

APPENDIX I
WORK OPERATIONAL PLAN 2002-2004

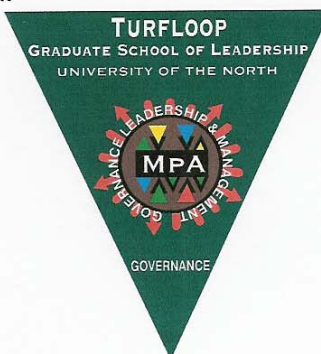
Chapter Outline	Key Priority Issues	Activities	Targets	Timeline¹	KPIs²
Chapter One (1) Introduction	<ul style="list-style-type: none"> • Research problem • Research Objectives • Hypotheses 	<ul style="list-style-type: none"> • To strengthen research proposal in a way to built up chapter one 	<ul style="list-style-type: none"> • Limpopo Government departments • Business community • Media 	Three (3) Months	Approved R. Proposal Appointed Supervisor Complete chapter
Chapter Two (2) Ten Year Post Apartheid Limpopo Government (1994-2004)	<ul style="list-style-type: none"> • History of the Province (1994 to date) • Conflict of interest cases and its impact from 1994-date 	<ul style="list-style-type: none"> • To trace the history of the province between 1994 to date • To trace serious cases of conflicts of interest in respective government departments of the province 	<ul style="list-style-type: none"> • Limpopo Government Departments • Provincial Legislature Archives/Library • Media • Civil Society 	Five (5) Months	Chapter expansion
Chapter Three (3) Critical perspective on Etymology and Anatomy of Conflict of interest	<ul style="list-style-type: none"> • Literature review on conflict of interest 	<ul style="list-style-type: none"> • To review the literature on conflict of interest from comparative perspective (Country to country approach) 	<ul style="list-style-type: none"> • Library • Internet search • Government documents 	Four (4) Months	Chapter expansion
Chapter Four (4) Research Design and Methodology	<ul style="list-style-type: none"> • Target population and sampling • Data collection methods 	<ul style="list-style-type: none"> • To conduct field work (questionnaire, interview, documentary and observatory survey) 	<ul style="list-style-type: none"> • Government Departments • Business Community • Civil Society 	Six (6) Months	Field visits Chapter expansion
Chapter Five (5) Application and Analysis of Classified Cases of Conflict of interest	<ul style="list-style-type: none"> • Data Analysis (Qualitative and quantitative) 	<ul style="list-style-type: none"> • To compute data using SPSS and Data filtering technique 	-	Four (4) Months	Chapter expansion
Chapter Six (6) Interpretation of Classified Cases of Conflict of interest	<ul style="list-style-type: none"> • Data Interpretation 	<ul style="list-style-type: none"> • To draw the inferential evidence against issues raised 	-	Three (3) Months	Chapter expansion
Chapter Seven (7) Conclusions and Recommendations	<ul style="list-style-type: none"> • Conclusions • Recommendations 	<ul style="list-style-type: none"> • To draw Conclusions • To draw recommendations 	-	Two (2) Months	Chapter expansion
Research Report (RR)	<ul style="list-style-type: none"> • Research Report • Editing • Final Submission 	<ul style="list-style-type: none"> • To compile the whole RR • To refer the RR to language expert for editing purpose • To submit the RR to Examination Committee via the supervisor 	-	Three (3) Months	Research Report Examination

¹ Timeline includes submission and supervisory work.

² KPIs stands for Key Performance Indicators

APPENDIX II
DOCUMENTATION REQUISITION COVER LETTER

APPENDIX II
DOCUMENTATION REQUISITION COVER LETTER



January 14, 2003

3

Dear Sir/Madam

REQUISITION OF DOCUMENTATION FOR DOCTORAL RESEARCH IN PUBLIC ADMINISTRATION

1. I am currently undertaking a research based doctoral studies at University of Pretoria under the School of Public Management and Administration (SPMA). The thesis is entitled "Conflict of interest in South Africa: The case of Limpopo Provincial Government".
2. I humbly request your assistance in tracing and furnishing me with the documentation at your earliest convenience. I indemnify that the documents will be used for the purpose of the scientific work only.
3. Upon the completion of the research, please feel free to write to me, should you need the completed report.

Gratefully, your efforts to co-operate with me are warmly appreciated.

Best regards,

Signed

³ Kanyane M Hendrick: Acting MPA Manager & Lecturer-TGSL, P/Bag X1106, Sovenga 0727, 015 290 2832(tel.), 015 290 2832/52(fax), 082 3241 338(cell) kanyan@yahoo.com

APPENDIX III

REQUISITION OF PRESCRIBED DOCUMENTS: 2003

VOTE	AUDITOR-GENERAL REPORT	REFERENCE
9	The Report of the Auditor-General on vote 9. Department of Public Works, Provincial Administration: Northern Province for the year ended 31 March 1999	[PR 94/2000]
4	The Report of the Auditor General on the Financial Statements of vote 4. Department of Agriculture and Environment, Provincial Administration: Northern Province for the year ended 31 March 2000 (Shareholding by the state)	[PR135/2001]
5	The Report of the Auditor General on the Financial Statements of vote 5. Department of Local Government and Traditional Affairs, Provincial Administration: Northern Province for the year ended 31 March 2000	[PR 122/2001]
12	The Report of the Auditor General on Multi-disciplinary audit on social grants, Vote 12. Department of Welfare, Provincial Administration: Northern Province.	[PR 142/2001]
15	The Report of the Auditor General on the Financial Statements of vote 15. Provincial Legislature of the Northern Province for the year ended 31 March 2001	[PR 165/2001]
2	The Report of the Auditor General on the Financial Statements of vote 2. Department of Trade, Industry and Tourism, Provincial Administration: Northern Province for the year ended 31 March 2000	[PR 149/2001]
VOTE	AUDITOR-GENERAL REPORT	REFERENCE
-	The Report of the Auditor General on the Financial Statements. Department of Local Government and Housing of the Limpopo Province for the year ended 31 March 2001/2	-
-	The Report of the Auditor General on the Financial Statements. Department of Transport of the Limpopo Province for the year ended 31 March 2001/2	-
1	The Report of the Auditor General on the Financial Statements of vote 1. Office of the Premier: Northern Province for the year ended 31 March 2002	[PR 61/2002]
3	The Report of the Auditor General on the Financial Statements of vote 3. Department of Education: Northern Province for the year ended 31 March 2002	[PR 85/2003]
4	The Report of the Auditor General on the Financial Statements of vote 4. Department of Agriculture: Northern Province for the year ended 31 March 2002	[PR 115/2002]

7	The Report of the Auditor General on the Financial Statements of vote 7. Department of Health: Northern Province for the year ended 31 March 2002	[PR 68/2002]
9	The Report of the Auditor General on the Financial Statements of vote 9. Department of Public Works: Northern Province for the year ended 31 March 2002	[PR 47/2002]
12	The Report of the Auditor General on the Financial Statements of vote 12. Department of Welfare: Northern Province for the year ended 31 March 2002	[PR 69/2002]
19	The Report of the Auditor General on the Financial Statements of vote 3. Department of Local Government & Housing: Northern Province for the year ended 31 March 2002	[PR 94/2002]
VOTE	AUDITOR-GENERAL REPORT	REFERENCE
8	The Report of the Auditor General on the Financial Statements of vote 8. Department of Transport: Northern Province for the year ended 31 March 2003	[PR 82/2003]
8	The Report of the Auditor General on the Financial Statements of vote 8. Department of Transport: Northern Province for the year ended 31 March 2002	[PR 82/2003]

APPENDIX IV

UNSTRUCTURED INTERVIEW SCHEDULE [2003]

Anonymous	Institution/Department	Rank/Position	Contact No.	Appointment	Time	Place	Check Point
1. Anonymous	Chukudu Construction CC (Business)	Developer-Construction	Reserved	16/04/03 28/04/03 02/06/03	13h30 - -	Flora Park, Extension 11	Yes ✓
2. Anonymous	Department of Finance & Economic Development	¹ Manager-Management Support	Reserved	21/08/03	15h25	TGSL Edupark Avenue	Yes ✓
3. Anonymous	Office of the Premier	Manager-Ministerial Support	Reserved	22/08/03	10h37	TGSL Edupark Avenue	Yes ✓
4. Anonymous	SAPS Crime Intelligence	Captain & Commander Crime Against The State Desk	Reserved	05/09/03	14h45	TGSL Edupark Avenue	Yes ✓
5. Anonymous	Department of Land Affairs	Manager-Administration & Finance	Reserved	22/09/03	15h25	TGSL Edupark Avenue	Yes ✓
6. Anonymous	Department of Education	Co-ordinator-Further Education & Training Institute Institutional Development	Reserved	23/09/03	10h05	TGSL Edupark Avenue	Yes
7. Anonymous	Department of Finance & Economic Development	Manager: Security and Risk Management Services	Reserved	25/09/03	8h56	46 Hans van Rensburg Str. 2 nd Floor Office No. 41	Yes ✓
8. Anonymous	Office of the Legislature	Member of Provincial Legislature (MPL) Member of Standing Committee on Public Account (SCOPA)-ANC Representative	Reserved	08/10/03	13h50	TGSL Edupark Avenue	Yes ✓
9. Anonymous	Department of Comparative Politics, University of Bergen, Bergen in Norway	Professor and Chair-Comparative Politics Department	Reserved	16/10/03	10h00	University of Bergen, Rokkan Centre seminar room, Bergen in Norway	Yes ✓
10. Anonymous	Faculty of Law, University of Bergen, Bergen in Norway	Professor Dr., Juris (Professor of Law)	Reserved	23/10/03	10h00	University of Bergen, Law Faculty Building, Bergen in Norway	Yes ✓
11. Group interview session was organized in the Ministry of Social Affairs, Oslo on the 04 November 2003 at 13h00, which composed of South African Researchers and Norwegian Counterparts for Norway Norms and Standard Social Security Project							
12. Group interview session was organized in the National Insurance Administration, Oslo on the 05 November 2003, at 9h21 confirmed certain medical doctors who defraud social insurance system for their own benefit.							

¹ The Government designates Deputy Directors as Managers and Directors as Senior Managers. DDGs are entitled as Heads of Departments in terms of the new arrangements.

APPENDIX V
UNSTRUCTURED INTERVIEW RANDOMLY SAMPLED QUESTIONS
[KEY RANDOMLY ASKED QUESTIONS BY THE RESEARCHER DURING RESPECTIVE INTERVIEWS WITH THE
RESPONDENTS AS IN APPENDIX IV]:

1. Issues around former Minister of Education as captured in the media and other sources.
2. Issues pertaining to transformation and restructuring process in the province.
3. Issues pertaining to strength and weaknesses of the media.
4. Questions were posed on how forensic investigation was handled.
5. Clarity about the procurement process as to whether it does not attract conflict of interest.
6. How SAPS relates with the Department/s and Auditor General in addressing cases of conflict of interest.
7. Posing question to assess the effectiveness of the institutional mechanism, SCOPA.
8. Clarity as to why some top government officials are penalized differently compared to others for their wrongful actions of conflict of interest.

APPENDIX VI

MEMO TO THE HEAD OF DEPARTMENT: SEC/INVESTIGATION



[Redacted box]

MEMO

To : The Head of Department
Finance and Economic Development
[Redacted box]

From : The Security Manager
Security and Risk Management Services
Finance and Economic Development

Ref : Sec/Investigations

Date : 26 May 2003

QUESTION FOR WRITTEN REPLY FIRST APPEARING ON THE QUESTION PAPER ON 22 MAY 2003: LIMPOPO LEGISLATURE

1. The attached question posed in the Limpopo Legislature by the Honourable Mr. Holford, dated 22 May 2003 has reference.
2. **Question 09-2003: The Honourable M.G. Holford to ask the MEC for Finance and Economic Development:**

1. Is there currently a forensic investigation within the department?
Why is there an investigation?
2. If so, has anyone been suspended? If not why not?
3. How many officials are involved?

3. **Response to the above questions:**

1. The Security and Risk Management Services Division, in collaboration with the Auditor-General and the South African Police Service, is currently busy with an investigation in to the Procurement processes of the department. The investigation is to confirm allegations ranging from corruption to maladministration by officials and suppliers, and implement disciplinary and criminal actions, if found to be substantiated.
2. No officials have been suspended as yet. The suspension of officials within the procurement section of the department will be considered and the necessary action be taken as the investigation progresses.
4. The alleged involvement of procurement officials and suppliers to the department is still under investigation and is it not possible to confirm the individual involvement of the officials at this time. The investigation will most certainly uncover individual involvement and activities as it progresses.

[Redacted box]

D. T. Ober
Security Manager

[Redacted]

BACKGROUND REPORT: PROCUREMENT INVESTIGATION

1. The Auditor-General found some discrepancies in the Procurement processes of the Department during a normal Audit (March 2003). These discrepancies indicated that payments/expenditure/quotation price of various items were inflated, which posed a question regarding value for money.
2. All the purchase transactions for the 2002/2003 financial year were checked to ascertain the extent of the allegations. The total of 6607 were checked and 187 found to be “questionable” regarding the following concerns:
 - Inflated price/expenditure
 - Value for money
 - Corruption
 - Maladministration
 - Fraudulent quotations (front companies)
3. The ongoing investigation has revealed the following thus far:
 - 3.1 Prices are being inflated by some external service providers, which pose a concern regarding value for money on the items purchased.
 - 3.2 Various fraudulent quotations were found indicating that some external service providers are providing cover quotes quotations. (3 “individual” quotations by the same supplier)
Leads are being followed up regarding specific suppliers.
 - 3.3 While some leads are still being followed up, currently there is no confirmed information that officials of the Procurement Section (8 officials) or Stores Section (4 officials) have or are receiving any kickbacks from suppliers.
 - 3.4 Indications are however that most of the individuals at these sections are guilty of gross maladministration, which will be dealt with by way of disciplinary action.
 - 3.5 The South African Police Service is involved in the investigation and has provided valuable assistance thus far. The arrest of some individuals is expected soon on charges of fraud. The timing of these arrests is dependent on sensitive leads, which is currently being followed up.

[Redacted]

SECURITY MANAGER

[Redacted]

APPENDIX VII
X CONSTRUCTION



Chukudu Construction

(CK 2001/007113/23)



17 May 2002



TENDER NR: WDM 2002/17

WATERBERG DISTRICT MUNICIPALITY
NEW EXTENTION TO EXISTING COUNCIL OFFICE AT NYLSTROOM

Herewith we provide more information regarding the above firm.

After seeing potential at one of Nitruco CC employees we decided to start a company. Chukudu Construction was established on the 17 January 2001 with the following members:

PINKIE FRANS MADIBANE	ID 6408125326081	80 %
TRUDIE VAN NIEKERK	ID 7205130060088	20 %

With no previous experience, Mr. Madibane is still under training how to manage and regulate projects. Mrs. van Niekerk have a 12 year experience in bookkeeping and accounting, and the two members decided that all the admin would be handled form the office, witch include paying accounts, orders, vat payments, balancing of bank statements etc. Mr. Madibane under supervision of Mr. NJS van Niekerk who is doing die Project Management will handle all the site works, including placing orders at the office, employing workers, handling the site meetings etc.

For the above-mentioned project we supply a list of the qualified personnel:

Mrs. T van Niekerk	Admin Clerk
Mr. NJS van Niekerk	Project Manager
Mr. Lington	Foreman and Trainer
Mr. F Madibane	Foreman

Members: T. van Niekerk, Frans F. Madibane

APPENDIX VIII

LIMPOPO PROVINCE GOVERNMENT PORTFOLIO STRUCTURE AS of 9/9/2002*

(Internet: <http://www.limpopo.gov.za>)

The Premier: Limpopo: [Adv. N A Ramatlhodi](#) (ANC)

Contact Information

Mail Private Bag X9483 POLOKWANE 0700	Street 26 Bodenstein Street Polokwane
Contact: Ms Khumbudzo Ntshavheni <i>Media Liaison Officer to the Premier</i>	Tel: (015) 291 2136 Fax: (015) 295 3427 Cell: (082) 921 376

Speaker: Legislature: Mr. PR Malavi (ANC)

Mail Private Bag X9309 POLOKWANE 0700	Street Government Complex LEBOWAKGOMO	Tel: (015) 633 5071 Fax: (015) 633 8020
Private Secretary: Ms Jocelyn Harmse	E-mail: speaker@norprov.gov.za	

MEC: Agriculture: [Dr. Aaron Motsoaledi](#) (ANC)

Contact Information

Person:	Contact Numbers: * Replace "(015)" with "(2715)" for International Calls	E-mail:
Member of Exec. Council Dr. Aaron Motsoaledi	Tel: (015) 295 7023 Fax: (015) 295 7046	E-mail: motsoaledipa@agricho.norprov.gov.za
Director General Dr. R.P. Mohlahlane	Tel: (015) 295 7090 Fax: (015) 291 3740	E-mail: mohlahlanenp@agricho.norprov.gov.za
Media Liaison Officer Mr. Thembi Makhuvele	Tel: (015) 295 7023 Fax: (015) 295 7046	E-mail: makhuvelest@agricho.norprov.gov.za
Address: (For All Above Mentioned)		
Mail Private Bag X9487 POLOKWANE 0700 Republic of South Africa	Street Wynmeul Building 19 Biccard Street Agrivilla 1 & 2 POLOKWANE	

MEC: Finance & Economic Development: [Mr. TH Mufamadi](#) (ANC)

Contact Information

Person:	Contact Numbers: * Replace "(015)" with "(2715)" for International Calls	E-mail:

Member of Exec. Council Mr. Thaba Mufamadi	Tel: (015) 295 3334 Fax: (015) 295 5361	E-mail: tebeilap@finptb.norprov.gov.za
Superintendent General Mr. M.B. Mphahlele	Tel: (015) 295 3334 Fax: (015) 295 3311	E-mail: mphahleleb@finptb.norprov.gov.za
Media Liaison Officer Mukoni Ratshitanga	Tel: (015) 295 3241 Fax: (015) 295 5361	E-mail: ratshitangam@finptb.norprov.gov.za
Address: (For All Above Mentioned)		
Mail Private Bag X9486 POLOKWANE 0700 Republic of South Africa	Street Finance and Expenditure Building 58 President Kruger Street POLOKWANE	

MEC: Health & Welfare: [Mr. S Moloto](#) (ANC)

Contact Information

Person:	Contact Numbers: * Replace "(015)" with "(2715)" for International Calls	E-mail:
Member of Exec. Council Mr. Sello Moloto	Tel: (015) 295 7055 Fax: (015) 290 7068	E-mail: molotos@dhw.norprov.gov.za
Superintendent General Senti Thobejane	Tel: (015) 290 9262 Fax: (015) 291 4135	E-mail: thobs@dhw.norprov.gov.za
Media Liaison Officer Charlie Nkadimeng	Tel: (015) 290 9076 Fax: (015) 290 7068	E-mail: nkadimeng@dhw.norprov.gov.za
Address: (For All Above Mentioned)		
Mail Private Bag X9302 Polokwane 0700 Republic of South Africa	Street Jan Moolman Building 34 Hans van Rensburg Street Polokwane	

MEC: Local Government & Housing: [Mr. J Maswanganyi](#) (ANC)

Contact Information

Person:	Contact Numbers: * Replace "(015)" with "(2715)" for International Calls	E-mail:
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Member of Exec. Council Mr. Joe Maswanganyi	Tel: (015) 295 6851 Fax: (015) 295 2836	E-mail: kgokongr@locptb.norprov.gov.za
Head of Department Mr. Phandelani Ramagoma	Tel: (015) 295 6851 Fax: (015) 295 4190	E-mail: ramagomapw@locptb.norprov.gov.za
Media Liaison Officer Mr. Ishmael Malale	Tel: (015) 295 6851 Fax: (015) 295 2836 Cell: (082) 809 2757	E-mail: malalemi@locptb.norprov.gov.za
Address: (For All Above Mentioned)		
Mail Private Bag X9485 Polokwane 0700 Republic of South Africa	Street Local Government and Housing building 28 Market Street Polokwane Northern Province	

MEC: Public Works: [Mr. OHM Chabane](#) (ANC)
Contact Information

Person:	Contact Numbers: * Replace "(015)" with "(2715)" for International Calls	E-mail:
Member of Exec. Council Mr. Collins Chabane	Tel: (015) 293 9000 Fax: (015) 293 2032	E-mail: chabanec@worptb.norprov.gov.za
Director General Dr. Shuan Phillips	Tel: (015) 293 9093 Fax: (015) 293 1520	E-mail: phillipss@worptb.norprov.gov.za
Media Liaison Officer Mr. Simon Matome	Tel: (015) 293 9031/9223/4 Fax: (015) 293 2032	E-mail: matomes@worptb.norprov.gov.za
Address: (For All Above Mentioned)		
Mail Private Bag X9492 Polokwane 0700 Republic of South Africa		

MEC: Safety & Security: [Ms. D. Magadzi](#) (ANC)
Contact Information

Person:	Contact Numbers: * Replace "(015)" with "(2715)" for International Calls	E-mail:
Member of Exec. Council Ms. Dikeledi Magadzi	Tel: (015) 295 8977/8 Fax: (015) 295 8979	E-mail: kgomop@safptb.norprov.gov.za
Acting HOD Ms. Hanli du Plessis	Tel: (015) 295 8977/8 Fax: (015) 295 8979	E-mail: duplessish@safptb.norprov.gov.za
Media Liaison Officer Mr. William Mogajane	Tel: (015) 295 8977/8 Fax: (015) 295 8979	
Address: (For All Above Mentioned)		
Mail Private Bag X9302 POLOKWANE 0700 Republic of South Africa	Street Department of Safety and Security Building 32 Schoeman Street POLOKWANE	

MEC: Education: Ms. HJ Mashamba (ANC)
Contact Information

Mail Private Bag X9489 POLOKWANE 0700	Street Department of Education Building 133 Biccard Street POLOKWANE	Tel: (015) 290 7600 Fax: (015) 297 0885
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MEC: Arts & Culture: [Ms. R Semanya](#) (ANC)
Contact Information

MEC: (Member of Executive Council) Ms R Semanya	Mail Private Bag x9549 Polokwane (Polokwane) 0700 Republic of South Africa	Street 15 Grobler Street Polokwane (Polokwane) 0700
	Tel: (015) 295 7414/5/9 <i>or</i> (+2715) 295 7414/5/9 (<i>Int.</i>)	Fax: (015) 291 1249 <i>or</i> (+2715) 291 1249 (<i>Int.</i>)
Media Liaison to MEC: Ms Hloki Sebola	Cell: 082 802 7621 <i>or</i> +2782 802 7621 (<i>Int.call</i>)	E-mail: sebolab@premier.norprov.gov.za
Acting HOD: Mr. A. P. Morare	Mail Private Bag x9549 Polokwane (Polokwane) 0700 Republic of South Africa	Street 15 Grobler Street Polokwane (Polokwane) 0700

	Tel: (015) 295 6262 /9052 /4264 <i>or</i> (+2715) 295 6262 /9052 /4264 (<i>Int.</i>)	Fax: (015) 295 2043 <i>or</i> (+2715) 295 2043 (<i>Int.</i>)
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MEC: Transport: [Dean TS Farisani](#) (ANC)
Contact Information

Person:	Contact Numbers: * Replace "(015)" with "(2715)" for International Calls	E-mail:
Member of Exec. Council Dr. T.S. Farisani	Tel: (015) 295 1000 Fax: (015) 295 3186	
Deputy Director General Mr. Ben Mehale	Tel: (015) 295 1006 Fax: (015) 295 1163	E-mail: mehaleb@traptb.norprov.gov.za
Media Liaison Officer Mr. Obed Langa	Tel: (015) 295 1067 Fax: (015) 295 3186	
Address: (For All Above Mentioned)		
Mail Private Bag X9491 Polokwane 0700 Republic of South Africa		

APPENDIX IX

LIMPOPO PROVINCIAL GOVERNMENT-SELECTED TEN YEAR SCHEMATIC REPORT: 1994 TO MARCH 2003

[Table extracted from Office of the Premier Ten Year Report (2003)]. The progress made is detailed below per strategic business unit.

SERVICE DELIVERY CO-ORDINATION UNIT

Provincial Priority	Programme	Expected Results	Progress made/Major achievements 1994 to March 2003	Gaps identified	Intervention mechanisms to deal with gaps 2003/2004 and 2004/2005
Institution Building and Transformation	Service delivery improvement programme	Policy development	<p>The following Provincial strategies were developed:</p> <p>Provincial Strategy on Transformation and Batho Pele was developed</p> <p>Provincial Strategy on the implementation of Multi-Purpose Community Centre Project developed</p> <p>Provincial guidelines on complaints and commendation mechanisms developed</p> <p>Policy guideline on Premier's Service Excellence Awards developed</p> <p>Facilitated development of Service Delivery Improvement Programmes by Departments as required by Public Service and Treasury Regulations. Guidelines on development of SDIPs were developed to guide Departments.</p>	<p>Strategy developed is not updated and is therefore not in line with new national framework</p> <p>None</p> <p>None</p> <p>SDIPs are not effectively implemented.</p>	<p>Strategy to be reviewed to be in line with the new national policy framework.</p> <p>Monitor implementation of the strategy</p> <p>Same as above</p> <p>Improve on monitoring implementation of SDIPs.</p>
	Batho Pele programme	Institutional Mechanisms	<p>Provincial Batho Pele Forum which include both provincial and national Departments in the province has been established to monitor the implementation of Batho Pele programme and to share best practices</p> <p>Departments have established Transformation and Batho Pele committees.</p> <p>Provincial Inter-Sectoral Steering and management Committees on Multi-Purpose Community Centres have been established and are constituted by provincial and national Departments and some public enterprises such as SAPO, USA.</p>	<p>Coordination, monitoring and evaluation of implementation of the Batho Pele programme were not maximized due to the fact that Departments were monitoring transformation through coordinators who had issues of service delivery as added function.</p> <p>None</p>	<p>The newly appointed transformation managers in some Departments will be used to compile assessment reports on the implementation of Batho Pele programme.</p> <p>Coordinate the activities of the committee</p>
		Implementation of consultation mechanisms in the	<p>Batho Pele Days were successfully held during 2000/2001 and 2002/2003</p> <p>Provincial citizens reports were presented</p>	<p>All the past Batho Pele Days were held during the week and analysis has indicated majority of people</p>	<p>Batho Pele Day to be held on Saturday as from 2003/2004.</p> <p>Summary of the provincial Citizen</p>

APPENDIX IX

LIMPOPO PROVINCIAL GOVERNMENT-SELECTED TEN YEAR SCHEMATIC REPORT: 1994 TO MARCH 2003

[Table extracted from Office of the Premier Ten Year Report (2003)]. The progress made is detailed below per strategic business unit.

SERVICE DELIVERY CO-ORDINATION UNIT

Provincial Priority	Programme	Expected Results	Progress made/Major achievements 1994 to March 2003	Gaps identified	Intervention mechanisms to deal with gaps 2003/2004 and 2004/2005
Institution Building and Transformation	Service delivery improvement programme	Policy development	<p>The following Provincial strategies were developed:</p> <p>Provincial Strategy on Transformation and Batho Pele was developed</p> <p>Provincial Strategy on the implementation of Multi-Purpose Community Centre Project developed</p> <p>Provincial guidelines on complaints and commendation mechanisms developed</p> <p>Policy guideline on Premier's Service Excellence Awards developed</p> <p>Facilitated development of Service Delivery Improvement Programmes by Departments as required by Public Service and Treasury Regulations. Guidelines on development of SDIPs were developed to guide Departments.</p>	<p>Strategy developed is not updated and is therefore not in line with new national framework</p> <p>None</p> <p>None</p> <p>SDIPs are not effectively implemented.</p>	<p>Strategy to be reviewed to be in line with the new national policy framework.</p> <p>Monitor implementation of the strategy</p> <p>Same as above</p> <p>Improve on monitoring implementation of SDIPs.</p>
	Batho Pele programme	Institutional Mechanisms	<p>Provincial Batho Pele Forum which include both provincial and national Departments in the province has been established to monitor the implementation of Batho Pele programme and to share best practices</p> <p>Departments have established Transformation and Batho Pele committees.</p> <p>Provincial Inter-Sectoral Steering and management Committees on Multi-Purpose Community Centres have been established and are constituted by provincial and national Departments and some public enterprises such as SAPO, USA.</p>	<p>Coordination, monitoring and evaluation of implementation of the Batho Pele programme were not maximized due to the fact that Departments were monitoring transformation through coordinators who had issues of service delivery as added function.</p> <p>None</p>	<p>The newly appointed transformation managers in some Departments will be used to compile assessment reports on the implementation of Batho Pele programme.</p> <p>Coordinate the activities of the committee</p>
		Implementation of consultation mechanisms in the	<p>Batho Pele Days were successfully held during 2000/2001 and 2002/2003</p> <p>Provincial citizens reports were presented</p>	<p>All the past Batho Pele Days were held during the week and analysis has indicated majority of people</p>	<p>Batho Pele Day to be held on Saturday as from 2003/2004.</p> <p>Summary of the provincial Citizen</p>

Provincial Priority	Programme	Expected Results	Progress made/Major achievements 1994 to March 2003	Gaps identified	Intervention mechanisms to deal with gaps 2003/2004 and 2004/2005
			Batho Pele road shows were facilitated in all the districts to ensure monitoring implementation of service standards at the various service points. Service points and projects of the provincial and national Departments were monitored and monitoring reports compiled.	Departments do not respond to service delivery issues raised during the Batho Pele road shows in time and this makes it difficult to compile reliable report on whether corrective measures have been implemented with regard to issues raised.	Monitor implementation of corrective measures by the Departments.
		Suggestion boxes	All the Departments have suggestion boxes as required by the policy framework and utilization was monitored as per developed guideline.	Coordination, monitoring and evaluation of suggestion boxes was not maximized	Ensure popularization of the suggestion and commendation mechanisms and ensure maximum utilization thereof by Departmental customers.
		District coordination and development projects monitored	District managers forum, which also include municipal managers, have been established in the districts to promote integrated planning and service delivery in the districts. Various sectoral committees have been established in the districts to address special government projects such as provision of water, HIV/AIDS, etc Departments have made contribution towards development of the IDPs of the municipalities and the implementation thereof.	Coordinated approach in the implementation of government is still not effective.	Improve on coordination and monitoring of government programmes.
		Access to government services and information promoted	The following MPCCs are functional and Departments and other service providers are rendering services: Kgautswane: Greater Tubatse Municipality Leboeng: Greater Tubatse Municipality Atok: Fetakgomo Municipality Makhuva: Greater Giyani Municipality Vaalwater: Modimolle Municipality	E-government processes not yet implemented as there is no IT infrastructure at the established centres. MPCCs not yet established in Vhembe and Capricorn Districts. Lack of dedicated provincial budget on development and establishment of MPCCs. Provision of adequate staff and other resources at the MPCCs	Implementation of e-government processes at the MPCCs. Conduct surveys on service delivery received at the MPCCs in order to advice on services that need improvement. Facilitate establishment of MPCCs in Capricorn and Vhembe district in partnership with municipalities. Activation of services at Mapela: Mogalakwena Municipality and Casteel: Bushbuckridge Municipality

Provincial Priority	Programme	Expected Results	Progress made/Major achievements 1994 to March 2003	Gaps identified	Intervention mechanisms to deal with gaps 2003/2004 and 2004/2005
			<p>The construction of the following MPCCs, implemented through district municipalities, is complete and services will be activated during 2003/2004:</p> <p style="padding-left: 40px;">Mapela: Mogalakwena Municipality Casteel: Bushbuckridge Municipality</p> <p>The following have increased their service points by rendering services at the traditional authority offices and providing new infrastructure:</p> <p style="padding-left: 40px;">Health and Welfare Home Affairs Agriculture Finance and Economic Development Public Works Labour</p>		

SECURITY & RISK MANAGEMENT

Provincial priority	Programme	Expected results	Progress made /Major achievements 1994 to March 2003	Gaps identified	Interventions mechanisms to deal with the gaps
Institution and administration building	Fraud and corruption	Zero tolerance on fraud and corruption	<p>Toll free line has been established</p> <p>Email to report fraud has been introduced</p> <p>The new system has increased the number of calls and 272 cases have been reported.</p> <p>Provincial fraud and corruption plan has been developed and is being implemented</p> <p>A joint operation between Scorpions, SAPS, NIA, SIU and the department of Transport known as operation cleanup was formed during 2001 to clean fraud and corruption</p> <p>COPCOC was launched in February 2002</p> <p>Awareness campaign on fraud and corruption conducted in all the departments enabled three departments to establish fraud and corruption prevention committees</p> <p>Statistical information on fraud and corruption was collated and analysed. The report reflect hot spots of corruption and recommendations on how to deal with those hot spots</p>	Insufficient investigation officers	Continue with zero tolerance on fraud and corruption
	Security and asset protection	Physical Security management is	Physical security specifications and site job descriptions for contracts ending September 2002 were developed for	Irregular deployments of security	Continue to monitor compliance with physical

Provincial priority	Programme	Expected results	Progress made /Major achievements 1994 to March 2003	Gaps identified	Interventions mechanisms to deal with the gaps
		improved	<p>61 sites</p> <p>Contracts of security companies not complying with the specifications were terminated and that resulted in the recovery of R5 315.69 and R207634</p> <p>Procedure for requesting security services was developed in 2000 and was improved in 2001</p> <p>The fire arm policy has been developed</p> <p>The technical access control system has been installed in the Office of the Premier</p> <p>Access control measures were introduced in the Office of the Premier</p> <p>Generic physical security specification for government sites has been developed</p> <p>The Provincial security contract management policy has been developed</p> <p>Incident register for the Provincial government had been developed</p> <p>Database on security companies has been developed</p>		security specifications and terminate contracts, which do not comply.
	Information security management	Privileged and confidentiality of information will be ensured and well kept.	<p>Provincial information security policy has been developed</p> <p>A course on counter intelligence and communication for all the secretaries of the MECs and HoDs was coordinated</p> <p>Security companies providing services providing at strategic sites were vetted</p> <p>A database on all officials vetted has been developed and security vetting on most officials functioning in sensitive areas has been finalized</p> <p>Inspection on encryption devices was conducted in two departments and encryption equipments were installed in communication instruments for sensitive communication in five departments</p>	<p>Security clearance certificate not yet issued</p> <p>Inspection on encryption devices was not conducted in all the departments</p>	Complete inspection on encryption devices in all the departments and coordinate with SACSA on the installation

DEVELOPMENT PLANNING AND SUPPORT SERVICES

Provincial Priority	Programme	Expected Results	Progress made/Major achievements 1994 to March 2003	Gaps identified	Intervention mechanisms to deal with the gaps
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Provincial Priority	Programme	Expected Results	Progress made/Major achievements 1994 to March 2003	Gaps identified	Intervention mechanisms to deal with the gaps
Economic growth and development	Coordination of poverty alleviation program	Effective coordination of poverty alleviation programs/projects and Sustainability	<p>Conducted a study on the status quo on poverty alleviation to identify the gaps and challenges in the implementation of poverty alleviation projects.</p> <p>Developed a policy on poverty alleviation.</p> <p>Appointed technical advisors to review policies, systems and procedures towards the implementation of poverty alleviation for the period 2003-2005.</p> <p>Meetings aimed at effective coordination are being held with all relevant departments.</p> <p>As part of implementing the recommendations of the status quo report, 104 Agricultural related projects from Health & welfare transferred to dept of Agriculture</p> <p>Action plans for the implementation of these projects drawn up</p>	<p>Fragmentation of poverty alleviation programs.</p> <p>Unsustainable projects.</p> <p>Lack of co-ordination between departments, intra departmental and between levels of government.</p>	<p>Implementation of the policy framework i.e. establishment of the program management unit.</p> <p>Implementation of the Technical advisor action plan.</p>
Institution and Transformation Building	Effective co-ordination and integration of cluster activities (government programs)	<p>Successful cluster meetings and decisions taken to be followed up with relevant departments</p> <p>Improved secretariat services to clusters recorded reports</p>	<p>Render secretariat support/services to EXCO and Administration cluster meeting.</p> <p>Compiled and consolidated EXCO Lekgotla resolutions from 1994-2002 and progress thereof</p> <p>Co-ordinate the integrated planning process within cluster</p> <p>Co-ordinate the interpretation and dissemination of information about government programs</p> <p>Manage the activities of the DOC and other structures relevant to enhance integration of government programs in the Province</p>	<p>Less co-ordination with national cluster and programs of municipalities</p>	<p>Effective coordination of cluster meetings by strengthening the secretariat</p>
Institution and Transformation Building	Co-ordination of Donor funding Increased resource base to implement the Provincial Growth and development strategy, to improve quality of life of beneficiaries and	<p>ODA in coherence with the provincial priorities, and vision</p> <p>Increased ODA in province</p> <p>Improved and updated database</p> <p>Adherence and compliance to Provincial ODA Guidelines and Procedure</p>	<p>Several meetings held with donor institutions to lobby financial support</p> <p>Technical team on donor funding established on 10 June 2002 to co-ordinate efforts and activities of Donor funding for the province</p> <p>A Provincial Overseas Development Assistance guideline and procedure document has been developed.</p> <p>A database of all donors operating in the province from 1994-2002 has been developed.</p> <p>More than R800 million from Donors invested in the province</p>	<p>Lack of Integration of Donor programs with the provincial program</p> <p>Ineffective utilization of Donor funds</p>	<p>Ensure effective monitoring of Donor funds and programs by all Chief financial Officers</p> <p>Develop reliable database of donors in all departments</p>

Provincial Priority	Programme	Expected Results	Progress made/Major achievements 1994 to March 2003	Gaps identified	Intervention mechanisms to deal with the gaps
	Economic growth and development				
Institution and Transformation Building	Policy Formulation and Advocacy in order to ensure alignment consistency and integration of policies between levels of government for effective service delivery.	<p><i>Development of the Provincial growth and Development strategy (PGDS) to inform departmental plans and budget.</i></p> <p><i>Develop annual Consolidated management plans</i></p> <p>Monitoring the implementation of the PGDS and resolutions by establishing institutional structures for co-ordination, database of project being implemented.</p> <p>Aligning the PGDS with IDP's of municipalities.</p>	<p>The PGDS was developed and adopted by all inclusive stakeholder and subsequent resolutions in a provincial development Summit of 1999.</p> <p>In 2000 a 2nd provincial summit was held to report progress on the resolutions and obtain commitments from stakeholders towards the implementation of the PGDS.</p> <p>Provincial consolidated management plans developed on an annual basis</p> <p>The Development Oversight committee established in 2000. Meeting held quarterly to monitor progress. A database of projects from 1994-2003 currently being established.</p> <p>Hold district development summit in 2000 to promote integrated development planning of municipalities.</p> <p>Launched the Integrated sustainable development program in Sekhukhune and Bothlabela district municipality.</p>	<p>Inadequate prioritization. No mention of clear targets and time frames. No commitments on the expected outputs.</p> <p>Lack of capacity to develop management plan Different formats being used by different authorities</p> <p>Ineffective DOC Lack of integration of DOC activities with cluster activities</p> <p>Different planning cycle Lack of capacity to integrate the two policy framework</p> <p>Lack of capacity to drive the ISRDP</p>	<p>Reviewed PGDS to align with the current policy framework. Funding secured from IPSP to assist with technical assistance</p> <p>Technical assistance as above Consolidation of different format</p> <p>DOC has been restructured</p> <p>Reviewed PGDS to take into account IDP's of municipality</p> <p>IDP's are being reviewed</p>

2.2.7 INTERNAL AUDIT

Provincial Priority	Programme	Expected Results/Targets	Progress made/Major achievements 1994 – 2002	Gaps identified	Intervention mechanisms to deal with gaps 2003/04 and 2004/05
Establishment of shared Internal Audit in terms of the Executive Council decision number 11/2001 on 28 March 2001.	Establish single unit Dissolve separate units in Departments	Establishment of Internal Audit during the 1998/99 financial year.	Provincial Departments were requested to dissolve their internal audits. An anti fraud and corruption was established in November 1998 and the creation of 10 investigators. An anti fraud toll free line was established.	The resignation of the head of the unit on 31 March 2000 led to recruitment	The organizational structure was reviewed and upgraded to address the problem of recruitment of staff to the province with the head of the unit moving from senior manager to General Manager.
	Capacitate Internal Audit and compliance to PFMA	Review of the Internal Audit structure Appointment of Head of Provincial Internal Audit and staff in the unit. Conduct risk assessment	Approval of the organizational structure during 2001/02. A task team was established to oversee the restructuring of Internal Audit The head of Provincial Internal Audit was appointed with effect from 1 February 2002 Conducted a risk assessment of the Provincial Administration in 2000 - 2002	Lack of personnel in the unit Other staff could not be appointed due to lack of funds. Departments did not develop their business processes	Increase of personnel budget R2m to R6,6m to address human resource capacity.
	Establishment of Audit Committee	Establishment of the Audit Committee in terms of the PFMA.	A ten member Audit Committee was established during 2000/01 Four meetings were held where the Audit Committee and Internal Audit Charters were discussed and approved. The Audit Committee was dissolved during 2001/02 to establish a new two-tiered audit was constituted. A two-tiered audit committee was established during the financial year 2001/02. Internal Audit and the Audit Committee charters were developed, approved and distributed	The ten member audit committee was not established in terms of the requirements of Public Finance Management Act	Provincial Treasury requested to establish an audit committee in terms of the Public Finance Management Act.
	Provision of quality Internal Audit Reports	Quality Audit reports	1998/99 ➤ 10 projects were Conducted.	During the financial year 1998/99 no audit plans were in place and only management requests and	

Provincial Priority	Programme	Expected Results/Targets	Progress made/Major achievements 1994 – 2002	Gaps identified	Intervention mechanisms to deal with gaps 2003/04 and 2004/05
			<p>1999/00 9 Audit reports were conducted and completed. 1 Fraud Investigations were conducted and completed</p> <p>2000/01 112 audit reports were conducted and finalized. 250 leave audit reports were conducted and finalized.</p> <p>2001/02 22 audit reports were conducted and finalized. 98 leave reports were conducted and finalized. The ACL Software for data interrogation was procured</p> <p>2002/03 85 audit projects were conducted and finalized. A risk assessment project has been awarded to KPMG. Central Audit committee, 2 Economic and Administration Cluster Audit Committee, 2 Social Cluster Audit Committee and 5 Infrastructure Cluster Audit Committee meetings were held A time and cost management system could not be completed as planned. An electronic working system was procured to improve the efficiency of operations in the unit. Procured computers, scanners, portable printers.</p>	<p>investigations were conducted</p> <p>Time and cost management system not completed Specialized audit projects not started. Cluster Audit committees do not meet as scheduled</p>	<p>Quotations requested to finalized the system Co-source specialized audits Planned schedules to be sent to audit committee members</p>