincial departments and local municipalities. In line with this commitment, 400 bicycles were distributed into various mobility programmes including neighbourhood watches, township micro-businesses, scholars, and rural development programmes.

Additionally, the PSTP Bicycle Distribution Programme was requested to assist in the Department's COVID-19 Hotspot Plan to provide bicycles for essential workers delivering food and medicines as well as other community support programmes in the Metro's identified COVID hotspot areas.

The PSTP's Bicycle Distribution Programme also assisted the National Department of Transport's Shova Kalula programme, and managed the distribution, supply logistics and the safety training of the learner recipients, which saw 225 bicycles distributed in the Overberg District Municipality in close cooperation with our partners in the WCED.

The Western Cape developed its own Public Transport Regulation System (PTRS) that went live in October 2019. This system allowed the Western Cape Provincial Regulatory Entity (PRE) to process 99 per cent of all operating licence transactions within 60 days with an average turnaround time of just 30 days, much quicker than the statutory 90-day limit.

DTPW officials explored the introduction of technology into the public transport planning and regulation space to better monitor and respond to demand for and supply of public transport services within the regulatory framework. Customer care is central to an ethic of respect and care in the public transport system, including respect for the most vulnerable, such as the very young, the elderly, people with special needs such as blind people, and people in wheelchairs.

### *Service: Coordinate and facilitate land transport safety and compliance programmes*

The DTPW conducted integrated driver fatigue management awareness campaigns designed to help reduce fatal road crashes with a specific focus on public transport.

A compulsory Fatigue Management Tactical Plan implemented at all of the DTPW's 13 Traffic Centres throughout the Western Cape positively contributed to the observed decrease in fatal crashes involving public transport vehicles. A total of 163 joint fatigue management operations were conducted during the period under review. A total of 92 crashes were reported which resulted in 34 fatalities. It was notable that no fatalities were recorded during Easter and the December holiday period.

### *Service: Issue driving licences to competent drivers*

The DTPW continued to work closely with municipal agents to improve the standards of the services they provide to the public. Due to the considerable backlogs that built up at driving licence testing centres (DLTCs) during the National State of Disaster, new service interventions had to be held in abeyance. However, the Department assisted DLTCs with a risk mitigation strategy to return to work after the COVID-19 restrictions were eased. As part of the process, the Department assisted DLTCs with an effective strategy to deal with the backlogs within the confines of what was legally permissible. In this regard, the National Minister of Transport was petitioned to extend the validity period of driving licence cards and other driving licence documents.

In the year under review, the DTPW continued to help ensure a safe and appropriately regulated vehicle and driver population through strategic partnerships with the national inspectorate, the SAPS, the Hawks and the Special Investigating Unit (SIU) to combat fraud at vehicle testing stations (VTSs) and DLTCs.

### *Service: Issue permits for abnormal load vehicles and events on public roads*

The DTPW continued to process and issue abnormal load vehicle permits during 2020/21. The development of a system for streamlining the classification and registration of abnormal load vehicles and to automate the issuing of permits is continuing.

### *Service: Register minibus taxi operators and associations*

The Provincial Transport Registrar oversees the annual general meetings (AGMs) of minibus-taxi associations as required by the Standard Minimum Constitution promulgated in terms of the Western Cape Road Transportation Act, Amendment Law (Act 8 of 1996). With the introduction of the Public Transport Regulation System, registration and operating licence information is now stored in a single repository. As a result of the interoperability of these systems, registration and operating licence information for both associations and members preparation for AGMs was greatly improved through significant efficiency gains. The live integration of the PTRS into the Department's ITH enables the immediate verification of operating licences.

### *Service: Provide dispute resolution services in the public transport domain*

Illegal minibus taxi operations remain a cause for concern. Route invasions by legal and illegal operators and the deliberate obstruction of the operations of legal operators led to the Provincial Taxi Registrar having to implement disciplinary measures against a number of associations in terms of section 7(A)(20) of the Western Cape Road Transportation Act, Amendment Law (Act 8 of 1996). The DTPW, in partnership with the SAPS and the NPA, have since undertaken to investigate and address the root causes of these conflicts, including overtrading, route invasions, and extortion. This work is overseen by the Transport Priority Committee, which is jointly chaired by the DTPW and the SAPS.

A number of fatal shootings have occurred, mainly due to disputes between CATA- and CODETA-affiliated groups. In cases involving violent conflict and other criminal acts, the SAPS took charge of operations, with support from municipal traffic and transport officials, to identify legal and illegal operators. In conflict areas such as Mbekweni in Paarl and in

Bellville, the Department provided mediation services. In cases involving incidents of violence at taxi ranks, including murders and attempted murders, the Provincial Taxi Registrar prepared notices in terms of section 91 of the NLTA, enabling the Provincial Minister of Transport and Public Works to invoke certain powers and to declare his intention to institute extraordinary measures in declared areas, including the potential closure of certain ranks or routes.

### *Service: Road safety communication*

The Safely Home Calendar continued to support behaviour change messaging, across multiple platforms, in line with the Calendar themes. A six-month above-the-line campaign at the beginning of the financial year helped to extend the Calendar's footprint beyond social media into radio, mobile and digital billboards, and cinema.

The Calendar's social media platforms continued to perform well, and we achieved pleasing growth in our follower base and campaign reach, as follows:

- Facebook: a 56 per cent increase in followers from 19 846 to 30 921, and a reach of 22.7 million.
- Twitter: a 7 per cent increase in followers from 13 991 to 14 983, and a reach of 5.4 million.
- YouTube: a 10 per cent increase in total views from 8 668 011 to 9 576 688.

Our messaging strategy continues to include significant support to traffic law enforcement activities, focusing specifically on holiday periods, as well as support to road safety management and land transport safety. Over the 2020/21 festive season, we reached over 6 m people on our platforms, focusing on operations across the province.

During the early months of the COVID-19 pandemic, the Safely Home platforms were utilised to get pandemic-related information to the public. These included our social media platforms as well as billboard holdings. The Sky Banner campaign was put on hold due to the pandemic, as Random Breath Testing operations were suspended.

Development continues on the Thin Blue Line reality television series which is designed to showcase the work of traffic officers, alongside the realities of their actual life. This undertaking is a response to survey data showing how poor road safety is often linked to a poor perception of law enforcement. Filming was delayed by COVID-19. The process was restarted and is now underway to launch the final phase of filming, production and post-production. The ten-part Season 1 of the series is due at the end of 2021/22.

The Safely Home Survey Year 5, in the previous financial year, moved from being a market research-type survey to a public health survey. Focus groups with traffic officers, as well as focus groups with members of the public were conducted for the first time. The Year 5 report is in the process of being completed.

### *Service: Road safety education and awareness campaigns*

Due to the National State of Disaster, the Department could not continue with its school-based flagship projects to educate learners and create road safety awareness such as scholar patrols, road safety school debates, talks and dialogues and the Safety in Traffic Education Programme (STEP) because schools were temporarily closed. The only school-



based project that was not affected was the establishment of junior traffic training centres (JTTCs).

Five new JTTCs were established in three districts, bringing the Western Cape total to 25. These simulated road environments feature permanent miniature road signs, road markings, and a parking area to provide a safe place for learners to learn good road use habits at an early age. The new JTTCs were established in:

- Cape Winelands (1): H Venter Primary School;
- Overberg (2): Hawston and Lukhanyo Primary Schools; and
- West Coast (2): Maskam Primary School and Saldanha Science Centre.

Learner's licence programmes continued in the last quarter of 2020/21 and were presented to youth of the appropriate age in previously disadvantaged communities to assist participants in their search for employment. The programme's format has been digitised and put on the e-Learning platform of Gene Louw Traffic College.

#### *Service: Traffic training and development*

The Directorate: Traffic Training and Development (located at Gene Louw Traffic College) and Quality Management and Evaluation (QME) facilitated accredited training programmes for the Examiner of Vehicles and the Examiner for Driving Licences qualifications. The COVID-19 pandemic led to training having to be suspended in accordance with National State of Disaster regulations.

The suspended courses were only concluded in the second quarter of 2020, with a total of 13 trainees successfully completing the Examiner of Vehicles training, and 18 completing the Examiner for Driving Licences training. The College embarked on a recruitment and selection drive for traffic officer training which resulted in the enrolment of 90 students on 1 February 2021 for the Further Education and Training Certificate (FETC): Road Traffic Law Enforcement. A total of 40 traffic wardens were trained at Vredenburg for the Saldana Bay Municipality in October 2020.

To determine the impact of training activities, applications were developed to conduct continuous electronic real-time monitoring and evaluation of traffic law enforcement activities, road safety management education and awareness interventions, and traffic training.

#### *Service: Traffic law enforcement*

As part of the Department's **continuing** improvement, technology is increasingly used to enhance operational effectiveness, improve road safety, and enable a proactive approach to crimes involving vehicles. A total of 176 patrol motor vehicles are completely fitted with in-vehicle technology and all 540 handheld devices were replaced to enable newly developed applications to function. During the period under review, the use of technology to detect fraud led to 141 arrests for fraudulent documentation.

The operational focus of Traffic Law Enforcement (TLE) was expanded to assist in the enforcement of National State of Disaster COVID-19 regulations.

A total of 3 700 Disaster Management Act regulation infringements were recorded in the period under review and fines to the value of R8 422 200 were issued (see table). Infringements included failure to confine to place of residence, failing to adhere to curfew hours, moving between provinces, not being in possession of an essential service permit, exceeding permitted vehicle carrying capacities, and transporting employees who were not essential service workers.

Table 10: Disaster Management Act arrests and charges

Short description	Total
Hindering/ interfering with an officer's duties	9
Failure to confine to place of residence	667
Moving between provinces	1
Vehicles not permitted to travel	7
Being outside place of residence during curfew hours	7
Selling tobacco products	9
<b>Total arrests and charges</b>	<b>700</b>

Source: Provincial Traffic Services

At the same time, efforts had to continue to ensure that our motorists adhere to acceptable driver behaviour and motor vehicle fitness standards.

As part of the operational deployment plan, a range of different interventions were instituted to ensure compliance, especially during the gradual easing of the National State of Disaster, which led to increased movement of people, greater movement of illegal substances, increased access to alcohol, and increased access to amenities.

The increasing movement of motor vehicles was closely monitored during the various alert levels of the National State of Disaster using the Average Speed Over Distance infrastructure to track and monitor traffic patterns, facilitating the effective deployment of limited resources, affected at times by officers having to be isolated or quarantined.

The table below provides details of infringements that motorists were charged with in terms of the National Road Traffic Act and Criminal Procedure Act during the period under review.

Table 11: Provincial traffic service data 2020/21

Offence type		Total
Number of TLE operations		15 646
Number of drivers tested for alcohol		0
Number of vehicles weighed		424 300
Driving document charges (written notice charges only)		
Driving licence	None	16 963
Driving licence	Failure to carry	13 945
Professional driving permit (PrDP)	None	4 313
Professional driving permit (PrDP)	Failure to carry	3 462
Dangerous goods vehicles		29
Public passenger transport permit condition		3 031
Moving offence charges (written notice charges only)		
Inconsiderate driving		645
Overtaking in face of oncoming traffic/ barrier line		1 330
Road sign/ marking – traffic signal violations		5 415
Stopping on freeway		388
Speeding – manual (handheld camera)		2 586
Speed – camera (fixed camera)		6 685
Seatbelt charges	Drivers	8 875
Seatbelt charges	Front seat passengers	3 061
Seatbelt charges	Rear seat passengers	4 761
Unlicensed vehicles		16 760
Fail to display licence disc		12 699
Overloading	Goods	6 178
Overloading	Passengers	4 210
Held cell phone in hand whilst driving		4 540

Other moving offences		3 852
Vehicle defect charges (written notice charges)		
Steering		25
Windscreen wipers		214
Brakes	Service	35
Brakes	Parking	556
Tyres		4 825
Front lamps/ headlamps		2 340
Rear lamps/ stop lamps		2 744
Direction indicators		804
Number plate		4 989
Side and rear retro reflective markings		450
Other defects		3 631
Total written notice charges		144 341
Vehicles discontinued		2 506
Vehicles impounded		393
Arrest	Drunken driving	556
	No driving licence	4
	Speeding	153
	Goods and passenger overloading	69
	Inconsiderate, reckless and negligent driving	136
	Permits/ operating permits	2
	Warrants executed	0
	False documentation	141
	Other arrests	195
Total arrests		1 256



Pedestrians arrested		9
Grand total (Charges+Suspensions+Arrests)		148 505
Monetary value		139 463 063

Source: DTPW Traffic Contravention System

## Escorting of abnormal loads

The Department of Transport and Public Works is responsible for the administration, approval and implementation of the escorting of abnormal loads in the province. The wind energy projects associated with the Renewable Energy Independent Power Producer Procurement Programme led to a massive increase in the need for abnormal loads to be escorted **in the year under review**. In support of the WCG's drive for economic growth and renewable energy, Traffic Law Enforcement made the necessary arrangements for these specialised loads to be moved while continuing to ensure that adequate resources were available to keep our roads as safe as possible.

The movement of wind energy equipment to windfarms in the Western Cape and Eastern Cape was abruptly interrupted when Alert Level 5 of the National State of Disaster caused a substantial backlog at the ports. This situation could only be addressed when certain restrictions were lifted. Extraordinary efforts were required from our officers to alleviate the backlog by providing support to moving many loads every day. The planning and coordination of escorting abnormal loads had to take place at specific times, could only be done in suitable weather conditions, required coordination between traffic centres, required specific protocols to protect other road users, and had to take TLE operational requirements into account. There was only one major incident involving the death of a driver with a health condition.

Table 12: Western Cape Provincial Traffic Law Enforcement escorts of abnormal loads to 31 March 2021

Roggeveld Wind Farm, Airport Industria via Wolseley to Matjiesfontein	
Total for entire contract	188
Total done up to 31/03/2021	188
Total outstanding	0
Saldanha Harbour via Wolseley to Matjiesfontein	
Total for entire contract	178
Total done up to 31/03/2021	178
Total outstanding	0
Eastern Cape border via Beaufort Wes, Laingsburg to Matjiesfontein	
Total for entire contract	16
Total done up to 28/02/2021	16
Total outstanding	0
Oyster Bay Wind Farm, Atlantis via N2 to Eastern Cape border	
Total for entire contract	164
Total done up to 10/7/2020	164
Total outstanding	0
Wesley Wind Farm, Atlantis via Wolseley, Laingsburg, Beaufort West to Eastern Cape - East London	
Total for entire contract	40
Total done up to 10/7/2020	40
Total outstanding	0
GAROD Copperton Windfarm Prieska, Eastern Cape via Beaufort West to Prieska	
Total for entire contract	320
Total done up to 31/03/2021	320
Total outstanding	0

Soetwater Windfarm, Atlantis Gri Plant via R27, R45, Wolseley to Matjiesfontein	
Total for entire contract	105
Total done up to 31/03/2021	51
Total outstanding	54
Saldanha Harbour via Wolseley to Matjiesfontein	
Total for entire contract	105
Total done up to 31/03/2021	51
Total outstanding	54
Karusa Wind Farm – Matjiesfontein, Atlantis Gri Plant via R27, R45, Wolseley to Matjiesfontein	
Total for entire contract	105
Total done up to 31/03/2021	54
Total outstanding	51
Saldanha Harbour via Wolseley to Matjiesfontein	
Total for entire contract	105
Total done up to 31/03/2021	54
Total outstanding	51



## Service: Innovative regulatory and enforcement initiatives

### Road crash fatalities

The DTPW remained committed to executing its law enforcement mission and conducting traffic and road safety initiatives aimed at saving lives. While challenges remained in achieving the goal that "no-one should be killed or injured on our roads", TLE continues to make progress and learn valuable lessons that help it to keep adapting its approach to changing conditions.

The Western Cape experienced an overall decrease of 17.05 per cent of fatalities on all roads. Contributing factors could have been the decrease in traffic volumes, the enforcement of the COVID-19 Disaster Management Act regulations and the commitment of law enforcement personnel. A total of 556 arrests were made for driving under the influence.

Listed below is the breakdown of the fatalities per road user as well as comparative analysis of provincial and municipal roads. An ongoing major concern is the fact that pedestrians continue to make up the largest proportion of road fatalities.

Table 13: Road fatalities 2019/20 and 2020/21

Road user	2019/20	2020/21	Variance (%)
Driver	276	212	-23.19
Fell off vehicle	6	5	-16.67
Motorcycle pillion	6	3	-50
Motorcyclist	68	47	-30.88
Cyclist	24	26	+12.5
Other	1	7	+600
Passenger	328	271	-17.38
Pedestrian	687	587	-14.56
<b>Total</b>	<b>1396</b>	<b>1 158</b>	<b>-17.05</b>

Source: Western Cape Department of Health Forensic Pathology Services

Table 14: Comparative provincial and municipal road fatalities: 2019/20 and 2020/21

Spheres of government	2019/20	2020/21	Variance (%)
Municipal	936	799	-14.64
Provincial	460	359	-21.96
<b>Total</b>	<b>1 396</b>	<b>1 158</b>	<b>-17.05</b>

Source: DTPW Provincial Traffic Services

### Western Cape District Safety Plans

The District Safety Plan (DSP) Programme was substantially hindered by the advent of the COVID-19 pandemic in late 2019 and subsequent National State of Disaster instituted in March 2020. The rollout of new DSPs was halted early in the pandemic. Existing DSP operations were brought to a stop in order to manage pandemic-related operational

requirements. The DSP budget was transferred to the COVID-19 Hotspot Intervention programme in the Western Metro Health Sub-District, and subsequently in the Southern Metro Health Sub-District.

Just before the nation-wide lockdown came into effect, the programme was enjoying substantial successes, such as:

- Zero child fatalities in the West Coast (South). Child fatalities are a priority indicator in all DSPs, as are pedestrian fatalities.
- Weekend fatalities in the West Coast (North), a priority indicator for this DSP, were more than 50 per cent below the five-year average.
- The Winelands (East) exceeded its target of a 30 per cent decrease in overall fatalities against the five-year average.
- The Winelands (East) also bettered its target of a 30 per cent decrease in pedestrian fatalities against the five-year average, achieving a 38 per cent decrease.

The Chief Directorate: Traffic Management is currently working on improving integration across road safety activities, including the drawing together of the Branch's activities, as well as the wider Provincial Road Traffic Management Co-ordinating Committee and its sub-structures. The DSP programme will be re-positioned to be more aligned with transport corridors rather than district and local municipality boundaries.

#### Confiscation and arrests for possession of illegal drugs and marine life

In spite of the challenges the COVID-19 pandemic presented, TLE conducted numerous arrests on grounds which included the possession of illegal drugs and illegally caught marine life with an estimated street value of R34 260 248. A total of 27 motorists were arrested for attempting to bribe provincial traffic officers and 33 undocumented foreign nationals were arrested on provincial and national routes in the Western Cape during the 2020/21 financial year as indicated in the table below.

Table 15: Confiscation and arrests for possession of illegal drugs and illegally caught marine life

Location	Abalone (Q) and (R)	Illicit cigarettes and transporting liquor (Q) and (R)	Dagga (Q) and (R)	Ecstasy/ khat (Q) and (R)	Mandrax (Q) and (R)	Cocaine and illegal goods (Q) and (R)	Methamphetamine (tik) (Q) and (R)	Stolen vehicles/ theft of goods (Q) and (R)	Grand total (R)
Beaufort West	-	-	81 bags dagga 2 500 kg	-	-	-	-	-	-
	-	-	R5 000 000	-	-	-	-	-	R5 000 000
Brackenfell	-	-	80 kg dagga	90 x 180 capsules, 22 x 11 g drug sweets, 22 x mix	Half tablet Mandrax, 1 400 tablets Mandrax	16 small bags of cocaine		7 x stolen vehicle, 1 x stolen cables and 12 x 20 L diesel drums	-
	-	-	R2 000 320	R7 100	R7 000 000	R5 000		R0*	R9 012 420
Caledon	-	-	7.86 kg	-	192 Mandrax tablets	-	-	-	-
	-	-	R27 000	-	R23 040	-	-	-	R50 040
George	-	-	119 g dagga	-	-	-	-	1 x stolen vehicle	-
	-	-	R1 600	-	-	-	-	R0*	R1 600
Knysna	-	130 cartons of cigarettes	125.79 kg dagga	-	-	-	3 g tik	-	-
	-	R195 000	R133 450	-	-	-	R105	-	R328 555

Location	Abalone	Illicit cigarettes and transporting liquor	Dagga	Ecstasy/khat	Mandrax	Cocaine and illegal goods	Methamphetamine (tik)	Stolen vehicles/theft of goods	Grand total
	(Q) and (R)	(Q) and (R)	(Q) and (R)	(Q) and (R)	(Q) and (R)	(Q) and (R)	(Q) and (R)	(Q) and (R)	(R)
Laingsburg	-	Money laundering 173 165 cartons tobacco and transporting liquor	7.03 kg dagga	-	-	-	-	-	-
	-	R247 650	R1 128 800	-	-	-	-	-	R1 376 450
Mossel Bay	-	2 599 packets of cigarettes and transporting liquor and 50 cartons of cigarettes	50 kg dagga	-	1 578 Mandrax tablets	-	2 g tik	-	-
	-	R247 650	R90 000	-	R189 360	-	R70	-	R527 080
Oudtshoorn	-	-	-	-	-	-	-	1 x stolen vehicle	-
	-	-	-	-	-	-	-	R0*	R0
Somerset West	265 units	-	500 g dagga	-	-	-	80 g Tik	3 x stolen vehicles and stolen goods	-
	R168 113	-	R750	-	-	-	R18 000	R0*	R186 863



Location	Abalone	Illicit cigarettes and transporting liquor	Dagga	Ecstasy/khat	Mandrax	Cocaine and illegal goods	Methamphetamine (tik)	Stolen vehicles/theft of goods	Grand total
	(Q) and (R)	(Q) and (R)	(Q) and (R)	(Q) and (R)	(Q) and (R)	(Q) and (R)	(Q) and (R)	(Q) and (R)	(R)
Swellendam	-	23 boxes of tobacco and 60 000 packets of cigarettes	1.2 kg dagga	-		-	1 tik straw, banking container loose tik	-	-
	-	R872 400	R2 000	-		-	R5 000	-	R879 400
Vredenburg	Possession of abalone 11 650 units	Transporting liquor	18.28 kg dagga	16 bundles of khat	100 tablets of Mandrax	Illegal ammunition and firearm	-	-	-
	R5 682 000	R950	R53 270	R800	R1 500	R0*	-	-	R5 738 520
Vredendal	-	-	5.12 kg dagga	-	100 parcels of Mandrax	-	-	1 x stolen vehicle	-
	-	-	R51 200		R5 000		-	R 0*	R56 200
Worcester	88 800 units	-	-	-	-	--		-	-
	R11 103 120	-	-	-	-	-	-	-	R11 103 120
Monetary value	R16 953 233	R1 563 650	R8 488 390	R7 900	R7 218 900	R5 000	R23 175	-	R34 260 248

Source: DTPW Provincial Traffic Law Enforcement records

Note: \* No rand value could be determined by SAPS for these items

## 2.2 Service Delivery Improvement Plan (SDIP)

The revised DTPW SDIP for 2018/19–2020/21 addresses improvements in two key service areas: Road Safety Management (RSM), and Transport Regulation.

### *Service 1 for RSM: Implement and coordinate road safety education and awareness programmes*

The RSM service improvements envisaged fostering a positive change in road user behaviour through an increase in the road safety education awareness interventions particularly at schools, establishment of JTTCs, as well as digitisation of the Learner Licence Programme.

The National Road Safety Strategy 2016–2030 provides that education and awareness must be targeted at children and youth where behavioural change interventions can be most effective in instilling long-term responsible social behaviour. During the reporting period, 600 road safety education awareness interventions were planned, and 184 interventions were achieved. This under-achievement was due to the COVID-19 National State of Disaster and the resultant closure of schools during Alert Level 5, as well as the restriction of visits to schools during Alert Levels 4 and 3. This meant that road safety education and awareness interventions could not be implemented until the third quarter of the 2020/21 financial year. While access to schools was restricted, the programme was redirected to focus on communities through exhibitions. These exhibitions were integrated operations with law enforcement, focusing on pedestrian safety and driver awareness.

The Department's Junior Traffic Training Programme established five JTTCs during the reporting period, bringing the cumulative total in the Western Cape to 25. These additional JTTCs are in the Cape Winelands (1), Overberg (2), and West Coast (2) districts. These simulated small-scale road environments with permanent miniature road signs, road markings, and a parking area provide a safe place for learners to learn good road use habits at an early age. The number of JTTCs established during the reporting period was not negatively affected by COVID-19 protocols because they are small projects requiring few resources and minimal contact.

The digitised learner licence programme was piloted with grade 10, 11 and 12 learners from various schools. Due to COVID-19 restrictions, 38 learners volunteered to complete the online programme. Further implementation will continue in the new financial year.

Table 16: Service One: Batho Pele arrangements with beneficiaries (Eight principles: consultation, access, etc.)

Current arrangements: 2019/20	Desired arrangement 2020/21	Actual achievement 2020/21
<p>Consultation:</p> <ul style="list-style-type: none"> <li>The feasibility of the digitised learner licence programme has been tested and is ready for rollout to schools.</li> <li>Research into the content development for semi-literate and dyslexic clients has started. However, initial research shows that specialised content development is needed for this improvement facet of the programme.</li> <li>Engagement with the private sector has started.</li> <li>Engagement with school government bodies, teachers, learners and road safety forums is ongoing.</li> <li>It should be noted that district youth road safety forums are not operational.</li> </ul>	<p>Consultation:</p> <p>Implement learner licence testing digitisation and verbalisation software and programme for:</p> <ul style="list-style-type: none"> <li>Semi-literate farm workers;</li> <li>Dyslexic clients.</li> </ul> <p>Maintain consultation mechanisms.</p>	<p>Consultation:</p> <ul style="list-style-type: none"> <li>Due to COVID-19 and the National State of Disaster, the implementation of the learner licence testing digitisation and verbalisation software and programme for semi-literate farm workers and dyslexic clients could not be achieved.</li> <li>Research into the content development for semi-literate and dyslexic clients is in progress. However, initial research shows that specialised content development is needed for this improvement facet of the programme.</li> <li>Engagement and consultation with private sector is ongoing.</li> <li>Engagement with school governing bodies and teachers.</li> </ul>
Service standards:	Service standards:	Service standards:
Approved learner licence training will be provided to the applicant two weeks after the application has been received.	Approved learner licence training will be provided to the applicant one week after the application has been received.	The desired standard was achieved.
Response should be provided by the applicant one week before training commences.	Response should be provided by the applicant 72 hours before training commences.	The desired standard was achieved.
Courtesy:	Courtesy:	Courtesy:
<p>Courtesy is reported and measured through:</p> <ul style="list-style-type: none"> <li>Reporting and easy access to Directorate management;</li> <li>Departmental Communications</li> </ul>	Maintain standard.	Current standard maintained.

Current arrangements: 2019/20	Desired arrangement 2020/21	Actual achievement 2020/21
Access:	Access:	Access:
Increase JTTC service accessibility by one service per district.	Increase JTTC service accessibility by one service per district.	The desired standard was achieved.
The testing has been completed for implementation in 2020/21.	Accessibility to the learner licence training and test is extended (implementation phase) to: <ul style="list-style-type: none"> <li>• Semi-literate farm workers;</li> <li>• Dyslexic clients.</li> </ul>	The appointment of a specialist service provider to convert content suitable for semi-literate and dyslexic people is in progress.
Openness and transparency:	Openness and transparency:	Openness and transparency:
Schools identified for the JTTC intervention per district are identified six months in advance through relevant district road traffic management coordinating committees (DRTMCCs).	Schools identified for the JTTC intervention per district are identified three months in advance through the relevant DRTMCC.	The current and desired standards have been met. Schools are identified through DRTMCCs.
Pilot verbal and digital capturing of client participation in learner licence training.	Implementation of verbal and digital capturing of client participant in learner licence training.	The current standard has been maintained. The desired standard is work in progress
Value for money:	Value for money:	Value for money:
Recommendations for procurement of materials (road signs) and provision of paint have been tested and implemented.	Utilise preferred cost-effective methods for procurement of materials (road signs) and paint.	The desired standard was achieved. Preferred cost-effective methods for procurement of material have been implemented.
Various models of simulators available on the market were explored to find the best value-for - money simulator.	Pilot use of cost-effective simulators.	The desired standard was not achieved. The Supply Chain Management process was halted due to the National State of Disaster.



Table 17: Service information tool

Current/actual information tools	Desired information tools	Actual achievements
Information is communicated through: <ul style="list-style-type: none"> <li>• Internet and Intranet;</li> <li>• Public meetings;</li> <li>• Exhibitions;</li> <li>• Awareness interventions;</li> <li>• Radio advertisements;</li> <li>• Social media;</li> <li>• Pamphlets; and</li> <li>• Brochures.</li> </ul>	Maintain standard.	Current standard maintained.

Table 18: Complaints mechanism

Current/actual complaints mechanism	Desired complaints mechanism	Actual achievements
The recommendations to integrate work to address road safety challenges into the operations of existing community police forums was successfully tested in Napier in the Overberg District.	Extend the integration of road safety into the operations of existing community police forums across districts.	The desired standard was achieved. The integration of road safety into the operations of existing community police forums across districts is ongoing.

### *Service 2 for Transport Regulation: Provide licensing services to public transport operators*

The technical nature of the operating licence application process requires the procedural aspects to be explained to current and prospective operators. The need for this kind of interaction requires an organised client service environment.

The Vangate Shared Service Centre (VSSC) is a frontline service point that delivers public transport regulatory functions to the public transport sector. The experiences of the service beneficiaries at the VSSC are a critical component in measuring the performance of the DTPW. A frontline assessment conducted at the VSSC indicated the need to improve the quality of services. The following improvement areas were identified:

- Implementation of a Queue Management System (QMS) – Approximately 200 operators per day access the Centre;
- Introduction of a citizen/ client interaction management system; and
- Branding of the VSSC building – Currently the VSSC facility is not branded in accordance with Western Cape Government branding norms and standards.

The QMS was installed at VSSC and is operational to provide for a controlled environment, digital signage, waiting area visualisation, client feedback and real-time data which is used by management to continuously improve operational efficiencies.

To provide for a citizen/ client interaction management system, the Public Transport Regulation System was established as part of the broader Integrated Transport Hub. The PTRS enabled streamlining of processes and thus improved turnaround times. This web-based system allows for improved citizen-centricity and it facilitates easy systems integration. Through the PTRS, citizens/ clients are now receiving notifications about their application status. The feasibility of integrating the QMS into the PTRS and the ITH is currently being investigated to provide for smooth functioning of the client service interface.

The VSSC branding was developed in consultation with both Corporate Communications and Departmental Communications and approved. Challenges were experienced with the technical aspects and fixing of signage. In this regard, the signage is to be incorporated in the planned maintenance projects for the VSSC in the new financial year.

Consultations with the provincial transversal contact centre were initiated to solicit a viable solution to extend interaction platforms such as e-mail, messaging and social media specifically designed to cater for the operator clientele. The Department of the Premier Centre for e-Innovation (C-eI) is in the process of finalising a new service level agreement (SLA) with e-Government for Citizens (e-G4C) to coincide with the implementation of the new Client Relations Management System (CRM).

The tables below highlight the Department's SDIP achievements in 2020/21.

Table 19: Service 2: Services provided and standards

Main service	Beneficiaries	Performance area	Base year: 2019/20	Desired standard of service: 2020/21	Actual achievement: 2020/21
Provide licensing services to public transport operators.	Minibus taxi industry, charter, scholar transport, metered taxis, long-distance transport, small buses, Uber operators and tourism transport operators.	Branding of the VSSC building.	Fixing of the branding is to be included in the maintenance projects scheduled for the VSSC.  Draft branding Standard Operating Procedure (SOP) was developed and will be finalised once branding has been fixed.	Install improved branding at the George PRE office.	The branding of the Vangate Shared Services Centre has been scoped as part of upgrading and maintenance projects for the 2021/22 financial year.  The George PRE office moved to the York Park building and branding at York Park is in accordance with WCG standards.
		Queue Management System sound and display.	Queue Management System change management was implemented. It was further enhanced by the implementation of the PTRS system. Integration of the two systems is imminent.	Draw system reports to inform management decisions.  Incrementally address service delivery comments/ enquiries.	The PTRS generates management, summary and data quality reports used to identify areas for improvement and efficiency in service delivery.  An online platform that will allow for client communication/feedback tools has been scoped for the next phase of the PTRS.
		Client service interaction management.	Consultations with e-G4C were conducted. A new provincial Client Relationship Management system was introduced at e-G4C which delayed extension of contracts with departments.	Operationalise SLA.	The Department of the Premier Centre for e-Innovation is in the process of finalising new SLA with e-G4C to coincide with the implementation of the new CRM system.

Table 20: Service 2: Batho Pele arrangements with beneficiaries (Eight Principles)

Current arrangements: 2019/20	Desired arrangement 2020/21	Actual achievement 2020/21
<p>Consultation:</p> <p>Operators to log on to a Queue Management System to record client interactions. Generate management reports to inform improvements. Clients rate level of service received, and these reports are used to improve consultation.</p>	<p>Consultation:</p> <p>Scrutinise and analyse generated reports to inform service delivery improvements.</p>	<p>Consultation:</p> <p>The desired standard was achieved.</p>
<p>SLA was delayed due to introduction of the CRM system.</p>	<p>Utilise e-G4C Contact Centre services.</p>	<p>The desired standard was achieved.</p>
<p>Access:</p> <p>Walk-in at VSSC. Online: download and print forms only for new applications. Electronic funds transfer (EFT) payment and email proof of payment. The implementation of the PTRS provides for a citizen-centric experience.</p>	<p>Access:</p> <p>Maintain standard.</p>	<p>Access:</p> <p>Current standard maintained.</p>
<p>Courtesy:</p> <p>Utilise feedback keypads available at all counters.</p>	<p>Courtesy:</p> <p>Analyse feedback and plan improvements.</p>	<p>Courtesy:</p> <p>The desired standard was achieved.</p>
<p>Openness and transparency:</p> <p>Conduct surveys</p>	<p>Openness and Transparency:</p> <p>Analyse survey feedback and improve/ incorporate inputs.</p>	<p>Openness and transparency:</p> <p>The desired standard was achieved.</p>
<p>Value for money:</p> <p>Utilise data generated by the Queue Management System to investigate measures that will help ensure value for money.</p>	<p>Value for money:</p> <p>Streamline interaction – better quality of applications.</p>	<p>Value for money:</p> <p>The desired standard was achieved.</p>



Table 21: Service 2: Service information tool

Current/actual information tools	Desired information tools	Actual achievements
<ul style="list-style-type: none"> <li>• Walk-in Centre.</li> <li>• Website.</li> <li>• Provincial Gazette.</li> <li>• Phone.</li> <li>• Email.</li> <li>• Rolling information display screens at the Walk-in Centre.</li> <li>• Announcements at the Walk-in Centre.</li> <li>• Bulk SMSes to citizens.</li> </ul>	Maintain standard.	Current standard maintained

Table 22: Service 2: Complaints mechanism

Current/actual complaints mechanism	Desired complaints mechanism	Actual achievements
<ul style="list-style-type: none"> <li>• The office of a "service delivery official" on the ground floor.</li> <li>• Email.</li> <li>• Phone.</li> <li>• Complaints website monitored by the PRE.</li> <li>• Engage e-Government for Citizens.</li> <li>• Challenges can be addressed at point of entry via the PTRS.</li> <li>• Continual education and consultation with units to improve service</li> <li>• Challenges are addressed at point of entry via the PTRS.</li> </ul>	Maintain standard.	Current standard maintained

Table 23: Promotion of Access to Information Act applications granted in terms of Section 46

No.	Detail of information requested	Date request received	Date extension granted*	Date request granted
1/2020/2021	Proposed Hermanus Bypass Road	27.07.2020	n/a	26.08.2020
2/2020/2021	The letter dated 29 August 2019 from Mr Carl October to the Overstrand Municipality	27.07.2020	n/a	25.08.2020
3/2020/2021	Full licensing record since 1.01.2015 – Opel Corsa CY216294	01.09.2020	30.09.2020	07.10.2020
4/2020/2021	Garden Route Municipality – proof of ownership and details of car FYY691FS	09.09.2020	11.10.2020	Co-operative request
5/2020/2021	Copy of pre-mediation agreement, recordings of mediation proceedings or transcript and outcome of mediation or mediation agreement between CATA, CODETA and PATA	18.09.2020	17.10.2020	25.11.2020
6/2020/2021	Lutzville Police Case docket and accident report	09.10.2020	12.11.2020	07.12.2020 The department does not have the requested information in its possession
7/2020/2021	Operating licence information of deceased Mr D Petersen	17.11.2020	n/a	07.12.2020
8/2020/2021	Minutes of meetings where Mr. Abdula Adams was present with the assessors and Mr Abdoesalam Isaacs	17.11.2020	19.10.2020	In progress
9/2020/2021	Enquiry about all taxi permits in the name of the deceased. active and non-active permits, the transfer thereof and the value of each when they were transferred, sold or cancelled.	24.11.2020	27.12.2020	22.01.2021
10/2020/2021	All members permit active, cancelled, duplicated and suspended	24.11.2020	27.12.2020	In progress
11/2020/2021	The removal of restrictive conditions from the title deeds of Portion 130, 131 and 132 of the Farm Gwayang 208	17.11.2020	10.01.2021	09.02.2021
12/2020/2021	Operating licences/permits held by the deceased Mr JJ Swanepoel	01.12.2020	n/a	15.12.2020
13/2020/2021	Permit information of Ms. MJ Fredericks, reference 2019-12-0050	03.12.2020	09.01.2021	18.01.2021
14/2020/2021	Permit information of the deceased Mr. A Railoun	04.12.2020	02.01.2021	11.02.2021

No.	Detail of information requested	Date request received	Date extension granted*	Date request granted
15/2020/2021	Copies of documents pertaining to the City of Cape Town's recommendations, representations and directions on applications for operating licences received by the Western Cape Provincial Regulatory Entity over the past 24 months	27.12.2020	27.01.2021	Internal Appeal
16/2020/2021	All documents, road registration certificates and section 28(1) certificate applicable to erf 277.	19.01.2021	n/a	Co-operative request
17/2020/2021	Request for information: Copy of OBL 1899335/0 Quantum permit - CA 526681	22.01.2021	22.02.2021	25.02.2021
18/2020/2021	Request for information: Copy of transfer application form for V. Njengele	1.02.2021	n/a	11.02.2021
19/2020/2021	Copy of Permits of the Deceased	1.03.2021	30.03.2021	In progress
20/2020/2021	Evaluation report for unsuccessful tenders	15.03.2021	n/a	In progress

Note: Extension provided in terms of section 26 of PAIA.

## 2.3 Organisational environment

### Restructuring

All organisational development processes were put on hold for 2020/21 due to the impact of COVID-19 and reprioritisation of resources, as well as the Provincial Institutional Review currently underway which could impact on the operational model of the province and possibly on departments. The new Roads Branch organisational structure took effect from 1 April 2020.

### Organisational challenges

The Department operates in an extremely challenging compensation of employee environment, one that is informed by a general reflection of the state of the national fiscus, measures being proposed and implemented by National Treasury, as well as continued uncertainty over wage negotiations.

Traditional mechanisms of retention and attraction through monetary means have been curtailed, limiting the options available to executive authorities to, for example, recognise performance through a monetary reward system. In addition, continued pressure being brought to bear on the overall COE level is forcing careful consideration of an appropriate COE response. An appropriate response recognises that, where needed, especially scarce technical skills would need to be aggressively acquired. In other areas, some level of reorganisation of functions would be necessary to allow the Department to continue to function at an optimum level within the current curtailed COE environment.

Throughout the last few reporting periods, the Department has made a concerted effort to attract critical and scarce skills. It is noteworthy that the time and effort spent on this objective over some years is beginning to bear fruit. While some of this positive development is a reflection of current challenges in the construction industry, the DTPW has also been working diligently to position itself as an employer of choice. Through in-house construction it has provided opportunity for young skilled technical staff to apply their trade and professional disciplines in a visible and practical manner. Within a constrained fiscal envelope, concern remains regarding the ability of the Department to continue this positive trajectory.

### Organisational successes

Empowerment remains high on the DTPW development agenda, across all functions and programmes. Internal bursaries are awarded to qualifying employees in order to advance their careers to create talent pipelines in critical and difficult to occupy positions. A total of 88 staff members received support through the Internal Bursary Scheme for the 2020 academic year. No new bursaries were awarded for the 2021 academic year due to COVID-19 budget constraints. A total of 953 training interventions were provided to 608 employees through the Workplace Skills Plan, which consisted mostly of short courses/ skills programmes, workshops and webinars.

A total of 136 appointments were made in the year, of which 108 officials were newly appointed into government. A total of 118 employees underwent the Compulsory



Induction Programme for Levels 1 to 12, one Senior Management Service (SMS) member completed the Compulsory Induction Programme for Levels 13 and 14 (Online) and one Senior Management Service (SMS) member completed the Executive Induction Programme Levels 15 and 16 (Online) as part of her probation period.

The total number of employees (including employees with disabilities) in each occupational level as at 31 March 2021 are reflected in the table below.

Table 24: Employment equity targets 1 April 2020 to 31 March 2021

Occupational level	Male				Female				Foreign nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management (Levels 15-16)	0	1	0	2	0	1	0	1	0	0	5
Senior Management (Level 13-14)	2	16	3	9	3	5	0	8	0	0	46
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	29	136	14	94	39	67	6	45	0	0	430
Skilled technical and academically qualified workers, junior management, supervisors, foremen (Levels 6-8)	147	315	4	70	141	282	2	60	0	0	1 021
Semi-skilled and discretionary decision making (Levels 3-5)	122	228	1	22	58	125	1	6	0	0	563
Unskilled and defined decision making (Levels 1-2)	92	141	0	4	61	53	0	1	0	0	352
<b>Total</b>	<b>392</b>	<b>837</b>	<b>22</b>	<b>201</b>	<b>302</b>	<b>533</b>	<b>9</b>	<b>121</b>	<b>0</b>	<b>0</b>	<b>2 417</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>Grand total</b>	<b>392</b>	<b>837</b>	<b>22</b>	<b>201</b>	<b>302</b>	<b>533</b>	<b>9</b>	<b>121</b>	<b>0</b>	<b>0</b>	<b>2 417</b>

A = African, C = coloured, I = Indian, W = white.

Women currently make up 35.3 per cent of the SMS, which is still below the national target of 50 per cent. During the reporting period, the number of women in the SMS did not increase as no SMS positions were advertised or filled. This was a result of the impact of COVID-19 on the advertising and filling of vacant posts.

The Department established the Masakh'iSizwe Bursary Programme in 2006 and partnered with higher education institutions (HEIs), non-governmental organisations (NGOs) and the relevant professional bodies to develop professionals in engineering and the built environment fields by offering bursaries to study towards a degree or higher diploma in fields which include electrical and/ or electronic engineering; civil engineering; construction management; mechanical engineering; quantity surveying; town/ city and regional planning; and architecture. After completing their studies, the graduates are appointed in addition to the approved establishment, as part of the Department's development programme. They are then placed under the mentorship of professionals, whilst gaining the necessary experience to further their careers and finally register as professionals with the relevant professional bodies. When successfully registered, they are encouraged to apply for permanent vacant positions in the Department through the normal recruitment process.

### Resignations/ appointments

During the period under review, one female SMS member resigned to take up a position in the private sector. Two male SMS members retired from the public service whilst another male SMS member sadly passed away from COVID-19 complications. These terminations are a massive loss to the Department.

### Strikes

There were no strike actions recorded in DTPW during the period under review.

### System failures

There were no system failures. However, services were briefly interrupted by two major upgrades:

- C-el performed a major upgrade of the security perimeter infrastructure to meet the increased demand on ICT internet services; and
- The State Information Technology Agency (SITA) also scheduled urgent downtime for an upgrade to the power infrastructure at the Western Cape Data Centre.

The Department was requested to take cognisance of these service outages and make appropriate arrangements for service continuity.

### Cases of fraud or corruption

Cases of fraud or corruption for the year under review are described in the Provincial Forensic Service (PFS) Case Movement Certificate below.

Table 25: Cases of fraud and corruption

Cases	Number of cases
Open cases as at 1 April 2020	5
New cases (2020/21)	5
Closed cases (2020/21)	(8)
Open cases as at 31 March 2021	2

### Key policy developments and legislative changes

The following legislative and policy matters will be taken forward:

- The Western Cape Immovable Asset Management Act and its regulations are being drafted to replace the Western Cape Land Administration Act;
- The Western Cape Provincial Road Traffic Administration Act will be amended to make provision for the Provincial Minister to make regulations providing for the impoundment of motor vehicles; and
- The final draft of the Western Cape Provincial Transport Infrastructure Bill was approved by Cabinet for advertising and public comment on 22 January 2020, which period was extended to 30 April due to the COVID-19 restrictions. Consultations with departmental and municipal stakeholders took place during the period July to February 2021. The Bill approved by Cabinet on 3 March 2021 is to be introduced to the Provincial Parliament. Work to amend the draft regulations continued in the year under review.

## 3. Achievement of institutional Impacts and Outcomes

The Department's Impact and Outcomes and progress made towards the achievement of the 2019–24 Medium Term Strategic Framework, Provincial Strategic Plan, Provincial Recovery Plan and five-year Strategic Plan: 2020/21–2024/25 targets are outlined below.

**Outcome 1: A provincial infrastructure core that performs at prescribed service delivery standards.**

Links to National and Provincial Priorities:

The Outcome responds to the Medium-Term Strategic Framework (MTSF) 2: Economic Transformation and Job Creation as well as VIP2: Growth and Jobs.

Preliminary designs for the upgrade of Wingfield Interchange on the N1/N7 and for the upgrading of the N7 to freeway standards commenced in the year under review.

Various road and building infrastructure construction and maintenance projects commenced to preserve current infrastructure as well as construct resilient new infrastructure that will enable society and contribute to the economic growth of the Western Cape. Projects undertaken improved the condition of the road network, foster spatial integration, and improved the travel experience of road users.

Financial and technical support is provided to municipalities to ensure high-quality infrastructure delivery standards across the province.

Transformation is a national imperative that the Department responds to in the construction sector. A key challenge in the infrastructure sector for emerging contractors is to gain access to, compete in, and sustain themselves in a competitive market. The DTPW provides support to them through the implementation of its Contractor Development Programme that aims to unlock growth constraints, develop sustainable contracting capacity, and elevate the enterprise development of previously disadvantaged and small-scale contractors who provide services to the public sector.

The Department continued to provide training opportunities in construction-related trades as part of the NYS Youth in Construction Programme that targets the participation of unemployed youth in the built environment and construction industry. These opportunities include training in the mechanical, electrical and engineering fields through the Apprenticeship Programme.

The coordination of the EPWP in the Western Cape ensured that nationally determined work opportunity targets were met in 2020/21. Support strategies are being implemented at EPWP implementing bodies in the province to facilitate the achievement of set targets.

EMPIAs were concluded on departmental capital projects with a contract value of more than R5 m. A number of these projects were subjected to monitoring and evaluation to determine whether their empowerment objectives were achieved.

#### Outcome 2: Activated technology and innovation to effect road safety improvements.

Links to National and Provincial Priorities:

The Outcome responds to the MTSF 6: Social Cohesion and Safe Communities as well as VIP1: Safe and Cohesive Communities.

The Department implemented a range of innovative initiatives to improve safety on our roads and in our communities in order to achieve the long-term vision of zero fatalities and zero serious injuries on provincial roads. These initiatives included the improvement of the Highway Patrol and an Interception Unit. Work continued to reshape the Provincial Traffic Service into a modern, high-tech and hard-hitting force. Improved law enforcement at critical road access points proved successful in curtailing the movement of illicit good on the transport network.

The Department continued to develop and deploy enforcement technology to enhance and expand the footprint of existing enforcement operations. This includes the eNForce system and Operation Jugular which enables the immediate detection of road traffic infringements, contraventions and crime, including unroadworthy, unlicensed, and off-route vehicles; cloned number plates; fatigued drivers, and vehicles known to be involved in crime. These systems are underpinned by the ongoing establishment of a province-wide Automatic Number Plate Recognition (ANPR) camera network, enabled through partnerships with local authorities and neighbourhood watch groups, and the use of the Department's own assets (provincial vehicles and buildings).

The Department will expand the highly successful and effective DSP approach. DSPs have been launched in Overberg, Khayelitsha/ Lingelethu West (with CoCT) and the West Coast (South).

The Department continued to communicate hard-hitting road safety messages across multiple media platforms. The road safety education and awareness programmes

continued to focus on the youth and the broader community, including persons with disabilities and older persons. These programmes included pedestrian safety, driver awareness, learner's licence education programmes, and JTTCs.

The Department continued with design and planning for the establishment of a Public Transport Inspectorate as a dedicated unit targeting public transport transgressions such as illegal operations, overloading, unsafe driving and unroadworthy vehicles.

The DTPW continued its intelligence-driven detection of fraud through improved regulation and intelligence operations in vehicle testing centres, driver's licence testing centres, registering authorities and transport administration and licensing, as well as in the traffic law enforcement service. This will result in more competent drivers and roadworthy vehicles on our roads and ultimately improve road safety.

#### Outcome 3: Improved public transport services.

Links to National and Provincial Priorities:

The Outcome responds to the MTSF 5: Spatial Integration, Human Settlements and Local Government as well as VIP3: Improved public transport services.

Through its PSTP, the DTPW is implementing long-term solutions to the constraints of the current public transport environment, including improving the management and integration of minibus taxi services, the collection and intelligent use of data, the safety and reliability of rail, the implementation of long-term public transport contracts such as Go George, and the development of the institutional arrangements required to successfully deliver such initiatives.

The DTPW continues to effectively manage and monitor a subsidised bus operator for the Cape Metropolitan Area and the associated PTOG. The service transport approximately 220 000 people per day in the Cape Metropolitan Area. The Department monitors the service through a combination of manual and electronic means to ensure the service is provided in line with the contract. In partnership with the operator, a number of improvements were introduced that will enhance the efficiency of the service.

The Department continued to implement further phases of the high-quality public transport network (Go George/ GIPTN), which is enhancing the quality of life of the people of George in partnership with the George Municipality and the National Department of Transport. To date, Phase 1, 2, 3 and 4B are operational and the service transports about 14 000 passengers per day on scheduled, reliable, affordable services. The service is cashless – payment is made by smartcard. The Department is currently focused on rolling out Phase 4A, which will be the largest phase in the network (i.e., will have the highest passenger volumes) and will serve Thembalethu. The service provides access to over 60 per cent of households in George and covers 87 per cent of the George urban area.

The Department is committed to supporting PRASA to fix rail in the Western Cape and resolve the ongoing rail crisis. To achieve this, the DTPW is implementing its Provincial Rail Strategy, which includes a range of short-, medium-, and long-term measures. It also includes an institutional strategy that addresses the range of institutional challenges facing rail, and that aligns with the overarching institutional strategy of the PSTP, namely the establishment of the Western Cape Transport Authority. Currently, the two main focus areas arising from the Provincial Rail Strategy and from ongoing engagements with key



stakeholders, notably PRASA and Metrorail, are: 1) support to PRASA/ Metrorail, focusing on the short-term stabilisation of the Central Line and the implementation of an interim bus service on the Central Line; and 2) a pre-feasibility study on rail assignment/ devolution.

The DTPW developed a Provincial Freight Strategy and an implementation programme to improve freight transportation efficiency, safety, environmental sustainability and cost optimisation during the year under review. The implementation of the plan is progressing well. The DTPW has engaged with stakeholders to start the modal rebalancing conversation, with the focus on the shift of appropriate road freight to rail. As a result of the interest shown by the agricultural sector on the N2 (Elgin/ Grabouw), Transnet is exploring the establishment of a train service to the Port of Cape Town and is developing a request for proposals (RFP) for this project. Several other rail freight projects that are aligned with the Provincial Freight Strategy are also being investigated by Transnet. The movement of waste on rail is receiving attention as a result of these discussions.

The Department is implementing the Blue Dot Taxi pilot project, a ground-breaking initiative in the taxi industry which aims to improve the quality and safety of the service provided to the passenger, achieve empowerment and transformation of the industry, and address two of its most challenging issues, namely illegal operations and violent conflict. Up to 1 300 vehicles may participate in the pilot, which is distributed across all regions of the province. Blue Dot Taxi features an incentive programme which will reward improved driving behaviour and service quality, while encouraging reduced instances of illegal operations and conflict. The better participants perform, the more they earn. Nine taxi companies are participating in the pilot. Participating vehicles are fitted with a tracker, monitored by government, and rewarded for good performance, including good customer service and improved driver behaviour. Passengers have the ability to provide feedback on the service by cellphone, which influences taxi ratings and rewards.

Outcome 4: Spatial transformation through the leveraging of the property and infrastructure portfolio.

Links to National and Provincial Priorities:

The Outcome responds to the MTSF 5: Spatial Integration, Human Settlements and Local Government as well as VIP4: Mobility and Spatial Transformation.

The Department continues to partner with national government and municipalities to identify suitable land and properties for land reform and restitution. Apart from land that is identified for development by the private sector, the DTPW has also made land available to the provincial Department of Human Settlements for the purposes of affordable housing in our ongoing efforts to address spatial inequality.

Good progress is being made in the development of mixed-use, mixed-income neighbourhoods through our strategic land release and partnership flagship project known as the Conradie Better Living Model Exemplar Project. The project will optimise urban land use will create a safe and vibrant live-work-play-learn environment for families close to schools, commercial spaces, parks and recreation facilities, public transport, and sustainable work opportunities.

Work continues on other projects aimed to promote densification. This includes the Artscape/ Founders' Garden Precinct development project, which received the support of the Provincial Cabinet for a mixed-use, residentially led development that maximises social housing opportunities in the CBD of Cape Town, the Two Rivers Urban Park (TRUP) development, the Vredenburg Urban Revitalisation project, and the Helderberg precinct development.

With respect to road infrastructure, the review of the preliminary design and environmental impact assessment processes of the R300 northern extension have commenced. The R300 between the N1 and N7 is an important uncompleted link that will ultimately connect the southern, northern and western suburbs of Cape Town.

Table 26: Institutional response to the COVID-19 pandemic

Budget Programme	Intervention	Geographic location (province/ district/ local municipality) (where possible)	No. of beneficiaries (where possible)	Disaggregation of beneficiaries (where possible)	Total budget allocation per intervention (R'000)	Budget spent per intervention (R'000)	Contribution to the Outputs in the APP (where applicable)	Immediate outcomes
4: Transport Operations	Red Dot initiative to assist Healthnet capacity	City of Cape Town West Coast Cape Winelands Overberg Garden Route Central Karoo	16 991	Male: 5 813 Female: 7 374 Unclassified: 3 804 Youth (15-24) 1 657 Child (0 -14) 2 472	35 000	31 000	No direct contribution to any specific APP outputs.	Safe and effective transportation of health care workers. Support provided to the MBT industry. Formalisation and transformation of the MBT industry.
4: Transport Operations	Red Dot Lite initiative to assist frontline healthcare workers	City of Cape Town Cape Winelands Overberg Garden Route Central Karoo	140 555	Unclassified	-	-	No direct contribution to any specific APP outputs.	Safe and effective transportation of health care workers. Support provided to the MBT industry. Formalisation and transformation of the MBT industry.

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## 4. Programme Performance Information

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### 4.1 Programme 1: Administration

#### Purpose

The purpose of this Programme is to provide overall management support to the Department.

#### Sub-programmes

- Office of the MEC.
- Management of the Department.
- Corporate Support.
- Departmental Strategy.

#### Programme contribution to specific outcomes, outputs, output indicators, targets

- Outcomes 1: A provincial infrastructure core that performs at prescribed service delivery standards, together with the requisite competence to deliver on this outcome;
- Outcome 2: Activated technology and innovation to effect road safety improvements;
- Outcome 3: Improved public transport services; and
- Outcome 4: Spatial transformation through the leveraging of the property and infrastructure portfolio.

Outcomes 1: A provincial infrastructure core that performs at prescribed service delivery standards, together with the requisite competence to deliver on this outcome; Outcome 2: Activated technology and innovation to effect road safety improvements; Outcome 3: Improved public transport services, and Outcome 4: Spatial transformation through the leveraging of the property and infrastructure portfolio.

The DTPW embarked on a process to update the current WCIF in line with the Triple Helix methodology. The DTPW views this assignment as a building block towards the broader 20-year vision that aims to shape a different future to the current trajectory through realising systemic spatial transformation using infrastructure as a core lever.

The Triple Helix methodology provides insights and learnings on design thinking, complexity analysis and futures studies within the context of the DTPW's mandate and implementation strategies. This will continue up until the end of the 2021/22 financial year.

The Department continued with the development a Climate Change Transport Response Strategy as part of the review of the Provincial Land Transport Framework (PLTF). The reviewed PLTF will contain a climate change response chapter, highlighting opportunities for climate change adaptation and mitigation.

The Department continued with the Smart Buildings programme and improve technology systems for planning, integration and management.

Progress has been made by investing in bursaries to attract young people with scarce skills to address the Department's ageing workforce. It is continuing to run the Masakh'iSizwe external bursary programme and the Professional Development Programme in order to provide bursaries for deserving students and improve skills, capacity and transformation in the transport, built, engineering and related disciplines.

The Department maintained a co-sourced resourcing model to respond to shifting service delivery requirements and the lack of scarce infrastructure-related skills in its staff complement.

The DTPW worked hard to address employment equity (EE) to attain representivity in its workforce. Achieving employment equity requires systematic attention and is an ongoing process. The Department's Employment Equity plan for the period 1 April 2017 to 31 March 2022 continues to strive towards achieving a demographically representative and equitable workforce and a workplace culture that demonstrates respect for human dignity.

The Department continued with improvements to SCM, given that over 60 per cent of its budget is spent through supply chain processes.

The SCM component has presented its procurement processes and facilitated the registration of suppliers on the Western Cape Supplier Evidence Bank as well as the National Treasury's Central Supplier Database by participating in the Construction Development Programme's construction information sessions, as well as supplier development sessions (in collaboration with DEDAT as well as various municipalities). Mini workshops were conducted with suppliers where registration documents were scrutinised for completeness and follow-ups were done on the status of submitted registration documents.

The new standardised goods and services contract which has been developed is already being utilised extensively in the Department. The process of scrutiny by Legal Services for possible application throughout the WCG with Provincial Treasury endorsement is already at an advanced stage. Improvements, refinements and tweaks are introduced from time to time to ensure compliance with, and cognisance of, the latest legislation, regulations and instructions. Although the standardised contract document complies in all respects with National Treasury prescripts, it will only be made available to other departments and organs of state once Legal Services/ Provincial Treasury endorsement has been secured.

A total of 25 framework contracts for scheduled, day-to-day and emergency maintenance for all classes of work have been put in place. Specific care was taken not to exclude small, graded contractors from this process to support contractor development and the related socio-economic obligations of government.

The DTPW invests in ongoing training and development of staff involved in supply chain activities. Ethics and risk management training was provided to 138 officials.

The Programme's outcomes, outputs, output indicators, targets and actual achievements are presented in the table below.



Table 27: Programme 1: Administration: Performance information for originally tabled APP

No	Outcomes	Outputs	Output Indicators	Audited Actual Performance 2018/19	Audited Actual Performance 2019/20	Planned Annual Target 2020/21	Actual Achievement 2020/21	Deviation from planned target to Actual Achievement 2020/21	Reasons for deviations
Sub-programme 1.3: Corporate Support									
1.3.1	1	Participants in the Professional Development Programme (PDP).	Number of signed commitments.	19	35	10	10	-	-
Sub-programme 1.4: Departmental Strategy									
1.4.1	3	Integrated transport plan and Provincial Land Transport Framework documents.	Number of transport integrated processes assessed.	0	20	16	0	(16)	During the 2019/20 financial year, a process was initiated to review all the ITPs for all municipalities in the Western Cape. The full review process entails an overhaul of the ITPs which will be valid for the next five years. Within the 2020/21 financial year ITPs were not updated because, firstly, the review period was concluded too close to the 2020/21 financial year and that data would still be relevant and,

No	Outcomes	Outputs	Output Indicators	Audited Actual Performance 2018/19	Audited Actual Performance 2019/20	Planned Annual Target 2020/21	Actual Achievement 2020/21	Deviation from planned target to Actual Achievement 2020/21	Reasons for deviations
									secondly, because municipal approval processes were still underway.
1.4.2	1	Policy or Strategic documents	Number of policy and strategic reports compiled	2	2	2	2	-	-

\* CITP = comprehensive ITP, DITP = district ITP, LITP = local ITP.

### Strategies to overcome areas of under-performance

The Directorate: Transport Policies and Strategies is in the process of identifying key provincial and municipal members to be part of an ITP Steering Committee to coordinate and manage the ITP process and help ensure a credible outcome.

### Changes to planned targets

There were no changes to planned targets.

### Linking performance to budgets

#### Sub-Programme expenditure

Table 28: Programme 1: Administration: Sub-programme expenditure

Sub-Programme		2020/21			2019/20		
		Final appropriation R'000	Actual expenditure R'000	(Over)/ under expenditure R'000	Final appropriation R'000	Actual expenditure R'000	(Over)/ under expenditure R'000
1.1	Office of the MEC	8 426	8 269	157	9 773	9 773	-
1.2	Management of the Department	5 092	4 846	246	4 699	4 699	-
1.3	Corporate Support	313 516	309 075	4 441	248 307	248 307	-
1.4	Departmental Strategy	39 373	38 997	376	42 832	42 832	-
Total		366 407	361 187	5 220	305 611	305 611	-

## 4.2 Programme 2: Public Works Infrastructure

### Purpose

The purpose of this Programme is to provide balanced provincial government building infrastructure that promotes integration, accessibility, sustainability, equity, environmental sensitivity, economic growth, and social empowerment.

### Sub-programmes

- Programme Support.
- Planning.
- Construction.
- Maintenance.
- Immovable Asset Management.
- Facility Operations.

### Programme contribution to specific outcomes, outputs, output indicators and targets

Departmental Outcomes 1: A provincial infrastructure core that performs at prescribed service delivery standards, together with the requisite competence to deliver on this outcome and Outcome 4: Spatial transformation through the leveraging of the property and infrastructure portfolio.

The DTPW has over the past several years warned that the construction industry is in crisis. The previous issues of economic decline, policy uncertainty and corruption were exacerbated by COVID-19. The loss of CIDB Grade 9 companies is likely to continue as noted before, with devastating and irreversible downstream implications. **The downstream infrastructure value chain is at the heart of the WCG's job creation focus.** As the provincial infrastructure delivery department, the DTPW is dependent on Grade 9 companies for the delivery of large construction projects such as schools and hospitals. After decades in the infrastructure sector, these are the very companies that have had to close their doors, shedding thousands of jobs in the process.

The Department is committed to focusing on the implementation of infrastructure and property development projects, especially large-scale projects, in order to give a positive signal to the failing industry. The DTPW fully understands that this is dependent on the development and conclusion of requisite funding and partnership models. Work continues in this regard in conjunction with the Provincial Treasury.

The Programme's strategic objectives, performance indicators, planned targets and actual achievements are presented in the tables below.



Table 29: Programme 2: Public Works Infrastructure: Performance information for originally tabled APP

No	Out-come	Output	Output Indicator	Audited Actual Performance 2018/19	Audited Actual Performance 2019/20	Planned Annual Target 2020/21	Actual Achievement 2020/21 until date of re-tabling (as at 30 September 2020)	Deviation from planned target to Actual Achievement 2020/21	Reasons for deviations
SUB-PROGRAMME 2.2: PLANNING									
Provincial Indicators									
2.2.1	1	Work opportunities.	Number of EPWP work opportunities created by Public Works.	n/a	n/a	2 420	513	(1 907)	COVID-19 National State of Disaster led to project stoppages during Alert Levels 5 and 4.
SUB-PROGRAMME 2.3: CONSTRUCTION									
Provincial Indicators									
2.3.1	1:4	Infrastructure designs ready for tender.	Number of infrastructure designs ready for tender.	20	25	15	5	(10)	COVID-19 National State of Disaster led to project stoppages during Alert Levels 5 and 4. Budget constraints due to reprioritisation.
			Education Infrastructure.	2	4	5	0	(5)	-
			Health Infrastructure.	12	9	7	1	(6)	-

No	Out-come	Output	Output Indicator	Audited Actual Performance 2018/19	Audited Actual Performance 2019/20	Planned Annual Target 2020/21	Actual Achievement 2020/21 until date of re-tabling (as at 30 September 2020)	Deviation from planned target to Actual Achievement 2020/21	Reasons for deviations
			General Infrastructure.	6	12	3	4	1	-
2.3.2	1;4	Provincial Infrastructure completed.	Number of capital infrastructure projects completed.	23	26	26	21	(5)	COVID-19 National State of Disaster led to project stoppages during Alert Levels 5 and 4. Budget constraints due to reprioritisation.
			Education Infrastructure.	9	13	11	13	2	-
			Health Infrastructure.	2	1	6	3	(3)	-
			General Infrastructure.	12	12	9	5	(4)	-

No	Out-come	Output	Output Indicator	Audited Actual Performance 2018/19	Audited Actual Performance 2019/20	Planned Annual Target 2020/21	Actual Achievement 2020/21 until date of re-tabling (as at 30 September 2020)	Deviation from planned target to Actual Achievement 2020/21	Reasons for deviations
SUB-PROGRAMME: 2.4: MAINTENANCE									
Provincial Indicators									
2.4.1	1;4	Maintenance projects awarded.	Number of planned maintenance projects awarded.	126	187	95	14	(81)	COVID-19 National State of Disaster led to project stoppages during Alert Levels 5 and 4. Budget constraints due to reprioritisation.
			Education Infrastructure.	21	111	60	4	(56)	-
			Health Infrastructure.	29	23	14	1	(13)	-
			General Infrastructure.	76	53	21	9	(12)	-
2.4.2	1;4	Maintenance projects completed.	Number of planned maintenance projects completed.	-	122	93	42	(51)	COVID-19 National State of Disaster led to project stoppages during Alert Levels 5 and 4. Budget constraints due to reprioritisation.

No	Out-come	Output	Output Indicator	Audited Actual Performance 2018/19	Audited Actual Performance 2019/20	Planned Annual Target 2020/21	Actual Achievement 2020/21 until date of re-tabling (as at 30 September 2020)	Deviation from planned target to Actual Achievement 2020/21	Reasons for deviations
			Education Infrastructure.	-	58	60	23	(37)	-
			Health Infrastructure.	-	14	6	5	(1)	-
			General Infrastructure.	-	50	27	14	(13)	-
SUB-PROGRAMME 2.6: FACILITY OPERATIONS									
Provincial Indicators									
2.6.1	1;4	Buildings condition assessed.	Number of condition assessments conducted on state-owned buildings.*	380	330	501	-	-	-
			Education Infrastructure.	0	52	251	-	-	-
			Health Infrastructure.	152	120	130	-	-	-
			General Infrastructure.	228	158	120	-	-	-

Note: \*2.6.1 is an annual performance indicator reported in Quarter 4 and thus no reported achievement is available as at point of re-tabling

Table 30: Programme 2: Public Works Infrastructure: Performance information for revised APP

No	Out-come	Output	Output Indicator	Audited Actual Performance 2018/19	Audited Actual Performance 2019/20	Planned Annual target 2020/21	Actual Achievement 2020/21	Deviation from planned target to Actual Achievement 2020/21	Comment/ reasons for deviations	Reasons for revisions to the Output Indicator/Annual Target
Sub-Programme 2.2: Planning										
Provincial Indicators										
2.2.1	1	Work opportunities	Number of EPWP work opportunities created by Public Works.	n/a	n/a	601	1 175	574	Additional funds were made available during November 2020 to support further work opportunities through the upscaling of the Buildings Facilities Management Programme (BFMP), including the clearing of vacant land on the Lentegeur and Tygerberg hospital sites and other vacant erven residing under Property Management (Immovable Asset Management) as well as cleaning of identified rail reserves on behalf of PRASA. As a result, the number of work opportunities and BFMP beneficiaries deployed to the various sites	COVID-19 National State of Disaster led to project stoppages during Alert Levels 5 and 4. Budget constraints due to reprioritisation.



No	Out-come	Output	Output Indicator	Audited Actual Performance 2018/19	Audited Actual Performance 2019/20	Planned Annual target 2020/21	Actual Achievement 2020/21	Deviation from planned target to Actual Achievement 2020/21	Comment/ reasons for deviations	Reasons for revisions to the Output Indicator/Annual Target
									increased significantly, contributing to the over-performance.	
Sub-Programme 2.3: Construction										
Provincial Indicators										
2.3.1	1;4	Infrastructure designs ready for tender.	Number of infrastructure designs ready for tender.	20	25	11	17	6	-	COVID-19 National State of Disaster led to project stoppages during Alert Levels 5 and 4. Budget constraints due to reprioritisation.
			Education Infrastructure.	2	4	3	6	3	Project reprioritisation. Project acceleration.	-
			Health Infrastructure.	12	9	5	3	(2)	Western Cape Department of Health reprioritisation to respond to COVID-19	-

No	Out-come	Output	Output Indicator	Audited Actual Performance 2018/19	Audited Actual Performance 2019/20	Planned Annual target 2020/21	Actual Achievement 2020/21	Deviation from planned target to Actual Achievement 2020/21	Comment/ reasons for deviations	Reasons for revisions to the Output Indicator/Annual Target
			General Infrastructure.	6	12	3	8	5	As certain framework contracts expired, new framework contracts had to be put in place. A new project was registered in response to issues raised regarding Artscape.	-
2.3.2	1:4	Provincial Infrastructure completed.	Number of capital infrastructure projects completed.	23	26	19	37	18	-	COVID-19 National State of Disaster led to project stoppages during Alert Levels 5 and 4. Budget constraints due to reprioritisation.

No	Out-come	Output	Output Indicator	Audited Actual Performance 2018/19	Audited Actual Performance 2019/20	Planned Annual target 2020/21	Actual Achievement 2020/21	Deviation from planned target to Actual Achievement 2020/21	Comment/ reasons for deviations	Reasons for revisions to the Output Indicator/Annual Target
			Education Infrastructure.	9	13	9	22	13	Infrastructure Programme Implementation Plan was revised in mid-2020 as a result of significant budget cuts and reprioritisation by client department. The agreed revisions to the plan were implemented as per this revised plan resulting in a deviation from the annual targets set.	-
			Health Infrastructure.	2	1	6	6	-	-	-
			General Infrastructure.	12	12	4	9	5	New projects brought in to respond to user needs.	-

No	Out-come	Output	Output Indicator	Audited Actual Performance 2018/19	Audited Actual Performance 2019/20	Planned Annual target 2020/21	Actual Achievement 2020/21	Deviation from planned target to Actual Achievement 2020/21	Comment/ reasons for deviations	Reasons for revisions to the Output Indicator/Annual Target
Sub-Programme: 2.4: Maintenance										
Provincial Indicators										
2.4.1	1;4	Maintenance projects awarded.	Number of planned maintenance projects awarded.	126	187	80	153	73	-	COVID-19 National State of Disaster led to project stoppages during Alert Levels 5 and 4. Budget constraints due to reprioritisation.
			Education Infrastructure.	21	111	60	87	27	Project reprioritisation. Project acceleration.	-
			Health Infrastructure.	29	23	10	5	(5)	Western Cape Department of Health reprioritisation to respond to COVID-19	-

No	Out-come	Output	Output Indicator	Audited Actual Performance 2018/19	Audited Actual Performance 2019/20	Planned Annual target 2020/21	Actual Achievement 2020/21	Deviation from planned target to Actual Achievement 2020/21	Comment/ reasons for deviations	Reasons for revisions to the Output Indicator/Annual Target
			General Infrastructure.	76	53	10	61	51	Due to the National State of Disaster, procurement for the original planned maintenance projects was delayed. Projects that were planned to start in the new financial year (2021/22) were brought forward and additional ad-hoc projects were identified to address the delayed start in maintenance.	-
2.4.2	1;4	Maintenance projects completed.	Number of planned maintenance projects completed.	-	122	76	98	22	-	COVID-19 National State of Disaster led to project stoppages during Alert Levels 5 and 4. Budget constraints due to reprioritisation.



No	Out-come	Output	Output Indicator	Audited Actual Performance 2018/19	Audited Actual Performance 2019/20	Planned Annual target 2020/21	Actual Achievement 2020/21	Deviation from planned target to Actual Achievement 2020/21	Comment/ reasons for deviations	Reasons for revisions to the Output Indicator/Annual Target
			Education Infrastructure.	-	58	45	43	(2)	Infrastructure Programme Implementation Plan was revised in mid-2020 as a result of significant budget cuts and reprioritisation by client department. The agreed revisions to the plan were implemented as per this revised plan resulting in a deviation from the annual targets set.	-
			Health Infrastructure.	-	14	4	8	4	Western Cape Department of Health reprioritisation to respond to COVID-19. Accelerated construction.	-

No	Out-come	Output	Output Indicator	Audited Actual Performance 2018/19	Audited Actual Performance 2019/20	Planned Annual target 2020/21	Actual Achievement 2020/21	Deviation from planned target to Actual Achievement 2020/21	Comment/ reasons for deviations	Reasons for revisions to the Output Indicator/Annual Target
			General Infrastructure.	-	50	27	47	20	Due to the National State of Disaster, procurement for the original planned maintenance projects was delayed. Projects that were planned to start in the new financial year (2021/22) were brought forward and additional ad hoc projects were identified to address the delayed start in maintenance.	-

No	Out-come	Output	Output Indicator	Audited Actual Performance 2018/19	Audited Actual Performance 2019/20	Planned Annual target 2020/21	Actual Achievement 2020/21	Deviation from planned target to Actual Achievement 2020/21	Comment/ reasons for deviations	Reasons for revisions to the Output Indicator/Annual Target
Sub-Programme 2.6: Facility Operations										
Provincial Indicators										
2.6.1	1;4	Buildings condition assessed.	Number of condition assessments conducted on state-owned buildings.	380	330	371	326	(45)	Budget constraints due to reprioritisation.	COVID-19 National State of Disaster led to project stoppages during Alert Levels 5 and 4.
			Education Infrastructure.	0	52	251	91	(160)	Budget constraints due to reprioritisation.	-
			Health Infrastructure.	152	120	0	-	-	-	-
			General Infrastructure.	228	158	120	235	115	Due to the National State of Disaster, which resulted in work halted in all project sites under Alert Levels 5 and 4. Works Inspectorate was tasked to use this time to conduct condition assessments. This resulted in the increase and overperformance.	-

## Strategies to overcome areas of under-performance

A number of strategies are being implemented to improve performance:

- Improved planning and risk management.
- Stronger client department engagement to limit scope changes and review procurement strategy issues.
- Improvement of future planning and client briefs to ensure design targets align with budget allocations.
- Improved contract management of professional service providers (PSPs) to reduce late scope changes.
- Close monitoring of all PSPs and contractors to assist them to set up realistic programmes that avoid the risk of delayed completion.
- Undertaking detailed investigations during the scoping definition stage of a project in order to avoid unnecessary scope changes during the construction stage.
- Holistically assessing facilities to ensure optimum utilisation and the most efficient maintenance interventions.
- The EPWP Construction Innovation and Empowerment unit runs contractor development programmes for smaller contractors.
- The Chief Directorate: General Infrastructure engaged with each user department to provide assistance to clients on the interpretation and expression of client needs in their user immovable asset management plans (U-AMPs). This helped to ensure that clear and precise project briefs are provided for maintenance requirements when U-AMPs are submitted. Facility condition assessments (FCAs) included user **departments' specific needs**.
- Improved risk management of delivery and procurement arrangements to help ensure feasible mitigation plans given the volatile nature of the current political, social and economic environment and potential impacts on the local construction industry.
- Focus on asset management and integrated planning to ensure that project implementation is incorporated into an overall asset management plan.

## Changes to planned targets

Changes to planned targets are reflected in the performance tables above.

## Linking performance to budgets

### Sub-Programme expenditure

Table 31: Programme 2: Public Works Infrastructure: Sub-programme

Sub-Programme		2020/21			2019/20		
		Final appropriation R'000	Actual expenditure R'000	(Over)/ under expendi- ture R'000	Final appropriation R'000	Actual expenditure R'000	(Over)/ under expendi- ture R'000
2.1	Programme Support	363 245	354 969	8 276	355 539	355 023	516
2.2	Planning	45 086	45 086	-	73 334	73 334	-
2.3	Construction	241 905	232 964	8 941	258 406	258 406	-
2.4	Maintenance	196 420	196 420	-	212 961	212 961	-
2.5	Immovable Asset Management	1 348 213	1 321 783	26 430	1 120 085	1 114 360	5 725
2.6	Facility Operations	158 224	158 224	-	132 639	132 639	-
Total		2 353 093	2 309 446	43 647	2 152 964	2 146 723	6 241



### 4.3 Programme 3: Transport Infrastructure

#### Purpose

The purpose of this Programme is to deliver and maintain transport infrastructure that is sustainable, integrated, and environmentally sensitive that supports and facilitates social empowerment and economic growth and that promotes accessibility and the safe, affordable movement of people, goods and services.

#### Sub-programmes

- Programme Support Infrastructure.
- Infrastructure Planning.
- Infrastructure Design.
- Construction.
- Maintenance.

#### Programme contribution to specific outcomes, outputs, output indicators, targets and actual achievements

This Programme contributes to Departmental Outcomes 1: A provincial infrastructure core that performs at prescribed service delivery standards, together with the requisite competence to deliver on this outcome and Outcome 4: Spatial transformation through the leveraging of the property and infrastructure portfolio.

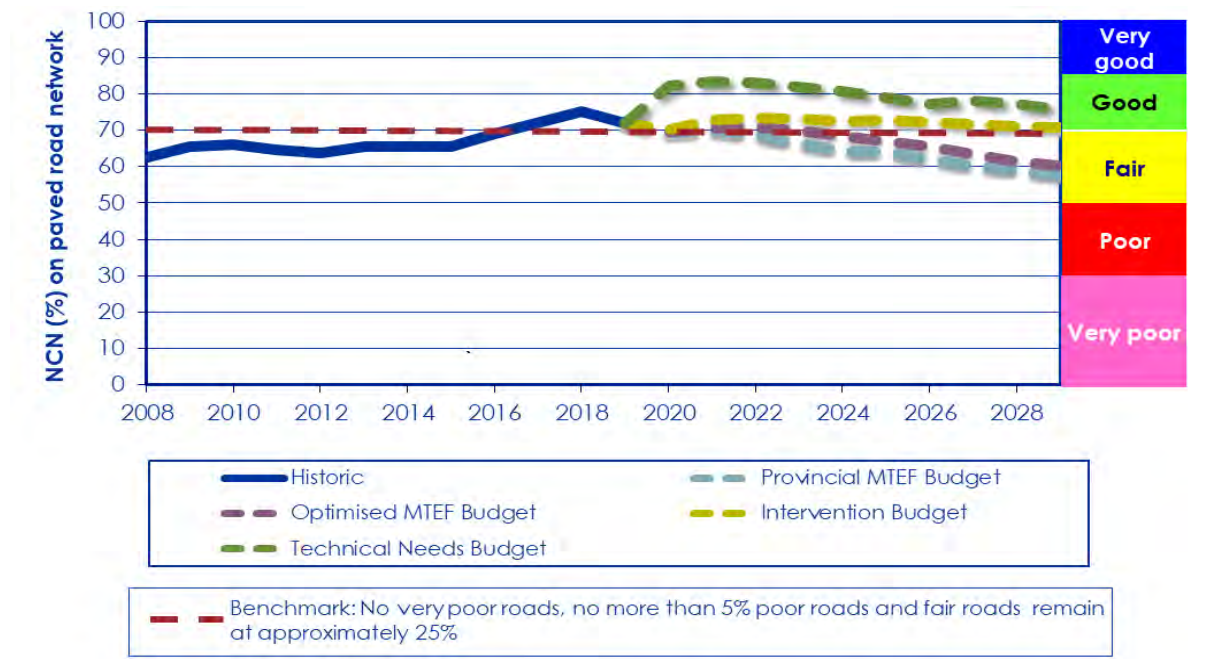
The Road Asset Management Plan (RAMP) 2021/22–2030/31 was concluded and published during the year under review. The RAMP incorporates road pavement preservation information on the status of provincial roads and the effect of planned and current investment in roads on the future condition of the network.

In the absence of a fully optimal and integrated public transport and freight system, a well-maintained road network remains critical for supporting economic and social mobility which links people, jobs, education, health care and recreational activities. Maintaining the existing road infrastructure at prescribed standards that optimise the efficient and safe realisation of these opportunities is central to the long-term economic and social sustainability of the Western Cape.

Historic and current Medium Term Expenditure Framework (MTEF) funding levels are insufficient to maintain these assets at the required standards. This places this strategic provincial asset at risk. Given the nature of road infrastructure, delaying maintenance in the short term will add significant cost in the longer term. Poorer quality roads result in higher road user costs, adding additional strain to the citizens of the Western Cape.

The figures below reflect the current state and projected state of the provincial road infrastructure given various budget scenarios and provide a visual representation of the serious risk to the provincial paved road network under the current MTEF trajectory. Within the current MTEF budget trajectory the percentage of paved roads length operating below the intervention level is projected to increase from the current 44 per cent to over 80 per cent over the next ten years (Figure 1).

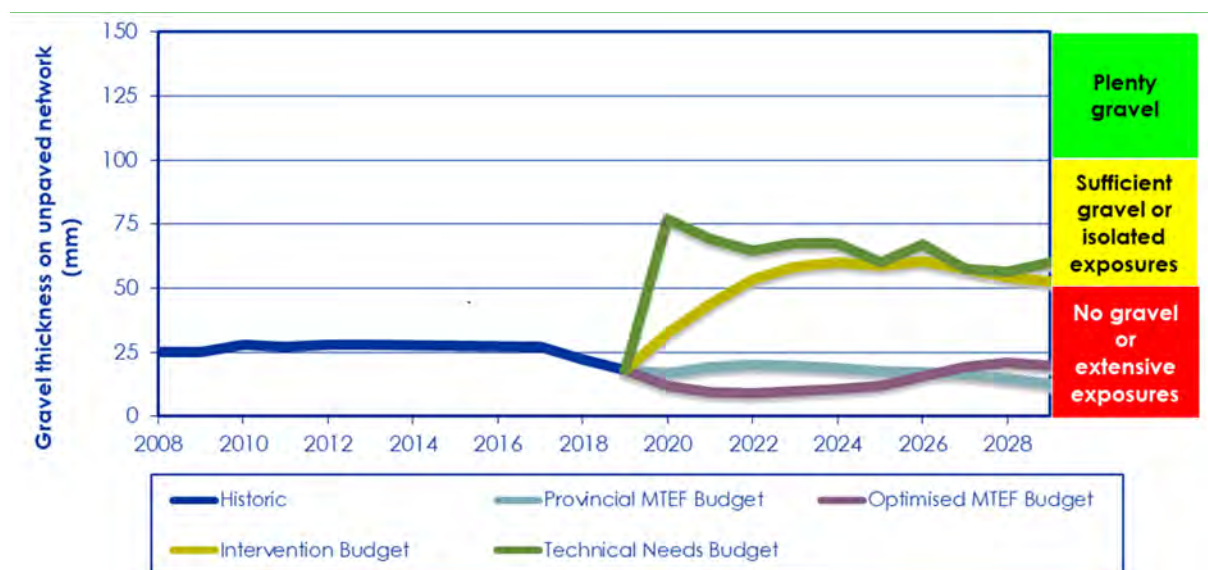
Figure 1: Network Condition Number on paved road network



Source: Road Asset Management Plan 2021/22–2030/31.

On the gravel network, the situation is even worse. The average thickness of the gravel has deteriorated to 25 mm, far below the acceptable norm of 75 mm (Figure 2). This puts the gravel network at significant risk of damage caused by severe weather events, undermining the role that this strategic network plays in the rural economy and as a potential enabler of increased agricultural production, particularly export-oriented production. This adds to constraints on household budgets of our citizens through increasing the cost of transport.

Figure 2: Gravel thickness on unpaved road network



Source: RAMP 2021/22 -2030/31

The decline in the Provincial Road Maintenance Grant (PRMG) over the MTEF continues to worsen the situation. Given the nature of roads infrastructure and the need to balance expenditure across a number of years, cuts across the MTEF had significant implications. Projects needed to be pushed out, delayed or cancelled in order to balance the cash flow.

The Road Asset Management Plan clearly indicates that additional funding is needed to keep the provincial roads asset base from deteriorating. Seventy-three per cent of provincial surfaced roads are beyond their 25-year design life.

Projects to promote economic growth continued in their various stages of implementation. Road construction and maintenance investment projects were identified by continually improved asset management systems.

The development of the Western Cape Transport Model continued over the medium term. This model is used by the DTPW as a strategic planning tool for new road-based investment.

The following completed and ongoing key projects have contributed towards the Roads Branch achieving its service delivery targets:

Contract	Description
C818	Rehabilitation of TR31/2 – Ashton/ Montagu
C0914.02	Rehabilitation of MR168 between N2 and Vlaeberg Road
C1000.1	Rehabilitation of TR28/2 between Hermanus and Stanford
C1008.1	Rehabilitation of DR01688 from Calitzdorp to Spa and upgrade of DR01699
C1090	Periodic maintenance of TR11/1 [N7] between Potsdam and Melkbos
C1090.01	Periodic maintenance of TR11/1 [N7] between Bosmansdam and Potsdam
C822	Rehabilitation of MR344 and Upgrade of DR1578 – Glentana
C1092	Periodic maintenance of MR27 between Somerset West and Stellenbosch
C1100	Periodic maintenance on TR1/2, TR1/3, TR88/1, TR44/1 and MR401 in Uniondale Area
C1094	Rehabilitation of MR531 and Periodic maintenance MR540 in Elandsbaai
C1097	Periodic maintenance on MR535 between Laaiplek to Elandsbaai

New key projects that commenced during 2020/21 include:

Contract	Description
C1102	Periodic maintenance on MR27 and MR201 – Windmeul to Wellington and Bainskloof pass
C1047.02	The widening of Bridge No. 2221 over the Maalgate River at 15.1km on TR2/9
C1115	Periodic maintenance on TR2/1 between Eerste Rivier and Somerset West
C1123	Periodic maintenance on TR35/1 between Beaufort West and Aberdeen
C1025.04	Periodic maintenance on TR9/1 (N1) including repair of failures, resurfacing and maintenance of ancillaries

The Programme's Outcomes, outputs, output indicators, targets and actual achievements are presented in the tables below.

Table 32: Programme 3: Transport Infrastructure: Performance information for originally tabled APP

No	Outcomes	Outputs	Output Indicator	Audited Actual Performance 2018/19	Audited Actual Performance 2019/20	Planned Annual Target 2020/21	Actual Achievement 2020/21 until date of re-tabling (as at 30 September 2020)	Deviation from Planned Target to Actual Achievement 2020/21	Reasons for deviations
Sub-programme 3.4: Construction									
Provincial Indicators									
3.4.1	1	Construction and maintenance of sections of provincial paved & unpaved road network infrastructure.	Total number of road construction projects completed.	n/a	n/a	5	2	(3)	COVID-19 National State of Disaster led to project stoppages during Alert Levels 5 and 4.
3.4.2		Utilisation of the immovable asset portfolio to support <b>Government's</b> socio-economic objectives	Number of work opportunities created.	5 119	5 830	5 000	3 124	(1 876)	COVID-19 National State of Disaster led to project stoppages during Alert Levels 5 and 4.
3.4.3			Number of youth employed (18-35).	3 170	3 511	3 000	1 823	(1 177)	-
3.4.4			Number of women employed	1 512	1 705	1 500	910	(590)	-

No	Outcomes	Outputs	Output Indicator	Audited Actual Performance 2018/19	Audited Actual Performance 2019/20	Planned Annual Target 2020/21	Actual Achievement 2020/21 until date of re-tabling (as at 30 September 2020)	Deviation from Planned Target to Actual Achievement 2020/21	Reasons for deviations
3.4.5			Number of persons with disabilities employed	4	10	5	0	(5)	No persons with disabilities were employed.
Sub-programme 3.5: Maintenance									
Provincial Indicators									
3.5.1	1	Construction and maintenance of sections of provincial paved and unpaved road network infrastructure.	Total number of road maintenance projects completed.	n/a	n/a	10	3	(7)	COVID-19 National State of Disaster led to project stoppages during Alert Levels 5 and 4.

Note: n/a – Not applicable as this is a new indicator



Table 33: Programme 3: Transport Infrastructure: Performance information for revised APP

No	Out-comes	Outputs	Output Indicators	Audited Actual Performance 2018/19	Audited Actual Performance 2019/20	Planned Annual Target 2020/21	Actual Achievement 2020/21	Deviation from Planned Target to Actual Achievement 2020/21	Comment/ reasons for deviations	Reasons for revisions to the Output Indicator/ Annual Target
Sub-programmes 3.4: Construction										
3.4.1	1	Construction and maintenance of sections of provincial paved and unpaved road network infrastructure.	Total number of road construction projects completed.	n/a	n/a	4	4	-	-	COVID-19 National State of Disaster led to project stoppages during Alert Levels 5 and 4.
3.4.2		Utilisation of the immovable asset portfolio to support <b>Government's</b> socio-economic objectives.	Number of work opportunities created.	5 119	5 830	5 000	4 000	(1 000)	COVID-19 National State of Disaster led to project stoppages during Alert Levels 5 and 4.	-
3.4.3	Number of youth employed (18-35).		3 170	3 511	3 000	2 247	(753)	COVID-19 National State of Disaster led to project stoppages during Alert Levels 5 and 4.	-	
3.4.4	Number of women employed.		1 512	1 705	1 500	1 114	(386)	COVID-19 National State of Disaster led to project stoppages during Alert Levels 5 and 4.	-	

No	Out-comes	Outputs	Output Indicators	Audited Actual Performance 2018/19	Audited Actual Performance 2019/20	Planned Annual Target 2020/21	Actual Achievement 2020/21	Deviation from Planned Target to Actual Achievement 2020/21	Comment/ reasons for deviations	Reasons for revisions to the Output Indicator/ Annual Target
3.4.5			Number of persons with disabilities employed.	7	10	5	0	(5)	COVID-19 National State of Disaster led to project stoppages during Alert Levels 5 and 4.	-
Sub-programme 3.5: Maintenance										
Provincial Indicators										
3.5.1	1	Construction and maintenance of sections of provincial paved and unpaved road network infrastructure.	Total number of road maintenance projects completed.	n/a	n/a	8	7	(1)	Continual delays due to scope changes and outstanding environmental approvals on the Elands Bay reseal project.	COVID-19 National State of Disaster led to project stoppages during Alert Levels 5 and 4.

## Strategies to overcome areas of under-performance

Several strategies are being implemented to improve performance:

- COVID-19 recovery will be achieved by implementing delayed projects and consider the impact of delays in the final design and implementation.
- Implementation of the road organisational structure will reorganise programme functions and provide technical support, including environmental expertise.

## Changes to planned targets

Changes to planned targets are reflected in the performance tables above.

## Linking performance to budgets

### Sub-Programme expenditure

Table 34: Programme 3: Transport Infrastructure: Sub-programme expenditure

Sub-Programme		2020/21			2019/20		
		Final appropriation R'000	Actual expenditure R'000	(Over)/ under expendi- ture R'000	Final appropriation R'000	Actual expenditure R'000	(Over)/ under expendi- ture R'000
3.1	Programme Support Infrastructure	122 241	119 675	2 566	40 230	40 185	45
3.2	Infrastructure Planning	23 342	21 132	2 210	73 930	73 863	67
3.3	Infrastructure Design	227 817	220 466	7 351	159 853	159 786	67
3.4	Construction	1 094 374	1 071 564	22 810	1 639 236	1 636 993	2 243
3.5	Maintenance	1 663 711	1 638 313	25 398	1 726 192	1 724 786	1 406
Total		3 131 485	3 071 150	60 335	3 639 441	3 635 613	3 828

## 4.4 Programme 4: Transport Operations

### Purpose

The purpose of this Programme is to plan, regulate and facilitate the provision of integrated land transport services through coordination and cooperation with national planning authorities, municipalities, community-based and non-governmental organisations, and the private sector in order to enhance and facilitate the mobility of all communities.

### Sub-programmes

- Programme Support Operations.
- Public Transport Services.
- Transport Safety and Compliance.
- Transport Systems.

### Programme contribution to specific outcomes, outputs, output indicators and targets

Outcome 3: Improved public transport services, focusing on bus, passenger rail and minibus taxi services

This Programme is leading the Department's initiatives to improve public transport in the Western Cape and address the ongoing crisis affecting the sector. This is primarily being pursued through the implementation of the Provincial Sustainable Transport Programme which focuses on increased and improved bus services, improved minibus taxi services, the collection and intelligent use of data, safer and more reliable rail, provision for non-motorised transport, and the establishment of the institutional structures needed for province-wide public transport reform.

The Department made progress towards the establishment of the institutional structures needed to improve public transport, including further work on the development of the Western Cape Transport Authority.

The Integrated Transport Hub is an innovative, smart system that leverages the potential of technology to improve transport in the Western Cape. During the year under review, further progress was made toward the full establishment of the ITH, including further development and integration of subsystems and development of the structures and capacity needed to manage the Hub on an ongoing basis.

The implementation of the Western Cape Freight Strategy continued during the 2020/21 financial year. The Department concluded a memorandum of understanding with the Transport Education and Training Authority (TETA) for the coordination, promotion, development and support of education, training and skills development initiatives in the road freight sector. The implementation of the memorandum will be taken forward in the next financial year.

Since August 2020, DTPW has coordinated and facilitated six meetings with stakeholders to start the modal rebalancing conversation, with the focus on the shift of appropriate

road freight to rail. Several rail freight projects, including the movement of waste by rail, are being investigated.

The Western Cape Freight Demand Model (WCFDM) was updated for the 2019 base year to provide the Department with current data and business intelligence on freight flows to support strategic decision-making and the implementation of the Freight Strategy.

The Programme's Outcomes, outputs, output indicators, targets and actual achievements are presented in the tables below.



Table 35: Programme 4 Transport Operations: Performance information for originally tabled APP

No	Out-comes	Outputs	Output Indicators	Audited Actual Performance 2018/19	Audited Actual Performance 2019/20	Planned Annual Target 2020/21	Actual Achievement 2020/21	Deviation from Planned Target to Actual Achievement 2020/21	Reasons for deviations
4.2.1	3	Monitoring of subsidised bus services.	Number of routes subsidised.	2 582	2 420	2 583	2 329	(254)	COVID-19 transport regulations and directions restricted public transport operations.
4.2.2	3		Number of kilometres subsidised.	36 791 412	36 432 637	36 846 990	34 982 437	(1 864 553)	COVID-19 transport regulations and directions restricted public transport operations.
4.2.3	3		Number of trips subsidised.	1 312 790	1 239 375	1 401 863	973 754	(428 109)	COVID-19 transport regulations and directions restricted public transport operations.
4.2.4	3	Establishment of subsidised public transport services.	Number of Integrated Public Transport Network (IPTN) phases supported.	n/a	n/a	4	4	-	-

No	Out-comes	Outputs	Output Indicators	Audited Actual Performance 2018/19	Audited Actual Performance 2019/20	Planned Annual Target 2020/21	Actual Achievement 2020/21	Deviation from Planned Target to Actual Achievement 2020/21	Reasons for deviations
4.5.1	2	Establishment of subsidised public transport services.	Number of transport management initiatives supported.	n/a	n/a	1	1	-	-
4.5.2	3	Establishment of subsidised public transport services.	Number of non-motorised transport initiatives supported.	n/a	n/a	1	1	-	-

Note: n/a – Not applicable as this is a new indicator

### Strategies to overcome areas of under-performance

Instances of underperformance were primarily related to the COVID-19 National State of Disaster and the associated impact on delivery.

### Changes to planned targets

There were no changes to planned targets.

### Linking performance to budgets

### Sub-Programme expenditure

Table 36: Programme 4: Transport Operations: Sub-programme expenditure

Sub-Programme		2020/21			2019/20		
		Final appropriation R'000	Actual expenditure R'000	(Over)/ under expendi- ture R'000	Final appropriation R'000	Actual expenditure R'000	(Over)/ under expenditure R'000
4.1	Programme Support Operations	3 252	3 252	-	2 428	2 428	-
4.2	Public Transport Services	1 436 383	1 436 383	-	1 305 102	1 305 102	-
4.3	Transport Safety and Compliance	5 037	5 037	-	7 183	6 917	266
4.4	Transport Systems	261 582	259 581	2 001	203 608	203 474	134
Total		1 706 254	1 704 253	2 001	1 518 321	1 517 921	400

## 4.5 Programme 5: Transport Regulation

### Purpose

The purpose of this Programme is to regulate the transport environment through the registration and licensing of motor vehicles, associations, operators, and drivers and the testing of motor vehicles; to promote safety through traffic law enforcement services, to facilitate road safety education, communication, awareness, and the operation of weighbridges; and to provide training to traffic policing and other law enforcement officials.

### Sub-programmes

- Programme Support Regulation.
- Transport Administration and Licensing.
- Operator Licence and Permits.
- Law Enforcement.

### Programme contribution to specific outcomes, outputs, output indicators and targets

This Programme contributes to Departmental Outcome 2: Activated technology and innovation to effect road safety improvements in the mobility ecosystem.

The Department continues to play a key role in contributing towards the Premier's Safety Plan for the Western Cape, specifically in the area of road safety. Through its various initiatives, awareness programmes and data-driven technology-enabled methods, the DTPW continued to intensify efforts to reduce fatalities and the number of serious injuries resulting from road crashes. To deal with the unacceptably high levels of road fatalities and injuries, collaborative regulatory and safety efforts across spheres of government and law enforcement agencies must be supported by integrated intelligence to drive planning and operational activities.

The eNForce system features handheld and in-vehicle technology integrated with the National Traffic Information System (NaTIS). A total of 540 new advanced handheld devices were issued to all officers. This system continues to allow for the identification of infringements such as licence plate fraud, speeding, public transport operator route transgressions, fatigue management, and the ability to record evidence of infringements.

Alerts of possible infringements linked to specific oncoming vehicles are sent directly to the closest officers, therefore improving operational effectiveness. The eNForce system includes operational planning capability, officer duty roster as well as a communication tool which enables Provincial Traffic Management to obtain live information from handheld devices 24 hours a day, improving reporting and providing data for better operational planning.

The DTPW significantly increased its in-vehicle ITH technology patrol motor vehicle fleet from 31 in 2018/19 to 176 in 2020/21.

The integration and the upgrading of the PTRS with the eNforce system allowed traffic officers to receive live data on operating licences and, for the first time, provided officers

with a tool to identify fraudulent operating licences on the road. Fraudulent operating licences have been shown to be rife in the taxi industry and a significant contributor to taxi violence and the organised crime that pervades the industry. The forward momentum of these initiatives continued to be interrupted as a result of funding cuts. These cuts will have disastrous implications for the next phases of development of the PTRS and its integration into the ITH.

Technology and systems are driven as a project plan and new enhancements and functionality have been identified to further improve the speed at which traffic law enforcement duties can be executed. Technological advances have enabled the Department to move towards a centralised and coordinated system that allows data to be captured and utilised intelligently. The system facilitates the enrichment of data by adding external information to enable better service delivery and a better-informed traffic entity. These technological initiatives enabled 141 arrests to be made for fraudulent documentation including fraudulent **driver's licences**, fraudulent vehicle licences and fraudulent operating licences.

The development of a Public Transport Regulation System to replace the notoriously unstable and unreliable national systems that the Taxi Registrar and Provincial Regulatory Entity were required to use immediately opened up possibilities for integrating transport planning and regulation functions and laid the groundwork for the submission of web-based applications. During the year under review and in the context of COVID-19, the development team prioritised PTRS functionalities that allowed for remote adjudication, which had the positive result in the Western Cape PRE of being able to avert a backlog in applications.

The DTPW's PSTP is an overarching initiative that has improved public transport and transport safety and facilitates rapid responses to the ongoing transport crisis that is gripping the Western Cape. The PSTP strengthens law enforcement through the establishment of a Highway Patrol and Interception Unit; supports the full establishment of the ITH; expands the usage of innovative enforcement technologies to immediately detect and respond to threats to citizen safety on Western Cape roads and in communities; builds institutional capacity; and strengthens partnerships with local authorities, law enforcement agencies, transport operators, and other stakeholders.

Taxi violence is another matter that needs the ongoing attention of the WCG. The DTPW, in partnership with the SAPS and the NPA, established a Joint Task Team on Taxi-Related Crimes to investigate murders and attempted murders, as well as crimes at the root of taxi violence; including route invasions, illegal operations, fraud, extortion, racketeering and other elements of organised crime. This initiative was picking up momentum when, towards the end of March 2020, the SAPS and most government departments had to shift their focus to the fight against COVID-19.

The Programme's Outputs, Output Indicators, Planned Targets, Audited and Actual achievements are presented in the tables below.



Table 37: Programme 5: Transport Regulation: Performance information for originally tabled APP

No	Outcome	Output	Output Indicator	Audited Actual Performance 2018/19	Audited Actual Performance 2019/20	Planned Annual Target 2020/21	Actual Achievement 2020/21 until date of re-tabling (as at 30 September 2020)	Deviation from Planned Target to Actual Achievement 2020/21	Reasons for deviations
5.2.1	2	Administration and monitoring of motor vehicle licensing, vehicle fitness testing and driver testing.	Number of compliance inspections conducted.	391	317	300	-	-	Annual performance indicator reported in Quarter 4.
5.3.1	2	Administration of public transport operating licences.	Number of Provincial Regulatory Entity (PRE) hearings conducted.	135	121	120	26	(94)	Project execution impacted by COVID-19 restrictions which prevented physical inspections/interactions.

No	Outcome	Output	Output Indicator	Audited Actual Performance 2018/19	Audited Actual Performance 2019/20	Planned Annual Target 2020/21	Actual Achievement 2020/21 until date of re-tabling (as at 30 September 2020)	Deviation from Planned Target to Actual Achievement 2020/21	Reasons for deviations
5.4.1	2	Provision of traffic law enforcement services.	Number of vehicles weighed.	653 584	589 383	630 000	168 370	(461 630)	Project execution impacted by COVID-19 restrictions which prevented physical inspections/interactions.
5.4.2			Number of traffic law enforcement operations conducted	7 500	13 464	12 000	7 859	(4 141)	Project execution impacted by COVID-19 restrictions which prevented physical inspections/interactions.
5.4.3		Facilitation of road safety education, communication and awareness.	Number of road safety awareness programmes conducted	n/a	6	6	-	-	Annual performance indicator reported in Quarter 4.

No	Outcome	Output	Output Indicator	Audited Actual Performance 2018/19	Audited Actual Performance 2019/20	Planned Annual Target 2020/21	Actual Achievement 2020/21 until date of re-tabling (as at 30 September 2020)	Deviation from Planned Target to Actual Achievement 2020/21	Reasons for deviations
5.4.4			Number of schools involved in road safety education programmes	426	469	360	-	-	Project execution impacted by COVID-19 restrictions which prevented physical inspections/interactions.

Note: 5.2.1, 5.4.3, and 5.4.4 are annual performance indicators reported in Quarter 4 and thus no reported achievements are available as at point of re-tabling.

Table 38: Programme 5: Transport Regulation: Performance information for Revised APP

No	Out-comes	Outputs	Output Indicators	Audited Actual Performance 2018/19	Audited Actual Performance 2019/20	Planned Annual Target 2020/21	Actual Achievement 2020/21	Deviation from Planned Target to Actual Achievement 2020/21	Reasons for deviations	Reasons for revisions to the Output Indicator/Annual Target
Sub-programme 5.2: Transport Administration and Licensing										
5.2.1	2	Administration and monitoring of motor vehicle licensing, vehicle fitness testing and driver testing.	Number of compliance inspections conducted.	317	300	-	-	-	Indicator removed due to COVID-19 restrictions.	Project execution impacted by COVID-19 restrictions which prevented physical inspections/ interactions
Sub-Programme 5.3: Operating Licence and Permits										
Provincial Indicators										
5.3.1	2	Administration of public transport operating licences.	Number of Provincial Regulatory Entity (PRE) hearings conducted	135	121	105	60	(45)	PRE hearings impacted by COVID-19 restrictions.	Project execution impacted by COVID-19 restrictions which prevented physical inspections/ interactions
Sub-programme 5.4: Law Enforcement										
5.4.1	2	Provision of traffic law enforcement services.	Number of vehicles weighed	653 584	589 383	554 000	424 300	(129 700)	Due to the resurgence of COVID-19, South Africa moved to Alert Level 3 from 29 December 2020 until the end of January 2021. Weighbridge	Project execution impacted by COVID-19 restrictions which prevented physical inspections/ interactions.

No	Out-comes	Outputs	Output Indicators	Audited Actual Performance 2018/19	Audited Actual Performance 2019/20	Planned Annual Target 2020/21	Actual Achievement 2020/21	Deviation from Planned Target to Actual Achievement 2020/21	Reasons for deviations	Reasons for revisions to the Output Indicator/Annual Target
									facilities were used to conduct Disaster Management Act operations together with SAPS to monitor and regulate compliance which significantly increased the number of weighbridge operations. New freight awareness programme introduced to promote driver awareness and fatigue management.	

No	Out-comes	Outputs	Output Indicators	Audited Actual Performance 2018/19	Audited Actual Performance 2019/20	Planned Annual Target 2020/21	Actual Achievement 2020/21	Deviation from Planned Target to Actual Achievement 2020/21	Reasons for deviations	Reasons for revisions to the Output Indicator/Annual Target
5.4.2	2		Number of traffic law enforcement operations conducted	7 500	13 464	9 468	15 646	6 178	Traffic Law Enforcement remained committed to Disaster Management Act operations at strategic points throughout the province as well as its own integrated quarterly operational plans focusing on critical operational mandates which resulted in the over-achievement.	Project execution impacted by COVID-19 restrictions which prevented physical inspections/interactions.
5.4.3	2	Facilitation of road safety education, communication and awareness.	Number of road safety awareness programmes conducted	n/a	6	6	6	-	-	-



No	Out-comes	Outputs	Output Indicators	Audited Actual Performance 2018/19	Audited Actual Performance 2019/20	Planned Annual Target 2020/21	Actual Achievement 2020/21	Deviation from Planned Target to Actual Achievement 2020/21	Reasons for deviations	Reasons for revisions to the Output Indicator/Annual Target
5.4.4	2		Number of schools involved in road safety education programmes	426	345	-	-	-	Indicator removed due to COVID-19 restrictions.	Project execution impacted by COVID-19 restrictions which prevented physical inspections/interactions.
5.4.5	2	Provision of traffic law enforcement services.	Number of vehicles stopped and checked	1 534 086	1 453 298	600 000	515 420	(84 580)	Project execution impacted by COVID-19 restrictions.	Tactical reinforcement of visible traffic law enforcement operations. (Indicator added to revised APP).

### Strategies to overcome areas of under-performance

- Additional resources will be made available to ensure duties are fulfilled.
- Where taxi associations are non-compliant, notification letters will be issued.
- Targets will be adjusted to take into account non-operational days at weighbridge centres.
- Remedial actions are aligned to tactical plan as well as the National 365 plan to ensure achievement of targets.

### Changes to planned targets

Changes to planned targets are reflected in the performance tables above.

### Linking performance to budgets

### Sub-Programme expenditure

Table 39: Programme 5: Transport Regulation: Sub-programme expenditure

Sub-Programme		2020/21			2019/20		
		Final appropriation R'000	Actual expenditure R'000	(Over)/ under expendi- ture R'000	Final appropriation R'000	Actual expenditure R'000	(Over)/ under expendi- ture R'000
5.1	Programme Support Regulations	5 587	4 359	1 228	5 073	5 073	-
5.2	Transport Administration and Licensing	426 665	425 280	1 385	442 491	442 491	-
5.3	Operator Licence and Permits	63 679	61 755	1 924	71 683	71 683	-
5.4	Law Enforcement	466 412	454 249	12 163	365 072	365 072	-
Total		962 343	945 643	16 700	884 319	884 319	-

## 4.6 Programme 6: Community-Based Programmes

### Purpose

The purpose of this Programme is to manage the implementation of programmes and strategies that lead to the development and empowerment of communities and contractors, including the provincial management and coordination of the EPWP.

### Sub-programmes

- Programme Support Community-Based.
- Innovation and Empowerment.
- Coordination and Compliance Monitoring.

### Programme contribution to specific outcomes, outputs, output indicators and targets

This Programme contributes to Departmental Outcome 1: A provincial infrastructure core that performs at prescribed service delivery standards, together with the requisite competence to deliver on this outcome.

The worsening economic situation, together with the disastrous impact of the COVID-19 pandemic, continued to exacerbate the socio-economic crisis in South Africa. The Department continues to intervene to support the poor and the unemployed, with a focus on the youth and the vulnerable sections of society. The DTPW has chosen maximising job creation through the execution of its infrastructure mandate as one of its strategic objectives.

The Contractor Development Programme continued to play an important role in the efforts to address the deteriorating local economic situation by creating training opportunities, especially for previously disadvantaged and small-scale contractors. These programmes included skills and business training, information sessions, training, and mentoring. The Foundation and Advanced Training and Mentoring Programme continued to support enterprise development that includes tendering and costing support. These interventions continue to result in the improvement of numbers of Level 1 to 4 BBBEE contractors who had complied with bidding requirements and who received contracts that contributed to empowering the residents of the Western Cape. The result is that they became meaningful participants in the construction industry sector and were able to create job opportunities for others.

Skills development programmes in the year under review focused on artisan development and construction-related skills development programmes and apprenticeships that are part of the National Youth Service programme. These youths were placed on a 12-month programme where they acquired skills in various disciplines in the construction industry that enhanced their ability to access economic opportunities. Skills development programmes included various training such as plumbing, electrical and landscaping.

The Department continued to implement the Empowerment Impact Assessment Tool that informs the design and construction process of specific departmental projects in excess of R5 m, in terms of the Preferential Procurement Regulations which require the

measurement of actual impact on broad-based black economic empowerment. Work opportunities were created through the construction and maintenance programme of the Department.

The DTPW continues to coordinate the EPWP and provide support to implementing bodies in the Western Cape to increase the total number of work opportunities created across all spheres of government and the non-state sector, and specifically targeting women participants, the youth and persons with disabilities. The support includes technical support to improve the quality of EPWP data management and reporting to 12 institutional forums and approximately 40 public bodies.

The Programme's outcomes, outputs, output indicators, targets and actual achievements are presented in the tables below.

Table 40: Programme 6: Community-Based Programmes: Performance information for originally tabled APP

No	Outcomes	Outputs	Output Indicators	Audited Actual Performance 2018/19	Audited Actual Performance 2019/20	Planned Annual target 2020/21	Actual achievement 2020/21	Deviation from planned target to actual achievement 2020/21	Reasons for deviations
6.2.1	1	Work opportunities.	Number of beneficiary empowerment Interventions.	3	3	3	3	-	-
6.3.1	1	Work opportunities.	Number of public bodies reporting on EPWP targets within the province.	40	40	40	40	-	-

Note: Sub-Programme 6.2: Community development as per the National Treasury uniform budget and Programme structure is not utilised as it is not part of the DTPW's mandate.

### Strategy to overcome areas of under-performance

The DTPW is satisfied that adequate control measures and strategies were put in place to ensure that the set service delivery standards could be met.

### Changes to planned targets

There were no changes to planned targets.

### Linking performance to budgets

### Sub-Programme expenditure

Table 41: Programme 6: Community-Based Programmes: Sub-programme expenditure

Sub-Programme Name		2020/21			2019/20		
		Final appropriation R'000	Actual expenditure R'000	(Over)/ under expenditure R'000	Final appropriation R'000	Actual expenditure R'000	(Over)/ under expenditure R'000
6.1	Programme Support Community	2 301	2 136	165	2 301	2 301	-
6.2	Innovation and Empowerment	39 737	37 127	2 610	41 082	41 082	-
6.3	EPWP Coordination and Compliance Monitoring	13 514	12 255	1 259	13 549	13 549	-
Total		55 552	51 518	4 034	56 932	56 932	-



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## 5. Transfer payments

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### 5.1 Transfer payments to public entities

No transfer payments were made to public entities.

### 5.2 Transfer payments to all organisations other than public entities

The tables below reflect the transfer payments made for the period 1 April 2020 to 31 March 2021 per Programme.

## Programme 1: Administration

Table 42: Programme 1: Transfer payments

Name of transferee	Type of organisation	Purpose for which the funds were used	Compliance with s 38 (1) (j) of the PFMA	Amount transferred (R'000)	Amount spent by the entity (R'000)	Reasons for the funds unspent by the entity
Cape Winelands	District Municipality	To review and update municipal ITPs in terms of the NLTA.	Complied	900	446	Work is currently in progress as municipality has until end of June to complete the work.
Garden Route	District Municipality		Complied	900	331	The service provider has been appointed. Due to the COVID-19 pandemic and National State of Disaster, the completion of work took longer than anticipated.
George	Municipality		Complied	600	-	Work is currently in progress. Municipality has until end of June to complete the work.
Stellenbosch	Municipality		Complied	600	-	Funding was not spent due to supply chain delays in the municipality in appointing a service provider.
<b>Total</b>				<b>3 000</b>	<b>777</b>	

## Programme 2: Public Works Infrastructure

The transfer payments per municipality listed in the table below relate to the payment of property rates in respect of provincially owned and deemed-owned properties.

Table 43: Programme 2: Transfer payments in respect of property rates

Name of recipient	Amount transferred (R'000)
Beaufort West	3 965
Berg River	1 463
Bitou	1 356
Breede Valley	9 940
Cape Agulhas	1 575
Cape Town	524 683
Cederberg	2 388
Drakenstein	16 037
George	12 909
Hessequa	2 500
Kannaland	3 265
Knysna	2 411
Laingsburg	614
Langeberg	2 048
Matzikama	992
Mossel Bay	376
Oudtshoorn	7 741
Overstrand	2 417
Prince Albert	93
Saldanha Bay	5 571
Stellenbosch	10 383
Swartland	3 340
Swellendam	1 628
Theewaterskloof	5 716
Vredendal	36
Witzenberg	6 377
<b>Total</b>	<b>629 824</b>

### Programme 3: Transport Infrastructure

Table 44: Programme 3: Transport Infrastructure transfer payments

Name of transferee	Purpose for which the funds were used	Compliance with s 38 (1) (j) of the PFMA	Amount transferred (R'000)	Amount spent by the entity (R'000)	Reasons for the funds unspent by the entity
Bitou	To financially assist/ subsidise municipalities with the maintenance/ construction of proclaimed municipal main roads, where the municipality is the road authority (section 50 of Ordinance 19 of 1976).	Complied	870	870	-
Breede Valley		Complied	180	180	-
Cape Agulhas		Complied	71	71	-
Drakenstein		Complied	56 957	56 957	-
George		Complied	2 956	2 956	-
Hessequa		Complied	120	120	-
Knysna		Complied	110	110	-
Laingsburg		Complied	50	50	-
Mossel Bay		Complied	17 949	17 949	-
Oudtshoorn		Complied	125	125	-
Overstrand		Complied	145	145	-
Saldanha Bay		Complied	135	135	-
Swartland		Complied	175	175	-
Theewaterskloof		Complied	130	130	-
<b>Total</b>				<b>79 973</b>	<b>79 973</b>

Transfer payments for Category B municipalities are only effected upon submission of claims for work done as per the service level agreements concluded with all the municipalities. The transfers are monitored through In-Year Expenditure Monitoring and Reporting and Grant Framework reporting processes.

## Programme 4: Transport Operations

The table below reflects the transfer payments made for the period 1 April 2020 to 31 March 2021 by Programme 4: Transport Operations.

Table 45: Programme 4: Transfer payments

Name of recipient	Purpose for which the funds were used	Compliance with s 38 (1) (j) of the PFMA	Amount transferred (R'000)	Amount spent by the entity (R'000)	Reasons for the funds unspent by the entity/ difficulties experienced
Cape Town	<ul style="list-style-type: none"> <li>To sustain the movement of people in the public transport system with a focus on persons with special needs.</li> </ul>	Complied	10 000	7 276	The funds will be spent by the City of Cape Town on the Dial-a-Ride project by the end of the municipal financial year.
George	<ul style="list-style-type: none"> <li>To enable George Municipality to implement a public transport service as contemplated in the George Integrated Public Transport Network.</li> <li>To provide supplementary funding towards public transport services provided by the George Municipality.</li> <li>To provide supplementary funding to cover the shortfall in operational costs.</li> <li>To provide for the additional operational support to underwrite the consequences of significantly impaired operating conditions and magnified transformation obligations.</li> </ul>	Complied	187 240	109 422	The funds will be spent by the George Municipality on the George Integrated Public Transport Network by the end of the municipal financial year.
Total			197 240	116 698	

The table below shows transfers to private enterprises.

Table 46: Programme 4: Transfer payments to private enterprises

Type of transferee	Name of recipient	Purpose for which the funds were used	Compliance with s 38 (1) (j) of the PFMA	Amount transferred (R'000)	Amount spent by the entity (R'000)	Reasons for the funds unspent by the entity / difficulties experienced
Private enterprise	GABS	PTOG Subsidy to the bus operator.	Complied	1 073 596	1 073 596	-
Total transfer to private enterprises:				1 073 596	1 073 596	-

The transfers are monitored through the In-Year Expenditure Monitoring and Reporting and Grant Framework reporting processes.

### 5.3 Transfer payments budgeted for, but not made

The table below reflects the transfer payments which were budgeted for in the period 1 April 2020 to 31 March 2021, but where no payments were made.

#### Programme 2: Public Work Infrastructure

Table 47: Programme 2: Transfer payments budgeted

Name of recipient	Type of organisation	Purpose for which the funds were to be used	Amount budgeted for (R'000)	Amount transferred (R'000)	Reasons why funds were not transferred
Saldanha	Municipality	To fund the design and construction of the access road linking the Louwville community to the Community Day Centre in Saldanha. Was not processed.	5 725	-	The memorandum of agreement was not finalised before financial year-end
Total			5 725	-	-

#### Programme 3: Transport Infrastructure

Table 48: Programme 3: Transfer payments budgeted

Name of recipient	Type of organisation	Purpose for which the funds were to be used	Amount budgeted for (R'000)	Amount transferred (R'000)	Reasons why funds were not transferred
Beaufort West Municipality	Municipality	To financially assist/ subsidise municipalities with the maintenance/ construction of proclaimed municipal main roads, where the	50	-	Subsidies are paid if proof of actual expenditure on subsidised road maintenance work can be
Bergriver Municipality	Municipality		110	-	
Cederberg Municipality	Municipality		70	-	



Name of recipient	Type of organisation	Purpose for which the funds were to be used	Amount budgeted for (R'000)	Amount transferred (R'000)	Reasons why funds were not transferred
Kannaland Municipality	Municipality	municipality is the road authority (section 50 of Ordinance 19 of 1976).	50	-	provided to the DTPW.
Langeberg Municipality	Municipality		150	-	
Matzikama Municipality	Municipality		90	-	
Prince Albert Municipality	Municipality		50	-	
Stellenbosch Municipality	Municipality		450	-	
Swellendam Municipality	Municipality		50	-	
Witzenberg Municipality	Municipality		4 462		Display with the design of the Van Breda bridge and subsequent in-house approval
<b>Total</b>			<b>5 532</b>	<b>-</b>	

Table 49: Programme 4: Transfer payment budget

Name of recipient/transferee	Type of organisation	Purpose for which the funds were to be used	Amount budgeted for (R'000)	Amount transferred (R'000)	Reasons why funds were not transferred
Cape Town	Municipality	To develop a collective government funded venture between the Western Cape Department of Transport and Public Works, City of Cape Town, and the Passenger Rail Agency of South Africa to address rail asset protection and commuter security.	2 000	-	An amendment needed on the framework to allow the funds to be spent as intended was not finalised in time to be gazetted for the third Adjustments Estimate.
<b>Total</b>			<b>2 000</b>	<b>-</b>	

## 6. Conditional grants

### 6.1 Conditional grants and earmarked funds paid

There are no Conditional Grants and earmarked funds paid by the DTPW.

### 6.2 Conditional grants and earmarked funds received

The tables below describe each of the Conditional Grants received by the DTPW.

#### Conditional grant: EPWP Integrated Grant for Provinces

Department which transferred the grant	Public Works
Purpose of the grant	To incentivise provincial departments to expand work creation efforts through the use of labour-intensive delivery methods in the following identified focus areas, in compliance with the EPWP guidelines: <ul style="list-style-type: none"> <li>• Road maintenance and the maintenance of buildings;</li> <li>• Low traffic volume roads and rural roads;</li> <li>• Other economic and social infrastructure;</li> <li>• Tourism and cultural industries;</li> <li>• Sustainable land-based livelihoods; and</li> <li>• Waste management.</li> </ul>
Expected outputs of the grant	<ul style="list-style-type: none"> <li>• Number of people employed and receiving income through the EPWP.</li> <li>• Increased average duration of the work opportunities created.</li> </ul>
Actual outputs achieved	<ul style="list-style-type: none"> <li>• 5 175 work opportunities created.</li> <li>• 3 253 FTEs (full-time equivalents)</li> </ul>
Amount per amended DORA (R'000)	10 008
Amount received (R'000)	10 008
Reasons if amount as per DORA was not received	n/a
Amount spent by the Department (R'000)	10 008
Reasons for the funds unspent by the entity	n/a
Reasons for deviations on performance	n/a
Measures taken to improve performance	n/a
Monitoring mechanism by the receiving Department	EPWP reporting through EPWP online reporting system. Monthly report through In-Year Monitoring (IYM) Reporting, Quarterly Reporting, Evaluation Reporting and Monthly DORA (annual) Compliance Reporting.

## Conditional grant: Provincial Roads Maintenance Grant

Department which transferred the grant	Transport
Purpose of the grant	<ul style="list-style-type: none"> <li>• To supplement provincial investments for routine, periodic and special maintenance.</li> <li>• To ensure all roads are classified as per RISFSA and the Technical Recommendation for Highways 26 (TRH 26) Road Classification and Access Management (RCAM) Guidelines.</li> <li>• To implement and maintain Road Asset Management System (RAMS) as per Technical Methods for Highways 22 (TMH22).</li> <li>• To supplement provincial projects for the repair of roads and bridges damaged by declared natural disasters.</li> <li>• To improve road safety with a special focus on pedestrian safety in rural areas.</li> </ul>
Expected outputs of the grant	<ul style="list-style-type: none"> <li>• Final Road Asset Management Plan and tabled project list for the 2020 Medium Term Expenditure Framework in a Table B5 format by 30 March 2020.</li> <li>• Network conditions assessment and determination of project priority list from the RAMS.</li> <li>• The following actual delivery-related measures against 2020/21 targets defined in the final RAMP for each province: <ul style="list-style-type: none"> <li>○ Number of square metres of surfaced roads rehabilitated.</li> <li>○ Number of square metres of surfaced roads resurfaced (overlay or resealing).</li> <li>○ Number of square metres of blacktop patching (including pothole repairs).</li> <li>○ Number of kilometres of gravel roads re-gravelled.</li> <li>○ Number of kilometres of gravel roads bladed.</li> <li>○ Number of Kilometres of gravel roads upgraded (funded from provincial equitable share).</li> </ul> </li> <li>• The following performance based on national job creation indicators: <ul style="list-style-type: none"> <li>○ Number of jobs created.</li> <li>○ Number of FTEs created.</li> <li>○ Number of youths employed (18-35).</li> <li>○ Number of women employed.</li> <li>○ Number of people living with disabilities.</li> </ul> </li> <li>• Number of small, medium and micro enterprises (SMMEs) contracted on the province's Contractor Development Programme.</li> <li>• Updated road condition data (paved and unpaved) including instrumental/automated road survey data, traffic data, safety audit report and bridge conditions.</li> </ul>
Actual outputs achieved	<p>All roads are classified as per RISFSA and RCAM guidelines. Roads are being reclassified as they are constructed or upgraded. The RAMS is fully functional and complies with minimum requirements. Traffic counts are continually updated for the entire road network over a four-year cycle. Between counts, the historical growth rates are applied to bring all traffic counts to current annual average daily traffic estimates whenever traffic counts are used for analysis.</p> <p>Visual condition assessments were completed for the managed road network.</p>

	Indicator	Target value	Achieved value
	Kilometre of gravel roads upgraded.	11	11
	Square metre of surfaced roads rehabilitated.	400 000	441 532
	Square metre of surfaced roads resealed.	2 709 800	2 239 382
	Kilometre of gravel roads re-gravelled.	140	92
	Square metre of blacktop patching.	24 000	22 364
	Kilometre bladed.	31 600	43 995
	Number of jobs created.	4 493	4 000
	Number of FTEs created.	1 952	2 807
	Number of youths employed (18-35).	3 000	2 247
	Number of women employed.	1 500	1 114
	Number of people living with disabilities.	5	0
Amount per amended DORA <b>(R'000)</b>	967 006		
Amount received <b>(R'000)</b>	967 006		
Reasons if amount as per DORA was not received	n/a		
Amount spent by the Department <b>(R'000)</b>	967 006		
Reasons for the funds unspent by the entity	n/a		
Reasons for deviations on performance	National State of Disaster COVID-19 construction regulations have affected the construction production rate as contractors and implementing agents had to work at less than full capacity.		
Measures taken to improve performance	Plan that contracts make provision for the COVID-19 construction regulations and ongoing monitoring on performance.		
Monitoring mechanism by the receiving Department	Road Network Information System (RNIS), Basic Accounting System (BAS), In Year Monitoring Reporting (IRM), Rational Portfolio Management (RPM) System, Quarterly Financial and Performance Reporting, Evaluation Reporting and Monthly DORA Compliance Reporting.		

## Conditional grant: Public Transport Operations Grant

Department which transferred the grant	Transport	
Purpose of the grant	To provide supplementary funding towards public transport services provided by provincial departments of transport.	
Expected outputs of the grant	<ul style="list-style-type: none"> <li>• Number of vehicles subsidised.</li> <li>• Number of cumulative annual vehicles subsidised.</li> <li>• Number of scheduled trips.</li> <li>• Number of trips operated.</li> <li>• Number of passengers.</li> <li>• Number of kilometres.</li> <li>• Number of employees.</li> </ul>	
Actual outputs achieved	Subsidy per trip operated.	R871.17
	Subsidy per km operated.	R28.76
	Subsidy per passenger.	R34.06
	Subsidy per vehicle.	R82 715.00
	Number of vehicles subsidised.	836
	Number of cumulative annual vehicles subsidised.	10 033
	Number of scheduled trips.	987 754
	Number of trips operated.	980 338
	Passengers per kilometres operated.	0.89
	Passengers per trip operated.	26.81
	Employees per vehicle.	1.7
Amount per amended DORA (R'000)	1 073 596	
<b>Amount received (R'000)</b>	1 073 596	
Reasons if amount as per DORA was not received	n/a	
Amount spent by the Department (R'000)	1 073 596	
Reasons for the funds unspent by the entity	n/a	
Reasons for deviations on performance	The underperformance is due to National State of Disaster COVID-19 transport regulations and directions that restricted public transport operations.	
Measures taken to improve performance	The Interim Contract makes provision for allowable kilometres operated to be capped and therefore the available PTOG will not be exceeded in any given financial year.	
Monitoring mechanism by the receiving Department	Between 78% and 85% of subsidised kilometres operated in terms of the approved timetable were verified through the Electronic Monitoring System. Golden Arrow Bus Services (GABS) automatic fare collection (AFC) data yields an additional 14% verification of claims. An effective and efficient monitoring, reporting and evaluation regime for subsidised transport services ensures value for money and a reliable public transport system.	

## 7. Donor funds

The DTPW did not receive donor assistance.

## 8. Capital investment

The capital investment, maintenance and asset management against final allocations for the Vote is tabled below.

Table 50: Capital investment

Infrastructure projects	2020/2021			2019/2020		
	Final appropriation (R'000)	Actual expenditure (R'000)	(Over)/under expenditure (R'000)	Final appropriation (R'000)	Actual expenditure (R'000)	(Over)/under expenditure (R'000)
New and replacement assets	6 198	6 198	-	113 746	113 746	-
Existing infrastructure assets	3 310 018	3 268 921	41 097	3 848 760	3 848 760	-
Upgrades and additions	250 934	250 572	362	209 377	209 377	-
Rehabilitation, renovations and refurbishments	1 856 682	1 818 102	38 580	2 525 829	2 525 829	-
Maintenance and repairs	1 202 402	1 200 247	2 155	1 113 554	1 113 554	-
Infrastructure transfer	102 591	79 973	22 618	41 983	38 549	3 434
Current	4 000	2 657	1 343	3 500	2 309	1 191
Capital	98 591	77 316	21 275	38 483	36 240	2 243
<b>Total</b>	<b>3 418 807</b>	<b>3 355 092</b>	<b>63 715</b>	<b>4 004 489</b>	<b>4 001 055</b>	<b>3 434</b>

DTPW spent 98.1 per cent of its annual allocation for infrastructure. The ratio of capital to current expenditure increased over the two financial years with current expenditure shifting from 27.9 per cent to 35.8 per cent of total expenditure.

### 8.1 Provincial Public Works: Capital investment, maintenance and asset management

The capital investment, maintenance and asset management for Programme 2: Provincial Public Works against final allocations is tabled below.



Table 51: Programme 2: Capital investment, maintenance and asset management

Infrastructure projects	2020/21			2019/20		
	Final appropriation (R'000)	Actual expenditure (R'000)	(Over)/under expenditure (R'000)	Final appropriation (R'000)	Actual expenditure (R'000)	(Over)/under expenditure (R'000)
New and replacement assets	-	-	-	-	-	-
Existing infrastructure assets	601 926	582 740	19 186	600 613	600 613	-
Upgrades and additions	-	-	-	-	-	-
Rehabilitation, renovations and refurbishments	247 282	228 096	19 186	255 013	255 013	-
Maintenance and repairs	354 644	354 644	-	345 600	345 600	-
Infrastructure transfer	-	-	-	-	-	-
Current	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total</b>	<b>601 926</b>	<b>582 740</b>	<b>19 186</b>	<b>600 613</b>	<b>600 613</b>	<b>-</b>

Public Works Infrastructure spent 97 per cent of its infrastructure budget after final budget shifts.

In 2020/21, three new additions were made to the provincial Immovable Asset Register (IAR), which includes acquisitions via purchase and free transfers. No deemed provincially owned properties were added as owned in terms of the section 28(1) vesting process. A total of 50 land parcels were removed from the IAR. Thirty land parcels were removed due to disposals, of which 13 were sold and the rest were free transfers. In addition to the land parcels removed from the IAR due to disposals, 20 land parcels were removed as a result of consolidations that took place over the year under review.

To ensure the integrity of the data, and to identify any duplicates and discrepancies, various reconsolidations with other data sources were finalised. These included the Deedsweb, the Department of Rural Development and Land Reform LAW system, Human Settlements Immovable Asset Register, Department Roads Asset Register, as well as the IAR of the National Department of Public Works and Infrastructure. Furthermore, user departments were requested to report on all capital infrastructure projects for take-up in the IAR, land parcels were investigated to determine user status i.e., vacant land, user status etc., and portfolios of evidence were compiled to capture and verify data to ensure that updates are accurate and complete.

The overall ratings per portfolio in terms of the GIAMA performance standard index which ranges from 1 (very poor) to 5 (very good) are as follows:

- Health Infrastructure – 3.7 (fair), previously 3.5 (fair) – an improvement.

- General Infrastructure – 3.9 (fair), previously 3.7 (fair) – an improvement.
- Education Infrastructure – 3.5 (fair), previously 3.5 (fair) – no change.

Twenty-four per cent of General Building facilities are classified in either condition C1 (very poor) or C2 (poor), while 26 per cent of the Health facilities and 18 per cent of the Education facilities are in conditions C1 or C2. A total of 76 per cent of the General Building facilities are currently classified as in condition C3 (fair) to C5 (very good), while 74 per cent of Health facilities and 82 per cent of Education facilities are in conditions C3 to C5.

In terms of the overall asset management plan, the capital and maintenance expenditure during 2020/21 was focused towards improving the conditions of facilities in poor condition. Generally, there has been a move towards focusing on maintenance to address the maintenance backlog and ultimately moving from an asset base with C1 ratings to one that has no C1 ratings.

Table 52: Programme 2: Capital projects currently under construction

Capital projects in progress				
Region/ District	Municipality	Project name	Project description	Expected completion date
CoCT	CoCT	CYCC – Horizon	Upgrades, additions and new facilities at a child and youth care centre.	2023-10-31
Eden	George	CYCC – George Outeniqua	Upgrades, additions and a new wing at a child and youth care centre.	2021-09-30
CoCT	CoCT	GMT Rusper Street Phase 2	Building of a new office accommodation for Government Motor Transport.	2021-08-31
CoCT	CoCT	Solar PV – CBD Rooftop	Various solar panel interventions.	2024-03-31
CoCT	CoCT	Alfred Street – Block B - 2nd Floor – WCED registry	Creation of office accommodation and a registry facility for WCED.	2021-10-31
CoCT	CoCT	27 Wale Street Ground Floor and enablement	Modernisation of floor area and office accommodation.	2021-06-01
CoCT	CoCT	9 Dorp Street 7th Floor	Modernisation of floor area and office accommodation.	2021-12-15
Cape Winelands	Stellenbosch	Elsenburg Main Building Modernisation Phase 2 (Labs)	Modernisation of floor area and research laboratories.	2022-11-30

## 8.2 Transport Infrastructure: capital investment, maintenance and asset management

The capital investment, maintenance and asset management for Programme 3: Transport Infrastructure against final allocations is tabled below.

Table 53: Programme 3: Capital investment, maintenance and asset management

Infrastructure projects	2020/21			2019/2020		
	Final appropriation (R'000)	Actual expenditure (R'000)	(Over)/under expenditure (R'000)	Final appropriation (R'000)	Actual expenditure (R'000)	(Over)/under expenditure (R'000)
New and replacement assets	6 198	6 198		113 746	113 746	-
Existing infrastructure assets	2 708 092	2 686 181	21 911	3 248 147	3 248 147	-
Upgrades and additions	250 934	250 572	362	209 377	209 377	-
Rehabilitation, renovations and refurbishments	1 609 400	1 590 006	19 394	2 270 816	2 270 816	-
Maintenance and repairs	847 758	845 603	2 155	767 954	767 954	-
Infrastructure transfer	102 591	79 973	22 618	41 983	38 549	3 434
Current	4 000	2 657	1 343	3 500	2 309	1 191
Capital	98 591	77 316	21 275	38 483	36 240	2 243
<b>Total</b>	<b>2 816 881</b>	<b>2 772 352</b>	<b>44 529</b>	<b>3 403 876</b>	<b>3 400 442</b>	<b>3 434</b>

Transport Infrastructure spent 98.4 per cent of its infrastructure budget.

The underspending on infrastructure as indicated in the table above were mainly due to the COVID-19 National State of Disaster.

There are no plans to close or downgrade any facilities.

The DTPW's Road Network Information System is kept up to date.

The infrastructure maintenance backlog reduction plan is based on an intervention budget scenario, which indicates that an additional R2.17 bn per annum (2019 Rand value) is needed to ensure that the road network asset value is largely sustained over the next ten years. This budget deficit figure is calculated from the total number of kilometres of road that needs to be rehabilitated, resealed, re-gravelled or upgraded to surfaced standard.

As a direct result of the continual rise in construction costs, the unfunded backlog has grown to over R26.5 bn (2020/21 calculations).

Refer to Figure 1 (Network Condition Number on paved road network) and Figure 2 (Gravel thickness on unpaved road network) for details of the current state of road conditions.

Table 54: Programme 3: Capital projects currently under construction

District	Local Municipality	Project name	Detailed description	Commencement date	Estimated Completion date	Project cost (R'000)
Cape Winelands	Langeberg	C0818: Rehab TR31/2 – Ashton/Montagu	The rehabilitation of Trunk Road 31 Section 2 between Ashton and Montagu.	2/5/2019	11/1/2022	496 817
Overberg	Overstrand	C1000.01: Rehab TR02802 between Hermanus & Stanford	The rehabilitation of Trunk Road 28 Section 2 between Hermanus and Stanford.	25/1/2019	18/10/2021	428 298
City of Cape Town	City of Cape Town	C1009: Rehab DR01111 km 12.31 to km 23.5 from Philadelphia to Malmesbury	The rehabilitation of Divisional Road 1111 Abbotsdale to Van Schoorsdrift.	8/1/2019	17/6/2021	80 049
City of Cape Town	City of Cape Town	C1090.01: The periodic maintenance of TR11/1 (Route N7) between Bosmansdam (km 2.00) and Potsdam (km 9.50)	The rehabilitation and resealing of Trunk Road 11 Section 1 (Route N7) between Bosmansdam (km 2.00) and Potsdam (km 9.50).	10/12/2018	15/6/2021	232 855
West Coast	Berggrivier	C1097: Periodic Maintenance on MR535 – Laaipek to Elandsbaai	The rehabilitation of MR00535 from km 24.00 to km 65.37 – Laaipek to Elandsbaai.	4/3/2019	23/8/2021	251 542
Garden Route	George	C1047.02: The widening of Bridge No. 2221 over the Maalgate River at 15.1km on TR2/9	Road safety improvement project by widening existing bridge No. 2221 over the Maalgate River at 15.1km on Trunk Road 2 Section 9.	8/2/2021	5/8/2022	47 974
City of Cape Town	City of Cape Town	C1025.04: Periodic Maintenance of TR00901 (N1), including repair of failures, resurfacing and maintenance of ancillaries	Periodic Maintenance of N1, including repair of failures, resurfacing and maintenance of ancillaries.	9/12/2020	24/6/2021	69 380
West Coast	Swartland	C1082.01: Replacement Contract - Periodic Maintenance on TR24/1 - Malmesbury to Hermon	The resealing of TR02401 from km 0.00 to km 24.76 - Malmesbury to Hermon.	12/2/2021	18/6/2021	18 513



District	Local Municipality	Project name	Detailed description	Commencement date	Estimated Completion date	Project cost (R'000)
Cape Winelands	Langeberg	C1091.01: Replacement Contract – Periodic Maintenance on TR32/1, MR287 and MR288, Ashton to Swellendam - Jan Harmsgat to Bonnievale	The resealing of TR03201 from km 0.00 to km 31.20 – Ashton to Leeurivier, Swellendam. The resealing of MR00287 from km 32.00 (Bonnievale) to km 45.31 The resealing of MR00288 from km 0.00 to km 6.00 – Jan Harmsgat to Bonnievale	12/11/2020	1/4/2021	63 403
Overberg	Theewaterskloof	C1093.01: Replacement Contract - Periodic Maintenance on TR30/1 Langhoogte to Villiersdorp, TR30/2 Villiersdorp to Worcester	Resealing on TR30/1 from km 0.00 to km 22.43 Langhoogte to Villiersdorp Resealing of TR30/2 from km 0.38 to km 12.00 Villiersdorp to Worcester	20/11/2020	5/5/2021	31 671
West Coast	Cederberg	C1094: Rehabilitation of MR531 km 76.0 to km 92.6 Elandsbaai and Periodic Maintenance of MR540 km 0.0 to km 12.4 Leipoldville	The resealing of MR00531 from km 76.00 to km 88.40 and km 92.55 to km 95.84. Rehabilitation of MR00531 from km 88.40 to km 92.55 – Piketberg to Elands Bay. The resealing of MR00540 from km 0.00 to km 12.40 – Bonteheuwel to Leipoldville.	28/1/2019	23/8/2021	86 163
West Coast	Saldanha Bay	C1095: Periodic Maintenance on MR238 - Vredenburg to Saldanha	The resealing of MR00238 from km 1.29 to km 10.48 (LHS & RHS) – Vredenburg to Saldanha.	2/11/2020	1/7/2021	26 340
Garden Route	George	C1100: Periodic Maintenance on TR1/2, TR1/3, TR88/1, TR44/1 and MR401 – Uniondale Area	Resealing of MR00401 km 0.0 to km 12.90. Resealing of TR00102 from km 40.0 to km 85.04. Resealing of TR00103 from km 0.0 to km 16.60. Resealing of TR04401 from km 0.0 to km 14.0. Resealing of TR08801 from km 60.34 to km 70.2.	13/8/2019	9/4/2021	182 954
Cape Winelands	Drakenstein	C1102: Periodic Maintenance on MR27 and MR201 – Windmeul to Wellington and Bainskloof Pass	The resealing of MR00027 from km 66.95 to km 71.65 & km 67.22 to km 75.2, the resealing of MR00201 from km 13.85 to km 30 & km 38.64 to km 42.7. Windmeul to Wellington and Bainskloof Pass.	3/9/2020	28/2/2022	279 420

District	Local Municipality	Project name	Detailed description	Commencement date	Estimated Completion date	Project cost (R'000)
City of Cape Town	City of Cape Town	C1115: Periodic Maintenance on TR2/1 km 30.92 to km 42.79 between Eerste Rivier and Somerset West	The resealing of TR00201 from km 30.92 to km 42.79 between Eerste Rivier and Somerset West.	15/3/2021	14/3/2022	84 249
Central Karoo	Beaufort West	C1123: Periodic Maintenance on TR35/1 km 2.59 to km 58.0 - Beaufort West to Aberdeen	The resealing of TR03501 from km 2.59 to km 58.0 between Beaufort West and Aberdeen.	9/2/2021	15/12/2021	48 290
Garden Route	Kannaland	C1053.06: Flood Damage Repairs on MR309 in Seweweekspoort – Central Karoo/ Laingsburg	Flood damage repairs to structures on Main Road 309 in Seweweekspoort.	14/1/2019	14/6/2021	44 912

**C**

**Governance**



## Part C: Governance

### 1. Introduction

The DTPW is committed to maintaining the highest standards of governance which is fundamental to the management of public finances and resources. Readers of the Annual Report require assurance that the DTPW has sound governance structures in place to effectively, efficiently and economically utilise the state resources at its disposal which are funded by the taxpayer. One of the core values of the DTPW is “accountability” and this is promoted through a strengthened governance environment.

### 2. Risk management

The Accounting Officer (AO) for the Department of Transport and Public Works takes responsibility for implementing enterprise risk management (ERM) in accordance with the National Treasury Public Sector Risk Management Framework (PSRMF) and the Directorate Enterprise Risk Management (D: ERM) in the Department of the Premier (DotP) provides a centralised strategic support service to the Department.

#### Ethics and Enterprise Risk Management (ERMCO) Committee Report

The Department of Transport and Public Works is proud to present its Annual ERMCO Report for the financial year ended 31 March 2021.

#### Ethics and Enterprise Risk Management Committee responsibility

The Ethics and Enterprise Risk Management Committee reports that it has complied with its responsibilities arising from section 38 (1)(a)(i) of the Public Finance Management Act, National Treasury Regulation 3.2.1 and Public Service Regulations (PSR) of 2016, Chapter 2, Part 1, 2 and 3. The ERMCO also reports that it has adopted the appropriate formal Terms of Reference (TOR) (approved by the ERMCO chairperson on 29 June 2020) and regulated its affairs in compliance with this Terms of Reference and has discharged all its responsibilities as contained therein.

#### Ethics and Enterprise Risk Management Committee Members

The ERMCO comprises of selected members of the DTPW's senior management team as well as DoTP officials. As per its Terms of Reference, the ERMCO met at least four times (quarterly) during the year under review.

The table below has information on ERMCO members.

Member	Position	Scheduled meetings	Attended	Date appointed
Ms J Gooch	Accounting Officer (Risk Champion and ERMCO Chairperson)	4	4	n/a
Adv. C Smith	DDG: Finance – (CFO)	4	4	03/04/2020

Member	Position	Scheduled meetings	Attended	Date appointed
Mr G van Schalkwyk	CD: Policy and Strategy Integration	4	4	03/04/2020
Mr R Maharaj	CD: Strategic Management and Operational Support	4	4	03/04/2020
Adv. G Kode	DDG: Provincial Public Works	4	4	03/04/2020
Mr L Fourie	DDG: Roads	4	4	03/04/2020
Adv. K Reinecke	DDG: Transport Management	4	4	03/04/2020
Ms H Robson	DDG: Corporate Assurance (DotP)	4	4	03/04/2020
Adv. R Jansen van Rensburg	CD: Provincial Forensic Services (DotP)	4	4	03/04/2020
Ms E de Bruyn	Director: Centre for e-Innovation (DotP)	4	3	03/04/2020
Ms A Haq	Director: Enterprise Risk Management (DotP)	4	3	03/04/2020
Ms P van der Merwe	Director: Governance and Demand – SCM (Ethics Officer)	4	4	03/04/2020
Mr Y Ahmed	CD: Government Motor Transport	4	4	03/04/2020

The following is an indication of other officials who attended the ERMCO meetings for the year under review:

Other participants	Position	Scheduled meetings	Attended
Mr B Rahim	Director: Financial Governance (Fraud Champion)	4	4
Ms W Hansby	Director: Provincial Forensic Services (DotP)	4	3
Mr X Khanyile	Risk Advisor: Enterprise Risk Management (DotP)	4	4
Mr Z Omer	Chief Risk Advisor: Enterprise Risk Management (DotP)	4	2
Mr S Martin	Director: Internal Audit (DotP)	4	2

### Ethics and Enterprise Risk Management Committee key activities

The Accounting Officer is the risk champion and chairperson of the ERMCO. In executing its function, the ERMCO performed the following key activities during the year:

- Reviewed the Department's Risk Management Strategy and Implementation Plan for recommendation by the Audit Committee and approval by the Accounting Officer;
- Set, reviewed and applied appropriate risk appetite and tolerances, and recommended same for approval by the Accounting Officer;
- Reviewed the Department's risk identification and assessment methodology;
- Reported to the Accounting Officer any material changes to the risk profile of the Department;
- Evaluated the extent and effectiveness of integration of risk management within the Department;
- Assessed the implementation of the departmental Risk Management Policy, Strategy and Implementation Plan;

- Evaluated the effectiveness of mitigating strategies to address the material strategic, programme, ethics and economic crime risks;
- Reviewed the Fraud and Corruption Prevention Plan as well as its concomitant Implementation Plan and recommended it for approval by the Accounting Officer;
- Evaluated the effectiveness of the implementation of the Fraud and Corruption Prevention Plan;
- Assessed the implementation of the departmental Ethics Management Implementation Plan;
- Provided oversight on ethics management in the Department; and
- Considered reports on security and loss control matters.

### Key strategic risks considered and addressed during the year

The following are the key strategic risks for the DTPW that were considered and addressed during the year:

- Safety and security threats to departmental officials;
- The spread and impacts of COVID-19;
- The ability to attract, recruit and retain suitable specialised skills being compromised; and
- Insufficient electricity supply.

These risks are long term in nature and will remain on the Department's radar for the upcoming years. Although mitigations have been implemented to address each of these risks, the residual rating has not reduced significantly. This is as a result of the challenges faced by the Department in managing the root causes of the risk that lies outside of the Department's control. Many of these risks are above tolerance level and the risk response decisions taken by the Department are to continue to manage the risk.

Each Programme's risks are deliberated upon and debated at the quarterly ERMCO meetings. Programme managers are required to provide feedback on progress with implementation of action plans to reduce the likelihood of risks materialising and/ or the impact should they materialise. ERMCO also referred risks back that should be analysed more extensively and recommended additional mitigations or actions to manage risks.

The Transport and Public Works Audit Committee provided independent oversight of the Department's system of risk management. The Audit Committee was furnished with quarterly ERM progress reports and risk registers to execute their independent oversight role.

### Key emerging risks for the following financial year

The key emerging risk the Department will have to consider in the next financial year relates to the impacts of COVID-19 pandemic on the budget in relation to the approved Strategic Plan, as well as the psychological impacts of COVID-19 on staff members, among others.

Furthermore, the Department will have to assess the impact of forthcoming local government elections in relation to the stability of service delivery activities.



## Conclusion

The Ethics and Enterprise Risk Management Committee remains an important forum within the DTPW for strategic level discussion on a range of matters that pose or could pose a risk to the operations of the Department. The increased focus on ethics within the ERMCO is in line with the leadership and management ethos that is being inculcated within the Department and the continual drive to make ethically and morally correct decisions.



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JT Gooch  
Accounting Officer  
Department of Transport and Public Works  
Date: 03/09/2021

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### 3. Fraud and corruption

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Fraud and corruption represent significant potential risks to the Department's assets and can negatively impact on service delivery efficiency and the Department's reputation.

The WCG adopted an Anti-Fraud and Corruption Strategy which confirms the Province's zero-tolerance stance towards fraud, theft and corruption. In line with this strategy, the Department is committed to zero-tolerance with regard to corrupt, fraudulent or any other criminal activities, whether internal or external, and vigorously pursues and prosecutes by all legal means available any parties who engage in such practices or attempt to do so.

The Department has an approved Fraud and Corruption Prevention Plan and an Implementation Plan which gives effect to the Prevention Plan.

Various channels for reporting allegations of fraud, theft and corruption exist and these are described in detail in the Provincial Anti-Fraud and Corruption Strategy, the WCG Whistle-blowing Policy and the Departmental Fraud and Corruption Prevention Plan. Each allegation received by the Provincial Forensic Services Unit is recorded in a Case Management System which is used as a management tool to report on progress made with cases relating to the Department and to generate statistics for the WCG and the Department.

Employees and workers who blow the whistle on suspicions of fraud, corruption and theft are protected if the disclosure is a protected disclosure (i.e., meets statutory requirements of the Protected Disclosures Act, [Act 26 of 2000], e.g., if the disclosure was made in good faith). The WCG Whistle-blowing Policy provides guidelines to employees and workers on how to raise concerns with the appropriate line management, specific designated persons in the WCG or external institutions, where they have reasonable grounds for believing that offences or improprieties have been or are being perpetrated in the WCG. The opportunity to remain anonymous is afforded to any person who would like to report acts of fraud, theft and corruption and, should they do so in person, their identities are kept confidential by the person to whom they are reporting.

If, after investigation, fraud, theft or corruption is confirmed, the employee who participated in such acts is subjected to a disciplinary hearing. The WCG representative initiating the disciplinary proceedings is required to recommend dismissal of the employee concerned. Where prima facie evidence of criminal conduct is detected, a criminal matter is reported to the South African Police Service.

For the year under review, the PFS issued a Case Movement Certificate for the Department noting the following:

Cases	Number of cases
Open cases as at 1 April 2020	5
New cases (2020/21)	5
Closed cases (2020/21)	(8)
Open cases as at 31 March 2021	2

The following table further analyses the closed cases indicated above:

Nature and investigation outcome of 8 cases closed
Allegations were substantiated in the following 3 cases: <ul style="list-style-type: none"> <li>• 1 case of fraud/theft/forgery (the matter was reported to SAPS);</li> <li>• 1 case of fraud (the case was reported to SAPS); and</li> <li>• 1 case of non-compliance (a recommendation was made to report the matter to SAPS due to a suspicion of corruption, which was implemented).</li> </ul>
In 4 cases the investigations were concluded with no adverse findings.
In 1 case the investigation was concluded with no adverse findings, but recommendations were made.

#### 4. Minimising conflicts of interest

The DTPW managed the following processes to minimise conflict of interest in the SCM domain:

- Requiring all employees in the Department's Supply Chain Management components to, in terms of the Public Service Regulations, 2016, disclose their financial interests and should they perform any work outside their employment in the public service, they must apply for permission before engaging in such activities.
- Communicating the content of the Public Service Regulations, 2016, issued by the Minister for Public Service and Administration with effect from 1 August 2016, to officials where possible non-compliance was identified.
- Implementing the e-disclosure as prescribed by the Department of Public Service and Administration (DPSA) platform in the DTPW Supply Chain, as well as for all designated employees as prescribed by the Minister for Public Service and Administration.
- Requiring a Declaration of Interest form from everyone involved in the consideration, recommendation and/ or adjudication of bids.
- Requiring all prospective bidders to submit the Western Cape Bid Document 4 form (WCBD 4) (disclosure of interest/ suppliers' performance/ declaration of employees and independent bid determination).
- Requiring all DTPW staff to comply with ethical standards.
- Implementing the Code of Conduct for SCM practitioners.
- Implementing the National Treasury's Code of Conduct for Bid Adjudication Committees.
- Implementing a process for managing conflicts of interest and the risks that could arise by accepting gratifications, hospitality and gifts.
- Implementing bidder/ employee profile verification processes, which entail a monthly comparison of employee information on the Personnel and Salary System (PERSAL) with supplier data on the Western Cape Supplier Evidence Bank as well as the National Treasury's Central Supplier Database. This serves as both a preventative and detective control to identify officials doing business with government.

- Implementing Provincial Treasury Instructions which require all suppliers intending to do business with the Western Cape Government to register on the Western Cape Supplier Evidence Bank. This includes pre-requisites such as:
  - Verification with Companies and Intellectual Property Commission (CIPC) for company registration and ownership information.
  - A sworn declaration by all prospective bidders on the WCBD 4 form.
  - Submission of a BBBEE profile which is compared with data in the Department of Trade, Industry and Competition (DTIC) database.
- Implementing National Treasury Instruction 4A of 2016, which requires all suppliers intending to do business with government to register on the Central Supplier Database. The following key information of prospective suppliers is verified on the CSD:
  - Business registration, including details of directorship and membership;
  - Bank account holder information;
  - "In the service of the State" status;
  - Tax compliance status;
  - Identity number;
  - BBBEE status level;
  - Tender defaulting and restriction status; and
  - Identification and verification of potential conflict of interest of employees through the Provincial Treasury's Compliance Report.
- Conducting annual training and formal workshops on ethics.

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## 5. Code of Conduct

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The Department fully supports the Public Service Code of Conduct as per the Public Service Regulations issued in 2016, and all employees are expected to comply with its standards. The Public Service Code of Conduct addresses employee behaviour in the workplace and contributes to the Department's drive to maintain the highest levels of ethics, the eradication of incidents of corruption, and the promotion of good governance. During the induction, new appointees are made aware of the Code of Conduct, and they receive a copy of the Code. All new employees are furthermore informed in their letters of appointment that the Code of Conduct is available on the WCG website.

It is noted that the primary purpose of the Code of Conduct is a positive one, namely, to promote exemplary conduct. Notwithstanding this, an employee shall be guilty of misconduct and may be subject to disciplinary action if he or she contravenes any provision of the Code of Conduct.

There are a number of "profession-specific" codes of conduct, including the Code of Conduct for Supply Chain Management Practitioners and the relevant practitioners/professionals are required to acknowledge that they will abide by these codes.

Various Codes of Conduct (i.e., the Code of Conduct for the Public Service, the Code of Conduct for Supply Chain Practitioners, etc.) determine norms and standards to promote integrity and guide employees as to what is required of them in their conduct.

## 6. Health, safety and environmental issues

The Occupational Health and Safety Act, 1993, imposes a responsibility on the DTPW to ensure the physical safeguarding of its infrastructure sites, as well as ensuring the physical health and safety of contractors and their employees. To this end, the minimum requirements relating to how this risk should be managed on infrastructure sites has been standardised and built into the Construction Tender Document suites prescribed by the CIDB. In so far as it pertains to transport infrastructure, environmental impact assessments must be conducted.

The DTPW has an operational Occupational Health and Safety and Security Committee which includes representatives from the Department of Community Safety.

In support of effective emergency evacuation, 11 approved evacuation plans were reviewed in the 2020/21 financial year. Thirteen evacuation plans could not be reviewed due to most of the staff being out of office during the various alert levels of the National State of Disaster. Due to the limitation of interaction with staff, no evacuation exercises were conducted during the lockdown period.

## 7. Standing and Adhoc Committees on Transport and Public Works

### 7.1 Standing Committee on Transport and Public Works

7.1.1 The Standing Committee's letter referenced 11/4/1/2/7 of 20 May 2020, and the DTPW's response are tabled below.

Papers, reports and information requested by the Committee	DTPW's response
<p>In its letter dated 20 May 2020, the Committee invited the DTPW to brief the Committee on:</p> <ul style="list-style-type: none"> <li>The fourth quarter performance report (January 2020 – March 2020) of the Department.</li> </ul>	<p>The DTPW attended the Standing Committee's virtual meeting held on 26 May 2020. The department presented the fourth quarter performance report which covered the following:</p> <ul style="list-style-type: none"> <li>Departmental programmes and purpose;</li> <li>Performance indicators and targets;</li> <li>Performance roadmap 2014/15 – 2019/20;</li> <li>The performance environment;</li> <li>Performance information;</li> <li>Overall performance context influenced by two factors: Prevailing economic conditions; and pre-Covid-19 lockdown; and</li> <li>Preliminary 4th quarter performance per programme and for GMT.</li> </ul>

7.1.2 The Standing Committee's letter referenced 11/4/1/2/7 of 15 July 2020, and the DTPW's response are tabled below.

Papers, reports and information requested by the Committee	DTPW's response
<p>In its letter dated 15 July 2020, the Committee extended an invitation to Mr R Maseko, Acting Regional Manager of Metrorail Cape Town and Mr B Mpondo, the Administrator of PRASA to brief the Committee on the following:</p> <ul style="list-style-type: none"> <li>• The status of the turnaround strategy for PRASA in the Western Cape;</li> <li>• The procurement process for the building of the security wall;</li> <li>• The status of a more formalised security contract to ensure the safety of commuters and PRASA property; and</li> <li>• The filling of senior positions.</li> </ul>	<p>Metrorail, Prasa and DTPW attended the Standing Committee's virtual meeting held on 21 July 2020. The Committee was briefed by Metrorail and Prasa on the specific issues.</p>

7.1.3 The Standing Committee's letter referenced 11/4/1/2/7 of 15 July 2020, and the DTPW's response are tabled below.

Papers, reports and information requested by the Committee	DTPW's response
<p>In its letter dated 15 July 2020, the Committee extended an invitation to the department to brief it on:</p> <ul style="list-style-type: none"> <li>• Deliberation on Vote 10: Transport &amp; Public Works, in the Schedule to the Western Cape First Adjustments Appropriation Bill, 2020.</li> <li>• Consideration and adoption of the Committee Report on Vote 10: Transport and Public Works in the Schedule to the Western Cape First Adjustments Appropriation Bill, 2020</li> </ul>	<p>The DTPW attended the Standing Committee's virtual meeting held on 27 July 2020 and briefed the Committee on Vote 10: Transport and Public Works, in the Schedule to the Western Cape First Adjustments Appropriation Bill, 2020.</p>

7.1.4 The Standing Committee's letter referenced 11/4/1/2/7 of 18 August 2020, and the DTPW's response are tabled below.

Papers, reports and information requested by the Committee	DTPW's response
<p>In its letter dated 18 August 2020 the Committee invited the DTPW to brief the Committee on the current state of the taxi violence in the Western Cape and the mechanisms put in place by the department to assist the relevant role players to find a solution.</p>	<p>The DTPW attended the Standing Committee's virtual meeting held on 25 August 2020. The DTPW's presentation to the Committee included the following:</p> <ul style="list-style-type: none"> <li>• The regulatory environment for public transport;</li> <li>• Transport Regulatory Entities and Planning Authorities;</li> <li>• Stats on Taxi Related Crimes (01 Jan 2018 – 17 Aug 2020);</li> <li>• Current Minibus-taxi conflict hotspots; and</li> <li>• Root causes and interventions.</li> </ul>



7.1.5 The Standing Committee's letter referenced 11/4/1/2/7 of 31 August 2020, and the DTPW's response are tabled below.

Papers, reports and information requested by the Committee	DTPW's response
<p>In its letter dated 31 August 2020 the Committee invited the DTPW to provide it with a presentation and narrative on the first quarter performance report of the department and to brief the Committee on the Conradie Better Living Model Exemplar project and its current status.</p>	<p>The DTPW attended the Standing Committee's virtual meeting held on 8 September 2020. The DTPW's presentation to the Committee included the following:</p> <ul style="list-style-type: none"> <li>• A presentation on the department's first quarter performance report (April 2020 – June 2020);</li> <li>• A presentation on the status of the Conradie Better Living Model Exemplar Project (BLMEP) which covered the following: <ul style="list-style-type: none"> <li>• Provincial Game Changer;</li> <li>• Project motivation – objective and desirable outcomes;</li> <li>• Introduction of the BLMEP;</li> <li>• The site;</li> <li>• The Development Concept;</li> <li>• LADA objectives;</li> <li>• High level deliverables;</li> <li>• Current progress;</li> <li>• Residential units progress summary;</li> <li>• WC Government and City of Cape Town funding;</li> <li>• Expenditure to date, as at the end of June 2020;</li> <li>• Project risks;</li> <li>• Impact of Covid-19 pandemic; and</li> <li>• Aerial photos of progress.</li> </ul> </li> </ul>

7.1.6 The Standing Committee's letter referenced 11/4/1/2/7 of 6 October 2020, and the DTPW's responses are tabled below.

Papers, reports and information requested by the Committee	DTPW's response
<p>In its letter dated 6 October 2020 the Committee invited the DTPW to provide it with a presentation on:</p> <ul style="list-style-type: none"> <li>• The status of the George Integrated Public Transport Network, requirements for the implementation of further phases and major challenges; and</li> <li>• A briefing on the Expanded Public Works Programme highlighting the role, function, successes, its contribution to job creation and the impact Covid-19 had on the Programme.</li> </ul>	<p>The DTPW attended the Standing Committee's virtual meeting held on 20 October 2020. The DTPW's presentation to the Committee included the following:</p> <ul style="list-style-type: none"> <li>• Current status of the GIPTN;</li> <li>• Impact of GIPTN operations;</li> <li>• State of public transport before GIPTN;</li> <li>• Compensation to operators to date;</li> <li>• Covid-19 response to services;</li> <li>• Status of industry engagements; and</li> <li>• Phase 4A roll out.</li> </ul> <p>The origin of EPWP;</p> <ul style="list-style-type: none"> <li>• EPWP Implemented in Phases;</li> <li>• Background on EPWP;</li> <li>• Strategic Intent of EPWP as part of Public Employment Programmes;</li> <li>• EPWP Phase 4 Focus Areas;</li> <li>• EPWP Overview: Implemented Through Sectors;</li> <li>• EPWP Phase 4 Work Opportunity Targets per Sector;</li> </ul>

Papers, reports and information requested by the Committee	DTPW's response
	<ul style="list-style-type: none"> <li>Phase 4 Work Opportunity Targets per Province;</li> <li>Western Cape EPWP Phase 4 Targets;</li> <li>EPWP Provincial Coordination and Compliance Monitoring;</li> <li>Impact of Covid-19 on EPWP; and</li> <li>Covid-19 Projects Reported on EPWP Reporting System.</li> </ul>

7.1.7 The Standing Committee's letter referenced 11/4/1/2/7 of 13 November 2020, and the DTPW's responses are tabled below.

Papers, reports and information requested by the Committee	DTPW's response
<p>In its letter dated 13 November 2020, the Committee invited DTPW to a virtual meeting to give a presentation on the following:</p> <ul style="list-style-type: none"> <li>Impact of the arson attacks on GABS, its workers, and commuters;</li> <li>Effect of these attacks on taxi and train services and vice versa;</li> <li>Measures that could be implemented to prevent these attacks; and</li> <li>The impact of these arson attacks on the Province and public transport.</li> </ul> <p>During the briefing by Golden Arrow Bus Services and the DTPW on 23 November 2020 on the impact of the arson attacks on GABS, its workers, and commuters, the effect of these attacks on taxi and train services and vice versa; and the measures that could be implemented to prevent these attacks the Committee in its letter of 22 January 2021:</p> <ul style="list-style-type: none"> <li>Resolved to, at a future date, have a meeting with the Departments of Transport and Public Works, Community Safety, the South African Police Service and Golden Arrow on the arson attack of GABS busses and that the Standing Committee on Community Safety, Cultural Affairs and Sport also be invited to the meeting; and</li> <li>Requested that the Department provide it with a list for the period 2018 to date, of all the arson attacks on Golden Arrow busses, and whether any arrests were made in relation to such attacks, and the number of people that were prosecuted and if nobody was prosecuted the reasons why.</li> </ul> <p>Subsequent to the Committee's letter of 22 January 2021, the Committee in its letter of 1 March 2021 invited DTPW to brief the committee on:</p> <ul style="list-style-type: none"> <li>The recent developments to improve commuter safety and the partnership between GABS, the Province, and the City of Cape Town to ensure stability and safety on the bus service. The roles, functions, responsibilities and challenges of the various role players in the partnership to be</li> </ul>	<p>The DTPW attended the Standing <b>Committee's virtual meeting</b> held on 23 November 2020. The presentation to the Committee was done by the CEO of Golden Arrow Bus Services Pty (Ltd) and included the following:</p> <ul style="list-style-type: none"> <li>History of the company;</li> <li>Introduction of the company;</li> <li>Operations;</li> <li>Corporate social investment;</li> <li>Capital expenditure;</li> <li>Capital spent;</li> <li>Contribution to the economy;</li> <li>Passenger satisfaction statistics;</li> <li>Crime aimed at GABS and society;</li> <li>The consequences of the crime;</li> <li>Crime prevention interventions;</li> <li>Assistance needed by GABS;</li> <li>Crime aimed at GABS;</li> <li>The bigger picture; and</li> <li>Role of the South African Police Service.</li> </ul> <p>In response to the GABS related queries <b>raised by the Committee</b>, the DTPW's response was provided in a letter dated 25 February 2021. The response included the following:</p> <ul style="list-style-type: none"> <li>The Department welcomes a meeting with all parties concerned with regards to the arson attack on GABS, its workers and commuters.</li> <li>The number of arson attacks on Golden Arrow busses from the 2018/19 financial year to the current financial year was provided.</li> <li>Thus far no feedback was received from the South African Police Service (SAPS) in respect of arrests and prosecutions.</li> </ul>

Papers, reports and information requested by the Committee	DTPW's response
<p>highlighted in the presentation. The City of Cape Town and GABS were also invited to the meeting.</p> <ul style="list-style-type: none"> <li>Briefing by the Department on its 2nd and 3rd Quarterly Performance Reports (July 2020 – September 2020 and October 2020 – December 2020)</li> </ul>	<p>The meeting scheduled for 11 March 2021 was postponed to 11 May 2021 as per the letter received from the Committee dated 26 April 2021, reference 11/4/1/2/7</p>

7.1.8 The Standing Committee's letter referenced 11/4/1/2/7 of 24 November 2020, and the DTPW's responses are tabled below.

Papers, reports and information requested by the Committee	DTPW's response
<p>In its letter dated 24 November 2020, the Committee invited DTPW to brief the Committee on the Annual Reports of the DTPW and of Government Motor Transport (GMT) for the 2019/20 financial year.</p> <p>Subsequent to the meeting held on 7 December 2020 and as per the resolutions of the meeting, the Committee, in its letter of 8 February 2021 reference 11/4/1/2/5, requested the following from the DTPW:</p> <ul style="list-style-type: none"> <li>Recommended that the Department in table 3.4.3 of their Annual Report, consider the category "Inefficiency" as an indicator not only as a need for disciplinary processes but also to identify skills development needs;</li> <li>Resolved that the Department be invited at a future date to brief the Committee on the incentivised Blue Dot system;</li> <li>A progress report on the Founders' Garden Artscape Project;</li> <li>A copy of the Departments five-year Employment Equity Plan; and</li> <li>Information on the two types of contractors namely panel contractors and framework contractors.</li> </ul>	<p>The DTPW attended the Standing Committee's virtual meeting held on 7 December 2020 to brief the Committee on the Annual Reports of the department and Government Motor Transport for the 2019/20 financial year.</p> <p>In response to the Committee's resolutions and request for information, the DTPW's response was provided in a letter dated 25 February 2021. The response included the following:</p> <ul style="list-style-type: none"> <li>An explanation of the inefficiency category contained in table 3.4.3 of the Annual Report;</li> <li>The department acknowledges and notes the invitation for a future briefing on the incentivised Blue Dot system;</li> <li>The department provided a progress report on the Founders Garden Artscape Precinct Project;</li> <li>A copy of the Departments five-year Employment Equity Plan was provided; and</li> <li>Information relating to the essential elements of the framework agreements entered into with contractors.</li> </ul>

7.1.9 The Standing Committee's letter referenced 11/4/1/2/7 of 11 March 2021, and the DTPW's responses are tabled below.

Papers, reports and information requested by the Committee	DTPW's response
<p>In its letter dated 11 March 2021, the Committee invited DTPW to brief the Committee on Vote 10: Transport and Public Works, in the Schedule to the Western Cape Third Adjustments Appropriation Bill (2020/21) and the Western Cape Appropriation Bill 2021/22.</p>	<p>The DTPW attended the Standing Committee's virtual meeting held on 18 March 2021. The DTPW's presentation included the following:</p> <ul style="list-style-type: none"> <li>• 2021/22 MTEF budget overview</li> <li>• Vote 10 summary</li> <li>• WC Appropriation Bill – contextualising the Budget &amp; APP</li> <li>• MTEF Budget 2021/22 – Summary of receipts</li> <li>• Budget per programme</li> <li>• Budget per economic classification</li> <li>• Earmarked funding</li> <li>• Third Adjustments Estimate 2020/21</li> </ul>

7.2 Ad Hoc Committee on COVID-19

The Ad Hoc Committee on Covid-19's letter of 8 May 2020 and the DTPW's response are tabled below.

Papers, reports and information requested by the Committee	DTPW's response
<p>In its letter dated 8 May 2020 the Ad hoc Committee on Covid-19 requested the DTPW to brief the committee at a virtual meeting on 20 May 2020 on the following:</p> <ul style="list-style-type: none"> <li>• Information on traffic officer and road user safety to prevent infection from the virus and to make sure that taxi, bus and Uber and other e-hailing operators adhere to safety measures of sanitization and wearing of safety equipment when interacting with passengers, including the sanitisation of taxi ranks, and the frequency thereof;</li> <li>• Measures put in place to ensure that those using public and private transport in the Province adhere to the regulations under the National Disaster Management Act;</li> <li>• Updated information on the progress of quarantine sites within the Province per district;</li> <li>• DTPW's support to the construction industry and information sharing during lockdown and risk-adjusted strategy;</li> <li>• Information on any assessment made on planned infrastructure projects, including those that may have been delayed in the 2019/20 financial year and the impact the pandemic has had on these projects: and</li> </ul>	<p>The DTPW attended the virtual meeting of the Ad hoc Committee on Covid-19 on 20 May 2020. The DTPW's presentation included the following:</p> <p><i>Provincial traffic response:</i></p> <ul style="list-style-type: none"> <li>- Institutional mandates</li> <li>- Institutional directives</li> <li>- Operational deployment</li> </ul> <p><i>Public transport response:</i></p> <ul style="list-style-type: none"> <li>- Institutional organisation</li> <li>- Compliance monitoring</li> <li>• Physical distancing awareness:             <ul style="list-style-type: none"> <li>- Public transport facilities</li> </ul> </li> <li>• Physical distancing demarcation:             <ul style="list-style-type: none"> <li>- MyCiti Stations</li> <li>- Minibus Taxi Ranks</li> </ul> </li> <li>• USSD monitoring and reporting             <ul style="list-style-type: none"> <li>- What is USSD?</li> <li>- Overview of USSD</li> </ul> </li> <li>• Communication:             <ul style="list-style-type: none"> <li>- The various channels in which information and guidance has been communicated to the public and to public transport operators;</li> </ul> </li> <li>• Capacity restrictions</li> <li>• Hygiene and safety             <ul style="list-style-type: none"> <li>- Sanitation and cleansing MyCiti Buses and facilities</li> <li>- Deep cleaning public transport facilities</li> <li>- Decontaminating public transport facilities</li> </ul> </li> </ul>

Papers, reports and information requested by the Committee	DTPW's response
<ul style="list-style-type: none"> <li>Whether unspent transfers and subsidies could be reallocated to address Covid-19 financial needs.</li> </ul>	<p><i>Public Transport Regulations:</i></p> <ul style="list-style-type: none"> <li>- Safety and hygiene directions</li> </ul> <p><i>Quarantine and Isolation facilities:</i></p> <ul style="list-style-type: none"> <li>- General Strategy</li> <li>- Determinants of Q&amp;I efficacy</li> <li>- Facility requirements</li> <li>- Q &amp; I cost analysis</li> <li>- District coverage</li> </ul> <p><i>Support to the Construction Industry</i></p> <ul style="list-style-type: none"> <li>- Covid-19 &amp; the Public Works sector</li> <li>- Communication with contractors</li> <li>- Construction work permitted during Covid-19 level 4 alert</li> <li>- Qualifying criteria for permissible projects</li> <li>- Construction sites: degrees of risk</li> <li>- Current infrastructure construction projects</li> <li>- Current health infrastructure construction projects in planning and tender stage</li> <li>- Health projects in construction</li> <li>- Conradie Park update</li> <li>- Impact of Covid-19 transfers and subsidies</li> <li>- Risks given the DTPW context</li> </ul>
<p>Subsequent to the meeting held on 20 May 2020 and to a meeting held on 22 May 2020 between the Committee and Provincial Treasury, the Ad-hoc Committee, in its letter of 29 May 2020, requested responses to the following from the DTPW:</p> <ul style="list-style-type: none"> <li>The minimum specifications for quarantine and isolation facilities and services to be offered at these facilities for people affected by the Covid-19 pandemic?</li> <li>Are self-catering establishments where people in quarantine or self-isolation are provided with groceries, etc. an option that is available to the Department?</li> <li>Has the Department entered into any formal discussions with organised tourism or the hospitality industry in order to negotiate lower bed-night costs for private quarantine or self-isolation facilities? If so, what are the details of these engagements?</li> <li>How must role-players in the hospitality field that believe that they are able to offer cost-effective facilities and services for quarantine or self-isolation cases, request to be added to the database of such facilities?</li> <li>A report and list of quarantine and isolation facility partnerships.</li> </ul>	<p>In response to the issues raised by the Ad-hoc Committee, the DTPW in its letters of 24 July 2020, referenced 11/1/2/2, responded as follows:</p> <ul style="list-style-type: none"> <li>The minimum specifications and services are contained in the South African Guidelines for Quarantine and Isolation facilities – Annexure B: Detailed checklist for the establishment of a quarantine facility. A copy was submitted to the committee.</li> <li>The department is responsible for the provision of public and not private quarantine and isolation facilities.</li> <li>The department is hiring venues at rates that are either equal to or lower than the FEDHASA rates as communicated to the National Department of Tourism.</li> <li>Role-players are welcome to submit their facilities to the department (email: <a href="mailto:Covid19QI@westerncape.gov.za">Covid19QI@westerncape.gov.za</a>)</li> <li>A list of quarantine and isolation facilities per municipal area was provided to the committee.</li> </ul>

The Ad Hoc Committee on Covid-19's letter of 24 June 2020 and the DTPW's response are tabled below.

Papers, reports and information requested by the Committee	DTPW's response
<p>In its letter dated 24 June 2020 the Ad hoc Committee on Covid-19 requested the DTPW to provide information on the following requests and questions submitted by Members:</p> <ul style="list-style-type: none"> <li>• The City of Cape Town sent out a request of interests to Bed and Breakfast (B&amp;Bs) in the city for extra bed capacity, please provide the list of B&amp;Bs contracted, and how many are from township enterprises in the Cape Flats, and are these BBBEE owned enterprises?</li> <li>• In turning the Andile Msizi community hall into a quarantine facility, was the community of Site B and the immediate families next to the Hall consulted, if so, please provide proof of this. What are the implications of having a quarantine facility in the middle of a residential area, especially in highly congested area as in Site C? For how long will this community hall remain a quarantine facility, and what happens to the activities of this establishment during such a period if and when lockdown regulations are further opened for its normal use?</li> </ul>	<p>The DTPW responded to the matters in a letter referenced TPW11/1/2/2/STANDING COMMITTEE ON TRANSPORT AND PUBLIC WORKS. The response included the following:</p> <ul style="list-style-type: none"> <li>• A schedule of establishments in Private Ownership being utilized by the WCG as Q &amp; I Facilities was provided.</li> <li>• Certain of the SME, EME information is not available and is indicated as such on the schedule of establishments.</li> <li>• An EME qualifies for an automatic Level 4 BBBEE level, however most of the guesthouses are not aware of that and did not indicate their level on CSD. This was indicated as zero on the schedule of establishments.</li> <li>• The DTPW had not yet received the City's response at the time of responding to the Committee.</li> </ul>

### 7.3 Standing Committee on Education

The Standing Committee on Education's letter of 29 September 2020 and the DTPW's response are tabled below.

Papers, reports and information requested by the Committee	DTPW's response
<p>In its letter dated 29 September 2020 the Standing Committee on Education requested the DTPW to brief the committee at a virtual meeting on 13 October 2020 on the following:</p> <ul style="list-style-type: none"> <li>• All schools that are scheduled for replacement for the financial year 2020/2021;</li> <li>• All schools that have been postponed for maintenance and/or replacement due to COVID-19 epidemic;</li> <li>• Budget allocated to Public Works for replacement and maintenance of schools for the financial year 2020/2010; and</li> <li>• Any additional information pertaining to infrastructure of schools outlined for the financial years 2020/2021 to 2021/2022</li> </ul>	<p>The DTPW attended the virtual meeting of the Standing Committee on Education on 13 October 2020. The DTPW's presentation included the following:</p> <ul style="list-style-type: none"> <li>• Impact of Covid-19 on the infrastructure of schools in the Western Cape;</li> <li>• Construction works delayed due to lockdown;</li> <li>• Replacement schools project planned for completion in 2020/21;</li> <li>• Projects achieved;</li> <li>• Budget implications;</li> <li>• Preventative maintenance projects planned for construction in 2020/21;</li> <li>• Risks going forward.</li> </ul>



## 8. Standing Committee on Public Accounts (SCOPA) Resolutions

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### 8.1 Response to the report of the PAC on the 2019/20 Annual Report dated 23 April 2021

“The Committee noted the audit opinion of the Auditor-General regarding the Annual Financial Statements of the Department for the 2019/20 financial year, having obtained a clean audit report with no findings. The audit opinion remains unchanged from the 2018/19 financial year.

#### Audit Opinion

The Auditor-General of South Africa raised no findings with the Department on compliance with laws and regulations, predetermined objectives nor deficiencies in its internal controls

#### Financial management

At the end of 2019/20 financial year, the Department reported that it spent R8,547 billion of an appropriated budget of R8,557 billion, which resulted in an under-expenditure of R10,469 million (99,8% budget spend). During the 2018/2019 financial year, the Department of Transport and public Works spent R7,854 billion of a budget of R7,869 billion, resulting in an overall under-expenditure of R14,713 million (99,8% budget spend).

In addition, the total estimated departmental revenue budget of R1,727 billion was over-collected by R240,683 million, which resulted in a departmental receipt of R1,968 billion.

The revenue over-collection occurred under the following line items:

- Motor vehicle licenses (R186 million);
- Sale of goods and services other than capital assets (R42,6 million);
- Interest, dividends and rent on land (R281 000);
- Fines, penalties and forfeits (R3,537 million);
- Sale of the Departmental capital assets (R29 000); and
- Financial transactions in assets and liabilities (R7,266 million).

The Department incurred irregular expenditure of R117 881,84 due to Non-adherence to regulation 8(5) of the Preferential Procurement Regulations (PPR), 2017 in terms of Local Content. The Department issued and distributed a supply chain management instruction to its employees to prevent a future recurrence of a similar incident. The Department did not incur any unauthorised, fruitless and wasteful expenditure during the 2019/20 financial year.”

The views and resolutions of the Committee are detailed in the table below.

Resolution No.	Subject	Details	Department's response	Resolved?
4.1	Paragraph 4 (Transversal departmental resolutions) - Page 193 (Broad-Based Black Economic Empowerment)	Some departments and entities including the Auditor-General of South Africa (AGSA), will be requested to brief the Committee on the status of the BBBEE compliance of Western Cape Government during 2019/20 and 2020/2021 financial years.	Noted. A letter in this regard was sent to the Deputy Director-General: Finance and the Chief Director: Government Motor Transport on 26 April 2021.	Yes.
13.3.1	Paragraph 13.3 (Departmental resolution) - Page 209 (Contingent liabilities and contingent assets)	That the Department brief the Public Accounts Committee on the mechanism which is in place to monitor and manage the contingent liabilities recorded for the financial year under review, including the nature of the claims against it.	Noted. A letter in this regard was sent to the Deputy Director-General: Finance on 26 April 2021.	Yes.

## 8.2 List of information required

That the DTPW provides the Committee with the following:

- 8.2.1 A report which highlights the manner in which the Department will attract new and retain existing critical skill employees, referenced against Note 3 on page 303 of the Annual Report.

(The information was provided to the Committee Coordinator)

- 8.2.2 A report on the total number of active and written-off debts of the Department, as referenced against Note 6 on page 306 of the Annual Report.

(The information was provided to the Committee Coordinator).

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## 9. Prior modifications to Audit Reports

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There were no modifications to the Audit Reports.

## 10. Internal Control units

### 10.1 Chief Directorate: Financial Management, Directorate: Financial Governance

The purpose of the Directorate: Financial Governance (FG) is to ensure sound financial governance practices. During the course of the financial year under review, the focus was on verifying compliance to approved delegations, compliance testing of expenditure vouchers, detecting and preventing irregular, fruitless and wasteful expenditure, conducting predetermined financial inspections as indicated on its operational plan, *ad hoc* investigations, and providing effective and efficient fraud and loss control management services.

Issues	Work performed
FG commentary	<p>Provided comments on the following instruction/Framework:</p> <ul style="list-style-type: none"> <li>• Workshop held with National Treasury on the draft National Treasury Travel Policy Framework.</li> <li>• Provided inputs into the Transversal Internal Audit report on Irregular Expenditure.</li> </ul>
Financial delegations	<p>PFMA Accounting Officer's Delegations is to be reviewed in totality during the 2021-22 financial year.</p>
The development, review, and amendment of SOPs and policies to enhance financial governance	<ul style="list-style-type: none"> <li>• ERMCO Terms of Reference 2020-2021 – Finance Instruction 01 of 2020 issued on 14 July 2020.</li> <li>• Annual revision of subsistence and camping allowances: Finance Instruction 05 of 2019 (amendment 01 of 2020) issued on 22 July 2020.</li> <li>• Standard operating procedures relating to the distribution of salary advices and the certification of payrolls – Finance Instruction 01 of 2021 issued on 22 February 2021.</li> <li>• Tabling of statutory publications and alignment of reports in terms of the Public Accounts Committee Resolutions – Finance Instruction 02 of 2021.</li> </ul>
PFS reports	<p>Attended to the recommendations of the 3 reports received. The recommendations of one report were finalised and the recommendations of the other 2 reports are in the process of being attended to.</p>
External audit process	<p>To ensure continuity with the prior year audit outcome, essential preparation work was performed prior to the commencement of the new audit cycle in January 2021.</p>
Internal audit process	<p>As at 31 March 2021, 7 new as well as 7 follow-up reports were received. Implementations of the recommendations are managed through the Departmental Corporate Governance Improvement Plan (DCGIP).</p>
Retention of financial information	<p>During the 2020–2021 financial year, 23 953 BAS payment vouchers, 5 639 BAS journals and 14 344 receipts were verified against the monthly document control reports to ensure completeness and safeguarding of financial information.</p>
Reporting	
<ul style="list-style-type: none"> <li>• PAC (Resolutions)</li> </ul>	Annually
<ul style="list-style-type: none"> <li>• Public Service Commission (Financial Misconduct)</li> </ul>	Quarterly and Annually

Issues	Work performed
<ul style="list-style-type: none"> <li>Department of Public Service and Administration (DPSA) (Corruption and Fraud)</li> </ul>	Quarterly
<ul style="list-style-type: none"> <li>Top Management (DCGIP)</li> </ul>	Monthly
<ul style="list-style-type: none"> <li>Audit Committee (DCGIP)</li> </ul>	Quarterly
<ul style="list-style-type: none"> <li>Top Management (Irregular, Fruitless and Wasteful Expenditure)</li> </ul>	Monthly
<ul style="list-style-type: none"> <li>ERMCO (Fraud Prevention Strategy Implementation Plan &amp; Fraud Risk Registers)</li> </ul>	Quarterly
<ul style="list-style-type: none"> <li>IYM (Irregular, fruitless and wasteful expenditure)</li> </ul>	Monthly
DCGIP	The DCGIP is updated with findings from the AGSA Management reports, Internal Audit reports, Provincial Treasury gap analysis, PFS reports and PAC resolutions. At year-end, 13 projects in this regard were monitored.
Financial Manual on the Electronic Content Management system	Maintenance of the system and loading of governance documents on an ongoing basis.
Financial Inspections	Number of compliance inspections and ad-hoc inspections conducted: 3 7 749 BAS payment vouchers were post audited. <b>As part of the Inspectorate's Operational Plan, the accruals for the financial year are verified for <u>validity, accuracy and completeness</u> prior to submission into the AFS by inspection of all Logistical Information System (LOGIS) and BAS payments in the months before and after year end to ensure the amount is fairly stated.</b>
Loss Control case files: Cases relate to claims against and by the state, damages to government motor vehicles and loss of moveable assets	Opening balance 1 April 2020 (649) New cases registered (238) Cases closed 31 March 2021 (322) Balance as at 31 March 2021 (565)
Irregular, fruitless and wasteful case files	Opening balance 1 April 2020 (1) New cases registered (3) Total cases investigated (4) Cases closed (2) Balance as at 31 March 2021 (2)

## 10.2 Chief Directorate: Supply Chain Management, Directorate: Governance and Demand Management

The mandate of the Directorate: Governance and Demand Management is to render a service in respect of planning, compliance, performance management, capacity building and demand management. During the financial year under review, the Directorate was involved in the implementation and application of the AO's SCM System, as well as enhancing its processes through the development, reviewing and amendment of procedures to address internal control deficiencies. The directorate was also responsible for the management of training programmes.

Issues	Work performed
SCM commentary	<p>Provided comments on the following instructions (Consolidated comments provided via the Provincial Treasury):</p> <ul style="list-style-type: none"> <li>• Draft National Treasury Instruction - Supply Chain Management: Threshold values for the procurement of goods, works and services by means of petty cash, written price quotations or competitive bids.</li> <li>• Provincial Treasury Draft Accounting Officer System (AOS).</li> </ul>
Public Accounts Committee:	<ul style="list-style-type: none"> <li>• The Supply Chain Management Unit managed and performed preparation work to respond to requests by the Standing Committee.</li> </ul>
The issuance, development, review, and amendment of SOPs and policies to enhance SCM:	<ul style="list-style-type: none"> <li>• SCM Instruction 1 of 2020/21: Disclosure of financial interest for Supply Chain Management Practitioners as well as those performance SCM functions when exercising SCM delegatory powers for the financial year (2020/2021).</li> <li>• SCM Instruction 2 of 2020/21: Part 1 – Repeal of NTI No. 5 of 2020-21 Emergency Procurement in a state of national disaster.</li> <li>• SCM Instruction 3 of 2020/21: Interim method for travel and accommodation procurement.</li> <li>• SCM Instruction 4 of 2020/21: Government vehicle driver identification tags "orange driver tags".</li> <li>• SCM Instruction 5 of 2020/21: 2020-year end advertising dates.</li> <li>• SCM Instruction 6 of 2020/21: Procurement Plan for 2021/22 financial year in respect of the procurement of good and services in excess of R100 000 and all capital and maintenance work in excess of R500 000 (All applicable taxes included).</li> <li>• SCM Instruction 7 of 2020/21: Disclosure of financial interest for supply chain management practitioners as well as those performing SCM functions when exercising SCM delegatory powers for the financial year 2021/2022.</li> <li>• SCM Instruction 8 of 2020/21: End of financial closure 2020/21: Compilation of LOGIS reports for the compilation of the inputs for the disclosure notes 42 &amp; 43 of the Annual Financial Statements.</li> </ul>



## Capacity and skills programme implemented

The following training interventions were attended during the year:

Date	Description	Type of training	No. of attendees
14-18 September 2020	ACFE 13th Annual Virtual Conference	External	10
28-29 September 2020	Ethics and Risk Management (George Traffic)	External	17
12-13 October 2020	Ethics and Risk Management (Metropole)	External	14
19-20 October 2020	Ethics and Risk Management (Eden District)	External	16
26-27 October 2020	Ethics and Risk Management (Eden District)	External	15
16-17 November 2020	Ethics and Risk Management (Eden District)	External	15
19-20 November 2020	Ethics and Risk Management (Eden District)	External	13
24-25 November 2020	Smart Procurement World 14th Summit	Conference	15
4 December 2020	Anti-Fraud Breakfast Indaba 2020	Zoom Webinar	29
18 – 19 February 2021	Ethics and Risk Management	MS Teams	10
24 February 2021	Smart Procurement Workshops-Contract Management	Virtual Workshop	39
24 February 2021	Smart Procurement Workshops-International Leaders Masterclass	Virtual Workshop	7
25 February 2021	Smart Procurement World-Procuring from SMMEs	Virtual Workshop	7
25 February 2021	Smart Procurement World-Strategic Sourcing	Virtual Workshop	15
2021	Advance Programme in Sourcing & SCM	Distance Learning	15
2021	Programme in Public Procurement	Distance Learning	4
09 – 10 March 2021	Ethics and Risk Management	MS Teams	11
15 – 16 March 2021	Ethics and Risk Management	MS Teams	14
23 – 24 March 2021	Ethics and Risk Management	MS Teams	13
24 March 2021	Smart Procurement World-Public Sector	Virtual Workshop	6

Issues	Work performed						
Collaboration initiatives with line function	Bi-weekly engagements with the line function on the implementation of the Accounting Officer's Supply Chain Management System. Bi-weekly engagements with the line function regarding Supply Chain Management Programme Delivery. Quarterly engagements with the DotP Centre for e-Innovation on the visualisation of the Supply Chain Management System.						
Reporting <ul style="list-style-type: none"> <li>• Procurement Statistics               <ul style="list-style-type: none"> <li>○ Head of Department</li> <li>○ Chief Financial Officer</li> <li>○ Provincial Treasury</li> <li>○ National Treasury</li> <li>○ Auditor-General</li> </ul> </li> <li>• Monitoring of the Procurement Plan</li> <li>• Awarded contracts               <ul style="list-style-type: none"> <li>○ CIDB register of contracts (I-Tender)</li> </ul> </li> <li>• Departmental Corporate Governance Improvement Plan</li> <li>• Top Management</li> <li>• Infrastructure Delivery Management Committee</li> <li>• Public Accounts Committee</li> <li>• Audit committee</li> <li>• Standing Committee on Transport and Public Works</li> <li>• Ethics</li> </ul>	Monthly Monthly Monthly Monthly Monthly Monthly  Monthly Monthly Monthly As required As required As required As required Quarterly						
Procurement through bidding processes	Formal bids: <table border="1" data-bbox="981 1157 1796 1281" style="margin-left: 20px;"> <thead> <tr> <th colspan="2" data-bbox="981 1157 1796 1197">2020-2021 financial year</th> </tr> </thead> <tbody> <tr> <td data-bbox="981 1197 1406 1236">Number of contracts awarded</td> <td data-bbox="1406 1197 1796 1236">3 030</td> </tr> <tr> <td data-bbox="981 1236 1406 1281">Value of contracts awarded</td> <td data-bbox="1406 1236 1796 1281">R2 531 281 087</td> </tr> </tbody> </table> <p data-bbox="981 1289 1832 1316">*Including framework packages in the main focused on construction procurement.</p>	2020-2021 financial year		Number of contracts awarded	3 030	Value of contracts awarded	R2 531 281 087
2020-2021 financial year							
Number of contracts awarded	3 030						
Value of contracts awarded	R2 531 281 087						

Issues	Work performed																																							
	<p>Value per BBBEE Level Contributor:</p> <table border="1" data-bbox="981 316 1796 804"> <thead> <tr> <th>BBBEE Level contributor</th> <th>Contract value</th> <th>Number of records</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>R117 291 094</td> <td>302</td> </tr> <tr> <td>1</td> <td>R1 844 574 801</td> <td>2197</td> </tr> <tr> <td>2</td> <td>R419 993 033</td> <td>182</td> </tr> <tr> <td>3</td> <td>R30 612 104</td> <td>14</td> </tr> <tr> <td>4</td> <td>R76 367 844</td> <td>289</td> </tr> <tr> <td>5</td> <td>R7 773 553</td> <td>6</td> </tr> <tr> <td>6</td> <td>R31 483 569</td> <td>36</td> </tr> <tr> <td>7</td> <td>0</td> <td>0</td> </tr> <tr> <td>8</td> <td>R3 185 089</td> <td>4</td> </tr> <tr> <td>Total</td> <td>R2 531 281 087</td> <td>3030</td> </tr> </tbody> </table> <p>Informal bids:</p> <table border="1" data-bbox="981 880 1796 1007"> <tbody> <tr> <td colspan="2">2020-2021 financial year</td> </tr> <tr> <td>Number of contracts awarded</td> <td>311</td> </tr> <tr> <td>Value of contracts awarded (R)</td> <td>R26 119 581</td> </tr> </tbody> </table>	BBBEE Level contributor	Contract value	Number of records	0	R117 291 094	302	1	R1 844 574 801	2197	2	R419 993 033	182	3	R30 612 104	14	4	R76 367 844	289	5	R7 773 553	6	6	R31 483 569	36	7	0	0	8	R3 185 089	4	Total	R2 531 281 087	3030	2020-2021 financial year		Number of contracts awarded	311	Value of contracts awarded (R)	R26 119 581
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SCM Compliance Assessments	<p>Compliance inspections with the aim of improving compliance and assisting with the implementation of the SCM Accounting Officer's System and its accompanying delegations: (3 Compliance Assessments were performed for the year under review)</p> <p>Formal assessment with defined methodology.</p> <ul style="list-style-type: none"> <li>• Plan</li> <li>• Engage</li> <li>• Prepare</li> <li>• Assess</li> <li>• Report</li> <li>• Monitoring and evaluation</li> </ul>																																							

Issues	Work performed
	<ul style="list-style-type: none"> <li>• Identify weakness</li> <li>• Mutual agreement to address weaknesses</li> <li>• Continuous one-on-one guidance</li> <li>• Asset Verification</li> </ul>
Supply Chain Management Complaints Mechanism	Investigate complaints and report all instances where the possibility of fraud, corruption, bid-rigging is evident (20 incidents investigated)
Bidder and Staff Verification	<ul style="list-style-type: none"> <li>• Monthly Compliance Report obtained from Provincial Treasury to identify and verify the potential conflict of interest of employees.</li> <li>• SCM Instruction 5 of 2013/14 – Bidder and staff verification standard operating procedure which facilitates the profiling of potential and current service providers as well as SCM practitioners in relation to private interest and the potential of conflict of interest between private interest and their obligation by public office.</li> <li>• WCBD4 – combined SBD 4, 8 and 9 – <b>Declaration of interest, bidder's past SCM practices and independent bid determination is applied.</b></li> <li>• Declaration of interest by SCM practitioners is adhered to and the SCM Code of Conduct is applied.</li> <li>• Declaration of interest of bid committee members.</li> </ul>
Compulsory registration on the National Treasury Central Supplier Database, as well as the Western Cape Supplier Evidence Bank – which serves as a central depository of all governance documents for the Western Cape Government, as well as registration on the National Treasury Central Supplier Database.	<ul style="list-style-type: none"> <li>• Ongoing facilitation of registering suppliers on the Western Cape Supplier Evidence Bank and Central Supplier Database by participating in Contractor Development Programme with EPWP at construction information sessions, as well as supplier development sessions (in collaboration with the Department of Economic Development and Tourism as well as various municipalities); mini workshops with suppliers, scrutinising registration documents for completeness and following-up on the status of submitted registration documents.</li> <li>• Monitoring the WCSEB and CSD to ensure that suppliers are still active and compliant.</li> <li>• Checklists that inform and enforce compliance with compulsory registration.</li> </ul>
Departmental Corporate Governance Improvement Plan	Redress any findings emanating from the AGSA Management report, Internal Audit reports, Provincial Treasury Insights Report and Standing Committee on Public Accounts resolutions in respect of SCM to close control gaps, review inefficiencies in the process, provide for skills transfers where necessary or any other relevant consequence management.

## 11. Internal Audit and Audit Committees

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Internal Audit provides management with independent, objective assurance and consulting services designed to add value and to continuously improve the operations of the Department. It assists the Department to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of Governance, Risk Management and Control processes.

The following key activities are performed in this regard:

- Assess and make appropriate recommendations for improving the governance processes in achieving the department's objectives;
- Evaluate the adequacy and effectiveness and contribute to the improvement of the risk management process;
- Assist the Accounting Officer in maintaining efficient and effective controls by evaluating those controls to determine their effectiveness and efficiency, and by developing recommendations for enhancement or improvement.

Internal Audit work completed during the year under review for the Department included seven assurance engagements (including one transversal engagement), and two consulting engagements (transversal). Details of these engagements are included in the Audit Committee report.

The Audit Committee is established as an oversight body, providing independent oversight over governance, risk management and control processes in the Department, which includes oversight and responsibilities relating to:

- Internal Audit function;
- External Audit function (Auditor General of South Africa - AGSA);
- Departmental Accounting and Reporting;
- Departmental Accounting Policies;
- Review of AGSA Management and Audit Report;
- Review of Departmental In-Year Monitoring;
- Departmental Risk Management;
- Internal Control;
- Pre-Determined Objectives;
- Ethics;
- Forensic Investigations.

The table below provides information on the audit committee members.

Name	Qualifications	Internal or external	If internal, position in the department	Date appointed	Date Resigned	No. of Meetings attended
Ms Judy Gunther (Chairperson)	BCompt; CRMA; CIA; AGA; Masters in Cost Accounting;	External	N/A	01 January 2016  2 <sup>nd</sup> term (as chair)	N/A	7
Mr Johannes Kleyn	Finance and Business Systems, Risk Management and Compliance.	External	N/A	01 January 2015 (2 <sup>nd</sup> term) 2 <sup>nd</sup> Term ended - 31 December 2020	N/A	5
Mr Mervyn Burton	B Compt; B Compt; (Hons); CA(SA)	External	N/A	01 January 2018 (2 <sup>nd</sup> term)	N/A	7
Mr Ebrahim Abrahams	BCom (Accounting)	External	N/A	01 January 2019 (1 <sup>st</sup> Term)	N/A	7
Mr Tsepo Lesihla	ND IT and Master of Technology in IT	External	N/A	01 January 2021 (1 <sup>st</sup> Term)	N/A	1

## 12. Audit Committees

### 12.1 Audit Committee Report

We are pleased to present our report for the financial year ended 31 March 2021.

#### Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from Section 38 (1) (a) (ii) of the Public Finance Management Act (PFMA) and National Treasury Regulations 3.1.13. The Audit Committee also reports that it has adopted an appropriate formal Terms of Reference, has regulated its affairs in compliance with these Terms and has discharged all its responsibilities as contained therein.



## The Effectiveness of Internal Control

The Department is required to develop and maintain systems of internal control that would improve the likelihood of achieving its objectives, to adapt to changes in the environment it operates in and to promote efficiency and effectiveness of operations, supports reliable reporting and compliance with laws and regulations. The WCG adopted a Combined Assurance Framework which identifies and integrates assurance providers. The first level of assurance is management assurance, requiring of line management to maintain effective internal controls and execute those procedures on a day-to-day basis by means of supervisory controls and taking remedial action where required. The second level of assurance is internal assurance provided by functions separate from direct line management, entrusted with assessing adherence to policies, procedures, norms, standards and frameworks. The third level of assurance is independent assurance providers that are guided by professional standards requiring the highest levels of independence.

A risk-based Combined Assurance Plan was developed for the Department, facilitated by Internal Audit, who is also an independent assurance provider. Internal Audit provides the Audit Committee and Management with reasonable assurance that the internal controls are adequate and effective. This is achieved by an approved risk-based internal audit plan, Internal Audit assessing the adequacy of controls mitigating the risks and the Audit Committee monitoring implementation of corrective actions.

The following internal audit engagements were approved by the audit committee and completed by the internal audit during the year under review:

### Assurance Engagements

- Asset Information Management System – Leases Module
- Asset Information Management System – Acquisition and Disposal Module
- Asset Information Management System – Project Control System (PCS) Module
- Asset Information Management System – Maintenance Management (MM) Module
- Provincial Transport Regulation – Operator Licence and Permits
- Transfer Payments
- COVID-19 – Supply Chain Management (Transversal Project)

### Consulting Engagements

- Western Cape Government – Master Office Accommodation Plan
- Water Risk: Water Security Governance (Transversal Project)

The internal audit plan was completed for the year. The areas for improvements, as noted by internal audit during performance of their work, were agreed to by management. The Audit Committee continues to monitor the actions on a quarterly basis.

### In-Year Management and Monthly/Quarterly Report

The Audit Committee is satisfied with the content and quality of the quarterly in-year management and performance reports issued during the year under review by the

Accounting Officer of the Department in terms of the National Treasury Regulations and the Division of Revenue Act.

### 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 Auditor-General South Africa (AGSA) and the Accounting Officer;
- reviewed the AGSA's Management Report and management's response thereto;
- reviewed changes to accounting policies and practices as reported in the Annual Financial Statements;
- reviewed material adjustments resulting from the audit of the Department.

### Compliance

The Audit Committee reviewed the Department's processes for compliance with legal and regulatory provisions.

### Performance Information

The Audit Committee reviewed the information on predetermined objectives as reported in the Annual Report.

## Report of the Auditor-General South Africa

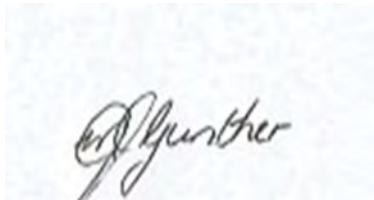
The Audit Committee:

- Reviewed the AGSA's Management Report and Management's responses thereto;
- Met with the AGSA to discuss unresolved issues that emanated from the regulatory audit.

Corrective actions on the detailed findings raised by the AGSA are monitored by the Audit Committee on a quarterly basis.

The Audit Committee concurs and accepts the AGSA's opinion regarding the Annual Financial Statements and proposes that the Audited Annual Financial Statements be accepted and read together with their report.

The Audit Committee commends the Department for maintaining an unqualified audit opinion with no material findings.



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Ms Judy Gunther

Chairperson of the Audit Committee

Department of Transport and Public Works

Date: 01 October 2021

### 13. BBBEE compliance performance information

The following table has been completed in accordance with the compliance to the BBBEE requirements of the BBBEE Act of 2013 and as determined by the Department of Trade, Industry and Competition.

Has the Department/ public entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:		
Criteria	Response Yes/ No	Discussion <i>(include a discussion on your response and indicate what measures have been taken to comply)</i>
Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law?	n/a	No licences, concessions or other authorisations in respect of economic activity.
Developing and implementing a preferential procurement policy?	Yes	<ol style="list-style-type: none"> <li>1. When the 2017 Regulations were issued, the Provincial Treasury presented to Cabinet the implementation challenges which inter alia included the raising of the threshold of the 80/20 point scoring system from a threshold of R1 million to R50 million will result in a <b>“premium” increase for preferencing</b>; introduction of pre-qualification criteria; introduction of a negotiation process and a passing over provision as a corrective measure for procuring entities to deal with the potential distortion of market related prices as a result of the introduction of prequalification criteria; contradiction in terms of where it speaks to <i>“if feasible [own emphasis] to sub-contract for a contract above R30 million, an organ of state must [own emphasis] apply subcontracting to advance designated group”</i> and local production and content challenges.</li> <li>2. Cabinet approved the strategy for WCG: <ol style="list-style-type: none"> <li>2.1 The issuance of an interim strategy to deal with the requirements of the PPRs, as well as supply chain management governance requirements.</li> <li>2.2 The development and implementation of an Economic Procurement Policy, in partnership with the Department of Economic Development and Tourism and the Department of the Premier.</li> <li>2.3 The development and implementation of a broader economic transformation policy.</li> <li>2.4 Specific commodity focused strategies that target economic transformation.</li> <li>2.5 Leveraging the economies of scale principle by packaging projects into longer term contracts.</li> </ol> </li> </ol>

Has the Department/ public entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:		
Criteria	Response Yes/ No	Discussion <i>(include a discussion on your response and indicate what measures have been taken to comply)</i>
		2.6 The roll-out of the framework agreement model for goods and services and investigate contractor development in the context of goods and services.  Refer to Part C, section 10.2 (Supply Chain Management: Governance) of the Annual Report for the value and number of contracts awarded per BBEE level contributor for formal bids.
Determining qualification criteria for the sale of state-owned enterprises?	n/a	This is not applicable as there has not been such a sale.
Developing criteria for entering into partnerships with the private sector?	n/a	No partnerships entered with the private sector.
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment?	n/a	No incentives and investment schemes in support of Broad Based Black Economic Empowerment.

#### *Management control element*

Refer to Part D: Human Resource Management – Table 3.5.1

#### *Skills development element*

Refer to Part D: Human Resource Management – Table 3.5.7

#### *Enterprise and supplier development element*

Refer to Part C: SCM Governance and Demand Management – Procurement through bidding processes for the procurement spend on all suppliers.

Refer to Part B: Performance information, Table 40 for supplier and enterprise development.

#### *Socio economic development element*

Refer to Part B: Performance information, Table 32 – Sub-programmes 3.4 Construction: Utilisation of the immovable asset portfolio to support Government's socio-economic objectives.

**D** Human Resource Management





# Part D: Human Resource Management

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## 1. Introduction

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Our contribution to the work of the WCG is as a result of the persistent, and often selfless, efforts of the people within the DTPW.

To consistently deliver improved services to the citizens of the Western Cape is not without its own challenges. The modern people management landscape has shifted significantly in recent years and requires complex navigation between a range of competing variables.

Apart from the fact that these variables are inter-dependent and inter-related, they are also governed by stringent rules and regulations, which prove difficult when retention and attraction initiatives are explored.

These include balancing service delivery imperatives, the attraction and retention of critical and scarce skills, workforce empowerment, career management, succession planning, employment equity and creating an enabling environment where employees are able to thrive. Further to this, the Department is required to function within an austere environment, which demands that managers consider the impact of "doing more with less".

Despite the changing patterns and increased demands impacting on the modern workplace, the consistent hard work of our people has resulted in remarkable achievements and service delivery improvement during the year under review.

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## 2. Status of people management at the Department

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### 2.1 Departmental workforce planning

The role of workforce planning is important to ensure that the DTPW has the required number of people with the requisite skills, knowledge and attitudes to perform the work. Through this process the DTPW annually assesses its workforce profile against current and future organisational needs.

The aim of this assessment is to identify to what extent the current workforce profile addresses the key people management outcomes that would guarantee service continuity and value.

The Workforce Plan 2020 -2025 is therefore aligned to the vision and mission of the DTPW's Strategic Plan, as well as the People Management Strategy.

The assumptions on which this Workforce Plan was developed are still valid and the Action Plan was reviewed to ensure that strategies (as per the listed priorities) would achieve its outcomes:

- Leaders that are exemplars of the behaviours associated with the organisation's values;
- Highly engaged people;
- A performance culture;
- Competent people in the right numbers at the right place at the right time with the right attitude;
- Youth who were exposed to first work experience and who are enabled to compete in the job market;
- Innovative people practices;
- Improved employee value proposition;
- Talent management value chain excellence;
- Creation of a talent pool for critical and scarce occupations;
- A talent pool that is developed and utilised;
- Sustained progress towards meeting EE goals; and
- An optimised and aligned departmental design.

The Workforce Plan was reviewed to ensure that the workforce strategies and key activities remained valid and appropriate for the 2020/21 financial year.

## 2.2 Employee performance management

The purpose of performance management is to increase performance by encouraging individual commitment, accountability and motivation.

All employees are required to complete a performance agreement before 31 May each year. The agreement is in essence a contract between the employer and the employee containing the projects, programmes, activities, expectations and standards for the required delivery. In order to facilitate a standardised administration process, the WCG has devised an electronic system, namely the Performance Management Information System (PERMIS), that allows for the entire performance management process to be captured, monitored and managed.

The performance management process requires that a mid-year review and an annual assessment is conducted, but that the operational targets and achievements linked to the performance agreement are monitored and communicated on an ongoing basis. In instances where targets or performance expectations are not met, the gaps are addressed through the management of poor performance. In this context, a performance consulting unit has been established within the CSC (Chief Directorate: People Management Practices) to assist line managers (people managers) to deal with poor performance. The process is developmental. However, in instances where individuals have been identified as poor performers in terms of the legislative framework, they are required to subject themselves to a developmental plan or, alternatively, to disciplinary action.

## 2.3 Employee wellness

The WCG's transversal Employee Health and Wellness (EHW) Programme follows a holistic approach to employee well-being and is largely preventative in nature, offering both primary and secondary services.

The EHW Programme is monitored in the DTPW through monthly utilisation reports for primary services (24/7/365 telephonic counselling service, online e-Care service and reporting) and secondary services (face-to-face counselling, trauma and critical incidents, training and targeted intervention, executive coaching, advocacy).

A quarterly report is prepared by the Directorate: Organisational Behaviour in the CSC that provides a trend analysis of utilisation, risk identification and its impact on productivity. Furthermore, ongoing reporting to the DPSA is a requirement and such reporting focuses on four areas: Human Immunodeficiency Virus (HIV)/ Acquired Immune Deficiency Syndrome (AIDS); Health and Productivity; Wellness Management; and SHERQ (safety, health, environment, risk and quality) management.

## 2.4 People management monitoring

In collaboration with the CSC, the DTPW monitors the implementation of a range of people management compliance indicators. The monthly management information that is developed by the Chief-Directorate: People Management Practices in the CSC provides the DTPW with regular updates on the workforce profile and other relevant people management data to facilitate decision-making. The indicators include, inter alia, staff establishment information, headcount, people expenditure projections, sick leave patterns, the monetary value of annual leave credits, discipline cases, vacancy rates, staff movement, and employment equity.

## 3. People management oversight statistics

### 3.1 Personnel related expenditure

The following tables summarise final audited expenditure by programme (Table 3.1.1) and by salary bands (Table 3.1.2).

The figures in Table 3.1.1 are drawn from the BAS and the figures in Table 3.1.2 are drawn from the PERSAL system. The two systems are not synchronised for salary refunds in respect of staff appointments and resignations and/or transfers to and from other departments. This means there may be a difference in the total expenditure reflected on these systems.

The key in the table below is a description of the Programmes in the DTPW. Programmes will be referred to by their number from this point forward.

Programme	Programme Designation
1	Administration
2	Public Works Infrastructure
3	Transport Infrastructure
4	Transport Operations
5	Transport Regulation
6	Community-Based Programmes

Table 3.1.1: Personnel expenditure by Programme, 2020/21

Programme	Total expenditure (R'000)	Personnel expenditure (R'000)	Training expenditure (R'000)	Goods and services (R'000)	Personnel expenditure as a % of total expenditure	Average personnel expenditure per employee (R'000)	Number of employees
1	361 187	143 988	6 927	196 889	39.9	467	309
2	2 309 446	259 863	46	1 177 704	11.3	464	568
3	3 071 149	218 834	185	804 777	7.1	289	806
4	1 704 253	24 255	-	357 245	1.4	564	43
5	945 643	311 474	-	540 382	32.9	381	820
6	51 519	34 144	5 476	16 540	66.3	579	60
Total	8 443 197	992 558	12 634	3 093 537	11.8	390	2 606

Note: The number of employees refers to all individuals remunerated during the reporting period, including interns (Premier's Advancement of Youth [PAY], matric, graduate etc.), but excluding the Provincial Minister. The number of employees is cumulative and not a snapshot as at a specific date.

Table 3.1.2: Personnel expenditure by salary band, 2020/21

Salary bands	Personnel expenditure (R'000)	% of total personnel expenditure	Average personnel expenditure per employee (R'000)	Number of employees
Interns	423	0,0	9	46
Lower skilled (Levels 1-2)	55 165	5,6	152	364
Skilled (Levels 3-5)	143 413	14,4	232	617
Highly skilled production (Levels 6-8)	411 535	41,4	386	1 066
Highly skilled supervision (Levels 9-12)	315 970	31,8	690	458
Senior management (Levels 13-16)	67 020	6,7	1 219	55
Total	993 527	100,0	381	2 606

Note: The number of employees refers to all individuals remunerated during the reporting period, including interns (PAY, matric, graduate etc.), but excluding the Provincial Minister. The number of employees is cumulative and not a snapshot as at a specific date.

Table 3.1.3: Salaries, overtime, housing allowance and medical assistance by programme, 2020/21

Programme	Salaries		Overtime		Housing allowance		Medical assistance	
	Amount (R'000)	Salaries as a % of personnel expenditure	Amount (R'000)	Overtime as a % of personnel expenditure	Amount (R'000)	Housing allowance as a % of personnel expenditure	Amount (R'000)	Medical assistance as a % of personnel expenditure
1	102 112	10,3	130	0,0	3 388	0,3	7 342	0,7
2	185 290	18,6	233	0,0	4 682	0,5	9 428	0,9
3	148 249	14,9	554	0,1	9 480	1,0	16 466	1,7
4	16 834	1,7	927	0,1	342	0,0	814	0,1
5	213 045	21,4	7 577	0,8	9 931	1,0	21 503	2,2
6	19 771	2,0	-	-	628	0,1	1 470	0,1
<b>Total</b>	<b>685 300</b>	<b>69,0</b>	<b>9 421</b>	<b>0,9</b>	<b>28 450</b>	<b>2,9</b>	<b>57 023</b>	<b>5,7</b>

Note: The table above does not make provision for other expenditure such as Pensions, Performance Bonus and other allowances, which make up the total personnel expenditure. The above expenditure reflects for all individuals remunerated during the reporting period, including interns (PAY, matric, graduate etc.), but excluding the Provincial Minister.

Table 3.1.4: Salaries, overtime, housing allowance and medical assistance by salary band, 2020/21

Salary Bands	Salaries		Overtime		Housing allowance		Medical assistance	
	Amount (R'000)	Salaries as a % of personnel expenditure	Amount (R'000)	Overtime as a % of personnel expenditure	Amount (R'000)	Housing allowance as a % of personnel expenditure	Amount (R'000)	Medical assistance as a % of personnel expenditure
Interns	379	0,0	-	-	-	-	-	-
Lower skilled (Levels 1-2)	35 254	3,5	203	0,0	4 479	0,5	7 515	0,8
Skilled (Levels 3-5)	96 476	9,7	1 204	0,1	7 297	0,7	13 667	1,4
Highly skilled production (Levels 6-8)	286 764	28,9	7 298	0,7	13 490	1,4	28 293	2,8
Highly skilled supervision (Levels 9-12)	222 029	22,3	716	0,1	2 938	0,3	7 139	0,7
Senior management (Levels 13-16)	44 399	4,5	-	-	245	0,0	408	0,0
<b>Total</b>	<b>685 300</b>	<b>69,0</b>	<b>9 421</b>	<b>0,9</b>	<b>28 450</b>	<b>2,9</b>	<b>57 023</b>	<b>5,7</b>

## 3.2 Employment and vacancies

The following tables summarise the number of active posts on the establishment, the number of employees (excluding interns and the Provincial Minister), and the percentage active vacant posts as at the end of the financial year. This information is presented in terms of three key variables, namely: Programme (Table 3.2.1), Salary Band (Table 3.2.2)

and Critical Occupations (Table 3.2.3). All information in this section is provided as a snapshot as at the end of the financial year under review.

Table 3.2.1: Employment and vacancies by programme, as at 31 March 2021

Programme	Number of funded posts	Number of posts filled	Vacancy rate %
1	294	288	2,0
2	534	518	3,0
3	770	747	3,0
4	42	42	-
5	793	767	3,3
6	55	55	-
<b>Total</b>	<b>2 488</b>	<b>2 417</b>	<b>2,9</b>

Table 3.2.2: Employment and vacancies by salary band, as at 31 March 2021

Salary Band	Number of funded posts	Number of posts filled	Vacancy rate %
Lower skilled (Levels 1-2)	466	466	-
Skilled (Levels 3-5)	441	435	1,4
Highly skilled production (Levels 6-8)	1 096	1 062	3,1
Highly skilled supervision (Levels 9-12)	429	403	6,1
Senior management (Levels 13-16)	56	51	8,9
<b>Total</b>	<b>2 488</b>	<b>2 417</b>	<b>2,9</b>

Table 3.2.3: Employment and vacancies by critical occupation, as at 31 March 2021

Critical occupations	Number of funded posts	Number of posts filled	Vacancy rate %
Architect	45	41	8,9
Architectural Technician	4	4	-
Architectural Technologist	14	14	-
Construction Project Manager	2	2	-
Engineer	68	63	7,4
Engineering Technician	32	28	12,5
Engineering Technologist	6	3	50,0
GISc Technician	1	1	-
GISc Technologist	2	2	-
Quantity Surveyor	29	28	3,4
Survey Technician	3	3	-
Town and Regional Planner	1	1	-
<b>Total</b>	<b>207</b>	<b>190</b>	<b>8,2</b>

Note: Critical occupations - refer to occupations that are critical for service delivery. If these occupations are not present in the DTPW, the function/services will collapse.

### 3.3 Job evaluation

Job evaluation was introduced as a way of ensuring that work of equal value is remunerated equally. Within a nationally determined framework, executing authorities are required to evaluate each new post in his or her organisation or re-evaluate any post where the post mandate or content has significantly changed. This job evaluation process determines the grading and salary level of a post. It should be understood that job



evaluation and staff performance management differ in the sense that job evaluation refers to the value/ weighting of the activities that are associated with the post, and staff performance management refers to reviews of an individual's performance.

Table 3.3.1 summarises the number of posts that were evaluated during the year under review. The table also provides statistics on the number of posts that were upgraded or downgraded.

Table 3.3.1: Job evaluation, 1 April 2020 to 31 March 2021

Salary Band	Total number of funded posts as at 31 March 2021	Number of posts evaluated	% of posts evaluated	Posts upgraded		Posts downgraded	
				Number	Posts upgraded as a % of total posts	Number	Posts downgraded as a % of total posts
Lower skilled (Levels 1-2)	466	0	0,0	0	0,0	0	0,0
Skilled (Levels 3-5)	441	0	0,0	1	0,0	0	0,0
Highly skilled production (Levels 6-8)	1 096	0	0,0	0	0,0	0	0,0
Highly skilled supervision (Levels 9-12)	429	1	0,0	5	0,2	0	0,0
Senior Management Service Band A (Level 13)	38	2	0,1	0	0,0	0	0,0
Senior Management Service Band B (Level 14)	13	0	0,0	3	0,1	0	0,0
Senior Management Service Band C (Level 15)	4	0	0,0	0	0,0	0	0,0
Senior Management Service Band D (Level 16)	1	0	0,0	0	0,0	0	0,0
<b>Total</b>	<b>2 488</b>	<b>3</b>	<b>0,1</b>	<b>9</b>	<b>0,4</b>	<b>0</b>	<b>0,0</b>

Note: The "Number of posts evaluated" per Salary Band reflects the Final Approved Post Level after Job Evaluation.

Posts have been upgraded or downgraded in this financial year as a result of national benchmarking and job evaluation processes which have taken place during the period under review

Table 3.3.2: Profile of employees whose salary positions were upgraded due to their posts being upgraded, 1 April 2020 to 31 March 2021

Beneficiaries	African	Indian	Coloured	White	Total
Female	0	4	0	1	5
Male	0	2	0	2	4
<b>Total</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>3</b>	<b>9</b>
Employees with a disability					0

Note: Table 3.3.2 is a breakdown of posts upgraded in table 3.3.1.

Table 3.3.3 summarises the number of cases where salary levels exceeded the grade determined by job evaluation or where higher notches awarded to employees within a particular grade. Reasons for the deviation are provided in each case.

Table 3.3.3: Employees who have been granted higher salaries than those determined by job evaluation per major occupation, 1 April 2020 to 31 March 2021

Major occupation	Number of employees	Job evaluation level	Remuneration on a higher salary level	Remuneration on a higher notch of the same salary level	Reason for deviation
None					

Table 3.3.4: Profile of employees who have been granted higher salaries than those determined by job evaluation, 1 April 2020 to 31 March 2021

Beneficiaries	African	Indian	Coloured	White	Total
None					

Note: Table 3.3.4 is a breakdown of table 3.3.3 by race and gender.

### 3.4 Employment changes

Turnover rates provide an indication of trends in the employment profile of the DTPW during the year under review. The following tables provide a summary of turnover rates by salary band (Table 3.4.1) and by critical occupation (Table 3.4.2). This section does not include intern information.

Table 3.4.1: Annual turnover rates by salary band, 1 April 2020 to 31 March 2021

Salary Band	Number of employees as at 31 March 2020	Turnover rate 2019/20 %	Appointments into the Department	Transfers into the Department	Terminations out of the Department	Transfers out of the Department	Turnover rate 2020/21 %
Lower skilled) (Levels 1-2)	451	2,6	54	0	9	1	2,2
Skilled (Levels 3-5)	433	11,9	29	0	52	1	12,2
Highly skilled production (Levels 6-8)	1 098	6,6	24	2	51	5	5,1
Highly skilled supervision (Levels 9-12)	400	9,9	27	0	32	1	8,3
Senior Management Service Band A (Level 13)	40	2,7	0	0	2	0	5,0
Senior management Service Band B (Level 14)	10	25,0	0	0	2	0	20,0
Senior management Service Band C (Level 15)	4	0,0	0	0	0	0	0,0

Salary Band	Number of employees as at 31 March 2020	Turnover rate 2019/20 %	Appointments into the Department	Transfers into the Department	Terminations out of the Department	Transfers out of the Department	Turnover rate 2020/21 %
Senior management Service Band D (Level 16)	1	0,0	0	0	0	0	0,0
<b>Total</b>	<b>2 437</b>	<b>7,4</b>	<b>134</b>	<b>2</b>	<b>148</b>	<b>8</b>	<b>6,4</b>
			136		156		

Note: Transfers refer to the lateral movement of employees from one Public Service department to another. The turnover rate is determined by calculating the total exits as a percentage of the baseline (Number of employees as at 31 March 2020). Internal transfers between the Department and its trading entity GMT, have also been reflected in terms of appointments and terminations in and out of the Department.

Table 3.4.2: Annual turnover rates by critical occupation, 1 April 2020 to 31 March 2021

Critical Occupation	Number of employees as at 31 March 2020	Turnover rate 2019/20 %	Appointments into the Department	Transfers into the Department	Terminations out of the Department	Transfers out of the Department	Turnover rate 2020/201 %
Architect	44	11,4	1	0	4	1	11,4
Architectural Technician	4	0,0	0	0	0	0	0,0
Architectural Technologist	14	42,9	1	0	1	0	7,1
Construction Project Manager	1	100,0	1	0	0	0	0,0
Engineer	59	10,3	9	0	4	0	6,8
Engineering Technician	30	7,1	1	0	3	0	10,0
Engineering Technologist	1	50,0	2	0	0	0	0,0
GISc Technician	2	0,0	0	0	0	0	0,0
GISc Technologist	1	0,0	0	0	0	0	0,0
Quantity Surveyor	29	0,0	0	0	1	0	3,4
Survey Technician	3	40,0	0	0	0	0	0,0
Town and Regional Planner	1	0,0	0	0	0	0	0,0
<b>Total</b>	<b>189</b>	<b>12,9</b>	<b>15</b>	<b>0</b>	<b>13</b>	<b>1</b>	<b>7,4</b>
			15		14		

Note: The turnover rate is determined by calculating the total exits as a percentage of the baseline (Number of employees as at 31 March 2020).

Table 3.4.3: Staff leaving the employ of the DTPW, 1 April 2020 to 31 March 2021

Exit category	Number	% of total exits	Number of exits as a % of total number of employees as at 31 March 2020
Death	18	11,5	0,7
Resignation*	52	33,3	2,1
Expiry of contract	22	14,1	0,9

Exit category	Number	% of total exits	Number of exits as a % of total number of employees as at 31 March 2020
Dismissal – operational changes	0	0,0	0,0
Dismissal – misconduct**	11	7,1	0,5
Dismissal – inefficiency	0	0,0	0,0
Discharged due to ill-health	1	0,6	0,0
Retirement	44	28,2	1,8
Employee initiated severance package	0	0,0	0,0
Transfers to Statutory Body	0	0,0	0,0
Transfers to other Public Service departments	4	2,6	0,2
Promotion to another WCG Department	4	2,6	0,2
<b>Total</b>	<b>156</b>	<b>100,0</b>	<b>6,4</b>

Note: Table 3.4.3 identifies the different exit categories for those staff members who have left the employ of the DTPW.

\* Resignations are further discussed in tables 3.4.4 and 3.4.5.

\*\*Dismissal-misconduct includes 5 abscondments

Table 3.4.4: Reasons why staff resigned, 1 April 2020 to 31 March 2021

Resignation reasons	Number	% of total resignations
Other Occupation	1	1,9
Pursuing full-time studies	1	1,9
No reason provided	22	42,3
Need for a career change	7	13,5
Dissatisfaction with benefits	3	5,8
Current Remuneration	2	3,8
Personal Health	5	9,6
Work/life balance	4	7,7
Family/ personal circumstances (e.g., Transfer of husband/ wife/ life partner)	3	5,8
Starting own business	2	3,8
Lack of promotional opportunities	2	3,8
<b>Total</b>	<b>52</b>	<b>100,0</b>

Table 3.4.5: Different age groups of staff who resigned, 1 April 2020 to 31 March 2021

Age group	Number	% of total resignations
Ages <19	0	0,0
Ages 20 to 24	0	0,0
Ages 25 to 29	8	15,4
Ages 30 to 34	14	26,9
Ages 35 to 39	7	13,5
Ages 40 to 44	2	3,8
Ages 45 to 49	6	11,5
Ages 50 to 54	6	11,5
Ages 55 to 59	4	7,7
Ages 60 to 64	5	9,6

Age group	Number	% of total resignations
Ages 65 >	0	0,0
Total	52	100,0

Table 3.4.6: Employee initiated severance packages

Total number of employee-initiated severance packages offered in 2020/ 2021	None
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Table 3.4.7: Promotions by salary band, 1 April 2020 to 31 March 2021

Salary Band	Employees as at 31 March 2020	Promotions to another salary level	Promotions as a % of total employees	Progressions to another notch within a salary band	Notch progressions as a % of total employees within a salary band
Lower skilled (Levels 1-2)	451	0	0,0	105	23,3
Skilled (Levels 3-5)	433	8	1,8	243	56,1
Highly skilled production (Levels 6-8)	1 098	68	6,2	521	47,4
Highly skilled supervision (Levels 9-12)	400	8	2,0	223	55,8
Senior management (Levels 13-16)	55	0	0,0	34	61,8
Total	2 437	84	3,4	1 126	46,2

Note: Employees who do not qualify for notch progressions are not included. Promotions refer to the total number of employees who have advanced to a higher post level within the DTPW by applying and being successful for an advertised post through the recruitment and selection process.

Table 3.4.8: Promotions by critical occupation, 1 April 2020 to 31 March 2021

Critical occupation	Employees as at 31 March 2020	Promotions to another salary level	Promotions as a % of total employees in critical occupations	Progressions to another notch within a critical occupation	Notch progressions as a % of total employees within a critical occupation
Architect	44	2	4,5	19	43,2
Architectural Technician	4	0	0,0	3	75,0
Architectural Technologist	14	0	0,0	2	14,3
Construction Project Manager	1	0	0,0	0	0,0
Engineer	59	4	6,8	22	37,3
Engineering Technician	30	0	0,0	16	53,3
Engineering Technologist	1	0	0,0	1	100,0
GISc Technician	2	0	0,0	0	0,0
GISc Technologist	1	0	0,0	1	100,0
Quantity Surveyor	29	0	0,0	6	20,7

Critical occupation	Employees as at 31 March 2020	Promotions to another salary level	Promotions as a % of total employees in critical occupations	Progressions to another notch within a critical occupation	Notch progressions as a % of total employees within a critical occupation
Survey Technician	3	0	0,0	3	100,0
Town and Regional Planner	1	0	0,0	1	100,0
<b>Total</b>	<b>189</b>	<b>6</b>	<b>3,2</b>	<b>74</b>	<b>39,2</b>

Note: Employees who do not qualify for notch progressions are not included. Promotions refer to the total number of employees who have advanced to a higher post level within the DTPW by applying and being successful for an advertised post through the recruitment and selection process.

### 3.5 Employment equity

Table 3.5.1: Total number of employees (including employees with disabilities) in each of the following occupational levels, as at 31 March 2021

Occupational Levels	Male				Female				Foreign nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 15-16)	0	1	0	2	0	1	0	1	0	0	5
Senior management (Levels 13-14)	2	16	3	9	3	5	0	8	0	0	46
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	27	135	13	94	36	67	6	43	4	5	430
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	146	315	4	69	140	282	2	60	2	1	1 021
Semi-skilled and discretionary decision making (Levels 3-5)	122	228	1	22	58	125	1	6	0	0	563
Unskilled and defined decision making (Levels 1-2)	92	141	0	4	61	53	0	1	0	0	352
<b>Total</b>	<b>389</b>	<b>836</b>	<b>21</b>	<b>200</b>	<b>298</b>	<b>533</b>	<b>9</b>	<b>119</b>	<b>6</b>	<b>6</b>	<b>2 417</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>Grand total</b>	<b>389</b>	<b>836</b>	<b>21</b>	<b>200</b>	<b>298</b>	<b>533</b>	<b>9</b>	<b>119</b>	<b>6</b>	<b>6</b>	<b>2 417</b>

A = African; C = Coloured; I = Indian; W = White.

Note: The figures reflected per occupational levels include all permanent, part-time and contract employees. Furthermore, the information is presented by salary level and not post level. For the number of employees with disabilities, refer to Table 3.5.2.

Table 3.5.2: Total number of employees (with disabilities only) in each of the following occupational levels, as at 31 March 2021

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 15-16)	0	0	0	0	0	0	0	0	0	0	0
Senior management (Levels 13-14)	0	0	0	1	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	0	2	0	0	0	1	0	0	0	0	3
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	1	4	0	2	0	1	0	0	0	0	8
Semi-skilled and discretionary decision making (Levels 3-5)	2	3	0	1	0	2	0	1	0	0	9
Unskilled and defined decision making (Levels 1-2)	0	2	0	1	0	1	0	1	0	0	5
<b>Total</b>	<b>3</b>	<b>11</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>26</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>Grand total</b>	<b>3</b>	<b>11</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>26</b>

A = African; C = Coloured; I = Indian; W = White.

Note: The figures reflected per occupational level include all permanent, part-time and contract employees. Furthermore, the information is presented by salary level and not post level.

Table 3.5.3: Recruitment, 1 April 2020 to 31 March 2021

Occupational Levels	Male				Female				Foreign nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 15-16)	0	0	0	0	0	0	0	0	0	0	0
Senior management (Levels 13-14)	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	2	4	2	8	2	3	2	4	0	0	27
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	5	7	0	2	6	5	0	1	0	0	26
Semi-skilled and discretionary decision making (Levels 3-5)	4	7	0	5	5	8	0	0	0	0	29
Unskilled and defined decision making (Levels 1-2)	27	20	0	0	6	1	0	0	0	0	54
<b>Total</b>	<b>38</b>	<b>38</b>	<b>2</b>	<b>15</b>	<b>19</b>	<b>17</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>136</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>Grand total</b>	<b>38</b>	<b>38</b>	<b>2</b>	<b>15</b>	<b>19</b>	<b>17</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>136</b>

A = African; C = Coloured; I = Indian; W = White.

Note: Recruitment refers to the appointment of new employees to the staff establishment of the Department. The totals include transfers from other government departments and / or institutions, as per Table 3.4.1.



Table 3.5.4: Promotions, 1 April 2020 to 31 March 2021

Occupational Levels	Male				Female				Foreign nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 15-16)	0	0	0	0	0	0	0	0	0	0	0
Senior management (Levels 13-14)	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	0	1	1	2	1	1	0	1	0	1	8
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	8	21	1	6	9	21	0	2	0	0	68
Semi-skilled and discretionary decision making (Levels 3-5)	3	5	0	0	0	0	0	0	0	0	8
Unskilled and defined decision making (Levels 1-2)	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>11</b>	<b>27</b>	<b>2</b>	<b>8</b>	<b>10</b>	<b>22</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>84</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>Grand total</b>	<b>11</b>	<b>27</b>	<b>2</b>	<b>8</b>	<b>10</b>	<b>22</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>84</b>

A = African; C = Coloured; I = Indian; W = White.

Note: Promotions refer to the total number of employees who have advanced to a higher post level within the DTPW by applying and being successful for an advertised post through the recruitment and selection process as per Table 3.4.7.

Table 3.5.5: Terminations, 1 April 2020 to 31 March 2021

Occupational Levels	Male				Female				Foreign nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 15-16)	0	0	0	0	0	0	0	0	0	0	0
Senior management (Levels 13-14)	1	1	0	1	0	0	0	1	0	0	4
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	2	10	0	10	1	4	1	5	0	0	33
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	10	16	0	5	7	9	0	8	0	1	56
Semi-skilled and discretionary decision making (Levels 3-5)	23	13	0	3	7	6	0	1	0	0	53
Unskilled and defined decision making (Levels 1-2)	1	3	0	0	2	4	0	0	0	0	10
<b>Total</b>	<b>37</b>	<b>43</b>	<b>0</b>	<b>19</b>	<b>17</b>	<b>23</b>	<b>1</b>	<b>15</b>	<b>0</b>	<b>1</b>	<b>156</b>

Occupational Levels	Male				Female				Foreign nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
Grand total	37	43	0	19	17	23	1	15	0	1	156

A = African; C = Coloured; I = Indian; W = White.

Note: Terminations refer to those employees who have left the employ of the DTPW, including transfers to other departments, as per Table 3.4.1.

Table 3.5.6: Disciplinary actions, 1 April 2020 to 31 March 2021

Disciplinary actions	Male				Female				Foreign nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Desertion / Abscondment	3	1	0	0	1	0	0	0	0	0	5
Dismissal	2	2	0	0	1	1	0	0	0	0	6
Suspension without pay coupled with a Final Written Warning	0	3	0	0	0	2	0	0	0	0	5
Not Guilty	2	1	0	0	0	0	0	0	0	0	3
Total	7	7	0	0	2	3	0	0	0	0	19
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
Grand Total	7	7	0	0	2	3	0	0	0	0	19

A = African; C = Coloured; I = Indian; W = White.

Note: The disciplinary actions total refers to formal outcomes only and not headcount. For further information on the outcomes of the disciplinary hearings and the types of misconduct addressed at disciplinary hearings, refer to Tables 3.12.2 and Table 3.12.3.

Table 3.5.7: Skills development, 1 April 2020 to 31 March 2021

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top management (Levels 15-16)	0	0	0	0	0	1	0	0	1
Senior management (Levels 13-14)	0	1	0	5	1	1	0	2	10
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	5	43	6	43	10	18	3	22	150
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	28	42	2	13	24	44	1	10	164
Semi-skilled and discretionary decision making (Levels 3-5)	13	47	1	5	12	23	0	1	102
Unskilled and defined decision making (Levels 1-2)	18	52	0	1	17	15	0	0	103
Total	64	185	9	67	64	102	4	35	530

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Temporary employees	0	0	0	0	0	0	0	0	0
Grand total	64	185	9	67	64	102	4	35	530

A = African; C = Coloured; I = Indian; W = White.

Note: The above table refers to the total number of employees who have received training during the period under review, and not the number of training interventions attended by individuals. For further information on the actual training provided, refer to Table 3.13.2.

### 3.6 Signing of performance agreements by SMS members

Table 3.6.1: Signing of performance agreements by SMS Members, as at 3 October 2020

SMS Level	Number of active SMS posts per level	Number of SMS members per level	Number of signed performance agreements per level	Signed performance agreements as % of SMS members per level
HOD	1	1	1	100,0
Salary Level 15	6	5	5	100,0
Salary Level 14	11	11	11	100,0
Salary Level 13	38	34	34	100,0
Total	56	51	51	100,0

Note: This table refers to employees who are appointed as SMS members only. Employees who are remunerated higher than a SL12, but who are not SMS members have been excluded. Furthermore, the table reflects post salary details and not the individual salary level of employees. The allocation of performance-related rewards (cash bonus) for SMS members is dealt with later in the report. Refer to Table 3.8.5 in this regard. The due date for SMS members to sign Performance Agreements for the 2020/21 performance cycle was extended to 31 October 2020, due to the COVID-19 pandemic, as per a DPSA circular issued in this regard

Table 3.6.2: Reasons for not having concluded performance agreements with all SMS members on 31 October 2020

Reasons for not concluding performance agreements with all SMS
None

Table 3.6.3: Disciplinary steps taken against SMS Members for not having concluded Performance Agreements on 31 October 2020

Disciplinary steps taken against SMS members for not having concluded performance agreements
None required

### 3.7 Filling of SMS posts

Table 3.7.1: SMS posts information, as at 30 September 2020

SMS Level	Number of active SMS posts per level	Number of SMS posts filled per level	% of SMS posts filled per level	Number of SMS posts vacant per level	Per cent of SMS posts vacant per level
HOD	1	1	100,0	0	-
Salary Level 15	4	4	100,0	0	-
Salary Level 14	11	11	100,0	0	-
Salary Level 13	35	35	100,0	0	-
Total	51	51	100,0	0	-

Table 3.7.2: SMS posts information, as at 31 March 2021

SMS Level	Number of active SMS posts per level	Number of SMS posts filled per level	% of SMS posts filled per level	Number of SMS posts vacant per level	Per cent of SMS posts vacant per level
HOD	1	1	100,0	0	-
Salary Level 15	4	4	100,0	0	-
Salary Level 14	13	11	84,6	2	15,4
Salary Level 13	38	35	92,1	3	7,9
Total	56	51	91,1	5	8,9

Table 3.7.3: Advertising and filling of SMS posts, as at 31 March 2021

SMS Level	Advertising	Filling of posts	
	Number of vacancies per level advertised in 6 months of becoming vacant	Number of vacancies per level filled in 6 months after becoming vacant	Number of vacancies per level not filled in 6 months but filled in 12 months
HOD	0	0	0
Salary Level 15	0	0	0
Salary Level 14	0	0	0
Salary Level 13	0	0	0
Total	0	0	0

Table 3.7.4: Reasons for not having complied with the filling of active vacant SMS posts – Advertised within 6 months and filled within 12 months after becoming vacant

SMS Level	Reasons for non-compliance
HOD	n/a
Salary Level 15	n/a
Salary Level 14	n/a
Salary Level 13	n/a

Table 3.7.5: Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months

Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts
None

### 3.8 Employee performance

Table 3.8.1: Notch progressions by salary band, 1 April 2020 to 31 March 2021

Salary Band	Employees as at 31 March 2020	Progressions to another notch within a salary band	Notch progressions as a % of total employees within a salary band
Lower skilled (Levels 1-2)	451	105	23,3
Skilled (Levels 3-5)	433	243	56,1
Highly skilled production (Levels 6-8)	1 098	521	47,4
Highly skilled supervision (Levels 9-12)	400	223	55,8

Salary Band	Employees as at 31 March 2020	Progressions to another notch within a salary band	Notch progressions as a % of total employees within a salary band
Senior management (Levels 13-16)	55	34	61,8
<b>Total</b>	<b>2 437</b>	<b>1 126</b>	<b>46,2</b>

Note: Employees who do not qualify for notch progressions are not included.

Table 3.8.2: Notch progressions by critical occupation, 1 April 2020 to 31 March 2021

Critical occupations	Employees as at 31 March 2020	Progressions to another notch within a critical occupation	Notch progressions as a % of total employees within a critical occupation
Architect	44	19	43,2
Architectural Technician	4	3	75,0
Architectural Technologist	14	2	14,3
Construction Project Manager	1	0	0,0
Engineer	59	22	37,3
Engineering Technician	30	16	53,3
Engineering Technologist	1	1	100,0
GISc Technician	2	0	0,0
GISc Technologist	1	1	100,0
Quantity Surveyor	29	6	20,7
Survey Technician	3	3	100,0
Town and Regional Planner	1	1	100,0
<b>Total</b>	<b>189</b>	<b>74</b>	<b>39,2</b>

Note: Employees who do not qualify for notch progressions are not included.

To encourage good performance, the DTPW has granted the following performance rewards to employees for the performance period 2019/2020 but paid in the financial year 2020/2021. The information is presented in terms of race, gender, and disability (Table 3.8.3), salary bands (Table 3.8.4 and Table 3.8.5) and critical occupations (Table 3.8.6).

Table 3.8.3: Performance rewards by race, gender, and disability, 1 April 2020 to 31 March 2021

Race and gender	Beneficiary profile			Cost	
	Number of beneficiaries	Total number of employees in group as at 31 March 2020	% of total within group	Cost (R'000)	Average cost per beneficiary (R)
African	0	687	0,0	0	0
Male	0	387	0,0	0	0
Female	0	300	0,0	0	0
Coloured	0	1 365	0,0	0	0
Male	0	832	0,0	0	0
Female	0	533	0,0	0	0
Indian	0	28	0,0	0	0
Male	0	20	0,0	0	0
Female	0	8	0,0	0	0
White	0	330	0,0	0	0
Male	0	200	0,0	0	0

Race and gender	Beneficiary profile			Cost	
	Number of beneficiaries	Total number of employees in group as at 31 March 2020	% of total within group	Cost (R'000)	Average cost per beneficiary (R)
Female	0	130	0,0	0	0
Employees with a disability	0	27	0,0	0	0
Total	0	2 437	0,0	0	0

Table 3.8.4: Performance rewards (cash bonus), by salary bands for personnel below Senior Management Service level, 1 April 2020 to 31 March 2021

Salary Bands	Beneficiary profile			Cost		
	Number of beneficiaries	Total number of employees in group as at 31 March 2020	% of total within salary bands	Cost (R'000)	Average cost per beneficiary (R)	Cost as a % of the total personnel expenditure
Lower skilled (Levels 1-2)	0	451	0,0	0	0	0,0
Skilled (Levels 3-5)	0	433	0,0	0	0	0,0
Highly skilled production (Levels 6-8)	0	1 098	0,0	0	0	0,0
Highly skilled supervision (Levels 9-12)	0	400	0,0	0	0	0,0
Total	0	2 382	0,0	0	0	0,0

Note: The cost is calculated as a percentage of the total personnel expenditure for salary levels 1-12, reflected in Table 3.1.2.

Table 3.8.5: Performance rewards (cash bonus), by salary band, for Senior Management Service level, 1 April 2020 to 31 March 2021

Salary Bands	Beneficiary profile			Cost		
	Number of beneficiaries	Total number of employees in group as at 31 March 2020	% of total within salary bands	Cost (R'000)	Average cost per beneficiary (R)	Cost as a % of the total personnel expenditure
SMS Band A (Level 13)	0	40	0,0	0	0	0,0
SMS Band B (Level 14)	0	10	0,0	0	0	0,0
SMS Band C (Level 15)	0	4	0,0	0	0	0,0
SMS Band D (Level 16)	0	1	0,0	0	0	0,0
Total	0	55	0,0	0	0	0,0

Note: The cost is calculated as a percentage of the total personnel expenditure for salary levels 13-16, reflected in Table 3.1.2.

Table 3.8.6: Performance rewards (cash bonus) by critical occupation, 1 April 2020 to 31 March 2021

Critical occupation	Beneficiary profile			Cost		
	Number of beneficiaries	Total number of employees in group as at 31 March 2020	% of total within salary bands	Cost (R'000)	Average cost per beneficiary (R)	Cost as a % of total personnel expenditure
Architect	0	44	0,0	0	0	0,0
Architectural Technician	0	4	0,0	0	0	0,0
Architectural Technologist	0	14	0,0	0	0	0,0
Construction Project Manager	0	1	0,0	0	0	0,0
Engineer	0	59	0,0	0	0	0,0
Engineering Technician	0	30	0,0	0	0	0,0
Engineering Technologist	0	1	0,0	0	0	0,0
GISc Technician	0	2	0,0	0	0	0,0
GISc Technologist	0	1	0,0	0	0	0,0
Quantity Surveyor	0	29	0,0	0	0	0,0
Survey Technician	0	3	0,0	0	0	0,0
Town and Regional Planner	0	1	0,0	0	0	0,0
<b>Total</b>	<b>0</b>	<b>189</b>	<b>0,0</b>	<b>0</b>	<b>0</b>	<b>0,0</b>

Note: The cost is calculated as a percentage of the total personnel expenditure reflected in Table 3.1.2.

### 3.9 Foreign workers

The tables below summarise the employment of foreign nationals in the DTPW in terms of salary bands and by major occupation. The tables also summarise changes in the total number of foreign workers in each salary band and by each major occupation.

Table 3.9.1: Foreign workers by salary band, 1 April 2020 to 31 March 2021

Salary Band	1 April 2020		31 March 2021		Change	
	Number	% of total	Number	% of total	Number	% change
Lower skilled (Levels 1-2)	0	0,0	0	0,0	0	0
Skilled (Levels 3-5)	0	0,0	0	0,0	0	0
Highly skilled production (Levels 6-8)	4	30,8	3	25,0	-1	-25,0
Highly skilled supervision (Levels 9-12)	9	69,2	9	75,0	0	0
Senior management (Levels 13-16)	0	0,0	0	0,0	0	0
<b>Total</b>	<b>13</b>	<b>100,0</b>	<b>12</b>	<b>100,0</b>	<b>-1</b>	<b>-7,7</b>

Note: The table above includes non-citizens with permanent residence in the Republic of South Africa.

Table 3.9.2: Foreign workers by major occupation, 1 April 2020 to 31 March 2021

Major occupation	1 April 2020		31 March 2021		Change	
	Number	% of total	Number	% of total	Number	% change
Chief Architect	3	23,1	4	33,3	1	33,3
Architect Production	1	7,7	0	0,0	-1	-100,0



Major occupation	1 April 2020		31 March 2021		Change	
	Number	% of total	Number	% of total	Number	% change
Architectural Technologist	2	15,4	1	8,3	-1	-50,0
Chief Works Inspector	1	7,7	1	8,3	0	0,0
Chief Engineer	1	7,7	1	8,3	0	0,0
Engineer Production	2	15,4	2	16,7	0	0,0
Personal Assistant	1	7,7	1	8,3	0	0,0
Chief Quantity Surveyor	1	7,7	1	8,3	0	0,0
Quantity Surveyor Production	1	7,7	1	8,3	0	0,0
<b>Total</b>	<b>13</b>	<b>100,0</b>	<b>12</b>	<b>100,0</b>	<b>-1</b>	<b>-7,7</b>

Note: The table above includes non- citizens with permanent residence in the Republic of South Africa.

### 3.10 Leave utilisation for the period 1 January 2020 to 31 December 2020

The following tables provide an indication of the use of sick leave (Table 3.10.1) and incapacity leave (Table 3.10.2). In both instances, the estimated cost of the leave is also provided. The total number of employees refer to all employees remunerated during the period under review.

Table 3.10.1: Sick leave, 1 January 2020 to 31 December 2020

Salary Band	Total days	% days with medical certification	Number of employees using sick leave	Total number of employees	% of total employees using sick leave	Average days per employee	Estimated cost (R'000)
Interns	65	56,9	26	68	38,2	3	13
Lower skilled (Levels 1-2)	2 190	79,5	268	330	81,2	8	940
Skilled (Levels 3-5)	3 666	82,7	482	634	76,0	8	2 339
Highly skilled production (Levels 6-8)	6 988	77,9	811	1 077	75,3	9	7 116
Highly skilled supervision (Levels 9-12)	1 368	80,4	245	457	53,6	6	2 594
Senior management (Levels 13-16)	184	83,2	27	55	49,1	7	558
<b>Total</b>	<b>14 461</b>	<b>79,6</b>	<b>1 859</b>	<b>2 621</b>	<b>70,9</b>	<b>8</b>	<b>13 560</b>

Note: The three-year sick leave cycle started in January 2019 and ends in December 2021. The information in each case reflects the totals excluding incapacity leave taken by employees. For an indication of incapacity leave taken, refer to Table 3.10.2.

Table 3.10.2: Incapacity leave, 1 January 2020 to 31 December 2020

Salary Band	Total days	% days with medical certification	Number of employees using incapacity leave	Total number of employees	% of total employees using incapacity leave	Average days per employee	Estimated cost (R'000)
Interns	0	0,0	0	68	0,0	0	0
Lower skilled (Levels 1-2)	485	100,0	8	330	2,4	61	204

Salary Band	Total days	% days with medical certification	Number of employees using incapacity leave	Total number of employees	% of total employees using incapacity leave	Average days per employee	Estimated cost (R'000)
Skilled (Levels 3-5)	1 037	100,0	14	634	2,2	74	605
Highly skilled production (Levels 6-8)	1 604	100,0	38	1 077	3,5	42	1 622
Highly skilled supervision (Levels 9-12)	250	100,0	9	457	2,0	28	485
Senior management (Levels 13-16)	28	100,0	1	55	1,8	28	79
<b>Total</b>	<b>3 404</b>	<b>100,0</b>	<b>70</b>	<b>2 621</b>	<b>2,7</b>	<b>49</b>	<b>2 995</b>

Note: The leave dispensation as determined in the "Leave Determination", read with the applicable collective agreements, provides for normal sick leave of 36 working days in a sick leave cycle of three years. If an employee has exhausted his or her normal sick leave, the employer must conduct an investigation into the nature and extent of the employee's incapacity. Such investigations must be carried out in accordance with item 10(1) of Schedule 8 of the LRA. Incapacity leave is not an unlimited amount of additional sick leave days at an employee's disposal. Incapacity leave is additional sick leave granted conditionally at the employer's discretion, as provided for in the Leave Determination and Policy on Incapacity Leave and Ill-Health Retirement (PILIR).

Table 3.10.3 summarises the utilisation of annual leave. The wage agreement concluded with trade unions in the Public Service Coordinating Bargaining Council (PSCBC) in 2000 requires management of annual leave to prevent high levels of accrued leave having to be paid at the time of termination of service.

Table 3.10.3: Annual Leave, 1 January 2020 to 31 December 2020

Salary Band	Total days taken	Total number employees using annual leave	Average number of days taken per employee
Interns	369	57	6
Lower skilled (Levels 1-2)	6 393	319	20
Skilled (Levels 3-5)	11 643	616	19
Highly skilled production (Levels 6-8)	20 013	1 030	19
Highly skilled supervision (Levels 9-12)	6 964	435	16
Senior management (Levels 13-16)	894	52	17
<b>Total</b>	<b>46 276</b>	<b>2 509</b>	<b>18</b>

Table 3.10.4: Capped leave, 1 January 2020 to 31 December 2020

Salary Band	Total capped leave available as at 31 Dec 2019	Total days of capped leave taken	Number of employees using capped leave	Average number of days taken per employee	Number of employees with capped leave as at 31 Dec 2020	Total capped leave available as at 31 Dec 2020
Lower skilled (Levels 1-2)	55	0	0	0	3	54
Skilled (Levels 3-5)	3 839	808	22	37	130	3 044

Salary Band	Total capped leave available as at 31 Dec 2019	Total days of capped leave taken	Number of employees using capped leave	Average number of days taken per employee	Number of employees with capped leave as at 31 Dec 2020	Total capped leave available as at 31 Dec 2020
Highly skilled production (Levels 6-8)	5 338	523	11	48	155	4 814
Highly skilled supervision (Levels 9-12)	4 570	513	8	64	79	4 094
Senior management (Levels 13-16)	1 072	172	1	172	14	900
<b>Total</b>	<b>14 874</b>	<b>2 016</b>	<b>42</b>	<b>48</b>	<b>381</b>	<b>12 905</b>

Note: It is possible for the total number of capped leave days to increase as employees who were promoted or transferred into the DTPW, retain their capped leave credits, which form part of that specific salary band and ultimately the departmental total.

Table 3.10.5 summarises capped- and annual leave payments made to employees as a result of non-utilisation.

Table 3.10.5: Leave pay-outs, 1 April 2020 to 31 March 2021

Reason	Total Amount (R'000)	Number of incidents	Average payment per employee
Leave pay-outs during 2020/21 due to non-utilisation of leave for the previous cycle	0	0	0
Capped leave pay-outs on termination of service	2 508	32	78 386
Current leave pay-outs on termination of service	2 833	147	19 273

### 3.11 Health promotion programmes, including HIV and AIDS

Table 3.11.1: Health promotion programmes, including HIV and AIDS

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
<p>The nature of the Department's work does not expose employees to increased risk of contracting HIV &amp; AIDS. Despite the very low occupational risk, all employees have been targeted at all levels within the Department.</p>	<p>HIV and AIDS counselling and testing (HCT) and wellness screenings were conducted in general. Employee health and wellness services are rendered to all employees in need and include the following:</p> <ul style="list-style-type: none"> <li>• 24/7/365 Telephone counselling;</li> <li>• Face to face counselling (4-session model);</li> <li>• Trauma and critical incident counselling;</li> <li>• Advocacy on HIV and AIDS awareness, including online services; and</li> <li>• Training, coaching and targeted interventions where these were required.</li> </ul>

Table 3.11.2: Details of health promotion including HIV and AIDS Programmes, 1 April 2020 to 31 March 2021

Question	Yes	No	Details, if yes
<p>1. Has the department designated a member of the SMS to implement the provisions contained in Chapter 3, Part 3, sub regulation 55 (6) (c) of the Public Service Regulations, 2016? If so, provide her/his name and position.</p>	√		<p>Ms Letitia Isaacs, Acting Director: Organisational Behaviour (Department of the Premier)</p>
<p>2. Does the department have a dedicated unit or has it 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.</p>	√		<p>The Corporate Services Centre in the Department of the Premier provides a transversal service to the 11 departments, including the Department of Transport and Public Works.</p> <p>A designated Employee Health and Wellness unit within the Directorate Organisational Behaviour and the Chief Directorate Organisation Development serves to promote the health and well-being of employees in the eleven (11) client departments.</p> <p>The unit consists of a Deputy Director, three Assistant Directors, and two EHW Practitioners.</p> <p>Budget: R4.293 m.</p>

Question	Yes	No	Details, if yes
<p>3. Has the department introduced an Employee Assistance or Health Promotion Programme for employees? If so, indicate the key elements/services of this Programme.</p>	√		<p>The Department of the Premier has entered into a service level agreement with Metropolitan Health (external service provider) to render an Employee Health and Wellness Service to the 11 departments of the Corporate Services Centre.</p> <p>The following interventions were conducted: Re-integrating, back to work post COVID-19, Getting over my own anxieties, COVID-19 resilience during crisis, Work-life integration during lockdown, Parenting during time of crisis, Positive thinking, COVID-19 Diversity information session, Identifying employee in crisis, Mental health , COVID-19 Bullying in the workplace, COVID-19 Conflict into synergy, COVID-19 Financial wellness, COVID-19 Substance abuse, COVID-19 Rebuilding workplace morale, COVID-19 Managing conflict and toxic relationships, HIV information session, COVID-19 and wellness screening.</p> <p>These interventions are based on the outbreak of the COVID-19 pandemic as well as trends reflected in the quarterly reports and implemented to address employee or departmental needs.</p> <p>The targeted interventions for both employees and managers were aimed at personal development; promotion of healthy lifestyles; and improving coping skills. This involved presentations, workshops, group discussions to create awareness and encourage employees to have a pro-active approach to limit the impact of these problems in the workplace. Targeted Interventions were also implemented to equip managers with tools to engage employees in the workplace.</p> <p>Information on how to access the Employee Health and Wellness Programme was distributed online.</p>
<p>4. Has the department established (a) committee(s) as contemplated Chapter 3, Part 3 sub regulation 55 (6) (d) of the Public Service Regulations, 2016? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.</p>	√		<p>The Provincial Employee Health and Wellness Steering Committee has been established with members nominated by each department.</p> <p>The Department of Transport and Public Works (CSC) is represented by Mr Carl Marx and Ms Dean Killian.</p>

Question	Yes	No	Details, if yes
5. Has the department reviewed its employment policies and practices 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.	√		<p>The Transversal Management Framework for Employee Health and Wellness Programmes in the Western Cape Government is in effect and was adopted by the Co-ordinating Chamber of the PSCBC for the Western Cape Province in December 2016.</p> <p>In this regard, all employment policies make provision for fair practices, regardless of the HIV status of staff or applicants. Workplace practices are constantly monitored to ensure policy compliance and fairness.</p> <p>Under the EHW banner, four EHW Policies were approved which includes HIV &amp; AIDS and TB (tuberculosis) management that responds to the prevention of discrimination against employees affected and infected by HIV and AIDS and TB in the workplace.</p> <p>Further to this, the Department of Health, the lead department for HIV and AIDS, has approved the Transversal HIV and AIDS/STI [sexually transmitted infections] Workplace Policy and Programme that is applicable to all departments of the Western Cape Government. The document is in line with the four pillars of the National EHW Strategic Framework 2018 as amended.</p> <p>During the reporting period, the transversal EHW policies including the HIV, AIDS and TB Management Policy have been reviewed against the DPSA policies as well as the National Strategic Plan for HIV, TB and STIs (2017-2022) which ensures inclusivity and elimination of discrimination and stigma against employees with HIV.</p>

Question	Yes	No	Details, if yes
<p>6. Has 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.</p>	√		<p>The Provincial Strategic Plan on HIV &amp; AIDS, STIs and TB 2017-2022 has been implemented to mainstream HIV and TB and its gender and rights-based dimensions into the core mandates to reduce HIV-related stigma.</p> <p>The aim is to:</p> <ul style="list-style-type: none"> <li>• Reduce HIV and TB discrimination in the workplace. This includes campaigns against unfair discrimination and empowerment of employees.</li> <li>• <b>Reduce unfair discrimination in access to services.</b> This included ensuring that the Directorate: Employee Relations addresses complaints or grievances relating to unfair discrimination and provides training to employees.</li> </ul> <p>Due to the COVID-19 pandemic, the Department could not implement the planned measures to address the stigma and discrimination against those infected or perceived to be infective with HIV, which include the following:</p> <ul style="list-style-type: none"> <li>• Wellness screenings (blood pressure, glucose, cholesterol, TB, body mass index (BMI))</li> <li>• HCT screenings</li> <li>• TB talks and screenings</li> <li>• Distributing posters and pamphlets;</li> <li>• Condom distribution and spot talks; and</li> <li>• Commemoration of World AIDS Day and wellness events.</li> </ul>
<p>7. Does the department encourage its employees to undergo HIV counselling and testing? If so, list the results that you have you achieved.</p>	√		<p>The Department participated in one HCT and wellness screening session. Fifteen employees were tested and counselled for HIV, TB and STIs.</p> <ul style="list-style-type: none"> <li>• There were two clinical referrals for TB, HIV or STIs for further management.</li> </ul>
<p>8. Has the department developed measures/ indicators to monitor and evaluate the impact of its health promotion programme? If so, list these measures/ indicators.</p>	√		<p>The EHWP is monitored through quarterly and annual reporting and trend analysis can be derived through comparison of departmental utilisation and demographics i.e. age, gender, problem profiling, employee vs. manager utilisation, number of cases. Themes and trends also provide a picture of the risks and impact the EHW issues have on individuals and the workplace.</p>



### 3.12 Labour relations

The following provincial collective agreements were entered into with trade unions for the period under review.

Table 3.12.1: Collective agreements, 1 April 2020 to 31 March 2021

Total collective agreements	None
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Table 3.12.2 summarises the outcome of disciplinary hearings conducted within the DTPW for the period.

Table 3.12.2: Misconduct and disciplinary hearings finalised, 1 April 2020 to 31 March 2021

Outcomes of disciplinary hearings	Number of cases finalised	% of total
Desertion/ Abscondment	5	26,3
Dismissal	6	31,6
Suspension without pay coupled with a Final Written Warning	5	26,3
Not Guilty	3	15,8
<b>Total</b>	<b>19</b>	<b>100,0</b>
Percentage of total employment		0,7

Note: Outcomes of disciplinary hearings refer to formal cases only.

Table 3.12.3: Types of misconduct addressed at disciplinary hearings, 1 April 2020 to 31 March 2021

Type of misconduct	Number	% of total
Desertion / Abscondment	5	26,3
Absent from work without reason or permission	1	5,3
Assault/attempts or threatens to assault a person	1	5,3
Conduct self in improper/unacceptable manner	1	5,3
Contravenes any code of conduct for state	7	36,8
Damages and/or causes loss of state property	1	5,3
Discriminates against others	1	5,3
Possesses or wrongfully uses property of state	1	5,3
Under influence of habit-forming/stupefying drug	1	5,3
<b>Total</b>	<b>19</b>	<b>100,0</b>

Table 3.12.4: Grievances lodged, 1 April 2020 to 31 March 2021

Grievances lodged	Number	% of total
Number of grievances resolved	87	88,8
Number of grievances not resolved	11	11,2
<b>Total number of grievances lodged</b>	<b>98</b>	<b>100,0</b>

Note: Grievances lodged refer to cases that were finalised within the reporting period. Grievances not resolved refer to cases finalised, but where the outcome was not in favour of the aggrieved and found to be unsubstantiated.

Table 3.12.5: Disputes lodged with councils, 1 April 2020 to 31 March 2021

Disputes lodged with councils	Number	% of total
Number of disputes upheld	2	11,8
Number of disputes dismissed	15	88,2
Total number of disputes lodged	17	100,0

Note: Councils refer to the PSCBC and General Public Service Sector Bargaining Council. When a dispute is "upheld", it means that the Council endorses the appeal as legitimate and credible in favour of the aggrieved. When a dispute is "dismissed", it means that the Council is not ruling in favour of the aggrieved.

Table 3.12.6: Strike actions, 1 April 2020 to 31 March 2021

Strike actions	Number
Total number of persons working days lost	0
Total cost of working days lost	0
Amount recovered as a result of no work no pay	0

Table 3.12.7: Precautionary suspensions, 1 April 2020 to 31 March 2021

Precautionary suspensions	Number
Number of people suspended	5
Number of people whose suspension exceeded 30 days	4
Average number of days suspended	120
Cost of suspensions (R'000)	466

Note: Precautionary suspensions refer to staff who were suspended with full pay, whilst the case was being investigated.

### 3.13 Skills development

Table 3.13.1: Training needs identified, 1 April 2020 to 31 March 2021

Occupational categories	Gender	Number of employees as at 01 April 2020	Training needs identified at start of reporting period			
			Learnerships	Skills programmes and other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	19	0	92	0	92
	Male	36	0	110	0	110
Professionals	Female	152	0	462	0	462
	Male	279	0	816	0	816
Technicians and associate professionals	Female	493	0	1 211	0	1 211
	Male	533	0	1 212	0	1 212
Clerks	Female	197	0	383	0	383
	Male	401	0	624	0	624

Occupational categories	Gender	Number of employees as at 01 April 2020	Training needs identified at start of reporting period			
			Learnerships	Skills programmes and other short courses	Other forms of training	Total
Elementary occupations	Female	113	0	244	0	244
	Male	205	0	237	0	237
Sub Total	Female	974	0	2 392	0	2 392
	Male	1 454	0	2 999	0	2 999
Total		2 428	0	5 391	0	5 391
Employees with disabilities	Female	8	0	21	0	21
	Male	19	0	43	0	43

Note: The above table identifies the training needs at the start of the reporting period as per the DTPW's Workplace Skills Plan.

Table 3.13.2: Training provided, 1 April 2020 to 31 March 2021

Occupational categories	Gender	Number of employees as at 31 March 2021	Training provided during the reporting period			
			Learnerships	Skills programmes and other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	18	0	5	0	5
	Male	33	0	9	0	9
Professionals	Female	157	0	93	0	93
	Male	273	0	158	0	158
Technicians and associate professionals	Female	485	0	112	0	112
	Male	536	0	134	0	134
Clerks	Female	190	0	48	0	48
	Male	373	0	102	0	102
Elementary occupations	Female	115	0	33	0	33
	Male	237	0	75	0	75
Sub Total	Female	965	0	291	0	291
	Male	1 452	0	478	0	478
Total		2 417	0	769	0	769
Employees with disabilities	Female	7	0	0	0	0
	Male	19	0	0	0	0

Note: The above table identifies the training courses attended by individuals during the period under review.

### 3.14 Injury on duty

Table 3.14.1 provides basic information on injuries sustained whilst being on official duty.

Table 3.14.1: Injury on duty, 1 April 2020 to 31 March 2021

Nature of injury on duty	Number	% of total
Required basic medical attention only	0	0,0
Temporary disablement	48	98,0
Permanent disablement	0	0,0

Nature of injury on duty	Number	% of total
Fatal	1	2,0
Total	49	100,0
Percentage of total employment		1,9

### 3.15 Utilisation of consultants

Table 3.15.1: Utilisation of consultants

Appointment of consultants for the financial year 2020/2021									
Programme	Directorate	Contract number	Project title	Nature of the project	Total number of consultants that worked on the project	(Duration) Working days	Contract value in rands	Total number of projects	Total individual consultants #
Programme 2	Property Planning and Information	L006/20	Professional Service	Appointment of a consultant to services related to a resource champion for the Department	1	24 months	R1 935 598	1	1
	Public Works Property Management	K076/20	Professional Service	Appointment of a consultant to support the Department in the compilation and publication of its annual property efficiency report	1	12 months	R431 713	1	1
	Public Works	L038/20	Professional Service	Appointment of a consultant for the monitoring and reporting of the water business continuity plan	4	24 months	R9 792 178	1	1

Programme 5	Transport Regulation	L059/20	Professional Service	Appointment of a Project manager /mediator/ facilitator	1	90 days	R450 000	1	1
Programme 6	EPWP	K011/20	Professional Service	Appointment of a consultant to conduct EMPIA & ETIR: Thornton Orthotic and Prosthetic Centre	1	13 months	R206 172	1	1
	EPWP	K012/20	Professional Service	Appointment of a consultant to conduct Empower Target Implementation Report: Perivale Primary School: Grassy Park	1	18 months	R176 985	1	1
	EPWP	K047/20	Professional Service	Appointment of a consultant to conduct EMPIA & ETIR: Cape Winelands: Worcester Boland Campus	1	19 months	R242 918	1	1
	EPWP	K045/20	Professional Service	Appointment of a consultant to conduct EMPIA & ETIR: Garden Route: Mossel Bay District Hospital	1	26 months	R260 381	1	1
	EPWP	K014/20	Professional Service	Appointment of a consultant to conduct EMPIA: Somerset Hospital: Green Point, Cape Metro Hospital	1	16 months	R194 400	1	1

	EPWP	K071/20	Professional Service	Appointment of a consultant to conduct Empower Target Implementation Report: Worcester Primary School, Cape Winelands	1	14 months	R 151 800	1	1
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\* A value of 0 in the BBBEE level column refers to a non-compliant contributor

# The Total Individual Consultants Column refers to the number of consultant companies appointed on the project.



**E**

**Financial  
Information**



## Part E: Financial Information

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### 1. Report of the Auditor-General

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#### Report on the audit of the financial statements

##### *Opinion*

1. I have audited the financial statements of the Department of Transport and Public Works set out on pages 234 to 324, which comprise the appropriation statement, statement of financial position as at 31 March 2021, statement of financial performance, statement of changes in net assets and cash flow statement, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Western Cape Department of Transport and Public Works as at 31 March 2021, and its financial performance and cash flows for the year then ended in accordance with the Modified Cash Standard (MCS) prescribed by the National Treasury, and the requirements of the Public Finance Management Act 1 of 1999 (PFMA) and the Division of the Revenue Act 4 of 2020 (Dora).

##### *Basis for opinion*

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of my report.
4. I am independent of the department in accordance with the International Ethics Standards Board for Accountants' International code of ethics for professional accountants (including International Independence Standards) (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

##### *Emphasis of matter*

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

##### *Uncertainty relating to the future outcome of litigation claims*

7. With reference to note 17.1 to the financial statements, there were claims against the department for road accidents and damages. The ultimate outcome of these matters could not be determined and no provision for any liability that may result was made in the financial statements.

### *Restatement of corresponding figures*

8. As disclosed in note 33.1 to the financial statements, the corresponding figures for 31 March 2020 were restated as a result of an error in the financial statements of the department at, and for the year ended, 31 March 2021.

### *Other matter*

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

### *Unaudited supplementary information*

10. Supplementary information set out on pages 325 – 340 of the financial statements do not form part of the annual financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion on them.

### *Responsibilities of the accounting officer for the financial statements*

11. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the MCS and the requirements of the PFMA and 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.
12. In preparing the financial statements, the accounting officer is responsible for assessing the department's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the department or to cease operations, or has no realistic alternative but to do so.

### **Auditor-general's responsibilities for the audit of the financial statements**

13. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
14. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

### *Report on the audit of the annual performance report*

#### *Introduction and scope*

15. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for

selected programmes presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.

16. My procedures address the usefulness and reliability of the reported performance information, which must be based on the department's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the department enabled service delivery. My procedures do not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
17. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected programme presented in the department's annual performance report for the year ended 31 March 2021:

Programmes	Pages in the annual performance report
Programme 2 – public works infrastructure	97 – 113

18. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
19. I did not identify any material findings on the usefulness and reliability of the reported performance information for this programme:
  - Programme 2 – public works infrastructure

#### Other matter

20. I draw attention to the matter below.

#### *Achievement of planned targets*

21. Refer to the annual performance report on pages 97 to 113 for information on the achievement of planned targets for the year and management's explanations provided for the under or overachievement of targets.

## Report on the audit of compliance with legislation

### Introduction and scope

22. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the department's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
23. I did not identify any material findings on compliance with the specific matters in key legislation set out in the general notice issued in terms of the PAA.

### Other information

24. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and the selected programme presented in the annual performance report that have been specifically reported in this auditor's report.
25. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.
26. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programme presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
27. I have nothing to report in this regard.

### Internal control deficiencies

28. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. I did not identify any significant deficiencies in internal control.

*Auditor-General*  
Cape Town

30 September 2021



AUDITOR - GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*

## 2. Annexure – Auditor-general's responsibility for the audit

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1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for the selected programme and on the department's compliance with respect to the selected subject matters.

### Financial statements

2. In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:
  - identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
  - obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the department's internal control
  - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting officer
  - conclude on the appropriateness of the accounting officer's use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the Western Cape Provincial Department of Transport and Public Works to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a department to cease operating as a going concern
  - evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

### Communication with those charged with governance

3. I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
4. I also provide the accounting officer with a statement that I have complied with relevant ethical requirements regarding independence, and communicate to them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.



### 3. Annual Financial Statements for the year ended 31 March 2021

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**WESTERN CAPE GOVERNMENT  
TRANSPORT AND PUBLIC WORKS  
VOTE 10**

**APPROPRIATION STATEMENT  
for the year ended 31 March 2021**

Appropriation per programme									
2020/21								2019/20	
	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
Programme									
1. Administration	359 806	-	6 601	366 407	361 187	5 220	98.6%	305 611	305 611
2. Public Works Infrastructure	2 391 525	-	(38 432)	2 353 093	2 309 446	43 647	98.1%	2 152 964	2 146 723
3. Transport Infrastructure	3 184 383	-	(52 898)	3 131 485	3 071 150	60 335	98.1%	3 639 441	3 635 613
4. Transport Operations	1 683 696	-	22 558	1 706 254	1 704 253	2 001	99.9%	1 518 321	1 517 921
5. Transport Regulation	897 575	-	64 768	962 343	945 643	16 700	98.3%	884 319	884 319
6. Community Based Programmes	58 149	-	(2 597)	55 552	51 518	4 034	92.7%	56 932	56 932
<b>Total</b>	<b>8 575 134</b>	<b>-</b>	<b>-</b>	<b>8 575 134</b>	<b>8 443 197</b>	<b>131 937</b>	<b>98.5%</b>	<b>8 557 588</b>	<b>8 547 119</b>
Reconciliation with statement of financial performance									
ADD									
Departmental receipts				109 297				240 683	
Actual amounts per statement of financial performance (total revenue)				8 684 431				8 798 271	
Actual amounts per statement of financial performance (total expenditure)					8 443 197				8 547 119

**WESTERN CAPE GOVERNMENT  
TRANSPORT AND PUBLIC WORKS  
VOTE 10**

**APPROPRIATION STATEMENT  
for the year ended 31 March 2021**

Appropriation per economic classification									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	4 136 863	(6 293)	-	4 130 570	4 070 458	60 112	98.5%	3 526 834	3 526 568
Compensation of employees	1 036 941	(1 765)	-	1 035 176	992 558	42 618	95.9%	978 736	978 736
Salaries and wages	884 062	(3 127)	-	880 935	850 956	29 979	96.6%	843 939	843 939
Social contributions	152 879	1 362	-	154 241	141 602	12 639	91.8%	134 797	134 797
Goods and services	3 099 922	(4 528)	-	3 095 394	3 077 900	17 494	99.4%	2 548 098	2 547 832
Administrative fees	374 209	6 752	-	380 961	380 878	83	100.0%	393 851	393 851
Advertising	18 303	(6 602)	2 526	14 227	14 191	36	99.7%	19 208	19 208
Minor assets	8 284	(4 473)	-	3 811	3 801	10	99.7%	5 271	5 231
Audit costs: External	12 421	(3 674)	-	8 747	8 747	-	100.0%	9 553	9 553
Bursaries: Employees	4 048	(1 766)	-	2 282	2 282	-	100.0%	3 024	3 024
Catering: Departmental activities	10 280	16 010	-	26 290	25 834	456	98.3%	3 122	3 122
Communication	10 643	(4 051)	-	6 592	6 486	106	98.4%	6 383	6 383
Computer services	83 985	40 304	-	124 289	124 280	9	100.0%	96 807	96 807
Consultants: Business and advisory services	554 701	(43 499)	7 291	518 493	518 493	-	100.0%	452 418	452 218
Infrastructure and planning services	41 570	40 053	-	81 623	81 623	-	100.0%	92 144	92 144
Laboratory services	18	(18)	-	-	-	-	-	27	27
Legal services	26 774	71	(9 395)	17 450	17 450	-	100.0%	25 912	25 912
Contractors	531 354	46 081	-	577 435	577 332	103	100.0%	471 145	471 145
Agency and support / outsourced services	28 090	(4 455)	-	23 635	23 635	-	100.0%	33 874	33 874
Entertainment	130	(115)	-	15	11	4	73.3%	31	29

**WESTERN CAPE GOVERNMENT  
TRANSPORT AND PUBLIC WORKS  
VOTE 10**

**APPROPRIATION STATEMENT  
for the year ended 31 March 2021**

Fleet services	76 400	(9 988)	-	66 412	65 911	501	99.2%	68 192	68 192
Inventory: Other supplies	400	20 965	-	21 365	21 365	-	100.0%	934	934
Consumable supplies	140 467	(33 694)	-	106 773	105 940	833	99.2%	28 758	28 758
Consumable: Stationery, printing and office supplies	13 405	(6 279)	-	7 126	6 984	142	98.0%	14 401	14 401
Operating leases	273 818	821	-	274 639	274 630	9	100.0%	206 577	206 577
Property payments	648 593	(11 433)	-	637 160	623 292	13 868	97.7%	552 721	552 721
Transport provided: Departmental activity	44 025	13 256	22 124	79 405	79 405	-	100.0%	-	-
Travel and subsistence	24 570	(9 075)	(485)	15 010	13 798	1 212	91.9%	33 876	33 876
Training and development	17 173	(4 710)	(2 112)	10 351	10 351	-	100.0%	23 326	23 302
Operating payments	5 627	(2 954)	-	2 673	2 589	84	96.9%	4 729	4 729
Venues and facilities	149 107	(42 417)	(19 949)	86 741	86 703	38	100.0%	1 567	1 567
Rental and hiring	1 527	362	-	1 889	1 889	-	100.0%	247	247
Transfers and subsidies	2 040 294	1 768	-	2 042 062	2 002 579	39 483	98.1%	1 881 346	1 871 143
Provinces and municipalities	951 582	2	-	951 584	912 439	39 145	95.9%	860 259	850 619
Provinces	4 365	2	-	4 367	2 402	1 965	55.0%	4 903	4 688
Provincial agencies and funds	4 365	2	-	4 367	2 402	1 965	55.0%	4 903	4 688
Municipalities	947 217	-	-	947 217	910 037	37 180	96.1%	855 356	845 931
Municipal bank accounts	947 217	-	-	947 217	910 037	37 180	96.1%	855 356	845 931
Departmental agencies and accounts	134	1	-	135	48	87	35.6%	95	48
Departmental agencies	134	1	-	135	48	87	35.6%	95	48
Public corporations and private enterprises	1 073 596	-	-	1 073 596	1 073 596	-	100.0%	1 006 182	1 006 182
Private enterprises	1 073 596	-	-	1 073 596	1 073 596	-	100.0%	1 006 182	1 006 182
Other transfers to private enterprises	1 073 596	-	-	1 073 596	1 073 596	-	100.0%	1 006 182	1 006 182
Households	14 982	1 765	-	16 747	16 496	251	98.5%	14 810	14 294
Social benefits	6 086	1 843	(669)	7 260	7 024	236	96.7%	4 264	3 748
Other transfers to households	8 896	(78)	669	9 487	9 472	15	99.8%	10 546	10 546

**WESTERN CAPE GOVERNMENT  
TRANSPORT AND PUBLIC WORKS  
VOTE 10**

**APPROPRIATION STATEMENT  
for the year ended 31 March 2021**

Payments for capital assets	2 396 246	3 541	-	2 399 787	2 367 449	32 338	98.7%	3 148 412	3 148 412
Buildings and other fixed structures	2 185 751	(39 077)	(43 105)	2 103 569	2 074 872	28 697	98.6%	2 903 285	2 903 285
Buildings	234 447	1 539	-	235 986	227 045	8 941	92.6%	300 543	300 543
Other fixed structures	1 951 304	(40 616)	(43 105)	1 867 583	1 847 827	19 756	98.9%	2 602 742	2 602 742
Machinery and equipment	146 055	22 390	52 898	221 343	217 702	3 641	98.4%	130 356	130 356
Transport equipment	69 194	27 323	52 898	149 415	149 075	340	99.8%	65 122	65 122
Other machinery and equipment	76 861	(4 933)	-	71 928	68 627	3 301	95.4%	65 234	65 234
Land and subsoil assets	14 823	(8 738)	-	6 085	6 085	-	100.0%	28 214	28 214
Intangible assets	49 617	28 966	(9 793)	68 790	68 790	-	100.0%	86 557	86 557
Payments for financial assets	1 731	984	-	2 715	2 711	4	99.9%	996	996
Total	8 575 134	-	-	8 575 134	8 443 197	131 937	98.5%	8 557 588	8 547 119

**WESTERN CAPE GOVERNMENT  
TRANSPORT AND PUBLIC WORKS  
VOTE 10**

**APPROPRIATION STATEMENT  
for the year ended 31 March 2021**

Programme 1: Administration									
2020/21							2019/20		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Sub programme	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
1. Office of the MEC	8 274	152	-	8 426	8 269	157	98.1%	9 773	9 773
2. Management of the Department	5 316	(224)	-	5 092	4 846	246	95.2%	4 699	4 699
3. Corporate Support	292 669	14 246	6 601	313 516	309 075	4 441	98.6%	248 307	248 307
4. Departmental Strategy	53 547	(14 174)	-	39 373	38 997	376	99.0%	42 832	42 832
Total for sub programmes	359 806	-	6 601	366 407	361 187	5 220	98.6%	305 611	305 611

2020/21							2019/20		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	340 032	(983)	5 932	344 981	340 877	4 104	98.8%	261 243	261 243
Compensation of employees	148 547	(455)	-	148 092	143 988	4 104	97.2%	146 842	146 842
Salaries and wages	129 101	(1 511)	-	127 590	123 530	4 060	96.8%	127 292	127 292
Social contributions	19 446	1 056	-	20 502	20 458	44	99.8%	19 550	19 550
Goods and services	191 485	(528)	5 932	196 889	196 889	-	100.0%	114 401	114 401
Administrative fees	252	(203)	-	49	49	-	100.0%	144	144
Advertising	419	10 489	2 526	13 434	13 434	-	100.0%	15 417	15 417
Minor assets	274	(106)	-	168	168	-	100.0%	416	416
Audit costs: External	12 421	(3 674)	-	8 747	8 747	-	100.0%	9 553	9 553
Bursaries: Employees	4 048	(1 766)	-	2 282	2 282	-	100.0%	3 024	3 024

**WESTERN CAPE GOVERNMENT  
TRANSPORT AND PUBLIC WORKS  
VOTE 10**

**APPROPRIATION STATEMENT  
for the year ended 31 March 2021**

Catering: Departmental activities	305	(259)	-	46	46	-	100.0%	552	552
Communication	1 943	(873)	-	1 070	1 070	-	100.0%	1 232	1 232
Computer services	1 551	200	-	1 751	1 751	-	100.0%	3 617	3 617
Consultants: Business and advisory services	84 470	-	3 406	87 876	87 876	-	100.0%	58 148	58 148
Legal services	19	(18)	-	1	1	-	100.0%	258	258
Contractors	1 217	(695)	-	522	522	-	100.0%	931	931
Agency and support/outsourced services	52	185	-	237	237	-	100.0%	80	80
Entertainment	37	(33)	-	4	4	-	100.0%	12	12
Fleet services	675	174	-	849	849	-	100.0%	923	923
Consumable supplies	71 769	1 562	-	73 331	73 331	-	100.0%	2 309	2 309
Consumable: Stationery, printing and office supplies	736	(49)	-	687	687	-	100.0%	832	832
Operating leases	843	(413)	-	430	430	-	100.0%	666	666
Transport provided: Departmental activity	25	(25)	-	-	-	-	-	-	-
Travel and subsistence	1 389	(983)	-	406	406	-	100.0%	2 617	2 617
Training and development	8 190	(3 545)	-	4 645	4 645	-	100.0%	12 752	12 752
Operating payments	548	(194)	-	354	354	-	100.0%	727	727
Venues and facilities	302	(302)	-	-	-	-	-	191	191
Transfers and subsidies	12 466	458	669	13 593	13 593	-	100.0%	14 469	14 469
Provinces and municipalities	3 000	-	-	3 000	3 000	-	100.0%	3 000	3 000
Municipalities	3 000	-	-	3 000	3 000	-	100.0%	3 000	3 000
Municipal bank accounts	3 000	-	-	3 000	3 000	-	100.0%	3 000	3 000
Departmental agencies and accounts	3	3	-	6	6	-	100.0%	-	-
Departmental agencies	3	3	-	6	6	-	100.0%	-	-
Households	9 463	455	669	10 587	10 587	-	100.0%	11 469	11 469
Social benefits	741	455	-	1 196	1 196	-	100.0%	1 241	1 241



**WESTERN CAPE GOVERNMENT  
TRANSPORT AND PUBLIC WORKS  
VOTE 10**

**APPROPRIATION STATEMENT  
for the year ended 31 March 2021**

Other transfers to households	8 722	-	669	9 391	9 391	-	100.0%	10 228	10 228
Payments for capital assets	5 808	-	-	5 808	4 692	1 116	80.8%	29 857	29 857
Machinery and equipment	5 808	-	-	5 808	4 692	1 116	80.8%	5 108	5 108
Transport equipment	1 809	305	-	2 114	2 114	-	100.0%	1 919	1 919
Other machinery and equipment	3 999	(305)	-	3 694	2 578	1 116	69.8%	3 189	3 189
Intangible assets	-	-	-	-	-	-	-	24 749	24 749
Payments for financial assets	1 500	525	-	2 025	2 025	-	100.0%	42	42
Total	359 806	-	6 601	366 407	361 187	5 220	98.6%	305 611	305 611

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**APPROPRIATION STATEMENT  
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1.1 Office of the MEC									
2020/21								2019/20	
Economic classification	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
Current payments	7 605	238	-	7 843	7 686	157	98.0%	7 821	7 821
Compensation of employees	7 034	-	-	7 034	6 877	157	97.8%	6 865	6 865
Goods and services	571	238	-	809	809	-	100.0%	956	956
Transfers and subsidies	1	(1)	-	-	-	-	-	1 169	1 169
Departmental agencies and accounts	1	(1)	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	1 169	1 169
Payments for capital assets	668	(85)	-	583	583	-	100.0%	779	779
Machinery and equipment	668	(85)	-	583	583	-	100.0%	779	779
Payments for financial assets	-	-	-	-	-	-	-	4	4
<b>Total</b>	<b>8 274</b>	<b>152</b>	<b>-</b>	<b>8 426</b>	<b>8 269</b>	<b>157</b>	<b>98.1%</b>	<b>9 773</b>	<b>9 773</b>

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**APPROPRIATION STATEMENT  
for the year ended 31 March 2021**

1.2 Management of the Department									
2020/21							2019/20		
Economic classification	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
Current payments	5 245	(223)	-	5 022	4 846	176	96.5%	4 699	4 699
Compensation of employees	4 892	-	-	4 892	4 716	176	96.4%	4 245	4 245
Goods and services	353	(223)	-	130	130	-	100.0%	454	454
Transfers and subsidies	1	(1)	-	-	-	-	-	-	-
Departmental agencies and accounts	1	(1)	-	-	-	-	-	-	-
Payments for capital assets	70	-	-	70	-	70	-	-	-
Machinery and equipment	70	-	-	70	-	70	-	-	-
<b>Total</b>	<b>5 316</b>	<b>(224)</b>	<b>-</b>	<b>5 092</b>	<b>4 846</b>	<b>246</b>	<b>95.2%</b>	<b>4 699</b>	<b>4 699</b>

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**APPROPRIATION STATEMENT  
for the year ended 31 March 2021**

1.3 Corporate Support									
2020/21								2019/20	
Economic classification	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
Current payments	277 844	13 184	5 932	296 960	293 189	3 771	98.7%	209 143	209 143
Compensation of employees	106 986	(486)	-	106 500	102 729	3 771	96.5%	103 228	103 228
Goods and services	170 858	13 670	5 932	190 460	190 460	-	100.0%	105 915	105 915
Transfers and subsidies	8 722	402	669	9 793	9 793	-	100.0%	10 298	10 298
Departmental agencies and accounts	-	6	-	6	6	-	100.0%	-	-
Households	8 722	396	669	9 787	9 787	-	100.0%	10 298	10 298
Payments for capital assets	4 603	135	-	4 738	4 068	670	85.9%	28 828	28 828
Machinery and equipment	4 603	135	-	4 738	4 068	670	85.9%	4 079	4 079
Intangible assets	-	-	-	-	-	-	-	24 749	24 749
Payments for financial assets	1 500	525	-	2 025	2 025	-	100.0%	38	38
<b>Total</b>	<b>292 669</b>	<b>14 246</b>	<b>6 601</b>	<b>313 516</b>	<b>309 075</b>	<b>4 441</b>	<b>98.6%</b>	<b>248 307</b>	<b>248 307</b>

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**APPROPRIATION STATEMENT  
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1.4 Departmental Strategy									
2020/21							2019/20		
Economic classification	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
Current payments	49 338	(14 182)	-	35 156	35 156	-	100.0%	39 580	39 580
Compensation of employees	29 635	31	-	29 666	29 666	-	100.0%	32 504	32 504
Goods and services	19 703	(14 213)	-	5 490	5 490	-	100.0%	7 076	7 076
Transfers and subsidies	3 742	58	-	3 800	3 800	-	100.0%	3 002	3 002
Provinces and municipalities	3 000	-	-	3 000	3 000	-	100.0%	3 000	3 000
Departmental agencies and accounts	1	(1)	-	-	-	-	-	-	-
Households	741	59	-	800	800	-	100.0%	2	2
Payments for capital assets	467	(50)	-	417	41	376	9.8%	250	250
Machinery and equipment	467	(50)	-	417	41	376	9.8%	250	250
<b>Total</b>	<b>53 547</b>	<b>(14 174)</b>	<b>-</b>	<b>39 373</b>	<b>38 997</b>	<b>376</b>	<b>99.0%</b>	<b>42 832</b>	<b>42 832</b>

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for the year ended 31 March 2021**

Programme 2: Public Works Infrastructure									
2020/21							2019/20		
Sub programme	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
1. Programme Support	392 783	(15 838)	(13 700)	363 245	354 969	8 276	97.7%	355 539	355 023
2. Planning	53 270	(3 401)	(4 783)	45 086	45 086	-	100.0%	73 334	73 334
3. Construction	240 439	1 466	-	241 905	232 964	8 941	96.3%	258 406	258 406
4. Maintenance	193 741	2 679	-	196 420	196 420	-	100.0%	212 961	212 961
5. Immovable Asset Management	1 373 226	(5 064)	(19 949)	1 348 213	1 321 783	26 430	98.0%	1 120 085	1 114 360
6. Facility Operations	138 066	20 158	-	158 224	158 224	-	100.0%	132 639	132 639
Total for sub programmes	2 391 525	-	(38 432)	2 353 093	2 309 446	43 647	98.1%	2 152 964	2 146 723

2020/21							2019/20		
Economic classification	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
Current payments	1 497 856	(625)	(37 763)	1 459 468	1 437 567	21 901	98.5%	1 196 939	1 196 939
Compensation of employees	267 896	-	-	267 896	259 863	8 033	97.0%	249 866	249 866
Salaries and wages	231 415	-	-	231 415	228 023	3 392	98.5%	219 718	219 718
Social contributions	36 481	-	-	36 481	31 840	4 641	87.3%	30 148	30 148
Goods and services	1 229 960	(625)	(37 763)	1 191 572	1 177 704	13 868	98.8%	947 073	947 073
Administrative fees	85	450	-	535	535	-	100.0%	570	570
Advertising	1 044	(429)	-	615	615	-	100.0%	321	321
Minor assets	7 182	(4 960)	-	2 222	2 222	-	100.0%	2 303	2 303

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Catering: Departmental activities	8 406	16 727	-	25 133	25 133	-	100.0%	218	218
Communication	1 608	(198)	-	1 410	1 410	-	100.0%	1 242	1 242
Computer services	1 740	78	-	1 818	1 818	-	100.0%	1 351	1 351
Consultants: Business and advisory services	136 417	(10 665)	(8 419)	117 333	117 333	-	100.0%	143 667	143 667
Infrastructure and planning services	21 117	20 410	-	41 527	41 527	-	100.0%	45 585	45 585
Legal services	11 092	(29)	(9 395)	1 668	1 668	-	100.0%	6 902	6 902
Contractors	1 064	662	-	1 726	1 726	-	100.0%	1 331	1 331
Entertainment	39	(39)	-	-	-	-	-	7	7
Fleet services	4 922	2 103	-	7 025	7 025	-	100.0%	3 970	3 970
Inventory: Other supplies	-	21 040	-	21 040	21 040	-	100.0%	664	664
Consumable supplies	2 292	2 984	-	5 276	5 276	-	100.0%	1 952	1 952
Consumable: Stationery, printing and office supplies	1 148	(832)	-	316	316	-	100.0%	820	820
Operating leases	269 447	2 201	-	271 648	271 648	-	100.0%	202 777	202 777
Property payments	609 365	(5 501)	-	603 864	589 996	13 868	97.7%	526 948	526 948
Travel and subsistence	3 010	(1 760)	-	1 250	1 250	-	100.0%	4 969	4 969
Training and development	-	46	-	46	46	-	100.0%	3	3
Operating payments	1 763	(1 094)	-	669	669	-	100.0%	1 136	1 136
Venues and facilities	148 219	(41 819)	(19 949)	86 451	86 451	-	100.0%	337	337
Transfers and subsidies	644 835	-	(669)	644 166	631 365	12 801	98.0%	609 282	603 041
Provinces and municipalities	642 386	-	-	642 386	629 824	12 562	98.0%	607 566	601 841
Provinces	-	-	-	-	-	-	-	1	1
Provincial agencies and funds	-	-	-	-	-	-	-	1	1
Municipalities	642 386	-	-	642 386	629 824	12 562	98.0%	607 565	601 840
Municipal bank accounts	642 386	+	-	642 386	629 824	12 562	98.0%	607 565	601 840
Departmental agencies and accounts	3	-	-	3	-	3	-	1	1
Departmental agencies	3	-	-	3	-	3	-	1	1
Households	2 446	-	(669)	1 777	1 541	236	86.7%	1 715	1 199



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Social benefits	2 446	(32)	(669)	1 745	1 509	236	86.5%	1 715	1 199
Other transfers to households	-	32	-	32	32	-	100.0%	-	-
Payments for capital assets	248 826	625	-	249 451	240 510	8 941	96.4%	346 737	346 737
Buildings and other fixed structures	234 447	2 590	-	237 037	228 096	8 941	96.2%	309 347	309 347
Buildings	234 447	1 539	-	235 986	227 045	8 941	96.2%	300 543	300 543
Other fixed structures	-	1 051	-	1 051	1 051	-	100.0%	8 804	8 804
Machinery and equipment	7 756	(1 427)	-	6 329	6 329	-	100.0%	9 176	9 176
Transport equipment	3 086	(310)	-	2 776	2 776	-	100.0%	4 600	4 600
Other machinery and equipment	4 670	(1 117)	-	3 553	3 553	-	100.0%	4 576	4 576
Land and subsoil assets	6 623	(538)	-	6 085	6 085	-	100.0%	28 214	28 214
Payments for financial assets	8	-	-	8	4	4	50.0%	6	6
Total	2 391 525	-	(38 432)	2 353 093	2 309 446	43 647	98.1%	2 152 964	2 146 723

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2.1 Programme Support									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	382 622	(13 340)	(13 031)	356 251	348 218	8 033	97.7%	346 517	346 517
Compensation of employees	267 896	-	-	267 896	259 863	8 033	97.0%	249 866	249 866
Goods and services	114 726	(13 340)	(13 031)	88 355	88 355	-	100.0%	96 651	96 651
Transfers and subsidies	2 449	-	(669)	1 780	1 541	239	86.6%	1 717	1 201
Provinces and municipalities	-	-	-	-	-	-	-	1	1
Departmental agencies and accounts	3	-	-	3	-	3	-	1	1
Households	2 446	-	(669)	1 777	1 541	236	86.7%	1 715	1 199
Payments for capital assets	7 704	(2 498)	-	5 206	5 206	-	100.0%	7 299	7 299
Machinery and equipment	7 704	(2 498)	-	5 206	5 206	-	100.0%	7 299	7 299
Payments for financial assets	8	-	-	8	4	4	50.0%	6	6
<b>Total</b>	<b>392 783</b>	<b>(15 838)</b>	<b>(13 700)</b>	<b>363 245</b>	<b>354 969</b>	<b>8 276</b>	<b>97.7%</b>	<b>355 539</b>	<b>355 023</b>

2.2 Planning									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification								R'000	R'000
Current payments	53 270	(3 401)	(4 783)	45 086	45 086	-	100.0%	73 334	73 334
Goods and services	53 270	(3 401)	(4 783)	45 086	45 086	-	100.0%	73 334	73 334
<b>Total</b>	<b>53 270</b>	<b>(3 401)</b>	<b>(4 783)</b>	<b>45 086</b>	<b>45 086</b>	<b>-</b>	<b>100.0%</b>	<b>73 334</b>	<b>73 334</b>

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2.3 Construction									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	5 992	(2 247)	-	3 745	3 745	-	100.0%	3 347	3 347
Goods and services	5 992	(2 247)	-	3 745	3 745	-	100.0%	3 347	3 347
Payments for capital assets	234 447	3 713	-	238 160	229 219	8 941	96.2%	255 059	255 059
Buildings and other fixed structures	234 447	2 590	-	237 037	228 096	8 941	96.2%	255 013	255 013
Machinery and equipment	-	1 123	-	1 123	1 123	-	100.0%	46	46
<b>Total</b>	<b>240 439</b>	<b>1 466</b>	<b>-</b>	<b>241 905</b>	<b>232 964</b>	<b>8 941</b>	<b>96.3%</b>	<b>258 406</b>	<b>258 406</b>

2.4 Maintenance									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	193 741	2 679	-	196 420	196 420	-	100.0%	212 961	212 961
Goods and services	193 741	2 679	-	196 420	196 420	-	100.0%	212 961	212 961
<b>Total</b>	<b>193 741</b>	<b>2 679</b>	<b>-</b>	<b>196 420</b>	<b>196 420</b>	<b>-</b>	<b>100.0%</b>	<b>212 961</b>	<b>212 961</b>

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2.5 Immovable Asset Management									
2020/21							2019/20		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	724 217	(4 526)	(19 949)	699 742	685 874	13 868	98.0%	428 141	428 141
Goods and services	724 217	(4 526)	(19 949)	699 742	685 874	13 868	98.0%	428 141	428 141
Transfers and subsidies	642 386	-	-	642 386	629 824	12 562	98.0%	607 565	601 840
Provinces and municipalities	642 386	-	-	642 386	629 824	12 562	98.0%	607 565	601 840
Payments for capital assets	6 623	(538)	-	6 085	6 085	-	100.0%	84 379	84 379
Buildings and other fixed structures	-	-	-	-	-	-	-	54 334	54 334
Machinery and equipment	-	-	-	-	-	-	-	1 831	1 831
Land and subsoil assets	6 623	(538)	-	6 085	6 085	-	100.0%	28 214	28 214
<b>Total</b>	<b>1 373 226</b>	<b>(5 064)</b>	<b>(19 949)</b>	<b>1 348 213</b>	<b>1 321 783</b>	<b>26 430</b>	<b>98.0%</b>	<b>1 120 085</b>	<b>1 114 360</b>

2.6 Facility Operations									
2020/21							2019/20		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	138 014	20 210	-	158 224	158 224	-	100.0%	132 639	132 639
Goods and services	138 014	20 210	-	158 224	158 224	-	100.0%	132 639	132 639
Payments for capital assets	52	(52)	-	-	-	-	-	-	-
Machinery and equipment	52	(52)	-	-	-	-	-	-	-
<b>Total</b>	<b>138 066</b>	<b>20 158</b>	<b>-</b>	<b>158 224</b>	<b>158 224</b>	<b>-</b>	<b>100.0%</b>	<b>132 639</b>	<b>132 639</b>

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Programme 3: Transport Infrastructure									
2020/21							2019/20		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Sub programme	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
1. Programme Support Infrastructure	144 109	(12 075)	(9 793)	122 241	119 675	2 566	97.9%	40 230	40 185
2. Infrastructure Planning	25 916	(2 574)	-	23 342	21 132	2 210	90.5%	73 930	73 863
3. Infrastructure Design	204 513	23 304	-	227 817	220 466	7 351	96.8%	159 853	159 786
4. Construction	1 075 728	18 646	-	1 094 374	1 071 564	22 810	97.9%	1 639 236	1 636 993
5. Maintenance	1 734 117	(27 301)	(43 105)	1 663 711	1 638 313	25 398	98.5%	1 726 192	1 724 786
Total for sub programmes	3 184 383	-	(52 898)	3 131 485	3 071 150	60 335	98.1%	3 639 441	3 635 613

2020/21									
2020/21							2019/20		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic Classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	995 958	25 801	-	1 021 759	1 007 975	13 784	98.7%	895 767	895 634
Compensation of employees	233 025	(407)	-	232 618	218 834	13 784	94.1%	209 754	209 754
Salaries and wages	196 516	(407)	-	196 109	185 671	10 438	94.7%	179 050	179 050
Social contributions	36 509	-	-	36 509	33 163	3 346	90.8%	30 704	30 704
Goods and services	762 933	26 208	-	789 141	789 141	-	100.0%	686 013	685 880
Administrative fees	83	(54)	-	29	29	-	100.0%	61	61
Advertising	135	(90)	-	45	45	-	100.0%	45	45
Minor assets	494	(118)	-	376	376	-	100.0%	1 872	1 832
Catering: Departmental activities	284	(179)	-	105	105	-	100.0%	270	270

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Communication	1 558	(161)	-	1 397	1 397	-	100.0%	1 471	1 471
Computer services	48 290	11 446	-	59 736	59 736	-	100.0%	47 644	47 644
Consultants: Business and advisory services	48 631	(8 660)	-	39 971	39 971	-	100.0%	38 701	38 634
Infrastructure and planning services	20 453	19 643	-	40 096	40 096	-	100.0%	46 559	46 559
Laboratory services	18	(18)	-	-	-	-	-	27	27
Legal services	1 358	148	-	1 506	1 506	-	100.0%	2 827	2 827
Contractors	527 620	46 472	-	574 092	574 092	-	100.0%	466 004	466 004
Agency and support/outsourced services	-	-	-	-	-	-	-	1 717	1 717
Entertainment	27	(20)	-	7	7	-	100.0%	8	6
Fleet services	18 694	3 992	-	22 686	22 686	-	100.0%	22 097	22 097
Consumable supplies	57 753	(34 709)	-	23 044	23 044	-	100.0%	21 243	21 243
Consumable: Stationery, printing and office supplies	1 310	(704)	-	606	606	-	100.0%	1 327	1 327
Operating leases	1 139	(422)	-	717	717	-	100.0%	775	775
Property payments	26 090	(5 134)	-	20 956	20 956	-	100.0%	23 623	23 623
Travel and subsistence	6 372	(3 553)	-	2 819	2 819	-	100.0%	7 679	7 679
Training and development	1 118	(933)	-	185	185	-	100.0%	911	887
Operating payments	1 447	(679)	-	768	768	-	100.0%	1 128	1 128
Venues and facilities	59	(59)	-	-	-	-	-	17	17
Rental and hiring	-	-	-	-	-	-	-	7	7
Transfers and subsidies	109 228	407	-	109 635	84 959	24 676	77.5%	47 721	44 026
Provinces and municipalities	106 947	-	-	106 947	82 364	24 583	77.0%	46 942	43 293
Provinces	4 356	-	-	4 356	2 391	1 965	54.9%	4 898	4 683
Provincial agencies and funds	4 356	-	-	4 356	2 391	1 965	54.9%	4 898	4 683
Municipalities	102 591	-	-	102 591	79 973	22 618	78.0%	42 044	38 610
Municipal bank accounts	102 591	-	-	102 591	79 973	22 618	78.0%	42 044	38 610
Departmental agencies and accounts	120	-	-	120	42	78	35.0%	90	44

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Departmental agencies	120	-	-	120	42	78	35.0%	90	44
Households	2 161	407	-	2 568	2 553	15	99.4%	689	689
Social benefits	2 105	407	-	2 512	2 512	-	100.0%	557	557
Other transfers to households	56	-	-	56	41	15	73.2%	132	132
Payments for capital assets	2 079 127	(26 629)	(52 898)	1 999 600	1 977 725	21 875	98.9%	2 695 591	2 695 591
Buildings and other fixed structures	1 951 304	(41 667)	(43 105)	1 866 532	1 846 776	19 756	98.9%	2 593 938	2 593 938
Other fixed structures	1 951 304	(41 667)	(43 105)	1 866 532	1 846 776	19 756	98.9%	2 593 938	2 593 938
Machinery and equipment	98 355	23 238	-	121 593	119 474	2 119	98.3%	84 816	84 816
Transport equipment	34 986	25 765	-	60 751	60 601	150	99.8%	29 975	29 975
Other machinery and equipment	63 369	(2 527)	-	60 842	58 873	1 969	96.8%	54 841	54 841
Land and sub-soil assets	8 200	(8 200)	-	-	-	-	-	-	-
Intangible assets	21 268	-	(9 793)	11 475	11 475	-	100.0%	16 837	16 837
Payments for financial assets	70	421	-	491	491	-	100.0%	362	362
<b>Total</b>	<b>3 184 383</b>	<b>-</b>	<b>(52 898)</b>	<b>3 131 485</b>	<b>3 071 150</b>	<b>60 335</b>	<b>98.1%</b>	<b>3 639 441</b>	<b>3 635 613</b>



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3.1 Programme Support Infrastructure									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	121 229	(12 097)	-	109 132	108 125	1 007	99.1%	39 791	39 791
Compensation of employees	38 267	-	-	38 267	37 260	1 007	97.4%	34 058	34 058
Goods and services	82 962	(12 097)	-	70 865	70 865	-	100.0%	5 733	5 733
Transfers and subsidies	120	22	-	142	64	78	45.1%	153	108
Departmental agencies and accounts	120	(42)	-	78	-	78	-	89	44
Households	-	64	-	64	64	-	100.0%	64	64
Payments for capital assets	22 760	-	(9 793)	12 967	11 486	1 481	88.6%	275	275
Machinery and equipment	1 492	-	-	1 492	11	1 481	0.7%	275	275
Intangible assets	21 268	-	(9 793)	11 475	11 475	-	100.0%	-	-
Payments for financial assets	-	-	-	-	-	-	-	11	11
<b>Total</b>	<b>144 109</b>	<b>(12 075)</b>	<b>(9 793)</b>	<b>122 241</b>	<b>119 675</b>	<b>2 566</b>	<b>97.9%</b>	<b>40 230</b>	<b>40 185</b>

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3.2 Infrastructure Planning									
2020/21								2019/20	
Economic classification	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
Current payments	25 208	(2 054)	-	23 154	21 077	2 077	91.0%	73 860	73 793
Compensation of employees	13 085	-	-	13 085	11 008	2 077	84.1%	13 149	13 149
Goods and services	12 123	(2 054)	-	10 069	10 069	-	100.0%	60 711	60 644
Transfers and subsidies	520	(520)	-	-	-	-	-	26	26
Households	520	(520)	-	-	-	-	-	26	26
Payments for capital assets	188	-	-	188	55	133	29.3%	44	44
Machinery and equipment	188	-	-	188	55	133	29.3%	44	44
<b>Total</b>	<b>25 916</b>	<b>(2 574)</b>	<b>-</b>	<b>23 342</b>	<b>21 132</b>	<b>2 210</b>	<b>90.5%</b>	<b>73 930</b>	<b>73 863</b>

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3.3 Infrastructure Design									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	56 830	(15 245)	-	41 585	34 739	6 846	83.5%	60 798	60 732
Compensation of employees	36 335	(3 889)	-	32 446	25 600	6 846	78.9%	27 412	27 412
Goods and services	20 495	(11 356)	-	9 139	9 139	-	100.0%	33 386	33 320
Transfers and subsidies	2	299	-	301	301	-	100.0%	59	58
Departmental agencies and accounts	-	-	-	-	-	-	-	1	-
Households	2	299	-	301	301	-	100.0%	58	58
Payments for capital assets	147 681	38 250	-	185 931	185 426	505	99.7%	98 995	98 995
Buildings and other fixed structures	138 546	46 450	-	184 996	184 996	-	100.0%	88 313	88 313
Machinery and equipment	935	-	-	935	430	505	46.0%	2 553	2 553
Land and sub-soli assets	8 200	(8 200)	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	8 129	8 129
Payments for financial assets	-	-	-	-	-	-	-	1	1
<b>Total</b>	<b>204 513</b>	<b>23 304</b>	<b>-</b>	<b>227 817</b>	<b>220 466</b>	<b>7 351</b>	<b>96.8%</b>	<b>159 853</b>	<b>159 786</b>

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3.4 Construction									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	23 979	(11 468)	-	12 511	10 812	1 699	86.4%	-	-
Compensation of employees	9 952	-	-	9 952	8 253	1 699	82.9%	-	-
Goods and services	14 027	(11 468)	-	2 559	2 559	-	100.0%	-	-
Transfers and subsidies	95 211	-	-	95 211	74 100	21 111	77.8%	38 483	36 240
Provinces and municipalities	95 211	-	-	95 211	74 100	21 111	77.8%	38 483	36 240
Payments for capital assets	956 538	30 114	-	986 652	986 652	-	100.0%	1 600 753	1 600 753
Buildings and other fixed structures	956 538	30 114	-	986 652	986 652	-	100.0%	1 600 753	1 600 753
<b>Total</b>	<b>1 075 728</b>	<b>18 646</b>	<b>-</b>	<b>1 094 374</b>	<b>1 071 564</b>	<b>22 810</b>	<b>97.9%</b>	<b>1 639 236</b>	<b>1 636 993</b>

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3.5 Maintenance									
	2020/21							2019/20	
Economic classification	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
Current payments	768 712	66 665	-	835 377	833 222	2 155	99.7%	721 318	721 318
Compensation of employees	135 386	3 482	-	138 868	136 713	2 155	98.4%	135 135	135 135
Goods and services	633 326	63 183	-	696 510	696 509	-	100.0%	586 183	586 183
Transfers and subsidies	13 375	606	-	13 981	10 494	3 487	75.1%	9 000	7 594
Provinces and municipalities	11 736	-	-	11 736	8 264	3 472	70.4%	8 459	7 053
Departmental agencies and accounts	-	42	-	42	42	-	100.0%	-	-
Households	1 639	564	-	2 203	2 188	15	99.3%	541	541
Payments for capital assets	951 960	(94 993)	(43 105)	813 862	794 106	19 756	97.6%	995 524	995 524
Buildings and other fixed structures	856 220	(118 231)	(43 105)	694 884	675 128	19 756	97.2%	904 872	904 872
Machinery and equipment	95 740	23 238	-	118 978	118 978	-	100.0%	81 944	81 944
Intangible assets	-	-	-	-	-	-	-	8 708	8 708
Payments for financial assets	70	421	-	491	491	-	100.0%	350	350
<b>Total</b>	<b>1 734 117</b>	<b>(27 301)</b>	<b>(43 105)</b>	<b>1 663 711</b>	<b>1 638 313</b>	<b>25 398</b>	<b>98.5%</b>	<b>1 726 192</b>	<b>1 724 786</b>

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Programme 4: Transport Operations									
2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Sub programme	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
1. Programme Support Operations	2 543	709	-	3 252	3 252	-	100.0%	2 428	2 428
2. Public Transport Services	1 412 889	1 370	22 124	1 436 383	1 436 383	-	100.0%	1 305 102	1 305 102
3. Transport Safety and Compliance	8 436	(3 399)	-	5 037	5 037	-	100.0%	7 183	6 917
4. Transport Systems	259 828	1 320	434	261 582	259 581	2 001	99.2%	203 608	203 474
Total for sub programmes	1 683 696	-	22 558	1 706 254	1 704 253	2 001	99.9%	1 518 321	1 517 921

2020/21								2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	388 489	(29 547)	22 558	381 500	381 500	-	100.0%	271 439	271 306
Compensation of employees	23 821	-	434	24 255	24 255	-	100.0%	22 019	22 019
Salaries and wages	21 089	(135)	434	21 388	21 388	-	100.0%	19 486	19 486
Social contributions	2 732	135	-	2 867	2 867	-	100.0%	2 533	2 533
Goods and services	364 668	(29 547)	22 124	357 245	357 245	-	100.0%	249 420	249 287
Administrative fees	117	(80)	-	37	37	-	100.0%	133	133
Advertising	334	(334)	-	-	-	-	-	277	277
Minor assets	28	811	-	839	839	-	100.0%	60	60
Catering: Departmental activities	26	(26)	-	-	-	-	-	9	9
Communication	131	63	-	194	194	-	100.0%	263	263

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Computer services	25 007	30 676	-	55 683	55 683	-	100.0%	36 148	36 148
Consultants: Business and advisory services	261 862	(73 492)	-	188 370	188 370	-	100.0%	188 065	187 932
Legal services	13 044	164	-	13 208	13 208	-	100.0%	13 557	13 557
Contractors	15	152	-	167	167	-	100.0%	5	5
Entertainment	6	(6)	-	-	-	-	-	2	2
Fleet services	8 426	(656)	-	7 770	7 770	-	100.0%	8 054	8 054
Consumable supplies	150	81	-	231	231	-	100.0%	46	46
Consumable: Stationery, printing and office supplies	79	(36)	-	43	43	-	100.0%	84	84
Operating leases	137	(59)	-	78	78	-	100.0%	142	142
Property payments	10 000	(621)	-	9 379	9 379	-	100.0%	-	-
Transport provided: Departmental activity	44 000	13 281	22 124	79 405	79 405	-	100.0%	-	-
Travel and subsistence	1 224	445	-	1 669	1 669	-	100.0%	2 513	2 513
Operating payments	80	(40)	-	40	40	-	100.0%	62	62
Venues and facilities	2	-	-	2	2	-	100.0%	-	-
Rental and hiring	-	130	-	130	130	-	100.0%	-	-
Transfers and subsidies	1 272 837	-	-	1 272 837	1 270 836	2 001	99.8%	1 208 957	1 208 690
Provinces and municipalities	199 240	-	-	199 240	197 240	2 000	99.0%	202 747	202 481
Municipalities	199 240	-	-	199 240	197 240	2 000	99.0%	202 747	202 481
Municipal bank accounts	199 240	-	-	199 240	197 240	2 000	99.0%	202 747	202 481
Departmental agencies and accounts	1	-	-	1	-	1	-	1	-
Departmental agencies	1	-	-	1	-	1	-	1	-
Public corporations and private enterprises	1 073 596	-	-	1 073 596	1 073 596	-	100.0%	1 006 182	1 006 182
Private enterprises	1 073 596	-	-	1 073 596	1 073 596	-	100.0%	1 006 182	1 006 182
Other transfers to private enterprises	1 073 596	-	-	1 073 596	1 073 596	-	100.0%	1 006 182	1 006 182



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Households	-	-	-	-	-	-	-	27	27
Social benefits	-	-	-	-	-	-	-	27	27
Payments for capital assets	22 370	29 545	-	51 915	51 915	-	100.0%	37 924	37 924
Machinery and equipment	370	215	-	585	585	-	100.0%	645	645
Transport equipment	100	140	-	240	240	-	100.0%	69	69
Other machinery and equipment	270	75	-	345	345	-	100.0%	576	576
Intangible assets	22 000	29 330	-	51 330	51 330	-	100.0%	37 279	37 279
Payments for financial assets	-	2	-	2	2	-	100.0%	1	1
<b>Total</b>	<b>1 683 696</b>	<b>-</b>	<b>22 558</b>	<b>1 706 254</b>	<b>1 704 253</b>	<b>2 001</b>	<b>99.9%</b>	<b>1 518 321</b>	<b>1 517 921</b>

4.1 Programme Support Operations									
	2020/21							2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	2 514	687	-	3 201	3 201	-	100.0%	2 311	2 311
Compensation of employees	2 295	(80)	-	2 215	2 215	-	100.0%	2 024	2 024
Goods and services	219	767	-	986	986	-	100.0%	287	287
Payments for capital assets	29	22	-	51	51	-	100.0%	117	117
Machinery and equipment	29	22	-	51	51	-	100.0%	117	117
<b>Total</b>	<b>2 543</b>	<b>709</b>	<b>-</b>	<b>3 252</b>	<b>3 252</b>	<b>-</b>	<b>100.0%</b>	<b>2 428</b>	<b>2 428</b>

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4.2 Public Transport Services									
	2020/21						2019/20		
Economic classification	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
Current payments	141 921	1 208	22 124	165 253	165 253	-	100.0%	116 070	116 070
Compensation of employees	12 338	403	-	12 741	12 741	-	100.0%	11 257	11 257
Goods and services	129 583	805	22 124	152 512	152 512	-	100.0%	104 813	104 813
Transfers and subsidies	1 270 836	-	-	1 270 836	1 270 836	-	100.0%	1 188 956	1 188 956
Provinces and municipalities	197 240	-	-	197 240	197 240	-	100.0%	182 747	182 747
Public corporations and private enterprises	1 073 596	-	-	1 073 596	1 073 596	-	100.0%	1 006 182	1 006 182
Households	-	-	-	-	-	-	-	27	27
Payments for capital assets	132	160	-	292	292	-	100.0%	76	76
Machinery and equipment	132	160	-	292	292	-	100.0%	76	76
Payments for financial assets	-	2	-	2	2	-	100.0%	-	-
<b>Total</b>	<b>1 412 889</b>	<b>1 370</b>	<b>22 124</b>	<b>1 436 383</b>	<b>1 436 383</b>	<b>-</b>	<b>100.0%</b>	<b>1 305 102</b>	<b>1 305 102</b>

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4.3 Transport Safety and Compliance									
2020/21							2019/20		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	8 386	(3 544)	-	4 842	4 842	-	100.0%	5 511	5 511
Compensation of employees	6 228	(1 705)	-	4 523	4 523	-	100.0%	4 475	4 475
Goods and services	2 158	(1 839)	-	319	319	-	100.0%	1 036	1 036
Transfers and subsidies	-	-	-	-	-	-	-	1 500	1 234
Provinces and municipalities	-	-	-	-	-	-	-	1 500	1 234
Payments for capital assets	50	145	-	195	195	-	100.0%	171	171
Machinery and equipment	50	145	-	195	195	-	100.0%	171	171
Payments for financial assets	-	-	-	-	-	-	-	1	1
<b>Total</b>	<b>8 436</b>	<b>(3 399)</b>	<b>-</b>	<b>5 037</b>	<b>5 037</b>	<b>-</b>	<b>100.0%</b>	<b>7 183</b>	<b>6 917</b>

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4.4 Transport Systems									
	2020/21						2019/20		
Economic classification	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
Current payments	235 668	(27 898)	434	208 204	208 204	-	100.0%	147 547	147 414
Compensation of employees	2 960	1 382	434	4 776	4 776	-	100.0%	4 263	4 263
Goods and services	232 708	(29 280)	-	203 428	203 428	-	100.0%	143 284	143 151
Transfers and subsidies	2 001	-	-	2 001	-	2 001	-	18 501	18 500
Provinces and municipalities	2 000	-	-	2 000	-	2 000	-	18 500	18 500
Departmental agencies and accounts	1	-	-	1	-	1	-	1	-
Payments for capital assets	22 159	29 218	-	51 377	51 377	-	100.0%	37 560	37 560
Machinery and equipment	159	(112)	-	47	47	-	100.0%	281	281
Intangible assets	22 000	29 330	-	51 330	51 330	-	100.0%	37 279	37 279
<b>Total</b>	<b>259 828</b>	<b>1 320</b>	<b>434</b>	<b>261 582</b>	<b>259 581</b>	<b>2 001</b>	<b>99.2%</b>	<b>203 608</b>	<b>203 474</b>

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Programme 5: Transport Regulation									
2020/21							2019/20		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Sub programme	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
1. Programme Support Regulation	6 006	(419)	-	5 587	4 359	1 228	78.0%	5 073	5 073
2. Transport Administration and Licensing	422 041	4 624	-	426 665	425 280	1 385	99.7%	442 491	442 491
3. Operator Licence and Permits	70 210	(6 531)	-	63 679	61 755	1 924	97.0%	71 683	71 683
4. Law Enforcement	399 318	2 326	64 768	466 412	454 249	12 163	97.4%	365 072	365 072
Total for sub programmes	897 575	-	64 768	962 343	945 643	16 700	98.3%	884 319	884 319

2020/21							2019/20		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	857 595	(913)	11 870	868 552	851 856	16 696	98.1%	845 362	845 362
Compensation of employees	329 481	(877)	(434)	328 170	311 474	16 696	94.9%	317 167	317 167
Salaries and wages	275 641	(877)	(434)	274 330	262 242	12 088	95.6%	269 163	269 163
Social contributions	53 840	-	-	53 840	49 232	4 608	91.4%	48 004	48 004
Goods and services	528 114	(36)	12 304	540 382	540 382	-	100.0%	528 195	528 195
Administrative fees	373 574	6 639	-	380 213	380 213	-	100.0%	392 879	392 879
Advertising	15 954	(15 857)	-	97	97	-	100.0%	3 148	3 148
Minor assets	274	(114)	-	160	160	-	100.0%	608	608
Catering: Departmental activities	516	(253)	-	263	263	-	100.0%	1 009	1 009

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Communication	5 157	(2 882)	-	2 275	2 275	-	100.0%	1 983	1 983
Computer services	7 385	(2 096)	-	5 289	5 289	-	100.0%	8 046	8 046
Consultants: Business and advisory services	19 321	48 938	12 304	80 563	80 563	-	100.0%	20 646	20 646
Legal services	1 261	(194)	-	1 067	1 067	-	100.0%	2 368	2 368
Contractors	1 327	(510)	-	817	817	-	100.0%	2 767	2 767
Agency and support / outsourced services	28 038	(4 640)	-	23 398	23 398	-	100.0%	32 077	32 077
Entertainment	17	(17)	-	-	-	-	-	2	2
Fleet services	42 921	(15 601)	-	27 320	27 320	-	100.0%	32 259	32 259
Inventory: Other supplies	400	(75)	-	325	325	-	100.0%	270	270
Consumable supplies	7 080	(3 612)	-	3 468	3 468	-	100.0%	2 389	2 389
Consumable: Stationery, printing and office supplies	9 944	(4 658)	-	5 286	5 286	-	100.0%	11 218	11 218
Operating leases	2 065	(486)	-	1 579	1 579	-	100.0%	2 004	2 004
Property payments	3 138	(177)	-	2 961	2 961	-	100.0%	2 150	2 150
Travel and subsistence	5 940	(3 211)	-	2 729	2 729	-	100.0%	9 593	9 593
Training and development	278	(278)	-	-	-	-	-	221	221
Operating payments	1 668	(947)	-	721	721	-	100.0%	1 564	1 564
Venues and facilities	329	(237)	-	92	92	-	100.0%	754	754
Rental and hiring	1 527	232	-	1 759	1 759	-	100.0%	240	240
Transfers and subsidies	888	877	-	1 765	1 761	4	99.8%	895	895
Provinces and municipalities	9	2	-	11	11	-	100.0%	4	4
Provinces	9	2	-	11	11	-	100.0%	4	4
Provincial agencies and funds	9	2	-	11	11	-	100.0%	4	4
Departmental agencies and accounts	6	(2)	-	4	-	4	-	3	3
Departmental agencies	6	(2)	-	4	-	4	-	3	3
Households	873	877	-	1 750	1 750	-	100.0%	888	888
Social benefits	755	987	-	1 742	1 742	-	100.0%	702	702

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Other transfers to households	118	(110)	-	8	8	-	100.0%	186	186
Payments for capital assets	38 939	-	52 898	91 837	91 837	-	100.0%	37 479	37 479
Machinery and equipment	32 590	364	52 898	85 852	85 852	-	100.0%	29 787	29 787
Transport equipment	28 534	1 423	52 898	82 855	82 855	-	100.0%	27 937	27 937
Other machinery and equipment	4 056	(1 059)	-	2 997	2 997	-	100.0%	1 850	1 850
Intangible assets	6 349	(364)	-	5 985	5 985	-	100.0%	7 692	7 692
Payments for financial assets	153	36	-	189	189	-	100.0%	583	583
Total	897 575	-	64 768	962 343	945 643	16 700	98.3%	884 319	884 319



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5.1 Programme Support Regulation									
2020/21							2019/20		
Economic classification	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
Current payments	6 005	(471)	-	5 534	4 307	1 227	77.8%	5 049	5 049
Compensation of employees	5 380	-	-	5 380	4 153	1 227	77.2%	4 602	4 602
Goods and services	625	(471)	-	154	154	-	100.0%	447	447
Transfers and subsidies	1	-	-	1	-	1	-	3	3
Departmental agencies and accounts	1	-	-	1	-	1	-	1	1
Households	-	-	-	-	-	-	-	2	2
Payments for capital assets	-	52	-	52	52	-	100.0%	21	21
Machinery and equipment	-	52	-	52	52	-	100.0%	21	21
<b>Total</b>	<b>6 006</b>	<b>(419)</b>	<b>-</b>	<b>5 587</b>	<b>4 359</b>	<b>1 228</b>	<b>78.0%</b>	<b>5 073</b>	<b>5 073</b>

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5.2 Transport Administration and Licensing									
2020/21								2019/20	
Economic classification	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
Current payments	414 297	3 938	-	418 235	416 851	1 384	99.7%	434 084	434 084
Compensation of employees	32 282	(183)	-	32 099	30 715	1 384	95.7%	30 109	30 109
Goods and services	382 015	4 121	-	386 136	386 136	-	100.0%	403 975	403 975
Transfers and subsidies	101	188	-	289	288	1	99.7%	-	-
Departmental agencies and accounts	1	-	-	1	-	1	-	-	-
Households	100	188	-	288	288	-	100.0%	-	-
Payments for capital assets	7 643	498	-	8 141	8 141	-	100.0%	8 406	8 406
Machinery and equipment	1 294	862	-	2 156	2 156	-	100.0%	714	714
Intangible assets	6 349	(364)	-	5 985	5 985	-	100.0%	7 692	7 692
Payments for financial assets	-	-	-	-	-	-	-	1	1
<b>Total</b>	<b>422 041</b>	<b>4 624</b>	<b>-</b>	<b>426 665</b>	<b>425 280</b>	<b>1 385</b>	<b>99.7%</b>	<b>442 491</b>	<b>442 491</b>

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5.3 Operator Licence and Permits									
	2020/21							2019/20	
Economic classification	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
Current payments	67 847	(5 114)	-	62 733	60 809	1 924	96.9%	70 517	70 517
Compensation of employees	47 684	-	-	47 684	45 760	1 924	96.0%	47 367	47 367
Goods and services	20 163	(5 114)	-	15 049	15 049	-	100.0%	23 150	23 150
Transfers and subsidies	150	(5)	-	145	145	-	100.0%	36	36
Households	150	(5)	-	145	145	-	100.0%	36	36
Payments for capital assets	2 213	(1 412)	-	801	801	-	100.0%	1 130	1 130
Machinery and equipment	2 213	(1 412)	-	801	801	-	100.0%	1 130	1 130
<b>Total</b>	<b>70 210</b>	<b>(6 531)</b>	<b>-</b>	<b>63 679</b>	<b>61 755</b>	<b>1 924</b>	<b>97.0%</b>	<b>71 683</b>	<b>71 683</b>

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5.4 Law Enforcement									
2020/21								2019/20	
Economic classification	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
Current payments	369 446	734	11 870	382 050	369 889	12 161	96.8%	335 712	335 712
Compensation of employees	244 135	(694)	(434)	243 007	230 846	12 161	95.0%	235 089	235 089
Goods and services	125 311	1 428	12 304	139 043	139 043	-	100.0%	100 623	100 623
Transfers and subsidies	636	694	-	1 330	1 328	2	99.8%	856	856
Provinces and municipalities	9	2	-	11	11	-	100.0%	4	4
Departmental agencies and accounts	4	(2)	-	2	-	2	-	2	2
Households	623	694	-	1 317	1 317	-	100.0%	850	850
Payments for capital assets	29 083	862	52 898	82 843	82 843	-	100.0%	27 922	27 922
Machinery and equipment	29 083	862	52 898	82 843	82 843	-	100.0%	27 922	27 922
Payments for financial assets	153	36	-	189	189	-	100.0%	582	582
<b>Total</b>	<b>399 318</b>	<b>2 326</b>	<b>64 768</b>	<b>466 412</b>	<b>454 249</b>	<b>12 163</b>	<b>97.4%</b>	<b>365 072</b>	<b>365 072</b>

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Programme 6: Community Based Programmes									
2020/21							2019/20		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Sub programme	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
1. Programme Support Community Based	2 371	(70)	-	2 301	2 136	165	92.8%	2 301	2 301
2. Innovation and Empowerment	42 835	(501)	(2 597)	39 737	37 127	2 610	93.4%	41 082	41 082
3. EPWP co-ordination and Compliance Monitoring	12 943	571	-	13 514	12 255	1 259	90.7%	13 549	13 549
Total for sub programmes	58 149	-	(2 597)	55 552	51 518	4 034	92.7%	56 932	56 932

2020/21							2019/20		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	56 933	(26)	(2 597)	54 310	50 683	3 627	93.3%	56 084	56 084
Compensation of employees	34 171	(26)	-	34 145	34 144	1	100.0%	33 088	33 088
Salaries and wages	30 300	(197)	-	30 103	30 102	1	100.0%	29 230	29 230
Social contributions	3 871	171	-	4 042	4 042	-	100.0%	3 858	3 858
Goods and services	22 762	-	(2 597)	20 165	16 539	3 626	82.0%	22 996	22 996
Administrative fees	98	-	-	98	15	83	15.3%	64	64
Advertising	417	(381)	-	36	-	36	-	-	-
Minor assets	32	14	-	46	36	10	78.3%	12	12
Catering: Departmental activities	743	-	-	743	287	456	38.6%	1 064	1 064
Communication	246	-	-	246	140	106	56.9%	192	192

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Computer services	12	-	-	12	3	9	25.0%	1	1
Consultants: Business and advisory services	4 000	380	-	4 380	4 380	-	100.0%	3 191	3 191
Contractors	111	-	-	111	8	103	7.2%	107	107
Entertainment	4	-	-	4	-	4	-	-	-
Fleet services	762	-	-	762	261	501	34.3%	889	889
Consumable supplies	1 423	-	-	1 423	590	833	41.5%	819	819
Consumable: Stationery, printing and office supplies	188	-	-	188	46	142	24.5%	120	120
Operating leases	187	-	-	187	178	9	95.2%	213	213
Travel and subsistence	6 635	(13)	(485)	6 137	4 925	1 212	80.3%	6 505	6 505
Training and development	7 587	-	(2 112)	5 475	5 475	-	100.0%	9 439	9 439
Operating payments	121	-	-	121	37	84	30.6%	112	112
Venues and facilities	196	-	-	196	158	38	80.6%	268	268
Transfers and subsidies	40	26	-	66	65	1	98.5%	22	22
Departmental agencies and accounts	1	-	-	1	-	1	-	-	-
Departmental agencies	1	-	-	1	-	1	-	-	-
Households	39	26	-	65	65	-	100.0%	22	22
Social benefits	39	26	-	65	65	-	100.0%	22	22
Payments for capital assets	1 176	-	-	1 176	770	406	65.5%	824	824
Machinery and equipment	1 176	-	-	1 176	770	406	65.5%	824	824
Transport equipment	679	-	-	679	489	190	72.0%	622	622
Other machinery and equipment	497	-	-	497	281	216	56.5%	202	202
Payments for financial assets	-	-	-	-	-	-	-	2	2
<b>Total</b>	<b>58 149</b>	<b>-</b>	<b>(2 597)</b>	<b>55 552</b>	<b>51 518</b>	<b>4 034</b>	<b>92.7%</b>	<b>56 932</b>	<b>56 932</b>

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6.1 Programme Support Community Based									
2020/21							2019/20		
Economic classification	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
Current payments	2 370	(70)	-	2 300	2 136	164	92.9%	2 233	2 233
Compensation of employees	2 109	(70)	-	2 039	2 038	1	100.0%	2 025	2 025
Goods and services	261	-	-	261	98	163	37.5%	208	208
Transfers and subsidies	1	-	-	1	-	1	-	-	-
Departmental agencies and accounts	1	-	-	1	-	1	-	-	-
Payments for capital assets	-	-	-	-	-	-	-	68	68
Machinery and equipment	-	-	-	-	-	-	-	68	68
<b>Total</b>	<b>2 371</b>	<b>(70)</b>	<b>-</b>	<b>2 301</b>	<b>2 136</b>	<b>165</b>	<b>92.8%</b>	<b>2 301</b>	<b>2 301</b>



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6.2 Innovation and Empowerment									
2020/21							2019/20		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	42 151	(528)	(2 597)	39 026	36 682	2 344	94.0%	40 696	40 696
Compensation of employees	21 240	(527)	-	20 713	20 713	-	100.0%	19 225	19 225
Goods and services	20 911	(1)	(2 597)	18 313	15 969	2 344	87.2%	21 471	21 471
Transfers and subsidies	38	27	-	65	65	-	100.0%	5	5
Households	38	27	-	65	65	-	100.0%	5	5
Payments for capital assets	646	-	-	646	380	266	58.8%	381	381
Machinery and equipment	646	-	-	646	380	266	58.8%	381	381
<b>Total</b>	<b>42 835</b>	<b>(501)</b>	<b>(2 597)</b>	<b>39 737</b>	<b>37 127</b>	<b>2 610</b>	<b>93.4%</b>	<b>41 082</b>	<b>41 082</b>

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6.3 EPWP Co-ordination and Compliance Monitoring									
	2020/21							2019/20	
Economic classification	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
Current payments	12 412	572	-	12 984	11 865	1 119	91.4%	13 155	13 155
Compensation of employees	10 822	571	-	11 393	11 393	-	100.0%	11 838	11 838
Goods and services	1 590	1	-	1 591	472	1 119	29.7%	1 317	1 317
Transfers and subsidies	1	(1)	-	-	-	-	-	17	17
Households	1	(1)	-	-	-	-	-	17	17
Payments for capital assets	530	-	-	530	390	140	73.6%	375	375
Machinery and equipment	530	-	-	530	390	140	73.6%	375	375
Payments for financial assets	-	-	-	-	-	-	-	2	2
<b>Total</b>	<b>12 943</b>	<b>571</b>	<b>-</b>	<b>13 514</b>	<b>12 255</b>	<b>1 259</b>	<b>90.7%</b>	<b>13 549</b>	<b>13 549</b>

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**NOTES TO THE APPROPRIATION STATEMENT  
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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-D) 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 on Payments for financial assets to the Annual Financial Statements.
4. Explanations of material variances from Amounts Voted (after Virement):

		Final Appropriation <b>R'000</b>	Actual Expenditure <b>R'000</b>	Variance <b>R'000</b>	Variance as a % of Final Appropriation %
4.1	Per programme				
	Community Based Programmes	55 552	51 518	4 034	7.3%

Underspending: Skills development programmes such as the National Youth Service (NYS-Phase 12) and Artisan Programmes were delayed due to the impact of Covid-19 and resultant lockdown.

		Final Appropriation <b>R'000</b>	Actual Expenditure <b>R'000</b>	Variance <b>R'000</b>	Variance as a % of Final Appropriation %
4.2	Per economic classification				
	Current payments				
	Compensation of employees	1 035 176	992 558	42 618	4.1%
	Goods and services	3 095 394	3 077 900	17 494	0.6%
	Transfers and subsidies				
	Provinces and municipalities	951 584	912 439	39 145	4.1%
	Departmental agencies and accounts	135	48	87	64.4%
	Public corporations and private enterprises	1 073 596	1 073 596	-	0.0%
	Households	16 747	16 496	251	1.5%
	Payments for capital assets				
	Buildings and other fixed structures	2 103 569	2 074 872	28 697	1.4%
	Machinery and equipment	221 343	217 702	3 641	1.6%
	Land and subsoil assets	6 085	6 085	-	0.0%
	Intangible assets	68 790	68 790	-	0.0%
	Payments for financial assets	2 715	2 711	4	0.1%

Underspending: The filling of posts was slower than planned due to the impact of Covid-19 and resultant lockdown.

Financial assistance to municipalities for maintenance and construction on transport infrastructure is paid on a claims basis for work completed. Due to lockdown restrictions the municipalities were not able to complete work as expected.

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4.3	Per conditional grant	Final Appropriation <b>R'000</b>	Actual Expenditure <b>R'000</b>	Variance <b>R'000</b>	Variance as a % of Final Appropriation %
	<u>Public Works Infrastructure</u>				
	Expanded Public Works Programme Integrated Grant for Province	10 008	10 008	-	0%
	<u>Transport Infrastructure</u>				
	Provincial Roads Maintenance Grant	967 006	967 006	-	0%
	<u>Transport Operations</u>				
	Public Transport Operations Grant	1 073 596	1 073 596	-	0%

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**STATEMENT OF FINANCIAL PERFORMANCE  
for the year ended 31 March 2021**

	Note	2020/21 R'000	2019/20 R'000
<b>REVENUE</b>			
Annual appropriation	1	8 575 134	8 557 588
Departmental revenue	2	109 297	240 683
<b>TOTAL REVENUE</b>		<u>8 684 431</u>	<u>8 798 271</u>
<b>EXPENDITURE</b>			
Current expenditure			
Compensation of employees	4	992 558	978 736
Goods and services	5	3 077 900	2 547 832
Total current expenditure		4 070 458	3 526 568
Transfers and subsidies			
Transfers and subsidies	7	2 002 579	1 871 143
Total transfers and subsidies		2 002 579	1 871 143
Expenditure for capital assets			
Tangible assets	8	2 298 659	3 061 855
Intangible assets	8	68 790	86 557
Total expenditure for capital assets		2 367 449	3 148 412
Payments for financial assets	6	2 711	996
<b>TOTAL EXPENDITURE</b>		<u>8 443 197</u>	<u>8 547 119</u>
<b>SURPLUS FOR THE YEAR</b>		<u>241 234</u>	<u>251 152</u>
Reconciliation of Net Surplus for the year			
Voted funds		131 937	10 469
Annual appropriation		131 937	10 469
Departmental revenue	13	109 297	240 683
<b>SURPLUS FOR THE YEAR</b>		<u>241 234</u>	<u>251 152</u>

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**STATEMENT OF FINANCIAL POSITION  
as at 31 March 2021**

	Note	2020/21 R'000	2019/20 R'000
<b>ASSETS</b>			
Current assets		199 948	121 543
Cash and cash equivalents	9	97 780	66 849
Prepayments and advances	10	54 705	28 657
Receivables	11	47 463	26 037
Non-current assets		369	323
Receivables	11	369	323
<b>TOTAL ASSETS</b>		<b>200 317</b>	<b>121 866</b>
<b>LIABILITIES</b>			
Current liabilities		197 877	118 484
Voted funds to be surrendered to the Revenue Fund	12	131 937	10 469
Departmental revenue to be surrendered to the Revenue Fund	13	59 802	95 078
Payables	14	6 138	12 937
<b>TOTAL LIABILITIES</b>		<b>197 877</b>	<b>118 484</b>
<b>NET ASSETS</b>		<b>2 440</b>	<b>3 382</b>
Represented by:			
Recoverable revenue		2 440	3 382
<b>TOTAL</b>		<b>2 440</b>	<b>3 382</b>

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**STATEMENT OF CHANGES IN NET ASSETS  
for the year ended 31 March 2021**

	Note	2020/21 R'000	2019/20 R'000
Recoverable revenue			
Opening balance		3 382	2 414
Transfers:		(942)	968
Irrecoverable amounts written off	6.2	(1 294)	-
Debts revised		(27)	(66)
Debts recovered (included in departmental receipts)		(517)	(724)
Debts raised		896	1 758
Closing balance		2 440	3 382
<b>TOTAL</b>		<b>2 440</b>	<b>3 382</b>



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**CASH FLOW STATEMENT  
for the year ended 31 March 2021**

	Note	2020/21 R'000	2019/20 R'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Receipts		10 566 046	10 526 185
Annual appropriated funds received	1.1	8 575 134	8 557 588
Departmental revenue received	2	1 990 371	1 968 316
Interest received	2.3	541	281
Net (increase) in working capital		(54 273)	(1 996)
Surrendered to Revenue Fund		(2 051 912)	(2 005 049)
Current payments		(4 070 458)	(3 526 568)
Payments for financial assets		(2 711)	(996)
Transfers and subsidies paid		(2 002 579)	(1 871 143)
Net cash flow available from operating activities	15	<u>2 384 113</u>	<u>3 120 433</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Payments for capital assets	8	(2 367 449)	(3 148 412)
Proceeds from sale of capital assets	2.4	15 255	29
(Increase)/decrease in non-current receivables		(46)	43
Net cash flows from investing activities		<u>(2 352 240)</u>	<u>(3 148 340)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Increase/(decrease) in net assets		(942)	968
Net cash flows from financing activities		<u>(942)</u>	<u>968</u>
Net increase/(decrease) in cash and cash equivalents		30 931	(26 939)
Cash and cash equivalents at beginning of period		66 849	93 788
Cash and cash equivalents at end of period	16	<u><u>97 780</u></u>	<u><u>66 849</u></u>

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS  
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PART A: ACCOUNTING POLICIES

Summary of significant 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. Management has concluded that the financial statements present fairly the department's primary and secondary information.

The historical cost convention has been used, except where otherwise indicated. Management has used assessments and estimates in preparing the annual financial statements. These are based on the best information available at the time of preparation.

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 (PFMA), Act 1 of 1999 (as amended by Act 29 of 1999), and the Treasury Regulations issued in terms of the PFMA and the annual Division of Revenue Act.

- 1 Basis of preparation  
The financial statements have been prepared in accordance with the Modified Cash Standard.
- 2 Going concern  
The financial statements have been prepared on a going concern basis.
- 3 Presentation currency  
Amounts have been presented in the currency of the South African Rand (R) which is also the functional currency of the department.
- 4 Rounding  
Unless otherwise stated financial figures have been rounded to the nearest one thousand Rand (R'000).
- 5 Foreign currency translation  
Cash flows arising from foreign currency transactions are translated into South African Rands using the spot exchange rates prevailing at the date of payment / receipt.
- 6 Comparative information
  - 6.1 Prior period comparative information  
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.
  - 6.2 Current year comparison with budget  
A comparison between the approved, final budget and actual amounts for each programme and economic classification is included in the appropriation statement.
- 7 Revenue
  - 7.1 Appropriated funds  
Appropriated funds comprise of departmental allocations as well as direct charges against the revenue fund (i.e. statutory appropriation).  
Appropriated funds are recognised in the statement of financial performance on the date the appropriation becomes effective. Adjustments made in terms of the adjustments budget process are recognised in the statement of financial performance on the date the adjustments become effective.  
The net amount of any appropriated funds due to / from the relevant revenue fund at the reporting date is recognised as a payable / receivable in the statement of financial position.
  - 7.2 Departmental revenue

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Departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the relevant revenue fund, unless stated otherwise.

Any amount owing to the relevant revenue fund at the reporting date is recognised as a payable in the statement of financial position.

7.3 Accrued departmental revenue

Accruals in respect of departmental revenue (excluding tax revenue) are recorded in the notes to the financial statements when:

- it is probable that the economic benefits or service potential associated with the transaction will flow to the department; and
- the amount of revenue can be measured reliably.

The accrued revenue is measured at the fair value of the consideration receivable.

Accrued tax revenue (and related interest and / penalties) is measured at amounts receivable from collecting agents.

Write-offs are made according to the department's debt write-off policy.

8 Expenditure

8.1 Compensation of employees

8.1.1 Salaries and wages

Salaries and wages are recognised in the statement of financial performance on the date of payment.

8.1.2 Social contributions

Social contributions made by the department in respect of current employees are recognised in the statement of financial performance on the date of payment.

Social contributions made by the department in respect of ex-employees are classified as transfers to households in the statement of financial performance on the date of payment.

8.2 Other expenditure

Other expenditure (such as goods and services, transfers and subsidies and payments for capital assets) is recognised in the statement of financial performance on the date of payment. The expense is classified as a capital expense if the total consideration paid is more than the capitalisation threshold.

8.3 Accruals and payables not recognised

Accruals and payables not recognised are recorded in the notes to the financial statements at cost at the reporting date.

8.4 Leases

8.4.1 Operating leases

Operating lease payments made during the reporting period are recognised as current expenditure in the statement of financial performance on the date of payment. Operating lease payments received are recognised as departmental revenue.

The operating lease commitments are recorded in the notes to the financial statements.

8.4.2 Finance leases

Finance lease payments made during the reporting period are recognised as capital expenditure in the statement of financial performance on the date of payment. Finance lease payments received are recognised as departmental revenue.

The finance lease commitments are recorded in the notes to the financial statements and are not apportioned between the capital and interest portions.

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Finance lease assets acquired at the end of the lease term are recorded and measured at the lower of:

- cost, being the fair value of the asset; or
- the sum of the minimum lease payments made, including any payments made to acquire ownership at the end of the lease term, excluding interest.

9 Aid Assistance

9.1 Aid assistance received

Aid assistance received in cash is recognised in the statement of financial performance when received. In-kind aid assistance is recorded in the notes to the financial statements on the date of receipt and is measured at fair value.

Aid assistance not spent for the intended purpose and any unutilised funds from aid assistance that are required to be refunded to the donor are recognised as a payable in the statement of financial position.

9.2 Aid assistance paid

Aid assistance paid is recognised in the statement of financial performance on the date of payment. Aid assistance payments made prior to the receipt of funds are recognised as a receivable in the statement of financial position.

10 Cash and cash equivalents

Cash and cash equivalents are stated at cost in the statement of financial position.

Bank overdrafts are shown separately on the face of the statement of financial position as a current liability.

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.

11 Prepayments and advances

Prepayments and advances are recognised in the statement of financial position when the department receives or disburses the cash.

Prepayments and advances are initially and subsequently measured at cost.

12 Loans and receivables

Loans and receivables are recognised in the statement of financial position at cost plus accrued interest, where interest is charged, less amounts already settled or written-off. Write-offs are made according to the department's write-off policy.

13 Investments

Investments are recognised in the statement of financial position at cost.

14 Financial assets

14.1 Financial assets (not covered elsewhere)

A financial asset is recognised initially at its cost-plus transaction costs that are directly attributable to the acquisition or issue of the financial asset.

At the reporting date, a department shall measure its financial assets at cost, less amounts already settled or written-off, except for recognised loans and receivables, which are measured at cost plus accrued interest, where interest is charged, less amounts already settled or written-off.

14.2 Impairment of financial assets

Where there is an indication of impairment of a financial asset, an estimation of the reduction in the recorded carrying value, to reflect the best estimate of the amount of the future economic benefits expected to be received from that asset, is recorded in the notes to the financial statements.

15 Payables

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Payables recognised in the statement of financial position are recognised at cost.

16 Capital Assets

16.1 Immovable capital assets

Immovable assets reflected in the asset register of the department are recorded in the notes to the financial statements at cost or fair value where the cost cannot be determined reliably. Immovable assets acquired in a non-exchange transaction are recorded at fair value at the date of acquisition. Immovable assets are subsequently carried in the asset register at cost and are not currently subject to depreciation or impairment.

Subsequent expenditure of a capital nature forms part of the cost of the existing asset when ready for use.

Additional information on immovable assets not reflected in the assets register is provided in the notes to financial statements.

16.2 Movable capital assets

Movable capital assets are initially recorded in the notes to the financial statements at cost. Movable capital assets acquired through a non-exchange transaction is measured at fair value as at the date of acquisition.

Where the cost of movable capital assets cannot be determined reliably, the movable capital assets are measured at fair value and where fair value cannot be determined: the movable assets are measured at R1.

All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1.

Movable capital assets are subsequently carried at cost and are not subject to depreciation or impairment.

Subsequent expenditure that is of a capital nature forms part of the cost of the existing asset when ready for use.

16.3 Intangible assets

Intangible assets are initially recorded in the notes to the financial statements at cost. Intangible assets acquired through a non-exchange transaction are measured at fair value as at the date of acquisition.

Internally generated intangible assets are recorded in the notes to the financial statements when the department commences the development phase of the project.

Where the cost of intangible assets cannot be determined reliably, the intangible capital assets are measured at fair value and where fair value cannot be determined: the intangible assets are measured at R1.

All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1.

Intangible assets are subsequently carried at cost and are not subject to depreciation or impairment.

Subsequent expenditure of a capital nature forms part of the cost of the existing asset when ready for use.

16.4 Project Costs: Work-in-progress

Expenditure of a capital nature is initially recognised in the statement of financial performance at cost when paid.

Amounts paid towards capital projects are separated from the amounts recognised and accumulated in work-in-progress until the underlying asset is ready for use. Once ready for use, the total accumulated payments are recorded in an asset register. Subsequent payments to complete the project are added to the capital asset in the asset register.

Where the department is not the custodian of the completed project asset, the asset is transferred to the custodian subsequent to completion.

17 Provisions and Contingents

17.1 Provisions

Provisions are recorded in the notes to the financial statements 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 or service potential will be required to settle the obligation and a reliable estimate of the obligation can be made. The provision is measured as the best estimate of the funds required to settle the present obligation at the

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reporting date.

17.2 Contingent liabilities

Contingent liabilities are recorded in the notes to the financial statements when there is a possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department or when there is a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation or the amount of the obligation cannot be measured reliably.

17.3 Contingent assets

Contingent assets are recorded in the notes to the financial statements when a possible asset arises from past events, and whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department.

17.4 Capital Commitments

Capital commitments are recorded at cost in the notes to the financial statements.

18 Unauthorised expenditure

Unauthorised expenditure is recognised in the statement of financial position until such time as the expenditure is either:

- approved by Parliament or the Provincial Legislature with funding and the related funds are received; or
- approved by Parliament or the Provincial Legislature without funding and is written off against the appropriation in the statement of financial performance; or
- transferred to receivables for recovery.

Unauthorised expenditure is measured at the amount of the confirmed unauthorised expenditure.

19 Fruitless and wasteful expenditure

Fruitless and wasteful expenditure is recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the total value of the fruitless and or wasteful expenditure incurred.

Fruitless and wasteful expenditure is removed from the notes to the financial statements when it is resolved or transferred to receivables or written-off.

Fruitless and wasteful expenditure receivables are measured at the amount that is expected to be recoverable and are de-recognised when settled or subsequently written-off as irrecoverable.

20 Irregular expenditure

Irregular expenditure is recorded in the notes to the financial statements when confirmed after its assessment. The amount recorded is equal to the value of the irregular expenditure incurred unless it is impracticable to determine, in which case reasons therefor are provided in the note.

Irregular expenditure is reduced from the note when it is either condoned by the relevant authority, transferred to receivables for recovery, not condoned and removed or written-off.

Irregular expenditure receivables are measured at the amount that is expected to be recoverable and are de-recognised when settled or subsequently written-off as irrecoverable.

21 Changes in accounting estimates and errors

Changes in accounting estimates are applied prospectively in accordance with MCS requirements.

Correction of errors is applied retrospectively in the period in which the error has occurred in accordance with MCS requirements, except to the extent that it is impracticable to determine the period-specific effects or the cumulative effect of the error. In such cases the department shall restate the opening balances of assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable.

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- 22 Events after the reporting date  
Events after the reporting date that are classified as adjusting events have been accounted for in the financial statements. The events after the reporting date that are classified as non-adjusting events after the reporting date have been disclosed in the notes to the financial statements.
- 23 Principal-Agent arrangements  
The department is acting as a principal when it has the power to exercise beneficial control over an activity. The department has beneficial control when it has both the power to direct the activity, and the ability to benefit from that power. In the public sector, “benefits” can consist of economic benefits, service potential or both. Activities, in this context, would consist of events, tasks or processes that give rise to a flow of economic benefits or service potential between the department and other parties.  
Where the department acts as a principal it discloses as part of the primary financial information, the following in the notes to the financial statements, the total payments made to its agents (where applicable) during the period; and an explanation about the nature, circumstances and terms relating to the arrangements.  
Where a department is acting as an agent for another department or public sector entity it shall disclose as part of the primary financial information, the following in the notes to the financial statements; a reconciliation between total agency funds received and disbursements made in executing the agency services; an explanation of differences between amounts spent on behalf of the other party, and any reimbursements received in the reporting period; any revenue earned from rendering the agency service, and the amount of revenue recognised based on cash receipts during the reporting period; a narrative description and explanation of assets belonging to other entities that are held in the custody of the department; and an explanation about the nature, circumstances and terms relating to the arrangements.
- 24 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 underlying asset is disposed, and the related funds are received.
- 25 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.
- 26 Related party transactions  
Related party transactions within the Minister/MEC’s portfolio are recorded in the notes to the financial statements when the transaction is not **at arm’s** length.  
The number of individuals and the full compensation of key management personnel is recorded in the notes to the financial statements.
- 27 Inventories (Effective from date determined in a Treasury Instruction)  
At the date of acquisition, inventories are recognised at cost in the statement of financial performance.  
Where inventories are acquired as part of a non-exchange transaction, the inventories are measured at fair value as at the date of acquisition.  
Inventories are subsequently measured at the lower of cost and net realisable value or where intended for distribution (or consumed in the production of goods for distribution) at no or a nominal charge, the lower of cost and current replacement value.  
The cost of inventories is assigned by using the weighted average cost basis.
- 28 Public-Private Partnerships



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Public Private Partnerships are accounted for based on the nature and or the substance of the partnership. The transaction is accounted for in accordance with the relevant accounting policies.

A summary of the significant terms of the PPP agreement, the parties to the agreement, and the date of commencement thereof together with the description and nature of the concession fees received, the unitary fees paid, rights and obligations of the department are recorded in the notes to the financial statements.

29 Employee benefits

The value of each major class of employee benefit obligation (accruals, payables not recognised and provisions) is disclosed in the Employee benefits note.

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS  
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PART B: EXPLANATORY NOTES

1. Annual Appropriation

1.1 Annual Appropriation

Included are funds appropriated in terms of the Appropriation Act (and the Adjustments Appropriation Act) for National Departments (Voted funds) and Provincial Departments:

	2020/21			2019/20		
	Final	Actual	Funds not	Final	Appropriation	Funds not
	Appropriation	Funds	requested/ not received	Appropriation	Received	requested/ not received
	R'000	R'000	R'000	R'000	R'000	R'000
Administration	366 407	366 407	-	305 611	305 611	-
Public Works Infrastructure	2 353 093	2 353 093	-	2 152 964	2 152 964	-
Transport Infrastructure	3 131 485	3 131 485	-	3 639 441	3 639 441	-
Transport Operations	1 706 254	1 706 254	-	1 518 321	1 518 321	-
Transport Regulation Community Based Programmes	962 343	962 343	-	884 319	884 319	-
	55 552	55 552	-	56 932	56 932	-
<b>Total</b>	<b>8 575 134</b>	<b>8 575 134</b>	<b>-</b>	<b>8 557 588</b>	<b>8 557 588</b>	<b>-</b>

1.2 Conditional grants

Note

	2020/21	2019/20
	R'000	R'000
Total grants received	2 050 610	2 058 702

2. Departmental revenue

Note

	2020/21	2019/20
	R'000	R'000
Tax revenue	1 875 326	1 804 408
Sales of goods and services other than capital assets	101 440	145 681
Fines, penalties and forfeits	1 351	3 810
Interest, dividends and rent on land	541	281
Sales of capital assets	15 255	29
Transactions in financial assets and liabilities	12 254	14 417
<b>Total revenue collected</b>	<b>2 006 167</b>	<b>1 968 626</b>
Less: Own revenue included in appropriation	(1 896 870)	(1 727 943)
<b>Departmental revenue collected</b>	<b>109 297</b>	<b>240 683</b>

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2.1	Sales of goods and services other than capital assets		2020/21	2019/20
		Note		
		2	<b>R'000</b>	<b>R'000</b>
	Sales of goods and services produced by the department		101 419	145 411
	Sales by market establishment		63 785	84 600
	Administrative fees		36 370	57 566
	Other sales		1 264	3 245
	Sales of scrap, waste and other used current goods		21	270
	Total		101 440	145 681
2.2	Fines, penalties and forfeits		2020/21	2019/20
		Note		
		2	R'000	<b>R'000</b>
	Fines – Impound fees		1 351	3 810
	Total		1 351	3 810
2.3	Interest, dividends and rent on land		2020/21	2019/20
		Note		
		2	<b>R'000</b>	<b>R'000</b>
	Interest		541	281
	Total		541	281
2.4	Sale of capital assets		2020/21	2019/20
		Note		
		2	<b>R'000</b>	<b>R'000</b>
	Tangible assets			
	Machinery and equipment	29	7 822	-
	Land and subsoil assets	31	7 433	29
	Total		15 255	29
2.5	Transactions in financial assets and liabilities		2020/21	2019/20
		Note		
		2	R'000	<b>R'000</b>
	Receivables		1 489	926
	Other Receipts including Recoverable Revenue		10 765	13 491
	Total		12 254	14 417

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3.	Aid assistance		
3.1	Donations received in kind		
	Donation in kind made by Old Mutual, being the use of the Mupine Building for the period of the National State of Disaster as a quarantine facility.		
4.	Compensation of employees		
4.1	Salaries and Wages		
		2020/21	2019/20
		<b>R'000</b>	<b>R'000</b>
	Basic salary	686 569	677 610
	Performance award	63	4 739
	Service Based	1 500	1 704
	Compensative/circumstantial	29 395	30 939
	Periodic payments	97	715
	Other non-pensionable allowances	<u>133 332</u>	<u>128 232</u>
	Total	<u>850 956</u>	<u>843 939</u>
4.2	Social contributions		
		2020/21	2019/20
		<b>R'000</b>	<b>R'000</b>
	Employer contributions		
	Pension	84 255	83 104
	Medical	56 857	51 464
	Bargaining council	248	229
	Insurance	242	-
	Total	<u>141 602</u>	<u>134 797</u>
	Total compensation of employees	<u>992 558</u>	<u>978 736</u>
	Average number of employees	<u>2 369</u>	<u>2 386</u>

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5.	Goods and services			
		Note	2020/21	2019/20
			R'000	R'000
	Administrative fees		380 878	393 851
	Advertising		14 191	19 208
	Minor assets	5.1	3 801	5 231
	Bursaries (employees)		2 282	3 024
	*Catering		25 834	3 122
	Communication		6 486	6 383
	Computer services	5.2	124 280	96 807
	Consultants: Business and advisory services		518 493	452 218
	Infrastructure and planning services		81 623	92 144
	Laboratory services		-	27
	Legal services		17 450	25 912
	Contractors		577 332	471 145
	Agency and support / outsourced services		23 635	33 874
	Entertainment		11	29
	Audit cost – external	5.3	8 747	9 553
	Fleet services		65 911	68 192
	Inventory	5.4	21 365	934
	Consumables	5.5	112 924	43 159
	Operating leases		274 630	206 577
	Property payments	5.6	623 292	552 721
	Rental and hiring		1 889	247
	*Transport provided as part of the departmental activities		79 405	-
	Travel and subsistence	5.7	13 798	33 876
	*Venues and facilities		86 703	1 567
	Training and development		10 351	23 302
	Other operating expenditure	5.8	2 589	4 729
	<b>Total</b>		<u><u>3 077 900</u></u>	<u><u>2 547 832</u></u>

\*Increase in current year expenditure mainly due to the department's contribution to combat Covid-19 pandemic.

5.1	Minor assets			
		Note	2020/21	2019/20
		5	R'000	R'000
	Tangible assets			
	Machinery and equipment		3 801	5 231
	<b>Total</b>		<u><u>3 801</u></u>	<u><u>5 231</u></u>

5.2	Computer services			
		Note	2020/21	2019/20
		5	R'000	R'000
	SITA computer services		1 651	1 820
	External computer service providers		122 629	94 987
	<b>Total</b>		<u><u>124 280</u></u>	<u><u>96 807</u></u>

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5.3	Audit cost – External		2020/21	2019/20
		Note		
		5	<b>R'000</b>	<b>R'000</b>
	Regularity audits		8 491	9 283
	Computer audits		256	270
	Total		<u>8 747</u>	<u>9 553</u>
5.4	Inventory		2020/21	2019/20
		Note		
			<b>R'000</b>	<b>R'000</b>
	Other supplies	5.4.1	21 365	934
	Total		<u>21 365</u>	<u>934</u>
5.4.1	Other supplies		2020/21	2019/20
		Note		
		5.4	<b>R'000</b>	<b>R'000</b>
	Ammunition and security supplies		325	270
	Assets for distribution			
	Other assets for distribution		21 040	664
	Total		<u>21 365</u>	<u>934</u>
5.5	Consumables		2020/21	2019/20
		Note		
		5	<b>R'000</b>	<b>R'000</b>
	Consumable supplies		105 940	28 758
	Uniform and clothing		7 490	2 591
	Household supplies		16 209	3 859
	Building material and supplies		22 691	20 552
	Communication accessories		40	26
	IT consumables		99	164
	Other consumables		59 411	1 566
	Stationery, printing and office supplies		6 984	14 401
	Total		<u>112 924</u>	<u>43 159</u>
5.6	Property payments		2020/21	2019/20
		Note		
		5	<b>R'000</b>	<b>R'000</b>
	Municipal services		113 211	141 822
	Property management fees		8 607	2 594
	Property maintenance and repairs		288 573	259 276
	Other		212 901	149 029
	Total		<u>623 292</u>	<u>552 721</u>

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5.7	Travel and subsistence	Note	2020/21	2019/20
		5	<b>R'000</b>	<b>R'000</b>
	Local		13 766	33 202
	Foreign		32	674
	Total		<u>13 798</u>	<u>33 876</u>
5.8	Other operating expenditure	Note	2020/21	2019/20
		5	<b>R'000</b>	<b>R'000</b>
	Professional bodies, membership and subscription fees		228	183
	Resettlement costs		279	582
	Other		2 082	3 964
	Total		<u>2 589</u>	<u>4 729</u>
6.	Payments for financial assets	Note	2020/21	2019/20
			<b>R'000</b>	<b>R'000</b>
	Other material losses written off	6.1	687	996
	Debts written off	6.2	2 024	-
	Total		<u>2 711</u>	<u>996</u>
6.1	Other material losses written off	Note	2020/21	2019/20
		6	<b>R'000</b>	<b>R'000</b>
	Nature of losses			
	Damages and losses to Government Motor Transport Vehicles (23 cases)		63	636
	Damages and losses to Road Construction and Maintenance Plant Equipment (99 cases)		491	343
	Damages to rental vehicles (1 case)		2	7
	Other Losses (4 cases)		16	10
	Damages to GG vehicles and private vehicles (2 cases)		115	-
	Total		<u>687</u>	<u>996</u>

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6.2	Debts written off		2020/21	2019/20
		Note	<b>R'000</b>	<b>R'000</b>
		6		
	Nature of debts written off			
	Recoverable revenue written off			
	Debts - Ex-employees (4 cases)		65	-
	*Other Debts (23 cases)		335	-
	Debts - Bursaries (5 cases)		894	-
	Total		<u>1 294</u>	<u>-</u>
	Other debt written off			
	Debts - Ex Employees (13 cases)		343	-
	*Other debts (131 cases)		387	-
	Total		<u>730</u>	<u>-</u>
	Total debt written off		<u><u>2 024</u></u>	<u><u>-</u></u>
	*Other debts cases mainly relate to leave without pay debt.			
7.	Transfers and subsidies		2020/21	2019/20
			<b>R'000</b>	<b>R'000</b>
		Note		
	Provinces and municipalities	Annex 1A	912 439	850 619
	Departmental agencies and accounts	Annex 1B	48	48
	Public corporations and private enterprises	Annex 1C	1 073 596	1 006 182
	Households	Annex 1D	16 496	14 294
	Total		<u>2 002 579</u>	<u>1 871 143</u>
8.	Expenditure for capital assets		2020/21	2019/20
		Note	<b>R'000</b>	<b>R'000</b>
	Tangible assets			
	Buildings and other fixed structures	31	2 074 872	2 903 285
	Machinery and equipment	29	217 702	130 356
	Land and subsoil assets	31	6 085	28 214
	Intangible assets			
	Software	30	68 790	86 557
	Total		<u><u>2 367 449</u></u>	<u><u>3 148 412</u></u>



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8.1	Analysis of funds utilised to acquire capital assets – 2020/21			
		Voted funds	Aid assistance	Total
		<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
	Tangible assets	2 298 659	-	2 298 659
	Buildings and other fixed structures	2 074 872	-	2 074 872
	Machinery and equipment	217 702	-	217 702
	Land and subsoil assets	6 085	-	6 085
	Intangible assets	68 790	-	68 790
	Software	68 790	-	68 790
	Total	<u>2 367 449</u>	<u>-</u>	<u>2 367 449</u>
8.2	Analysis of funds utilised to acquire capital assets – 2019/20			
		Voted funds	Aid assistance	Total
		<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
	Tangible assets	3 061 855	-	3 061 855
	Buildings and other fixed structures	2 903 285	-	2 903 285
	Machinery and equipment	130 356	-	130 356
	Land and subsoil assets	28 214	-	28 214
	Intangible assets	86 557	-	86 557
	Software	86 557	-	86 557
	Total	<u>3 148 412</u>	<u>-</u>	<u>3 148 412</u>
8.3	Finance lease expenditure included in Expenditure for capital assets			
		Note	2020/21	2019/20
			<b>R'000</b>	<b>R'000</b>
	Tangible assets			
	Machinery and equipment		36 238	34 063
	Total		<u>36 238</u>	<u>34 063</u>
9.	Cash and cash equivalents			
		Note	2020/21	2019/20
			<b>R'000</b>	<b>R'000</b>
	Consolidated Paymaster General Account		190 614	69 863
	Disbursements		(92 839)	(3 019)
	Cash on hand		5	5
	Total		<u>97 780</u>	<u>66 849</u>

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10.	Prepayments and advances		2020/21	2019/20
		Note	<b>R'000</b>	<b>R'000</b>
	Travel and subsistence		31	159
	Advances paid (Not expensed)	10.1	54 674	28 498
	<b>Total</b>		<b>54 705</b>	<b>28 657</b>

10.1	Advances paid (Not expensed)			
	Note	Less: Amount expensed in current year	Add: Current Year advances	Balance as at 31 March 2021
		*Add or Less: Other		
		R'000	R'000	<b>R'000</b>
	District Municipalities	10	28 498	(18 467)
	<b>Total</b>		<b>28 498</b>	<b>(18 467)</b>
			<b>(2 596)</b>	<b>47 239</b>
			<b>47 239</b>	<b>54 674</b>

\*Add or Less Other - Repayments from District Municipalities of prior period unspent advances received.

	Note	Less: Amount expensed in current year	Add: Current Year advances	Balance as at 31 March 2020
		Add or Less: Other		
		R'000	R'000	<b>R'000</b>
	District Municipalities	10	17 901	(5 937)
	<b>Total</b>		<b>17 901</b>	<b>(5 937)</b>
			<b>(2 650)</b>	<b>19 184</b>
			<b>19 184</b>	<b>28 498</b>

11.	Receivables		2020/21		2019/20			
		Current	Non-current	Total	Current	Non-current	Total	
		<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	
	Note							
	Claims recoverable	11.1	33 194	-	33 194	16 660	-	16 660
	Recoverable expenditure	11.2	9 308	-	9 308	3 094	-	3 094
	Staff debt	11.3	4 946	369	5 315	6 283	323	6 606
	Fruitless and wasteful expenditure	11.4	15	-	15	-	-	-
	<b>Total</b>		<b>47 463</b>	<b>369</b>	<b>47 832</b>	<b>26 037</b>	<b>323</b>	<b>26 360</b>

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11.1	Claims recoverable		2020/21	2019/20
		Note		
		11	R'000	R'000
	Provincial departments	Annex 3	22 788	8 780
	Trading entity	Annex 3	3 842	7 526
	Households and non-profit institutions		169	169
	Local governments	Annex 3	6 395	185
	Total		<u>33 194</u>	<u>16 660</u>
11.2	Recoverable expenditure (disallowance accounts)		2020/21	2019/20
		Note		
		11	R'000	R'000
	Disallowance: Miscellaneous		1 201	104
	Disallowance: Damages and Losses		8 107	2 990
	Total		<u>9 308</u>	<u>3 094</u>
11.3	Staff Debt		2020/21	2019/20
		Note		
		11	R'000	R'000
	Staff Debt/Ex-employees/Bursary Debt		5 314	6 601
	Salary Tax Debt		1	1
	Salary Medical Aid Debt		-	4
	Total		<u>5 315</u>	<u>6 606</u>
11.4	Fruitless and wasteful expenditure		2020/21	2019/20
		Note		
		11	R'000	R'000
	Transfers from Note 24 Fruitless and wasteful expenditure		15	-
	Total		<u>15</u>	<u>-</u>
11.5	Impairment of receivables		2020/21	2019/20
		Note		
			R'000	R'000
	Estimate of impairment of receivables		1 855	2 968
	Total		<u>1 855</u>	<u>2 968</u>
	The impairment is based on debtors that were handed over to the State Attorney and Legal Services for recovery.			
12.	Voted funds to be surrendered to the Revenue Fund		2020/21	2019/20
		Note		
			R'000	R'000
	Opening balance		10 469	14 713
	Transfer from statement of financial performance		131 937	10 469
	Paid during the year		(10 469)	(14 713)
	Closing balance		<u>131 937</u>	<u>10 469</u>

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13.	Departmental revenue and PRF receipts to be surrendered to the Revenue Fund			
		Note	2020/21	2019/20
			<b>R'000</b>	<b>R'000</b>
	Opening balance		95 078	116 788
	Transfer from Statement of Financial Performance		109 297	240 683
	Own revenue included in appropriation		1 896 870	1 727 943
	Paid during the year		<u>(2 041 443)</u>	<u>(1 990 336)</u>
	Closing balance		<u><u>59 802</u></u>	<u><u>95 078</u></u>
14.	Payables – current			
		Note	2020/21	2019/20
			<b>R'000</b>	<b>R'000</b>
	Clearing accounts	14.1	440	268
	Other payables	14.2	<u>5 698</u>	<u>12 669</u>
	Total		<u><u>6 138</u></u>	<u><u>12 937</u></u>
14.1	Clearing accounts			
		Note	2020/21	2019/20
		14	<b>R'000</b>	<b>R'000</b>
	Salary: Government Employees Housing Scheme refunds		301	139
	Salary: Income Tax		133	91
	Salary: Pension Fund		<u>6</u>	<u>38</u>
	Total		<u><u>440</u></u>	<u><u>268</u></u>
14.2	Other payables			
		Note	2020/21	2019/20
		14	<b>R'000</b>	<b>R'000</b>
	Learnership Skills Fund		-	2 500
	Contractor Guarantees		2 751	2 637
	E- Natis (Administrative fees)		<u>2 947</u>	<u>7 532</u>
	Total		<u><u>5 698</u></u>	<u><u>12 669</u></u>
15.	Net cash flow available from operating activities			
		Note	2020/21	2019/20
			<b>R'000</b>	<b>R'000</b>
	Net surplus as per Statement of Financial Performance		241 234	251 152
	Add back non-cash/cash movements not deemed operating activities		2 142 879	2 869 281
	(Increase)/decrease in receivables		(21 426)	4 353
	(Increase)/decrease in prepayments and advances		(26 048)	(10 685)
	Increase/(decrease) in payables – current		(6 799)	4 336
	Proceeds from sale of capital assets		(15 255)	(29)
	Expenditure on capital assets		2 367 449	3 148 412
	Surrenders to Revenue Fund		(2 051 912)	(2 005 049)
	Own revenue included in appropriation		1 896 870	1 727 943
	Net cash flow generated by operating activities		<u><u>2 384 113</u></u>	<u><u>3 120 433</u></u>

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16.	Reconciliation of cash and cash equivalents for cash flow purposes			
		Note	2020/21	2019/20
			<b>R'000</b>	<b>R'000</b>
	Consolidated Paymaster General account		190 614	69 863
	Disbursements		(92 839)	(3 019)
	Cash on hand		5	5
	Total		<u>97 780</u>	<u>66 849</u>

17. Contingent liabilities and contingent assets

17.1	Contingent liabilities			
		Note	2020/21	2019/20
			<b>R'000</b>	<b>R'000</b>
	Liable to	Nature		
	Housing loan guarantees	Employees	Annex 2A 75	75
	*Other guarantees	Borrow Pits	Annex 2A 14 749	14 749
	**Private individuals	Claims against the department	Annex 2B 114 181	97 261
	***Various Departments	Intergovernmental payables (unconfirmed balances)	Annex 4 922	6
	Total		<u>129 927</u>	<u>112 091</u>

\*Other guarantees represent the guarantees provided by the department for the rehabilitation of the borrow pits only if the department defaults on the contract.

\*\*All cases which were submitted to Legal Services and State Attorney have been included as contingent liabilities as the outcome of all the open cases are uncertain.

\*\*\*All unconfirmed intergovernmental payable balances have been included in the account as the department is not in agreement with outstanding balances at year end.

The Labour Appeal Court (LAC) declared the salary increases for the 2020/2021 financial year unlawful and invalid. The LAC ruling has been appealed and referred to the Constitutional Court. The ruling by the Constitutional Court will confirm if the department will be obligated to pay the salary increases in dispute. The amount cannot be reliably estimated.

17.2 Contingent assets

There are 21 PILIR cases under investigation which were as yet not finalised by the Department of the Premier as at 31 March 2021.

At this stage the Department is not able to reliably measure the contingent asset in terms of the Government Employees Housing Scheme of the Individually Linked Saving Facility (ILSF), relating to resignations and termination of service.

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18. Capital Commitments

	Note	2020/21 <b>R'000</b>	2019/20 <b>R'000</b>
<u>Class of Capital Asset</u>			
Buildings & other fixed structures		1 292 258	1 437 231
Machinery & equipment		24 122	28 954
Total		<u>1 316 380</u>	<u>1 466 185</u>

Retention to form part of provisions, which was previously included in capital project commitments (2019/2020).

19. Accruals and payables not recognised

19.1 Accruals

				2020/21 <b>R'000</b>	2019/20 <b>R'000</b>
Listed by economic classification					
	30 Days	30+ Days	Total		Total
Goods and services	61 218	-	61 218		86 637
Transfers and subsidies	565	-	565		6 119
Capital assets	26 475	-	26 475		49 752
Total	<u>88 258</u>	<u>-</u>	<u>88 258</u>		<u>142 508</u>

	Note	2020/21 <b>R'000</b>	2019/20 <b>R'000</b>
Listed by programme level			
Programme 1: Administration		1 507	12 541
Programme 2: Public Works Infrastructure		22 656	14 628
Programme 3: Transport Infrastructure		39 330	90 283
Programme 4: Transport Operations		2 540	7 048
Programme 5: Transport Regulation		22 002	17 548
Programme 6: Community Based Programmes		223	460
Total		<u>88 258</u>	<u>142 508</u>

The material accruals represent property payments, maintenance and repairs and capital project payments.

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19.2 Payables not recognised

			2020/21 <b>R'000</b>	2019/20 <b>R'000</b>
Listed by economic classification				
	30 Days	30+ Days	Total	Total
Goods and services	29 239	50	29 289	25 861
Transfers and subsidies	127	-	127	78
Capital assets	38 385	1 101	39 486	43 079
<b>Total</b>	<b>67 751</b>	<b>1 151</b>	<b>68 902</b>	<b>69 018</b>

			2020/21 <b>R'000</b>	2019/20 <b>R'000</b>
Listed by programme level				
Programme 1: Administration			1 503	1 403
Programme 2: Public Works Infrastructure			15 092	19 996
Programme 3: Transport Infrastructure			49 630	46 085
Programme 4: Transport Operations			16	1 097
Programme 5: Transport Regulation			1 374	-
Programme 6: Community Based Programmes			1 287	437
<b>Total</b>			<b>68 902</b>	<b>69 018</b>

The material payables represent property payments, maintenance and repairs and capital project payments.

			2020/21 <b>R'000</b>	2019/20 <b>R'000</b>
Included in the above totals are the following:				
Confirmed balances with other departments	Annex 4		2 168	218
Confirmed balances with other government entities	Annex 4		4 411	5 239
<b>Total</b>			<b>6 579</b>	<b>5 457</b>

20. Employee benefits

			2020/21 <b>R'000</b>	2019/20 <b>R'000</b>
*Leave entitlement			56 937	31 645
Service bonus (Thirteenth cheque)			23 008	23 718
Performance awards			-	4 827
Capped leave			18 630	22 403
**Other			6 536	6 563
<b>Total</b>			<b>105 111</b>	<b>89 156</b>

\*Negative leave amounts for 2020/21 of R0,597 million is not included in the leave entitlement provision.

\*\*Included in Other:

Long service awards: At this stage the department is not able to reliably measure the long-term portion of the long service awards: R1,450 million.

Accruals: Represents accruals in respect of compensation of employees R3,633 million

Exit gratuity: A provision made for an exit gratuity of R 1,453 million (2020/21) and R1,384 million (2019/20) owing to Minister BS Madikizela.

No provision made for Performance awards due to budget constraints.

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21. Lease commitments

21.1 Operating leases

2020/21	Buildings and other fixed structures R'000	Machinery and equipment R'000	Total R'000
Not later than 1 year	216 028	1 666	217 694
Later than 1 year and not later than 5 years	279 682	625	280 307
Later than five years	31 144	-	31 144
<b>Total lease commitments</b>	<b>526 854</b>	<b>2 291</b>	<b>529 145</b>

2019/20	Buildings and other fixed structures R'000	Machinery and equipment R'000	Total R'000
Not later than 1 year	151 251	3 069	154 320
Later than 1 year and not later than 5 years	221 121	1 166	222 287
Later than five years	47 872	-	47 872
<b>Total lease commitments</b>	<b>420 244</b>	<b>4 235</b>	<b>424 479</b>

Property lease commitments are calculated based on a contractual obligation between the department and the lessors. The leases have an annual escalation of between 0% and 10%. The Department currently leases 178 facilities.

21.2 Finance leases

2020/21	Machinery and equipment R'000	Total R'000
Not later than 1 year	37 827	37 827
Later than 1 year and not later than 5 years	60 334	60 334
<b>Total lease commitments</b>	<b>98 161</b>	<b>98 161</b>

2019/20	Machinery and equipment R'000	Total R'000
Not later than 1 year	34 284	34 284
Later than 1 year and not later than 5 years	48 555	48 555
<b>Total lease commitments</b>	<b>82 839</b>	<b>82 839</b>

Machinery and equipment are in respect of finance leases transport assets. The department leased 496 vehicles from Government Motor Transport (GMT) as at 31 March 2021 (March 2020: 495 vehicles). Daily tariffs are payable on a monthly basis, covering the operational costs, capital costs of the replacement of vehicles and the implicit finance costs in this type of arrangement.

The implicit interest is based on Provincial Treasury's approved tariffs for GMT. The department uses the vehicle for most of the useful life of the vehicle. The agreement does not provide for contingent lease payments, and at the end of the useful life as determined by the lessor, the vehicles are returned, where it is sold on auction for the benefit of the lessor.



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21.3	Operating lease future revenue			
			Buildings and other	
			fixed structures	Total
	2020/21		<b>R'000</b>	<b>R'000</b>
	Not later than 1 year		35 340	35 340
	Later than 1 year and not later than 5 years		143 627	143 627
	Later than five years		120 089	120 089
	Total operating lease revenue receivable		<u>299 056</u>	<u>299 056</u>
			Buildings and other	
			fixed structures	Total
	2019/20		<b>R'000</b>	<b>R'000</b>
	Not later than 1 year		51 730	51 730
	Later than 1 year and not later than 5 years		139 848	139 848
	Later than five years		159 067	159 067
	Total operating lease revenue receivable		<u>350 645</u>	<u>350 645</u>

The lease commitments are calculated based on a contractual obligation between the department and the lessee and shows the amount of revenue that is expected to be received. This amounts to 39 leases. The leases have an annual escalation of between 0% and 9%.

22.	Accrued departmental revenue			
		Note	2020/21	2019/20
			<b>R'000</b>	<b>R'000</b>
	Tax revenue		44 671	36 234
	Sales of goods and services other than capital assets		86 989	81 529
	Total		<u>131 660</u>	<u>117 763</u>

It should further be noted that the not signing of lease agreements of un-lawful occupants of government properties could result that the department is at risk of losing R2,032 million rental income per year. Credit balances to the value of R25,465 million were excluded when calculating the outstanding debt.

22.1	Analysis of accrued departmental revenue			
		Note	2020/21	2019/20
			<b>R'000</b>	<b>R'000</b>
	Opening balance		117 763	114 719
	Less: amounts received		(100 019)	(124 360)
	Add: amounts recorded		113 916	127 604
	Less: amounts transferred to receivables for recovery		-	(200)
	Closing balance		<u>131 660</u>	<u>117 763</u>

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22.2	Impairment of accrued departmental revenue		2020/21	2019/20
		Note	<b>R'000</b>	<b>R'000</b>
	Estimate of impairment of accrued departmental revenue		44 703	42 586
	Total		<u>44 703</u>	<u>42 586</u>

The impairment is based on debtors handed over to the state attorney and legal services for recovery.

23.	Irregular expenditure		2020/21	2019/20
23.1	Reconciliation of Irregular expenditure	Note	R'000	<b>R'000</b>
	Opening balance		118	-
	Add: Irregular expenditure – relating to prior year	23.2	5 174	118
	Add: Irregular expenditure – relating to current year	23.2	2 858	-
	Less: Prior year amounts condoned	23.3	(118)	-
	Closing balance		<u>8 032</u>	<u>118</u>

Analysis of closing balance

	Current year		2 858	-
	Prior years		5 174	118
	Total		<u>8 032</u>	<u>118</u>

23.2 Details of current and prior year irregular expenditure – added current year (under determination and investigation)

	Incident		Disciplinary steps taken/criminal proceedings	2020/21
	Non-compliance to SCM delegations		Progressive disciplinary steps to be instituted	<b>R'000</b>
				17
	*VAT removed from calculation of the preference points to make the bid more comparable (94 incidents).			8 015
	Total			<u>8 032</u>

\*The determination is in progress and therefore the disciplinary steps are not yet concluded.

23.3	Details of irregular expenditure condoned		2020/21	
	Incident	Condoned by (relevant authority)	<b>R'000</b>	
	Non-compliance to PPP (Local content) 1 case	Provincial Treasury	118	
	Total		<u>118</u>	

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23.4	Details irregular expenditure under assessment (not included in the main note) of irregular expenditure condoned		
	Incident		2020/21
			<b>R'000</b>
	Non-compliance to TR 16A (9.1) (d)		41
	Total		<u>41</u>

24. Fruitless and wasteful expenditure

24.1 Reconciliation of fruitless and wasteful expenditure

	Note	2020/21	2019/20
		<b>R'000</b>	<b>R'000</b>
Opening balance		-	-
Fruitless and wasteful expenditure – relating to prior year		6	-
Fruitless and wasteful expenditure – relating to current year		9	-
Less: Amounts recoverable	11.4	<u>(15)</u>	-
Closing balance		<u>-</u>	<u>-</u>

24.2 Details of current and prior year fruitless and wasteful expenditure – added current year (under determination and investigation)

Incident	Disciplinary steps taken/criminal proceedings	2020/21
		<b>R'000</b>
Theft of diesel	Official no longer employed/reported to SAPS	<u>15</u>
Total		<u>15</u>

24.3 Details of fruitless and wasteful expenditure recoverable

Incident	2020/21
	<b>R'000</b>
Theft of diesel	<u>15</u>
Total	<u>15</u>

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25. Related party transactions

The Department provides buildings free of charge to the following departments as well as entities reporting to these departments:

- Department of the Premier
- Provincial Parliament
- Provincial Treasury
- Community Safety (including Police Ombudsman & Chrysalis Academy)
- Education
- Health (including Hospital Facility Boards of Provincial Hospital, National Health Laboratory Service, Red Cross Children's Trust, Groote Schuur Hospital Facility Board and Cape Medical Depot)
- Social Development
- Local Government
- Human Settlements (including Rental Housing Tribunal)
- Environmental Affairs and Development Planning
- Agriculture
- Economic Development and Tourism
- Cultural Affairs and Sport (including Artscape, Heritage Western Cape, Cultural Commission and World Anti-doping Agency (WADA))
- Provincial Operating Licence Board (POLB) / Provincial Regulating Entity (PRE)
- Provincial Transport Registrar
- Government Motor Transport
- Western Cape Gambling and Racing Board
- Construction Industry Development Board
- Western Cape Nature Conservation Board
- Higher Education Institutions (including University of the Western Cape, University of Cape Town, University of Stellenbosch, Cape Peninsula University of Technology and TVET Colleges)

The Department provides parking spaces for government officials at approved fees that are not market related.

The Department receives corporate services from the Corporate Service Centre of the Department of the Premier in the Western Cape with effect from 1 November 2010 in respect of the following service areas:

- Information and Communication Technology
- Organisation Development
- Provincial Training (transversal)
- Human Resource Management

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- Enterprise Risk Management
- Internal Audit
- Provincial Forensic Services
- Legal Services
- Corporate Communication

The Department makes use of government motor vehicles managed by Government Motor Transport (GMT) based on tariffs approved by the Department of Provincial Treasury.

The Department's Microsoft environment incorporates the data usage of GMT since 8 November 2020.

The Department received Security Advisory Services and Security Operations from Department of Community Safety in the Western Cape.

26. Key management personnel

	No. of Individuals	2020/21 R'000	2019/20 R'000
Political office bearers (MEC)	1	1 978	2 746
Officials:			
*Management	22	<u>28 677</u>	<u>24 708</u>
Total		<u><u>30 655</u></u>	<u><u>27 454</u></u>

\*Management refers to Level 14's and above of the department who has significant influence over the financial and operational policy decisions of the department.

27. Public Private Partnership

	Note	2020/21 R'000	2019/20 R'000
Other			
Other obligations		<u>42 145</u>	<u>18 290</u>
Total		<u><u>42 145</u></u>	<u><u>18 290</u></u>

A concession agreement was concluded for the design, construction, financing, operating and maintaining of Chapman's Peak Drive as a toll road for 30 years. At the end of the concession period the road is returned to the Provincial Government of the Western Cape in a clearly defined condition. The agreement, which provided for both renewal and termination options, was signed on 21 May 2003. The partnership between the department and Entilini Concessionary has been operational since 21 December 2003.

During the course of 2009/10 the Executive Authority for Transport and Public Works and Finance, Economic Development and Tourism was mandated by the Premier to, with assistance of a task team, re-negotiate the contract with the Concessionaire with a view to mitigate the risk to the Department. The re-negotiations were concluded and some of the matters that were addressed were:

- Improve Provincial Contract Management and Internal Control systems.
- Re-negotiate certain conditions in the existing contract.

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- Review an alternative toll plaza solution.
- Agree on pre-emptive closure regime.
- Review methodology of Province Future Support.
- Review of upgrades and maintenance reserve fund.

In the new re-negotiated contract, a provision was made for unseen maintenance; operating and managing expenses were reviewed and pegged at an acceptable level, to be increased with CPI. Revenue projections were also scrutinised.

Any shortfall between the actual revenue and expenses would be made good by the Province, which will be reimbursed once the Concessionaire has paid up its long-time debt (2023) and there is a surplus available after expenses have been paid out of revenue.

The Province will have the first right of call to this surplus for the revenue support provided during the concession period and thereafter, any available surplus will be distributed on a 100:0 basis, wherein the Province will lay claim to 100% of the available surplus.

28. Provisions

	Note	2020/21 R'000	2019/20 R'000
Non-residential buildings		8 930	7 175
Other fixed structures		87 553	112 682
Total		96 483	119 857

These provisions relate to retentions which are part of Capital Projects.

Reconciliation of movement in provisions – 2020/2021

	Non-residential buildings R'000	Other fixed Structures R'000	Total provisions R'000
Opening balance	7 175	112 682	119 857
Increase in Provision	4 837	46 542	51 379
Settlement of Provision	(3 082)	(71 671)	(74 753)
Total	8 930	87 553	96 483

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Reconciliation of movement in provisions – 2019/2020

	Non- residential buildings R'000	Other fixed Structures R'000	Total provisions R'000
Opening balance	2 998	90 243	93 241
Increase in Provision	5 073	63 570	68 643
Settlement of Provision	(896)	(41 131)	(42 027)
<b>Total</b>	<b>7 175</b>	<b>112 682</b>	<b>119 857</b>

29. Movable Tangible Capital Assets

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021

	Opening balance R'000	Value adjustments R'000	Additions R'000	Disposals R'000	Closing Balance R'000
HERITAGE ASSETS	439	-	-	(129)	310
Heritage assets	439	-	-	(129)	310
MACHINERY AND EQUIPMENT	950 006	-	149 537	(20 617)	1 078 926
Transport assets	345 919	-	61 305	(11 111)	396 113
Computer equipment	71 185	-	19 128	(334)	89 979
Furniture and office equipment	7 079	-	1 403	(135)	8 347
Other machinery and equipment	525 823	-	67 701	(9 037)	584 487
<b>TOTAL MOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>950 445</b>	<b>-</b>	<b>149 537</b>	<b>(20 746)</b>	<b>1 079 236</b>

Information on GG Vehicle Finance lease assets for the current and comparative years are disclosed in an annexure to the AFS.

Movable Tangible Capital Assets under investigation

Included in the above total of the moveable capital assets per the asset register are assets that are under investigation:

	Number	Value R'000
Machinery and equipment	291	4 011

Financial Governance and Asset Management is currently investigating these items, which may have been lost or stolen.

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29.1 Additions

ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021

	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
MACHINERY AND EQUIPMENT	217 702	21 049	(88 480)	(734)	149 537
Transport assets	149 075	-	(87 770)	-	61 305
Computer equipment	8 534	11 314	-	(720)	19 128
Furniture and office equipment	1 403	-	-	-	1 403
Other machinery and equipment	58 690	9 735	(710)	(14)	67 701
<b>TOTAL ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>217 702</b>	<b>21 049</b>	<b>(88 480)</b>	<b>(734)</b>	<b>149 537</b>

29.2 Disposals

DISPOSALS OF MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021

	Sold for cash R'000	Non-cash disposal R'000	Total disposals R'000	Cash received Actual R'000
HERITAGE ASSETS	42	87	129	-
Heritage assets	42	87	129	-
MACHINERY AND EQUIPMENT	18 528	2 089	20 617	7 822
Transport assets	9 557	1 554	11 111	5 504
Computer equipment	-	334	334	-
Furniture and office equipment	-	135	135	-
Other machinery and equipment	8 971	66	9 037	2 318
<b>TOTAL DISPOSAL OF MOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>18 570</b>	<b>2 176</b>	<b>20 746</b>	<b>7 822</b>



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29.3 Movement for 2019/20

MOVEMENT IN TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2020

	Opening balance R'000	Prior period error R'000	Additions R'000	Disposals R'000	Closing Balance R'000
HERITAGE ASSETS	4 912	-	-	(4 473)	439
Heritage assets	4 912	-	-	(4 473)	439
MACHINERY AND EQUIPMENT	860 436	-	95 265	(5 695)	950 006
Transport assets	314 912	-	31 007	-	345 919
Computer equipment	63 096	-	12 645	(4 556)	71 185
Furniture and office equipment	6 814	-	863	(598)	7 079
Other machinery and equipment	475 614	-	50 750	(541)	525 823
<b>TOTAL MOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>865 348</b>	<b>-</b>	<b>95 265</b>	<b>(10 168)</b>	<b>950 445</b>

29.4 Minor assets

MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2021

	Heritage assets R'000	Machinery and equipment R'000	Total R'000
Opening balance	536	40 282	40 818
Additions	-	4 634	4 634
Disposals	(387)	(666)	(1 053)
<b>TOTAL MINOR ASSETS</b>	<b>149</b>	<b>44 250</b>	<b>44 399</b>

	Heritage assets	Machinery and equipment	Total
Number of R1 minor assets	43	721	764
Number of minor assets at cost	119	24 491	24 610
<b>TOTAL NUMBER OF MINOR ASSETS</b>	<b>162</b>	<b>25 212</b>	<b>25 374</b>

Minor Capital Assets under investigation

Included in the above total of the minor capital assets per the asset register are assets that are under investigation:

	Number	Value R'000
Machinery and equipment	990	1 224

Financial Governance and Asset Management is currently investigating these items, which may have been lost or stolen.

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MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2020

	Heritage assets R'000	Machinery and equipment R'000	Total R'000
Opening balance	536	38 375	38 911
Additions	-	5 231	5 231
Disposals	-	(3 324)	(3 324)
<b>TOTAL MINOR ASSETS</b>	<b>536</b>	<b>40 282</b>	<b>40 818</b>

	Heritage assets	Machinery and equipment	Total
Number of R1 minor assets	46	743	789
Number of minor assets at cost	179	33 479	33 658
<b>TOTAL NUMBER OF MINOR ASSETS</b>	<b>225</b>	<b>34 222</b>	<b>34 447</b>

29.5 Moveable assets written off

	Machinery and equipment R'000	Total R'000
Assets written off	256	256
<b>TOTAL MOVABLE ASSETS WRITTEN OFF</b>	<b>256</b>	<b>256</b>

30. Intangible Capital Assets

MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021

	Opening balance R'000	Value adjustments R'000	Additions R'000	Disposals R'000	Closing Balance R'000
SOFTWARE	305 736	-	68 790	-	374 526
<b>TOTAL INTANGIBLE CAPITAL ASSETS</b>	<b>305 736</b>	<b>-</b>	<b>68 790</b>	<b>-</b>	<b>374 526</b>

30.1 Additions

ADDITIONS TO INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021

	Cash R'000	Non-cash R'000	(Develop- ment work in progress current costs) R'000	Received current, not paid (Paid current year, received prior year) R'000	Total R'000
SOFTWARE	68 790	-	-	-	68 790
<b>TOTAL ADDITIONS TO INTANGIBLE CAPITAL ASSETS</b>	<b>68 790</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>68 790</b>

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30.2 Movement for 2019/20

MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2020

	Opening balance R'000	Prior period error R'000	Additions R'000	Disposals R'000	Closing Balance R'000
SOFTWARE	219 179	-	86 557	-	305 736
<b>TOTAL INTANGIBLE CAPITAL ASSETS</b>	<b>219 179</b>	<b>-</b>	<b>86 557</b>	<b>-</b>	<b>305 736</b>

31. Immovable Tangible Capital Assets

MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021

	Opening balance R'000	Value adjustments R'000	Additions R'000	Disposals R'000	Closing Balance R'000
BUILDINGS AND OTHER FIXED STRUCTURES	76 716 333	-	1 734 965	(194 860)	78 256 438
Non-residential buildings	38 229 511	-	233 220	(29 425)	38 433 306
Other fixed structures	38 486 822	-	1 501 745	(165 435)	39 823 132
HERITAGE ASSETS	569 931	-	203	-	570 134
Heritage assets	569 931	-	203	-	570 134
LAND AND SUBSOIL ASSETS	1 124 626	-	6 086	(10 980)	1 119 732
Land	1 124 626	-	6 086	(10 980)	1 119 732
<b>TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>78 410 890</b>	<b>-</b>	<b>1 741 254</b>	<b>(205 840)</b>	<b>79 946 304</b>

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31.1 Additions  
ADDITIONS TO IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021

	Cash R'000	Non-cash R'000	(Capital Work in progress current costs and finance lease payments) R'000	Total R'000
BUILDING AND OTHER FIXED STRUCTURES	2 074 872	1 734 965	(2 074 872)	1 734 965
Non-residential buildings	227 045	233 220	(227 045)	233 220
Other fixed structures	1 847 827	1 501 745	(1 847 827)	1 501 745
HERITAGE ASSETS	-	203	-	203
Heritage assets	-	203	-	203
LAND AND SUBSOIL ASSETS	6 085	1	-	6 086
Land	6 085	1	-	6 086
<b>TOTAL ADDITIONS TO IMMOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>2 080 957</b>	<b>1 735 169</b>	<b>(2 074 872)</b>	<b>1 741 254</b>

31.2 Disposals  
DISPOSALS OF IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021

	Sold for cash R'000	Non-cash disposal R'000	Total disposals R'000	Cash received Actual R'000
BUILDINGS AND OTHER FIXED STRUCTURES	7 403	187 457	194 860	7 403
Non-residential buildings	7 403	22 022	29 425	7 403
Other fixed structures	-	165 435	165 435	-
LAND AND SUBSOIL ASSETS	30	10 950	10 980	30
Land	30	10 950	10 980	30
<b>TOTAL DISPOSAL OF IMMOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>7 433</b>	<b>198 407</b>	<b>205 840</b>	<b>7 433</b>

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31.3 Movement for 2019/20

MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2020

	Opening balance R'000	Additions R'000	Disposals R'000	Closing balance R'000
BUILDINGS AND OTHER FIXED STRUCTURES	73 703 527	3 128 923	(116 117)	76 716 333
Non-residential buildings	37 881 270	460 780	(112 539)	38 229 511
Other fixed structures	35 822 257	2 668 143	(3 578)	38 486 822
HERITAGE ASSETS	569 931	-	-	569 931
Heritage assets	569 931	-	-	569 931
LAND AND SUBSOIL ASSETS	1 086 456	38 170	-	1 124 626
Land	1 086 456	38 170	-	1 124 626
<b>TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>75 359 914</b>	<b>3 167 093</b>	<b>(116 117)</b>	<b>78 410 890</b>

31.4 Capital Work-in-progress

CAPITAL WORK-IN-PROGRESS AS AT 31 MARCH 2021

	Note	Opening balance 1 April 2020 R'000	Current Year WIP R'000	Ready for use (Assets to the AR) / Contracts terminated R'000	Closing balance 31 March 2021 R'000
Buildings and other fixed structures	Annex 6	4 156 581	2 074 872	(1 595 543)	4 635 910
Machinery and equipment	Annex 6	7 750	710	(8 460)	-
<b>Total</b>		<b>4 164 331</b>	<b>2 075 582</b>	<b>1 604 003</b>	<b>4 635 910</b>

Age analysis on ongoing projects	Number of projects		2020/21
	Planned, construction not started	Planned, construction started	Total R'000
0 to 1 Year	58	31	1 941 393
1 to 3 Years	48	24	2 643 785
3 to 5 Years	22	7	50 732
<b>Total</b>	<b>128</b>	<b>62</b>	<b>4 635 910</b>

Payables not recognised relating to Capital WIP

	Note	2020/21 R'000	2019/20 R'000
Buildings and other fixed structures		38 932	43 079
<b>Total</b>		<b>38 932</b>	<b>43 079</b>

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CAPITAL WORK-IN-PROGRESS AS AT 31 MARCH 2020

	Note	Opening balance 1 April 2019 R'000	Prior period error	Current Year WIP R'000	Ready for use (Assets to the AR) / Contracts terminated R'000	Closing balance 31 March 2020 R'000
Buildings and other fixed structures	Annex 6	4 250 148	(1 895)	2 848 230	(2 939 902)	4 156 581
Machinery & equipment	Annex 6	-	5 439	2 311	-	7 750
<b>Total</b>		<b>4 250 148</b>	<b>3 544</b>	<b>2 850 541</b>	<b>(2 939 902)</b>	<b>4 164 331</b>

Age analysis on ongoing projects	Number of projects		Total R'000
	Planned, construction not started	Planned, construction started	
0 to 1 Year	43	17	244 393
1 to 3 Years	39	30	2 439 668
3 to 5 Years	34	14	1 480 270
<b>Total</b>	<b>116</b>	<b>61</b>	<b>4 164 331</b>

31.5 Immovable assets additional information

	Note	2020/21	2019/20
Unsurveyed land	Annexure 8	Area	Area
Western Cape		-	-
Properties deemed vested	Annexure 8	Number	Number
Land parcels		89	89
Facilities			
Schools		33	33
Clinics		1	1
Dwellings		1	1
Other		54	54

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32. Principal-agent arrangements

32.1 Department acting as the principal

	Fees paid	
	2020/21	2019/20
	R'000	R'000
Berg River Municipality	2 480	3 276
Cederberg Municipality	2 360	2 506
Matzikama Municipality	1 925	3 728
Saldanha Bay Municipality	6 346	8 631
Swartland Municipality	6 537	8 121
Breede Valley Municipality	10 187	9 926
Drakenstein Municipality	18 389	19 111
Langeberg Municipality	5 150	5 277
Stellenbosch Municipality	7 743	8 624
Witzenberg Municipality	5 033	4 671
Cape Agulhas Municipality	2 891	2 408
Overstrand Municipality	5 909	5 710
Swellendam Municipality	2 610	2 214
Theewaterskloof Municipality	5 172	4 883
Bitou Municipality	2 136	2 238
George Municipality	13 534	13 796
Hessequa Municipality	3 574	3 475
Kannaland Municipality	1 154	1 035
Knysna Municipality	4 023	4 293
Mossel Bay Municipality	7 450	8 433
Oudtshoorn Municipality	4 021	4 310
Beaufort West Municipality	959	1 149
Laingsburg Municipality	191	182
Prince Albert Municipality	327	264
City of Cape Town	259 984	264 132
<b>Total</b>	<b><u>380 085</u></b>	<b><u>392 393</u></b>

- Municipalities within the province collect motor vehicle license renewal and renewal fees on behalf of the department as circular 12/94. The municipality charges the department agency fees for the collection of these fees. The amounts disclosed above are the fees paid for collection, which is disclosed as administration fees and is included in goods and services in the statement of financial performance.
- The department set the standards and norms which the municipalities use to test prospective drivers. The department monitors drivers testing performed by the municipalities and ensures they are kept at a high standard. The department does not receive any reimbursement, nor does it pay any municipality to perform these tests. All revenue collected by the municipalities' remains revenue in their account.
- The department set the standards and norms which the municipalities use to test motor vehicles. The department monitors the testing stations and ensures they are kept at a high standard. The department does not receive any reimbursement, nor does it pay any municipality to perform these tests. All revenue collected by the municipalities' remains revenue in their account.
- The department set the standards and norms which the private companies use to test motor vehicles. The

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department monitors the testing stations and ensures they are kept at a high standard. The department does not receive any reimbursement, nor does it pay any company to perform these tests. All revenue collected by the company's remains revenue in their account.

- The District Municipality perform work on the department's roads assets and invoices the department for work performed by them. This is regarded as normal course of business; they however use the department's assets to perform this work as per agreement and do not reimburse the department for the usage of the assets. The department remains the owner of the assets as no risk and rewards has passed to the district municipalities.

32.2 Department acting as the agent

Reconciliation of carrying amount of receivables and payables – 2020/21

Payables

Name of principal entity	Revenue			
	Opening balance	principal is entitled to	Less: Settlements	Closing Balance
	R'000	R'000	R'000	R'000
Road Traffic Management Corporation	7 532	143 299	(147 884)	2 947
<b>Total</b>	<b>7 532</b>	<b>143 299</b>	<b>(147 884)</b>	<b>2 947</b>

Reconciliation of carrying amount of receivables and payables – 2019/20

Payables

Name of principal entity	Revenue			
	Opening balance	principal is entitled to	Less: Settlements	Closing Balance
	R'000	R'000	R'000	R'000
Road Traffic Management Corporation	3 170	150 426	(146 064)	7 532
<b>Total</b>	<b>3 170</b>	<b>150 426</b>	<b>(146 064)</b>	<b>7 532</b>

- The department is obligated (as per Practice Note 10 of 2007/08) to collect and pay over to the Road Traffic Management Corporation (RTMC) fees which is included in the motor vehicle license and renewal fees. The department does not receive any reimbursement for this service it performs. The above amounts constitute the revenue collected on behalf of RTMC, the department does not include this revenue in its revenue as it does not belong to the department at any point in time.
- The department is an implementing agent for the Department of Health. The department publishes and awards tenders and monitor the construction of infrastructure as required by the department in terms of the service level agreement. The department does not receive any reimbursement for this function. The department sign the contracts with the contractors for Department of Health projects. Invoices for completed capital works and maintenance are issued in the name of the department. The budget for the projects and the payments of invoices are made by Department of Health, which disclosed R218,230 million worth commitments against these contracts.

The department is an implementing agent for the Department of Education. The department publishes and



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awards tenders and monitor the construction of infrastructure as required by the department in terms of the service level agreement. The department does not receive any reimbursement for this function. The department sign the contracts with the contractors for Department of Education projects. Invoices for completed current and capital works are issued in the name of the department. The budget for the projects and the payments of invoices are made by Department of Education, which disclosed R407,536 million worth of commitments against these contracts.

33. Prior period error

33.1 Correction of Prior period errors

	Note	Amount before correction 2019/2020 R'000	Prior period error 2019/2020 R'000	Restated amount 2019/2020 R'000
<b>Assets</b>				
Immovable tangible assets (WIP)	31.4	4 250 148	(2 617)	4 247 531
Movable tangible assets (WIP)	31.4	-	7 750	7 750
Net effect		<u>4 250 148</u>	<u>5 133</u>	<u>4 255 281</u>

Prior period error correcting asset classification in work in progress movement.

	Note	Amount before correction 2019/2020 R'000	Prior period error 2019/2020 R'000	Restated amount 2019/2020 R'000
Commitments (2019/2020)	18	1 513 451	(76 220)	1 437 231
Provisions	28	-	119 857	119 857
Net effect		<u>1 513 451</u>	<u>43 637</u>	<u>1 557 088</u>

Correction of Provision disclosure previously classified as Capital Commitments.

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STATEMENT OF CONDITIONAL GRANTS RECEIVED

NAME OF DEPARTMENT	GRANT ALLOCATION					SPENT				2019/20	
	Division of Revenue Act/ Provincial Grants	Roll Overs	DORA Adjustments	Other Adjustments	Total Available	Amount received by department	Amount spent by department	Under / (Overspending)	% of available funds spent by department	Division of Revenue Act	Amount spent by department
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Provincial Roads Maintenance Grant	967 006	-	-	-	967 006	967 006	967 006	-	100%	1 040 051	1 040 051
EPWP: Integrated Grant for Province	10 008	-	-	-	10 008	10 008	10 008	-	100%	12 469	12 469
Public Transport Operations Grant	1 073 596	-	-	-	1 073 596	1 073 596	1 073 596	-	100%	1 006 182	1 006 182
<b>Total</b>	<b>2 050 610</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2 050 610</b>	<b>2 050 610</b>	<b>2 050 610</b>	<b>-</b>		<b>2 058 702</b>	<b>2 058 702</b>

All transfers in terms of this Act were deposited into the primary bank account of the Province.

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35. STATEMENT OF CONDITIONAL GRANTS AND OTHER TRANSFERS PAID TO MUNICIPALITIES

NAME OF MUNICIPALITY	2020/21							2019/20	
	GRANT ALLOCATION				TRANSFER			Conditional grants and Other transfers	Actual transfer
	Conditional grants and Other transfers	Roll Overs	Adjustments	Total Available	Actual Transfer	Funds Withheld	Re-allocations by National Treasury or National Department		
R'000	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<u>Municipalities: Western Cape</u>									
Rates and Taxes	636 661	-	-	636 661	629 824	-	-	601 840	601 840
Conditional Grants	288 076	7 936	14 544	310 556	280 213	-	-	253 516	244 091
<b>TOTAL</b>	<b>924 737</b>	<b>7 936</b>	<b>14 544</b>	<b>947 217</b>	<b>910 037</b>	<b>-</b>	<b>-</b>	<b>855 356</b>	<b>845 931</b>

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36. BROAD BASED BLACK ECONOMIC EMPOWERMENT PERFORMANCE

Information on compliance with the B-BBEE Act is included in the annual report under the section titled B-BBEE Compliance Performance Information.

37. COVID 19 Response Expenditure

	Note	2020/21 R'000	2019/20 R'000
	Annexure 9		
Goods and services		379 487	1 881
Expenditure for capital assets		<u>615</u>	<u>-</u>
Total		<u><u>380 102</u></u>	<u><u>1 881</u></u>

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ANNEXURE 1A (Note 7)

STATEMENT OF CONDITIONAL GRANTS AND OTHER TRANSFERS TO MUNICIPALITIES AND PROVINCIAL ADMINISTRATIONS

NAME OF MUNICIPALITY	GRANT ALLOCATION				TRANSFER			SPENT				2019/20	
	Other transfers Appropriation 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 %	Amount received by municipality R'000	Amount spent by municipality R'000	Unspent funds R'000	% of available funds spent by municipality %	Division of Revenue Act R'000	Actual transfer R'000
Municipalities:													
Western Cape													
Rates and Taxes	636 661	-	-	636 661	629 824	-	-	629 824	629 824	-	100%	601 840	601 840
Conditional grants	288 076	7 936	14 544	310 556	280 213	-	-	280 213	197 975	-	71%	253 516	244 091
Western Cape Government													
PD: Vehicle Licences	4 365	-	2	4 367	2 402	-	-	2 402	2 402	-	100%	4 903	4 688
<b>Total</b>	<b>929 102</b>	<b>7 936</b>	<b>14 546</b>	<b>951 584</b>	<b>912 439</b>	<b>-</b>	<b>-</b>	<b>912 439</b>	<b>830 201</b>	<b>-</b>		<b>860 259</b>	<b>850 619</b>

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ANNEXURE 1B (Note 7)

STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS

DEPARTMENTAL AGENCY/ ACCOUNT	TRANSFER ALLOCATION				TRANSFER		2019/20
	Adjusted Appropriation	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	Final Appropriation
	R'000	R'000	R'000	R'000	R'000	%	R'000
ICASA/SABC - Com Licences (Radio & TV)	134	-	1	135	48	36%	95
<b>Total</b>	<b>134</b>	<b>-</b>	<b>1</b>	<b>135</b>	<b>48</b>		<b>95</b>

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ANNEXURE 1C (Note 7)

STATEMENT OF TRANSFERS/SUBSIDIES TO PUBLIC CORPORATIONS AND PRIVATE ENTERPRISES

NAME OF PUBLIC CORPORATION/PRIVATE ENTERPRISE	TRANSFER ALLOCATION				EXPENDITURE				2019/20
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	Capital	Current	Final Appropriation
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000
Private Enterprises									
Transfers									
Bus Operator Service	1 073 596	-	-	1 073 596	1 073 596	100%	-	1 073 596	1 006 182
Total	1 073 596	-	-	1 073 596	1 073 596		-	1 073 596	1 006 182

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ANNEXURE 1D (Note 7)  
STATEMENT OF TRANSFERS TO HOUSEHOLDS

	TRANSFER ALLOCATION				EXPENDITURE		2019/20
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	Final Appropriation
	R'000	R'000	R'000	R'000	R'000	%	R'000
HOUSEHOLDS							
Transfers							
*Social Benefits	6 086	-	1 174	7 260	7 024	97%	4 264
Bursaries (non-employees)	8 722	-	684	9 406	9 391	100%	10 225
Claims against the State	56	-	25	81	81	100%	232
Donations and gifts (cash)	118	-	(118)	-	-	-	86
Refunds/repayments as an act of grace							3
<b>Total</b>	<b>14 982</b>	<b>-</b>	<b>1 765</b>	<b>16 747</b>	<b>16 496</b>	<b>99%</b>	<b>14 810</b>
Injury on duty	117	-	39	156	156		21
Leave Gratuity	5 969	-	1 135	7 104	6 868		3 077
Post retirement benefits	-	-	-	-	-		1 166
*Social Benefits	6 086	-	1 174	7 260	7 024		4 264



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ANNEXURE 1E (Note 3)  
STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED

Donations received in kind

Donation in kind made by Old Mutual, being the use of the Mupine Building for the period of the National State of Disaster as a quarantine facility.

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ANNEXURE 2A  
STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2021 – LOCAL

Guarantor institution	Guarantee in respect of	Original guaranteed capital amount R'000	Opening balance 1 April 2020 R'000	Guarantees draw downs during the year R'000	Guarantees repayments/ cancelled/ reduced during the year R'000	Revaluation due to foreign currency movements R'000	Closing balance 31 March 2021 R'000	Revaluations due to inflation rate movements R'000	Accrued guaranteed interest for year ended 31 March 2021 R'000
ABSA	Housing	75	75	-	-	-	75	-	-
*Transport and Public Works	Rehabilitation of Land	14 749	14 749	-	-	-	14 749	-	-
<b>Total</b>		<b>14 824</b>	<b>14 824</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14 824</b>	<b>-</b>	<b>-</b>

\*Guarantees issued to the Department of Mineral Resources for the Environmental Management Programme.

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ANNEXURE 2B  
STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2021

Nature of Liability	Opening Balance 1 April 2020 R'000	Liabilities incurred during the year R'000	Liabilities paid/cancelled/ reduced during the year R'000	Liabilities recoverable R'000	Closing Balance 31 March 2021 R'000
Claims against the department					
Roads accident and damages claims (110 open cases)	97 261	20 937	(4 017)	-	114 181
<b>Total</b>	<b>97 261</b>	<b>20 937</b>	<b>(4 017)</b>	<b>-</b>	<b>114 181</b>

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ANNEXURE 3  
CLAIMS RECOVERABLE

	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
	31/03/2021	31/03/2020	31/03/2021	31/03/2020	31/03/2021	31/03/2020
	R'000	R'000	R'000	R'000	R'000	R'000
Government Entity						
Department						
Provincial Government Western Cape						
Premier	-	102	219	-	219	102
Health	18 120	8 576	3 713	-	21 833	8 576
Education	-	102	-	-	-	102
Agriculture	-	-	601	-	601	-
Community Safety	-	-	22	-	22	-
Treasury	-	-	113	-	113	-
Subtotal	18 120	8 780	4 668	-	22 788	8 780
Other Government Entities						
Government Motor Transport	3 817	7 484	25	42	3 842	7 526
City of Cape Town	-	-	6 395	-	6 395	-
Subtotal	3 817	7 484	6 420	42	10 237	7 526
Total	21 937	16 264	11 088	42	33 025	16 306

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ANNEXURE 4  
INTER-GOVERNMENT PAYABLES

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2021	31/03/2020	31/03/2021	31/03/2020	31/03/2021	31/03/2020
	R'000	R'000	R'000	R'000	R'000	R'000
DEPARTMENTS						
Current						
Provincial Government Western Cape						
Premier	29	218	-	-	29	218
Health	2 160	-	-	-	2 160	-
Culture Affairs & Sport	-	-	-	2	-	2
National Departments						
Justice & Constitutional Development	1	-	420	4	421	4
Subtotal	2 190	218	420	6	2 610	224
OTHER GOVERNMENT ENTITY						
Current						
Government Motor Transport	5 862	6 199	502	-	6 364	6 199
Subtotal	5 862	6 199	502	-	6 364	6 199
Total	8 052	6 417	922	6	8 974	6 423

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ANNEXURE 5 – INVENTORIES

Inventories for the year ended 31 March 2021

	Other Supplies - Ammunition <b>R'000</b>	Assets for distribution – Furniture and Office Equipment <b>R'000</b>	TOTAL R'000
Opening balance	260	2 688	2 948
Add/(Less): Adjustments to prior year balances	-	(5)	(5)
Add: Additions/Purchases – Cash	325	21 040	21 365
(Less): Issues	(5)	(1 561)	(1 566)
Add: Adjustments	2	-	2
Closing Balance	<u>582</u>	<u>22 162</u>	<u>22 744</u>

Inventories for the year ended 31 March 2020

	Other Supplies - Ammunition <b>R'000</b>	Assets for distribution – Furniture and Office Equipment <b>R'000</b>	TOTAL R'000
Opening balance	130	2 683	2 813
Add: Additions/Purchases – Cash	270	664	934
(Less): Issues	(167)	(659)	(826)
Add: Adjustments	27	-	27
Closing Balance	<u>260</u>	<u>2 688</u>	<u>2 948</u>

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ANNEXURE 6  
MOVEMENT IN CAPITAL WORK IN PROGRESS

MOVEMENT IN CAPITAL WORK IN PROGRESS FOR THE YEAR ENDED 31 MARCH 2021

	Opening balance R'000	Current Year Capital WIP R'000	Ready for use (Asset register) / Contract terminated R'000	Closing balance R'000
MACHINERY AND EQUIPMENT	7 750	710	(8 460)	-
Other machinery and equipment	7 750	710	(8 460)	-
<b>BUILDINGS AND OTHER FIXED STRUCTURES</b>	<b>4 156 581</b>	<b>2 074 872</b>	<b>(1 595 543)</b>	<b>4 635 910</b>
Non-residential buildings	343 505	227 045	(93 798)	476 752
Other fixed structures	3 813 076	1 847 827	(1 501 745)	4 159 158
<b>Total</b>	<b>4 164 331</b>	<b>2 075 582</b>	<b>(1 604 003)</b>	<b>4 635 910</b>

MOVEMENT IN CAPITAL WORK IN PROGRESS FOR THE YEAR ENDED 31 MARCH 2020

	Opening balance R'000	Prior period errors	Current Year Capital WIP R'000	Ready for use (Asset register) / Contract terminated R'000	Closing balance R'000
MACHINERY AND EQUIPMENT	-	5 439	2 311	-	7 750
Other machinery and equipment	-	5 439	2 311	-	7 750
<b>BUILDINGS AND OTHER FIXED STRUCTURES</b>	<b>4 250 148</b>		<b>2 848 230</b>	<b>(2 939 902)</b>	<b>4 156 581</b>
Non-residential buildings	369 055		246 209	(271 759)	343 505
Other fixed structures	3 881 093	(1 895)	2 602 021	(2 668 143)	3 813 076
<b>Total</b>	<b>4 250 148</b>	<b>3 544</b>	<b>2 850 541</b>	<b>(2 939 902)</b>	<b>4 164 331</b>

Prior period error correcting asset classification in work in progress movement.

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ANNEXURE 7

INTER-ENTITY ADVANCES PAID (note 10)

ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2021	31/03/2020	31/03/2021	31/03/2020	31/03/2021	31/03/2020
	R'000	R'000	R'000	R'000	R'000	R'000
OTHER ENTITIES						
Garden Route District Municipality	-	-	21 153	18 468	21 153	18 468
Cape Winelands District Municipality	-	-	3 939	1 541	3 939	1 541
West Coast District Municipality	-	-	28 688	4 999	28 688	4 999
Central Karoo District Municipality	-	-	894	3 490	894	3 490
<b>Total</b>	-	-	<b>54 674</b>	<b>28 498</b>	<b>54 674</b>	<b>28 498</b>



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ANNEXURE 8  
ADDITIONAL INFORMATION ON IMMOVABLE ASSETS

IMMOVABLE ASSETS ADDITIONAL DISCLOSURE 2020/21

		2020/21	2019/20
Un-surveyed land	Estimated completion date	Area	Area
Western Cape		-	-
Properties deemed vested		Number	Number
Land parcels		89	89
Facilities			
Schools		33	33
Clinics		1	1
Dwellings		1	1
Other		54	54

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ANNEXURE 9 (Note 37)  
COVID 19 RESPONSE EXPENDITURE  
Per quarter and in total

Expenditure per economic classification	2020/21					2019/20
	Q1	Q2	Q3	Q4	Total	Total
	R'000	R'000	R'000	R'000	R'000	R'000
Goods and services	161 774	88 208	82 460	47 045	379 487	1 881
Advertising	-	177	-	2 099	2 276	-
Catering departmental activities	9 705	5 477	3 289	6 661	25 132	-
Communication	31	132	158	136	457	-
Computer Services	378	13 543	4 515	7 143	25 579	-
Consumables Supplies	70 872	5 846	638	58	77 414	1 775
Consumables stationery, printing & office supplies	47	-	-	-	47	-
Consultants: Business & advisory services	448	2 413	3 894	3 264	10 019	-
Contractors	195	125	34	103	457	-
Legal services	-	172	-	-	172	-
Operating leases	-	-	51 652	380	52 032	-
Operating payments	31	24	13	4	72	-
Property payments	3 479	8 044	5 407	9 003	25 933	-
Rental & hiring	174	559	131	-	864	-
Transport provided department activity	11 820	41 617	7 212	11 286	71 935	-
Travel & subsistence	71	367	64	148	650	-
Venues and facilities	64 523	9 712	5 453	6 760	86 448	106
Expenditure for capital assets	615	-	-	-	615	-
Software & other intangible assets	615	-	-	-	615	-
<b>TOTAL COVID 19 RESPONSE EXPENDITURE</b>	<b>162 389</b>	<b>88 208</b>	<b>82 460</b>	<b>47 045</b>	<b>380 102</b>	<b>1 881</b>

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ANNEXURE 10

TRANSPORT ASSETS AS PER FINANCE LEASE REGISTER

Moveable Tangible Capital Assets

Transport assets per finance lease register for year ended 31 March 2021

	Opening balance <b>R'000</b>	Current year adjustments to prior year balances <b>R'000</b>	Additions <b>R'000</b>	Disposals <b>R'000</b>	Closing balance <b>R'000</b>
GG Motor vehicles	123 800	-	21 593	(9 779)	135 614

Transport assets per finance lease register for year ended 31 March 2020

	Opening balance <b>R'000</b>	Current year adjustments to prior year balances <b>R'000</b>	Additions <b>R'000</b>	Disposals <b>R'000</b>	Closing balance <b>R'000</b>
GG Motor vehicles	114 152	-	18 499	(8 851)	123 800

The Western Cape Department of Transport and Public Works utilised 496 Government motor vehicles during the period ended 31 March 2021, and 495 Government motor vehicles during the previous financial year ended 31 March 2020. The motor vehicles are leased under a finance agreement unique to the Western Cape Government and the annexure aims to improve the minimum reporting requirements as per the Modified Cash Standard.

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ANNEXURE 11  
IRREGULAR EXPENDITURE

IRREGULAR EXPENDITURE - 2020/2021			
Description	Stage of completion	No. of cases	Total
Alleged irregular expenditure - identified by Institution (A)	Stage 1		
Current year occurrences		2	2 857 613.62
Prior year occurrences			5 021 925.25
Alleged irregular expenditure - identified by Auditors (B)	Stage 1		
Current year occurrences			
Prior year occurrences (2020/2021 opening balance)			151 800.00
<b>Total Alleged irregular expenditure</b>		<b>2</b>	<b>8 031 338.87</b>
Total confirmed irregular expenditure	Stage 2	3	8 031 338.87
IE - no losses incurred	Stage 3	0	-
IE - resulted in losses	Stage 3	0	-
IE - determination in-progress	Stage 3	2	8 031 338.87
IE - recovered/referred for recovery	Stage 5	0	-
IE - irrecoverable and written-off	Stage 5	0	-
IE - referred to PFS for further investigation	Stage 4	0	-
IE - referred to HRF for disciplinary process	Stage 6	0	-
IE - referred for condonation/ condoned	Stage 7	1	-
IE - not condoned and removed by AO/AA	Stage 7	0	-
The irregular expenditure is as a result of supply chain procedures not being followed. At year end, there were 2 cases outstanding, totalling R8 031 338,87. These cases are under determination.			
Notes			
"irregular expenditure" means expenditure, other than unauthorised expenditure, incurred in contravention of or that that is not in accordance with a requirement of any applicable legislation, including-			
(a) this Act; or			
(b) the State Tender Board Act, 1968 (Act No. 86 of 1968), or any regulations made in terms of that Act; or			
(c) any provincial legislation providing for procurement procedures in that provincial government;			
Stage 1 - Discovery			
Stage 2 - Assessment			
Stage 3 - Determination			
Stage 4 - Investigation			
Stage 5 - Recovery of Losses			
Stage 6 - Disciplinary			
Stage 7 - Condonement/ Removal			

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The Department of Transport and Public Works tirelessly pursues the delivery of infrastructure and transport services that is; inclusive, safe and technologically relevant, seeking to heal, skill, integrate, connect, link and empower every citizen in the Western Cape, driven by passion, ethics and a steadfast commitment to the environment and our people as our cornerstone. Our ultimate goal remains to create enabled communities living dignified lives #JUSTdignity.



**Western Cape  
Government**

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