



REPORT TO THE AD HOC COMMITTEE OF THE NATIONAL
COUNCIL OF PROVINCES FROM INTER-MINISTERIAL
TASK TEAM FOR THE NORTH WEST PROVINCE SECTION
100(1) INTERVENTION

16 AUGUST 2018

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1. Purpose

1.1. This report records progress of the intervention in the North West Province by national government under Section 100(1) of the Constitution of South Africa. It is submitted to the ad hoc committee of the National Council of Provinces (NCOP) to support the fulfilment of the NCOP's responsibilities under Section 100(2) of the Constitution.

1.2. The report presents progress on the intervention as a whole and provides detailed progress reports on the five departments that are under Section 100(1)(b), as well as the Department of Local Government and Human Settlements - which although placed under Section 100(1)(a) plays a central role in relation to the local government sphere.

1.3. Finally, annexures are provided which provide details with respect to intervention actions per department under (Section 100(1)(b)).

2. Background

2.1. In response to widespread community uprisings and labour unrest in the North West Province in April 2018, the national executive, under President Cyril Ramaphosa delegated an Inter-Ministerial Task Team (IMTT) to undertake a governance and service delivery assessment in the province. Based on the extensive engagements with external and internal stakeholders by the IMTT in the period 30 April – 17 May 2018 Cabinet invoked Section 100(1) of the Constitution, which empowers the national government to take over the running of the provincial government under prescribed conditions and to the extent necessary.

2.2. Section 100(1) was proclaimed for 10 departments in the province. Five were placed under Section 100(1)(a), whereby the executive authority remains with the provincial leadership, but directives must be implemented under the supervision of the national department. Five departments, including the Office of the Premier were placed under Section 100(1)(b), whereby the executive authority is removed from the provincial heads of department (HODs) and members of the Executive Council (MECs) and vested with the national minister and an appointed administrator.

2.3. The table below provides details:

Provincial Departments under Section 100(1)(b)	Provincial Departments under Section 100(1)(a)
Office of the Premier	Finance, Economy and Economic Development (Provincial Treasury)
Health	Rural, Environment and Agriculture Development
Education and Sports Development	Social Development
Public Works and Roads	Local Government and Human Settlement
Community Safety and Transport Management	Tourism

3. Overview of progress

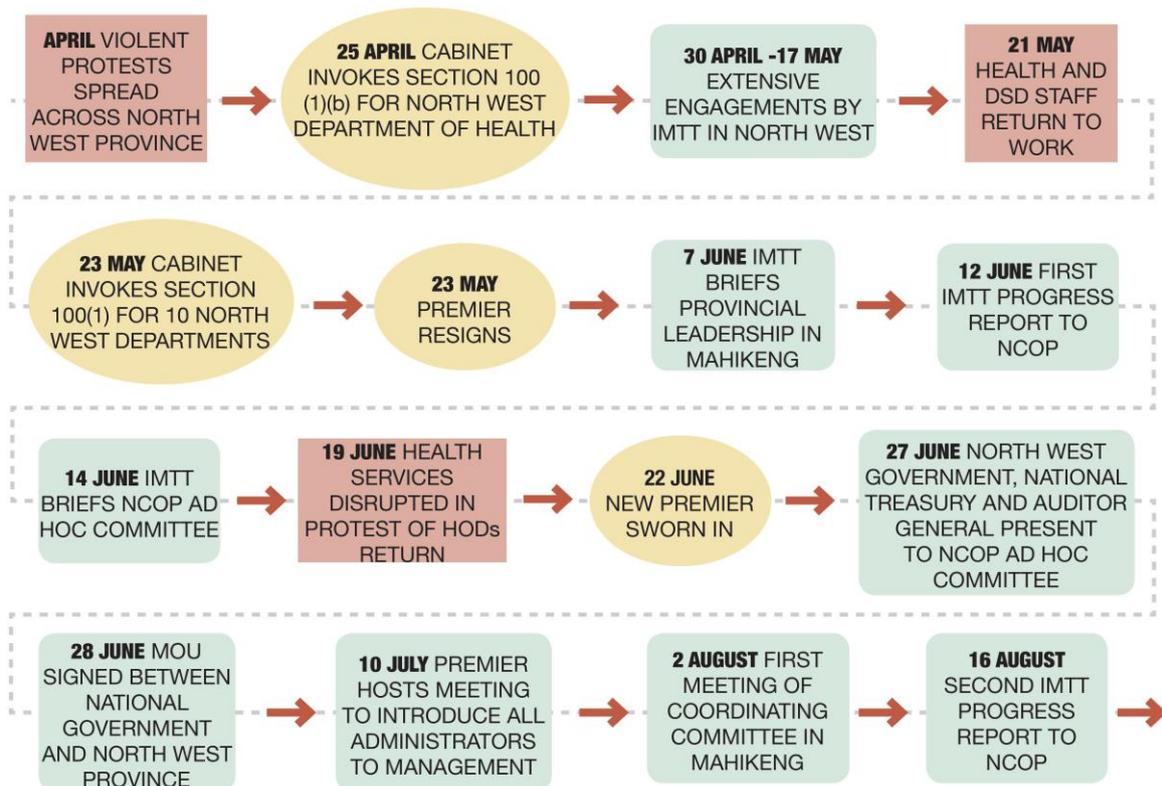


Figure 1: Timeline of the North West Section 100(1) intervention

3.1. The signing of the Memorandum of Understanding on 28 June 2018 between the National Government, represented by the Convenor of the IMTT (Minister N. Dlamini-Zuma) and Provincial Government, represented by the Premier of the North West (Premier J. Mokgoro) marked a major milestone in the intervention, shifting

from an assessment and planning phase to the inception stages of implementing the interventions.

3.2. The foundational work focussed on putting in place the administrative teams, as well as deepening the understanding of the institutional environment in which change is to be effected. Addressing labour instability has also consumed a significant amount of time and energy, as has putting in controls to address financial mismanagement.

3.3. The activities in July 2018 were primarily taken up with finalising and signing protocols between national and provincial departments, appointing and installing administrators and support teams for the five departments under Section 100(1)(b), issuing directive for Section 100(1)(a) departments and general orientation.

3.4. The administrators for Section 100(1)(B) departments were introduced to the Premier and the Provincial Executive Council on 5 July 2018.

3.5. The process of appointing the administrators for the five departments under Section 100(1)(b) as accounting officers was completed by 10 July 2018. The administrators are all installed in offices in Mahikeng, with support teams from their national departments.

3.6. The Coordinator for the North West Intervention – a role that responds to lessons learnt from the Limpopo Section 100(1) intervention - has been appointed and has established an office in Mahikeng. A monitoring system focussed on six key result areas (KRA) has been developed. This system has a range of indicators to provide a picture of the intervention based on a wide range of information sources. This system is currently focussed on the fundamentals of tracking implementation plans. Work is underway to activate the monitoring capacity in the Office of the Premier to support the monitoring of the intervention. The six KRA's that will be used to assess the intervention are:

- Effective implementation of Section 100(1) intervention plans
- Clean governance and institutional capability
- Improved service delivery
- Improved labour relations

- Effective communication and public accountability
- Effective coordination of intervention

3.7. The Coordinating Committee, envisaged in the Memorandum of Understanding signed between the Premier of the Province and the Convenor of the IMTT, has been established and met on the 2 August 2018 in Mafikeng. This committee brings together all the heads of provincial departments together with the administrators from the national departments.

3.8. Directives have been issued to all Section 100(1)a departments and protocols have been signed between the relevant ministers and the MECs for all departments.

4. Summary progress reports for Section 100(1)(b) departments

This section presents summarised progress reports for departments that have been placed under Section 100(1)(b), as well as the Department of Local Government and Human Settlements.

4.1. Office of the Premier

The Office of the Premier (OTP) should be the nerve centre of the administration of the province. Consequently, the intervention plans seek to put the office on a right footing and thus enabling it to expeditiously carry out its executive and administrative responsibilities in the province.

4.1.1. Activities during the reporting period

Activities of the administrator revolved around four intervention plans, namely, invoking Section 100 (1b) as it applies to the Office of the Premier (OTP); assessing all Project Management Unit (PMU) contracts and outsourced government business; attending to the breakdown of relations between the provincial administrations, workers and communities; and providing transversal support services in order to Turn Around service delivery.

4.1.2. Achievements, successes or breakthroughs

A number of milestones were reached in line with the interventions. The intervention team is making headway in restoring the credibility of supply chain management practices both within the OTP and the administration through the reaffirmation of legal and ethical practices. Among these is the tightening up of processes for payments that exceed R200 000 as well as assessing the costs-benefits in the use of Project Management Units across the provincial administration.

4.1.3 Challenges, obstacle and solutions

The security provided to the Administrator, Support Team and documents remains a challenge.

4.1.4. Risks and threats

As information becomes more sensitive, so is the likely increase in threats against the person of the Administrator and support staff. Lack of proper document storage facilities and office security undermines information integrity of the intervention. Meanwhile the significant decrease in ICT spend for the first quarter FY 2018/19 is impacting overall expenditure of the OTP, which means plans need to be developed to get projects back on track.

4.1.5 Lessons learnt

- The invocation of section 100 (1) (b) in the OTP initially created a sense of uncertainty amongst staff and management, but an element of positivity towards the intervention is now emerging.
- The intervention in the North West displays unique characteristics and requires a unique and tailor-made approach for sustainability.
- The need for an integrated policy on the management of interventions was re-affirmed.

4.2. North West Department of Health

4.2.1. The crisis at the North West Department of Health and the flaring up of unrest in the province was one of the indications that things were not going well within the provincial administration. As a consequence, the key intervention areas and plans within the provincial department of health cover broad terrains, such as restoring the integrity of financial management system, resolving labour and community grievances as well as restoring the functionality the provincial health system as a whole.

4.2.2. Progress

During the reporting period the intervention team focused on getting the organisational fundamentals in order. Among these were vetting invoices for payment, designs of the department's organisational structure and the performance agreements of senior management. The other important activity was managing the grievances of staff and communities.

4.2.3. Achievements, successes or breakthroughs

A major achievement during the reporting period is an agreement that was reached with unions on community health worker (CHW) contracts, with the exception of three sub-districts. The team was able to kick-start a process that would see the procurement of essential equipment for primary health care facilities. In addition, all outstanding payments for the Health Emergency Management Services have been verified and the payment backlogs are being processed.

4.2.4. Challenges, obstacle and solutions

i. Labour unrest

The staff victimisation is being investigated by the NDoH employee relations team, while solutions to staff grievances are being tackled as part of intervention activities. In this regard the DG of Health and the Administrator have had several discussions with labour representatives in order to improve the employer-employee relationships.

ii. Institutional incapacity

Payments of key suppliers are delayed for about 8 months as the department ran out of money in September 2017. Some sub-district and district offices seem not to have the capacity to adhere to expected payment turnaround times. Posts in the office of the CFO have been advertised for filling in order to mitigate against these challenges.

iii. Wastage of budget resources

Wastage of budget resources due to poor contract management, irrational processes such as paying monthly maintenance for idling equipment. These are being addressed with assistance from NDoH SCM unit, Office of the Chief Procurement Officer, Office of the National Accountant General.

iv. Budget Shortfall

Should the budget shortfall continue, the NWDoh will continue to provide substandard services, patient dissatisfaction and labour unrest will rise unless the budget shortfall is resolved. However, discussions continue with National and Provincial Treasury as part of the process of costing PHC and hospital services.

4.2.5. Risks and threats

The threat of labour and community unrest and persistent wastages in supply chain management processes continue to pose a risk. Both the lack of capacity at the level of staff and institutions is a challenge to the implementation of intervention plans.

4.2.6. Lessons learnt

- Appropriate communication in all directions and between all levels is key to the success of turnaround plans.
- Problems in NWDoH are deep rooted, systemic and complex – there will be no quick-wins and long term engagement is required.

4.3. Department of Education and Sports Development

4.3.1. The diagnosis of the state of affairs in the department revealed an interplay between the generalised breakdown in governance and financial mismanagement. The intervention plan, its actions and the expected outcomes are geared towards restoring the breakdown in governance structures and restoring the credibility of data across the entire value chain.

4.3.2. Progress

The collapse of governance has severely corroded the levels of trust among internal and external stakeholders who are crucial to carrying out the mandate of the provincial department. Key sector stakeholders were introduced to the intervention team during the period under review. Non-payment for services rendered is one of the major causes of discontent of providers and beneficiaries alike. The administrator is clearing up the submission backlogs that date back as far as 2014 to restore trust and essential services.

4.3.3. Achievements, successes or breakthroughs

Continually mending relations with key stakeholders both internal and external has laid the ground for the Section 100(1) intervention. The trust dividend eases stakeholder buy-in and willingness to accept roles and responsibilities to ensure the success of the intervention. The team is particularly grateful of the cooperation and support from one of the branches that is central to understanding the workings of the

department. Information and insights gleaned from this initial interaction has given the team a solid start from which the team can drill down to specific intervention areas.

The process of addressing the audit finding of R1,1 billion in irregular expenditure has started and it has been possible to remove R350million of expenditure for learner teaching support material from the irregular amount.

The task of establishing a cost effective method of building schools started in August.

4.3.4. Challenges, obstacles and solutions

Stakeholder management may be a challenge, but remains critical as explained above. In addition, the opportunities for resolving long-standing issues is resulting in a flood of submissions to the Administrator. Most of these submissions are less than adequate in their informational and documentary standards. Dealing with sub-standard or incomplete information is taxing the already stretched capacities within the office of the Administrator. Beefing up back office processes in support of the Administrator's office is increasingly becoming urgent by the day. The momentum arising from stakeholder engagement is rightly unblocking more issues that have to be dealt with.

4.3.5. Risks and threats

The intervention is facing some risks, as it gains speed, but with mitigation measures being put in place, these can be minimised. There is also an increase of potential whistle-blowers and corresponding levels of discomfort among those whose interests are under threat. Much thinking and action need to be expended on the potential risks to the intervention and threats to intervention staff and whistle-blowers to prevent derailment. Security remains a serious risk for the intervention team, who work until late daily. The campus on which the operations of the team are housed does not provide for security personnel after hours.

4.3.6. Lessons learnt

What the Administrator's office has described as positive outcomes of the intervention thus far provide pointers to possible lessons learnt. These include the

importance of investing time order to build trust and ensure buy-in into the turnaround strategy for the department. Though time-consuming as well as taxing, front-loading stakeholder management and relationship building is time well spent in the long run.

Open-mindedness and flexibility are important to laying the ground for the work of the intervention. It is tempting to be overly bureaucratic in the context of an organisational culture that appears as though the rules have been thrown out of the window. A seemingly mundane or pedestrian input may just hold the key to a deeper problem or point to a solution. The team works hard to avoid unnecessary antagonisms, yet remains firm in pursuit of the object that underpins the intervention.

4.4. Department of Community Safety and Transport Management

4.4.1. The Section 100 (1)(b) action plans pertaining to the Department of Community Safety and Transport Management seek to reverse the decline in internal controls and systems. These specifically focus on governance, supply chain management and internal controls.

Transport

4.4.2. Activities during the reporting period

Work covered during the reporting period built up on momentum arising from the inception of the intervention team in the department. Among the activities undertaken were continued introduction and briefing sessions with the management echelons and other stakeholder internal to the department. These sessions sought to make direct assessments of the challenges as they existed, while finding ways to secure the commitment of management and staff in ensuring their resolution as per the intervention plans.

The more specific actions include the verification of financial claims by service providers as well as the processing of those invoices that meet the applicable supply chain prescripts. This area of work included an investigation into alleged irregularities relating to the awarding of the Learner Transport contract as well as starting a review on the challenges that are facing the North West Transport Investments entity.

Also noteworthy is the team's support of the department's efforts in responding to the audit queries of the Auditor General. The other major area is the review of the management of the conditional grants to ensure that these are spent in line with their original purposes.

4.4.3. Achievements, successes or breakthroughs

Assuming a posture which indicated that the Administrator and team are there to work with the department in resolving the challenges they face has yielded positive results, especially in terms of management cooperation and team work. The result had been the following outcomes among others:

- Signing-off of the 2017/18 report to the Auditor-General;
- Streamlining supply chain policies, procedures and processes that resulted in the processing of legitimate invoices, particularly those that relate to Learner Transport service providers; and
- Helped the North West Transport Investments begin negotiations over a long-term contract for commuter transport, after securing a letter of intent from Gauteng Province;

4.4.4. Challenges, obstacles and solutions

Challenges that the department faces are at the heart of the diagnostic and assessment findings. These form a substantive part of the intervention plans that seek to respond to issues that range from the internal audit recommendations being routinely ignored to the adverse audit findings of the Auditor General.

4.4.5. Risks and threats

A substantial portion of staff is supportive of the intervention plans. The depletion of the scholar transport budget even before the end of the current financial year is potentially disruptive to the school calendar. The financial unsustainability of the North West Transport Investments is an ongoing threat, while the messy supply chain management and procurement practices are a potential source of litigation by "losing bidders", especially in relation to Learner Transport contracts.

Community Safety

4.4.6. Activities during the reporting period

Much of the work of the Administrator during the reporting period was focused on undertaking detailed assessments of the functionality of the Department of Community Safety against its legislative and policy mandate. A number of intervention plans and activities were generated from the results of the assessments.

4.4.7. Achievements, successes or breakthroughs

Being on the ground afforded the team ample opportunities to verify information at its disposal and to gather new insights that would aid with the implementation of interventions plans. Consequently, the activities within the overall intervention plans ranged from the establishment of the Provincial Secretariat in line with legislation, to putting in place interim mechanisms providing support to the fledgling provincial Community Policing Sector. While the more operational activities involved attending to complaints around job grading issues and conducting a functional assessment of the Complaints Unit, in terms of capacity, skills and systems

4.4.8. Challenges, obstacles and solutions

The depth of demotivation among staff is a symptom of the paralysis of the department. Its underlying causes are many, but the main ones are allegations of lack of support for the community safety functional area (when compared to its transport counterpart) and the emotive and unresolved issue of job grading for salary levels 9 and 11. The administrator and team are systematically working towards the resolution of these challenges and have enlisted the assistance of the human resource management directorate for background information.

Operationally, there appears to be lack of cooperation between the Department of Community Safety and the provincial South African Police Service (SAPS). While the seeming “turf” battle affects the investigation of ordinary criminal cases, it is more pronounced in cases where SAPS members are the subject of complaints from the public. The intervention team is engaging the North West Provincial Commissioner to find a resolution to disputes between SAPS and the community policing sector.

Department of Community Safety Guidelines and Procedures for complaints are being updated so that they are in line with new SAPS National Instruction 6 of 2017: Service Complaints against the SAPS. There are also plans to mitigate the lack of investigations capacity within the Department of Community Safety through the provisioning of relevant training.

4.4.9. Risks and threats

Budgetary constraints mean that the Administrator and team are unable to address most of the challenges that the department faces. While the general dysfunctionality of the department makes it difficult to figure out its core business, especially in the absence of historic strategic planning documentation.

4.4.10. Lessons learnt

There appear to be determination by some staff to get on with the work, despite the challenges that have been outlined above. On occasion, staff have conducted their own training sessions in order to deal with capacity challenges that they face, which is something that the team could build upon.

4.5. Department of Public Works and Roads

4.5.1. There are several plans that have been set in motion for the Section 100(1)(b) interventions in the Department Public Works and Roads. Most central and pivotal is the need to reposition or reclaim the “public work” mandate of the department, on the basis of which the other actions would be undertaken. While the more short-term activities involve arresting maladministration and the attendant financial irregularities.

4.5.2. Activities during the reporting period

The work of the Administrator and team at the Department of Public Works and Roads has focussed on establishing the foundations for the intervention. Most crucial was the finalisation of the Memorandum of Understanding between Minister of Public Works and Member of the Executive Council for Public Works and Roads North West. Another key action was the finalization of the Responsibility Matrix between the Administrator and the Head of Department and the departmental executive management in line with the Section 100 (1b) plans.

Among the short to medium term activities that the team undertook during the reporting period were helping out with the finalisation of the financial year-end audit and conducting workshops on translating intervention plans into Project Charters. Outside the planned activities the administrator had to urgently attend to a group of Grade 1 contractors who had grievances against the department. There were also urgent matters regarding pending litigation and disciplinary cases, recruitment, the management of leases and engagement with the Office of the Public Protector on the Vuk'uphile contractor development programme queries.

4.5.3. Achievements, successes or breakthroughs

The intervention is working hard to stabilise the department and ensuring uninterrupted service delivery. Foundational outcomes such as the signing of the memorandum, the responsibilities matrix and project charters created much needed certainty. Moreover, relational and communication channels have been established with the major stakeholders for successfully implementing intervention plans. A task team has been established to review the functioning of cooperatives in the province as well as resolving issues of non-payment on part of the department. In general, the process of sorting out the challenges that continue to beset the facilities management function has been boosted by the decision of the administrator for the secondment of senior managers to explore solutions to these.

Action is underway to resolve the low levels of underspending on Public Works Infrastructure and Transport Infrastructure budget. Also closely related are plans to revitalise Vuk'uphile contractor development programme, which followed a commitment made to the Office of the Public Protector that the complaint brought to her office would be expeditiously resolved.

4.5.4. Challenges, obstacle and solutions

Among the unintended consequences (albeit welcome) of the intervention in the province is the heightening level of expectations among communities, that naturally carry a sense of urgency. However, many of the grievances have deeper roots and therefore cannot be resolved within the short timeframes that aggrieved communities expect.

The intervention team is in the process of reviving community out-reach sessions and inter-governmental forums to coordinate a better response to service delivery challenges as well as responding to outstanding payments and legal cases. The team is reviving the now defunct out-reach programmes of the department in order to better and systematically manage stakeholder expectations and grievances.

4.5.5. Risks and threats

Among the risks and threats faces in the work of the intervention are the outstanding legal cases against the department, unresolved disciplinary cases, disputes over payment and disgruntled communities. The work of the administrator and team is further undermined by the high vacancy rate of executive level management positions, coupled with alleged threats against staff members for actively supporting the intervention efforts.

4.5.6. Lessons learnt

Operational and control documents for implementation of the **Memorandum of Understanding need to be put in place upon signing of the said document**. This will assist in clarifying operations between intervention structures and existing governance and administrative structures in the province and also reduce interpretation risks.

4.6. Department of Local Government and Human Settlement

4.6.1. At provincial level the department is made up of two distinct function, namely, local government and human settlement. Both of these functionalities fall under Section 100 (1)(a) of the North West Province intervention plans. The plans are a response to the peculiar mandates and challenges of the department's broad functional areas. While the human settlement function battles with issues of governance, business processes and strategic orientation, those facing the local government component of the department struggle with service delivery fundamentals.

4.6.2. Activities during the reporting period

Much of the energy of the intervention team has been towards the local government function of the department. The focus here has been the establishment of the

operational protocols that would ease the work of the intervention team. Among these were reviews of recovery plans of municipalities, the development of service delivery models (along with a review of organisational structures) and strengthening the monitoring, evaluation and oversight framework that would be used to track the course of the intervention.

Human Settlements delivery plans were approved and implemented for 2018/19. The plans include a proposal on the review of current contracts, scoping exercise on blocked projects and the appointment of new contractors.

4.6.3. Achievements, successes or breakthroughs

Arising from the monitoring and evaluation initiatives of the intervention team, the Member of the Executive Council responsible for local government issued a Section 139 (1) (a) Directive which requires of all municipalities to undertake action that would address the following areas identified by the Minister:

- (a) Post Audit Action Plans.
- (b) Appointment of senior managers.
- (c) Acceleration of spending on infrastructure grants.
- (d) Development of financial recovery plans,
- (e) Review bloated municipal organizational structures.
- (f) Implementation of Back to Basics Support Plans and
- (g) Improve service delivery to communities to curb service delivery protest.

The directive makes the work of the intervention team easier, in legal terms.

As a result, the 12 municipalities in the province have had their respective councils pass the resolution that would pave the way for the adoption of and implementation of recovery plans. During the month of July an assessment has been done regarding the implementation of the recovery plans for all municipalities and there is slight movement noted in implementation. Moreover, some of the key positions such as those of municipal managers and chief financial officers have been filled by a substantial number of municipalities.

As part of quick wins identified by IMTT when it visited Ditsobotla municipality, the issue of sewer spillages has been addressed by CoGTA through MISA working with SANDF,.

Human Settlements delivery plans are approved and are being implemented for 2018/19. The plans include a proposed review of current contracts, a scoping exercise on blocked projects and the appointment of new contractors.

4.6.4. Challenges, obstacle and solutions

There were delays with the finalisation of the departmental structure due to a pending evaluation by the Department of Public Service and Administration and the Office of the Premier.

4.6.5. Risks and threats

The underperformance of existing contractors in the housing sector carries many risks and potential threats of unrest due to non-delivery.

4.6.6. Lessons learnt

Constant engagement with all role players is key to improving municipal performance.

The operational presence of the intervention team in the province is a clear success factor. It provides first hand insights that would be of help to the unfolding intervention plans.

5. Conclusion

5.1. The intervention in the North West Province has been in implementation mode in real terms only after the Administrators were given powers as Accounting Officers on the 10th July. Despite the short time period since then and as the above report shows, significant advances are being made to stabilise the governance and service delivery challenges within the province.

5.2. Irregular contracts are being weeded out, irregular expenditure is being contained (as in the Education Department), audit findings and queries are addressed, credibility of supply chain management practices is being restored, relations with external stakeholders is improving (particularly within the Health sector), cost-effective methods for building schools are being introduced, commitment from management and staff is growing and platforms have been created to pave the way for instituting recovery plans in the 12 most distressed municipalities amongst the many breakthroughs reported earlier.

5.3. All of this suggests that the Section 100 (1) intervention in the North West Province is bearing results and is making headway in restoring normalcy with respect to governance and service delivery.

ANNEXURES – DETAILED PROGRESS REPORTS FROM DEPARTMENTS UNDER SECTION 100(1)

This section sets out detailed progress reports against the intervention plans for Section 100(1)(b) departments and the Department of Local Government and Human Settlements. The progress report is colour coded to indicate the status of work. The key below explains the colours:

	Behind schedule
	In progress
	Completed
	Not started

ANNEXURE 1 - Detailed Progress Report – North West Office of the Premier

OFFICE OF THE PREMIER					
Intervention	Key Actions (Activities)	Responsibility	Expected Output /Outcome	Time Frame for completion	Progress
Invoke Section 100 (1)(b) in relation to North West Office of the Premier	Develop Implementation Protocol for the Intervention in the OTP	DPSA Project team	Approved MoU and Protocol	June 2018	The implementation Protocol between the Department of Public Service and the Office of the Premier was developed in June 2018 and formally entered into on 11 July 2018 under the signatures of the MPSA and Premier of the North West Provincial Government
	Establish logistical administrative support for the Administrator	DPSA project team in collaboration with the OTP	Administrator's office established	July 2018	The DPSA support Intervention Team for NW OTP was established and formally approved by MPSA on 25 June 2018. The Team formally assumed office in the Office of the Premier on 5 th July and managed to attend the IMTT Meeting on the same day.
	Appoint the Administrator	MPSA	Administrator Appointed	June 2018	The NW Administrator for the Office of the Premier, Mr Sibusiso Mpanza was appointed by MPSA on 27 June 2018 to lead the Intervention (100)1 b in the Office of the Premier.
	Administrator takes office		Introduction, Orientation and Induction completed	June 2018	The NW OTP Administrator assumed office on the 2 nd of July 2018 and was appointed as Accounting Officer for the NW Office of the Premier by the NW MEC for Finance on 9 July 2018. He was then introduced to the IMTT and North West EXCO at the IMTT Meeting of the 5 th July 2018. He was later introduced to the NW OTP Director General and EXTEC on Monday the 9 th July 2018. On 10 July 2018 the Premier hosted a meeting in the Mmabatho Convention Centre to introduce all Administrators under section 100 (1) (b) to staff at middle and senior management level of the whole of the NW Provincial Administration. Mr Mpanza was also introduced. This occasion presented the opportunity to inform staff about the Section 100 (1) Intervention and to allow staff to engage on the topic by way of questions and comments. The major issues raised were related to irregular appointments, revitalisation of the Batho Pele ethos, lack of youth development, lack of assistive devices for disabled workers, corruption, leadership and the collapse of service delivery. There was also hope expressed that the intervention would lead to change that would improve service delivery and the lives of citizens. On the 12 th of July 2018, the Administrator met and chaired the meeting of the OTP Senior Management for a briefing on the OTP Mandate, functions and planned activities for the 2018/19 financial year; The induction process was concluded on 24 July 2018 with the OTP DG, Programme & Responsibility Managers, as well as Representatives from NWDC, OPSC at a meeting to

OFFICE OF THE PREMIER					
Intervention	Key Actions (Activities)	Responsibility	Expected Output /Outcome	Time Frame for completion	Progress
					review 1 st Quarter Performance of the OTP and the NWDC.
Assessment of all PMU contracts and outsourced government business in the Province	Assessment Plan	Administrator plus Project team	Approved Plan	July 2018	<p>During research it became clear that several agencies are currently involved in investigating the PMU's such as the AG, SIU, OPSC and Treasury etc.</p> <p>With regards to the Office of the Premier, the commitment register was used to assess the magnitude of the outsourced core business in the NW Province. Preliminary assessment suggests that only a few contracts are in place but that the rand value thereof seems to be high (43% of the overall budget of the OTP). Most of the PMU projects deal with ICT and Communication related services and range from one year to three year terms.</p>
	Assess the scale of outsourced core business in NW	Administrator plus Project team	Approved report	July 2018	
	Check the validity and duration of all outsourced contracts	Administrator plus Project team	Approved report	July 2018	
	Implement assessment plan	Assessment team	Approved report with recommendations	July 2018	
Immediately attend to breakdown of relations with workers and communities	Engage, Co-ordinate and monitor relations with relevant stakeholders	Administrator and project team	Restored relations	Immediate and ongoing	<p>On 10 July 2018 the Premier hosted a meeting in the Mmabatho Convention Centre to engage with workers (Assistant Director upwards) from the provincial government sector on Section 100 (1) Intervention and its implication against the background of the Batho Pele values.</p> <p>This was an interactive session where workers were given the opportunity to ask questions; comments and in some instances provide solutions towards ensuring sustainable service delivery improvement.</p> <p>Issues raised in the engagement has been documented and will be receiving attention. The major issues raised were related to irregular appointments, revitalisation of the Batho Pele ethos, lack of youth development, lack of assistive devices for disabled workers, corruption, leadership and the collapse of service delivery. There was also hope expressed that the intervention would lead to change that would improve service delivery and the lives of citizens. The no work no pay matter regarding the strike since January 2018 is also receiving attention but has not been resolved yet</p>
	Re engage communities, stakeholders and workers on service delivery issues	Administrator and project team	<ul style="list-style-type: none"> • Approved re engagement programme • Reduction in public protests 	On-going	
	Address the issues raised by re engagement	Administrator and project team	Approved re engagement action programme	On-going	
	Assessment of compliance to collective agreements and relevant policies	Administrator and project team	Restored relations with workers	On-going	
	Assessment of return work processes after	Administrator and project	Consequence management	On-going	

OFFICE OF THE PREMIER					
Intervention	Key Actions (Activities)	Responsibility	Expected Output /Outcome	Time Frame for completion	Progress
	the strike	team	decision		

ANNEXURE 2 - Detailed Progress Report – North West Department of Health

NORTH WEST DEPARTMENT OF HEALTH				
Intervention description	Key Actions (Activities)	Expected Output	Completion	Progress Report
HUMAN RESOURCE MANAGEMENT	Source the database on PMDS status in the NWDoH for 2015/16 and 2016/17 performance cycles	PERSAL report & PMDS template	17/05/2018	Completed
	Develop template to determine the current status on PMDS for 2015/16 and 2016/17	PERSAL report & recruitment and selection priority list	17/05/2018	Completed
	Populate the template and report back to the Support Intervention Team to determine employees who are eligible for possible performance incentives	PMDS template	31/05/2018	Partially submitted information: Provincial office and Dr Kenneth Kaunda has provided data on outstanding 1369 reports for 2015/16. The 82.4% of 2015/16 of the information is still outstanding whilst head office has identified 3,7% of reports eligible for moderations. The 2016/17 reports are still outstanding (94.8%) (322/6199), (0.5%) 31 employees are eligible for moderation. HR to visit the districts to provide assistant in eradicating the backlog.
	Develop and implement performance moderation schedule for outstanding assessment	Performance moderation schedule and minutes	23/08/2018	Not started
	Review PMDS payments made at the NWDoH	Review report	30/07/2018	Review process tentatively schedule for the 16 th July 2018 to commence once buy-in from organized labour has been sourced. This process is lagging behind because the special chamber meeting scheduled for 13 July did not take place. We took a decision to facilitate the appointment of the review team so that process can be completed.
	Approve and pay relevant performance incentives	Approved submissions & payment report	20/09/2018	Not started
	Review current NWDoH PMDS policy to ensure good practices in line with DPSA directive	Approved PMDS policy	31/08/2018	Benchmarking commenced and subject matter expert identified to assist in reviewing the policy
	Review performance agreements of all senior management	Minutes of review sessions	31/08/2018	Letter written to MPSA for permission to submit by end August
	Source PERSAL staff	PERSAL report on vacancies	16/05/2018	Completed

NORTH WEST DEPARTMENT OF HEALTH				
Intervention description	Key Actions (Activities)	Expected Output	Completion	Progress Report
	establishment on vacancies and acting appointments	and acting appointments		
	In-depth training of all staff and managers on revised PMDS policy		15/11/2018	Not started
	Assessment of funded vacancies against available budget	BAS report	18/05/2018	R93m available to fill priority posts after allocation has been made for community service professionals, EPWP, further training of the Nelson Mandela Fidel Castro Medical Program Students and for specific specialist posts
	Determine priority vacant and funded posts	Priority list on vacant and funded posts	08/06/2018	Priority list approved by the minister of health and first batch of advertisement placed in the media on the 8 th July 2018.
	Develop and implement recruitment and selection plan to fill vacant posts	Approved recruitment plan	15/07/2018	Completed
	Apply to MPSA for permission to deviate from the 30% limit for working overtime	Permission from MPSA	15/8/2018	Completed
	Draft a CHW One Year fixed Employment Contract	One Year Contract Drafted	29/06/2018	Completed
	Verify the validity of the UIF deductions	UIF contributions reflecting on individual's records	18/05/2018	UIF contributions have been paid over by the NWDOH. These funds reflect on individual's records based on continuous verification by district managers.
	Develop an acting policy for the NWDOH	Document drafted	31/10/2018	Not started
	Review the proposed organizational structure	Proposed organizational structure	31/10/2018	In progress
	Compile business case for consideration by Minister of Public Service and Administration	Submission of business case to MPSA	14/11/2018	Not started
	Engage labour on the revised structure implication on personnel	Mandate of engagement with labour at NWDoH chamber	23/03/2019	Not started
	Implementation of the approved organizational structure	Captured organizational structure on PERSAL	2020-01-04	Not started
	Review the situation around	Review report with	30/09/2018	In progress

NORTH WEST DEPARTMENT OF HEALTH				
Intervention description	Key Actions (Activities)	Expected Output	Completion	Progress Report
	occupational health and safety, write a report with recommendations.	recommendations		
	Have recommendations approved and implement	Improved OHS environment	Depends on available funds	Not started
	Establish implementation of the PSCBC grade progression for non OSD employees	PERSAL report and letters of implementation	15/01/2019	Not started
LABOUR RELATIONS	Bring about labour peace	Negotiated agreement with organized labour	30/06/2018	Workers returned to work on 21 May 2018. Labour peace at the provincial office is currently very fragile. This was demonstrated on 20 June 2018 when the provincial office staff embarked on disruptions by blocking entry to the office park, burning refuse and blocking the access road with stones. These disruptions of service were sparked by the suspended HOD returning to work on 19 June 2018. The Minister of health and the MEC for health in the NW province have subsequently addressed this issue. Sporadic strikes continue to emerge in different organizations e.g. recent strike by students of Excelsius Nursing College and current stay away by nurses in maternity ward at Mahikeng Provincial Hospital.
	All outstanding items in the North West Bargaining Chamber are negotiated by labour and employer	Agenda & minutes of the chamber	31/05/2018	Four labour organizations agreed to refer all outstanding items to the chamber for negotiations. The first meeting will be held on 28 June 2018.
	Grievances that are over three (3) months and above are identified and immediately investigated with the aim to resolve them	Investigation report	20/08/2018	The grievance team has been appointed, to commence with the task from 28 June 2018
	Investigate all identified suspicious SCM contracts and submit recommendations	Investigation report	29/09/2018	The team appointment letters are signed by the Minister of Health. Work has commenced.
	All suspicious SCM contracts and identified alleged transgressors to be forwarded to the panel of initiators for commencement of disciplinary	Commencement of disciplinary procedures	15/10/2018	Not started

NORTH WEST DEPARTMENT OF HEALTH				
Intervention description	Key Actions (Activities)	Expected Output	Completion	Progress Report
	hearings			
	DPSA to be engaged to assist in identifying and provide a pool of initiators and presiding officers within the public service	Pool of initiators and presiding officers from DPSA	30/09/2018	Not started
	Submit an opinion on the best way to resolve the pending High Court OSD Case of Nurses working at the provincial office	Written opinion	11/05/2018	Opinion finalised and employer to defend the matter
	A decision taken on the opinion whether to settle the matter or defend it	Written opinion	17/05/2018	Opinion finalised and employer to defend the matter
	Evaluate and submit the list of staff who qualify for OSD	PERSAL report and letters to employees	01/11/2018	The team are is still busy to provide the interpretation of the eligibility of employees case by case
	OSD cases resolved	Arbitration award and settlement agreements	30/03/2019	The team is continuously advising on case by case
	Strengthen risk management by reviewing current structures and terms of reference and compile implementation guidelines	Implementation	30/10/2018	Not started
	Establish implementation status of DPSA directive on grade progression for drivers and messengers	PERSAL report and letters of implementation	15/01/2019	Not started
	Establish implementation status of DPSA directive for grade progression of support service personnel	PERSAL report and letters of implementation	15/01/2019	The analysis has commenced, is still on going
	Establish implementation of DPSA directive on the bench marking of secretaries and personal assistants for	PERSAL report and letters of implementation	15/01/2019	The analysis has commenced, is still on going

NORTH WEST DEPARTMENT OF HEALTH				
Intervention description	Key Actions (Activities)	Expected Output	Completion	Progress Report
	Directors, Chief Directors and DD-Gs			
	Develop a recommendation on the resolution of the dispute about post levels at the pharmacy depot	Document containing recommendation	30/09/2018	The analysis has commenced. Already 41 employees are identified, each case will be treated on its merit and a consolidated report to be submitted
FINANCE AND SCM	Develop/review payment SOP to put in place a system for payment within 30 days	Payment SOP	17/05/2018	SOP of the department reviewed and service standards are clearly defined with time frames per sectional units to effect payments within 16 days. (NW Service Standards Payment Process Department of Health.) Processes in the Department are however not in line with this. For example there are duplicate functions on Pharmaceutical Payment Processes. The systems (Oracle) issues orders and same applies with Walker. Oracle system should be linked to BAS to curb duplication of functions.
	Explore the use of invoice tracking software	Report with recommendations	31/05/2018	Investigation and report completed, it was established during a meeting held on the 3 rd July 2018 that the department have an invoice tracking system in place however it is only utilised at medical depot. We have arranged with provincial treasury to provide training
	Pay verified legitimate invoices		Continuous	Continuous process, payment above R200,000 are verified by NDoH intervention team before disbursement.
	Develop and implement an accruals payment strategy	Accrual intervention plan	11/05/2018	Developed and recommendations were made to include payment schedule per age analysis.
	Review and align procurement plan with budget	Procurement plan aligned with budget	30/07/2018	Review and alignment of Procurement plans are completed
	Once off cash injection to clear accruals.		30/09/2018	Commenced discussions with the National Treasury
	Bid for more funding at Treasury	Bid submission	31/10/2018	Commenced discussions with the National Treasury
	Develop and implement efficiency gains plan		30/10/2018	Contracts are under review.
	Complete costing of delivery platform from service section	Costed Service Delivery Platform	31/09/2018	In progress
	Align budget to service package		01/04/2020	Not started
Investigate all contracts and address irregularities		30/09/2018	Technical review team appointed and the contracts are under review.	

NORTH WEST DEPARTMENT OF HEALTH				
Intervention description	Key Actions (Activities)	Expected Output	Completion	Progress Report
	Appoint technical review team to assess all contracts for cost effectiveness against current performance and market prices. Implement recommendations and address compliance	Appointment letters	30/09/2018	Technical review team appointed and the contracts are under review.
	Set up expenditure controls on BAS and WALKER system aligned with cash flow projection based on procurement plan	BAS report indicating budget block	29/06/2018	Walker system payments interfaces to BAS and the disbursement can be monitored on BAS. The process to control expenditure is the reconciliation process between cash flow in the bank, budget and expenditure including commitments to avoid overdraft and unauthorised expenditure. This process is in place and reporting will be done on weekly meetings
	Improvement on Audit Outcome	Final Audit Report	30/09/2018	Services of SAICA sourced and the expert reviewing the performance information, previous audit findings and financial statement.
	Review the audit improvement action plan for 2017/18	Reviewed audit improvement plan	30/05/2018	Audit action plan reviewed, the department managed to clear 41% and 56% in progress. However, 3% of the total actions not yet started
	Development of an audit action plan for 2018/19	2018/19 audit action plan	30/10/2018	Anticipated audit findings are projected to be on Irregular expenditure, immovable tangible capital assets and fruitless and wasteful expenditure. Audit action plan for 2018/19 will be crafted from the final audit report for 2017/18.
PHARMACEUTICAL SERVICES	Review and optimize the current Warehouse Management System (Oracle)	Audit trail reports	05/10/2018	Engaged BCX System administrator and provincial IT Department. Change control for 4 functions will be initiated at IT/BCX monthly meeting on 21 June 2018.
	Development and implement demand planning process enabled by a forecasting tool	Demand plan	03/08/2018	Data collection commenced on 11 July 2018 for processing and analysis.
	Increase direct deliveries to hospitals	Percentage of line items on direct deliveries	14/12/2018	Not started
	Review hospital capacity for direct deliveries and address capacity weaknesses	Capacity assessment report	2018-03-11	Assessment tool optimized and rolled out to other hospitals.
	End-to-end re-mapping of the payment process	SOP and percentage of payment made within 30 days	31/07/2019	A workshop with relevant stakeholders (finance, Internal control, Budget, accounts, Financial management) was held on the 3 rd of July 2018. The current payment process with timelines has been drafted. HIV/AIDS information still outstanding.

NORTH WEST DEPARTMENT OF HEALTH				
Intervention description	Key Actions (Activities)	Expected Output	Completion	Progress Report
	End-to-end process mapping of contract management	Process Map Document		Not started
	Process Map implemented	On Time and In Full (OTIF) delivery achieved	01/07/2019	Not started
PHARMACEUTICAL SERVICES	Review KPIs for pharmaceutical services (including the depot) and propose a framework for adaptation and continuous improvement	Review report	30/11/2018	Not started
	Analyse expired pharmaceuticals report and develop mitigation step	Expired Medical Report	20/07/2018	Not started
	Assessment of the extent of pharmaceuticals buy-out on quotations	Draft report	30/08/2018	The report is not readily available on the system. IT department was requested to assist.
	HR: Employee engagement and training assessment	Assessment report	31/11/2018	Assessment tool completed, will commence on the 18 July 2018.
	Determine norms and standards for PHC staffing in line with WISN findings	Number of PHC facilities with staffing in line with WISN. WISN report	31/05/2018	The WISN exercise for PHC facilities has been completed, the results of this exercise has been used for staffing norms
	Correct PHC staffing in line with WISN findings	% of PHC facilities with staffing in line with WISN	31/03/2021	This will depend on available funds for staffing
	Review the implementation of WBPHCOT programme	Reviewed programme	30/07/2018	Meeting on 11 July 2018 to discussed the implementation of Resolution 1 of 2018, Agreement of Standardisation of Remuneration of CHW
	Review the implementation of the School Health Programme	Reviewed programme	30/08/2018	In progress
	Increase the number of PHC facilities that deliver the appropriate quality service	Number of Ideal Clinics	Continuous	Baseline status determination by facility managers completed. 220 out of 308 SD were done. 25 out of 93 SD kept IC status (27%) Status were lost on vital elements as a result of non-availability of essential equipment and tracer medicines.
	Improve PHC Infrastructure	Number of PHC facilities that accommodates all services & staff	Continuous	Draft 3yr Infrastructure plan
	Procure essential equipment	Number of PHC facilities with	31/08/2018	Equipment list developed and costed. This report will be used to improve the

NORTH WEST DEPARTMENT OF HEALTH				
Intervention description	Key Actions (Activities)	Expected Output	Completion	Progress Report
	for PHC facilities	essential equipment in all service areas		availability of essential equipment's at PHC facilities over the MTEF. <i>Procurement of essential equipment in process.</i>
	Procure necessary furniture for PHC facilities	Furniture available and intact	31/03/2021	IC report on status of furniture in PHC facilities available. Costing still needs to be done.
	Manage Patient records appropriately	Number of facilities adhering to SOP and policy on accessing, tracking, filing, archiving and disposal of patient records	31/03/2019	Report on adherence to the SOP for accessing, tracking, filing, archiving and disposal of patient records available. Costing for comprehensive management of patient records still need to be done.
	Implement facility equipment maintenance plans	Equipment maintenance plans	30/10/2018	Report on maintenance plan for essential equipment
HOSPITAL SERVICES	Ensure that hospitals are optimally functional with appropriate organisational structures	Approved organisational structure	30/10/2018	DPSA engaged to participate in the process for reviewing the organisational structures for hospitals. A draft generic organisational structure focusing on provincial tertiary and regional hospitals developed. The document is in the process of being refined prior to it being shared with hospital CEOs and their management teams for consideration and inputs.
	Ensure that key posts (CEO, clinical manager, nursing service manager, head of administration, clinical support) are filled	Key vacancies filled	Depends on available funds	These priority post are part of 222 posts for which advertisement will be placed at the end of June 2018. The first batch of posts advertised in the national newspaper on the 8 July 2018 were for hospital CEOs of the following hospitals, Job Shimankana Provincial Tertiary, Mafikeng Regional, Schweizer Reneke, Moses Kotane, Koster/Swartruggens, Nic Bodenstein and Gelukspan district hospitals. The closing dates is the 27 July 2018.
HOSPITAL SERVICES (Equipment needs)	Develop a matrix on the profile of hospitals and request hospital CEOs to populate relevant information	Document reflecting hospital profiles	08/05/2018	Matrix developed and information populated by all facilities
	Analyse the data and make recommendations on key findings	Matrix report	22/07/2018	Data analysed and the findings used to guide the implementation strategy.
	Implement the Ideal Hospital Framework	Baseline status of all hospitals available	30/5/2019	Not started
	Develop asset management system for linen in clinics and hospitals	Documented linen management plan	30/11/2018	Not started

NORTH WEST DEPARTMENT OF HEALTH				
Intervention description	Key Actions (Activities)	Expected Output	Completion	Progress Report
	Implement Linen management system	Improved linen availability	2019-01-04	Not started
	Develop a 3 year equipment replacement plan for all hospitals	equipment replacement plans	08/06/2018	In the absence of a coherent system to collect data about hospital needs this information is proving difficult to collect. The problem of not receiving information from the hospitals is compounded by the fact that there is no dedicated manager at provincial level for hospital management. To obtain the information, an equipment replacement matrix was developed and shared with all the hospitals. To date 12 hospitals have submitted their plans. Outstanding is 7 hospitals.
	Develop a strategy for proactive maintenance of hospital equipment	Number of hospitals with proactive maintenance strategy	30/07/2019	Data sourced from the equipment replacement plans is being analysed and the findings will assist in terms of developing a strategy for proactive maintenance of hospital equipment. Mr Sam Bakhane, Director Health Technology at National Department of Health engaged to provide further guidance.
	Develop 3 year maintenance and refurbishment plan for hospitals	Hospitals maintenance plans	30/07/2018	Three year maintenance and refurbishment plan for hospitals completed
HOSPITAL SERVICES (Referral systems)	Referral systems			Not started
	Analyse hospital data to determine appropriateness of cases seen in terms of their level of care	Report on cases seen in hospitals in terms of their level of care	31/10/2018	In progress
	Use the results of the analysis to inform optimal service configuration	Written document on service configuration	31/11/2018	Not started
	Enlist the support of the hospital boards in communicating mechanisms for accessing health care services	Minutes of hospital board meetings	Continuous	In progress
	Improve functionality of hospital boards		30/10/2018	Not started
	Improve the functionality of clinic committees		30/10/2018	Not started
SECURITY	Develop the security configuration	Document on configuration	30/10/2018	In progress
	Develop Security insourcing	Documented plan	28-Feb-19	Not started

NORTH WEST DEPARTMENT OF HEALTH				
Intervention description	Key Actions (Activities)	Expected Output	Completion	Progress Report
	plan			
EMERGENCY MEDICAL SERVICES	Develop and implement a functional organogram for the province	Organogram	30/7/2018	An organogram has been developed and costed. This will feed into the Departmental Structure
	Fill essential posts	Posts filled	30/01/2020 onwards	This is dependent on an approved structure and appropriate budget. This is a very important point to finalize as there are vehicles available but no staff to man them.
	Implement an EMS communication system	Functional communication system	Depends on available funds	Concept developed. Implementation will depend on available funds
	Consolidate 4 district centres into a single provincial communication centre	Single provincial communication center	30/10/2018	Concept developed. Implementation will depend on available funds
	Develop and implement a computer aided dispatch system	Functional computer aided dispatch system	Depends on available funds	Concept developed. Implementation will depend on available funds
	Install real time vehicle tracking system	real time vehicle tracking system	Depends on available funds	The tracking system is dependent on the implementation of the single provincial communication system.
	Analyse patient data to determine if Helicopter Emergency Medical Service (HEMS) is clinically and financially feasible	Report	30/6/2018	Helicopter contract to be terminated at end of contract at the end of September 2018. If HEMS service is needed, then a private service provider will be used on a Ad hoc basis. Payments for the Helicopter has been verified so that the accruals can be paid.
	Establish a PPT service funded as a provincial function	Functional PPT service	Depends on available funds	A structure has been created and additional vehicles have been procured. The funding for the service is required as the only available budget is for vehicle purchases, not for staffing
	Procure 40 new ambulances	New vehicles	Depends on available funds	Documentation has been given to SCM to produce an order. Document was returned as NWDOH was not included on RT57. A motivation has been sent to the Administrator to get the Department of Community Safety and Transport Management to purchase vehicles on our behalf. This is for new vehicles from Nissan and the conversion of vehicles into ambulances at TFM. There has also been a delay with the processing of an order for TFM to convert vehicles.
	Develop an ongoing fleet replacement plan	Optimally functional vehicles at all times	Depends on available funds	Concept developed. Implementation will depend on available funds
Investigate the option of leasing ambulances based on	Report	30/7/2018	The leasing option is not feasible but vehicles will be procured. The proposed vehicle is a Mahindra. This is as there is a service network in the province and	

NORTH WEST DEPARTMENT OF HEALTH				
Intervention description	Key Actions (Activities)	Expected Output	Completion	Progress Report
	terrain needs.			the vehicles have proved to be reliable in the province.
	EMS stations			Not started
	Construct EMS station closer to the communities	EMS stations positioned to improve response times	Depends on available funds	A geo spatial drive time polygon mapping is been done. The data required to complete the process is not accurate. Once the single communication system is available then accurate data can be utilized to develop a model of where the EMS stations should be situated.
	Develop a geospatial plan for EMS to improve service delivery	EMS stations positioned to improve response times	Dependent on the implementation of the information system	A geo spatial drive time polygon mapping is been done. The data required to complete the process is not accurate. Once the single communication system is available then accurate data can be utilized to develop a model of where the EMS stations should be situated.
	College of Emergency Care			Not started
	Develop an HR plan in conjunction with NW EMS operations	Written document	30/9/2018	HR plan exists and needs to be part of the Departmental Structure
	Determine the training programmes to be conducted and develop an implementation plan	Written document	30/9/2018	The programmes have been determined in line with the NECET policy
	Develop College as a national resource for EMS education and training	Functional college	Depends on funds	This can be done once the College is fully operational for the North West first.
LEADERSHIP AND GOVERNANCE	Conclude disciplinary processes pertaining to relevant staff members		31/10/2018	Not started
	Reinstate the required NWDoH communication internal and external process		05/09/2018	Not started
INFORMATION COMMUNICATION TECHNOLOGY	Finalise the departmental Business Continuity Plan (BCP)		30/11/2018	Inputs from identified units have been received. Consolidation of inputs in progress. The first draft will be circulated to management for further inputs by 3 August 2018.
	Implement the approved ICT disaster recovery within the broader NWDoH business		Depends on funds	The costing of the DRP will be finalised by September 2018 to enable the department to source funds for full implementation.

NORTH WEST DEPARTMENT OF HEALTH				
Intervention description	Key Actions (Activities)	Expected Output	Completion	Progress Report
	continuity plan			
	Develop a plan for replacing the ageing ICT infrastructure in the NW		16/11/2018	Assessments done in one hospital and will be continued in other identified facilities that needs urgent attention.
	Develop a plan for improving the HR capacity available to support the ICT infrastructure		16/11/2018	In progress
	Review and cost the Five years ICT strategic plan		31/11/2018	The plan is currently under review and will be discussed in the next ICT Steering Committee meeting. A draft of the reviewed plan will be circulated for inputs by the 17 th August 2018.

ANNEXURE 3 - Detailed Progress Report – North West Department of Education and Sports Development

NORTH WEST DEPARTMENT OF EDUCATION AND SPORTS DEVELOPMENT				
Key Actions (Activities)	Responsibility	Expected Output	Timeframe for completion	Progress Report
Devise strategic interventions for the spiralling cumulative irregular expenditure	DBE CFO's Office DBE Internal Audit	Sustainable internal controls – • Systems solutions • Capacitated HR & PMDS	Mar-19	First meeting held with Corporate Services/CFO Branch on 30 July 2018. Indications that 80% of irregular expenditure has to do with poor planning by managers. Services are being rendered to the Department without order numbers. Officials have been committing the Department without proper authorisation and/or procurement processes being followed. The Superintendent General recently sent out a circular to all managers in this regard, as part of addressing this challenge. The Administrator will meet Financial Management and Services on Monday 6 August 2018, to drill down on the intervention areas
Devise strategic interventions for the cumulative unauthorised expenditure	DBE CFO's Office DBE Internal Audit	Sustainable internal controls – • Systems solutions • Capacitated HR & PMDS	Mar-19	Reduced from R200m to only R8,7m. The latter awaiting condonement from the legislature, The rest has been cleared.
Devise strategic interventions for the cumulative fruitless and wasteful expenditure	DBE CFO's Office DBE Internal Audit	Sustainable internal controls – • Systems solutions • Capacitated HR & PMDS	Mar-19	The Administration Team and the Financial Management and Services section, including Budget Planning, Supply Chain Management, Asset Management, and Accounting Service - are scheduled to meet and drill down on areas of intervention.
Apply corrective measures for noncompliance with legal prescripts, including investigations on the root causes for findings	DBE CFO's Office DBE Internal Audit	• Compliance with prescripts & accounting practices • Consequence management effected & PMDS	Mar-19	Various reports, including among other, Report on irregular, unauthorised, fruitless and wasteful expenditure; Grants and LTSM; will be submitted, presented and discussed in detail.
Ensure appropriate supporting schedules on performance management information	DBE CFO's Office DBE Internal Audit	Sustainable internal controls – • Systems solutions • Capacitated HR & effective PMDS	Mar-19	The Superintendent General (SG) has set a Team of internal audit/anti-fraud personnel to investigate cases relating to
Strengthen the management,	DBE CFO's Office	• Effective M&E practices & reporting	Mar-19	

NORTH WEST DEPARTMENT OF EDUCATION AND SPORTS DEVELOPMENT				
Key Actions (Activities)	Responsibility	Expected Output	Timeframe for completion	Progress Report
monitoring & evaluation of the MPAT in collaboration with the DPME	DBE Internal Audit	<ul style="list-style-type: none"> • Compliance with set standards, regulatory accounting frameworks 		irregular expenditure dating back from 2008. However, the team does not have adequate capacity. A submission to be made by the SG to the Administrator on the need to undertake a forensic investigation on irregular expenditure. There is inadequate capacity in the Department to undertake such work, although some initial work has started.
Review, strengthen & constantly monitor the transversal systems, such as BAS / LOGIS, PERSAL, etc.	DDE & NWED CFO & Corporate Services	<ul style="list-style-type: none"> • Internal controls & reporting are efficient • Compliance is reactivated & sustained • PMDS improved service delivery 	Ongoing	
Strengthen monitoring, evaluation & support capabilities and capacity of existed & recruited human resources	DBE & NWED Internal Audit & Financial Planning	<ul style="list-style-type: none"> • Internal audit findings are acted upon • Risk management is internalised • IYM findings & recommendation are acted upon 	Ongoing	
Strengthen budget and expenditure management & timely implement consequence management when necessary	DBE; NT, NWED; & NWPT	<ul style="list-style-type: none"> • Accountable and compliant budget & expenditure management is a norm • Irregular (unauthorised, fruitless & wasteful) expenditure are acted upon 	Ongoing	
Complaint utilisation of the budgets by – <ul style="list-style-type: none"> • Implementing & monitoring HR plans • Implementing & monitoring business & procurement plans for goods & services • Provide a fair & effective PMDS & support system 	DBE & NWED CFO & Corporate Services; NT & NWPT	<ul style="list-style-type: none"> • Implementable HRM plans are aligned sector priorities & budgeting • The roll-out of business & procurement plans is monitored & corrective measures implemented • HR, systems & processes are compliant & accountable with legal prescripts 	31-Mar-19	
Provide for a culture of accurate and reliable school data on SA-SAMS, as well as credible & accountable personnel data on the PERSAL transversal system	DBE; NWED; STATS-SA; NT; NWPT	<p>STATS-SA is contracted to conduct a physical headcount of learners & teachers (including undocumented learners – whether they are South Africans by birth, or foreigners who have legally gained access South Africa)</p> <ul style="list-style-type: none"> • The verified learner data are populated on a cleaned SA-SAMS database & constantly monitored • The DPSA has cleaned-up the PERSAL 	Ongoing	The Strategy and Governance Directorate section is collaborating with the DBE to clean up SA-SAMS. A meeting is schedule for 3 August 2018 to develop a plan of action. The Administration Team will be part of this initiative.

NORTH WEST DEPARTMENT OF EDUCATION AND SPORTS DEVELOPMENT				
Key Actions (Activities)	Responsibility	Expected Output	Timeframe for completion	Progress Report
		transversal system & removed all "ghost" personnel • Personnel data, both for public servants and educators, are populated in PERSAL, & constantly monitored • Budget allocations for both the funding of schools in terms of the norms and standards, & for the Compensation of Employees are based on accurate and reliable learner & personnel data • The integrity of learner and personnel data is less or nor controversial, resulting in adequate financial resourcing of schools of the CoE		
Review controls on bookkeeping management & internal reporting mechanism on budget versus expenditure	DBE; NWED; STATS-SA; NT; NWPT	• Suspense accounts are cleared timeously and accurately • Projected expenditure happens as per the projected periods	1 month	Not started
Review and strengthen the NWED's service delivery models	DBE; DPSA; NT; NWPT	• The NWED's service delivery model has been realigned with sector priorities which are budgeted for • Service delivery is on time, adequate and impactful	Ongoing	Not started
Addressing the impasse with organised labour on the new NWED organogram	DBE; NWED; DPSA; NT; NWPT	• Consensus is reached by the relevant stakeholders on the new organogram of the NWED • The new organogram is implemented & constantly monitored	Jul-18	All labour unions, except NEHAWU, endorse the new organisational structure. The implementation of the structure had started, but has been put on hold as a result of the dispute by NEHAWU.
Absorbing office-based officials on the new organogram & capture them on PERSAL	DBE; NWED; NWPT	• Office-based officials are absorbed into the new organogram • Personnel on the new organogram are captured on PERSAL	2018/07/01 August 2018	A Task Team was set up to find common ground, but has not succeeded, due to what the PED considers as unreasonable and legally problematic demands, which will not be approved by the relevant authorities. A meeting between the Department and NEHAWU is scheduled for Thursday 2 August 2018, to revive the

NORTH WEST DEPARTMENT OF EDUCATION AND SPORTS DEVELOPMENT				
Key Actions (Activities)	Responsibility	Expected Output	Timeframe for completion	Progress Report
				engagement and find an amicable and legal solution. The Administrator's Team will be part of this engagement.
Filling of office-based vacancies approved for 2018/19	DBE; NWED; NWPT	All posts approved for the financial year 2018/19 are filled	Sep-18	Meeting scheduled with HR for 3 August 2018 to discuss in detail posts that need to be filled, and the prioritisation thereof. The HR section will submit to the Administrator a complete salary bill, including disaggregation per unit.
Filling of all school-based promotional posts after consultation with SGBs	DBE; NWED; NWPT	All vacant school-based promotional posts are filled	Oct-18	942 school-based promotional posts have been advertised. Concerns about inadequate budgets to fill the posts have been raised, given that the Compensation of Employment budgets have been reduced in the last 3 financial years, as a result of the Department's inability to fill posts in previous years due to their inefficiencies.
Review standard operating procedures (SOPs) with regard to filling of posts	DBE; NWED; NWPT	Strengthened SOPs are available	Jul-18	Administrator to work HR to develop and implement SOPs with regards to filling posts
Audit appointments done at offices from 2014 to 2018 to determine any irregular appointments	DBE; NWED; NWPT	<ul style="list-style-type: none"> • 1 095 appointments made since 2014 are audited & reported • Findings acted upon • Proposed new norm is available • Impact analysis conducted & effected 	Sep-18	This is part of the engagements with HR in the PED scheduled for 3 August 2018. DBE and NWED starting the audit of appointments on Tuesday 7 August 2018.
Review provincial norm of capping HODs in schools to 4 irrespective of size of school	DBE; NWED; NWPT	<ul style="list-style-type: none"> • Proposed new norm is available • Impact analysis conducted & effected 	Aug-18	The Administrator will meet with the Institutional Management and Governance Support Branch on Wednesday 8 August to discuss areas of intervention and develop action plans.
Audit availability of subject advisory support at different levels	PED: HR DBE: District Support	Audit report on all posts filled and unfilled at each level finalised	Jun-18	
Analyse, advice & support on key vacancies to be filled at different levels	PED: Curriculum DBE: Curriculum & District Support	Analysis of audit report with recommendations and budget	Jun-18	The Administrator will meet with the Curriculum Management and Delivery Branch in mid-August to discuss all areas of intervention in detail and develop action plans
Appointment of identified key	PED: HR	Appointments of subject advisors in	Jul-18	

NORTH WEST DEPARTMENT OF EDUCATION AND SPORTS DEVELOPMENT				
Key Actions (Activities)	Responsibility	Expected Output	Timeframe for completion	Progress Report
vacancies at various levels		vacancies at various levels finalised		
Provision of resources (tools of trade) and capacity-building programmes for all subject advisors	PED & DBE: LTSMs; Teacher Dev; & Curriculum	Report on provision of resources and capacity building programmes provided is available	Immediate	
Recovery teaching to curriculum programmes to be developed & implemented for all grades in schools affected by service delivery protests	PED & DBE: Curriculum, Teacher Dev	<ul style="list-style-type: none"> Plan for Recovery Programme Report on implementation and delivery 	Jun-18	<p>PED directed affected schools to implement structured extra classes (morning, afternoon, and weekend). Schools asked to submit plans.</p> <p>These are just plans at present. The implementation of such plans is critical particularly given the amount of time lost as a result of protests. The PED must tightly monitor such implementation and the impact thereof, to ensure curriculum coverage and quality learning.</p>
Monitor and report on Curriculum coverage at all schools in all grades	PED & DBE: Curriculum	Monitoring report on curriculum coverage	Ongoing	<p>No clear, systematic, deliberate programmes to monitor and report on curriculum coverage in ALL grades, as most efforts focused on Grade 12 interventions.</p> <p>PED must ensure that attention is paid to curriculum coverage in ALL Grades, and not just Grade 12, in order to provide quality education to ALL children, and not leave big knowledge gaps among them as they move from one grade to another.</p>
Grade 12 interventions in preparation for final examinations (Learner support camps, remedial resources, etc.)	PED & DBE: LTSMs; Teacher Dev; & Curriculum	<p>Reports on plans</p> <ul style="list-style-type: none"> Progress report on roll-out 	Ongoing	<p>Numerous activities currently being rolled out, particularly in the schools affected by the 4 months protests. These include camps, extra classes, etc. Second quarterly accountability session, which assess the effectiveness of these activities will start on 30 July to 3 August.</p> <p>The educational value-add of these activities must be assessed, particularly camps, to determine return on investment, as large resources tend to go into these type of activities.</p>
Develop and implement a plan	PED & DBE: Curriculum	Reports on plans	Ongoing	PED Completed School Based Assessment moderation and

NORTH WEST DEPARTMENT OF EDUCATION AND SPORTS DEVELOPMENT				
Key Actions (Activities)	Responsibility	Expected Output	Timeframe for completion	Progress Report
to re-administer School-Based Assessment in affected schools	and Exams	• Progress report on roll-out		is isolating schools requiring intervention
Conduct an audit of LTSM provision in all schools & grades	DBE; NA; STATS-SA, DHA; Service providers	Audit report of the headcount and stock taking is finalised	Sep-18	No progress. This will be part of the engagement with the LTSM Unit.
Procurement and delivery of all LTSMs required in all public schools and grades for the 2019 academic year	PED LTSM; DBE LTSM; National Treasury (NT)	• Report on placing of top-up orders for textbooks • Report on stationery ordered for the 2019 academic year	Sep-18	The province has adopted a centralized procurement model at a provincial level. Ordering is done on-line by schools using e-LTSM system.
Develop and implement a central procurement model	PED & DBE: LTSM; & NT	• Approved efficient and effective model • Progress report on roll-out	Jun-18	All schools have already uploaded their stationery requisitions for next year's orders.
Monitoring of LTSM procurement and delivery processes	PED & DBE: LTSM; & NT	Report on progress in the implementation of LTSM interventions	Ongoing	The generation of official orders is in process and will be completed by 03 August 2018.
Procurement and delivery of equipment to schools by service providers	PED: SCM, MST / LSPID unit DBE: MST / LSPID unit	• Timeous submission of the procurement plan to SCM • Progress report on delivery	Jun-18	Ordering of textbooks was delayed to accommodate finalisation of a Catalogue for Supplementary materials by Curriculum Chief Directorate (will be completed by 27 July 2018).
Development of Guidelines on the transfer of funds to schools including MOUs	PED & DBE Legal Services; MST / LSPID Grant Managers & Conditional Grant Services	Guidelines and MOUs for the schools on how to use the funds	Jul-18	Textbooks displays for supplementary materials and textbooks (Top-ups) is expected to start mid-August. Any late ordering of textbooks and stationery will have a snowball effect, and ultimately lead to the late delivery of LTSM to schools, and in turn affect curriculum delivery. This will be tightly monitored by the Administration Team, starting with the engagement with LTSM Unit.
Audit of infrastructure, machines, equipment and workshops at Technical schools	PED & DBE MST / LSPID Grant Managers; Subject Advisors / CES;	Report on the state of infrastructure, machines, equipment and workshops is finalised	Jun-18	No progress. The Administration Team plans to undertake an audit on the availability and state of the infrastructure, machines, equipment and workshops in schools to support curriculum delivery.
Auditing the resources in the 30	PED & DBE MST / LSPID	Report on the availability of resources and	Jun-18	This can only happen towards the end of the distribution

NORTH WEST DEPARTMENT OF EDUCATION AND SPORTS DEVELOPMENT				
Key Actions (Activities)	Responsibility	Expected Output	Timeframe for completion	Progress Report
Technical schools and by ensuring that CAPS-aligned textbooks are provided to these schools	Grant Managers; Subject Advisors / CES	textbooks is finalised		process. But it will be impacted on by the current processes. It is for this reason that the Administration Team will closely monitor current processes to ensure that the right books are available to learners on time.
Monitoring the implementation of the MST / LSPID Grant	PED & DBE MST / LSPID Grant Managers; Subject Advisors / CES	Monitoring progress reports on roll-out of the Grants	Monthly	Initial engagements with DBE and PED units that are responsible for various grants. Follow up and more detailed meetings at which actionable plans will be decided upon scheduled for early August.
Appointment in vacant posts to implement the MST / LSPID Grants	PED & DBE MST / LSPID Grant Managers; HR	Reports on appointments to ensure effective and efficient management of the MST / LSPID Grants	Jun-18	
Develop plans and systems for the utilisation of the budget for Programme 5: ECD; sub-programme on Pre-Grade R training	DBE with NWED	Clear targets set for training of ECD practitioners towards a Level 5 ECD qualification	Jul-18	
Monitoring & advising on the reconfiguration of the organisational structure and size norms	· DBE: PDOU · MEC: NEW	Policy aligned district organisational structure	April 2018 – March 2025	
Filling of prioritised vacancies (JHR): • District Directors • Circuit Managers • Subject Advisors	· DBE: PDOU · MEC: NEW	Appointments made for prioritised and all funded vacant substantive posts	Within 90 days a post is declared as vacant	Corporate Services Branch Meeting with the Administration Team scheduled for Friday 3 August 2018, and with Institutional Management Governance and Support Branch is scheduled for Wednesday 8 August 2018.
Provision of the basic tools of trade for district officials	· DBE: PDOU · MEC: NEW	District officials resourced with the minimum tools of trade pack	Mar-19	
Governance and administration: Minimise service delivery disruptions through M&E and support to schools	· DBE: PDOU · MEC: NEW · Education Districts	Year Plan of activities, meetings and workshops communicated to districts and schools	Nov-18	Institutional Management Governance and Support Branch meeting with the Administration Team, which is scheduled for 8 August 2018.
Dealing with the effects of schooling disruptions	*W Legislature *Municipalities *NWED *Districts	*Regular service delivery updates and feedbacks; *Protection of Education Charter; *Recovery plans	*Quarterly *Immediately *Immediately	The intervention team interacted with the circuit managers at a workshop held on the 30th July. Roles and responsibilities were discussed. Circuit managers presented concerns to the intervention team. The team will study, analyse these

NORTH WEST DEPARTMENT OF EDUCATION AND SPORTS DEVELOPMENT				
Key Actions (Activities)	Responsibility	Expected Output	Timeframe for completion	Progress Report
	*Communities			concerns and work closely with the DBE and the relevant branch and strategize on the provision of responses.
Develop and implement a plan to appoint built environment specialists in the infrastructure unit	DBE; NWED; Provincial Treasury (PT); & NT	Filling of all vacancies in the infrastructure unit with properly qualified professionals	Mar-19	Corporate Services Branch Meeting with the Administration Team scheduled for Tuesday 30 July 2018. Recruitment strategy to attract and retain professional skills that are not available in the area.
Review the infrastructure project list to ensure that critical areas like, sanitation & storm damages, are addressed	DBE, NWED & PT & NT	A revised project list that prioritises all critical infrastructure priority areas	Jul-18	Initial meeting with the Corporate/CFO (including the Infrastructure Unit) meeting with the Administration Team took place on Tuesday 31 July 2018.
Investigate the cost of building schools in the province, and benchmark with the private sector as well as in other provinces in the sector	DBE, NWED & PT & NT	Reduction in the cost of building schools in the province	Mar-19	A follow-up meeting with the Infrastructure Unit scheduled for Tuesday 7 August 2018, to have detailed discussions of intervention areas. Reports to be submitted and presented have been agreed on with the Administrator. Outstanding payments are currently being processed by the Administrator PED putting in place plans to fast track the implementation of current projects PED reviewing the current MTEF to increase spending on sanitation and storm water in line with current infrastructure priority area.
Identify learners who qualify for learner transport but are currently not being transported	DBE; DoT; NWED & NWDoT	Authenticated reports on learner transport provision are available	Mar-19	The administration team identified authentic data as one of the challenges. The development of the verification and monitoring strategy is one of the priorities the team has identified.
Review of the Location of Learner Transport	DBE; DoT; NT; DPME; & NWED	A report clarifying the ideal location of the function	Aug-18	During the Minister's meeting with the department on the 25th July, the location of scholar transport was discussed. The team would be taking this matter further including broad consultations.
Review the remuneration model	DBE; DoT; NT; DPME &	A report on the ideal remuneration model to	Aug-18	The team has not yet commenced with exploring the

NORTH WEST DEPARTMENT OF EDUCATION AND SPORTS DEVELOPMENT				
Key Actions (Activities)	Responsibility	Expected Output	Timeframe for completion	Progress Report
for learner transport service providers (in line with that offered in Limpopo)	NWED	ensure an uninterrupted service is available, roll-out & monitored		remuneration model.
Strengthen monitoring mechanisms to ensure that the function is provided in an uninterrupted manner for the benefit of deserving learners	DBE, DoT; NWED & NWDoT	<ul style="list-style-type: none"> • A dedicated capacity in the NWED to monitor the provision of learner transport • Improved systems to ensure proper coordination between NWED & NWDoT are implemented 	Mar-18	The team has not yet commenced with exploring the monitoring strategy.
Monitor timeous procurement of equipment & eating utensils as per 2018/19 Business Plan	DBE: NSNP & NWED NSNP	Under- & irregular expenditure is managed	Nov-18	The Admin team met with the DBE NSNP director and the NW official on the 24th July. The team was informed that the submission for the procurement of utensils was submitted for approval.
Mobilise support for incremental building of appropriate nutrition centres	DBE & NWED Infrastructure & NSNP Units	Nutrition centres are built cost-effectively	Long-term project	Currently the department has a partnership with both Tiger brand and Walmart Games who provide mobile kitchens to the deserving schools on a limited scale.
Support SMTs and SGBs to engage the SAPS through the assistance of School Safety Initiatives	DBE & NWED NSNP; SAPS; & communities	Theft of foodstuff & equipment is radically reduced	Apr-19	<p>Both the DBE NSNP director and NW official highlighted that shortage of staff due to six vacant posts, lack of the dedicated educator contributes to the ineffective monitoring of NSNP.</p> <p>This will be dealt with as part of the action plans around the filling of critical posts.</p>

ANNEXURE 4 - Detailed Progress Report – North West Department of Community Safety and Transport Management

DEPARTMENT OF COMMUNITY SAFETY AND TRANSPORT MANAGEMENT					
Intervention Description	Key Action	Responsibility:	Expected Output	Completion	Progress to date
IMPROVE INTERNAL CONTROLS	Analyse internal control systems and processes for effectiveness and adequacy	DOT Intervention Team	Improved audit outcomes and adequate internal controls	Sept-2018 (2 months)	Reviewed the action plans to address the 2016/17 audit findings;
	Put in place internal control measures to address the gaps or shortcomings identified during the gap analysis.	DOT Intervention Team	Improved audit outcomes and adequate internal controls	Sept-2018 (3 months)	Review of SCM policies and procedures is underway, Continuous improvement and monitoring of internal controls
	Review the final management letter of the Auditor-General and address the findings raised therein to improve the system of internal control.	DOT Intervention Team	Improved audit outcomes and adequate internal controls	Dec-2018 (6 months)	Obtained the 2017/18 Auditor-General management report with the purpose of developing action plans to address audit findings
SUPPLY CHAIN MANAGEMENT (SCM)	Perform gap analysis on SCM policy and procedures to identify any shortcomings and any other areas of improvement.	DOT Intervention Team	Compliance with applicable SCM laws, policies and procedures	Jul-2018 (1 month)	Held meetings with the SCM Chief Directorate; Reviewed SCM policies and procedures, Performed SCM gap analysis and developed checklists to ensure compliance with SCM prescripts.
	Perform the compliance audit and put in place policies and procedures to ensure compliance with laws and regulations with the view of reducing irregular expenditure and non-compliance.	DOT Intervention Team	Compliance with applicable SCM laws, policies and procedures	Nov-2018 (4 months)	Attended audit steering committee meeting; Assisted the department to respond and clear some audit findings; Obtained AG audit reports of the department to assess internal control deficiencies; Reviewed the action plans to address non-compliance issues identified by the Auditor-General.
	Perform a review of the bidding processes within the department and where necessary restructure the bidding processes and bid committees.	DOT Intervention Team	Compliance with applicable SCM laws, policies and procedures	Oct-2018 (4 months)	Performed ongoing review of SCM systems and processes to identify gaps and developed controls to address the gaps identified.

DEPARTMENT OF COMMUNITY SAFETY AND TRANSPORT MANAGEMENT					
Intervention Description	Key Action	Responsibility:	Expected Output	Completion	Progress to date
	Perform the skills analysis and training requirements within the SCM section and provide the required training.	DOT Intervention Team	Compliance with applicable SCM laws, policies and procedures	Aug-2018 (1 month)	From the meetings held with management and review of requisitions it was discovered that the staff require SCM training. Options on sourcing of training are being considered to ensure that the staff is trained.
ASSIST IN THE DEVELOPMENT OF SMART STRATEGIC AND ANNUAL PERFORMANCE PLANS	Perform a review of the strategic plan and budget to determine if there is alignment.	DOT Intervention Team	Compliant Strategic Plan and APP	Jul-2018 (1 month)	Obtained strategic plan of the department and it is currently under review
	Align the department's budgets with the strategic plan of the department.	DOT Intervention Team	Proper alignment of the Strategic Plan and the Budget	Aug-2018 (1 month)	Budget and Strategic Plan together with other relevant documents have been obtained and are currently being reviewed
IMPROVE PROJECTS AND CONTRACTS MANAGEMENT	Perform value for money analysis to ensure that the department received value on the projects that have been implemented and paid for.	DOT Intervention Team	Properly managed Projects and Contracts	Dec-2018 (5 months)	A list of projects has been obtained and meeting has been scheduled with the relevant managers to get deeper understanding of the projects.
	Investigate contract management processes for any weaknesses and implement corrective measures to ensure that contract management is in line with the relevant laws and regulations.	DOT Intervention Team	Properly managed Projects and Contracts	Dec-2018 (4 months)	Contract register has been received and is currently being reviewed, Performed analysis of contract management processes and identified areas of improvement, currently in the process of developing the corrective actions
RISK MANAGEMENT	Review and analyse the risk assessment registers of the department to ensure that it is up to date and it addresses the identified risks and emerging risks.	DOT Intervention Team	Properly managed Risk register, assessment and mitigation	Jul-2018 (2 month)	Strategic and operational risk registers have been received and are currently being reviewed, Management meetings relating to risk management are ongoing to ensure that risks are managed effectively
FINANCIAL MANAGEMENT ENHANCEMENT	Assess the spending patterns of the department and identify potential areas for containment of costs in accordance with the National Treasury cost containment instruction.	DOT Intervention Team	PFMA compliance	Sept-2018 (1 month)	Expenditure report has been obtained from management to assess the spending patterns.

DEPARTMENT OF COMMUNITY SAFETY AND TRANSPORT MANAGEMENT					
Intervention Description	Key Action	Responsibility:	Expected Output	Completion	Progress to date
INFRASTRUCTURE DELIVERY SUPPORT	Provide project management on infrastructure projects to ensure that projects are rolled out effectively and efficiently in line with the department's objectives.	DOT Intervention Team	Properly managed Projects and Contracts	Dec-2018 (On-going)	A list of the infrastructure projects and procurement plans have been requested from the management
PROVINCIAL ENTITY OVERSIGHT AND TURNAROUND	Perform a review of State Owned Entities in the department and assess its necessity and relevance to the department's strategic objectives.	DOT Intervention Team	Financial sustainability assessment and turnaround plan for NTI	Nov-2018 (2 months)	A list of SOEs of all departments entities has been received, Ongoing meetings are being held with management to gather deeper understanding of the mandate of the entities
INFRASTRUCTURE DELIVERY SUPPORT	Provide technical engineering expertise for the design of aviation technical academy.	DOT Intervention Team	Model for an aviation academy	Sept-2018 (3 months)	Requested information in relation to the technical aviation academy from the management.
	Facilitate the infrastructure funding model for the aviation technical academy.	DOT Intervention Team	Model for an aviation academy	Dec-2018 (3 months)	This will be performed after the aviation plans have been conducted.
SKILLS DEVELOPMENT IN THE FINANCE UNIT (PRIORITIZING SCM UNIT)	Perform the skills analysis and training requirements within the SCM section and provide the required training.	DOT Intervention Team		Aug-2018 (1 month)	From the meetings held with management and review of requisitions it was discovered that the staff require SCM training.
IMPROVE ORGANIZATIONAL PERFORMANCE	Perform skills assessment to identify any other training needs within the department to capacitate the staff to improve the performance.	DOT Intervention Team		Nov-2018 (3 months)	From the meetings held with management and review of requisitions it was discovered that the staff require SCM training, Options on sourcing of training are being considered to ensure that the staff is trained.
CONDITIONAL GRANTS MANAGEMENT SUPPORT	Assist the department in management of conditional grants to ensure that the grants are spent in line with its intended purpose.	DOT Intervention Team		Dec-2018 (On-going)	Requested a list of conditional grants, projects and current expenditure reports relating to the grants.
LEARNER TRANSPORT MANAGEMENT	Streamline and simplify learner transport management.	DOT Intervention Team		Dec-2018 (6 months)	Scholar Transport is currently under review and ongoing meetings are held with management in this regard

ANNEXURE 5 - Detailed Progress Report – North West Department of Public Works and Roads

NORTH WEST DEPARTMENT OF PUBLIC WORKS AND ROADS					
Intervention Description	Key Actions (Activities)	Responsibility	Expected Output	Completion	Progress Report
CAPACITY BUILDING FOR TECHNICAL PROFESSIONALS	Identify position to be filled and run all the necessary processes	NDPW - CPM/PROF and NW DPW&R - Exec Management	Assessment report for capacity	30-Jul-18	Critical vacant posts have been identified and awaiting approval for HR delegation and budget confirmation from CFO
	Development of Recruitment Plan	CPM/PROF and NW DPW&R - Exec Management	Approval of recruitment plan	30-Jul-18	Recruitment plan in place
	Approval of Plan and Budget	FINANCE AND HR and NW DPW&R -Exec Management	Review of Organisational Design	31-Sept-2018	Not started
DELEGATION MATRIX	Appoint Task Team	CPM and NW DPW&R -Exec Management	Review of As-Is processes (Delegation)	30-Jul-18	
	Develop Delegation Documents	CPM and NW DPW&R -Exec Management	Development of delegation matrix	30-Jul-18	Responsibility (Delegation) matrix was approved and adopted in a management session held on 12 and 13 July 2018.
	Recommendation and Approval	CPM AND Administrator and NW DPW&R - Exec Management	Approval of delegation by Administrator	30-Jul-18	Review in progress
BUSINESS PROCESS	Appoint Task Team (To develop TOR)	SCM/CPM and NW DPW&R - Exec Management	Review of As-Is processes	30-Jul-18	CPM to review the infrastructure business process and SCM will Support. A full time project manager from NDPW has been seconded to coordinate the CPM stream
	Development of the business process	SCM and NW DPW&R -Exec Management	Development of business processes	31-Aug-18	CPM to review the infrastructure business process, and amend or develop. A full time project manager from NDPW has been seconded to coordinate the CPM stream
EXPANDED PUBLIC WORKS PROGRAMME CAPACITY	Assessment of current EPWP capacity and development of proposed structure	CD: EPWP Partnership Support and NW DPW&R -Exec	Assessment report for EPWP structure for North West Department of Public Works and Roads	30-Jul-18	Current EPWP and proposed structure has been received from the department for assessment. - Final assessment report to be submitted for approval by 10 August 2018

NORTH WEST DEPARTMENT OF PUBLIC WORKS AND ROADS					
Intervention Description	Key Actions (Activities)	Responsibility	Expected Output	Completion	Progress Report
BUILDING		Management			
	Approval of EPWP Structure	CD: EPWP Partnership support and NW DPW&R -Exec Management	Approval of EPWP structure for department	31-Aug-18	The proposed EPWP Structure has been sent to EPWP National (DPW) for reviewing and inputs.
	Advertisement and filling of EPWP positions	CD: EPWP Partnership support and NW DPW&R -Exec Management	Adverts for EPWP positions and posts filled	1 Sept to 30 Oct 2018	The proposed EPWP Structure has been sent to EPWP National (DPW) for reviewing and inputs.
	Training of new EPWP Staff	CD: EPWP Partnership Support and NW DPW&R -Exec Management	Newly recruited staff	2018-Nov-31	
	Provision of Technical Support to public bodies in North West province by appointed staff	CD: EPWP Infrastructure Sector and NW DPW&R -Exec Management	Report on Technical Support provided to public bodies in North West province	Nov 2018 on wards	
	Assessment of current roads plan to finalise EPWP roads plan with targets for the 18/19 financial year	CD: EPWP Infrastructure Sector and NW DPW&R -Exec Management	EPWP Roads plan	30-Jul-18	Current roads plan has been received from the department. 10,000 work opportunities are projected for the 2018-2019 financial year.
	Monitoring of EPWP Roads plan to ensure implementation and monitoring of EPWP outputs	CD: EPWP Infrastructure Sector and NW DPW&R -Exec Management	EPWP Roads projects implemented by the department are captured and reported on the EPWP system	1 August 2018 onwards	
CONDUCT SITUATIONAL ANALYSIS - TECHNICAL	Conduct a Baseline Technical Skills Assessment	Professional Services Branch and NW DPW&R - Exec Management	Baseline Technical Skills Assessment report	30-Jul-18	Draft Baseline Technical Skills Assessment report in place. Final assessment to be submitted for approval by 10 August 2018

NORTH WEST DEPARTMENT OF PUBLIC WORKS AND ROADS					
Intervention Description	Key Actions (Activities)	Responsibility	Expected Output	Completion	Progress Report
SKILLS CAPACITY NEEDS FOR NWDPW&R	Deployment of a technical capacity team to NWDPW&R	Construction Management and PS Branch and NW DPW&R - Exec Management	Deployed technical capacity team	30-Jul-18	2 resources have been identified and deployed to NWDPW&R
	Availability of the Cuban Technical Advisory team	PS Branch and NW DPW&R - Exec Management	Deployed Technical Advisory team	30-Jul-18	Identified team to start work on 01 September 2018
	Deployment of Candidate Professionals	PS Branch and NW DPW&R - Exec Management	Deployed Candidate Professionals	30-Jul-18	28 Candidate professionals have been identified and a workshop was held on 26 and 27 July 2018. A program of deployment linked to projects will be finalised by 10 August 2018.
	Deployment of retired Professionals / Artisans / unemployed professionals	PS Branch and NW DPW&R - Exec Management	A database retired Professionals / Artisans / unemployed professionals	30-Jul-18	National DPW database available for identification of resources for deployment as and when required.
	Deployment of excess technical capacity from client Departments	PS Branch and NW DPW&R - Exec Management	Deployed excess technical capacity from client Departments	30-Sep-18	
REVIEW OF THE SKILLS DEVELOPMENT PLAN	Conduct a desk top review of the NWDPW&R Skills Development Plan	PS Branch and NW DPW&R - Exec Management	Revised Skills Development Plan	31-Aug-18	Review in progress
	Implementation of Short Courses / In-service Training	PS Branch and NW DPW&R - Exec Management	Developed Technical capacity	30-Jul-19	Short courses and in service training to be aligned to the revised skills development plan
	Implementation of Skills Pipeline programmes (existing staff & unemployed candidates)	PS Branch and NW DPW&R - Exec Management	Developed Professional capacity	30-Jul-19	Training needs have been identified
IDENTIFY THE SOURCE OF IRREGULAR EXPENDITURE AMOUNTING TO R3.4 BILLION AS AT 2017/18 TO	Analyse AG Audit report to assess all SCM findings that were classified as either non-compliances or irregular	DPW SCM and NW DPW&R - Exec Management	Implemented systems and processes to assist in curbing irregular expenditure and to ensure that they serve to record, refer, investigate and condone irregular expenditure.	30-Jul-18	Analysis of AG audit report was conducted where SCM findings that were classified as non-compliance or irregular expenditure were identified. Deviation and Expansion report is still outstanding from the Province.
	Analyse the NW DPW&R "Deviations Register" to	DPW SCM and NW DPW&R -	Implemented systems and processes to assist in curbing irregular	30-Jul-18	Task team has been formed to analyse the NWDPW&R deviations register.

NORTH WEST DEPARTMENT OF PUBLIC WORKS AND ROADS					
Intervention Description	Key Actions (Activities)	Responsibility	Expected Output	Completion	Progress Report
DETERMINE THE QUANTUM ATTRIBUTABLE TO SCM NON-COMPLIANCES OR DEVIATIONS TO PROCUREMENT PROCESSES	determine extent, type and frequency of deviations approved	Exec Management	expenditure and to ensure that they serve to record, refer, investigate and condone irregular expenditure.		
	Engage with the NW Provincial Treasury for records of published deviations to verify completeness and accuracy with the Deviations Register	DPW SCM and NW DPW&R - Exec Management	Implemented systems and processes to assist in curbing irregular expenditure and to ensure that they serve to record, refer, investigate and condone irregular expenditure.	30-Jul-18	Task team has been formed to analyse the NWDPW&R deviations register. Analysis report to be submitted 10 August 2018
	Assess which irregular expenditure was condoned by the Department and which was condoned by Treasury to ensure compliance to prescripts	DPW SCM and NW DPW&R - Exec Management	Implemented systems and processes to assist in curbing irregular expenditure and to ensure that they serve to record, refer, investigate and condone irregular expenditure.	30-Jul-18	Analysis report to be submitted 10 August 2018
	Assess the business process followed for treatment of irregular expenditure in accordance with NT SCM Circular No 4	DPW SCM and NW DPW&R - Exec Management	Implemented systems and processes to assist in curbing irregular expenditure and to ensure that they serve to record, refer, investigate and condone irregular expenditure.	30-Jul-18	Analysis report to be submitted 10 August 2018
	Assess the extent of procurement from single source / preferred service providers to assess justification of these appointments	DPW SCM and NW DPW&R - Exec Management	Implemented systems and processes to assist in curbing irregular expenditure and to ensure that they serve to record, refer, investigate and condone irregular expenditure.	30-Jul-18	Analysis report to be submitted 06 August 2018
	Analyse extent of deviations from open and competitive bidding to assess compliance to the NW DPW & R Procurement Plan.	DPW SCM and NW DPW&R - Exec Management	Implemented systems and processes to assist in curbing irregular expenditure and to ensure that they serve to record, refer, investigate and condone irregular expenditure.	30-Jul-18	Procurement Plan compliance report to be submitted by 06 August 2018.
	REVIEW THE SCM ORGANISATIONAL STRUCTURE TO ENSURE THAT IT	Assess the number of FTE appointed against the current structure to determine the vacancy rate	DPW SCM & HRM and NW DPW&R - Exec Management	Compliance to the DPSA requirements & SCM regulatory framework to ensure good governance and ensure SCM	30-Jul-18

NORTH WEST DEPARTMENT OF PUBLIC WORKS AND ROADS					
Intervention Description	Key Actions (Activities)	Responsibility	Expected Output	Completion	Progress Report
PROVIDES FOR ADEQUATE SEGREGATION OF DUTIES AND REDESIGN IF REQUIRED.			functions are adequately segregated to prevent potential for fraud and corruption		
	Evaluate the approved SCM structure to assess whether provision is made for the different SCM functions	DPW SCM and NW DPW&R - Exec Management	Compliance to the DPSA requirements & SCM regulatory framework to ensure good governance and ensure SCM functions are adequately segregated to prevent potential for fraud and corruption	30-Jul-18	Analysis report to be submitted 06 August 2018
	Assist in redesigning the structure to provide for an independent Internal Control Unit to manage irregular expenditure.	DPW SCM and NW DPW&R - Exec Management	Compliance to the DPSA requirements & SCM regulatory framework to ensure good governance and ensure SCM functions are adequately segregated to prevent potential for fraud and corruption	30-Jul-18	Analysis report to be submitted 06 August 2018
	Assess the SCM approved policy, delegations and business processes including those of the Districts to ensure compliance and alignment.	DPW SCM and NW DPW&R - Exec Management	SCM processes and delegations are aligned and compliant to ensure a common public works sector implementation approach to SCM	30-Dec-18	Analysis report to be submitted 06 August 2018
	Review the NW DPW & R Gift Register to determine compliance to the policy on gifts and hospitality particularly with focus on SCM recipients.	DPW SCM and NW DPW&R - Exec Management	SCM processes and delegations are aligned and compliant to ensure a common public works sector implementation approach to SCM		Analysis report to be submitted 06 August 2018
	Determine if a separate Consultants Policy exist and review for compliance to NT Practice Note on appointment of consultants	DPW SCM and NW DPW&R - Exec Management	SCM processes and delegations are aligned and compliant to ensure a common public works sector implementation approach to SCM		All SCM processes are covered in one Policy therefore no separate Policies exist. NDPW still assessing the need to separate Policies.
	Review the Contract	DPW SCM and	SCM processes and delegations are		Analysis report to be submitted 06 August 2018

NORTH WEST DEPARTMENT OF PUBLIC WORKS AND ROADS					
Intervention Description	Key Actions (Activities)	Responsibility	Expected Output	Completion	Progress Report
	Management Policy to determine compliance to the National Treasury Contract Management Framework	NW DPW&R - Exec Management	aligned and compliant to ensure a common public works sector implementation approach to SCM		
	Assess the Consultants Roster / lists to determine how it was implemented and why, considering the NT Central Supplier database which is the central repository of supplier information for government	DPW SCM and NW DPW&R - Exec Management	SCM processes and delegations are aligned and compliant to ensure a common public works sector implementation approach to SCM		Assessment report to be submitted 06 August 2018
	Implement processes for managing ALL procurement activities throughout the value chain.	DPW SCM and NW DPW&R - Exec Management	Compliant SCM procurement processes	30-Jul-18	Assessment report to be submitted 06 August 2018
	Review the Movable Asset Policy and assess the accounting accuracy of all movable assets	DPW SCM and NW DPW&R - Exec Management	Accurate and Compliant movable asset register	30-Jul-18	Assessment report to be submitted 06 August 2018
STATUTORY COMPLIANCE AND CRITICAL COMPONENT (MECHANICAL, ELECTRICAL ISSUES)	Critical component task team	(Engineering, OHS, FM) – Provincial and National	Integrated Asset Management teams and reporting platform.	30-Aug-18	A full time project manager from NDPW has been seconded to coordinate the FM stream
	Develop operations framework for critical components	(Engineering, OHS, FM) – Provincial and National	Improved Critical component availability for prioritised facilities Developed and updated register and action plan to reduce statutory contravention notices for attention of the Northwest Administrator Improved Critical component availability for prioritised facilities	30-Sep-18	A full time project manager from NDPW has been seconded to coordinate the FM stream
	Develop implementation	(Engineering,	Improved Critical component	30-Aug-18	A full time project manager from NDPW has been

NORTH WEST DEPARTMENT OF PUBLIC WORKS AND ROADS					
Intervention Description	Key Actions (Activities)	Responsibility	Expected Output	Completion	Progress Report
	plan to respond to statutory compliance issues	OHS, FM) – Provincial and National	availability for prioritised facilities Developed and updated register and action plan to reduce statutory contravention notices for attention of the Northwest Administrator Improved Critical component availability for prioritised facilities		seconded to coordinate the FM stream
	Request budget and prioritisation on statutory compliance. (Capital/planned maintenance budget)	(Engineering, OHS, FM) – Provincial and National	Improved Critical component availability for prioritised facilities Developed and updated register and action plan to reduce statutory contravention notices for attention of the Northwest Administrator Developed and updated register and action plan to reduce statutory contravention notices for attention of the Northwest Administrator	30-Aug-18	A full time project manager from NDPW has been seconded to coordinate the FM stream
	Stake holder engagement across all value chain of FM	FM PMBC Finance SCM and NW DPW&R -Exec Management	Document Value chain of FM and link it to Profit and Loss Statement of NWDPW& R Review and restructure delegations of FM Re-configuration of FM Value chain to increase accountability	1 Week	A full time project manager from NDPW has been seconded to coordinate the FM stream
	Visit and understand gaps in call logging process	FM (Regional FM) and NW DPW&R - Exec Management	Document Value chain of FM and link it to Profit and Loss Statement of NWDPW& R Review and restructure delegations of FM Re-configuration of FM Value chain to	30-Aug-18	A full time project manager from NDPW has been seconded to coordinate the FM stream

NORTH WEST DEPARTMENT OF PUBLIC WORKS AND ROADS					
Intervention Description	Key Actions (Activities)	Responsibility	Expected Output	Completion	Progress Report
			increase accountability		
	Analysis and reprioritisation of Day to Day Budget vs Call Centre	FM (Regional Team) and NW DPW&R -Exec Management	Document Value chain of FM and link it to Profit and Loss Statement of NWDPW& R Review and restructure delegations of FM Re-configuration of FM Value chain to increase accountability	30-Aug-18	A full time project manager from NDPW has been seconded to coordinate the FM stream
	KPI setting for Day to Day Maintenance	FM (Regional Team) and NW DPW&R -Exec Management	Document Value chain of FM and link it to Profit and Loss Statement of NWDPW& R Review and restructure delegations of FM Re-configuration of FM Value chain to increase accountability	30-Aug-18	A full time project manager from NDPW has been seconded to coordinate the FM stream
	Conduct situational analysis	All Branches and NW DPW&R - Exec Management	Situational Analysis report	Aug-18	A full time project manager from NDPW has been seconded to coordinate the FM stream
	Stakeholder management with User Departments	KAM and NW DPW&R -Exec Management	Stakeholder management strategy	Jul-18	Development of stakeholder management strategy in progress
	Client Forum meetings: Bilateral & frequency of information sessions	KAM and NW DPW&R -Exec Management	Schedule/ meetings calendar plan	Aug-18	Property management client forums convened
	Identify planning phase needs: i.e. Accommodation, maintenance, capital projects and leases	KAM and NW DPW&R -Exec Management	Approved (& funded) work list by user Departments	Jul-18	Process to review B5 lists is underway
	Alignment of annual/operational performance plans and work	DPW&R Executive Management/ Assisted by M&E	M&E framework	Quarterly	Quarterly review of performance against the APP is scheduled for 1 August 2018.

NORTH WEST DEPARTMENT OF PUBLIC WORKS AND ROADS					
Intervention Description	Key Actions (Activities)	Responsibility	Expected Output	Completion	Progress Report
	plans	Delegate -NDPW			
	Performance Review Sessions	DPW&R Executive Management/ Assisted by M&E Delegate-NDPW	Performance review reports	Quarterly	Quarterly review of performance against the APP is scheduled for 1 August 2018.
	Monitoring of implementation plan	DPW&R Executive Management/ Assisted by M&E Delegate-NDPW	Intervention assessment report	Monthly	

ANNEXURE 6. Detailed Progress Report – North West Department of Local Government and Human Settlements

DEPARTMENT OF LOCAL GOVERNMENT AND HUMAN SETTLEMENTS					
Intervention description	Key Actions (Activities)	Responsibility	Expected Output	Completion	Progress Report
Finalise the organisational structure to be in line with generic structure approved by MinMEC	Approval of the organisational structure	DLGHS Premier's Office COGTA DPSA	Approved resourced structure	31-Aug-18	Proposed Organisational Structure aligned to Generic Organisational Structure developed. Consultations held with the Premier's office and DCoG and inputs are being considered.
Funding for gap on proposed structure for 2018/19	Source additional funding to augment the difference on current allocation	DLGHS FEED	Approved funded structure	30/11/2018	Engagements for additional funding for the Proposed Organisational Structure is on-going.
Recruitment, selection and appointment process on approved structure	Identify and prioritise key positions on the approved structure	DLGHS	Appointment of staff in Local Government	31/08/2018	There is a total of 18 posts advertised and to date 12 and 8 posts have been shortlisted and interviewed respectively; 3 posts have been re-advertised There is a total number of 22 posts outstanding to be advertised
Monitoring and oversight systems and processes	Review and strengthen M & E system	DLGHS DCOG Premier	DLGHS capacity to support municipalities	31/07/2018	Performance Planning, Monitoring & Assessment Tool been developed. Draft Standard Operating Procedure has been Developed for M&E and for Oversight.
Programme Funding for municipal support and interventions	Submit funding proposal for approval	DLGHS FEED	DLGHS capacity to support municipalities	31/07/2018	Submission for additional funding of municipal support programme was developed and submitted to Provincial Treasury.
Finalise Municipal Recovery/ B2B Action Plans of 22 municipalities	Review and align Municipal Recovery/B2B Action Plans Ensure adoption of plans by municipal council	DLGHS Municipalities	Approved recovery plans	31/07/2018	Municipal recovery plans reviewed during the District Consultative Sessions held from the 12th to 20th July 2018. All 12 priority municipalities have adopted their Recovery plans

DEPARTMENT OF LOCAL GOVERNMENT AND HUMAN SETTLEMENTS					
Intervention description	Key Actions (Activities)	Responsibility	Expected Output	Completion	Progress Report
Strengthen District Approach Model/Service Delivery Model	Establish district crack teams to support and monitor service delivery in municipalities and improve IGR	DLGHS DCOG MISA Sector Departments SALGA Municipalities	Approved recovery plans	31/12/2018	Draft Service Delivery Model with Terms of Reference developed. As part on Implementation District Consultative Sessions held to discuss Municipal Recovery Plans. MISA has provided civil engineers, electrical engineers and town planners to form part of the district crack teams. District teams fully operational in Ngaka Modiri Molema DM (Dr RSM also part of this team) and Bojanala DM.
Implement a joint programme at 12 priority municipalities.	Engage and finalise support plans for 12 Municipalities	DLGHS FEED NT DCOG MISA Sector Department	Improved Service Delivery and Stability in communities	30/06/2018	A joint plan developed and consulted with municipalities and key stakeholders.
Improve functionality of ward committees	Strengthen 12 priorities municipalities to build capacity to develop ward based operational plans.	DLGHS COGTA SALGA	Functionality of ward committees	31/12/2018	Conducted Capacity Building sessions to support 4 municipalities with the development of ward committee operational plans namely; Ditsobotla, Mamusa, Naledi and Maquassi Hills
Capacitate oversight structures on how to deal with UIF&W expenditure, as prescribed in MFMA Sec 32 and Circular 68	Conducting workshops on roles and responsibilities in dealing with MFMA sec 32 & circular 68.	DLGHS FEED COGTA SALGA	Improved audit outcome	31/09/2018	Work session was held with the MPAC support staff focusing on MFMA section 32 & circular 68, on how to deal with UIF&W expenditures: Maquassi hills, Ramotshere, Mahikeng, Kgetleng, Madibeng, Naledi and Mamusa.
Capacitate oversight structures on how to deal with UIF&W expenditure, as prescribed in MFMA Sec 32 and Circular 68	Monitor submission of all 22 municipalities annual reports and oversight reports by municipalities to Provincial Legislature in compliance with MFMA Sec 132	DLGHS FEED COGTA SALGA	Improved audit outcome	31/09/2018	MEC's held one on one engagement with Municipalities that have a backlog of oversight reports to provide guidance on the process to address the challenge. the following municipalities committee in writing to implement the agreed process; Ditsobotla, Kgetleng, Lekwa Teemane, Mamusa, Maquassi Hills and Tswaing.
Capacitate oversight structures on how to deal with UIF&W expenditure, as prescribed in MFMA Sec 32 and Circular 68	Deployment of PMS practitioners to assist with compilation of Draft Annual Reports (Tswaing, Ditsobotla, Mamusa, Maquassi Hills)	DLGHS FEED COGTA SALGA	Improved audit outcome	31/09/2018	PMS practitioners were deployed to Tswaing LM to assist with the development of draft Annual Report.

DEPARTMENT OF LOCAL GOVERNMENT AND HUMAN SETTLEMENTS					
Intervention description	Key Actions (Activities)	Responsibility	Expected Output	Completion	Progress Report
Capacitate oversight structures on how to deal with UIF&W expenditure, as prescribed in MFMA Sec 32 and Circular 68	Conducting workshops of MPACs to perform their oversight roles and responsibilities	DLGHS FEED COGTA SALGA	Improved audit outcome	31/09/2018	A plan to Roll-out MPAC Tool Kit has been developed that will start at Dr. RSM on the 7th & 8th August 2018.
Support municipalities to comply with MSA regulations on the appointment and conditions of employment of officials	Identification of municipalities with vacant senior management posts	DLGHS FEED COGTA SALGA	Administrative capacity compiling with MSA regulations	30/08/2018	Status quo report compiled identifying municipalities with vacant senior management position done.
Support municipalities to comply with MSA regulations on the appointment and conditions of employment of officials	MEC to direct all municipalities to conclude recruitment and filling of senior managers positions	DLGHS FEED COGTA SALGA	Administrative capacity compiling with MSA regulations	30/08/2018	MEC's directive in terms of Sec 139 1(a) of the constitution was issued to all of them to fill senior management positions by 30 August 2018.
Support municipalities to comply with MSA regulations on the appointment and conditions of employment of officials	Support municipalities to fast-track recruitment of senior managers.	DLGHS FEED COGTA SALGA	Administrative capacity compiling with MSA regulations	30/08/2018	There is ongoing support provided including: Monitored print media advertisement; Participated in shortlistings and interviews; Conducted training of councillors and officials in compliance with MSA Regulation.
Review of organisational structures	Conduct an assessment of the state of the organisational structures	DLGHS FEED COGTA SALGA	Staff compliment in line with functions of municipalities	31/12/2018	MEC circulated a directive for municipalities to submit a report on the state of their organisational structures
Review of organisational structures	Review and ensure alignment of the municipal structure with mandate and grading of the municipality	DLGHS FEED COGTA SALGA	Staff compliment in line with functions of municipalities	31/12/2018	Awaiting for reports from municipalities due on the 10 August 2018 thereafter the review and alignment process will commence

DEPARTMENT OF LOCAL GOVERNMENT AND HUMAN SETTLEMENTS					
Intervention description	Key Actions (Activities)	Responsibility	Expected Output	Completion	Progress Report
Clarify roles and responsibilities between Water Services Authorities (WSA) and Water Services Provider (WSP)	*Facilitate review of SLAs between NMMDM and LMs, DRSM and LMs including Sedibeng *SLA Kgetleng Rivier, Madibeng and Magalies Water Board	DLGHS MISA DWS DCOG District LMs SALGA	*Service level agreement (SLA) between Water Services Provider (WSP) in Ngaka Modiri DM and Dr Ruth S Moimpati DM review *Clarified roles and responsibilities *Uninterrupted service provision	31/07/2018	Consultations with Dr RSM, Ngaka Modiri and their family of locals were held and technical assistance was provided to revise existing SLAs. Consultations with all Bojanala local municipalities and water board were held and technical assistance was provided to revise existing SLAs.
Improve municipal planning, implementation and monitoring of service delivery projects	Conduct WSA audit to ensure that they have water services development plans and provide support	DLGHS MISA DWS District LMs	Approved Water services development plans	30/09/2018	Roll-out of the WSDP system done to all 11 North West Water services Authorities. Settlements and Water services level verification for Matlosana LM, Maquassi Hills LM and Ngaka Moridi Molema DM are completed. The web-based WSDP was rolled out to all WSA's in 2017/2018 in NW Municipalities are now geared towards completing data on the systems. Hands on support to WSA is ongoing
Improve municipal planning, implementation and monitoring of service delivery projects	Ensure all WSA have WSDPs adopted by Council	DLGHS MISA DWS District LMs Councillors	Approved water services development plans	30/09/2018	No progress reported. Deadline set for end of September 2018.
Water and sanitation reliability master plans	Develop water and sanitation 5 year reliability master plans	DLGHS MISA DWS District LMs		30/09/2018	Plans developed for all municipalities within Bojanala. DWS budgeted R17m for 18/19FY for the remaining three districts. Kgetleng and Madibeng plans developed implementation in progress especially on infrastructure development

DEPARTMENT OF LOCAL GOVERNMENT AND HUMAN SETTLEMENTS					
Intervention description	Key Actions (Activities)	Responsibility	Expected Output	Completion	Progress Report
Improved enforcement of compliance for water service	Facilitate development/review of Water and Sanitation By-laws	DLGHS MISA DWS District LMs SALGA Councillors	By-laws enforced	30/09/2018	DWS submitted a template for amendments by municipalities. Deadline set at end of October 2018 . The template is to guide municipalities in development of their own by-laws in line with legislation
Funded operations and maintenance plans	Source funding for operations and maintenance plans	DLGHS MISA DWS District LMs SALGA	Uninterrupted service delivery	30/09/2018	An assessments has been conducted to determine the state of infrastructure and O&M needs. MISA currently in the process of procuring services for the development of a water conservation and demand management for Ngaka Modiri DM (Tender notice closing on 17 August 2018).
Qualified water and waste water treatment plants controllers	Municipality to ensure that the positions of water and waste water treatment plants process controllers are prioritised during mid-term budget review	DLGHS Ngaka Modiri DWS	Improved water quality and compliance	31/12/2018	SALGA is assisting municipalities with Organograms for alignment with roles and responsibilities of WSP/WSA. MISA currently conducting an assessment (skills audit on general workers within the technical department) at Ngaka Modiri Molema DM. The objective is to determine which MISA training programmes can accommodate the personnel in question.
Improve municipal planning, implementation and monitoring of service delivery projects	Immediate assessment of all municipal state of readiness to implement 2018/19 projects	DLGHS DCOG MISA Sector Departments	Improved services to communities	31/12/2018	Provincial workshop whereby municipalities presented their readiness was held on 21-22 June 2018, followed by the Quarterly workshop held on 11-12 July 2018. Monitoring of projects done on regular basis. Currently municipalities revising their recovery plans to align with service delivery priorities.
Political intervention to avoid project implementation	To ensure project funding is not redirected during implementation	DLGHS DCOG MISA Sector Departments	Grants 100% spent on targeted projects	01/07/2018 - Quarterly	DLGHS continues to Monitor MIG Implementation Plans and to ensure compliance to DoRA requirements to avoid re-prioritizing of unregistered projects. This is done by ensuring that MIG priorities set by municipalities (as stated in their MIG implementation plans) are only changed in-year for other projects within the MIG project register, after municipal council approval.
Adequate implementation plan	Streamline supply chain processes in regarding grants	Municipalities		01/07/2018 - Ongoing	A team consisting of DLGHS, CoGTA, MISA, National & Provincial Treasury is Intervening in the 5 Distressed Municipalities which includes Ditsobotla LM and Kgetleng River LM. The intervention relate to the Cost reimbursement process for 2018/19 financial year. DLGHS and

DEPARTMENT OF LOCAL GOVERNMENT AND HUMAN SETTLEMENTS					
Intervention description	Key Actions (Activities)	Responsibility	Expected Output	Completion	Progress Report
					MISA is currently supporting municipalities with verifications of claims per project.
Development and implementation of operation and maintenance plans	Ensure that all affected municipalities develop and implement electricity master plans and operation and maintenance plans	DoE MISA DLGHS			Madibeng Local Municipality is being supported with the Electricity Master Plan for 2018/19 FY
Determination of support and capacity required	Placement of technical advisors on a district shared services to provide technical accounting and reporting support, monitor and report the implementation progress	FEED DLGHS NT DCOG	Provincial capacity	31/08/2018	Six technical advisors deployed on a district shared services approach and three seconded at Lekwa Teemane, Tswaing & Naledi for technical and hands on support where necessary. Developed a support plan that will ensure the improved quality of 2017/18 Annual Financial Statements.
Provide support to municipalities to improve the quality of the annual financial statements	Review 2017/18 financial statements before submitting to AG for audit	FEED DLGHS NT DCOG		31/08/2018	PT has issued a circular to guide municipalities on readiness to submit credible AFS. PT has since reviewed the interim financial statements and provided feedback to nine (9) municipalities. Awaiting the DRAFT AFS between the 15th and 25th August 2018.
Improve internal control environment	Assist municipality to develop a tool to monitor monthly implementation of internal controls weakness identified by AG	FEED DLGHS NT DCOG	Effective internal controls	30/09/2018	PT has developed and issued an internal control monitoring tool to all municipalities and the district technical teams are monitoring progress.
Improve asset management in municipalities	Provide support to municipalities to update and maintain GRAP complaint asset register	FEED DLGHS MISA NT DCOG	Credible asset register	31/12/2018	PT in conjunction with National Treasury is currently conducting a baseline assessment on asset management of all municipalities to assist in developing relevant support intervention.
Improve asset management in municipalities	Provide support to municipalities to develop and implement asset management plans	MISA FEED DLGHS		31/12/2018	No progress report provided
Improved audit outcomes	Provide technical support to municipalities to compile MSCOA compliant AFS	FEED DLGHS	Improved audit outcomes	31/08/2018	PT issued a template to guide and performed assessments on PAAP and provided feedback and in other instances assisted the municipalities to develop credible PAAP

DEPARTMENT OF LOCAL GOVERNMENT AND HUMAN SETTLEMENTS					
Intervention description	Key Actions (Activities)	Responsibility	Expected Output	Completion	Progress Report
Improved audit outcomes	Provide hands on support to municipalities to address audit findings during 17/18 audit process	FEED DLGHS	Improved audit outcomes	31/11/2018	PT issued a template to guide and performed assessments on PAAP and provided feedback and in other instances assisted the municipalities to develop credible PAAP
Reduce the dependency in consultants on financial management and reporting	Capacitate budget and treasury officials in preparing annual financial statement	FEED DLGHS	Capacity to compile AFS	31/12/2018	PT continues to provide training to capacitate the BTO officials
Provide support to municipalities to improve revenue management value chain	Analyse and advise municipalities on tariff structure to be cost effective	DLGHS FEED	Cost effective tariff structure	31/12/2018	TOR developed for the appointment of Service Provider. With the focus on Tariff Structuring. To Analyse and advise municipalities on tariff structure to be cost reflective
Provide support to municipalities to improve revenue management value chain	Source and deploy specialist to support municipalities to align valuation roll to the billing	DLGHS DCOG FEED	Improved revenue	31/12/2018	TOR developed for the appointment of Service Provider to ensure synergy/complete interface between the financial system and the valuation roll compiled and implemented by the municipality.
Provide support to municipalities to improve revenue management value chain	Source and deploy revenue specialist to support municipalities to improve credibility of information in the billing system	DLGHS DCOG FEED	Credible billing	31/12/2018	TOR developed for the appointment of Service Provider to do Data Cleansing and Billing Integrity as a support to municipalities to improve credibility of information in the billing system.
Provide support to municipalities to improve revenue management value chain	Facilitate transversal tender to implement credit control and debt management in municipalities	DLGHS Municipalities DCOG FEED NT	Improve collection rate	31/12/2018	An assessment report compiled on the appointment of debt collectors by municipalities. The next step is to engage with all municipality and National and Provincial Treasury on the Transversal Tender/ shared-services initiative.
Provide support to municipalities to improve revenue management value chain	Explore technological innovation to interface with SARS, Home Affairs, CIPPRO & DPSA to minimise fraudulent indigent	DCOG DLGHS Home Affairs SARS DPSA CIPPRO FEED	Credible indigent register	31/12/2018	No progress report provided
Settlement of Eskom debt for 12 priority municipalities	Promote and coordinate honouring of payment agreements to settle Eskom debt of the 12 municipalities	DLG&HS DCOG NT FEED	Eskom debt Settled	31/10/2018	Mamusa, Naledi, Tswaing Local Municipalities have concluded new payment agreements with Eskom •Currently supporting Lekwa Teemane, Madibeng, Kgetleng-Rivier, Ditsobotla and Ramotshere Moiloa Local Municipalities with

DEPARTMENT OF LOCAL GOVERNMENT AND HUMAN SETTLEMENTS					
Intervention description	Key Actions (Activities)	Responsibility	Expected Output	Completion	Progress Report
		Public Enterprise ESKOM Municipalities			coordination of payment agreements with Eskom. •R39 414 554.35 was paid in July 2018 by the following municipalities: [Lekwa Teemane- R8m, Mamusa- R7.9m, Maquassi Hills- R9.4m and Naledi R14m]
Debt owed to water Boards	Promote and coordinate honouring of payment agreements to settle Water Board debt of the 12 municipalities	DLG&HS DCOG NT FEED Public Enterprise DWS Water Boards Municipalities		31/10/2018	No progress to date

DEPARTMENT OF LOCAL GOVERNMENT AND HUMAN SETTLEMENTS					
Intervention Description	Key Actions (Activities)	Responsibility	Expected Output	Completion	Progress Report
PREPARE 2018/19 and 2019/20 DELIVERY BUSINESS PLANS	Finalisation of a Compliant 2018/19 business plan for the Human Settlements Development Grant	NDHS (DDG: PPMU) with HoD NW DLG&HS	Approved 2018/19 HSDG Business Plan	29-Jun-18	Completed
	Finalisation of a Compliant 2018/19 business plan for the Title Restoration Grant	NDHS (DDG: PPMU) with HoD NW DLG&HS	Approved 2018/19 HSDG Business Plan	29-Jun-18	Completed
	Incorporation of HSDG funds transferred to HDA and NWHC into the 2018/19 business plans	NDHS (DDG: PPMU) with HoD	Signed Inter-Govt implementation protocol	29-Jun-18	1. Completed in respect of H'DA 2. Pending engagements with NWHC
	Prepare the 2019/20 business plan for the Human Settlement Development Grant	NDHS (DDG: PPMU) with HoD	*Draft 1 *Draft 2 *Draft 3 *Secure NDHS approval	Aug-2018 Oct-2018 Feb-2018 Mar-2018	In progress. Working Draft prepared
	Prepare 2018/19 business plan for the Title Restoration Grant	NDHS (DDG: PPMU) with HoD	*Draft 1 *Draft 2 *Draft 3 *Secure NDHS approval	Aug-2018 Oct-2018 Feb-2018 Mar-2018	In progress. Working Draft prepared
MULTI-YEAR HUMAN SETTLEMENTS DEVELOPMENT PLAN	Land assembly plan	DDG: PPMU with HDA and HoD	Approved 3 year land assembly plan	30-Nov-18	In progress. Housing Development Agency is contracted to facilitate the preparation of this plan
	Human Settlements projects pipeline (IRDP/UISP/PHP/Rental)	DDG: PPMU with HoD and SHRA and HDA	Approved MTEF Human Settlements projects pipeline	30-Nov-18	In progress. 1. IRDP 2. UISP Upgrading plans for Dr RSM NMM and are underway 3. PHP 4. Rental The Multiyear Housing Development Plan is being updated
	Spatial transformation and consolidation plan	DDG: PPMU with HoD and HDA	1. Provincial HS master spatial plan	30-Nov-18	Draft Spatial plan pending consultation

DEPARTMENT OF LOCAL GOVERNMENT AND HUMAN SETTLEMENTS					
Intervention Description	Key Actions (Activities)	Responsibility	Expected Output	Completion	Progress Report
	Spatial transformation and consolidation plan	SHRA and HoD	2. Proposal to Minister on restructuring zones for spatial housing	30-Nov-18	Proposal submitted to Minister
	Revitalisation of distressed mining communities	NDHS (DDG: PPMU) with HOD and HDA	Provincial programme of revitalisation of distressed mining communities	31-Oct-18	Finalised. Implementation Protocol with Municipalities drafted and under consultation
	Unlock projects that are blocked, incomplete or slow-moving	NDHS (DDG: PPMU) with HOD and HDA	Programme for activation of blocked projects	30-Jul-18	Scoping underway
	Undertake remedial works on defective or poorly built subsidy homes	NHBRC and HoD	Programme to remedy defective home	31-Aug-18	Defective houses identified; **
APPOINT SUITABLY QUALIFIED AND CAPABLE CONTRACTORS (CIDB GRADED & NHBRC REGISTERED)	Prepare and advertise BID with appropriate specifications for the appointment of suitably qualified contractors to a panel for 3 years	NDHS (DDG:PPMU & CFO) with HoD and HDA	Advertised BID for appointment of contractors	30-Jul-18	Advert complete
	Evaluation, adjudication and appointment of suitably of qualified contractors to a panel for 3 year	NDHS (DDG:PPMU & CFO) with HoD and HDA	Appointment of suitably qualified contractors to a DLG & HS panel	30-Sep-18	Pending
	Prepare a framework for the sustainable participation of small and emerging contractors in HS delivery projects	NDHS (DDG:PPMU & CFO) with HoD and HAD, NURCHA and NHBRC	Approved framework for the participation of small and emerging contractors	30-Oct-18	Not started
PERFORMANCE OF CONTRACTORS APPOINTED TO DELIVER HOUSING AND HUMAN SETTLEMENTS	Enhance contract and performance management	NDHS (DDG: PPMU & CD legal) with HoD and HDA	Approved framework for contract management	30-Oct-18	Work in progress.

DEPARTMENT OF LOCAL GOVERNMENT AND HUMAN SETTLEMENTS					
Intervention Description	Key Actions (Activities)	Responsibility	Expected Output	Completion	Progress Report
PRODUCTS & SERVICES					
BENEFICIARY MANAGEMENT AND COMMUNITY OUTREACH	Develop a management system (dashboard) and procedures for programmes and projects management to optimize annual delivery for housing opportunities	NDHS (DDG: PPMU) with HOD and HDA	Approved system and procedures for programme and project management	30-Oct-18	Not Started
	Implement the national housing needs register	NDHS (CD: MIS) with HoD	Compliant provincial chapter of the national housing needs register	15-Feb-19	In progress
	Administrative reconciliation of beneficiaries and delivered product	NDHS (CD: MIS) with HoD	Approved framework for administrative reconciliation of beneficiaries to delivered products	30-Sep-18	In progress on a case by case basis. A comprehensive plan has been prepared
	Prepare and implement a community outreach programme	NDHS (CD: Comm) with HoD	Approved and implemented community outreach programme	30-Jul-18	Matlosana community outreach event on 11 August 2018
REPOSITION THE DEPARTMENT TO BECOME FIT FOR PURPOSE	Finalise the organisational structure	NDHS (D: TCD) with HoD/PT/OTP and DPSA	Approved macro organisational structure	30-Jul-18	Final draft Macro structure prepared for consultation with OTP and DPSA
	Migrate personnel into the approved organisational structure	NDHS and HoD	Complete migration	31-Oct-19	Pending approval of Organisational Structure
	Fill vacant positions	NDHS/DPSA and HoD	Reduce vacancy to prescribed range	31-Mar-19	Advertised positions pending approval of Organisational Structure
	Review and align the SLA of the appointed service provider (PMU)	NDHS (DDG: PPMU & CD: LS) and HOD	Aligned PMU SLA to objectives of the Intervention	30-Jul-18	Underway. The scope of work for the PMU is managed jointly between the NDHS and the PDLG&HS.

