

# ANNUAL PERFORMANCE PLAN

2012/13



energy

Department:  
Energy  
REPUBLIC OF SOUTH AFRICA

<b>MANDATE</b>	Ensure secure and sustainable provision of energy for socio-economic development.
<b>VISION 2014</b>	A transformed and sustainable energy sector with universal access to modern energy carriers for all by 2014.
<b>VISION 2025</b>	Improving our energy mix by having 30% of clean energy by 2025.
<b>MISSION</b>	To regulate and transform the sector for the provision of secure, sustainable and affordable energy.

## VALUES

**BATHO-PELE**  
(Sotho for 'People First')

Represents a Department of Energy that is service orientated, strives for excellence in service delivery and commits to continuous service delivery improvement for the achievement of a better-life-for-all and seeks to include all citizens through services and programmes.

**ETHICS**

Represents our moral principles as reflected by the Code of Conduct for Public Servants, i.e. how we understand, know about and mean when we resolve what is right and what is wrong.

**HONESTY**

Represents a facet of moral character and denotes positive, virtuous attributes such as integrity, truthfulness, and straightforwardness along with the absence of lying, cheating, or theft.

**INTEGRITY**

Represents consistency of actions, values, methods, measures, principles, expectations, and outcomes and is regarded as the honesty and truthfulness or accuracy of one's actions.

**ACCOUNTABILITY**

Represents the acknowledgment and assumption of responsibility for our actions, decisions, policies, administration and governance.

**PROFESSIONALISM**

Represents workers, who enjoy considerable work autonomy and are commonly engaged in creative and intellectually challenging work that requires impressive competence in a particular activity.

**UBUNTU**

Represents our interconnectedness and our approach that is open, available and affirming of others.

**MY PUBLIC SERVANT - MY FUTURE**  
(We belong, We care, We serve)

Represents public servants at the centre of delivering quality services to the citizens in line with the dictates of the Constitution of the Republic.

# DEPARTMENT OF ENERGY

## ANNUAL PERFORMANCE PLAN: 2012/13

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# PART A:

## OFFICIAL SIGN-OFF

It is hereby certified that this Annual performance Plan:

- Was developed by the management of the Department of Energy under the guidance of Minister Dipuo Peters (MP);
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Energy is responsible; and
- Accurately reflects the strategic outcome-oriented goals and objectives which the Department of Energy will endeavour to achieve over the period 2011/12 to 2015/16.

Yvonne Chetty (Ms)  
Chief Financial Officer

Signature:



Thandeka Zungu (Ms)  
Chief Operating Officer

Signature:



Nelisiwe Magubane (Ms)  
Accounting Officer

Signature:



Dipuo Peters (Ms) (MP)  
Minister of Energy  
Executive Authority

Signature:



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# PART B: INTRODUCTION



## 1. FOREWORD BY THE MINISTER

### INTRODUCTION

The health of the South African economy (and the subsequent creation of jobs), is dependent on the security of supply of energy as one of the key drivers of the economy. Our country's demand for energy is poised to increase and the Department as the custodian of security of energy supply needs to facilitate investments in the sector through international funding, access to modern technology and skills partnerships with international players, if we are to achieve the Millennium Development Goals in Africa.

Together with our partners in the African continent, we are faced with a serious challenge of Africa having the lowest rate of access to modern energy and being the most vulnerable to the negative impacts of climate change. We have an urgent responsibility of ensuring the creation of an enabling environment that will scale up investments and mobilize private capital as we enter 2012, the year that the United Nations has designated as Africa's year of universal access to energy. Unfortunately the continent of Africa cannot deal with these challenges alone, it needs financial, technology and skills support from the same developing and developed countries that are battling with the economic crisis.

Also facing us are the continuing tensions in the Middle East (South Africa's traditional source of crude oil) which continues to provide the background for steadily increase costs, increasing demand and challenges on the availability of crude oil. This requires a continuous exploration of alternative and / or more reliable sources of crude oil. We have completed the audit of South Africa's refineries to determine the "real status" of their production capacities and capabilities. This will give an indication with regard to the need for expanding the capacity of South African refineries and deal with alternative sources of crude oil. The Department has over the past two years, identified potential areas of cooperation in oil and gas sectors in Africa and South America as a means of improving the security of supply.

Our plans for the 2012/13 financial year took into account areas that are critical for South Africa's energy future, our focus being on security of energy supply. These plans include: improved energy efficiency, diversification of our energy mix towards a low carbon economy, finalization of the Nuclear Power option, Carbon Capture and Storage, improved Clean Coal technologies, universal access and security of energy supply.

### SECURITY OF ENERGY SUPPLY

As a developing nation, we need **electricity** to drive social and economic change. The effective implementation of the IRP 2010 and continued negotiations with the African Continent and other global partners on security of energy supply will ensure that we are able to keep the country's head above water when it comes to the provision of energy. The National Medium Term Risk Mitigation Strategy in the Integrated Resource Plan (IRP 2010) will need to be successfully implemented by government, energy intensive users, business and Eskom to address electricity supply constraints from 2011 to 2016 when the new electricity generation build programme will come into effect. We remain committed to ensuring that there is space for private sector investment in the electricity generation sector in our country. We will continue to work around the clock in ensuring that there is a regulatory regime that is conducive to increased private sector participation in this industry. Through the continuous engagement with the IPP programme we will establish the cost drivers and other dynamics that influence this sector of electricity generation. Over the past few years, we have seen the positive impact that the Integrated National Electrification Programme (INEP) has, and continues to have, on education, health and the general livelihood and quality of life of the citizens of our country. This year we have been allocated R 3,1 billion for INEP that will see us connect an additional 150 000 households to grid and 10 000 to non-grid.

The United Nations also declared the year 2012, the Year of Sustainable Energy Access for All, in recognition that access to affordable modern energy services is essential for sustainable development and for the achievement of the Millennium Development Goals. The International Year of Sustainable Energy Access for All presents a valuable opportunity to raise awareness about the importance of increasing access to energy, energy efficiency, and renewable energy. It is a call to promote action on energy issues at the local, national, regional and International levels towards internationally agreed development goals.

We are firmly committed to the increased use of **renewable energy**. We are therefore continuing with the feasibility study regarding the operationalising the solar park, working towards the establishment of a wind park, etc.

**Clean energy** is a mandate and a demonstration of South Africa taking position as of a Responsible Global Citizen. Various technologies are available from developed countries and South Africa has to work with these countries and multilateral organizations to meet our energy needs. The increasing threat and consequences of global warming and climate change impact severely on the energy sector. As such the Department will continue to focus on issues such as energy efficiency, the deployment of clean and / or renewable energy as well as technologies to contribute to cleaner energy sources and the reduction of carbon emissions.

The implementation of the **nuclear** programme, in alignment with the IRP, calls for a high-level decision making body to oversee the implementation of the programme. In November 2011, the Cabinet approved the establishment of the National Nuclear Energy Executive Coordination Committee (NNEECC), which is an Inter-Ministerial level committee led by the Deputy President. During this year the procurement documents and processes will be finalized. We will in this year also finalise the preparatory work for the establishment of the Radio-active

Waste Disposal Institute.

**Energy Efficiency** technology has substantial potential for job creation. Energy efficiency goes a long way in balancing electricity supply and demand. More than half of the electricity sector related carbon dioxide reduction target in the coming twenty years could be achieved through energy efficiency. The regulations that make provision for tax incentives for energy efficiency have been promulgated, while the rules for the energy conservation scheme (ECS) have been agreed upon by stakeholders that include organised business, organised labour, Government and communities.

The ongoing geopolitical risk related to the supply of **crude oil**, has the potential to negatively impact on energy security. To mitigate against this risk, as well as any future negative developments within the crude oil supply markets, there is a need to improve the country's resilience to any supply shock disruptions. In this regard the Strategic Fuel Fund will be strengthened through improved governance to be able to meet this challenge.

PetroSA, the national oil company has recently adopted a new strategic direction that will focus on producing and near producing wells and giving more effort on increasing exploration activity locally. There are various projects in the pipeline that will ensure that the national oil company takes its position in the international market and play its role in the security of energy supply for the country.

## INTEGRATED ENERGY PLAN (IEP)

We will in this coming year finalise the energy modelling and data issues in order to finalise the publication of the IEP. The IEP will also be linked to the New Growth Path (as the country's planning instrument), the Government Programme of Action and the Medium Term Strategy.

## STATE OWNED ENTITIES

Optimal excellence and quality service delivery demand that public entities share the same vision as that of the Department and are responsive to the developmental agenda. State Owned Entities reporting to the Minister of Energy will continue to play a critical role in supporting the Department to meet its mandate.

In consultation with the Board of the Central Energy Fund (CEF), this year we will be finalizing the reviewing of the structure of the CEF Group of companies in order to consolidate the

various operations and improve efficiency. This process will, amongst others, include the alignment and consolidation of the oil and gas activities within the group. Through legislation, we will be addressing governance and operational structures of the country's energy regulator (NERSA) making sure that we centralize and consolidate its regulatory function.

SANEDI will continue to ensure that effective internal systems and processes, and appropriate organisational structures are implemented to enable it to assume its role as an energy efficiency champion in the South African economy. The carbon capture and storage project, within SANEDI, will also be progressed during this period to ensure that it is in a position to meet the target for the test injection.

The wind-up of the Electricity Distribution Industry Holdings (EDIH) has been completed and the closing down audit will be done early this year. The Department will move ahead with the roll-out of the refurbishment of the electricity distribution infrastructure through the Approach to Distribution Assets Management (ADAM) approach. This will place one more burden on the capacity constraints already challenging the Department and delivering on its mandate.

## INTERNATIONAL ENGAGEMENTS

The strategic focus of the Department regarding international relations is the promotion of energy security, securing of funding and promote investments in the energy sector, building capacity in scarce and critical skills, technology transfer, industrialization and job creation through international co-operation.

In the recent past, we have embarked on a number of international engagements in our quest to find solutions to our energy challenges and explore funding opportunities that could be available to South African investors in the energy sector. Amongst these, will be the hosting of the Africa- EU Energy Partnership (AEEP) Business Forum Conference in May 2012 to highlight areas of investment. These discussions will cover issues related to capacity building, exchange of information and technology transfer.

The African Energy Ministers' Conference held in Johannesburg in September 2011 acknowledged funding being at the core of the lack of energy infrastructure and energy poverty in Africa. The conference committed to pursuing suitable and sustainable energy mix using appropriate technologies. We will continue our dialogue with partners in the Continent to help Africa strategize on how best to raise, mobilise and

administer funding to deliver energy access to those in need. We will continue to engage our counter-parts in SADC on the strengthening of the Southern African Power Pool and the development of an integrated resource plan for the region, taking into account that our energy needs are interlinked and intertwined.

It is important that work is initiated to ensure that the regional interconnectivity is pursued and that our transmission lines are ready to transmit the energy to be generated. It is fundamental that the policies and strategies arising from these deliberations be designed in such a way that they are flexible but robust enough to enable investment to flow with easy to African countries but taking into account the socio-economic imperatives of individual countries. In addition, the regional integration of energy systems and markets should be encouraged and sufficient resources be utilized.

## HUMAN AND FINANCIAL RESOURCES

The Department continues to operate with severe shortages of Human and Financial resources. The Department will continue to work with the National Treasury, the National Planning Commission and Cabinet to address the shortages in relation to its mandate.

## CONCLUSION

As Team Energy, we will continue to pursue effective implementation of energy sector reforms, recommend and monitor the implementation of amendments to existing energy laws that promote an efficient, transparent and reliable energy sector. Together we will work hard to realize the potential of our country in terms of energy as the driver of the economy and one of the basic needs of our fellow citizens.



DIPUO PETERS (MS) (MP)  
MINISTER OF ENERGY



## 2. DEPUTY MINISTER'S OVERVIEW

As government, we are committed to working with all role players, young and old, as we address the dreams, hopes and aspirations for a better life for all. The mandate of the Department of Energy is to ensure secure and sustainable provision of energy for socio-economic development. Policy and regulatory framework developed and implemented by the Department ensures that we unlock infrastructure investments while ensuring the security of supply of both electricity and petroleum products.

Our engagement with various initiatives and interventions in the energy sector will be enhanced during the year as part of the implementation of the Integrated Resource Plan (IRP 2010-30). In the nuclear sector, we will continue to expose young South Africans to the work of the sector; promote interest in the nuclear industry among the youth in order to ensure a growing industry skills based and knowledge through skills transfer and; participate in outreach programmes aimed at creating better public awareness of the importance of nuclear science and technology in society.

Our quest for universal access to electricity continues. This year the Department will continue with its flagship programme of the Integrated National Electrification Programme. With a budget of R 3,1 billion allocated for grid connections, we plan to connect 150 000 households this year. The non-grid project plan is to connect 10 000 houses this year.

Within our Integrated Energy Centres programme (leC's), this year we plan to build an additional two leC's. This is the programme run in partnership with the oil companies, including our own PetroSA. The leC's do not only provide rural areas with energy services, but also include computer centres with internet facilities.

The Department has committed to ensuring that as we implement the Independent Power Producers

programme (IPP's) we will ensure that localisation in all these projects is prioritised together with skills development. The involvement of women and youth in these projects will be emphasised.

The Department is determined to identify, manage and coordinate programmes/projects aimed at the mainstreaming and empowerment of vulnerable groups in rural areas through skills development and job creation.

Last year we launched the South African Chapter of the Clean Energy Education and Empowerment (C3E) programme. Our plans on this programme is to empower women, young and old, to participate in the clean energy space, through business and professional networking, mentorship, coaching, training and clean energy ambassadorships. We further plan to roll out the C3E programme to the rest of African during the August month, in support of Minister Peters' position as the Africa Ambassador for Clean Energy.

Through public awareness campaigns we will implement the energy efficiency programme for both industrial and domestic sector in line with the IRP for the achievement of the 2015 national target of 12%. We will continue to work with all relevant stakeholders in our women and youth initiatives, SANEDI (our state owned entity, responsible for overseeing energy efficiency and demand side management) in ensuring that energy efficiency is the responsibility of each and every South African.

### Public Participation and Engagement Programmes

We have heeded the call by Cabinet to have a minimum of 10 successful public engagement events throughout the country annually. We take these Public Participation Programmes very seriously as they provide us with opportunities to interact with communities in an

unmediated manner. More importantly, these events give our people an opportunity to express their views on service delivery issues to government leaders directly.

With NECSA we have embarked on a process to demystify the nuclear arena. We envisage that a better understanding of the real issues involved will result in the public and other stakeholders being empowered to enter and engage in the debate on our nuclear programme.

We have continued to strengthen our relationships with stakeholders such as the media, NGOs, other government departments, the private sector and SOE's through increased interaction. In this regard, our engagement with mainstream media through regular roundtable discussions has been effective in communicating the views of government on key energy matters.

We will further endeavour to enhance cooperation with Women in Oil and Energy South Africa (WOESA), Women in Nuclear South Africa (WINSA), South African Young Nuclear Professional Society (SAYNPS), Clean Energy Education and Empowerment Women's Initiative (C3E), etc.

We hope that this Public Participation Programmes develop and maintain a "pipeline" that will ensure that the views of stakeholders are based on factual matters.

BARBARA THOMPSON (MS) (MP)  
DEPUTY MINISTER OF ENERGY



### 3. DIRECTOR-GENERAL'S OVERVIEW

#### INTRODUCTION

The Department of Energy (DoE) faces a challenging operational environment to deliver on its committed goals, objectives and government's desired outcomes. This is characterized by infrastructure constraints, inadequate infrastructure development, global economic meltdown, challenges of climate change, decreasing fiscal collections and budget, the lack of capacity to create jobs on a sustainable basis, scarce skills in the energy sector, ageing work force and the unintended effects of rising electricity tariffs and volatile oil prices all contribute to the critical energy situation. Despite all these, we have continued to fulfil our strategic role in the economy.

We have all witnessed the severe strain in critical links within the energy supply chain. Shortages are evident in electric power generation and transmission capacity, refineries are barely able to produce enough to meet the demand, oil and gas pipelines are operating at close to capacity, refined product imports are soaring, and weaknesses have been identified in the import infrastructure, hence the rapid shortages that have already occurred in both fuels and LPG.

For us to realize the Departmental policy objectives of Energy security we will continue to accelerate the development of oil, gas and coal resources, intensify development and utilization of renewable and environment-friendly alternative energy resources/technologies, enhance energy efficiency and conservation, attain nationwide electrification, put in place long-term reliable power supply, improve

transmission and distribution systems, secure vital energy infrastructure and facilities and maintain a competitive energy investment climate.

#### DEPARTMENT OF ENERGY'S CONTRIBUTION TO GOVERNMENT OUTCOMES

The Minister of Energy has signed Delivery Agreements for Outcomes 2, 4, 6, 7, 8 and 10. During our planning session in November 2011, we looked beyond the narrow interpretation of our mandate and see how we can contribute towards all government outcomes, including those where the Minister has not signed any Delivery Agreements, given the cross cutting impact that energy has on the socio-economic environment of our country.

#### KEY FOCUS AREAS FOR 2012/13

Much as we would have liked to address all the challenges put before us as the Department of Energy, the scarcity of both human and financial resources, shortage of skills and other external factors beyond our control, have forced us to prioritise the key focus areas for the 2012/13 financial year.

#### Integrated Energy Planning

This year we aim to finalise the Integrated Energy Plan which seeks to guide infrastructure as well as policy development within the sector. However the non-availability of adequate data to inform the planning process remains a key challenge. Through regulations that we have developed and also through working with

service providers knowledgeable in the sector, we are putting in place mechanisms to address this going forward.

#### Energy Efficiency

Improving energy efficiency and electricity demand across all sectors of the economy is a high priority area for the Department. In the forthcoming year we will introduce EEDSM monitoring and verification tools, implement building, industrial, transport and residential energy efficiency interventions with emphasis on coordinating and aligning energy efficiency measures across the sectors. We will also facilitate the development of energy management plans by stakeholders.

We aim to further implement and review the Solar Water Heating (SWH) Standard Officer Policy and Plans and expand the scope of the Standard Officer Policy to include other energy efficiency measures.

We will continue with the development and implementation of energy efficiency standards, regulations to incentivize energy efficiency and demand side management and a code of practice.

#### Implementation of the IRP

In terms of the IRP, we will move ahead with the construction of new electricity generation capacity, with a target of 51,422 MW achieved by 2015/16, the development of the Nuclear procurement process, policy framework and specifications as well as monitoring the progress on the construction of IPP plants. We have

also committed ourselves to deal with the demand side options to mitigate the anticipated electricity supply shortfall in the intermediate medium term as an integral part of the IRP. In this regard the aforementioned energy efficiency and demand side management targets will play an important role.

### Electricity and Electrification

The process of closing down EDI Holdings is almost at the end, and the Department has commenced with the taking over of the electricity distribution industry oversight. In that regard we have set ourselves the goal of completing the report detailing a map of distribution assets status per metro last year, will commence in the coming year to update the report with the assets status per secondary city and piloting the implementation of the rehabilitation (implementation and funding) plan.

Through the Integrated National Electrification Programme (INEP) we will ensure that the electrification programme delivers quicker on the 150 000 annual connections and a new implementation strategy to decrease the escalating costs of connections will be developed and implemented

### Clean Energy

In December 2011, the Minister of Energy announced the first batch of successful bidders for the IPPs. The initial projects collectively represented 1 416 MW of wind, solar photovoltaic and concentrated solar power capacity. During the year, we will be having two extra windows for more bidders in this area, allocating a further 2 309 MW. We are especially keen to select projects with a high local content. During the second bid period a target of 60% local content would be demanded from certain technologies. Work is also progressing on a less onerous tender process for smaller renewable technologies. The tender would focus primarily on biomass, biogas, landfill, gas and small-hydro prospects. For us to be able to manage this process we are in the process of establishing an IPP unit in the Department, whose main responsibility will be to manage the IPPs with external experts.

### Nuclear

The roll-out of the nuclear energy programme will continue under the leadership of the National Nuclear Energy Executive Coordination Committee. In order to ensure success of this programme, the Nuclear Energy Technical Committee has been established to look into all the elements such as procurement, funding and financing, skills development, localization and industrialization, legislative framework and communication and stakeholder engagement. During this year the department will introduce proposals to amend the founding legislation governing the nuclear sector.

We will conduct feasibility studies on the development of Nuclear Fuel Cycle Infrastructure for the beneficiation of uranium to support new nuclear build priorities. We will also conduct an international review in this regard, based on the IAEA framework. We will continue to standardise security measures at ports of entry and in that regard also continue to install Portal Radiation Monitors at ports of entry. We have set ourselves the target of completing the framework for the withdrawal of the Safeguards function from NECSA.

### Hydrocarbons

As the Licensing process stabilizes, the focus during the coming year will be on compliance and enforcement. This will include the enforcement of compliance with current specifications. To create certainty for potential investors, our Gas Policy Statement will require revision. This will be in addition to the Gas Amendment Bill that will be introduced to Parliament during the first quarter of the financial year. More work will be done this year in the area of Bio-fuels to improve bio-fuels production and update in the energy sector.

We have completed the audit of South Africa's refineries to determine the "real status" of their production capacities and capabilities. We are developing a 20-year liquid fuels infrastructure roadmap, which would determine the need for liquid fuels expansion programmes. This roadmap will also address the need for improved liquid fuels storage and distribution infrastructure.

### Job Creation

Over the past year, South Africa has added over 200 000 formal sector jobs, which unfortunately is far below the level of job creation required for our country to meaningfully reduce the rate of unemployment.

The Department is not a primary job creating department, however, it has a profound effect on both the direction of the economy and its ability to create jobs. The Department's objective of ensuring security of energy supply has a profound effect on both the direction of the economy and its ability to create jobs - a catalyst for economic growth. As the Department of Energy, we have challenged ourselves to identify opportunities for job creation in all programmes and set targets that will support government priorities. These programmes include:

- The Independent Power Producers (IPP) procurement programme, that is intended to promote sustainable growth, job creation and the renewable energy industry in the rural areas in terms of the whole localisation value chain
- Reducing the time it takes to process a licence for a "new-to-industry" service stations from 90 to 60 days, in order to accelerate and stimulate the construction of new service stations
- The recently finalised Framework for Clean Fuels-2 which is focusing on the infrastructure upgrade in the fuels industry. Refineries will be upgraded and in so doing, creating and sustaining jobs in this industry.
- The internship programme where we appoint graduates for a one year internship programme in the Department, giving them not only the stipend but also experience in the working environment.

We have taken a conscious decision that localisation in our international co-operation programmes is not negotiable and meaningful participation across the value chain for the benefit of our people will be pursued vigorously.

## LEGISLATION

The following legislation will be tabled during the 2012/13 financial year:

- Independent System and Market Operator Bill – to encourage Independent Power Producers' (IPP) participation in electricity generation through the establishment of an independent buyer. The Bill also deals with the procurement framework for IPPs.
- Electricity Regulation Second Amendment Bill – to provide a regulatory framework that promotes IPP participation and streamline regulation to ensure security of supply.
- Energy Regulator Amendment Bill – to promote efficient regulation of the energy sector and address governance and structural issues at NERSA
- New Petroleum Products Bill – Promotion of an efficient, competitive and responsive petroleum infrastructure, participation of HDSA's in the oil industry and improvement of the compliance monitoring and enforcement aspects.
- Gas Amendment Bill – Promotion of an efficient, competitive and responsive economic infrastructure, inclusive economic growth and leveraging available gas resources.

## STAKEHOLDER ENGAGEMENTS

The Department has put together an annual plan for stakeholder engagements to improve stakeholder awareness, consultations, education and training. Focus will also be given to inter-governmental relations. This will strengthen our cooperative areas of responsibility with regard to national, provincial and local government including areas that are related to the energy sector, e.g. environment, agriculture, rural development, human settlement, trade and industry.

Our Communication Chief Directorate is responsible for making sure that both our Principals undertake a minimum of ten public engagements each, during this financial year.

The Special Programmes and Outreach Projects Directorate will continue to identify, implement, manage and coordinate programmes/projects aimed at poverty alleviation, rural development, mainstreaming, and upliftment/empowerment of disadvantaged/vulnerable groups and communities.

## INTERNAL ENVIRONMENT

We have undertaken further work in refining the approved organisational structure to enhance the Department's ability to deliver on stated government-wide priorities, including access to energy, poverty alleviation, rural development and job creation. The approved macro-organisational structure of the Department will be implemented in phases starting this year. This is as a result of shortages of funding to build the human capacity of the Department. The Department's Annual Performance Plan has been developed to incorporate all the branches as indicated in the macro-organisational structure.

As we review our progress on the implementation of Phase 1 of the Human Resource Plan, we will simultaneously start the process of implementing Phase 2. As we improve our internal control environment, we will also look at various ways of improving our governance within the funding constraints that we are continuing to experience.

## CONCLUSION

We remain committed to giving the people of South Africa the best service that will improve their lives. Although our fiscal budget has decreased from last year and the baseline allocation has not been brought to the necessary level, we will make every effort to ensure that we get maximum gain out of the little that we have.



NELISIWE MAGUBANE (MS)  
DIRECTOR GENERAL: ENERGY

# PART C

## STRATEGIC OVERVIEW

### 1. SITUATIONAL ANALYSIS

#### 1.1 PERFORMANCE ENVIRONMENT

##### Introduction

It should be noted that a formal situational analysis was not done for the Department of Energy or the South African Energy sector. Inputs, however, were obtained from Senior Managers in the Department in six domains: the political, economic, social, technological, legal and environmental (PESTLE) factors.

##### Applicable External Factors

The following factors were taken into account with the review of the Department's mandate and strategic goals during the November 2011 planning sessions.

##### Political Factors

- The electoral mandate of eradicating the inequalities of the past, such as poverty alleviation, rural development and infrastructure development resulted in the Department's obligation to –
  - provide for universal access to energy;
  - improve and expand the energy infrastructure;
  - Rural development in terms of Access to Energy;
  - poverty alleviation through energy related interventions.
- In terms of geopolitics, on a global level the financial crises in the USA in 2008 led to a global recession; a

crisis in any of the oil producing countries lead to crude oil shortages, price inflation and instability in supply security.

- Relations with crude oil suppliers and developing a strategic fuel storage capacity, whilst reducing the South African energy dependence on hydrocarbons, are of vital importance.
- Globally the competition for alternative energy sources resulted in increased competition for, and the resulting increased cost and a shortage of technology and skills.
- Socio-economic developments impacts on the other countries in that geographic region. It is of vital importance that energy planning, infrastructure development, rural development and poverty alleviation not be done in isolation of regional needs.
- South Africa has associated itself with various global, continental, regional and multilateral organisations. Some of these organisations focus partly or wholly on energy and energy related issues which resulted in the exchange of technology and skills and/or binding agreements.
- Political Office Bearers are deployed and re-deployed by Presidential prerogative. The Department has no control or influence on these decisions. However, changes in political leadership has a direct HR implication.
- The Department of Energy was fully established with effect from 1 April 2010. At that point in time only the post of DG and two posts of DDG were filled. Funding was provided for the appointment of an additional 5 DDG posts. Of these only 2 have been filled to date.

##### Economic Factors

- The new Economic Growth Path also requires the creation of jobs and a dedicated effort to build the scarce and key skills. The funding to develop the required skills in the Energy sector is therefore a major challenge.
- South Africa shed more than 1 million jobs since slipping into the recession in 2008 and tax revenue was R 70 billion less than estimated in the 2009/10 financial year. The budget balance has swung from a surplus of 1.0 percent of GDP in 2007/08 to a deficit of 7.3 percent in 2009/10, and where it was forecasted beginning of 2008 that South Africa's national debt will be down to 16% of GDP in 2011, it is now forecasted to rise to 44 percent of the GDP in 2015/2016, after which it will begin to decline gradually.
- South Africa adopted a countercyclical fiscal stance two years ahead of the crisis. We entered the recession with a healthy fiscal position and a comparatively low level of debt. This allowed us to maintain government spending on infrastructure, health and social services despite a sharp deterioration in revenue. Government spending is estimated to continue to grow over the next three years, though at a slower rate than before the recession. The focus of the spending will, however, also continue to be focused on infrastructure and rural development, poverty alleviation and job creation.
- In spite of the encouraging signs of recovery in the economy, the effects of the recession will therefore continue to affect the budget allocation to the Department and very little reprieve in terms of the unfunded organisational structure and consequent lack of human resources, skills and operational capacity. This may result

in very difficult decisions to be made on the funding of posts and projects affecting the realisation of the strategic objectives of the department. Service delivery is impacted negatively and may result in costly delays that far exceed the cost of funding of such positions.

- External constraints in the global supply chains for power generation technology, particularly for nuclear plants, underscored the importance of improving energy security by way of a timely and sustainable “build program”. Most countries faced the same problem of declining generation capacity around the same time as South Africa, which resulted in global supply chains becoming constrained as competition increased for machinery and services. This also resulted in increased costs for energy related technology.
- The continuous escalation of crude oil prices put a severe strain on petroleum producers and affects the economy.
- The escalation of material cost and labour affects the cost of major projects and operational costs and reprioritization funding becomes imperative.
- Fluctuation of the exchange rate of the Rand with international currencies.
- Competition exists among firms particularly when offering attractive pay packages to skilled people. The Energy sector in South Africa relies on highly skilled professions, which are in short supply in the country. The energy sector, and by implication the economy of the country, may be affected significantly should major projects be approved where skills are in short supply both in the public and private sector.
- Over the past 20 years, South Africa has not made significant investments in the energy sector. The capacity that was created in the 1980’s was sufficient to carry us through to the early 2000’s, when it became clear that the demand growth, fuelled by the commodity boom, outpaced power supply and that there was an urgent need to increase energy supply.
- The severe liquid fuels disruptions which were experienced in the 2005/6 financial year came at a significant cost to the economy, while the infrastructure supplying the economic hub of the inland market is constrained. The growth in demand was also dampened by the global

economic slowdown experienced in 2008.

- The economic crises provided some breathing space from an energy demand perspective. We can therefore not be complacent in the face of renewed signs that economic activity is picking up again. Increased economic activity is equivalent to an increase in the demand for energy. There is a need to fast track the interventions that will improve the power supply-demand situation. As a matter of interest it should also be noted that over and above the direct allocations to energy programmes, most of the priority areas addressed in the national budget such as health, education, etc. has got implications in terms of energy demand and distribution challenges.
- The Minister of Finance in his 2011/12 Budget Speech indicated that “... Up until the turn of the century, developing countries accounted for about 20 per cent of global output. This will increase to 40 per cent by about 2015. Developing economies in Africa, Latin America and South Asia will play an increasingly important role in the global economy in coming years as incomes rise and poverty falls. South Africa’s invitation to join the BRIC (Brazil, Russia, India and China) economies reflects this broadening of the sources of economic growth. Over the next five years, these economies will account for 36 per cent of world economic growth. We have to construct our own growth and development strategies to propel our economy forward, create jobs and compete on the global stage ...”
- All this boils down to the reality that one of the major challenges of South Africa being part of this growth, will depend on our ability to meet the energy demands to sustain the growth and development that our economy is capable of. These energy interventions need to be managed and/or coordinated by the Department.
- The Energy industry is a key component to South Africa’s economy and has the potential of driving the economy upward or downward. As a result the situation demands cutting edge and world class management as well as administrative capacity. The capacity and skills requirements are undoubtedly critical for economic growth.

## Social Factors

Polarised Demographics in terms of wealth distribution.

- Preference for electricity.
- Service delivery expectations – South African citizens expect electricity although the actual roll out may be affected by co-operation from Local Government (Municipalities).
- Safety issues with the use of energy are still a major concern, e.g. the fatal township fires emanating from the use of unsafe paraffin stoves.
- Energy poverty vs. price of energy (free basic electricity). Energy has become more expensive in recent years. Providing access to electricity to poorer households may not have the desired effect as these households will not be able to afford this electricity. The requirement to develop a mechanism to deal with this issue requires focused resources to develop measures that will address the issue of the Inclining Block Tariff.
- Job creation has always been on the agenda and has been re-emphasised when the President announced the creation of jobs in the state of the national address in 2011. The obligation for the department to ensure that this happens in the Energy sector however requires more resources since no dedicated component exist to deal with it.
- The impact of crime on energy supply - Crime has resulted in costly interventions to ensure security of supply of energy and this requires resources to regulate.
- The main focus of the Department of Higher Education and Training is skills development. With the introduction of interventions like the ASGISA and JIPSA initiatives, it is anticipated that the skills requirements of South Africa will be addressed gradually. Initiatives to facilitate economic and social transformation with the aim to redress past imbalances through broad based participation by all stakeholders. The Department has already embraced these initiatives through its involvement in social issues such as addressing the expectation and needs of communities through special projects targeting women, youth and the disabled. However, the impact of some of the strategies on job creation has not yet been fully exploited.

## Technological Factors

- Large scale commercialization of renewable energy technology will enhance efficiency & reduce green house gases.
- Impact of clean coal technologies on the cost of energy services for coal based energy economies.
- Vehicle technological changes alignment to fuel specifications.
- The demand for the utilisation of advanced technology in the energy industry poses a serious challenge to the DoE as the regulator of these industries. DoE has to take the lead in the deployment and usage of advanced technology and should ensure that related skills development takes place.
- The budget for skills development within the Department has not been sufficient to address the technical/specialist skills needs of the Department and the sector. Alternative skills interventions should be explored such as secondments and development programmes offered/negotiated with associated bodies and the Energy sector. E-learning should be explored for those skills that can be acquired through the latter method to alleviate funding and time to spend on technical/specialist skills development.
- Impact of technological changes on investment in R&D to enhance ability to absorb higher level of technology.
- Employing environmentally friendly technology to convert coal to liquid has led to a decrease in employment but upgrading of other skills.

## Legal Factors

- The need to plan properly for resources required to implement new legislation. If legislation is passed and commitments made without consideration being given to structures, skills and funding, such projects are doomed for failure
- New legislation is not always clearly understood or aligned

to the Department's needs but needs to be implemented;

## Environmental Factors

- Greenhouse gas emissions - cleaner production approach requires new skills to reduce emissions and monitor the process
- Climate change - Electricity is preferred to other forms of energy which makes the consideration and roll out of alternate energy sources problematic given the global social responsibility towards climate change. The department's involvement in COP17 has also resulted in a need to refocus resources to assist with this very important event.
- Environmental trends around the world are focusing on strategies to address global warming resulting in the need for alternative energy sources. The lack of capacity nationally to ensure compliance to energy legislation has resulted in the demand for different skills and new structures.
- Inappropriate use of energy carriers which makes them hazardous.
- Challenges faced with the management of Radio-active waste.
- Cost of implementing cleaner technologies.
- The international drive for cleaner energy sources requires both skills and major financial investment to achieve.
- The target for the reduction of energy demand (energy savings) was set at 12% by 2015. Renewable and alternative sources of energy coupled with an emphasis on energy efficiency have become key priorities in this regard. The required innovations require new skills in research and development, new technologies (production and application), procurement, generation and management.
- Development vs. environmental balance.
- International trends also show that the planet is entering

a 'new development era' where sustainability and low carbon futures are rapidly becoming key drivers for development. A 'sixth wave' of innovation is predicted, involving e.g. industrial ecology, green chemistry, green nanotechnology and renewable energy.

- Industries and business aiming to reduce their environmental impact by minimising their waste stream and carbon footprint, by reducing production costs (electricity) are becoming significant drivers of a shift toward green energy and the search for eco-technologies and innovations to do more with less. Energy efficiency requires re-skilling across all occupations, and large companies are implementing programmes to involve all occupations in reducing energy use and consumption.
- The energy sector has significant environmental impacts (air pollution, acid rain, climate change, radioactive waste, among others). Measures are being implemented to mitigate against their effects. Renewable energy technologies such as wind and solar hold much potential but require skills for research, construction, installation, maintenance, etc.
- A shift toward clean and renewable energy and a low carbon future is a key component of greening the economy, as it requires substantial investment in human resources, research, financial resources, new technologies and systems. As a result it has created new economic and job creation opportunities and it has significant skills requirements (design, develop, produce, install, and maintenance).

## 1.2 ORGANISATIONAL ENVIRONMENT

As was indicated in the 2011/12 situational analysis, the restructuring of the Department of Energy resulted in the creation of the following four (4) new line-function branches (**Annexure A1**), namely:

- Energy Policy Development;
- Energy Operations;
- Nuclear Energy; and
- Integrated Energy Planning.

However, due to financial constraints, the aforementioned new line-function structure could not be implemented. The Department continued to operate with the two line-function branches as delineated from the defunct structure of the Department of Minerals and Energy, (**Annexure A2**) namely:

- Hydrocarbons and Energy Planning Branch; and
- Electricity, Nuclear and Clean Energy Branch.

The support services components (viz: Finance and Information Management; Office of the Chief Operations Officer and Corporate Services) also continued to operate with the minimum Interim Structure, so as to provide the required service to the line function branches and to exercise an oversight role to the State Owned Entities (SOE's) within the Energy Sector.

Following the re-alignment of the Department's Strategic Outcomes Oriented Goals for 2012/13, it became necessary, to again restructure the Department to ensure delivery in line with its new Strategic Outcomes Oriented Goals.

The Minister of Energy has therefore approved a new macro organisational structure for the Department of Energy on 13 April 2011 (see **Annexure A3**) with the following line-function branches:

- Energy Planning and Policy;
- Petroleum and Petroleum Products Regulation;

- Nuclear;
- Clean Energy; and
- Energy Programmes and Projects.

The main criteria that the proposed organisational structure attempts to meet are the following:

- The intention with the new macro organisational structure and the restructuring of the main organisational components is to “renew” and “re-focus” the Department of Energy.
- The organisational structure of the Department of Energy should be mechanistic with adequate organic features to –
  - Support innovative strategies;
  - Allow for task variability and problem analyzability; and
  - Make provision for scarce resources and the turbulent, dynamic and complex environment in which the Department functions.

The Department will commence with the “phased-in” implementation of the new macro organisational structure during the 2012/13 financial year, as funding becomes available. The 2012/13 Annual Performance Plan is based on the newly approved macro organisational structure.

In order to implement the new macro organisational structure, the relevant subordinate structures is in the process of being finalised and it is envisaged that it will be implemented in the first quarter of the 2012/13 fiscal year.

## 2. REVISIONS TO LEGISLATIVE AND OTHER MANDATES

The Department is publishing a Revised Strategic Plan for the fiscal years 2011/12 – 2015/16. The Legislative and Other Mandates contained in the Revised Strategic Plan are therefore still relevant and applicable.

### 3. OVERVIEW OF 2012/13 BUDGET AND MTEF ESTIMATES

#### 3.1 EXPENDITURE ESTIMATES

The Department's 2012/13 Estimate of National Expenditure allocation and MTEF baseline are as follows:

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
	Audited Outcomes		Adjusted Appropriation	Medium Term Estimates		
	Rand Thousand					
<b>Programmes</b>						
Administration	98,214	121,602	176,340	181,745	184,087	193,702
Energy Policy and Planning	76,498	1,528,451	1,544,708	1,541,548	75,213	79,737
Energy Regulation	385,139	474,132	573,431	1,350,028	2,067,180	2,375,276
National Electrification Programme	2,522,096	2,781,519	3,264,555	3,136,294	3,410,148	3,706,096
Nuclear Energy and Regulation	608,925	599,682	641,875	596,288	653,307	653,713
<b>Total</b>	<b>3,690,872</b>	<b>5,505,386</b>	<b>6,200,909</b>	<b>6,805,903</b>	<b>6,389,935</b>	<b>7,008,524</b>
Change to 2011 Budget Estimate	n/a	n/a	111,007	1,230,574	2,085,157	2,445,460
<b>Economic classification</b>						
<b>Current payments</b>	<b>251,398</b>	<b>233,860</b>	<b>309,771</b>	<b>307,274</b>	<b>415,892</b>	<b>439,071</b>
Compensation of employees	133,253	142,826	183,317	196,260	222,855	236,475
Salaries and wages	117,081	124,028	162,091	171,528	196,161	208,148
Social contributions	16,172	18,798	21,226	24,732	26,694	28,327
Goods and services	118,145	91,034	126,454	111,014	193,037	202,596
Administrative fees	1,223	1,997	2,420	2,499	3,299	3,496
Advertising	1,140	2,594	2,760	3,160	4,654	4,932
Assets less than the capitalisation threshold	1,158	753	1,603	291	305	326

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
	Audited Outcomes		Adjusted Appropriation	Medium Term Estimates		
	Rand Thousand					
Audit cost: External	1,032	1,879	2,773	2,294	2,168	2,298
Bursaries: Employees	555	416	395	31	30	32
Catering: Departmental activities	1,262	1,435	2,053	1,611	2,253	2,387
Communication	4,622	4,236	6,414	5,894	7,455	7,903
Computer services	3,092	2,834	5,535	3,603	3,806	4,026
Consultants and professional services: Business and advisory services	23,851	9,791	29,050	7,933	44,605	46,937
Consultants and professional services: Laboratory services	201	-	-	-	-	-
Consultants and professional services: Legal costs	2	46	892	-	2,222	2,333
Contractors	9,130	3,115	2,214	1,158	1,236	1,309
Agency and support / outsourced services	498	416	1,159	1,318	4,421	4,686
Entertainment	9	83	133	47	115	122
Housing	3	-	-	-	-	-
Inventory: Food and food supplies	-	-	2	-	-	-
Inventory: Fuel, oil and gas	4	9	25	6	7	8
Inventory: Learner and teacher support material	141	49	160	11	19	20
Inventory: Materials and supplies	116	150	212	225	240	254
Inventory: Medicine	-	-	44	-	-	-
Inventory: Other consumables	98	95	217	309	254	269
Inventory: Stationery and printing	1,572	1,692	5,499	4,333	4,811	5,102
Lease payments	12,302	17,284	8,849	41,223	41,671	42,491

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
	Audited Outcomes		Adjusted Appropriation	Medium Term Estimates		
	Rand Thousand					
Property payments	743	607	1,384	163	183	194
Travel and subsistence	45,334	31,820	31,445	29,953	55,097	58,437
Training and development	1,208	13,233	3,059	216	281	297
Operating expenditure	6,552	3,447	10,737	2,015	7,543	7,993
Venues and facilities	2,297	4,963	7,420	2,721	6,362	6,744
<b>Transfers and subsidies</b>	<b>3,432,476</b>	<b>5,268,206</b>	<b>5,883,267</b>	<b>6,493,557</b>	<b>5,969,142</b>	<b>6,564,258</b>
Municipalities	1,074,554	1,253,382	1,376,612	1,351,443	1,514,772	1,687,658
Departmental agencies (non-business entities)	96,007	81,536	67,288	81,022	82,021	86,069
Foreign governments and international organisations	-	-	-	-	33,916	12,302
Public corporations	2,254,934	3,902,820	3,942,646	4,933,947	4,246,921	4,681,226
Private enterprises	6,846	30,389	-	40,375	-	-
Households	135	79	349	370	360	382
<b>Payments for capital assets</b>	<b>6,752</b>	<b>3,320</b>	<b>7,871</b>	<b>5,072</b>	<b>4,901</b>	<b>5,195</b>
Machinery and equipment	6,360	3,320	7,871	5,072	4,901	5,195
Transport equipment	597	736	-	-	-	-
Other machinery and equipment\	5,763	2,584	7,871	5,072	4,901	5,195
Software and other intangible assets	392	-	-	-	-	-
Payments for financial	246	-	-	-	-	-
<b>Total</b>	<b>3,690,872</b>	<b>5,505,386</b>	<b>6,200,909</b>	<b>6,805,903</b>	<b>6,389,935</b>	<b>7,008,524</b>

### 3.2 RELATING EXPENDITURE TRENDS TO STRATEGIC OUTCOMES ORIENTED GOALS

With due consideration of the Millennium Development Goals, the Government Programme of Action, its priorities as well as the Delivery Agreements signed by the Minister, the following Strategic Outcome Oriented Goals were identified for the Department (the Technical Indicators for the Strategic Outcome Oriented Goals are published on the Department's website ([www.energy.gov.za](http://www.energy.gov.za))):

GOALS	GOVERNMENT OUTCOME	GOAL STATEMENT
1. Universal Access and Transformation	Outcome 2 – A long and healthy life for all South Africans; Outcome 7 – Vibrant, equitable and sustainable rural communities and food security for all; and Outcome 8 – Sustainable human settlement and improved quality of household life.	Efficient and diverse energy mix for universal access within a transformed energy sector.
2. Security of Supply	Outcome 4 – Decent employment through inclusive economic growth	Energy supply is secure and demand is well managed.
3. Regulation and Competition		Improved energy regulation and competition.
4. Infrastructure	Outcome 6 – An efficient, competitive and responsive economic infrastructure network.	An efficient, competitive and responsive energy infrastructure network.
5. Environmental Assets	Outcome 10 – Environmental assets and natural resources that are well protected and continually enhanced.	Environmental assets and natural resources protected and continually enhanced by cleaner energy technologies.
6. Climate Change		Mitigation against, and adaptation to, the impacts of climate change.
7. Corporate Governance	Outcome 12 - An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.	Good corporate governance for effective and efficient service delivery.

In terms of the Framework for Strategic Plans and Annual Performance Plans “Every institution must in consultation with the National Treasury develop a budget programme and sub-programme structure that is aligned to the main areas of service-delivery responsibility within the institution’s mandate. A budget programme is a main division within a department’s budget that funds a clearly defined set of objectives based on the services or functions within the department’s legislative and other mandates. It also constitutes a management unit established within a department responsible for the delivery of that defined set of services and functions.”

In terms of the new Organisational Structure of the Department the National Treasury was approached for concurrence for a new budget structure to align the Department’s Strategy, Structure and Budget Structure. The Department’s Strategic Outcomes Oriented Goals and Strategic Objectives therefore also needed to be revised to be in line with the approved structure, the proposed new budget structure and the templates prescribed in terms of the Framework for Strategic Plans and Annual Performance Plans.

The aforementioned Strategic Outcome Oriented Goals of the Department are pursued by the following Departmental Programmes as it relates to the Departmental Programmes, Departmental Goals and the Budget structure:

PROGRAMME	PROGRAMME PURPOSE	GOALS	BUDGET PROGRAMME
1. Administration	To provide corporate, executive, financial management and accounting, information and communication technology, supply chain and asset management support to the development; and ensure good corporate governance and compliance by the Department and/or the Energy Sector.	7. Corporate Governance	1. Administration
2. Energy Policy and Planning	To ensure evidence-based integrated planning, policy setting and investment decisions in the energy sector to improve security of energy supply, energy regulation and competition.	2. Security of Supply	2. Energy Policy and Planning (excluding Nuclear Policy)
3. Petroleum Regulation	To ensure the optimum and orderly functioning of the petroleum industry	3. Regulation and Competition	3. Energy Regulation
4. Nuclear Energy	To govern the South African nuclear energy industry and control source and special materials in terms of international obligations, nuclear legislation and policies to ensure peaceful use of nuclear energy.		2. Energy Policy and Planning 5. Nuclear Energy and Regulation
5. Clean Energy	To manage and facilitate the development and implementation of clean and renewable energy as well as energy efficiency and demand side management initiatives.	5. Environmental Assets 6. Climate Change	2. Energy Policy and Planning (Nuclear Policy) 3. Energy Regulation
6. Programmes and Projects	To manage, coordinate, monitor and report on energy related programmes and projects.	1. Universal Access and Transformation 4. Infrastructure	3. Energy Regulation 4. National Electrification Programme

# PART D:

## STRATEGIC OBJECTIVES

### 1. PROGRAMME 1: ADMINISTRATION

#### PURPOSE

The Purpose of the Programme is to provide corporate, executive, financial management and accounting, information and communication technology, supply chain, asset management support to the Department, to ensure good corporate governance and compliance by the Department and/or the Energy Sector.

#### SUBPROGRAMMES

The following Subprogrammes have been identified and are the responsibility of the indicated components:

Subprogrammes	Component(s)
Executive Support	Office of the Minister (Chief Directorate) Office of the Director-General (Chief Directorate)
Management	Offices of the Deputy Directors-General
Corporate Support	Corporate Support Branch
Finance, Information and Communication Technology and Supply Chain and Asset Management	Office of the Chief Financial Officer Branch
Governance and Compliance	Governance and Compliance Branch
Office Accommodation	Chief Director: Human Resources and Auxiliary Services

#### STRATEGIC OBJECTIVES

The following Strategic Objectives (**OUTPUTS**) have been identified for this Programme:

Subprogramme: Executive Support

Strategic Objective (OUTPUTS)	Objective Statement	Baseline
1.1 Executive Support	To provide executive support to the Minister, Deputy Minister and Director-General.	Executive Support Units established and functioning.

Subprogramme: Management

No specific Strategic Objectives are set for this Subprogramme as it is established to provide for expenditure related to Departmental Management.

Subprogramme: Corporate Support

Strategic Objective (OUTPUTS)		Objective Statement	Baseline
1.2	Human Resource Management and Development	To ensure that the required number/profile of jobs and employees, with the required skills and competencies, are available when and where they are needed to deliver on the Department's mandate and its strategic objectives.	HR Functions have been established. Delegations of authority in terms of the Public Service Act and Public Service Regulations has been approved and implemented. Draft HR policies have been developed. An Interim Operational Structure has been implemented. A new Macro Organisational Structure has been approved.
1.3	Accommodation and Facilities	To provide accommodation and facilities management services.	Needs assessment report approved (accommodation).
1.4	Records Management	To provide records management services.	Minimum capacity established.
1.5	Security Services	To provide security services.	Draft Security Risk Management Plan exists but is not approved.
1.6	Legal Services	To provide legal services.	Legal Services Unit established and functioning with adherence to current internal and prescribed requirements.
1.7	Communication Services	To provide communication services.	Draft communications strategy and implementation plan.
1.8	Knowledge Management	To provide knowledge management services.	The need for a Knowledge Management function has been identified but still needs to be established in the Department.
1.9	Research Coordination	To coordinate energy research by the Department and SOE's.	The need for a Research Coordination function has been identified but still needs to be established in the Department.

Subprogramme: Finance, Information and Communications Technology and Supply Chain and Asset Management

Strategic Objective (OUTPUTS)		Objective Statement	Baseline
1.10	Financial Management and Accounting	To provide financial management and accounting services.	Statutory prescripts and guidelines. Systems and processes for compliance exist. Developed Policies, Procedures and Guidelines.
1.11	Supply Chain Management	To procure value-for-money goods and services in line with the strategic objectives.	Statutory prescripts and guidelines. Systems and processes for compliance exist. Developed Policies, Procedures and Guidelines.

1.12	ICT Infrastructure and Systems	To develop, implement and maintain ICT infrastructure and systems.	Department is currently on shared network infrastructure with Department of Minerals Resources. Some systems are limited in functionality and prone to errors. Data collection is manual driven and stored in multiple databases. Limited disaster recovery process has been implemented. Developed Policies, Procedures and Guidelines.
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#### Subprogramme: Governance and Compliance

Strategic Objective (OUTPUTS)		Objective Statement	Baseline
1.13	Audit Services	To provide internal audit services..	A risk based annual and three year audit plan developed in consultation with stakeholders.
1.14	Enterprise-Wide Risk Management	To develop and implement an integrated enterprise-wide risk management strategy in accordance with relevant prescripts.	Draft Integrated Enterprise-Wide Risk Management Strategy which includes a Fraud Prevention Plan.
1.15	Anti-Fraud and Corruption	To provide anti-fraud and corruption services in accordance with relevant prescripts.	Anti-Fraud and Corruption Prevention Plan. Whistle-blowing policy. Public Service Code of Conduct.
1.16	Strategic Management and Planning	To ensure outcomes oriented planning of strategies, operations and business activities in in accordance with relevant prescripts.	Revised 2011/12-2015/16 Strategic Plan. Revised 2011/12 Annual Performance Plan. 2012/13 Annual Performance Plan.
1.17	Monitoring and Evaluation	To provide results-oriented monitoring and evaluation services.	Transition from balanced score card methods to the Government-wide Performance Monitoring and Evaluation approach.
1.18	SOE Oversight	To manage partnerships with state-owned entities and monitor legal compliance, financial management and service delivery.	Existing shareholder compacts and draft Departmental SOE Oversight framework.
1.19	International Relations	To provide international relations services to the Department and Energy Sector.	International Relations Strategy drafted in line with the National International Relations Strategy.
1.20	Inter-governmental Coordination	To coordinate Inter-governmental liaison and cooperation.	Inter-governmental Coordination is done on an Ad-hoc basis.

#### Subprogramme: Office Accommodation

No specific Strategic Objectives are set for this Subprogramme as it is established to provide for expenditure related to office accommodation.

## 2. PROGRAMME 2: ENERGY PLANNING AND POLICY

### PURPOSE

The Purpose of the Programme is to ensure evidence-based planning, policy setting and investment decisions in the energy sector to improve security of energy supply, regulation and competition.

## SUBPROGRAMMES

The following Subprogrammes have been identified and are the responsibility of the indicated components:

Subprogrammes	Component(s)
Policy Analysis and Research	Policy Analysis and Research (Demand Side) Policy Analysis and Research (Supply Side)
Energy Planning	Energy Data Collection, Analysis and Management Energy Modelling Energy Planning and Strategic Interventions
Policy Development	Policy Formulation Regulation Policy Administration
Transfers and Subsidies	Expenditure related to transfer payments and subsidies emanating from the Strategic Objectives.

## STRATEGIC OBJECTIVES

The following Strategic Objectives have been identified for this Programme

Subprogramme: Policy Analysis and Research

Strategic Objective	Objective Statement	Baseline
2.1 Policy Analysis and Research	To develop key indicators and effectively monitor the impact of energy sector policies, planning and interventions.	Baseline to be established.

Subprogramme: Energy Planning

Strategic Objective	Objective Statement	Baseline
2.2 Energy Data	To collect, process, maintain and disseminate relevant, current and accurate energy data and information.	Four year lag in the content of published Price Report, Energy Digest and Energy Synopsis. Incomplete data disseminated to local, regional and international stakeholders.
2.3 Energy Modelling	To develop and maintain an energy modelling system to simulate energy supply and distribution.	Limited energy modelling capacity established.
2.4 Energy Planning	To identify current and envisaged energy supply and distribution constraints and develop an Integrated Energy Plan (IEP) to address these constraints.	Energy modelling for the IEP initiated.

Strategic Objective		Objective Statement	Baseline
2.5	Energy Interventions	To develop, initiate and monitor energy mitigation plans and strategic interventions to address current and envisaged energy supply and distribution constraints and to enhance universal access to modern energy carriers.	<p>Liquid Fuels 20-year Infrastructure Plan initiated.</p> <p>Draft South African Coal Road Map.</p> <p>Atlas for CO<sub>2</sub> Geological storage published.</p> <p>Carbon Capturing and Storage Centre established.</p> <p>Problem identification report on the electricity distribution network.</p> <p>Integrated Resource Plan for Electricity (2010).</p> <p>Draft Medium Term Risk Mitigation Plan for Electricity.</p> <p>No Independent Power Producers(IPP's), no independent buyer IPP Procurement done on ad-hoc basis and minimal MW contributed to grid.</p>

Subprogramme: Policy Development

Strategic Objective		Objective Statement	Baseline
2.6	Petroleum Policy	To ensure that energy supply is secure, demand is well managed, enhanced access, the sector is transformed and energy regulation and competition is improved through the development, promulgation and maintenance of a statutory framework (policies, legislation, regulations and guidelines) for petroleum, petroleum products and petroleum infrastructure.	<p>The National Energy Act, 2008 (Act No. 34 of 2008).</p> <p>The Central Energy Fund Act, 1977 (Act No. 38 of 1977), as amended</p> <p>The Petroleum Products Act, 1977 (Act No. 120 of 1977), as amended.</p> <p>The Petroleum Pipelines Act, 2003 (Act No. 60 of 2003).</p> <p>The Petroleum Pipelines Levies Act, 2004 (Act No. 28 of 2004).</p> <p>The National Energy Regulator Act, 2004 (Act No. 40 of 2004).</p> <p>Fuel specifications Regulations, 2006.</p>
2.7	Coal Policy	To ensure that energy supply is secure, demand is well managed, enhanced access, the sector is transformed and energy regulation and competition is improved through the development, promulgation and maintenance of a statutory framework (policies, legislation, regulations and guidelines) for coal.	<p>The National Energy Act, 2008 (Act No. 34 of 2008).</p> <p>The Central Energy Fund Act, 1977 (Act No. 38 of 1977), as amended.</p> <p>The National Energy Regulator Act, 2004 (Act No. 40 of 2004).</p>
2.8	Gas Policy	To ensure that energy supply is secure, demand is well managed, enhanced access, the sector is transformed and energy regulation and competition is improved through the development, promulgation and maintenance of a statutory framework (policies, legislation, regulations and guidelines) for gas.	<p>The Central Energy Fund Act, 1977 (Act No. 38 of 1977), as amended.</p> <p>Gas Act, 2001 (Act No. 48 of 2001).</p> <p>The Gas Regulator Levies Act, 2002 (Act No. 75 of 2002).</p> <p>The National Energy Regulator Act, 2004 (Act No. 40 of 2004).</p>

Strategic Objective		Objective Statement	Baseline
2.9	Electricity Policy	To ensure that energy supply is secure, demand is well managed, enhanced access, the sector is transformed and energy regulation and competition is improved through the development, promulgation and maintenance of a statutory framework (policies, legislation, regulations and guidelines) for electricity .	The National Energy Act, 2008 (Act No. 34 of 2008). The Electricity Regulation Act, 2006 (Act No. 4 of 2006), as amended. The National Energy Regulator Act, 2004 (Act No. 40 of 2004). The Electricity Act, 1987 (Act No. 41 of 1987), as amended. Electricity Regulation Amendment Bill. National Energy Regulator Bill. ISMO Bill.
2.10	Energy Regulation	To monitor the application of the statutory frameworks for petroleum, coal, gas and electricity; and the impact thereof on the regulators, industry and consumers.	Baseline to be established.
2.11	Policy Administration	To administer the promulgation and maintenance of the statutory frameworks for petroleum, coal, gas and electricity.	Baseline to be established.

#### Subprogramme: Transfers and Subsidies

No specific Strategic Objectives are set for this Subprogramme as it is established to provide for expenditure related to transfer payments and subsidies emanating from the abovementioned Strategic Objectives.

### 3. PROGRAMME 3: PETROLEUM REGULATION

#### PURPOSE

The Purpose of the Programme is to ensure the optimum and orderly functioning of the petroleum industry to achieve Government development goals.

#### SUBPROGRAMMES

The following Subprogrammes have been identified and are the responsibility of the indicated components:

Subprogrammes	Component(s)
Petroleum Licensing	License Analysis Charter and Permit Compliance Petroleum Supply
Petroleum Compliance	Petroleum Inspection Petroleum Enforcement Petroleum Standards and Guidelines
Petroleum Pricing	Fuel Levies and Margins Fuel Price Administration

## STRATEGIC OBJECTIVES

The following Strategic Objectives have been identified for this Programme:

### Subprogramme: Petroleum Licensing

Strategic Objective		Objective Statement	Baseline
3.1	License Analyses	To process all manufacturing, wholesale and retail licence applications.	95% of licences issued within 90 days. New to industry retail licences issued within 60 days.
3.2	Charter and Permit Compliance	To monitor compliance with the Liquid Fuels Charter and technical, legal and commercial licensing conditions.	25% Historically Disadvantaged South African (HDSA) ownership.
3.3	Petroleum Supply	To monitor fuel stock levels and coordinate corrective actions to avoid distribution shortages.	Baseline to be established.

### Subprogramme: Petroleum Compliance

Strategic Objective		Objective Statement	Baseline
3.4	Petroleum Inspection	To inspect petroleum manufacturers, wholesalers and retailers for compliance with the Liquid Fuels Charter and technical, legal and commercial licensing conditions.	1500 site inspections conducted per annum.
3.5	Petroleum Arbitration	To manage arbitration requests and public complaints in the Petroleum Industry.	Arbitration requests and public complaints finalised within 14 working days.
3.6	Petroleum Enforcement	To develop, maintain and implement a system of corrective action for non-compliance with the Liquid Fuels Charter and technical, legal and commercial licensing conditions.	Baseline to be established.

### Subprogramme: Petroleum Pricing

Strategic Objective		Objective Statement	Baseline
3.7	Fuel Levies and Margins	To develop, maintain and implement a Regulatory Accounting System (RAS) to determine margins applicable in the value-chain.	Draft RAS with no cost recovery.
3.8	Fuel Price Administration	To ensure internationally competitive pricing of petroleum products that will enable investment into the sector and attract new entrants.	Petroleum Products Amendment Act (Act 58 of 2003) with annexed liquid fuels charter. LPG retail price regulations in place. Basic Fuel Price (BFP) for diesel, illuminating paraffin and petrol based on import parity pricing (IPP) methodology. Draft report on fixed retail margin for illuminating paraffin. Fuel Price Working Rules.

## 4. PROGRAMME 4: NUCLEAR

### PURPOSE

The Purpose of the Programme is to govern the South African nuclear energy industry and control source and special materials in terms of international obligations, nuclear legislation and policies to ensure peaceful use of nuclear energy.

### SUBPROGRAMMES

The following Subprogrammes have been identified and are the responsibility of the indicated components:

Subprogrammes	Component(s)
Nuclear Safety and Technology	Nuclear Safety, Liabilities and Emergency Management. Nuclear Technology
Nuclear Non-Proliferation and Radiation Security	Nuclear Non-Proliferation. Nuclear and Radiation Security
Nuclear Policy	Nuclear Safety and Technology Policy Nuclear Non-Proliferation and Radiation Security Policy
Transfers and Subsidies	Expenditure related to transfer payments and subsidies emanating from the Strategic Objectives.

### STRATEGIC OBJECTIVES

The following Strategic Objectives have been identified for this Programme:

Subprogramme: Nuclear Safety and Technology

Strategic Objective	Objective Statement	Baseline
4.1 Nuclear Safety and Emergency Preparedness	To administer all matters related to nuclear safety and emergency planning through policy, legislation and regulation.	National Nuclear Regulator Act, 1999 (Act No. 47 of 1999). Disaster Management Act, 2002 (Act No. 57 of 2002). National Nuclear Disaster Management Plan.
4.2 Nuclear Energy Expansion/ Infrastructure Development	To develop and ensure the implementation of a framework for nuclear energy expansion/infrastructure development.	Integrated Resource Plan for Electricity Approved policy and basic infrastructure (Koeberg Nuclear Power Station, Nuclear Energy Corporation of South Africa, Nuclear Energy Regulator, etc.).

Subprogramme: Nuclear Non-Proliferation and Radiation Security

Strategic Objective	Objective Statement	Baseline
4.3 Nuclear Safeguards and Compliance	To ensure accounting and control of source and special nuclear materials by issuing authorisations within set timeframes.	8-week turn-around time. Newly established inspections unit.
4.4 Nuclear Radiation Security	To administer all matters related to nuclear radiation security through policy, legislation and regulation.	Baseline to be established.

Subprogramme: Nuclear Policy

Strategic Objective		Objective Statement	Baseline
4.5	Nuclear Policy	To develop, maintain and implement a statutory framework (policies, legislation, regulations and guidelines) for nuclear and nuclear related matters.	Nuclear Energy Act, 1999 (Act No. 46 of 1999). National Nuclear Regulator Act, 1999 (Act No. 47 of 1999). National Radioactive Waste Disposal Institute Act, 2008 (Act No. 53 of 2008). Disaster Management Act, 2002 (Act No. 57 of 2002). Associated regulations.

#### Subprogramme: Transfers and Subsidies

No specific Strategic Objectives are set for this Subprogramme as it is established to provide for expenditure related to transfer payments and subsidies emanating from the abovementioned Strategic Objectives.

### 5. PROGRAMME 5: CLEAN ENERGY

#### PURPOSE

The Purpose of the Programme is to manage and facilitate the development and implementation of clean and renewable energy as well as energy efficiency and demand side management initiatives.

#### SUBPROGRAMMES

The following Subprogrammes have been identified and are the responsibility of the indicated components:

Subprogrammes	Component(s)
Energy Efficiency	Energy Efficiency Interventions Energy Efficiency Coordination/Interface
Renewable Energy	Renewable Energy Interventions Renewable Energy Coordination/Interface
Climate Change and Energy Environmental Compliance	Climate Change Energy Environmental Compliance Designated National Authority
Transfers and Subsidies	Expenditure related to transfer payments and subsidies emanating from the Strategic Objectives.

#### STRATEGIC OBJECTIVES

The following Strategic Objectives have been identified for this Programme:

Subprogramme: Energy Efficiency

Strategic Objective		Objective Statement	Baseline
5.1	Energy Efficiency and Demand side Management Policy and Strategies	To promote and facilitate energy efficiency and demand management through the development, promulgation and maintenance of a statutory framework (policies, legislation, regulations and guidelines); and the development, initiation, coordination, monitoring, reporting on progress and impact of energy efficiency and demand management strategies.	Revised Energy Efficiency Strategy, 2008. Draft EE Regulations to enforce Energy Efficiency Tax Incentive regulations.
5.2	Energy Efficiency Interventions	To develop, initiate, coordinate and monitor the implementation of energy efficiency and demand management interventions.	GCIS led Energy Efficiency Campaign Concept 2008/9 & 2009/10. EMP Compliance Reports. Energy Efficiency Target Monitoring Project Document; MoU with SANEDI on project fund administration and procurement process. Industrial Energy Management System; Institutional Capacity and Development for industrial energy efficiency management. IPAP 2.
5.3	Medium-Term Risk Mitigation Plan (MTRMP) – Demand Side Options	To deal with the demand side options to mitigate the anticipated electricity supply shortfall in the immediate medium term as an integral part of IRP 2010.	Draft MTRMP. Low reserve margin. Aged existing generation fleet frequently operating above its recommended continuous rating, and sometimes compromised as a result of coal quality problems.

Subprogramme: Renewable Energy

Strategic Objective		Objective Statement	Baseline
5.4	Renewable Energy Policy and Strategies	To promote and facilitate the deployment of renewable energy sources through the development, promulgation and maintenance of a statutory framework (policies, legislation, regulations and guidelines); the development, initiation, coordination, monitoring, reporting on progress and impact of renewable energy strategies.	Renewable Energy White Paper (2003). Integrated Resource Plan 2010. New Generation Regulations. Industrial Policy Action Plan 2. New Growth Path. Bio-fuels Industrial Strategy (2007)

Strategic Objective		Objective Statement	Baseline
5.5	Renewable Energy Interventions	To develop, initiate, coordinate and monitor the implementation of renewable energy interventions.	Pilot projects for landfill gas, wind (Darling) and Hydro (Bethlehem). Solar Park Study Indicative Master Plan. Solar Water Heating Reports. Solar Park Investors Conference Report. RE Summit Report. IBSA Bio-fuels Workshop Report. Solar Water Heating Map. Wind Atlas.
5.6	Medium-Term Risk Mitigation Plan (MTRMP) – Supply Side Options	To deal with the supply side renewable energy options to mitigate the anticipated electricity supply shortfall in the immediate medium term as an integral part of IRP 2010.	Minimal renewable energy MW contributed to grid. No Renewable Energy Independent Power Producers (IPP's). No independent buyer. IPP Procurement done on ad hoc basis with no dedicated project team.

#### Subprogramme: Climate Change and Energy Environmental Compliance

Strategic Objective		Objective Statement	Baseline
5.7	Climate Change	To deal with the Energy Sector's climate change response measures.	Draft Energy and Climate Change Status Quo Analysis. National Climate Change Response White Paper Policy, 2011.
5.8	Green/Low Carbon Economy	To promote and facilitate the initiatives relating to a green/low carbon economy through the development, promulgation and maintenance of a statutory framework (policies, legislation, regulations and guidelines); and the development, initiation, coordination, monitoring, reporting on progress and impact of strategies.	Green Economy Accord. New Growth Path. IRENA Work programme, strategies and reports. Clean Energy Ministerial. SA-UK bilateral, etc.
5.9	Environmental Compliance	To deal with the Energy Sector's Environmental Management Plan and Compliance Reports.	Environmental Management Plan and Compliance reports.
5.10	Clean Development Mechanism Interventions	To contribute towards a reduction in greenhouse gas emissions through the development, initiation, coordination and monitoring of Clean Development Mechanism interventions.	Published Atlas for CO <sub>2</sub> Geological storage. No policy / regulatory framework for CCS. Establishment of SACCCS under SANEDI.
5.11	Designated National Authority	To approve and monitor the execution of CDM projects in terms of the Kyoto Protocol.	SA approval procedure is in place. Guidance for applicants of CDM in South Africa is in place. CDM Status report.
5.12	UNFCCC Participation	To represent the South African Energy Sector at UNFCCC events, monitor and report on the implementation of UNFCCC decisions and report on the outcomes of the UNFCCC meetings.	SA negotiation position paper. SA National Climate Change Response White Paper Policy. COP 17 /CMP 7 Report.

#### Subprogramme: Transfers and Subsidies

No specific Strategic Objectives are set for this Subprogramme as it is established to provide for expenditure related to transfer payments and subsidies emanating from the abovementioned Strategic Objectives.

## 6. PROGRAMME 6: PROGRAMMES AND PROJECTS

### PURPOSE

The Purpose of the Programme is to manage, coordinate, monitor and report on energy related programmes and projects.

### SUBPROGRAMMES

The following Subprogrammes have been identified and are the responsibility of the indicated components:

Subprogrammes	Component(s)
Access to Energy	Access to Energy Programmes and Projects
Community Upliftment	Community Upliftment Programmes and Projects
Infrastructure/Industry	Infrastructure/Industry Development Programmes and Projects
Regional Programmes and Projects	Regional Directorates
Project Management	Project Management Unit
Transfers and Subsidies	Expenditure related to transfer payments and subsidies emanating from the Strategic Objectives.

### STRATEGIC OBJECTIVES

The following Strategic Objectives have been identified for this Programme:

Strategic Objective	Objective Statement	Baseline
6.1 Universal Access to Energy	To manage, coordinate, monitor and report on programmes and projects to promote/enhance universal access to energy.	12.5 million Households are connected on grid and 31 643 are connected non-grid technology. 7 leC's established.
6.2 Community Upliftment	To identify, implement, manage and coordinate programmes/projects aimed at poverty alleviation, rural development, mainstreaming, and/upliftment/empowerment of disadvantaged/vulnerable groups and communities; and to promote public awareness on energy issues.	Draft Youth Strategy for the DOE. Draft Gender Policy. Draft Disability Guidelines for DOE. Annual Learners Focus Week Programme. Women in Energy and Gas in South Africa(WOEA). Women in Nuclear in South Africa (WINSA). Inclining Block Tariff (IBT) introduced but does not cover prepaid meters. Draft report on Fixed Retail Margin for Illuminating Paraffin.

Strategic Objective		Objective Statement	Baseline
6.3	Infrastructure/Industry Development	To plan, coordinate, monitor, administer and report on the implementation of programmes and projects focused on the development/improvement/transformation of the energy generation/ refinement, transmission and distribution industry and infrastructure.	<p>Liquid Fuels 20-year Infrastructure Plan initiated.</p> <p>Grant Funding Agreement between DoE and Transnet signed for the new multipurpose pipeline (NMPP) from Durban to Johannesburg.</p> <p>20 days of crude oil held by government.</p> <p>44,535 Megawatts (2010) electricity generation reserve margin.</p> <p>81 % of households electrified (12.5 million) of which 31,643 are Solar Home Systems.</p> <p>Problem identification report for the electricity distribution infrastructure.</p> <p>Materials Test Reactor Fuel Manufacturing Facilities only (in conjunction with NECSA).</p> <p>National Radioactive Waste Disposal Institute Act, 2008.</p> <p>No IPP's, no independent buyer and IPP Procurement done on ad hoc basis.</p> <p>Some municipalities have Demand Management programmes.</p> <p>211 000 solar water heating (SWH) systems installed.</p> <p>Only pilot projects for landfill gas, wind (Darling) and Hydro (Bethlehem) electricity generation.</p>
6.4	Regional Programmes and Projects	To assist with obtaining information relevant to the identification, planning and implementation of projects, do physical inspections on the execution of projects and liaise between beneficiaries/potential beneficiaries of projects, service providers and the Department.	Regional Directorates established.
6.5	Project Management	To provide specialised assistance to the programme/project managers and management in general to apply project management principles, coordinate project information and report on projects.	The need for a Project Management Unit has been identified but still needs to be established in the Department.

#### Subprogramme: Transfers and Subsidies

No specific Strategic Objectives are set for this Subprogramme as it is established to provide for expenditure related to transfer payments and subsidies emanating from the abovementioned Strategic Objectives.

## 7. RISK MANAGEMENT

A Global Risk Assessment for the Department of Energy was conducted during the 2011/12 fiscal year, in line with Treasury Regulation 27.2.1. A number of risk exposures, that may affect the realisation of the strategic objectives of the Department, have been identified. Mitigation strategies required to mitigate the risk exposures will be implemented, monitored and evaluated on a quarterly basis to determine the effectiveness thereof. Out of the identified risk exposures reflected in the Global Risk Register, the Department has decided to prioritise and focus on the following Top 5 risks:

STRATEGIC OBJECTIVE		RISK DESCRIPTION	CONTROLS IN PLACE	RECOMMENDATION/ MITIGATION STRATEGY
1.	Efficient and diverse energy mix for universal access within a transformed Energy Sector.	Fragmented and incomplete energy data and failure to publish the Integrated Energy Plan (IEP).	Documented IEP Methodology. Stakeholder engagement Framework.	Outsourcing collection of Data for IEP and modelling. Model structure and the results will be externally reviewed. Conduct stakeholder workshops. Draft IEP stakeholder engagement implementation plan to be finalised as a matter of urgency. A new service provider to be appointed as a matter of urgency for the collection of the outstanding data.
2.	Mitigation against, and adaptation to, the impacts of Climate Change.	Failure to secure adequate funding for the deployment of clean energy technologies and interventions, within the country and the Africa Continent.	Approved National Climate Change response White Paper Policy, October 2011. International platforms and forums on clean energy and climate change.	Alignment with parties that support second commitment of the Kyoto protocol. Continuing participation in international forums and creation of enabling environment that will scale up investments and mobilize private capital.
3.	Energy supply is secure and demand is well managed. Efficient and diverse Energy mix for Universal excess within a transformed Energy Sector. Improved Energy regulation and competition.	Poor Implementation of the Integrated Resource Plan (IRP 2010) and the Energy Efficiency Strategy. Failure to secure sufficient supply of liquid fuels in the country.	Business Continuity Plan. Weekly and Monthly Reports. Import and export controls. Road and Rail bridging. Periodic revision of the IRP. Medium Term Risk Mitigation Plan. Service delivery agreements. Integrated Development Plans. PFMA. DORA.	Improve planning and monitoring of petroleum products supply. Finalisation and implementation of strategic stocks policy. Monitor utilisation of funding and performance of Transnet pipeline. Finalisation, approval and implementation of the business communication protocol. New Multi Purpose Pipeline Commissioning. Economic models for demand prediction developed and implemented. Improvement of the programme and project performance monitoring. Participate in the National, Regional and Local Integrated Development Planning Forums.
4.	Good Corporate Governance.	Misalignment of Programme Performance reporting against the Predetermined Objectives ( the Strategic Plan, Annual Performance Plan and Quarterly Targets).	Strategic Plan 2011/12 -2015/16. Annual Performance Plan. M&E Framework.	2011/12-2015/16 Strategic Plan to be revised to include Annual and Quarterly targets that are not listed. The content of the Strategic Plan and the Annual Performance Plan should form the basis of the information reported in the Quarterly Performance Reports. Management should review reported information for accuracy and completeness.
5.	Good Corporate Governance.	Inadequate funding to implement the Departments' mandate and the approved macro organisational structure.	Organizational Structure being reviewed to address the needs. Budget being reviewed for allocation of additional funding. Skills retention policy in place. Continuing communication with National Treasury.	Expedite implementation of the approved structure. Continuous lobbying for additional funding during the Budget adjustment cycle. Retention Policy to be adhered to and implemented. Process to align Organisational Structure to the Strategic Plan and requirements stipulated in the HR Plan to be implemented. Continuous communication with National Treasury for allocation of additional funding.

## 8. DEPARTMENT OF ENERGY LOGIC MODEL

The following model depicts the alignment between Government's Outcomes, the Department's Strategic Outcomes Oriented Goals and the Department's Strategic Objectives (2012/13):

<b>GOVERNMENT OUTCOMES</b>	2 – A long and healthy life for all South Africans; 7 – Vibrant, equitable and sustainable rural communities and food security for all and 8 – Sustainable human settlement and improved quality of household life.	4 – Decent employment through inclusive economic growth.	6 – An efficient, competitive and responsive economic infrastructure network.	10 – Environmental assets and natural resources that are well protected and continually enhanced.	12 – An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.	
<b>STRATEGIC OUTCOMES ORIENTED GOALS</b>	2. Energy supply is secure and demand is well managed.					
<b>STRATEGIC OBJECTIVES/OUTPUTS</b>	1. Efficient and diverse energy mix for universal access within a transformed energy sector.	3. Improved energy regulation and competition.	4. An efficient, competitive and responsive energy infrastructure network.	5. Environmental assets and natural resources protected and continually enhanced by cleaner energy technologies.	6. Mitigation against, and adaptation to, the impacts of climate change.	7. Good corporate governance for effective and efficient service delivery.
<b>STRATEGIC OBJECTIVES/OUTPUTS</b>	2.1 Policy Analysis and Research 2.2 Energy Data 2.3 Energy Modelling 2.4 Energy Planning 3.7 Fuel Levies and Margins 3.8 Fuel Price Administration 6.1 Universal Access to Energy 6.2 Community Upliftment Programmes and Projects 6.4 Regional Programmes and Projects 6.5 Project Management	2.6 Petroleum Policy 2.7 Coal Policy 2.8 Gas Policy 2.9 Electricity Policy 2.10 Energy Regulation 2.11 Energy Policy Administration 3.1 Petroleum License Analyses 3.2 Petroleum Charter and Permit Compliance 3.3 Petroleum Supply 3.4 Petroleum Inspection 3.5 Petroleum Arbitration 3.6 Petroleum Enforcement 4.1 Nuclear Safety and Emergency Preparedness 4.3 Nuclear Safeguards and Compliance 4.4 Nuclear Radiation Security 4.5 Nuclear Policy	2.5 Energy Interventions 4.2 Nuclear Energy Expansion/ Infrastructure Development 5.2 Energy Efficiency Interventions 5.3 Medium-Term Risk Mitigation Plan (MTRMP) – Demand Side Options 5.5 Renewable Energy Interventions 5.6 Medium-Term Risk Mitigation Plan (MTRMP) – Supply Side Options 6.3 Infrastructure/Industry Development 6.4 Regional Programmes and Projects 6.5 Project Management	5.1 Energy Efficiency and Demand Management Policy and Strategies 5.2 Energy Efficiency Interventions 5.3 Medium-Term Risk Mitigation Plan (MTRMP) – Demand Side Options 5.4 Renewable Energy Policy and Strategies 5.5 Renewable Energy Interventions 5.6 Medium-Term Risk Mitigation Plan (MTRMP) – Supply Side Options	5.7 Climate Change 5.8 Green/Low Carbon Economy 5.9 Environmental Compliance 5.10 Clean Development Mechanism Interventions 5.11 Designated National Authority 5.12 UNFCCC Participation	1.1 Executive Support 1.2 Human Resource Management and Development 1.3 Accommodation and Facilities 1.4 Records Management 1.5 Security Services 1.6 Legal Services 1.7 Communication Services 1.8 Knowledge Management 1.9 Research Coordination 1.10 Financial Management and Accounting 1.11 Supply Chain and Asset Management 1.12 ICT Infrastructure and Systems 1.13 Audit Services 1.14 Enterprise-Wide Risk Management 1.15 Anti-Fraud and Corruption 1.16 Strategic Management and Planning 1.17 Monitoring and Evaluation 1.18 SOE Oversight 1.19 International Relations 1.20 Inter-governmental Coordination

# PART E:

## PROGRAMME AND SUBPROGRAMME PLANS

### 1.PROGRAMME 1: ADMINISTRATION

#### STRATEGIC OBJECTIVE ANNUAL TARGETS

STRATEGIC OBJECTIVE		PROGRAMME PERFORMANCE INDICATOR	ESTIMATED PERFORMANCE 2011/12	MEDIUM TERM TARGETS			
				2012/13	2013/14	2014/15	2015/16
1.1	Executive Support	<ol style="list-style-type: none"> <li>Reporting templates for governance structures (Management Committee (MANCO), Executive Committee (EXCO), Clusters, etc.) aligned.</li> <li>Responses and presentations to cabinet, parliamentary, international, mandatory bodies, etc. timeous and well researched</li> <li>EXCO and MANCO meetings coordinated as scheduled.</li> <li>EXCO and MANCO meetings recorded and decisions followed-up.</li> </ol>	<ol style="list-style-type: none"> <li>Aligned systems of operations for the Minister, Deputy Minister and Director-General developed and implemented.</li> <li>Executive support to the Minister, Deputy Minister and Director-General provided.</li> </ol>	Executive support to the Minister, Deputy Minister and Director-General provided.	Executive support to the Minister, Deputy Minister and Director-General provided.	Executive support to the Minister, Deputy Minister and Director-General provided.	Executive support to the Minister, Deputy Minister and Director-General provided.
1.2	Human Resource Management and Development	<ol style="list-style-type: none"> <li>Human resources (HR) recruitment, selection, development and retention to fulfil Department's mandate.</li> <li>Reduced vacancy rate</li> <li>Effective and efficient PMS</li> <li>Personnel trained according to Workplace skills development plans</li> <li>Wellness of employees and equity promoted</li> </ol>	<ol style="list-style-type: none"> <li>HR Plan finalised by 30 April 2011; implementation of phase 1 of the HR Plan (approved HR policies) commenced by 30 June 2011 and concluded by 31 March 2012.</li> <li>Development programmes developed, implemented and monitored (Internship, bursary allocation, placements and absorption rated).</li> </ol>	<ol style="list-style-type: none"> <li>Implementation of phase 2 of the HR Plan commenced by 30 June 2012 and concluded by 31 March 2013; and</li> <li>Review of 1st phase progress.</li> </ol>	<ol style="list-style-type: none"> <li>Implementation of phase 3 of the HR Plan commenced by 30 June 2013 and concluded by 31 March 2014; and</li> <li>Review of 2nd phase progress.</li> </ol>	<ol style="list-style-type: none"> <li>Implementation of phase 4 of the HR Plan commenced by 30 June 2014 and concluded by 31 March 2015; and</li> <li>Review of 3rd phase progress and future planning.</li> </ol>	<ol style="list-style-type: none"> <li>HR Plan fully implemented and impact assessed by 31 March 2016.</li> <li>Review of 4th phase progress and future planning.</li> </ol>
1.3	Accommodation and Facilities	Accommodation and facilities provided according to needs assessment.	<ol style="list-style-type: none"> <li>New office accommodation identified and lease agreement finalised.</li> <li>Refurbishment of new office accommodation finalised.</li> </ol>	<ol style="list-style-type: none"> <li>Relocation of DoE to new Office accommodation.</li> <li>Development and implementation of Immovable asset management plan developed and implemented; and</li> <li>Facilities Management framework implemented.</li> <li>Maintenance Plan developed and implemented.</li> </ol>	<ol style="list-style-type: none"> <li>Immovable asset management plan revised as needed; and</li> <li>Maintenance Plan monitored.</li> </ol>	<ol style="list-style-type: none"> <li>Immovable asset management plan revised as needed; and</li> <li>Maintenance Plan monitored.</li> </ol>	<ol style="list-style-type: none"> <li>Immovable asset management plan revised as needed; and</li> <li>Maintenance Plan monitored.</li> </ol>

STRATEGIC OBJECTIVE		PROGRAMME PERFORMANCE INDICATOR	ESTIMATED PERFORMANCE 2011/12	MEDIUM TERM TARGETS			
				2012/13	2013/14	2014/15	2015/16
1.4	Records Management	Records Management plan approved and implemented.	Develop Records Management plan and obtain approval.	Records Management plan developed, approved and implemented.	Maintenance of Records Management plan.	Maintenance of Records Management plan.	Maintenance of Records Management plan.
1.5	Security Services	A safe and secure working environment.	<ol style="list-style-type: none"> <li>1. Security Risk Management (SRS) Plan by 30 April 2011.</li> <li>2. Phase 1 of the SRS plan implemented by 30 June 2011.</li> </ol>	<ol style="list-style-type: none"> <li>1. Phase 2 of the SRS plan implemented by 30 June 2012.</li> <li>2. Review of 1st phase implementation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Phase 3 of the SRS Plan implemented by 30 June 2013.</li> <li>2. Review of 2nd phase implementation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Phase 4 of the SRS Plan implemented by 30 June 2014.</li> <li>2. Review of 3rd phase implementation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Security Risk Management Plan fully implemented.</li> <li>2. Plan and its impact Evaluated.</li> </ol>
1.6	Legal Services	Professional legal services provided.	50% of requests processed within prescribed timeframes.	100% of requests processed within prescribed or agreed timeframes.	100% of requests processed within prescribed or agreed timeframes.	100% of requests processed within prescribed or agreed timeframes.	100% of requests processed within prescribed timeframes and full compliance with legislative framework.
1.7	Communication Services	<ol style="list-style-type: none"> <li>1. Approved and implemented Communication Strategy and Plan.</li> <li>2. Communication Policies and Procedures developed.</li> <li>3. External services (projects) managed.</li> <li>4. Implemented media monitoring and liaison services.</li> <li>5. Implemented Internal Communication services.</li> <li>6. Implemented events management support.</li> <li>7. Implemented Marketing, Advertising, Branding plans.</li> <li>8. Implemented Publications services.</li> <li>9. Stakeholder Management strategy and plan approved and implemented.</li> </ol>	<ol style="list-style-type: none"> <li>1. DoE Communication Strategy and Plan by 30 June 2011 aligned with National (GCIS) Communication Strategy, approved by 30 June 2011, implemented and Strategy effectiveness reviewed.</li> <li>2. Aligned Communications policies and procedures.</li> <li>3. External services (projects) project managed.</li> <li>4. Develop and implement media monitoring and liaison services.</li> <li>5. Develop and implement the Internal Communication plan.</li> <li>6. Develop and update events calendar</li> <li>7. Develop and implement the marketing, advertising and branding plan.</li> <li>8. Develop and implement the publications services.</li> <li>9. Approved Stakeholder Management strategy and plan.</li> </ol>	<ol style="list-style-type: none"> <li>1. 1. DoE Communication Strategy and Plan aligned with National (GCIS) Communication Strategy, approved by 30 June 2012, implemented and Strategy effectiveness reviewed.</li> <li>2. Aligned Communications policies and procedures.</li> <li>3. External services (projects) project managed.</li> <li>4. Develop and implement media monitoring and liaison services.</li> <li>5. Develop and implement the Internal Communication plan.</li> <li>6. Develop and update events calendar.</li> <li>7. Develop and implement the marketing, advertising and branding plan.</li> <li>8. Develop and implement the publications services.</li> <li>9. Approved Stakeholder Management strategy and plan.</li> </ol>	<ol style="list-style-type: none"> <li>1. DoE Communication Strategy and Plan by 30 June 2011 aligned with National (GCIS) Communication Strategy; approved by 30 June 2013, and implemented and Strategy effectiveness reviewed.</li> <li>2. Aligned Communications policies and procedures.</li> <li>3. External services (projects) project managed.</li> <li>4. Develop and implement media monitoring and liaison services.</li> <li>5. Develop and implement the Internal Communication plan.</li> <li>6. Develop and update events calendar.</li> <li>7. Develop and implement the marketing, advertising and branding plan.</li> <li>8. Develop and implement the publications services.</li> <li>9. Approved Stakeholder Management strategy and plan.</li> </ol>	<ol style="list-style-type: none"> <li>1. DoE Communication Strategy and Plan by 30 June 2011 aligned with National (GCIS) Communication Strategy; approved by 30 June 2014, and implemented and Strategy effectiveness reviewed.</li> <li>2. Aligned Communications policies and procedures.</li> <li>3. External services (projects) project managed.</li> <li>4. Develop and implement media monitoring and liaison services.</li> <li>5. Develop and implement the Internal Communication plan.</li> <li>6. Develop and update events calendar.</li> <li>7. Develop and implement the marketing, advertising and branding plan.</li> <li>8. Develop and implement the publications services.</li> <li>9. Approved Stakeholder Management strategy and plan.</li> </ol>	<ol style="list-style-type: none"> <li>1. DoE Communication Strategy and Plan by 30 June 2011 aligned with National (GCIS) Communication Strategy; approved by 30 June 2015, and implemented and Strategy effectiveness reviewed.</li> <li>2. Aligned Communications policies and procedures.</li> <li>3. External services (projects) project managed.</li> <li>4. Develop and implement media monitoring and liaison services.</li> <li>5. Develop and implement the Internal Communication plan.</li> <li>6. Develop and update events calendar.</li> <li>7. Develop and implement the marketing, advertising and branding plan.</li> <li>8. Develop and implement the publications services.</li> <li>9. Approved Stakeholder Management strategy and plan.</li> </ol>

STRATEGIC OBJECTIVE		PROGRAMME PERFORMANCE INDICATOR	ESTIMATED PERFORMANCE 2011/12	MEDIUM TERM TARGETS			
				2012/13	2013/14	2014/15	2015/16
1.8	Knowledge Management	Approved Knowledge Management Strategy and Plan.	<ol style="list-style-type: none"> <li>1. Develop Knowledge Management Strategy and Plan.</li> <li>2. Submit Knowledge Management Strategies and Plans for departmental approval by 30 June 2011.</li> <li>3. Implement Strategies and Plans.</li> <li>4. Review Strategy effectiveness.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop Knowledge Management Strategy and Plan.</li> <li>2. Submit Knowledge Management Strategies and Plans for departmental approval by 30 June 2012.</li> <li>3. Implement Strategies and Plans.</li> <li>4. Review Strategy effectiveness.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop Knowledge Management Strategy and Plan.</li> <li>2. Submit Knowledge Management Strategies and Plans for departmental approval by 30 June 2013.</li> <li>3. Implement Strategies and Plans.</li> <li>4. Review Strategy effectiveness.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop Knowledge Management Strategy and Plan.</li> <li>2. Submit Knowledge Management Strategies and Plans for departmental approval by 30 June 2014.</li> <li>3. Implement Strategies and Plans.</li> <li>4. Review Strategy effectiveness.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop Knowledge Management Strategy and Plan.</li> <li>2. Submit Knowledge Management Strategies and Plans for departmental approval by 30 June 2015.</li> <li>3. Implement Strategies and Plans.</li> <li>4. Review Strategy effectiveness.</li> </ol>
1.9	Research Coordination	<ol style="list-style-type: none"> <li>1. The need for a Research Coordination function has been identified but still needs to be established in the Department.</li> <li>2. Research by Department and SOE's coordinated.</li> </ol>	No Target.	Research Coordination unit established	Research Coordination unit established fully functional.	Research by Department and SOE's coordinated.	Research by Department and SOE's coordinated.
1.10	Financial Management and Accounting	<ol style="list-style-type: none"> <li>1. Department's Budget coordinated and aligned to Strategic Plan and Annual Performance Plan, spending monitored and financial performance reported on.</li> <li>2. Debt and Revenue due to the department managed and accurately and timeously recorded and cash book managed.</li> <li>3. Departmental assets managed.</li> <li>4. Departmental expenditure and creditors managed.</li> <li>5. A sound internal control environment created and ongoing financial management monitoring and evaluation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Department's submissions (AENE, ENE) consolidated, monthly and quarterly spending patterns monitored and reported on and financial resources redirected to critical/strategic areas.</li> <li>2. Debt and Revenue due to the department managed and accurately and timeously recorded.</li> <li>3. Departmental assets managed.</li> <li>4. Accurate and timeous payments provided to all creditors.</li> <li>5. A sound internal control environment created and ongoing financial management monitoring and evaluation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Department's submissions (AENE, ENE) consolidated, monthly and quarterly spending patterns monitored and reported on and financial resources redirected to critical/strategic areas.</li> <li>2. Debt and Revenue due to the department managed and accurately and timeously recorded.</li> <li>3. Departmental assets managed.</li> <li>4. Accurate and timeous payments provided to all creditors.</li> <li>5. A sound internal control environment created and ongoing financial management monitoring and evaluation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Department's submissions (AENE, ENE) consolidated, monthly and quarterly spending patterns monitored and reported on and financial resources redirected to critical/strategic areas.</li> <li>2. Debt and Revenue due to the department managed and accurately and timeously recorded.</li> <li>3. Departmental assets managed.</li> <li>4. Accurate and timeous payments provided to all creditors.</li> <li>5. A sound internal control environment created and ongoing financial management monitoring and evaluation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Department's submissions (AENE, ENE) consolidated, monthly and quarterly spending patterns monitored and reported on and financial resources redirected to critical/strategic areas.</li> <li>2. Debt and Revenue due to the department managed and accurately and timeously recorded.</li> <li>3. Departmental assets managed.</li> <li>4. Accurate and timeous payments provided to all creditors.</li> <li>5. A sound internal control environment created and ongoing financial management monitoring and evaluation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Department's submissions (AENE, ENE) consolidated, monthly and quarterly spending patterns monitored and reported on and financial resources redirected to critical/strategic areas.</li> <li>2. Debt and Revenue due to the department managed and accurately and timeously recorded.</li> <li>3. Departmental assets managed.</li> <li>4. Accurate and timeous payments provided to all creditors.</li> <li>5. A sound internal control environment created and ongoing financial management monitoring and evaluation.</li> </ol>
1.11	Supply Chain and Asset Management	Value-for-money goods and services procured in line with Strategic Plan and Annual Performance Plan.	Value-for-money goods and services procured in line with Strategic Plan and Annual Performance Plan.	Value-for-money goods and services procured in line with Strategic Plan and Annual Performance Plan.	Value-for-money goods and services procured in line with Strategic Plan and Annual Performance Plan.	Value-for-money goods and services procured in line with Strategic Plan and Annual Performance Plan.	Value-for-money goods and services procured in line with Strategic Plan and Annual Performance Plan.

STRATEGIC OBJECTIVE		PROGRAMME PERFORMANCE INDICATOR	ESTIMATED PERFORMANCE 2011/12	MEDIUM TERM TARGETS			
				2012/13	2013/14	2014/15	2015/16
1.12	ICT Infrastructure and Systems	<ol style="list-style-type: none"> <li>Petroleum Licensing System implemented.</li> <li>Managed Virtual Private Network (VPN) implemented.</li> <li>Mechanism to enhance energy data collection, storage and dissemination (Centralised Energy Database) provided.</li> <li>ICT disaster recovery site provided to reduce prolonged systems downtime in the event of disaster.</li> <li>Integrated Financial Management System (IFMS) implemented.</li> </ol>	<ol style="list-style-type: none"> <li>Phase 1 of the Petroleum Licensing System implemented.</li> <li>Implementation of managed VPN completed.</li> <li>Energy Database project charter approved, high level business requirement charter draft and User Requirements Specification approved.</li> <li>ICT disaster recovery site charter approved and hardware procured.</li> <li>Integrated Financial Management system fact finding workshops completed.</li> </ol>	<ol style="list-style-type: none"> <li>Phase 2 of the Petroleum Licensing System implemented, system related audit queries resolved and additional hardware to host system procured.</li> <li>Telephone System at regional offices implemented and revised and rules of access implemented.</li> <li>Energy Database User Requirements Specification approved, additional hardware to host system procured and Phase 1 designed and implemented.</li> <li>ICT disaster recovery hardware configured, DoE - SITA data line upgraded and disaster recovery site at SITA implemented.</li> <li>Financial management module developed by State Information Technology Agency.</li> </ol>	<ol style="list-style-type: none"> <li>Petroleum Licensing System available at Regional Offices and system maintained and enhanced.</li> <li>VPN managed and maintained.</li> <li>Phase 2 of Energy Database designed and implemented.</li> <li>Disaster recovery site tested and additional hardware procured to upgrade storage capacity.</li> <li>Financial Management Module implemented, server infrastructure terms of reference approved, additional servers procured, installed and configured.</li> </ol>	<ol style="list-style-type: none"> <li>Petroleum Licensing System maintained and enhanced.</li> <li>VPN managed and maintained.</li> <li>Phase 3 of Energy Database designed and implemented.</li> <li>Data line bandwidth upgraded to improve disaster recovery capacity.</li> <li>Supply Chain Module and HR Module of IFMS implemented.</li> </ol>	<ol style="list-style-type: none"> <li>Petroleum Licensing System maintained and enhanced.</li> <li>VPN managed and maintained.</li> <li>Energy Database maintained and enhanced.</li> <li>Disaster recovery system maintained and supported.</li> <li>IFMS system maintained and supported.</li> </ol>
1.13	Audit Services	<ol style="list-style-type: none"> <li>Full spectrum internal audit services rendered with - <ul style="list-style-type: none"> <li>Client satisfaction.</li> <li>Audit Committee satisfaction.</li> </ul> </li> <li>Internal Audit Strategic Plan reviewed and updated.</li> <li>Internal Audit Annual Plan compiled.</li> <li>Internal Audit Charter and Audit Committee Charter reviewed.</li> </ol>	<ol style="list-style-type: none"> <li>Execution of risk based annual audit plan with – <ul style="list-style-type: none"> <li>70% client satisfaction achieved.</li> <li>70% Audit Committee satisfaction achieved.</li> </ul> </li> <li>Internal Audit Strategic Plan reviewed and updated.</li> <li>Internal Audit Annual Plan compiled.</li> <li>Internal Audit Charter and Audit Committee Charter reviewed.</li> <li>Auditor-General Management letter addressed.</li> </ol>	<ol style="list-style-type: none"> <li>Execution of risk based annual audit plan with – <ul style="list-style-type: none"> <li>70% client satisfaction achieved.</li> <li>70% Audit Committee satisfaction achieved.</li> </ul> </li> <li>Internal Audit Strategic Plan reviewed and updated.</li> <li>Internal Audit Annual Plan compiled.</li> <li>Internal Audit Charter and Audit Committee Charter reviewed.</li> <li>Auditor-General Management letter addressed.</li> </ol>	<ol style="list-style-type: none"> <li>Execution of risk based annual audit plan with – <ul style="list-style-type: none"> <li>70% client satisfaction achieved.</li> <li>70% Audit Committee satisfaction achieved.</li> </ul> </li> <li>Internal Audit Strategic Plan reviewed and updated.</li> <li>Internal Audit Annual Plan compiled.</li> <li>Internal Audit Charter and Audit Committee Charter reviewed.</li> <li>Auditor-General Management letter addressed.</li> </ol>	<ol style="list-style-type: none"> <li>Execution of risk based annual audit plan with – <ul style="list-style-type: none"> <li>70% client satisfaction achieved.</li> <li>70% Audit Committee satisfaction achieved.</li> </ul> </li> <li>Internal Audit Strategic Plan reviewed and updated.</li> <li>Internal Audit Annual Plan compiled.</li> <li>Internal Audit Charter and Audit Committee Charter reviewed.</li> <li>Auditor-General Management letter addressed.</li> </ol>	<ol style="list-style-type: none"> <li>Execution of risk based annual audit plan with – <ul style="list-style-type: none"> <li>70% client satisfaction achieved.</li> <li>70% Audit Committee satisfaction achieved.</li> </ul> </li> <li>Internal Audit Strategic Plan reviewed and updated.</li> <li>Internal Audit Annual Plan compiled.</li> <li>Internal Audit Charter and Audit Committee Charter reviewed.</li> <li>Auditor-General Management letter addressed.</li> </ol>

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				2012/13	2013/14	2014/15	2015/16	
1.14	Enterprise-Wide Risk Management	<ol style="list-style-type: none"> <li>Approved Risk Management Strategy.</li> <li>Annual Global Risk Assessments Conducted.</li> <li>Updated Risk Register in place.</li> <li>Risk Response Action Plan in Place.</li> <li>Risk Management Committee Members appointed in writing.</li> <li>Risk Management Charter in place.</li> <li>Risk Management Sub-Committee in place.</li> <li>Risk Management Sub-Committee Members appointed in writing.</li> <li>Four Risk Management Committee Meetings convened per annum.</li> <li>Risk awareness sessions conducted.</li> </ol>	<ol style="list-style-type: none"> <li>Enterprise Risk Management Strategy reviewed and recommendation implemented.</li> <li>Fraud Prevention Plan reviewed and recommendation implemented.</li> <li>Four Risk Management Committee and four Risk Management Champions Committee meetings held.</li> <li>Low, medium and high risks identified and mitigation strategies prioritized.</li> <li>Identified risks reduced by 20% against risk register and assigned priority; and Risk register updated.</li> </ol>	<ol style="list-style-type: none"> <li>Enterprise Risk Management system fact finding workshops Strategy reviewed and recommendation implemented.</li> <li>Fraud Prevention Plan reviewed and recommendation implemented;</li> <li>Four Risk Management Committee and four Risk Management Champions Committee meetings held.</li> <li>Low, medium and high risks identified and mitigation strategies prioritized.</li> <li>Identified risks reduced by 40% against risk register and assigned priority; and Risk register updated.</li> </ol>	<ol style="list-style-type: none"> <li>Enterprise Risk Management System Strategy reviewed and recommendation implemented.</li> <li>Fraud Prevention Plan reviewed and recommendation implemented.</li> <li>Four Risk Management Committee and four Risk Management Champions Committee meetings held.</li> <li>Low, medium and high risks identified and mitigation strategies prioritized.</li> <li>Identified risks reduced by 60% against risk register and assigned priority; and Risk register updated.</li> </ol>	<ol style="list-style-type: none"> <li>Enterprise Risk Management System Strategy reviewed and recommendation implemented.</li> <li>Fraud Prevention Plan reviewed and recommendation implemented.</li> <li>Four Risk Management Committee and four Risk Management Champions Committee meetings held.</li> <li>Low, medium and high risks identified and mitigation strategies prioritized.</li> <li>Identified risks reduced by 80% against risk register and assigned priority; and Risk register updated.</li> </ol>	<ol style="list-style-type: none"> <li>Enterprise Risk Management Strategy reviewed and recommendation implemented.</li> <li>Fraud Prevention Plan reviewed and recommendation implemented.</li> <li>Four Risk Management Committee and four Risk Management Champions Committee meetings held.</li> <li>Low, medium and high risks identified and mitigation strategies prioritized.</li> <li>Identified risks reduced by 80% against risk register and assigned priority; and Risk register updated.</li> </ol>	
1.15	Anti-Fraud and Corruption	<ol style="list-style-type: none"> <li>Approved Fraud Prevention Plan.</li> <li>Approved Fraud Implementation Plan.</li> <li>Approved Ethics Policy.</li> <li>Approved Fraud Prevention Policy.</li> <li>Whistle Blowing Policy in Place.</li> <li>Code of Conduct in place.</li> </ol>	<ol style="list-style-type: none"> <li>Reviewed and updated Fraud Prevention Plan.</li> <li>Reviewed and updated Fraud Prevention Policy.</li> <li>Reviewed and updated Whistle Blowing Policy.</li> <li>Reviewed and updated Response Action Plan.</li> <li>Anti-Fraud and Corruption Workshops conducted.</li> <li>Post the Hot line numbers in visible areas.</li> <li>Reported cases of corruption investigated.</li> <li>Compile and submit the outcome of reported cases.</li> <li>Ensure that SMS members complete the financial disclosure forms.</li> </ol>	<ol style="list-style-type: none"> <li>Reviewed and updated Fraud Prevention Plan.</li> <li>Reviewed and updated Fraud Prevention Policy.</li> <li>Reviewed and updated Whistle Blowing Policy.</li> <li>Reviewed and updated Response Action Plan.</li> <li>Anti-Fraud and Corruption Workshops conducted.</li> <li>Post the Hot line numbers in visible areas.</li> <li>Reported cases of corruption investigated.</li> <li>Compile and submit the outcome of reported cases.</li> <li>Ensure that SMS members complete the financial disclosure forms.</li> </ol>	<ol style="list-style-type: none"> <li>Reviewed and updated Fraud Prevention Plan.</li> <li>Reviewed and updated Fraud Prevention Policy.</li> <li>Reviewed and updated Whistle Blowing Policy.</li> <li>Reviewed and updated Response Action Plan.</li> <li>Anti-Fraud and Corruption Workshops conducted.</li> <li>Post the Hot line numbers in visible areas.</li> <li>Reported cases of corruption investigated.</li> <li>Compile and submit the outcome of reported cases.</li> <li>Ensure that SMS members complete the financial disclosure forms.</li> </ol>	<ol style="list-style-type: none"> <li>Reviewed and updated Fraud Prevention Plan.</li> <li>Reviewed and updated Fraud Prevention Policy.</li> <li>Reviewed and updated Whistle Blowing Policy.</li> <li>Reviewed and updated Response Action Plan.</li> <li>Anti-Fraud and Corruption Workshops conducted.</li> <li>Post the Hot line numbers in visible areas.</li> <li>Reported cases of corruption investigated.</li> <li>Compile and submit the outcome of reported cases.</li> <li>Ensure that SMS members complete the financial disclosure forms.</li> </ol>	<ol style="list-style-type: none"> <li>Reviewed and updated Fraud Prevention Plan.</li> <li>Reviewed and updated Fraud Prevention Policy.</li> <li>Reviewed and updated Whistle Blowing Policy.</li> <li>Reviewed and updated Response Action Plan.</li> <li>Anti-Fraud and Corruption Workshops conducted.</li> <li>Post the Hot line numbers in visible areas.</li> <li>Reported cases of corruption investigated.</li> <li>Compile and submit the outcome of reported cases.</li> <li>Ensure that SMS members complete the financial disclosure forms.</li> </ol>	<ol style="list-style-type: none"> <li>Reviewed and updated Fraud Prevention Plan.</li> <li>Reviewed and updated Fraud Prevention Policy.</li> <li>Reviewed and updated Whistle Blowing Policy.</li> <li>Reviewed and updated Response Action Plan.</li> <li>Anti-Fraud and Corruption Workshops conducted.</li> <li>Post the Hot line numbers in visible areas.</li> <li>Reported cases of corruption investigated.</li> <li>Compile and submit the outcome of reported cases.</li> <li>Ensure that SMS members complete the financial disclosure forms.</li> </ol>

STRATEGIC OBJECTIVE		PROGRAMME PERFORMANCE INDICATOR	ESTIMATED PERFORMANCE 2011/12	MEDIUM TERM TARGETS			
				2012/13	2013/14	2014/15	2015/16
1.16	Strategic Management and Planning	<p>1. Extent to which Strategic Plan is aligned with MTSF, Delivery Agreements, includes Risk Mitigation, reviewed and, if applicable, tabled in Parliament.</p> <p>2. Extent to which Annual Performance Plan complies with Treasury prescripts, extent of alignment with Strategic Plan and tabled in Parliament.</p> <p>3. Strategic Plan and Annual Performance Plan operationalised through operational and business plans.</p> <p>4. Service Delivery Improvement Plans developed, implemented and adhered to.</p>	<p>1. Strategic Plan is aligned with MTSF, Delivery Agreements, includes Risk Mitigation, reviewed and, if applicable, tabled in Parliament.</p> <p>2. Annual Performance Plan complies with Treasury prescripts, extent of alignment with Strategic Plan and tabled in Parliament.</p> <p>3. Strategic Plan and Annual Performance Plan operationalised through operational and business plans.</p> <p>4. No target w.r.t. Service Delivery Improvement Plans developed, implemented and adhered to.</p>	<p>1. Strategic Plan is aligned with MTSF, Delivery Agreements, includes Risk Mitigation, reviewed and, if applicable, tabled in Parliament.</p> <p>2. Annual Performance Plan complies with Treasury prescripts, extent of alignment with Strategic Plan and tabled in Parliament.</p> <p>3. Strategic Plan and Annual Performance Plan operationalised through operational and business plans.</p> <p>4. Service Delivery Improvement Plans developed, implemented and adhered to.</p>	<p>1. Strategic Plan is aligned with MTSF, Delivery Agreements, includes Risk Mitigation, reviewed and, if applicable, tabled in Parliament.</p> <p>2. Annual Performance Plan complies with Treasury prescripts, extent of alignment with Strategic Plan and tabled in Parliament.</p> <p>3. Strategic Plan and Annual Performance Plan operationalised through operational and business plans.</p> <p>4. Service Delivery Improvement Plans developed, implemented and adhered to.</p>	<p>1. Strategic Plan is aligned with MTSF, Delivery Agreements, includes Risk Mitigation, reviewed and, if applicable, tabled in Parliament.</p> <p>2. Annual Performance Plan complies with Treasury prescripts, extent of alignment with Strategic Plan and tabled in Parliament.</p> <p>3. Strategic Plan and Annual Performance Plan operationalised through operational and business plans.</p> <p>4. Service Delivery Improvement Plans developed, implemented and adhered to.</p>	<p>1. Strategic Plan is aligned with MTSF, Delivery Agreements, includes Risk Mitigation, reviewed and, if applicable, tabled in Parliament.</p> <p>2. Annual Performance Plan complies with Treasury prescripts, extent of alignment with Strategic Plan and tabled in Parliament.</p> <p>3. Strategic Plan and Annual Performance Plan operationalised through operational and business plans.</p> <p>4. Service Delivery Improvement Plans developed, implemented and adhered to.</p>
1.17	Monitoring and Evaluation	<p>1. Adherence to outcomes based monitoring, evaluation and reporting principles.</p> <p>2. Internal performance monitoring aligned with Program of Action (POA) and Departmental strategy.</p>	<p>1. Number of data collection instruments created.</p> <p>2. M&amp;E Planning, Monitoring, Evaluation, and Reporting Framework and Strategy established.</p>	<p>1. Roll-out of M&amp;E framework.</p> <p>2. Lessons learned communicated by M&amp;E and incorporated by officials responsible for planning into strategic planning, annual and business plans of DoE.</p> <p>3.1 Review evaluators' inception report and make recommendations to Evaluation Steering Committee.</p> <p>3.2 Facilitate oversight and roll-out of evaluation plan.</p> <p>3.3 Plan for FY 2013/14 analysis of final evaluation report, including meta-evaluation by IEA.</p>	<p>1. Policies and procedures reviewed and updated.</p> <p>2. Lessons learned communicated by M&amp;E and incorporated by officials responsible for planning into strategic planning, annual and business plans of DoE.</p>	<p>Lessons learned communicated by M&amp;E and incorporated by officials responsible for planning into strategic planning, annual and business plans of DoE</p>	<p>Lessons learned communicated by M&amp;E and incorporated by officials responsible for planning into strategic planning, annual and business plans of DoE</p>

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				2012/13	2013/14	2014/15	2015/16
1.18	SOE Oversight	Oversight, guidance and support to State Owned Entities (SOE's) to deliver on their mandates.	<ol style="list-style-type: none"> <li>1. Draft SOE Oversight Framework completed.</li> <li>2. Establish Auditor General findings baseline and develop action plans for improvement in consultation with SOE's.</li> </ol>	<ol style="list-style-type: none"> <li>1. SOE Oversight Framework approved and Implementation plan drafted and approved.</li> <li>2. Implementation of approved SOE Oversight Framework.</li> <li>3. Five% - nine % reduction in SOE audit findings.</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitor against relevant legislation and Oversight Framework.</li> <li>2. Ten% to twenty % reduction in SOE audit findings.</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluate Oversight Framework and findings standards.</li> <li>2. Revise Framework and standards as needed.</li> </ol>	Full alignment with DoE strategic planning, reporting, timelines and practices.
1.19	International Relations	International relations services aligned with department objectives.	<ol style="list-style-type: none"> <li>1. Alignment with DIRCO International Strategy</li> <li>2. Departmental approval of Draft International Relations Strategy</li> <li>3. Stakeholder survey conducted.</li> <li>4. 5 or more engagements with other countries or multilateral engagements.</li> <li>5. Draft Monitoring and Evaluation Report on the signed bilateral and Multilateral relations.</li> <li>6. Document on stakeholder engagement (minutes of briefing notes or report on stakeholder interaction - at least one per quarter).</li> </ol>	<ol style="list-style-type: none"> <li>1. Re-alignment with National International Strategy.</li> <li>2. Development of DoE Strategy draft Implementation Plan.</li> <li>3. Stakeholder survey conducted.</li> <li>4. 5 or more engagements with other countries or multilateral engagements.</li> <li>5. Draft Monitoring and Evaluation Report on the signed bilateral and Multilateral relations.</li> <li>6. Document on stakeholder engagement (minutes of briefing notes or report on stakeholder interaction - at least one per quarter).</li> </ol>	<ol style="list-style-type: none"> <li>1. Assess effectiveness of DoE International strategy and implementation plan.</li> <li>2. Stakeholder survey conducted.</li> <li>3. 5 or more engagements with other countries or multilateral engagements.</li> <li>4. Draft Monitoring and Evaluation Report on the signed bilateral and Multilateral relations.</li> <li>5. Document on stakeholder engagement (minutes of briefing notes or report on stakeholder interaction - at least one per quarter).</li> </ol>	<ol style="list-style-type: none"> <li>1. Results of previous milestones incorporated and implemented as needed.</li> <li>2. Stakeholder survey conducted.</li> <li>3. 5 or more engagements with other countries or multilateral engagements.</li> <li>4. Draft Monitoring and Evaluation Report on the signed bilateral and Multilateral relations.</li> <li>5. Document on stakeholder engagement (minutes of briefing notes or report on stakeholder interaction - at least one per quarter).</li> </ol>	<ol style="list-style-type: none"> <li>1. Strategy fully operationalised, monitored and assessed.</li> <li>2. Stakeholder survey conducted.</li> <li>3. 5 or more engagements with other countries or multilateral engagements.</li> <li>4. Final Monitoring and Evaluation Report on the signed bilateral and Multilateral relations.</li> <li>5. Document on stakeholder engagement (minutes of briefing notes or report on stakeholder interaction - at least one per quarter).</li> </ol>
1.20	Inter-governmental Coordination	Collective activities by different spheres of Government coordinated.	Inter-governmental Coordination executed on an ad-hoc basis.	Inter-governmental Coordination unit established with basic capacity.	Inter-governmental Coordination unit established	Inter-governmental Coordination unit established fully functional.	Collective activities by different spheres of Government coordinated.

## QUARTERLY TARGETS 2012/13

Strategic Objective		Activity Performance Indicator	Annual Target 2012/13	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.1	Executive Support	<p>1. Reporting templates for governance structures (Management Committee (MANCO), Executive Committee (EXCO), Clusters, etc.) aligned.</p> <p>2. Responses and presentations to cabinet, parliamentary, international, mandatory bodies, etc. timely and well researched</p> <p>3. EXCO and MANCO meetings coordinated as scheduled.</p> <p>4. EXCO and MANCO meetings recorded and decisions followed-up.</p>	Executive support to the Minister, Deputy Minister and Director-General provided.	<p>1. All responses and presentations to cabinet, parliamentary, international, mandatory bodies, etc. submitted.</p> <p>2. 5 EXCO and 2 MANCO meetings coordinated as scheduled.</p> <p>3. All minutes of EXCO and MANCO meetings approved.</p> <p>4. All decisions followed-up.</p>	<p>1. All responses and presentations to cabinet, parliamentary, international, mandatory bodies, etc. submitted.</p> <p>2. 5 EXCO and 2 MANCO meetings coordinated as scheduled.</p> <p>3. All minutes of EXCO and MANCO meetings approved.</p> <p>4. All decisions followed-up.</p>	<p>1. All responses and presentations to cabinet, parliamentary, international, mandatory bodies, etc. submitted.</p> <p>2. 5 EXCO and 2 MANCO meetings coordinated as scheduled.</p> <p>3. All minutes of EXCO and MANCO meetings approved.</p> <p>4. All decisions followed-up.</p>	<p>1. All responses and presentations to cabinet, parliamentary, international, mandatory bodies, etc. submitted.</p> <p>2. 5 EXCO and 2 MANCO meetings coordinated as scheduled.</p> <p>3. All minutes of EXCO and MANCO meetings approved.</p> <p>4. All decisions followed-up.</p>
1.2	Human Resource Management and Development	HR Plan, HRD Strategy, Organisational Structure, Occupational Categories, Skills Audit and Workplace Skills plan and training programme. Annual health and wellness agenda. Human resources (HR) recruitment, selection, development and retention to fulfil Department's mandate.	<p>1. Implementation of phase 2 of the HR Plan commenced by 30 June 2012 and concluded by 31 March 2013; and</p> <p>2. Review of 1st phase progress.</p>	<p>1. Finalisation of the implementation of the JE process for new posts on the approved structure by 30 June 2012.</p> <p>2. Matching and placement of employees to the new structure 30 June 2012.</p> <p>3. Commencement of the implementation of Framework for classification and management of staff by 30 June 2012.</p> <p>4. Commence phase two of the HRD Strategy implementation by 30 June 2012.</p> <p>5. Commence with the roll out of the pilot project to recruit disabled employees to other components by 30 June 2012.</p> <p>6. Analysis of the kind of labour problems and developments and approval for the amended policies &amp; procedures</p>	<p>1. Information sessions to roll out the amended Skills Audit by 30 September 2012.</p> <p>2. Continue implementation of the framework.</p> <p>3. Implementation of interventions to address outcomes of the analysis of labour problems to commence by 30 September 2012.</p> <p>4. Maintenance of an acceptable vacancy rate of less than 15% by the end of the quarter.</p> <p>5. Maintenance of HR policies and procedures</p> <p>6. Monitor compliance to the updated policies and procedures</p> <p>7. Ensure proper classification of all revenue collected</p>	<p>1. Continue implementation of the framework</p> <p>2. Continue implementation of labour problem analysis interventions.</p> <p>3. Maintenance of an acceptable vacancy rate of less than 15% by the end of the quarter.</p> <p>4. Maintenance of HR policies and procedures</p>	<p>1. Report on compliance to policies throughout the financial year</p> <p>2. Update skills gaps to resource the structure by 31 March 2013.</p> <p>3. Finalisation of the implementation of the framework by 31 March 2013.</p> <p>4. Development of career development/paths framework and Policy by 31 March 2013.</p> <p>5. Finalisation of the implementation of the second phase of the HRD Strategy by 30 June 2013.</p> <p>6. Roll out of pilot project to recruit disabled employees to other components finalised by 31 March 2013.</p> <p>7. Maintenance of an acceptable vacancy rate of less than 15% by the end of the quarter.</p> <p>8. Maintenance of HR policies, processes and procedures in line with the HR Legislative Framework by 31 March 2013.</p>

Strategic Objective		Activity Performance Indicator	Annual Target 2012/13	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.3	Accommodation and Facilities	<p>1. Effective and efficient Accommodation and Facilities services provided to the Department.</p> <p>2. Alternative Office Accommodation procured and relocated.</p> <p>3. Review of procedures, policies and contracts.</p>	<p>1. Relocation of DoE to new Office accommodation.</p> <p>2. Development and implementation of Immovable asset management plan developed and implemented; and</p> <p>3. Facilities Management framework implemented.</p> <p>4. Maintenance Plan developed and implemented.</p>	<p>1. Alternative office Accommodation procured through DPW.</p> <p>2. Development and implementation of Immovable asset management plan developed and implemented; and</p> <p>3. Facilities Management framework implemented.</p>	Immovable asset management plan revised as needed; and Maintenance Plan monitored.	Maintenance Plan monitored.	Maintenance Plan monitored.
1.4	Records Management	Records Management plan developed, approved and implemented.	Records Management plan developed, approved and implemented.	Records Management plan developed.	Records Management plan approved.	-	Records Management plan implemented.
1.5	Security Services	A safe and secure working environment.	<p>1. Phase 2 of the SRS plan implemented by 30 June 2012.</p> <p>2. Review of 1st phase implementation.</p>	<p>1. Implementation of phase 2 of the risk management plan by 30 June 2012.</p> <p>2. Draft Vetting policy and Standard operating procedures by 30 June 2012.</p>	Implementation of the Vetting policy and Standard operating procedures.	Monitoring and evaluation of the Vetting policy and Standard operating procedures.	Review of the Vetting policy and Standard operating procedures.
1.6	Legal Services	Legal services provided to the Ministry and department.	100% of requests processed within prescribed or agreed timeframes.	100% of requests processed within prescribed or agreed timeframes.	100% of requests processed within prescribed or agreed timeframes.	100% of requests processed within prescribed or agreed timeframes.	100% of requests processed within prescribed or agreed timeframes.
1.7.1	Communication Services	<p>1. Approved and implemented Communication Strategy and Plan.</p> <p>2. Communication Policies and Procedures developed.</p>	<p>1. DoE Communication Strategy and Plan aligned with National (GCIS) Communication Strategy, approved by 30 June 2012, implemented and Strategy effectiveness reviewed.</p> <p>2. Aligned Communications policies and procedures.</p>	<p>1.1 Align DoE Communication Strategy and Plan in line with National (GCIS) Communication Strategy.</p> <p>1.2 Submit Communication Strategies and Plans for departmental approval by 30 June 2011.</p> <p>2. Aligned Communications policies and procedures.</p>	<p>1. Implement Strategies and Plans.</p> <p>2. Aligned Communications policies and procedures.</p>	<p>1. Implement Strategies and Plans.</p> <p>2. Aligned Communications policies and procedures.</p>	<p>1.1 Implement Strategies and Plans.</p> <p>1.2 Evaluate and review Strategy effectiveness.</p> <p>2. Aligned Communications policies and procedures.</p>
1.7.2	Communication Services	3. External services (projects) managed.	3. External services (projects) managed.	3. External services (projects) managed.	3. External services (projects) managed.	3. External services (projects) managed.	3. External services (projects) managed.

Strategic Objective		Activity Performance Indicator	Annual Target 2012/13	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.7.3	Communication Services	4. Implemented media monitoring and liaison services.	Develop and implement media monitoring and liaison services.	<p>4.1 Daily media monitoring and distribution of media clippings.</p> <p>4.2 Daily response to media enquiries within given timelines.</p> <p>4.3 Develop media alerts, releases and statements as per request.</p> <p>4.4 Attend the fortnightly (6) GCIS Media Liaison Officers forum.</p> <p>4.5 Weekly (12) updates of Media Events Calendar.</p> <p>4.6 Facilitate bi-monthly (2) face-face media interaction (Roundtable).</p>	<p>4.1 Daily media monitoring and distribution of media clippings.</p> <p>4.2 Daily response to media enquiries within given timelines.</p> <p>4.3 Develop media alerts, releases and statements as per request.</p> <p>4.4 Attend the fortnightly (6) GCIS Media Liaison Officers forum.</p> <p>4.5 Weekly (12) updates of Media Events Calendar.</p> <p>4.6 Facilitate bi-monthly (2) face-face media interaction (Roundtable).</p>	<p>4.1 Daily media monitoring and distribution of media clippings.</p> <p>4.2 Daily response to media enquiries within given timelines.</p> <p>4.3 Develop media alerts, releases and statements as per request.</p> <p>4.4 Attend the fortnightly (6) GCIS Media Liaison Officers forum.</p> <p>4.5 Weekly (12) updates of Media Events Calendar.</p> <p>4.6 Facilitate bi-monthly (2) face-face media interaction (Roundtable).</p>	<p>4.1 Daily media monitoring and distribution of media clippings.</p> <p>4.2 Daily response to media enquiries within given timelines.</p> <p>4.3 Develop media alerts, releases and statements as per request.</p> <p>4.4 Attend the fortnightly (6) GCIS Media Liaison Officers forum.</p> <p>4.5 Weekly (12) updates of Media Events Calendar.</p> <p>4.6 Facilitate bi-monthly (2) face-face media interaction (Roundtable).</p>
1.7.4	Communication Services	5. Implemented Internal Communication services.	Develop and implement the Internal Communication plan	<p>5.1 Bi-monthly (2) information sessions.</p> <p>5.2 Provide internal Desk Top Publishing services.</p> <p>5.3 Develop and implement internal marketing campaigns per request.</p> <p>5.4 Manage DoE Switchboard.</p> <p>5.5 Develop and manage Call Centre to include Presidential Hotline.</p>	<p>1. Bi-monthly (2) information sessions.</p> <p>2. Provide internal Desk Top Publishing services.</p> <p>3. Develop and implement internal marketing campaigns per request.</p> <p>4. Manage DoE Switchboard.</p> <p>5. Develop and manage Call Centre to include Presidential Hotline.</p>	<p>1. Bi-monthly (2) information sessions.</p> <p>2. Provide internal Desk Top Publishing services.</p> <p>3. Develop and implement internal marketing campaigns per request.</p> <p>4. Manage DoE Switchboard.</p> <p>5. Develop and manage Call Centre to include Presidential Hotline.</p>	<p>1. Bi-monthly (2) information sessions.</p> <p>2. Provide internal Desk Top Publishing services.</p> <p>3. Develop and implement internal marketing campaigns per request.</p> <p>4. Manage DoE Switchboard.</p> <p>5. Develop and manage Call Centre to include Presidential Hotline.</p>
1.7.5	Communication Services	6. Updated events management support.	6. Develop and update events calendar.	<p>6.1 Weekly update of DoE Events calendar.</p> <p>6.2 Coordinate and advise units for Departmental and Ministerial events per request.</p>	<p>6.1 Weekly update of DoE Events calendar.</p> <p>6.2 Coordinate and advise units for Departmental and Ministerial events per request.</p>	<p>6.1 Weekly update of DoE Events calendar.</p> <p>6.2 Coordinate and advise units for Departmental and Ministerial events per request.</p>	<p>6.1 Weekly update of DoE Events calendar.</p> <p>6.2 Coordinate and advise units for Departmental and Ministerial events per request.</p>
1.7.6	Communication Services	7. Implemented Marketing, Advertising, Branding plans.	7. Develop and implement the marketing, advertising and branding plan.	<p>7.1 Marketing Advertising and branding services per request.</p> <p>7.2 Develop and implement DoE campaigns for profiling and public awareness.</p>	<p>7.1 Marketing Advertising and branding services per request.</p> <p>7.2 Develop and implement DoE campaigns for profiling and public awareness.</p>	<p>7.1 Marketing Advertising and branding services per request.</p> <p>7.2 Develop and implement DoE campaigns for profiling and public awareness.</p>	<p>7.1 Marketing Advertising and branding services per request.</p> <p>7.2 Develop and implement DoE campaigns for profiling and public awareness.</p>

Strategic Objective		Activity Performance Indicator	Annual Target 2012/13	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.7.7	Communication Services	8. Implemented Publications services.	8. Implemented Publications services.	8.1 Provide editorial and translation services. 8.2 Develop and distribute quarterly in-house newsletter. 8.3 Develop and distribute quarterly external newsletter. 8.4 Weekly (12) Website content update and management. 8.5 Weekly (12) Intranet content update and management.	8.1 Provide editorial and translation services. 8.2 Develop and distribute quarterly in-house newsletter. 8.3 Develop and distribute quarterly external newsletter. 8.4 Weekly (12) Website content update and management. 8.5 Weekly (12) Intranet content update and management.	8.1 Provide editorial and translation services. 8.2 Develop and distribute quarterly in-house newsletter. 8.3 Develop and distribute quarterly external newsletter. 8.4 Weekly (12) Website content update and management. 8.5 Weekly (12) Intranet content update and management.	8.1 Provide editorial and translation services. 8.2 Develop and distribute quarterly in-house newsletter. 8.3 Develop and distribute quarterly external newsletter. 8.4 Weekly (12) Website content update and management. 8.5 Weekly (12) Intranet content update and management.
1.7.8	Communication Services	9. Stakeholder Management strategy and plan approved and implemented.	9. Approved Stakeholder Management strategy and plan.	9.1 Develop and maintain stakeholder database. 9.2 Quarterly (1) Energy Sector Communicators Forum. 9.3 Facilitate relations with cluster partners & depts.	9.1 Develop and maintain stakeholder database. 9.2 Quarterly (1) Energy Sector Communicators Forum. 9.3 Facilitate relations with cluster partners & depts.	9.1 Develop and maintain stakeholder database. 9.2 Quarterly (1) Energy Sector Communicators Forum. 9.3 Facilitate relations with cluster partners & depts.	9.1 Develop and maintain stakeholder database. 9.2 Quarterly (1) Energy Sector Communicators Forum. 9.3 Facilitate relations with cluster partners & depts.
1.8	Knowledge Management	Approved Knowledge Management Strategy and Plan	1. Develop Knowledge Management Strategy and Plan. 2. Submit Knowledge Management Strategies and Plans for departmental approval by 30 June 2012. 3. Implement Strategies and Plans. 4. Review Strategy effectiveness.	1. Develop Knowledge Management Strategy and Plan. 2. Develop Knowledge Management Policies and Procedures. 3. Develop and manage the Resource Centre. 4. Develop and maintain a database of organisational resources and materials.	1. Knowledge Management 2. Develop Knowledge Management Policies and Procedures. 3. Develop and manage the Resource Centre. 4. Develop and maintain a database of organisational resources and materials.	1. Knowledge Management 2. Develop Knowledge Management Policies and Procedures. 3. Develop and manage the Resource Centre. 4. Develop and maintain a database of organisational resources and materials.	1. Knowledge Management 2. Develop Knowledge Management Policies and Procedures. 3. Develop and manage the Resource Centre. 4. Develop and maintain a database of organisational resources and materials.
1.9	Research Coordination	Research by Department and SOE's coordinated.	Research Coordination unit established.	Establishment of Research Coordination unit investigated.	Research Coordination unit investigation report consulted.	Research Coordination unit institutional arrangements.	Research Coordination unit established.

Strategic Objective		Activity Performance Indicator	Annual Target 2012/13	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.10.1	Financial Management and Accounting	1. Department's Budget coordinated and aligned to Strategic Plan and Annual Performance Plan, spending monitored and financial performance reported on.	1. Department's submissions (AENE, ENE) consolidated, monthly and quarterly spending patterns monitored and reported on and financial resources redirected to critical/strategic areas.	<ol style="list-style-type: none"> <li>1. Make submission under the Roll over process</li> <li>2. Perform an analysis of the spending pattern and recommend redirection of funds to the BC.</li> </ol> Provide 3 IYM and branch expenditure reports.	<ol style="list-style-type: none"> <li>1. Obtain a Virement approval from the DG.</li> <li>2. Facilitate information sessions with branches in preparation for the MTEF process.</li> <li>3. Solicit inputs from branches for the department's unforeseen &amp; unavoidable expenditure.</li> <li>4. Consolidate, analyze and obtain approval for submission under the MTEF process AENE: (Unforeseen &amp; unavoidable, Reprioritization &amp; Above baseline).</li> <li>5. Provide 3 IYM and branch expenditure reports.</li> </ol>	<ol style="list-style-type: none"> <li>1. Perform an analysis of the spending pattern and recommend redirection of funds to the BC.</li> <li>2. Obtain approval from the DG for Reclassification/Virement.</li> <li>3. Facilitate information sessions with branches in preparation for the ENE process.</li> <li>4. Solicit inputs from branches for the department's ENE submission.</li> <li>5. Submission of the department's 1st draft ENE submission.</li> <li>6. Provide 3 IYM and branch expenditure reports.</li> </ol>	<ol style="list-style-type: none"> <li>1. Submission of the department's 2nd &amp; final draft ENE submission.</li> <li>2. Provide 3 IYM and branch expenditure reports.</li> </ol>
1.10.2	Financial Management and Accounting	2. Debt and Revenue due to the department managed and accurately and timeously recorded and cash book managed.	2. Debt and Revenue due to the department managed and accurately and timeously recorded.	<ol style="list-style-type: none"> <li>1. Ensure that all revenue collected is 100% accurately and timeously recorded.</li> <li>2. Analyse the ageing of debtors monthly.</li> <li>3. Monthly bank reconciliation.</li> <li>4. &lt;1% bad debt write-offs.</li> <li>5. Petty cash accurately administered.</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensure that all revenue collected is 100% accurately and timeously recorded.</li> <li>2. Analyse the ageing of debtors monthly.</li> <li>3. Monthly bank reconciliation.</li> <li>4. &lt;1% bad debt write-offs.</li> <li>5. Petty cash accurately administered.</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensure that all revenue collected is 100% accurately and timeously recorded.</li> <li>2. Analyse the ageing of debtors monthly.</li> <li>3. Monthly bank reconciliation.</li> <li>4. &lt;1% bad debt write-offs.</li> <li>5. Petty cash accurately administered.</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensure that all revenue collected is 100% accurately and timeously recorded.</li> <li>2. Analyse the ageing of debtors monthly.</li> <li>3. Monthly bank reconciliation.</li> <li>4. &lt;1% bad debt write-offs.</li> <li>5. Petty cash accurately administered.</li> </ol>
1.10.3	Financial Management and Accounting	3. Departmental assets managed.	3. Departmental assets managed.	<ol style="list-style-type: none"> <li>1. Perform 1 Assets verification/count.</li> <li>2. Ensure that the Assets register is up to date, i.e. all assets are accounted for in the Asset register.</li> <li>3. Ensure that the asset register (BAUD) reconciles to the GL (BAS).</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop and implement an action plan to clear all audit findings.</li> <li>2. Monitor progress on audit findings corrective actions implemented.</li> <li>3. Ensure that the Assets register is up to date, i.e. all assets are accounted for in the Asset register.</li> <li>4. Ensure that the Asset register reconciles to the GL.</li> <li>5. Perform 1 Assets verification/count.</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitor progress on audit findings corrective actions implemented.</li> <li>2. Ensure that the Assets register is up to date, i.e. all assets are accounted for in the Asset register.</li> <li>3. Reconcile the Asset register with the GL.</li> <li>4. Perform 1 Assets verification/count.</li> </ol>	<ol style="list-style-type: none"> <li>1. The Asset register is complete, i.e. all assets are accounted for.</li> <li>2. Ensure that the Asset register reconciles to the GL.</li> <li>3. Perform 1 Assets verification/count.</li> <li>4. Review the Asset policies and procedure &amp; list recommendations for any amendments.</li> </ol>
1.10.4	Financial Management and Accounting	4. Departmental expenditure and creditors managed.	4. Accurate and timeous payments provided to all creditors.	<ol style="list-style-type: none"> <li>1. 100% compliance.</li> <li>2. Audit findings reduced by 20%.</li> </ol>	<ol style="list-style-type: none"> <li>1. 100% compliance.</li> <li>2. Audit findings reduced by 20%.</li> </ol>	<ol style="list-style-type: none"> <li>1. 100% compliance.</li> <li>2. Audit findings reduced by 20%.</li> </ol>	<ol style="list-style-type: none"> <li>1. 100% compliance.</li> <li>2. Audit findings reduced by 20%.</li> </ol>

Strategic Objective		Activity Performance Indicator	Annual Target 2012/13	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.10.5	Financial Management and Accounting	5. A sound internal control environment created and ongoing financial management monitoring and evaluation.	5. A sound internal control environment created and ongoing financial management monitoring and evaluation.	1. A sound internal control environment established with continuous financial management monitoring and evaluation. 2. Financial reports to Treasury compiled and submitted.	1. A sound internal control environment established with continuous financial management monitoring and evaluation. 2. Financial reports to Treasury compiled and submitted.	1. A sound internal control environment established with continuous financial management monitoring and evaluation. 2. Financial reports to Treasury compiled and submitted.	1. A sound internal control environment established with continuous financial management monitoring and evaluation. 2. Financial reports to Treasury compiled and submitted.
1.11	Supply Chain and Asset Management	Value-for-money goods and services procured in line with Strategic Plan and Annual Performance Plan.	Value-for-money goods and services procured in line with Strategic Plan and Annual Performance Plan.	1. Continuous alignment and implementation of SCM policies to Treasury prescripts. 2. Fully functional bid adjudication committee in terms of BAC Charter. 3. Audit findings reduced by 20%. 4. Awareness training and information sharing on SCM matters.	1. Continuous alignment and implementation of SCM policies to Treasury prescripts. 2. Fully functional bid adjudication committee in terms of BAC Charter. 3. Audit findings reduced by 20%. 4. Awareness training and information sharing on SCM matters.	1. Continuous alignment and implementation of SCM policies to Treasury prescripts. 2. Fully functional bid adjudication committee in terms of BAC Charter. 3. Audit findings reduced by 20%. 4. Awareness training and information sharing on SCM matters.	1. Continuous alignment and implementation of SCM policies to Treasury prescripts. 2. Fully functional bid adjudication committee in terms of BAC Charter. 3. Audit findings reduced by 20%. 4. Awareness training and information sharing on SCM matters.
1.12.1	ICT Infrastructure and Systems	1. Petroleum Licensing System implemented.	1. Phase 2 of the Petroleum Licensing System implemented, system related audit queries resolved and additional hardware to host system procured.	1. Defined business processes. 2. Prototype License Capture Module. 3. Develop License Capture Module. 4. Test License Capture Module. 5. Deploy Capture License Module.	1. User consultation workshop. 2. Defined business process and deliverables. 3. Develop module according to business requirements. 4. Test module and train users. 5. Deploy Module.	1. User consultation workshop. 2. Defined business process and deliverables. 3. Develop module according to business requirements. 4. Test module and train users. 5. Deploy Module.	Phase 2 of the Petroleum Licensing System implemented, system related audit queries resolved and additional hardware to host system procured.
1.12.2	ICT Infrastructure and Systems	2. Managed Virtual Private Network (VPN) implemented.	2. Telephone System at regional offices implemented and revised and rules of access implemented.	1. Configure network equipment. 2. Install network equipment. 3. Cut over to Department managed VPN. 4. Signed DoE – SITA Service Level Agreement.	Target reached in first quarter.	Target reached in first quarter.	Target reached in first quarter.
1.12.3	ICT Infrastructure and Systems	3. Mechanism to enhance energy data collection, storage and dissemination (Centralised Energy Database) provided.	3. Energy Database User Requirements Specification approved, additional hardware to host system procured and Phase 1 designed and implemented.	1. Install and configure a development environment. 2. Install and configure a test environment	1. User consultation workshop. 2. Defined business process and deliverables. 3. Develop module according to business requirements. 4. Test module and train users. 5. Deploy Module.	1. User consultation workshop. 2. Defined business process and deliverables. 3. Develop module according to business requirements. 4. Test module and train users. 5. Deploy Module.	Energy Database User Requirements Specification approved, additional hardware to host system procured and Phase 1 designed and implemented.

Strategic Objective		Activity Performance Indicator	Annual Target 2012/13	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.12.4	ICT Infrastructure and Systems	4. ICT disaster recovery site provided to reduce prolonged systems downtime in the event of disaster.	4. ICT disaster recovery hardware configured, DoE - SITA data line upgraded and disaster recovery site at SITA implemented.	Configure network equipment.	Install network equipment.	Test disaster recovery hardware.	ICT disaster recovery hardware configured, DoE - SITA data line upgraded and disaster recovery site at SITA implemented.
1.12.5	ICT Infrastructure and Systems	5. Integrated Financial Management System (IFMS) implemented.	5. Financial management module developed by State Information Technology Agency.	1. Install and configure a development environment. 2. Install and configure a test environment	1. User consultation workshop. 2. Defined business process and deliverables. 3. Develop module according to business requirements. 4. Test module and train users. 5. Deploy Module.	1. User consultation workshop. 2. Defined business process and deliverables. 3. Develop module according to business requirements. 4. Test module and train users. 5. Deploy Module.	Financial management module developed by State Information Technology Agency.
1.13.1	Audit Services	1. Full spectrum internal audit services rendered with - - Client satisfaction. - Audit Committee satisfaction.	1. Execution of risk based annual audit plan with – - 70% client satisfaction achieved - 70% Audit Committee satisfaction achieved	1. Perform 15% of the audits identified per plan. 2. Prepare previous year's 4th Quarterly Audit Committee Report. 3. Present previous year's 4th Quarterly Audit Committee report. 4. Prepare Draft Audit Committee Report for inclusion in the Annual Report. 5. Review Annual Financial Statements. 6. Facilitate Audit Committee meeting.	1. Perform 45% of the audits identified per plan. 2. Present Internal Audit Reports to the Audit Committee 3. Prepare 1st Quarterly Audit Committee Report to Audit Committee and AG. 4. Present Internal Audit Reports to the Audit Committee. 5. Present final Audit Committee Report for inclusion in the Annual Report. 6. Facilitate Audit Committee meeting	1. Perform 70% of the audits identified per plan. 2. Present Audit Reports to the Audit Committee 3. Prepare 2nd Quarterly Audit Committee Report 4. Present 2nd Quarterly Audit Committee Report to the Audit Committee 5. Facilitate Evaluation of the Audit Committee. 6. Summarize results of the Audit Committee evaluation. 7. Facilitate Audit Committee Meeting Evaluation	1. Perform 100% of the audits identified per plan. 2. Present Internal Audit Report to the Audit Committee 3. Prepare 3rd Quarterly Audit Committee Report 4. Present 3rd Quarterly Audit Committee Report 5. Present results of the Audit Committee Evaluation to the AG and AC 6. Facilitate Audit Committee Meeting
1.13.2	Audit Services	2. Internal Audit Strategic Plan reviewed and updated.	2. Internal Audit Strategic Plan reviewed and updated. 3. Internal Audit Annual Plan compiled.	7. Prepare Draft Strategic and Annual Internal Audit Plan. 8. Prepare Audit Committee Annual Plan. 9. Present Audit Committee Annual Plan to the Audit Committee and the Auditor General.	7. Finalise the 3 year strategic and annual internal audit plan (consider inputs from management, audit committee and AG).	8. Present 3 year Strategic and Annual Internal Audit Plan to the Audit Committee and Auditor General.	-
1.13.3	Audit Services	3. Internal Audit Annual Plan compiled.	4. Internal Audit Charter and Audit Committee Charter reviewed.	10. Review Internal Audit Charter 11. Review Audit Committee Charter	8. Review Audit Committee Charter	9. Present the Audit Committee Charter to the Audit Committee 10. Present Internal Audit Charter to the Audit Committee.	-

Strategic Objective		Activity Performance Indicator	Annual Target 2012/13	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.13.4	Audit Services	4. Internal Audit Charter and Audit Committee Charter reviewed.	5. Auditor-General Management letter addressed. 6. Internal Audit Action Plan (tracking document).	Internal Audit Action Plan (tracking document).	9. Prepare an Action Plan to address matters raised by the AG in the Management Letter. 10. Internal Audit Action Plan (tracking document)	11. Perform a follow up audit on the AG Management Letter Action Plan. 12. Internal Audit Action Plan (tracking document).	7. Present the AG Management Letter Action Plan and Audit Report to management. 8. Present the AG Management Letter Action Plan and follow up Audit Report to the Audit Committee and the AG. 9. Update Internal Audit Action Plan (tracking document).
1.14	Enterprise-Wide Risk Management	1. Approved Risk Management Strategy. 2. Annual Global Risk Assessments Conducted. 3. Updated Risk Register in place. 4. Risk Response Action Plan in Place. 5. Risk Management Committee Members appointed in writing. 6. Risk Management Charter in place. 7. Risk Management Sub-Committee in place. 8. Risk Management Sub-Committee Members appointed in writing. 9. Four Risk Management Committee Meetings convened per annum. 10. Risk awareness sessions conducted.	1. Enterprise Risk Management system fact finding workshops Strategy reviewed and recommendation implemented. 2. Fraud Prevention Plan reviewed and recommendation implemented; 3. Four Risk Management Committee and four Risk Management Champions Committee meetings held. 4. Low, medium and high risks identified and mitigation strategies prioritized. 5. Identified risks reduced by 40% against risk register and assigned priority; and Risk register updated.	1. Reviewed and updated Risk Management Plan 2. Global Annual Risk Assessments conducted 3. Draft risk register in place 4. Reviewed and updated Risk Management Charter 5. Enable the sitting of the 1st Risk Management Committee Meeting 6. Reviewed and updated Fraud Prevention Plan 7. Reviewed and updated Fraud Implementation Plan 8. Reviewed and updated Fraud Prevention Policy 9. Reviewed and updated Whistle Blowing Policy 10. Review and updating of the 2012/13 APP	1. Implementation of the approved Risk Management Strategy 2. Risk Response action plans developed and implemented 3. Develop Risk Registers for Each Business Unit 4. Enable the sitting of the 2nd Risk Management Committee Meeting 5. Implementation of the approved Fraud Prevention Plan 6. Enable the sitting of the 2nd Risk Champions Meeting 7. Review and updating of the 2012/13 APP 8. Reviewed and updated Strategic Plan 9. Reviewed and updated Annual Performance plan for 2012/13	1. Conduct Fraud Risk assessments and Awareness Sessions 2. Design and maintain corruption data base to facilitate reporting 3. Investigation of suspected fraud cases 4. Publish or distribute Anti-Fraud and Corruption Pamphlets in visible areas 5. Conduct Risk Awareness Sessions 6. Enable the sitting of the 3rd Risk Management Committee Meeting 7. Enable the sitting of the 3rd Risk Champions Meeting	1. Enable the sitting of the 4th Risk Management Committee Meeting 2. Enable the sitting of the 4th Risk Champions Meeting 3. Conduct Control Self Risk Assessments

Strategic Objective		Activity Performance Indicator	Annual Target 2012/13	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.15	Anti-Fraud and Corruption	<ol style="list-style-type: none"> <li>1. Approved Fraud Prevention Plan.</li> <li>2. Approved Fraud Implementation Plan.</li> <li>3. Approved Ethics Policy.</li> <li>4. Approved Fraud Prevention Policy.</li> <li>5. Whistle Blowing Policy in Place.</li> <li>6. Code of Conduct in place.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviewed and updated Fraud Prevention Plan.</li> <li>2. Reviewed and updated Fraud Prevention Policy.</li> <li>3. Reviewed and updated Whistle Blowing Policy.</li> <li>4. Reviewed and updated Response Action Plan.</li> <li>5. Anti-Fraud and Corruption Workshops conducted.</li> <li>6. Post the Hot line numbers in visible areas.</li> <li>7. Reported cases of corruption investigated.</li> <li>8. Compile and submit the outcome of reported cases.</li> <li>9. Ensure that SMS members complete the financial disclosure forms.</li> </ol>	<ol style="list-style-type: none"> <li>1. Review and update the Fraud Prevention Plan and Strategy</li> <li>2. Review and update the Fraud Implementation Plan</li> <li>3. Conduct departmental Ethics training</li> <li>4. Investigate reported cases of fraud and corruption</li> <li>6. Monthly and quarterly incidents reported at EXCO/Risk Management Committee Meeting (RMCM)</li> <li>7. Conduct Fraud Risk Assessments</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement the Fraud Prevention Plan</li> <li>2. Conduct workshop on whistle-blowing policy</li> <li>3. Investigate and report on all cases of fraud and corruption</li> <li>4. Plan the posting of Hotline numbers in visible areas within the Department</li> <li>5. Monthly and Quarterly incidents reported at EXCO/RMCM</li> <li>6. Conduct Fraud Risk Assessments</li> </ol>	<ol style="list-style-type: none"> <li>1. Conduct workshop on protected disclosure act</li> <li>2. Investigate and report on all reported cases of Fraud and Corruption</li> <li>3. Conduct training on Financial Disclosure and Conflict of Interests</li> <li>4. Monthly and Quarterly incidents reported at EXCO/RMCM</li> </ol>	<ol style="list-style-type: none"> <li>1. Monthly and Quarterly incidents reported at EXCO/RMCM</li> <li>2. Provide Anti –Fraud Corruption Statistics to DPSA and PSC</li> </ol>
1.16	Strategic Management and Planning	<ol style="list-style-type: none"> <li>1. First Draft and Second Draft of revised 5 year Strategic Plan submitted.</li> <li>2. Final revised Strategic Plan tabled in Parliament.</li> <li>3. First Draft and Second Draft of Annual Performance Plan submitted.</li> <li>4. Final Annual Performance Plan tabled in Parliament.</li> <li>5. Strategic Plan and Annual Performance Plan operationalised through operational and business plans.</li> </ol>	<ol style="list-style-type: none"> <li>1. Strategic Plan is aligned with MTSF, Delivery Agreements, includes Risk Mitigation, reviewed and, if applicable, tabled in Parliament.</li> <li>2. Annual Performance Plan complies with Treasury prescripts, extent of alignment with Strategic Plan and tabled in Parliament.</li> <li>3. Strategic Plan and Annual Performance Plan operationalised through operational and business plans.</li> <li>4. Service Delivery Improvement Plans developed, implemented and adhered to.</li> </ol>	<ol style="list-style-type: none"> <li>1. Review and update the 5 years Strategy.</li> <li>2. Review and update the Departmental Planning Framework.</li> <li>3. Operational and business plans for 2012/13 implemented.</li> <li>3. -</li> <li>4. Framework and strategy for Service Delivery Improvement Plans developed.</li> </ol>	<ol style="list-style-type: none"> <li>1. First Draft of revised 5 year Strategic Plan submitted (if a Revised Strategic Plan are to be published).</li> <li>2. First Draft of Annual Performance Plan submitted.</li> <li>3. -</li> <li>4. Framework and strategy for Service Delivery Improvement Plans approved.</li> </ol>	<ol style="list-style-type: none"> <li>1. Second Draft of revised 5 year Strategic Plan submitted (if a Revised Strategic Plan are to be published).</li> <li>2. Second Draft of Annual Performance Plan submitted.</li> <li>4. Service Delivery Improvement Plans facilitated.</li> </ol>	<ol style="list-style-type: none"> <li>1. Final revised Strategic Plan tabled (if a Revised Strategic Plan are to be published).</li> <li>2. Final Annual Performance Plan tabled in Parliament.</li> <li>3. Strategic Plan and Annual Performance Plan operationalised through operational and business plans for 2013/14.</li> <li>4. Service Delivery Improvement Plans implemented.</li> </ol>

Strategic Objective		Activity Performance Indicator	Annual Target 2012/13	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.17	Monitoring and Evaluation	<p>1. Adherence to outcomes based monitoring, evaluation and reporting principles.</p> <p>2. Internal performance monitoring aligned with Program of Action (POA) and department strategy.</p> <p>3. Commission and oversee one external mixed methods evaluation concerning energy data in South Africa.</p>	<p>1. Roll-out of M&amp;E framework.</p> <p>2. Lessons learned communicated by M&amp;E and incorporated by officials responsible for planning into strategic planning, annual and business plans of DoE.</p> <p>3.1 Review evaluators' inception report and make recommendations to Evaluation Steering Committee.</p> <p>3.2 Facilitate oversight and roll-out of evaluation plan.</p> <p>3.3 Plan for FY 2013/14 analysis of final evaluation report, including meta-evaluation by IEA.</p>	<p>1. 4th quarter branch performance information received and processed.</p> <p>2. At least four performance information results verified per branch.</p> <p>3. At least 4 recommendations for DoE performance improvement advanced.</p> <p>4.1 Form joint M&amp;E/HEP evaluation planning task team.</p> <p>4.2 Produce 1st Draft of evaluation TOR concerning energy data in South Africa.</p>	<p>1. 1st quarter branch performance information received and processed.</p> <p>2. At least four performance information results verified per branch.</p> <p>3. At least 4 recommendations for DoE performance improvement advanced.</p> <p>4.1 Draft TOR to establish Energy Data Evaluation Steering Committee.</p> <p>4.2 Produce final evaluation TOR for Steering Committee's approval.</p>	<p>1. 2nd quarter branch performance information received and processed.</p> <p>2. At least four performance information results verified per branch.</p> <p>3. At least 4 recommendations for DoE performance improvement advanced.</p> <p>4.1 Facilitate via Evaluation Steering Committee bid selection criteria and selection processes.</p> <p>4.2 Facilitate via Evaluation Steering Committee selection of evaluators.</p>	<p>1. 3rd quarter branch performance information received and processed.</p> <p>2. At least four performance information results verified per branch.</p> <p>3. Establish ToR for M&amp;E Champions Committee.</p> <p>4. At least 4 recommendations for DoE performance improvement advanced.</p> <p>5.1 Review evaluators' inception report and make recommendations to Evaluation Steering Committee.</p> <p>5.2 Facilitate oversight and roll-out of evaluation plan.</p>
1.18	SOE Oversight	<p>Oversight, guidance and support to state owned entities to deliver on their mandates</p>	<p>1. Implementation plan drafted and approved.</p> <p>2. Implementation of approved Oversight Framework</p> <p>3. Five % - nine % reduction in SOE audit findings</p>	<p>SOE Oversight Framework completed, approved and commence with roll-out.</p> <p>SOE's 4th quarter 2011/12 Performance reports reviewed, analysed and submitted to Minister by 31 May 2012.</p> <p>CEF Board appointments finalised by 30 June 2012</p>	<p>Implementation of Oversight Framework continued</p> <p>1st draft Strategic Plan submissions of schedule 3A SOE's reviewed, analyzed and review notes sent to entities.</p> <p>SOE's 1st quarter 2012/13 performance reports reviewed, analysed and submitted to the Minister by 31 August 2012</p> <p>SOEs Auditor General report findings analysed, reviewed for improvement</p> <p>All SOE's Annual Reports tabled in Parliament by 15 September 2012</p> <p>SOE's annual Board appraisal reports reviewed, analysed and Ministerial submission completed by 30 September 2012</p> <p>NECSA &amp; CEF Board appointments finalised by 31 August 2012</p>	<p>SOE Oversight Framework fully implemented and compliance maintained</p> <p>2nd draft Strategic Plan submissions of schedule 3A SOE's reviewed, analysed and review notes sent to SOE Boards</p> <p>SOE's 2nd quarter performance reports reviewed, analysed and submitted to the Minister by 30 November 2012</p> <p>NNR Board appointments finalised by 30 November 2012</p>	<p>Compliance with Oversight Framework monitored and improvements suggested</p> <p>Final draft submissions of schedule 3A SOE's Strategic Plans reviewed, analyzed and submitted to Minister for approval</p> <p>NERSA Levies and NNR Authorization Fees submitted to Minister of Finance for concurrence by 28 February 2013</p> <p>SOE's 3rd quarter performance reports reviewed, analysed and submitted to the Minister by 28 February 2013</p> <p>Schedule 2 SOE's Corporate Plans analysed, reviewed and submitted for Ministerial approval by 31 March 2013</p>

Strategic Objective		Activity Performance Indicator	Annual Target 2012/13	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.19	International Relations	Number of international engagements conducted by the Minister, Deputy Minister and Director General	<ol style="list-style-type: none"> <li>Alignment with DIRCO International Strategy</li> <li>Departmental approval of Draft International Relations Strategy</li> <li>Stakeholder survey conducted.</li> <li>5 or more engagements with other countries or multilateral engagements.</li> <li>Draft Monitoring and Evaluation Report on the signed bilateral and Multilateral relations.</li> <li>Document on stakeholder engagement (minutes of briefing notes or report on stakeholder interaction - at least one per quarter).</li> </ol>	Facilitate international engagements for the principals	Facilitate international engagements for the principals	Facilitate international engagements for the principals	Facilitate international engagements for the principals
1.20	Inter-governmental Coordination	Collective activities by different spheres of Government coordinated.	Inter-governmental Coordination unit established.	Establishment of Inter-governmental Coordination unit investigated.	Inter-governmental Coordination unit investigation report consulted.	Inter-governmental Coordination unit institutional arrangements.	Inter-governmental Coordination unit established.

## 2. PROGRAMME 2: ENERGY PLANNING AND POLICY

### STRATEGIC OBJECTIVE ANNUAL TARGETS

Strategic Objective		Programme Performance indicator	Estimated Performance 2011/12	Medium Term Targets			
				2012/13	2013/14	2014/15	2015/16
2.1	Policy Analysis and Research	<ol style="list-style-type: none"> <li>Policy Analysis Framework for IEP developed.</li> <li>Well-capacitated Chief Directorate.</li> <li>Key indicators for monitoring the impact of energy sector policies developed.</li> <li>Annual Energy Indicator Report published.</li> </ol>	<ol style="list-style-type: none"> <li>Approved Policy Analysis Framework by the IEP Steering Committee.</li> <li>Propose Energy Planning Chief Directorate's Structure.</li> <li>None.</li> <li>None.</li> </ol>	<ol style="list-style-type: none"> <li>Application of Policy Analysis Framework in the development of the IEP.</li> <li>Approved structure.</li> <li>Approved key indicators.</li> <li>None.</li> </ol>	<ol style="list-style-type: none"> <li>Application of Policy Analysis Framework in the review of the IEP.</li> <li>Critical posts in structure filled if funded.</li> <li>None.</li> <li>Annual Energy Indicator Report published.</li> </ol>	<ol style="list-style-type: none"> <li>Application of Policy Analysis Framework in the review of the IEP.</li> <li>Fully capacitated structure if funded.</li> <li>None.</li> <li>Annual Energy Indicator Report published.</li> </ol>	<ol style="list-style-type: none"> <li>Application of Policy Analysis Framework in the review of the IEP.</li> <li>None.</li> <li>None.</li> <li>Annual Energy Indicator Report published.</li> </ol>

Strategic Objective		Programme Performance indicator	Estimated Performance 2011/12	Medium Term Targets			
				2012/13	2013/14	2014/15	2015/16
2.2	Energy Data	<ol style="list-style-type: none"> <li>Timely collection and storage of energy balances data.</li> <li>Collection of additional data sets (over and above current obligations).</li> <li>Regulations for the provision of energy data gazetted and all forms and questionnaires for collection of data approved.</li> <li>Centralised electronic Energy Data Repository.</li> <li>Approved common standards and methods for data collection and management.</li> <li>Annual Publications of: Energy Price Report; Energy Digest; and Energy Synopsis.</li> <li>Data questionnaires submitted to local, regional and international organisations.</li> </ol>	<ol style="list-style-type: none"> <li>2009 and 2010 energy balances data collected and stored in the database.</li> <li>None</li> <li>Regulations for the mandatory provision of energy data published</li> <li>Database developed and data required for publications and energy planning stored in a central electronic repository.</li> <li>None</li> <li>Energy Price Report 2010 (with data up to 2010), Energy Digest (with data up to 2008) and Energy Synopsis (with data up to 2008) published.</li> <li>Data disseminated to local, regional and international stakeholders (3-year lag).</li> </ol>	<ol style="list-style-type: none"> <li>Preliminary set of 2011 energy balances collected and stored in the database.</li> <li>Develop a Standard Operating Procedure for dealing with Ad hoc requests for collecting non-routine data.</li> <li>Approved forms and questionnaires for the collection of routine data developed and approved.</li> <li>Energy data for all planning (IRP and LFP) projects within the department stored in a central repository.</li> <li>Definition of common data definition standards developed.</li> <li>Improved lag time for publications (Energy Price Report, Energy Digest and Energy Synopsis) to two years; and two new publications entitled "Review of the Energy Sector" and "Outlook of the Energy Sector" introduced.</li> <li>Improvement in completeness of data disseminated to local, regional and international stakeholders (2-year lag).</li> </ol>	<ol style="list-style-type: none"> <li>Fully validated and published set of 2011 energy balances. Preliminary set of 2012 energy balances collected and stored in the database.</li> <li>Timely data collection of additional data sets as and when required.</li> <li>Develop a Standard Operating Procedure (SOP) for dealing with new data set requirements for routine data collecting.</li> <li>All energy data stored in a central repository in accordance with regulations.</li> <li>Common standards and methods for data collection and management approved.</li> <li>Improve lag time for publications to one year: Energy Price Report; Energy Digest; and Energy Synopsis.</li> <li>Improvement in completeness of data disseminated to local, regional and international stakeholders (1-year lag).</li> </ol>	<ol style="list-style-type: none"> <li>Fully validated and published set of 2012 energy balances. Preliminary set of 2013 energy balances collected and stored in the database.</li> <li>Timely data collection of additional data sets as and when required.</li> <li>Ongoing enhancement of forms and questionnaires in line with SOP.</li> <li>Ongoing expansion of database as requirements increase.</li> <li>Ongoing implementation of data standards.</li> <li>Maintain lag time for publications at one year (Energy Price Report, Energy Digest and Energy Synopsis); Review of the Energy Sector and Outlook of the Energy Sector published.</li> <li>Improvement in completeness of data disseminated to local, regional and international stakeholders (no lag).</li> </ol>	<ol style="list-style-type: none"> <li>Fully validated and published set of 2013 energy balances. Preliminary set of 2014 energy balances collected and stored in the database.</li> <li>Timely data collection of additional data sets as and when required.</li> <li>Ongoing enhancement of forms and questionnaires in line with SOP.</li> <li>Ongoing expansion of database as requirements increase.</li> <li>Ongoing implementation of data standards.</li> <li>Maintain lag time for all publications at one year: Energy Price Report; Energy Digest; Energy Synopsis; Review of the Energy Sector; and Outlook of the Energy Sector.</li> <li>Complete data disseminated to local, regional and international stakeholders timeously.</li> </ol>
2.3	Energy Modelling	Operational energy models to inform planning process.	New contract for redefined scope of work approved. Reference Energy System of energy modelling system completed.	Operational energy modelling system.	Ongoing calibration of modelling system.	Ongoing calibration of modelling system.	Ongoing calibration of modelling system.
2.4	Energy Planning	Integrated Energy Plan Published and implemented.	Targeted workshops.	<ol style="list-style-type: none"> <li>Cabinet approved Integrated Energy Plan.</li> <li>Public stakeholder workshop.</li> </ol>	<ol style="list-style-type: none"> <li>Monitoring of implementation of IEP.</li> <li>Update and publish cabinet approved IEP.</li> </ol>	<ol style="list-style-type: none"> <li>Monitoring of implementation of IEP.</li> <li>Update and publish cabinet approved IEP.</li> </ol>	Fully integrated plan.
2.5.1	Energy Interventions (Hydrocarbons)	<ol style="list-style-type: none"> <li>Increased domestic refining capacity.</li> <li>Improved liquid fuels storage and distribution infrastructure.</li> <li>Strategic fuel stocks and supporting infrastructure.</li> <li>Increased use of cleaner hydrocarbons.</li> </ol> <ol style="list-style-type: none"> <li>New multipurpose pipeline (NMPP) from Durban to Johannesburg.</li> <li>Energy Safety Awareness Campaigns.</li> </ol>	<ol style="list-style-type: none"> <li>Liquid Fuels 20-year Infrastructure Plan initiated.</li> <li>Monitor and report on implementation of the agreement for completion of the NMPP trunk line.</li> <li>1 Energy Safety Awareness campaigns per annum.</li> </ol>	<ol style="list-style-type: none"> <li>Liquid Fuels 20-year Infrastructure Plan completed.</li> <li>Monitor and report on the implementation of the agreement for construction of the rest of NMPP system.</li> <li>1 Energy Safety Awareness campaigns per annum.</li> </ol>	<ol style="list-style-type: none"> <li>To be determined by the Liquid Fuels 20-year Infrastructure Plan.</li> <li>Monitor and report on the completion of entire NMPP system and operationalise.</li> <li>1 Energy Safety Awareness campaigns per annum.</li> </ol>	<ol style="list-style-type: none"> <li>To be determined by the Liquid Fuels 20-year Infrastructure Plan.</li> <li>Monitor and report on NMPP operations.</li> <li>1 Energy Safety Awareness campaigns per annum.</li> </ol>	<ol style="list-style-type: none"> <li>To be determined by the Liquid Fuels 20-year Infrastructure Plan.</li> <li>Monitor and report on NMPP operations.</li> <li>1 Energy Safety Awareness campaigns per annum.</li> </ol>

Strategic Objective	Programme Performance indicator	Estimated Performance 2011/12	Medium Term Targets				
			2012/13	2013/14	2014/15	2015/16	
2.5.2	Energy Interventions (Electricity)	<ol style="list-style-type: none"> <li>1. New electricity generation capacity.</li> <li>2. Funding framework for the resourcing of the Eskom Committed Capital Expenditure programme.</li> <li>3. Monitor and report on progress of approved build plan projects against schedule and budget by Eskom.</li> <li>4.1 Report detailing a map of distribution assets status per metro, secondary city and remaining municipalities.</li> <li>4.2 Approach to Distribution Asset Management (ADAM) rehabilitation (implementation and funding) plan for distribution infrastructure.</li> <li>5. Ensured security of power supply in the medium term (2012-2016) (implementation of Medium Term Risk Mitigation Plan as per Integrated Resource Plan).</li> <li>6. Establishment of ISMO.</li> <li>7. Quantity of power generators by independent power producers.</li> <li>8. IPP unit established for the management of IPP programme.</li> <li>9. Medium Term Risk Mitigation Plan (MTRMP) adopted.</li> </ol>	<ol style="list-style-type: none"> <li>1. Progress on construction of new electricity generation capacity to achieve 45,647 MW by 2012/13.</li> <li>2. Ministerial and cabinet submissions and approval of funding model for Eskom.</li> <li>3. Monitor and report on construction progress against schedule and budget and flag problem areas.</li> <li>4.1 Report detailing a map of distribution assets status per metro.</li> <li>4.2 ADAM rehabilitation plan approved for metros.</li> <li>5.1 Develop standards procurement documents for co-generation.</li> <li>5.2 Issue Request for Proposal to procure co-generation power.</li> <li>6. Ring fencing of assets.</li> <li>7. RFQ - RFC launched to procure power from IPP's.</li> <li>8. Established IPP unit responsible for managing IPP's with extensive support from external experts.</li> <li>9.1 Draft MTRMP published for public comment.</li> <li>9.2 MTRMP approved by Minister/ Cabinet as part of the of the establishment of IPP's.</li> </ol>	<ol style="list-style-type: none"> <li>1. Progress on construction of new electricity generation capacity of 45,647 MW achieved.</li> <li>2. MYPD aligned to support the licensed IRP projects.</li> <li>3. Monitor and report on construction progress against schedule and budget and flag problem areas.</li> <li>4.1 Report updated detailing a map of distribution assets status per secondary city.</li> <li>4.2 ADAM rehabilitation plan approved for secondary cities.</li> <li>4.3 Pilot in selected secondary municipalities.</li> <li>5. 103 MW connected to the grid.</li> <li>6. Establishment of ISMO within Eskom.</li> <li>7.1 IPP's selected.</li> <li>7.2 Monitor and report on progress of construction of IPP plants.</li> <li>8. Established IPP unit responsible for managing IPP's with moderate support from external experts.</li> <li>9.1 Projects identified under MTRMP implemented and verified.</li> <li>9.2 MW/MWh commissioned or saved to improve reserve margin.</li> </ol>	<ol style="list-style-type: none"> <li>1. Progress on construction of new electricity generation capacity of 46,350 MW achieved.</li> <li>2. Target reached in 2012/13.</li> <li>3. Monitor and report on construction progress against schedule and budget and flag problem areas.</li> <li>4. 206 MW connected to the grid.</li> <li>4.1 Report updated detailing a map of distribution assets status for 50% of all remaining municipalities.</li> <li>4.2 ADAM rehabilitation plan approved for 50% of all remaining municipalities.</li> <li>4.3 Pilot in selected secondary and remaining other municipalities.</li> <li>6. Make ISMO independent from Eskom.</li> <li>7. Monitor and report on progress of construction of IPP plants.</li> <li>8. Established IPP unit responsible for managing IPP's with minimal support from external experts.</li> <li>9. Projects identified and licensed according to MTRMP.</li> </ol>	<ol style="list-style-type: none"> <li>1. Progress on construction of new electricity generation capacity of 48,975 MW achieved.</li> <li>2. Target reached in 2012/13.</li> <li>3. Monitor and report on construction progress against schedule and budget and flag problem areas.</li> <li>4.1 Report updated detailing a map of distribution assets status for remaining 50% (100% in total) of all municipalities.</li> <li>4.2 ADAM implementation and funding plan approved for remainder of municipalities.</li> <li>4.3 Pilot in selected secondary and remaining other municipalities.</li> <li>5. 433 MW connected to the grid.</li> <li>6. Independent ISMO.</li> <li>7.1 Production of electricity by IPP's commences.</li> <li>7.2 Monitor and report on progress of construction of IPP plants.</li> <li>8. IPP unit has internal capability to manage IPP's without support from external experts.</li> <li>9.1 Projects identified under MTRMP implemented and verified.</li> <li>9.2 MW/MWh commissioned or saved to improve reserve margin.</li> </ol>	<ol style="list-style-type: none"> <li>1. Progress on construction of new electricity generation capacity of 51,422 MW achieved.</li> <li>2. Target reached in 2012/13.</li> <li>3. Monitor and report on construction progress against schedule and budget and flag problem areas.</li> <li>4. Target reached in 2014/15.</li> <li>5. 1086 MW connected to the grid.</li> <li>6. Independent ISMO.</li> <li>7. Production of electricity by IPP's increased.</li> <li>8. IPP unit fully functional.</li> <li>9.1 Projects identified under MTRMP implemented and verified.</li> <li>9.2 MW/MWh commissioned or saved to improve reserve margin.</li> </ol>

Strategic Objective		Programme Performance indicator	Estimated Performance 2011/12	Medium Term Targets			
				2012/13	2013/14	2014/15	2015/16
2.6	Petroleum Policy	<p>1. Development of regulations on Liquefied Petroleum Gas (LPG) pricing and LPG licensing framework.</p> <p>2. Revised Fuel Specifications and Standards (Clean Fuels 2).</p> <p>3. Petroleum Products Act (Act No. 120 of 1977) reviewed to close regulatory gaps.</p>	<p>1.1 LPG Strategy approved.</p> <p>1.2 Revised maximum refinery gate price of LPG and revised maximum LPG retail price.</p> <p>2.1 Internal approval of Department's discussion document.</p> <p>2.1 Publication of department's discussion document.</p> <p>3. Petroleum Products Act (Act No. 120 of 1977) reviewed to close regulatory gaps.</p>	<p>1.1 LPG Strategy implemented.</p> <p>1.2 LPG licensing regulations promulgated.</p> <p>1.3 Revised LPG retail price promulgated.</p> <p>Monitoring of progress in line with the Fuel Specifications Roadmap.</p> <p>3. Regulations published for public comment.</p>	<p>1. LPG pricing and licensing regulations implemented and monitored.</p> <p>2. Monitoring of progress in line with the Fuel Specifications Roadmap.</p> <p>3. Regulations promulgated to incorporate new empowerment dispensation.</p>	<p>1. LPG pricing and licensing regulations implemented and monitored.</p> <p>2. Monitoring of progress in line with the Fuel Specifications Roadmap.</p> <p>3. Target reached in 2013/14.</p>	<p>1. LPG pricing and licensing regulations implemented and monitored.</p> <p>2. Monitoring of progress in line with the Fuel Specifications Roadmap.</p> <p>3. Target reached in 2013/14.</p>
2.7	Coal Policy	<p>1. Coal Policy to address Security of supply for energy generation.</p> <p>2. Clean Coal Technology Policy.</p>	<p>1. Departmental approval of coal policy discussion paper and consultations with stakeholders.</p> <p>2. Internal approval of clean coal technologies discussion paper.</p>	<p>1. Coal policy discussion paper published for public comment Roadmap completed.</p> <p>2. Publish policy discussion document for public comments SA Coal roadmap completed.</p> <p>3. Domestic and International consultation on regulatory framework</p>	<p>1. Legislation drafted based on previous milestones.</p> <p>2. Draft legislation based on previous milestones.</p>	<p>1. Regulations drafted and promulgated.</p> <p>2. Promulgate regulations.</p>	<p>1. Implementation and monitoring against policy targets.</p> <p>2. Implementation and monitoring against policy targets.</p>
2.8	Gas Policy	Amended Gas Act (Act 48 of 2001).	Amendment of Gas Act (Act 48 of 2001) introduced and approved by Minister and Cabinet.	Promulgation of the amended Gas Act.	Monitoring of types and number of gas supply sources.	Monitoring of types and number of gas supply sources.	Monitoring of types and number of gas supply sources.
2.9	Electricity Policy	<p>1. Quantity of power procured from Independent Power Producers (IPP's).</p> <p>2. Quantity of power generators by independent power producers.</p> <p>3. Cushion the poor from rising costs of electricity by cost reflective electricity tariffs.</p> <p>4. Electricity Regulation Amendment Bill, National Energy Regulator Bill and ISMO Bill reviewed and amended.</p>	<p>2.1 Regulations for new generation capacity promulgated.</p> <p>2. Standards set for procurement documentation and dissemination.</p> <p>3.1 Improve the implementation of the IBT in all the municipalities.</p> <p>3.2 Monitor effectiveness of MYPD2 in aligning the tariff to the true cost of production.</p> <p>3.3 Extend IBT to cover prepaid meters in Eskom areas.</p> <p>4. Draft Bill(s), consultation and Cabinet approval.</p>	<p>1.1 ISMO established.</p> <p>1.2 Agreements for the procurement of electricity finalised.</p> <p>2. Review of Integrated Resource Plan 2010.</p> <p>3.1 Monitor effectiveness of IBT in cushioning the poor from rising costs.</p> <p>3.2 Monitor effectiveness of MYPD2 in aligning the tariff to the true cost of production.</p> <p>3.3 Extend IBT to cover prepaid meters in more municipal areas.</p> <p>4. Approval by Parliament.</p>	<p>1. Additional agreements for the procurement of electricity finalised.</p> <p>2. -</p> <p>3.1 Monitor effectiveness of IBT in cushioning the poor from rising costs.</p> <p>3.2 Monitor effectiveness of MYPD2 in aligning the tariff to the true cost of production.</p> <p>4. Implementation.</p>	<p>1. Procurement of electricity commenced.</p> <p>2. -</p> <p>3.1 Monitor effectiveness of IBT in cushioning the poor from rising costs.</p> <p>3.2 Monitor effectiveness of MYPD2 in aligning the tariff to the true cost of production.</p> <p>3.3 Extend IBT to cover prepaid meters in all municipal areas.</p> <p>4. Target reached in 2014/15.</p>	<p>1. Increased procurement of electricity.</p> <p>2. Review of enabling legislation and regulations.</p> <p>3. Five-year phasing in of cost reflective tariffs complete, including measures to protect the poor.</p> <p>4. Implementation.</p>
2.10	Energy Regulation	The application of the statutory frameworks for petroleum, coal, gas and electricity by; and the impact thereof on the regulators, industry and consumers monitored.	The application of the statutory frameworks for petroleum, coal, gas and electricity by; and the impact thereof on the regulators, industry and consumers monitored.	The application of the statutory frameworks for petroleum, coal, gas and electricity by; and the impact thereof on the regulators, industry and consumers monitored.	The application of the statutory frameworks for petroleum, coal, gas and electricity by; and the impact thereof on the regulators, industry and consumers monitored.	The application of the statutory frameworks for petroleum, coal, gas and electricity by; and the impact thereof on the regulators, industry and consumers monitored.	The application of the statutory frameworks for petroleum, coal, gas and electricity by; and the impact thereof on the regulators, industry and consumers monitored.

Strategic Objective		Programme Performance indicator	Estimated Performance 2011/12	Medium Term Targets			
				2012/13	2013/14	2014/15	2015/16
2.11	Policy Administration	The promulgation and maintenance of the statutory frameworks for petroleum, coal, gas and electricity administered.	The promulgation and maintenance of the statutory frameworks for petroleum, coal, gas and electricity administered.	The promulgation and maintenance of the statutory frameworks for petroleum, coal, gas and electricity administered.	The promulgation and maintenance of the statutory frameworks for petroleum, coal, gas and electricity administered.	The promulgation and maintenance of the statutory frameworks for petroleum, coal, gas and electricity administered.	The promulgation and maintenance of the statutory frameworks for petroleum, coal, gas and electricity administered.

## QUARTERLY TARGETS 2012/13

Strategic Objective		Activity Performance Indicator	Annual Target 2012/13	Quarterly Targets			
				1st	2nd	3rd	4th
2.1	Policy Analysis and Research	<ol style="list-style-type: none"> <li>1. Policy Analysis Framework for IEP developed.</li> <li>2. Well-capacitated Chief Directorate.</li> <li>3. Key indicators for monitoring the impact of energy sector policies developed.</li> <li>4. Annual Energy Indicator Report published.</li> </ol>	<ol style="list-style-type: none"> <li>1. Application of Policy Analysis Framework in the development of the IEP.</li> <li>2. Approved structure.</li> <li>3. Approved key indicators.</li> <li>4. None.</li> </ol>	<ol style="list-style-type: none"> <li>1. None.</li> <li>2. Implementation of the approved structure</li> <li>3. List of key indicators for the Energy Efficiency and Renewable Energy policies</li> </ol>	<ol style="list-style-type: none"> <li>1. Preliminary draft list of policy options to be evaluated.</li> <li>2. Implementation of the approved structure</li> <li>3. List of key indicators for the Electricity Sector policies</li> </ol>	<ol style="list-style-type: none"> <li>1. Final draft list of policy options to be evaluated.</li> <li>2. Implementation of the approved structure</li> <li>3. List of key indicators for the Hydrocarbons policies</li> </ol>	<ol style="list-style-type: none"> <li>1. Draft Evaluation report of different policy options using Framework.</li> <li>2. Implementation of the approved structure</li> <li>3. A consolidated and approved list of key indicators</li> </ol>
2.2	Energy Data	<ol style="list-style-type: none"> <li>1. Timely collection and storage of energy balances data.</li> <li>2. Collection of additional data sets (over and above current obligations).</li> <li>3. Regulations for the provision of energy data gazetted and all forms and questionnaires for collection of data approved.</li> <li>4. Centralised electronic Energy Data Repository.</li> <li>5. Approved common standards and methods for data collection and management.</li> <li>6. Annual Publications of: Energy Price Report; Energy Digest; and Energy Synopsis.</li> <li>7. Data questionnaires submitted to local, regional and international organisations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Preliminary set of 2011 energy balances collected and stored in the database.</li> <li>2. Develop a Standard Operating Procedure for dealing with Ad hoc requests for collecting non-routine data.</li> <li>3. Approved forms and questionnaires for the collection of routine data developed and approved.</li> <li>4. Energy data for all planning (IRP and LFP) projects within the department stored in a central repository.</li> <li>5. Definition of common data definition standards developed.</li> <li>6. Improved lag time for publications (Energy Price Report, Energy Digest and Energy Synopsis) to two years; and two new publications entitled "Review of the Energy Sector" and "Outlook of the Energy Sector" introduced.</li> <li>7. Improvement in completeness of data disseminated to local, regional and international stakeholders (2-year lag).</li> </ol>	<ol style="list-style-type: none"> <li>1. Data on energy balances collected.</li> <li>2. Reviewing of the structure of data collection and management directorate.</li> <li>3. Piloting of questionnaire finalised.</li> <li>4.1 Energy data for all planning (IRP and LFP) projects within the department stored in a central repository.</li> <li>4.2 Continuous expansion of the database as requirements increase.</li> <li>5. Finalise draft Statistics Methodology Manual.</li> <li>6.1 Analysis of existing data will be conducted.</li> <li>6.2 Research and write ups for various publications.</li> <li>7. Disseminate available data to the relevant stakeholders on or before the due date.</li> </ol>	<ol style="list-style-type: none"> <li>1. Data on energy balances collected.</li> <li>2. Reviewing of the structure of data collection and management directorate.</li> <li>3. Questionnaires reviewed based on inputs received from piloting exercise.</li> <li>4.1 Energy data for all planning (IRP and LFP) projects within the department stored in a central repository.</li> <li>4.2 Continuous expansion of the database as requirements increase.</li> <li>5. Official approval of the Energy Statistics Manual.</li> <li>6.1 Analysis of existing data will be conducted.</li> <li>6.2 Research and write ups for various publications.</li> <li>7. Disseminate available data to the relevant stakeholders on or before the due date.</li> </ol>	<ol style="list-style-type: none"> <li>1. Data on energy balances collected.</li> <li>2. Reviewing of the structure of data collection and management directorate.</li> <li>3. Request for approval of data collection questionnaires for implementation.</li> <li>4.1 Energy data for all planning (IRP and LFP) projects within the department stored in a central repository.</li> <li>4.2 Continuous expansion of the database as requirements increase.</li> <li>5. Implementation/rollout of the Methodology Manual.</li> <li>6. Submissions for approval of the publication of the Energy Digest, Energy Price Report and Synopsis to be finalised.</li> <li>7. Disseminate available data to the relevant stakeholders on or before the due date.</li> </ol>	<ol style="list-style-type: none"> <li>1. Final set of 2010 and preliminary set of 2011 energy balances collected.</li> <li>2. Reviewing of the structure of data collection and management directorate.</li> <li>3. Questionnaires approved and implementation starts.</li> <li>4.1 Energy data for all planning (IRP and LFP) projects within the department stored in a central repository.</li> <li>4.2 Continuous expansion of the database as requirements increase.</li> <li>5. Continuous improvement of the manual based on new international recommendations.</li> <li>6.1 2012 Energy Digest(with data up to 2010) Synopsis published.</li> <li>6.2 Energy Price Report.</li> <li>6.3 Review of the Energy Sector (with data up to 2010) Outlook of the Energy Sector (with data up to 2010) published.</li> <li>7. Disseminate available data to the relevant stakeholders on or before the due date.</li> </ol>
2.3	Energy Modelling	Operational energy models to inform planning process.	Operational energy modelling system.	<ol style="list-style-type: none"> <li>1. Development of Data Package file.</li> <li>2. Revision of the Osemosys model file.</li> </ol>	Well defined approach to modelling Policy Options within a Base Case.	Model run for the Base Case.	Draft Report on the overall modelling outputs.

Strategic Objective		Activity Performance Indicator	Annual Target 2012/13	Quarterly Targets			
				1st	2nd	3rd	4th
2.4	Energy Planning	Integrated Energy Plan Published and implemented.	1. Cabinet approved Integrated Energy Plan. 2. Public stakeholder workshop.	Collection of Data for IEP started.	Collection of Data for IEP completed.	Update the policy options proposal and conduct internal consultations.	1. Technical report finalized. 2. Draft IEP Report.
2.5.1	Energy Interventions (Hydrocarbons)	1.1 Increased domestic refining capacity. 1.2 Improved liquid fuels storage and distribution infrastructure. 1.3 Strategic fuel stocks and supporting infrastructure. 1.4 Increased use of cleaner hydrocarbons. 2. New multipurpose pipeline (NMPP) from Durban to Johannesburg. 3. Energy Safety Awareness Campaigns.	1. Liquid Fuels 20-year Infrastructure Plan completed. 2. Monitor and report on the implementation of the agreement for construction of the rest of NMPP system. 3. 1 Energy Safety Awareness campaigns per annum.	1. Drafting of Liquid Fuels 20-year Infrastructure Plan. 2. Monitor and report on the implementation of the agreement for construction of the rest of NMPP system. 3. -	1. Drafting of Liquid Fuels 20-year Infrastructure Plan. 2. Monitor and report on the implementation of the agreement for construction of the rest of NMPP system. 3. -	1. Drafting of Liquid Fuels 20-year Infrastructure Plan. 2. Monitor and report on the implementation of the agreement for construction of the rest of NMPP system. 3. -	1. Liquid Fuels 20-year Infrastructure Plan completed. 2. Monitor and report on the implementation of the agreement for construction of the rest of NMPP system. 3. 1 Energy Safety Awareness campaigns.
2.5.2	Energy Interventions (Electricity)	1. New electricity generation capacity. 2. Funding framework for the resourcing of the Eskom Committed Capital Expenditure programme. 3. Monitor and report on progress of approved build plan projects against schedule and budget by Eskom. 4.1 Report detailing a map of distribution assets status per metro, secondary city and remaining municipalities. 4.2 Approach to Distribution Asset Management (ADAM) rehabilitation (implementation and funding) plan for distribution infrastructure. 5. Ensured security of power supply in the medium term (2012-2016) (implementation of Medium Term Risk Mitigation Plan as per Integrated Resource Plan). 6. Establishment of ISMO. 7. Quantity of power generators by independent power producers. 8. IPP unit established for the management of IPP programme. 9. Medium Term Risk Mitigation Plan (MTRMP) adopted.	1. Progress on construction of new electricity generation capacity of 45,647 MW achieved. 2. MYPD aligned to support the licensed IRP projects. 3. Monitor and report on construction progress against schedule and budget and flag problem areas. 4.1 Report updated detailing a map of distribution assets status per secondary city. 4.2 ADAM rehabilitation plan approved for secondary cities. 4.3 Pilot in selected secondary municipalities. 5. 103 MW connected to the grid. 6. Establishment of ISMO within Eskom. 7.1 IPP's selected. 7.2 Monitor and report on progress of construction of IPP plants. 8. Established IPP unit responsible for managing IPP's with moderate support from external experts. 9.1 Projects identified under MTRMP implemented and verified. 9.2 MW/MWh commissioned or saved to improve reserve margin.	1. Monitor on progress on construction of new electricity generation capacity. 2. Develop aligned MYPD. 3. Monitor and report on construction progress against schedule and budget and flag problem areas. 4.1 Collect information to update report detailing a map of distribution assets status per secondary city. 4.2 Develop ADAM rehabilitation plan for secondary cities. 4.3 Develop in selected secondary municipalities. 5. Monitor and report on progress. 6. Institutional arrangements for the establishment of ISMO within Eskom. 7. Monitor and report on progress of construction of IPP plants. 8. Institutional arrangements for the IPP unit responsible for managing IPP's with moderate support from external experts. 9.1 Projects identified under MTRMP implemented and verified. 9.2 Monitor MW/MWh commissioned or saved to improve reserve margin.	1. Monitor on progress on construction of new electricity generation capacity. 2. Develop aligned MYPD. 3. Monitor and report on construction progress against schedule and budget and flag problem areas. 4.1 Collect information to update report detailing a map of distribution assets status per secondary city. 4.2 Develop ADAM rehabilitation plan for secondary cities. 4.3 Develop in selected secondary municipalities. 5. Monitor and report on progress. 6. Institutional arrangements for the establishment of ISMO within Eskom. 7. Monitor and report on progress of construction of IPP plants. 8. Institutional arrangements for the IPP unit responsible for managing IPP's with moderate support from external experts. 9.1 Projects identified under MTRMP implemented and verified. 9.2 Monitor MW/MWh commissioned or saved to improve reserve margin.	1. Monitor on progress on construction of new electricity generation capacity. 2. Develop aligned MYPD. 3. Monitor and report on construction progress against schedule and budget and flag problem areas. 4.1 Collect information to update report detailing a map of distribution assets status per secondary city. 4.2 Develop ADAM rehabilitation plan for secondary cities. 4.3 Develop in selected secondary municipalities. 5. Monitor and report on progress. 6. Institutional arrangements for the establishment of ISMO within Eskom. 7. Monitor and report on progress of construction of IPP plants. 8. Institutional arrangements for the IPP unit responsible for managing IPP's with moderate support from external experts. 9.1 Projects identified under MTRMP implemented and verified. 9.2 Monitor MW/MWh commissioned or saved to improve reserve margin.	1. Progress on construction of new electricity generation capacity of 45,647 MW achieved. 2. MYPD aligned to support the licensed IRP projects. 3. Monitor and report on construction progress against schedule and budget and flag problem areas. 4.1 Report updated detailing a map of distribution assets status per secondary city. 4.2 ADAM rehabilitation plan approved for secondary cities. 4.3 Pilot in selected secondary municipalities. 5. 103 MW connected to the grid. 6. Establishment of ISMO within Eskom. 7.1 IPP's selected. 7.2 Monitor and report on progress of construction of IPP plants. 8. Established IPP unit responsible for managing IPP's with moderate support from external experts. 9.1 Projects identified under MTRMP implemented and verified. 9.2 MW/MWh commissioned or saved to improve reserve margin.

Strategic Objective		Activity Performance Indicator	Annual Target 2012/13	Quarterly Targets			
				1st	2nd	3rd	4th
2.6	Petroleum Policy	<p>1. Development of regulations on Liquefied Petroleum Gas (LPG) pricing and LPG licensing framework.</p> <p>2. Revised Fuel Specifications and Standards (Clean Fuels 2).</p> <p>3. Petroleum Products Act (Act No. 120 of 1977) reviewed to close regulatory gaps.</p>	<p>1.1 LPG Strategy implemented.</p> <p>1.2 LPG licensing regulations promulgated.</p> <p>1.3 Revised LPG retail price promulgated.</p> <p>Monitoring of progress in line with the Fuel Specifications Roadmap.</p> <p>3. Regulations published for public comment.</p>	<p>1. Monitoring of LPG prices.</p> <p>2. Identify task team members and project leaders.</p> <p>3. -</p>	<p>1. Monitoring of LPG prices.</p> <p>2. Develop terms of reference.</p> <p>3. -</p>	<p>1. Monitoring of LPG prices.</p> <p>2. Finalise the issue of transitional fuels or niche grade.</p> <p>3. Draft regulations.</p>	<p>1. Monitoring of LPG prices.</p> <p>2. Finalise logistics.</p> <p>3. Regulations published for public comment.</p>
2.7	Coal Policy	<p>1. Coal Policy to address Security of supply for energy generation.</p> <p>2. Clean Coal Technology Policy.</p>	<p>1. Coal policy discussion paper published for public comment Roadmap completed.</p> <p>2. Contribute to and participate in the drafting of the South African Coal Road Map.</p>	<p>1. Consolidate the comments from stakeholders.</p> <p>2. Contribute to and participate in the drafting of the South African Coal Road Map.</p>	<p>1. Internal Approval of Coal Policy.</p> <p>2. Contribute to and participate in the drafting of the South African Coal Road Map.</p>	<p>1. Submission of the Draft Coal Supply Strategy to Cabinet.</p> <p>2. Contribute to and participate in the drafting of the South African Coal Road Map.</p>	<p>1. Coal Policy Discussion paper published for comments.</p> <p>2. Contribute to and participate in the drafting of the South African Coal Road Map.</p>
2.8	Gas Policy	Amended Gas Act (Act 48 of 2001).	Promulgation of the amended Gas Act.	Consolidated Comments.	Submission of Gas Amendment Bill to Parliament.	Gazette the Gas Bill.	Amended and approved Gas Act by Minister and Cabinet.
2.9	Electricity Policy	<p>1. Quantity of power procured from Independent Power Producers (IPP's).</p> <p>2. Quantity of power generators by independent power producers.</p> <p>3. Cushion the poor from rising costs of electricity by cost reflective electricity tariffs.</p> <p>4. Electricity Regulation Amendment Bill, National Energy Regulator Bill and ISMO Bill reviewed and amended.</p>	<p>1.1 ISMO established.</p> <p>1.2 Agreements for the procurement of electricity finalised.</p> <p>2. Review of Integrated Resource Plan 2010.</p> <p>3.1 Monitor effectiveness of IBT in cushioning the poor from rising costs.</p> <p>3.2 Monitor effectiveness of MYPD2 in aligning the tariff to the true cost of production.</p> <p>3.3 Extend IBT to cover prepaid meters in more municipal areas.</p> <p>4. Approval by Parliament.</p>	<p>1.1 Institutional arrangements for the establishment of ISMO.</p> <p>1.2 Agreements for the procurement of electricity processed.</p> <p>2. Review of Integrated Resource Plan 2010.</p> <p>3.1 Monitor effectiveness of IBT in cushioning the poor from rising costs.</p> <p>3.2 Monitor effectiveness of MYPD2 in aligning the tariff to the true cost of production.</p> <p>3.3 Extend IBT to cover prepaid meters in more municipal areas.</p> <p>4. -</p>	<p>1.1 Institutional arrangements for the establishment of ISMO.</p> <p>1.2 Agreements for the procurement of electricity processed.</p> <p>2. Review of Integrated Resource Plan 2010.</p> <p>2. Review of Integrated Resource Plan 2010.</p> <p>3.1 Monitor effectiveness of IBT in cushioning the poor from rising costs.</p> <p>3.2 Monitor effectiveness of MYPD2 in aligning the tariff to the true cost of production.</p> <p>3.3 Extend IBT to cover prepaid meters in more municipal areas.</p> <p>4. -</p>	<p>1.1 Institutional arrangements for the establishment of ISMO.</p> <p>1.2 Agreements for the procurement of electricity processed.</p> <p>2. Review of Integrated Resource Plan 2010.</p> <p>3.1 Monitor effectiveness of IBT in cushioning the poor from rising costs.</p> <p>3.2 Monitor effectiveness of MYPD2 in aligning the tariff to the true cost of production.</p> <p>3.3 Extend IBT to cover prepaid meters in more municipal areas.</p> <p>4. -</p>	<p>1.1 ISMO established.</p> <p>1.2 Agreements for the procurement of electricity finalised.</p> <p>2. Review of Integrated Resource Plan 2010.</p> <p>3.1 Monitor effectiveness of IBT in cushioning the poor from rising costs.</p> <p>3.2 Monitor effectiveness of MYPD2 in aligning the tariff to the true cost of production.</p> <p>3.3 Extend IBT to cover prepaid meters in more municipal areas.</p> <p>4. Approval by Parliament.</p>

Strategic Objective		Activity Performance Indicator	Annual Target 2012/13	Quarterly Targets			
				1st	2nd	3rd	4th
2.10	Energy Regulation	The application of the statutory frameworks for petroleum, coal, gas and electricity by; and the impact thereof on the regulators, industry and consumers monitored.	The application of the statutory frameworks for petroleum, coal, gas and electricity by; and the impact thereof on the regulators, industry and consumers monitored.	The application of the statutory frameworks for petroleum, coal, gas and electricity by; and the impact thereof on the regulators, industry and consumers monitored.	The application of the statutory frameworks for petroleum, coal, gas and electricity by; and the impact thereof on the regulators, industry and consumers monitored.	The application of the statutory frameworks for petroleum, coal, gas and electricity by; and the impact thereof on the regulators, industry and consumers monitored.	The application of the statutory frameworks for petroleum, coal, gas and electricity by; and the impact thereof on the regulators, industry and consumers monitored.
2.11	Policy Administration	The promulgation and maintenance of the statutory frameworks for petroleum, coal, gas and electricity administered.	The promulgation and maintenance of the statutory frameworks for petroleum, coal, gas and electricity administered.	The promulgation and maintenance of the statutory frameworks for petroleum, coal, gas and electricity administered.	The promulgation and maintenance of the statutory frameworks for petroleum, coal, gas and electricity administered.	The promulgation and maintenance of the statutory frameworks for petroleum, coal, gas and electricity administered.	The promulgation and maintenance of the statutory frameworks for petroleum, coal, gas and electricity administered.

### 3.PROGRAMME 3: PETROLEUM REGULATION

#### STRATEGIC OBJECTIVE ANNUAL TARGETS 2011/12 – 2015/16

Strategic Objective		Programme Performance Indicator	Estimated Performance 2011/12	Medium Term Targets			
				2012/13	2013/14	2014/15	2015/16
3.1	License Analyses	1. Process all applications within 90 days 2. Finalize all new to industry applications 60 days	1. Process all applications within 90 days 2. Finalize all new to industry applications 60 days	1. Process all applications within 90 days 2. Finalize all new to industry applications 60 days	1. Process all applications within 90 days 2. Finalize all new to industry applications 60 days	1. Process all applications within 90 days 2. Finalize all new to industry applications 60 days	1. Process all applications within 90 days 2. Finalize all new to industry applications 60 days
3.2	Charter and Permit Compliance	1. Number of site inspections. 2. Number of fuel samples and tests.	1. Conduct 1500 site inspections. 2. N/A	1. Conduct 1500 site inspections. 2. 1080 fuel samples and tests.	1. Conduct 1500 site inspections. 2. 1080 fuel samples and tests.	1. Conduct 1500 site inspections. 2. 1080 fuel samples and tests.	1. Conduct 1500 site inspections. 2. 1080 fuel samples and tests.
3.3	Petroleum Supply	Fuel stock levels monitored and corrective actions to avoid distribution shortages coordinated.	Fuel stock levels monitored and corrective actions to avoid distribution shortages coordinated.	Fuel stock levels monitored and corrective actions to avoid distribution shortages coordinated.	Fuel stock levels monitored and corrective actions to avoid distribution shortages coordinated.	Fuel stock levels monitored and corrective actions to avoid distribution shortages coordinated.	Fuel stock levels monitored and corrective actions to avoid distribution shortages coordinated.
3.4	Petroleum Inspection	See 3.2 (1.) above.	See 3.2 (1.) above.	See 3.2 (1.) above.	See 3.2 (1.) above.	See 3.2 (1.) above.	See 3.2 (1.) above.
3.5	Petroleum Arbitration	1. Finalize arbitration requests within 14 working days. 2. Finalize public complaints within 14 working days.	1. Finalize arbitration requests within 14 working days. 2. Finalize public complaints within 14 working days.	1. Finalize arbitration requests within 14 working days. 2. Finalize public complaints within 14 working days.	1. Finalize arbitration requests within 14 working days. 2. Finalize public complaints within 14 working days.	1. Finalize arbitration requests within 14 working days. 2. Finalize public complaints within 14 working days.	1. Finalize arbitration requests within 14 working days. 2. Finalize public complaints within 14 working days.

Strategic Objective		Programme Performance Indicator	Estimated Performance 2011/12	Medium Term Targets			
				2012/13	2013/14	2014/15	2015/16
3.6	Petroleum Enforcement	A system of corrective action for non-compliance with the Liquid Fuels Charter and technical, legal and commercial licensing conditions developed, maintained and implemented.	A system of corrective action for non-compliance with the Liquid Fuels Charter and technical, legal and commercial licensing conditions developed, maintained and implemented.	A system of corrective action for non-compliance with the Liquid Fuels Charter and technical, legal and commercial licensing conditions developed, maintained and implemented.	A system of corrective action for non-compliance with the Liquid Fuels Charter and technical, legal and commercial licensing conditions developed, maintained and implemented.	A system of corrective action for non-compliance with the Liquid Fuels Charter and technical, legal and commercial licensing conditions developed, maintained and implemented.	A system of corrective action for non-compliance with the Liquid Fuels Charter and technical, legal and commercial licensing conditions developed, maintained and implemented.
3.7	Fuel Levies and Margins	<ol style="list-style-type: none"> <li>1. Development of regulations on Liquefied Petroleum Gas (LPG) pricing.</li> <li>2. Revision and implementation of the BFP and MDZ System.</li> <li>3. Implementation of RAS.</li> <li>4. Publish Bio-fuels manufacturing support mechanism.</li> <li>5. Promulgate and implement the fixed retail price of illuminating paraffin.</li> </ol>	<ol style="list-style-type: none"> <li>1. Revised maximum refinery gate price of LPG and revised maximum LPG retail price.</li> <li>2. Revised Working Rules developed to determine the BFP and revised MDZ system to be effected in April 2012.</li> <li>3. Finalisation of RAS that includes cost recovery mechanism.</li> <li>4. Monitor the bio-fuels pricing framework (Report).</li> <li>5. Monitor the fixed retail margin of Illuminating paraffin (Report).</li> </ol>	<ol style="list-style-type: none"> <li>1. Revised LPG retail price promulgated.</li> <li>2. Promulgation of BFP and Zone Differential Rules.</li> <li>3. Implementation and monitoring of RAS. Two reports per annum on the calculated price margins for the respective segments of the value chain.</li> <li>4. Monitor the bio-fuels pricing framework (Report).</li> <li>5. Monitor the fixed retail margin of Illuminating paraffin (Report).</li> </ol>	<ol style="list-style-type: none"> <li>1. Pricing regulations implemented and monitored.</li> <li>2. Administration and enforcement of revised rules.</li> <li>3. Implementation and monitoring of RAS. Two reports per annum on the calculated price margins for the respective segments of the value chain.</li> <li>4. Review and update the pricing framework (Report).</li> <li>5. Review and update the retail margin of illuminating paraffin (Report).</li> </ol>	<ol style="list-style-type: none"> <li>1. Pricing regulations implemented and monitored.</li> <li>2. Administration and enforcement of revised rules and assessment of effectiveness of revised rules.</li> <li>3. Review of RAS and improvement as needed</li> <li>4. Monitor the bio-fuels pricing framework (Report).</li> <li>5. Monitor the fixed retail margin of Illuminating paraffin (Report).</li> </ol>	<ol style="list-style-type: none"> <li>1. Pricing regulations implemented and monitored.</li> <li>2. Revised rules and updating pricing as needed.</li> <li>3. Fully operational RAS.</li> <li>4. Monitor the bio-fuels pricing framework (Report).</li> <li>5. Monitor the fixed retail margin of Illuminating paraffin (Report).</li> </ol>
3.8	Fuel Price Administration	To ensure internationally competitive pricing of petroleum products that will enable investment into the sector and attract new entrants.	Pricing of petroleum products administrated.	Pricing of petroleum products administrated.	Pricing of petroleum products administrated.	Pricing of petroleum products administrated.	Pricing of petroleum products administrated.
3.9	Petroleum Industry Transformation and Empowerment	<ol style="list-style-type: none"> <li>1. 25% participation of HDI's ownership across the Petroleum value chain.</li> <li>2. Petroleum Products Act and Licensing Awareness campaigns.</li> </ol>	<ol style="list-style-type: none"> <li>1. Empowerment audit.</li> <li>2. 9 Petroleum Products Act and Licensing Awareness campaigns per annum.</li> </ol>	<ol style="list-style-type: none"> <li>1. Draft new empowerment Framework.</li> <li>2. 9 Petroleum Products Act and Licensing Awareness campaigns per annum.</li> </ol>	<ol style="list-style-type: none"> <li>1. Implementation.</li> <li>2. 9 Petroleum Products Act and Licensing Awareness campaigns per annum.</li> </ol>	<ol style="list-style-type: none"> <li>1. Annual report.</li> <li>2. 9 Petroleum Products Act and Licensing Awareness campaigns per annum.</li> </ol>	<ol style="list-style-type: none"> <li>1. Annual report.</li> <li>2. 9 Petroleum Products Act and Licensing Awareness campaigns per annum.</li> </ol>

## QUARTERLY TARGETS 2012/13

Strategic Objective	Performance Indicator	Annual Targets 2012/13	Quarterly Targets				
			1st	2nd	3rd	4th	
3.1	License Analyses	<ol style="list-style-type: none"> <li>1. Process all applications within 90 days</li> <li>2. Finalize all new to industry applications 60 days</li> </ol>	<ol style="list-style-type: none"> <li>1. Process all applications within 90 days</li> <li>2. Finalize all new to industry applications 60 days</li> </ol>	<ol style="list-style-type: none"> <li>1. Process 95% applications within 90 days</li> <li>2. Finalize all new to industry applications 60 days</li> </ol>	<ol style="list-style-type: none"> <li>1. Process 95% applications within 90 days</li> <li>2. Finalize all new to industry applications 60 days</li> </ol>	<ol style="list-style-type: none"> <li>1. Process 95% applications within 90 days</li> <li>2. Finalize all new to industry applications 60 days</li> </ol>	<ol style="list-style-type: none"> <li>1. Process 95% applications within 90 days</li> <li>2. Finalize all new to industry applications 60 days</li> </ol>
3.2	Charter and Permit Compliance	<ol style="list-style-type: none"> <li>1. Number of site inspections.</li> <li>2. Number of fuel samples and tests.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conduct 1500 site inspections.</li> <li>2. 1080 fuel samples and tests.</li> </ol>	<ol style="list-style-type: none"> <li>1. 375 site inspections conducted.</li> <li>2. 270 of fuel samples and tests conducted.</li> </ol>	<ol style="list-style-type: none"> <li>1. 375 site inspections conducted.</li> <li>2. 270 of fuel samples and tests conducted.</li> </ol>	<ol style="list-style-type: none"> <li>1. 375 site inspections conducted.</li> <li>2. 270 of fuel samples and tests conducted.</li> </ol>	<ol style="list-style-type: none"> <li>1. 375 site inspections conducted.</li> <li>2. 270 of fuel samples and tests conducted.</li> </ol>

Strategic Objective		Performance Indicator	Annual Targets 2012/13	Quarterly Targets			
				1st	2nd	3rd	4th
3.3	Petroleum Supply	Fuel stock levels monitored and corrective actions to avoid distribution shortages coordinated.	Fuel stock levels monitored and corrective actions to avoid distribution shortages coordinated.	Fuel stock levels monitored and corrective actions to avoid distribution shortages coordinated.	Fuel stock levels monitored and corrective actions to avoid distribution shortages coordinated.	Fuel stock levels monitored and corrective actions to avoid distribution shortages coordinated.	Fuel stock levels monitored and corrective actions to avoid distribution shortages coordinated.
3.4	Petroleum Inspection	See 3.2 (1.) above.	See 3.2 (1.) above.	See 3.2 (1.) above.	See 3.2 (1.) above.	See 3.2 (1.) above.	See 3.2 (1.) above.
3.5	Petroleum Arbitration	1. Finalize arbitration requests within 14 working days. 2. Finalize public complaints within 14 working days.	1. Finalize arbitration requests within 14 working days. 2. Finalize public complaints within 14 working days.	1. Finalize arbitration requests within 14 working days. 2. Finalize public complaints within 14 working days.	1. Finalize arbitration requests within 14 working days. 2. Finalize public complaints within 14 working days.	1. Finalize arbitration requests within 14 working days. 2. Finalize public complaints within 14 working days.	1. Finalize arbitration requests within 14 working days. 2. Finalize public complaints within 14 working days.
3.6	Petroleum Enforcement	A system of corrective action for non-compliance with the Liquid Fuels Charter and technical, legal and commercial licensing conditions developed, maintained and implemented.	A system of corrective action for non-compliance with the Liquid Fuels Charter and technical, legal and commercial licensing conditions developed, maintained and implemented.	A system of corrective action for non-compliance with the Liquid Fuels Charter and technical, legal and commercial licensing conditions developed, maintained and implemented.	A system of corrective action for non-compliance with the Liquid Fuels Charter and technical, legal and commercial licensing conditions developed, maintained and implemented.	A system of corrective action for non-compliance with the Liquid Fuels Charter and technical, legal and commercial licensing conditions developed, maintained and implemented.	A system of corrective action for non-compliance with the Liquid Fuels Charter and technical, legal and commercial licensing conditions developed, maintained and implemented.
3.7	Fuel Levies and Margins	1. Development of regulations on Liquefied Petroleum Gas (LPG) pricing. 2. Revision and implementation of the BFP and MDZ System. 3. Implementation of RAS. 4. Publish Bio-fuels manufacturing support mechanism. 5. Promulgate and implement the fixed retail price of illuminating paraffin.	1. Implementation of the revised LPG pricing framework. 2. Implementation of the revised LPG pricing framework. 3. Finalisation of the implementation plan 4. Implement the Bio-fuels pricing framework. 5. Implement the fixed retail margin of illuminating paraffin.	1. Monitoring of LPG prices. 2. Monitoring of LPG prices. 3. Identify task team members and project leaders. 4. Implement and monitor changes (Report). 5. Implement and monitor changes (Report).	1. Monitoring of LPG prices. 2. Monitoring of LPG prices. 3. Develop terms of reference. 4. Monitor changes (Report). 5. Monitor changes (Report).	1. Monitoring of LPG prices. 2. Monitoring of LPG prices. 3. Finalise the issue of transitional fuels or niche grade 4. Monitor changes (Report). 5. Monitor changes (Report).	1. Monitoring of LPG prices. 2. Monitoring of LPG prices. 3. Finalise logistics. 4. Monitor changes (Report). 5. Monitor changes (Report).
3.8	Fuel Price Administration	To ensure internationally competitive pricing of petroleum products that will enable investment into the sector and attract new entrants.	Pricing of petroleum products administrated.	Pricing of petroleum products administrated.	Pricing of petroleum products administrated.	Pricing of petroleum products administrated.	Pricing of petroleum products administrated.
3.9	Petroleum Industry Transformation and Empowerment	1. 25% participation of HDI's ownership across the Petroleum value chain. 2. Petroleum Products Act and Licensing Awareness campaigns.	1. Draft new empowerment Framework. 2. 9 Petroleum Products Act and Licensing Awareness campaigns per annum.	1. Drafting of new empowerment Framework. 2. -	1. Drafting of new empowerment Framework. 2. 3 Petroleum Products Act and Licensing Awareness campaigns per annum.	1. Drafting of new empowerment Framework. 2. 6 Petroleum Products Act and Licensing Awareness campaigns per annum.	1. Drafting of new empowerment Framework. 2. 9 Petroleum Products Act and Licensing Awareness campaigns per annum.

## 4. PROGRAMME 4: NUCLEAR

### STRATEGIC OBJECTIVE ANNUAL TARGETS 2011/12 – 2015/16

Strategic Objective		Programme Performance indicator	Estimated Performance 2011/12	Medium Term Targets			
				2012/13	2013/14	2014/15	2015/16
4.1	Nuclear Energy Expansion/ Infrastructure Development	<ol style="list-style-type: none"> <li>1. Nuclear Infrastructure reviews</li> <li>2. Approved Nuclear Procurement Programme relative to IRP.</li> <li>3. Nuclear Fuel Cycle Infrastructure developed for beneficiation of uranium to support new nuclear build priorities.</li> <li>4. Established National Radioactive Waste Disposal Institute (NRWDI).</li> </ol>	<ol style="list-style-type: none"> <li>1. Completion of Integrated Infrastructure Review Self-Evaluation.</li> <li>2. Cabinet approval of phased decision- making approach.</li> <li>3. Complete prefeasibility studies.</li> <li>4.1 Approved Business Plan and Budget for NRWDI.</li> <li>4.2 Implementation of NRWDI transitional structure unfunded.</li> </ol>	<ol style="list-style-type: none"> <li>1. Completion of IAEA external Review of nuclear infrastructure.</li> <li>2. Obtain approval for procurement process specifications.</li> <li>3.1 Conduct feasibility studies.</li> <li>3.2 Conduct an international review based on IAEA framework.</li> <li>4. Implementation of Transitional Structure for NRWDI unfunded.</li> </ol>	<ol style="list-style-type: none"> <li>1. 1 Nuclear Energy Systems Assessment.</li> <li>2. Implementation of procurement process.</li> <li>3. Align Fuel Cycle strategy with power plant procurement.</li> <li>4. Appointment of key personnel in Transitional Structure for NRWDI.</li> </ol>	<ol style="list-style-type: none"> <li>1. 1 Nuclear Energy Systems Assessment.</li> <li>2. Implementation of procurement process.</li> <li>3. Nuclear Fuel Cycle development programme integrated into procurement process.</li> <li>4. Fully operational NRWDI.</li> </ol>	<ol style="list-style-type: none"> <li>1. 1 Nuclear Energy Systems Assessment.</li> <li>2. Implementat ion of procurement process.</li> <li>3. Construction of Nuclear Fuel Cycle Facilities.</li> <li>4. Target reached in 2014/15.</li> </ol>
4.2	Nuclear Radiation Security	<ol style="list-style-type: none"> <li>1. Security measures at ports of entry standardised.</li> <li>2. Portal Radiation Monitors at ports of entry installed.</li> </ol>	<ol style="list-style-type: none"> <li>1. Standardisation of security measures at main ports of entry.</li> </ol>	<ol style="list-style-type: none"> <li>1. Standardisation of security measures at 25% of the remaining ports of entry.</li> <li>2. Installation of Portal Radiation Monitors at main ports of entry.</li> </ol>	<ol style="list-style-type: none"> <li>1. Standardisation of security measures at an additional 25% (50% in total) of the remaining ports of entry.</li> <li>2. Installation of Portal Radiation Monitors at 25% of the remaining ports of entry.</li> </ol>	<ol style="list-style-type: none"> <li>1. Standardisation of security measures at an additional 25% (75% in total) of the remaining ports of entry.</li> <li>2. Installation of Portal Radiation Monitors at 25% (50% in total) of the remaining ports of entry.</li> </ol>	<ol style="list-style-type: none"> <li>1. Standardisation of security measures at an additional 25% (100 % % in total) of relevant ports of entry.</li> <li>2. Installation of Portal Radiation Monitors at 50% (100% in total) of the remaining ports of entry.</li> </ol>
4.3	Nuclear Safeguards and Compliance	<ol style="list-style-type: none"> <li>1. Authorisations or denials for nuclear materials and related equipment issued.</li> <li>2. Nuclear safeguards compliance inspections, audits and investigations conducted.</li> <li>3. Participated in proceedings in terms of Non-proliferation Treaty, Nuclear Suppliers Group, Zanger Committee and Pelindaba Treaty.</li> </ol>	<ol style="list-style-type: none"> <li>1. 100 Authorisations or denials for nuclear materials and related equipment issued within 8 weeks.</li> <li>2. 4 Nuclear safeguards compliance inspections, audits and investigations conducted.</li> <li>3. Participated in 4 proceedings in terms of Non-proliferation Treaty, Nuclear Suppliers Group, Zanger Committee and Pelindaba Treaty.</li> </ol>	<ol style="list-style-type: none"> <li>1. 100 Authorisations or denials for nuclear materials and related equipment issued within 8 weeks.</li> <li>2. 4 Nuclear safeguards compliance inspections, audits and investigations conducted.</li> <li>3. Participated in 4 proceedings in terms of Non-proliferation Treaty, Nuclear Suppliers Group, Zanger Committee and Pelindaba Treaty.</li> </ol>	<ol style="list-style-type: none"> <li>1. 100 Authorisations or denials for nuclear materials and related equipment issued within 8 weeks.</li> <li>2. 6 Nuclear safeguards compliance inspections, audits and investigations conducted.</li> <li>3. Participated in 4 proceedings in terms of Non-proliferation Treaty, Nuclear Suppliers Group, Zanger Committee and Pelindaba Treaty.</li> </ol>	<ol style="list-style-type: none"> <li>1. 100 Authorisations or denials for nuclear materials and related equipment issued within 8 weeks.</li> <li>2. 10 Nuclear safeguards compliance inspections, audits and investigations conducted.</li> <li>3. Participated in 4 proceedings in terms of Non-proliferation Treaty, Nuclear Suppliers Group, Zanger Committee and Pelindaba Treaty.</li> </ol>	<ol style="list-style-type: none"> <li>1. 100 Authorisations or denials for nuclear materials and related equipment issued within 8 weeks.</li> <li>2. 10 Nuclear safeguards compliance inspections, audits and investigations conducted.</li> <li>3. Participated in 4 proceedings in terms of Non-proliferation Treaty, Nuclear Suppliers Group, Zanger Committee and Pelindaba Treaty.</li> </ol>

Strategic Objective		Programme Performance Indicator	Estimated Performance 2011/12	Medium Term Targets			
				2012/13	2013/14	2014/15	2015/16
4.4	Nuclear Policy	1.1 National Nuclear Regulator Act amended. 1.2. Nuclear Energy Act amended. 2. Funding provisions legislated for radioactive waste management 3. Safeguards function removed from nuclear operator to State System of Accounting and Control (SSAC) of nuclear materials.	1. Rescheduled due to dependency on Procurement Process. 2. Implementation of NRWDI unfunded. 3.1 Rescheduled due to – - Intricacies involved in the removal; and - complications with the placement of the function.	1. Amendment proposals approved by Cabinet. 2. Draft Fund Bill approved by Cabinet 3. Framework for withdrawal of the Safeguards function from a licensed operator completed.	1.1 Public consultation process completed. 1.2 Draft amendment bills adopted by Parliament. 1.3 Enactment by the President. 2.1 Public consultation process completed. 2.2 Bill adopted by Parliament. 2.3 Enactment by the President 3. Transitional arrangements for State System of Accounting and Control.	1. Implementation of legislation. 2. Fund regulations developed and contribution levels determined. 3. Transitional arrangements for State System of Accounting and Control.	1. Monitor and evaluate implementation of legislation. 2. Radioactive Waste Management Fund operational. 3. Safeguards function removed from a nuclear operator.
4.5	Nuclear Communication and Stakeholder Engagement	Number of community outreach events per annum.	3 community outreach events.	3 community outreach events.	4 community outreach events.	5 community outreach events.	5 community outreach events.

## QUARTERLY TARGETS 2012/13

Strategic Objective		Activity Performance Indicator	Annual Target 2012/13	Quarterly Targets			
				1st	2nd	3rd	4th
4.1	Nuclear Energy Expansion/ Infrastructure Development	1. Nuclear Infrastructure reviews 2. Approved Nuclear Procurement Programme relative to IRP. 3. Nuclear Fuel Cycle Infrastructure developed for beneficiation of uranium to support new nuclear build priorities. 4. Established National Radioactive Waste Disposal Institute (NRWDI).	1. Completion of IAEA external Review of nuclear infrastructure. 2. Obtain approval for procurement process specifications. 3.1 Conduct feasibility studies. 3.2 Conduct an international review based on IAEA framework. 4. Implementation of Transitional Structure for NRWDI unfunded.	1. N/A. 2. N/A. 3. N/A. 4. Certainty of funding from National Treasury following MTEF submission.	1. Initiation of System Assessment. 2. Draft of procurement process completed. 3. N/A. 4. Board Appointments.	1. Assessment Mission completed. 2. Cabinet approval/guidance obtained. 3. Draft of fuel cycle strategy completed. 4. Transitional provisions for NECSA personnel.	1. Assessment Report submitted to Executive. 2. Final procurement process submitted to cabinet. 3. Cabinet approval/guidance obtained. 4. Launching of Institute.
4.2	Nuclear Radiation Security	1. Security measures at ports of entry standardised. 2. Portal Radiation Monitors at identified ports of entry installed.	1. Standardisation of security measures at 25% of the remaining ports of entry. 2. Installation of Portal Radiation Monitors at main ports of entry.	1. N/A 2. RPMs maintenance and operational training.	1. N/A 2. Ground preparations.	1. N/A 2. Equipment installations.	1. Standardisation of security measures at 25% of the remaining ports of entry. 2. Operational testing of equipments

Strategic Objective		Activity Performance Indicator	Annual Target 2012/13	Quarterly Targets			
				1st	2nd	3rd	4th
4.3	Nuclear Safeguards and Compliance	<p>1. Authorisations or denials for nuclear materials and related equipment issued.</p> <p>2. Nuclear safeguards compliance inspections, audits and investigations conducted.</p> <p>3. Participated in proceedings in terms of Non-proliferation Treaty, Nuclear Suppliers Group, Zanger Committee and Pelindaba Treaty.</p>	<p>1. 100 Authorisations or denials for nuclear materials and related equipment issued within 8 weeks.</p> <p>2. 4 Nuclear safeguards compliance inspections, audits and investigations conducted.</p> <p>3. Participated in 4 proceedings in terms of Non-proliferation Treaty, Nuclear Suppliers Group, Zanger Committee and Pelindaba Treaty.</p>	<p>1. 25 Authorisations or denials for nuclear materials and related equipment issued within 8 weeks.</p> <p>2. 1 Nuclear safeguards compliance inspections, audits and investigations conducted.</p> <p>3. Participated in 1 proceeding in terms of Non-proliferation Treaty, Nuclear Suppliers Group, Zanger Committee and Pelindaba Treaty.</p>	<p>1. 25 Authorisations or denials for nuclear materials and related equipment issued within 8 weeks.</p> <p>2. 1 Nuclear safeguards compliance inspections, audits and investigations conducted.</p> <p>3. Participated in 1 proceeding in terms of Non-proliferation Treaty, Nuclear Suppliers Group, Zanger Committee and Pelindaba Treaty.</p>	<p>1. 25 Authorisations or denials for nuclear materials and related equipment issued within 8 weeks.</p> <p>2. 1 Nuclear safeguards compliance inspections, audits and investigations conducted.</p> <p>3. Participated in 1 proceeding in terms of Non-proliferation Treaty, Nuclear Suppliers Group, Zanger Committee and Pelindaba Treaty.</p>	<p>1. 25 Authorisations or denials for nuclear materials and related equipment issued within 8 weeks.</p> <p>2. 1 Nuclear safeguards compliance inspections, audits and investigations conducted.</p> <p>3. Participated in 1 proceeding in terms of Non-proliferation Treaty, Nuclear Suppliers Group, Zanger Committee and Pelindaba Treaty.</p>
4.4	Nuclear Policy	<p>1.1 National Nuclear Regulator Act amended.</p> <p>1.2. Nuclear Energy Act amended.</p> <p>2. Funding provisions legislated for radioactive waste management</p> <p>3. Safeguards function removed from nuclear operator to State System of Accounting and Control (SSAC) of nuclear materials.</p>	<p>1. Amendment proposals approved by Cabinet.</p> <p>2. Draft Fund Bill approved by Cabinet</p> <p>3. Framework for withdrawal of the Safeguards function from a licensed operator completed.</p>	<p>1.1 NNR Act amendment Bill submitted to Parliament.</p> <p>1.2 Draft Amendment proposed.</p> <p>2. Draft Fund bill proposed.</p> <p>3. Consultation with safeguards division (Necsa) on safeguards implementation.</p>	<p>1.1 N/A.</p> <p>1.2 Consultation at FOSAD Cluster.</p> <p>2. Consultation at FOSAD Cluster.</p> <p>3. Report on implementation processes, required resources and legislative implications.</p>	<p>1.1 NNR Amendments adopted by Parliament.</p> <p>1.2 Draft amendment approved by Cabinet.</p> <p>2. Draft amendment approved by Cabinet.</p> <p>3. Consultation with other relevant stakeholders (DIRCO, IAEA).</p>	<p>1.1 Amendment Act enacted.</p> <p>1.2 Bill introduced to Parliament</p> <p>2. Bill introduced to Parliament.</p> <p>3. Report on recommendation of the appropriate institution for the SSAS implementation.</p>
4.5	Nuclear Communication and Stakeholder Engagement	Number of community outreach events per annum.	3 community outreach events.	N/A	1 community outreach event.	1 community outreach event.	1 community outreach event.

## 5. PROGRAMME 5: CLEAN ENERGY

### STRATEGIC OBJECTIVE ANNUAL TARGETS 2011/12 – 2015/16

Strategic Objective		Programme Performance Indicator	Estimated Performance 2011/12	Medium Term Targets			
				2012/13	2013/14	2014/15	2015/16
5.1	Energy Efficiency and Demand Management Policy and Strategies	<ol style="list-style-type: none"> <li>Savings verification mechanism established.</li> <li>Quantity of Energy Efficiency and Demand-Side Management (EEDSM) savings realised.</li> <li>Energy efficiency incentive scheme established and implemented.</li> <li>Energy management plans.</li> <li>Energy Efficiency Standards and regulations.</li> <li>Energy efficiency strategy.</li> </ol>	<ol style="list-style-type: none"> <li>Savings verification mechanism established.</li> <li>1 Terra Watts hour (TWh) combined savings verified from EEDSM projects, including municipal and Eskom contributions.</li> <li>Energy efficiency incentive scheme and regulations developed and introduced.</li> <li>Reviewed National Energy Strategy promulgated</li> <li>Energy Efficiency Tax Incentive Scheme promulgated</li> <li>SWH Standard Offer Policy and implementation plan approved</li> </ol>	<ol style="list-style-type: none"> <li>Energy savings monitored and reported on.</li> <li>5 TWh - combined savings verified from EEDSM projects, including municipal and Eskom contributions</li> <li>Energy efficiency incentive scheme implemented.</li> <li>Facilitate the development of energy management plans by stakeholders.</li> <li>Implement and review the SWH Standard Offer Policy and Plans.</li> <li>Expand the scope of the Standard Offer Policy to include other energy efficiency measures.</li> <li>Facilitate the development and implementation of energy efficiency standards, regulations and code of practice.</li> </ol>	<ol style="list-style-type: none"> <li>Energy savings monitored and reported on.</li> <li>12 TWh - combined savings by EEDSM projects, including municipal and Eskom contributions</li> <li>Energy efficiency incentive scheme assessed.</li> <li>Facilitate the development of energy management plans by stakeholders.</li> <li>Implement and review the SWH Standard Offer Policy.</li> <li>Implement the expanded Standard Offer Policy.</li> <li>Facilitate the development and implementation of energy efficiency standards, regulations and code of practice.</li> </ol>	<ol style="list-style-type: none"> <li>Energy savings monitored and reported on.</li> <li>20 TWh - combined savings verified from EEDSM projects, including municipal and Eskom contributions</li> <li>Energy efficiency incentive scheme assessed.</li> <li>Facilitate the development of energy management plans.</li> <li>Implement and review the SOP.</li> <li>Review the energy efficiency tax incentive and energy conservation schemes.</li> <li>Review the National Energy Efficiency Strategy.</li> <li>Facilitate the development and implementation of energy efficiency standards, regulations and code of practice.</li> </ol>	<ol style="list-style-type: none"> <li>Energy savings monitored and reported on.</li> <li>30 TWh - combined savings verified from EEDSM projects, including municipal and Eskom contributions</li> <li>Energy efficiency incentive scheme assessed.</li> <li>Determine annual energy efficiency targets.</li> <li>Facilitate the development of energy management plans.</li> <li>Facilitate the development and implementation of energy efficiency standards, regulations and code of practice.</li> </ol>
5.2 & 5.3	Energy Efficiency Interventions; and Medium-Term Risk Mitigation Plan (MTRMP) – Demand Side Options	<ol style="list-style-type: none"> <li>Energy efficiency and Demand-Side Management projects implemented.</li> <li>1 million Solar water heating units installed in residential and commercial sectors by 2014/15.</li> <li>Energy efficiency and Demand-Side Management (EEDSM) Campaign.</li> <li>EEDSM monitoring and evaluation tools and report.</li> </ol>	<ol style="list-style-type: none"> <li>Monitor and report on project implementation.</li> <li>250,041 solar water heating units installed.</li> <li>Approved EEDSM Campaign Strategy.</li> <li>Implement and ensure effective monitoring system.</li> <li>Analyse and report on saving achieved.</li> <li>Implement and ensure effective data management system.</li> </ol>	<ol style="list-style-type: none"> <li>Monitor and report on project implementation.</li> <li>Total of 500,027 solar water heating units installed.</li> <li>Evaluate and assess the impact of the 2011/12 EEDSM Campaign.</li> <li>Develop and implement an annual EEDSM campaign.</li> <li>Implement and ensure effective monitoring system.</li> <li>Analyse and report on saving achieved.</li> <li>Implement and ensure effective data management system.</li> </ol>	<ol style="list-style-type: none"> <li>Assess project implementation and issue progress report and recommendations.</li> <li>Total of 750,013 solar water heating units installed.</li> <li>Evaluate and assess the impact of the 2012/13 EEDSM Campaign.</li> <li>Develop and implement an annual EEDSM campaign.</li> <li>Implement and ensure effective monitoring system.</li> <li>Analyse and report on saving achieved.</li> <li>Implement and ensure effective data management system.</li> </ol>	<ol style="list-style-type: none"> <li>Monitoring of project implementation.</li> <li>Total of 1,000,000 solar water heating units installed.</li> <li>Evaluate and assess the impact of the 2013/14 EEDSM Campaign.</li> <li>Develop and implement an annual EEDSM campaign.</li> <li>Implement and ensure effective monitoring system.</li> <li>Analyse and report on saving achieved.</li> <li>Implement and ensure effective data management system.</li> </ol>	<ol style="list-style-type: none"> <li>Assess project implementation and issue progress report and recommendations.</li> <li>Target reached in 2014/15.</li> <li>Evaluate and assess the impact of the 2014/15 EEDSM Campaign.</li> <li>Develop and implement an annual EEDSM campaign.</li> <li>Target reached in 2014/15.</li> </ol>
5.4	Renewable Energy (RE) Policy and Strategies	Completed RE White Paper Review.	No targets set.	<ol style="list-style-type: none"> <li>Completed economic and energy modelling.</li> <li>Cabinet Approval of the Draft.</li> <li>Stakeholder Consultation.</li> </ol>	Approval of the RE White Paper.	Target reached in 2013/14.	Target reached in 2013/14.

Strategic Objective		Programme Performance indicator	Estimated Performance 2011/12	Medium Term Targets			
				2012/13	2013/14	2014/15	2015/16
5.5 & 5.6	Renewable Energy Interventions; and  Medium-Term Risk Mitigation Plan (MTRMP) – Supply Side Options	<p>1.1 0.5 % (1.1 bn. litres) of total liquid fuels demand met by bio fuels</p> <p>1.2 Establish Bio ethanol blending value</p> <p>1.3 Establish Bio fuel break-even price</p> <p>1.4 Publish bio fuel manufacturing Support mechanism</p> <p>2. Complete Feasibility Study for the Solar park initiative</p> <p>3. Proper RE Electronic Data Capturing , Analysis and Reporting System</p> <p>4. Manage stakeholder relations, handle enquiries, and create awareness on RE.</p> <p>5. Solar water heating units installed in residential and commercial sectors.</p>	<p>1. Pilot project</p> <p>2. Consultants appointed to complete EIA assessment, Geotechnical Assessment and full feasibility Study.</p> <p>3.1 Excel Spreadsheet for Solar Water Heating.</p> <p>3.2 Integrated Reporting Map for both fiscal and Rebate programmes.</p> <p>3.3 Preliminary Results of the Wind Atlas.</p> <p>4. 7 Awareness campaigns and presentations to key stakeholders – WOESA, SASA, Municipalities.</p> <p>5. 250,041 solar water heating units installed.</p>	<p>1.1 Establish Bio ethanol blending value.</p> <p>1.2 Establish Bio fuel break-even price.</p> <p>1.3 Publish bio fuel manufacturing.</p> <p>1.4 Support mechanism.</p> <p>2. Conduct the 3 studies.</p> <p>3.1 Develop a proper data capturing, analysis and reporting system.</p> <p>3.2 Develop a template for the RE Annual Report.</p> <p>4.1 Wind Energy Awareness Campaign.</p> <p>4.1 Develop Awareness materials for other technologies.</p> <p>5.1 Solar Water Heating implementation plan.</p> <p>5.2 500,027 solar water heating units installed.</p>	<p>1.1 Enhance non-pricing regulatory provisions.</p> <p>1.2 Monitor the bio fuels pricing framework.</p> <p>2.1 Complete Feasibility Study.</p> <p>2.2 Obtain Cabinet Approval for implementing the results of the feasibility Study.</p> <p>3.1 Produce formal reports on progress across RE technologies.</p> <p>3.2 Final Results of the wind atlas published.</p> <p>4.1 Implement awareness campaigns.</p> <p>4.2 Implement a “help desk” to manage general public enquiries.</p> <p>4.3 Handle media, parliamentary and key stakeholder enquiries.</p> <p>5. 750,013 solar water heating units installed.</p>	<p>1. Monitor the bio fuels regulatory framework.</p> <p>2. Based on approval, implement the programme.</p> <p>3. Monitoring and Annual Reports.</p> <p>4.1 Implement awareness campaigns.</p> <p>4.2 Handle media, parliamentary and key stakeholder enquiries.</p> <p>5. 1,000,000 solar water heating units installed.</p>	<p>1. Monitor the bio fuels regulatory framework.</p> <p>2. Based on approval, implement the programme.</p> <p>3. Monitoring and Annual Reports.</p> <p>4.1 Implement awareness campaigns.</p> <p>4.2 Handle media, parliamentary and key stakeholder enquiries.</p> <p>5. Target reached in 2014/15.</p>
5.7 & 5.8	Climate Change; and  Green/Low Carbon Economy	<p>1. Contribute towards the reduction of GHG emissions (i.e. Copenhagen Target of 34% and 42% by 2020 and 2025 respectively).</p> <p>2. Carbon Capture and Storage Regulatory Framework.</p>	<p>1. Contribute towards the reduction of GHG emissions (i.e. Copenhagen Target of 34% and 42% by 2020 and 2025 respectively).</p> <p>2. Internal Approval of CCS Regulatory Framework.</p>	<p>1. Contribute towards the reduction of GHG emissions (i.e. Copenhagen Target of 34% and 42% by 2020 and 2025 respectively).</p> <p>2. Domestic and International consultation on regulatory framework.</p>	<p>1. Contribute towards the reduction of GHG emissions (i.e. Copenhagen Target of 34% and 42% by 2020 and 2025 respectively).</p> <p>2. Promulgation of regulatory framework.</p>	<p>1. Contribute towards the reduction of GHG emissions (i.e. Copenhagen Target of 34% and 42% by 2020 and 2025 respectively).</p> <p>2. Implementation-preparation for test injection.</p>	<p>1. Contribute towards the reduction of GHG emissions (i.e. Copenhagen Target of 34% and 42% by 2020 and 2025 respectively).</p> <p>2. Regulatory framework that support CCS test injection by 2016.</p>
5.9	Environmental Compliance	<p>1. Approved energy sector’s climate change status quo report.</p> <p>2. Approved annual environmental compliance reports.</p>	<p>1.1 Approved energy sector’s climate change status quo report.</p> <p>1.2 Inputs to the National Climate Change Response Policy.</p> <p>2.1 2009/10 Environmental Compliance Report.</p> <p>2.2 2010/11 Environmental Compliance Report.</p> <p>2.3 Outcome 10 quarterly reports.</p>	<p>1.1 Develop and implement energy sector’s climate change mitigation and adaptation strategies and plans.</p> <p>1.2 Analyse and report risks associated with climate change response measures.</p> <p>1.3 Measure and report on energy related-carbon emission reduction.</p> <p>2.1 Develop and implement an Environmental Management Plan.</p> <p>2.2 Develop and implement an internal Department environmental policy.</p> <p>2.3 Compile and submit Annual Compliance and outcome 10 reports.</p>	<p>1.1 Review and update the risks associated with climate change response measures.</p> <p>1.2 Measure and report on energy related-carbon emission reduction.</p> <p>2. Compile and submit an annual compliance and outcome 10 reports.</p>	<p>1.1 Review and update the risks associated with climate change response measures.</p> <p>1.2 Measure and report on energy related-carbon emission reduction.</p> <p>2. Compile and submit an annual compliance and outcome 10 reports.</p>	<p>1.1 Review and update the risks associated with climate change response measures.</p> <p>1.2 Measure and report on energy related-carbon emission reduction.</p> <p>2. Compile and submit an annual compliance and outcome 10 reports.</p>

Strategic Objective	Programme Performance Indicator	Estimated Performance 2011/12	Medium Term Targets				
			2012/13	2013/14	2014/15	2015/16	
5.10 & 5.11	Clean Development Mechanism Interventions; and Designated National Authority	<ol style="list-style-type: none"> <li>1. Approved CDM projects.</li> <li>2. More CDM Awareness leading to the increase of projects.</li> <li>3. Develop promotional Material.</li> <li>4. Monitor the implementation of CDM projects.</li> </ol>	<ol style="list-style-type: none"> <li>1. 100% of all CDM application processed within the set timeframes (45 working days for PDD's and 30 working days for PIN's) Update the guidance based on the Conference and Meeting of Parties decision on CDM.</li> <li>2. Conduct 5 Provincial and 2 sector workshops.</li> <li>3. Develop three sector booklets.</li> <li>4. Publish CDM status report.</li> </ol>	<ol style="list-style-type: none"> <li>1. 100% of all CDM application processed within the set timeframes (45 working days for PDD's and 30 working days for PIN's) .</li> <li>2. CDM Awareness Campaign.</li> <li>3. Develop sector booklet.</li> <li>4. Publish CDM status report.</li> </ol>	<ol style="list-style-type: none"> <li>1. 100% of all CDM application processed within the set timeframes (45 working days for PDD's and 30 working days for PIN's) Update the guidance based on the Conference and Meeting of Parties decision on CDM.</li> <li>2. CDM Awareness Campaign.</li> <li>3. Develop sector booklets.</li> <li>4. Publish CDM status report.</li> </ol>	<ol style="list-style-type: none"> <li>1. 100% of all CDM application processed within the set timeframes (45 working days for PDD's and 30 working days for PIN's) Update the guidance based on the Conference and Meeting of Parties decision on CDM.</li> <li>2. CDM Awareness Campaign.</li> <li>3. Develop sector booklets.</li> <li>4. Publish CDM status report.</li> </ol>	<ol style="list-style-type: none"> <li>1. 100% of all CDM application processed within the set timeframes (45 working days for PDD's and 30 working days for PIN's) Update the guidance based on the Conference and Meeting of Parties decision on CDM.</li> <li>2. CDM Awareness Campaign .</li> <li>3. Develop sector booklets.</li> <li>4. Annual report.</li> </ol>
5.12	UNFCCC Participation	<ol style="list-style-type: none"> <li>1. Co-hosting COP 17.</li> <li>2. SA position paper on issues related to CDM.</li> <li>3. Participate in UNFCCC events.</li> <li>4. Implementation of UNFCCC decisions.</li> <li>5. Reports on the outcomes of the UNFCCC meetings.</li> </ol>	<ol style="list-style-type: none"> <li>1.1 Project plan proposal approved covering activities, logistics, roles and responsibilities and funding.</li> <li>1.2 Coordination with lead departments and other governments.</li> <li>1.3 Inter-departmental workgroup established (2011/12).</li> <li>2. Updated position paper on CDM.</li> <li>3. Participate in UNFCCC events.</li> <li>4. Implementation of UNFCCC decisions.</li> <li>5. Reports on the outcomes of the UNFCCC meetings.</li> </ol>	<ol style="list-style-type: none"> <li>1. Lessons learned report.</li> <li>2. Updated position paper on CDM.</li> <li>3. Participate in UNFCCC events.</li> <li>4. Implementation of UNFCCC decisions.</li> <li>5. Reports on the outcomes of the UNFCCC meetings.</li> </ol>	<ol style="list-style-type: none"> <li>1. Target reached in 2011/2012.</li> <li>2. Updated position paper on CDM.</li> <li>3. Participate in UNFCCC events.</li> <li>4. Implementation of UNFCCC decisions.</li> <li>5. Reports on the outcomes of the UNFCCC meetings.</li> </ol>	<ol style="list-style-type: none"> <li>1. Target reached in 2011/2012.</li> <li>2. Updated position paper on CDM.</li> <li>3. Participate in UNFCCC events.</li> <li>4. Implementation of UNFCCC decisions.</li> <li>5. Reports on the outcomes of the UNFCCC meetings.</li> </ol>	<ol style="list-style-type: none"> <li>1. Target reached in 2011/2012.</li> <li>2. Updated position paper on CDM.</li> <li>3. Participate in UNFCCC events.</li> <li>4. Implementation of UNFCCC decisions.</li> <li>5. Reports on the outcomes of the UNFCCC meetings.</li> </ol>

### QUARTERLY TARGETS 2012/13

Strategic Objective	Activity Performance Indicator	Annual Target 2012/13	Quarterly Targets				
			1st	2nd	3rd	4th	
5.1	Energy Efficiency and Demand Management Policy and Strategies	<ol style="list-style-type: none"> <li>1. Energy savings monitored and reported on.</li> <li>2. 5 TWh - combined savings verified from EEDSM projects, including municipal and Eskom contributions</li> <li>3. Energy efficiency incentive scheme implemented.</li> <li>4.1 Facilitate the development of energy management plans by stakeholders.</li> <li>4.2 Implement and review the SWH Standard Offer Policy and Plans.</li> <li>4.3 Expand the scope of the Standard Offer Policy to include other energy efficiency measures.</li> <li>4.4 Facilitate the development and implementation of energy efficiency standards, regulations and code of practice.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop Energy savings verification tool.</li> <li>2. 5 TWh - combined savings verified from EEDSM projects, including municipal and Eskom contributions</li> <li>3. Energy efficiency incentive scheme implemented.</li> <li>4.1 Facilitate the development of energy management plans by stakeholders.</li> <li>4.2 Implement and review the SWH Standard Offer Policy and Plans.</li> <li>4.3 Expand the scope of the Standard Offer Policy to include other energy efficiency measures.</li> <li>4.4 Facilitate the development and implementation of energy efficiency standards, regulations and code of practice.</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement Energy savings verification tool.</li> <li>2. 5 TWh - combined savings verified from EEDSM projects, including municipal and Eskom contributions</li> <li>3. Energy efficiency incentive scheme implemented.</li> <li>4.1 Facilitate the development of energy management plans by stakeholders.</li> <li>4.2 Implement and review the SWH Standard Offer Policy and Plans.</li> <li>4.3 Expand the scope of the Standard Offer Policy to include other energy efficiency measures.</li> <li>4.4 Facilitate the development and implementation of energy efficiency standards, regulations and code of practice.</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement Energy savings verification tool.</li> <li>2. 5 TWh - combined savings verified from EEDSM projects, including municipal and Eskom contributions</li> <li>3. Energy efficiency incentive scheme implemented.</li> <li>4.1 Facilitate the development of energy management plans by stakeholders.</li> <li>4.2 Implement and review the SWH Standard Offer Policy and Plans.</li> <li>4.3 Expand the scope of the Standard Offer Policy to include other energy efficiency measures.</li> <li>4.4 Facilitate the development and implementation of energy efficiency standards, regulations and code of practice.</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement Energy savings verification tool.</li> <li>2. 5 TWh - combined savings verified from EEDSM projects, including municipal and Eskom contributions</li> <li>3. Energy efficiency incentive scheme implemented.</li> <li>4.1 Facilitate the development of energy management plans by stakeholders.</li> <li>4.2 Implement and review the SWH Standard Offer Policy and Plans.</li> <li>4.3 Expand the scope of the Standard Offer Policy to include other energy efficiency measures.</li> <li>4.4 Facilitate the development and implementation of energy efficiency standards, regulations and code of practice.</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement Energy savings verification tool.</li> <li>2. Analyse and report on saving achieved Implement and ensure effective data management system.</li> <li>2. 5 TWh - combined savings verified from EEDSM projects, including municipal and Eskom contributions</li> <li>3. Energy efficiency incentive scheme implemented.</li> <li>4.1 Facilitate the development of energy management plans by stakeholders.</li> <li>4.2 Implement and review the SWH Standard Offer Policy and Plans.</li> <li>4.3 Expand the scope of the Standard Offer Policy to include other energy efficiency measures.</li> <li>4.4 Facilitate the development and implementation of energy efficiency standards, regulations and code of practice.</li> </ol>

Strategic Objective		Activity Performance Indicator	Annual Target 2012/13	Quarterly Targets			
				1st	2nd	3rd	4th
5.2 & 5.3	Energy Efficiency Interventions; and  Medium-Term Risk Mitigation Plan (MTRMP) – Demand Side Options	<ol style="list-style-type: none"> <li>Energy efficiency and Demand-Side Management projects implemented.</li> <li>1 million Solar water heating units installed in residential and commercial sectors by 2014/15.</li> <li>Energy efficiency and Demand-Side Management (EEDSM) Campaign.</li> <li>EEDSM monitoring and evaluation tools and report.</li> </ol>	<ol style="list-style-type: none"> <li>Monitor and report on project implementation.</li> <li>Total of 500,027 solar water heating units installed.</li> <li>Evaluate and assess the impact of the 2011/12 EEDSM Campaign.</li> <li>Develop and implement an annual EEDSM campaign.</li> <li>Implement and ensure effective monitoring system.</li> <li>Analyse and report on saving achieved.</li> <li>Implement and ensure effective data management system.</li> </ol>	<ol style="list-style-type: none"> <li>Monitor and report on project implementation.</li> <li>50 000 solar water heating units installed.</li> <li>Develop, implement and monitor an Annual EEDSM Campaign Action Plan.</li> <li>1 workshop with the industrial stakeholders and 1 workshop with the building stakeholders held.</li> <li>Facilitate the development of energy management plans by stakeholders.</li> <li>Analyse and report on saving achieved.</li> <li>Draft Energy Performance Standards and regulations for household appliances.</li> </ol>	<ol style="list-style-type: none"> <li>Monitor and report on project implementation.</li> <li>60 000 solar water heating units installed.</li> <li>1 workshop with the industrial stakeholders and 1 workshop with the building stakeholders held.</li> <li>Monitoring of the EEDSM campaign.</li> <li>Facilitate the development of energy management plans by stakeholders.</li> <li>Analyse and report on saving achieved.</li> <li>Gazetting Energy Performance Standards and regulations for household appliances.</li> </ol>	<ol style="list-style-type: none"> <li>Monitor and report on project implementation.</li> <li>70 000 solar water heating units installed.</li> <li>1 Fuel Efficiency and Bio-fuel workshop and 1 Residential Energy Efficiency workshop held.</li> <li>Monitoring of the EEDSM campaign.</li> <li>Facilitate the development of energy management plans by stakeholders.</li> <li>Analyse and report on saving achieved.</li> <li>Promulgation Energy Performance Standards and regulations for household appliances.</li> </ol>	<ol style="list-style-type: none"> <li>Monitor and report on project implementation.</li> <li>70 000 solar water heating units installed.</li> <li>1 Fuel Efficiency and Bio-fuel workshop and 1 Residential Energy Efficiency workshop held.</li> <li>Monitoring of the EEDSM campaign.</li> <li>Facilitate the development of energy management plans by stakeholders.</li> <li>Analyse and report on saving achieved.</li> <li>Implementing Energy Performance Standards and regulations for household appliances..</li> </ol>
5.4	Renewable Energy (RE) Policy and Strategies	Completed RE White Paper Review.	<ol style="list-style-type: none"> <li>Completed economic and energy modelling.</li> <li>Cabinet Approval of the Draft.</li> <li>Stakeholder Consultation.</li> </ol>	Research and consult on the RE White Paper.	Completed economic and energy modelling.	Stakeholder Consultation.	Cabinet Approval of the Draft.
5.5 & 5.6	Renewable Energy Interventions; and  Medium-Term Risk Mitigation Plan (MTRMP) – Supply Side Options	<ol style="list-style-type: none"> <li>0.5 % (1.1 bn. litres) of total liquid fuels demand met by bio fuels</li> <li>Establish Bio ethanol blending value</li> <li>Establish Bio fuel break-even price</li> <li>Publish bio fuel manufacturing Support mechanism</li> <li>Complete Feasibility Study for the Solar park initiative</li> <li>Proper RE Electronic Data Capturing , Analysis and Reporting System</li> <li>Manage stakeholder relations, handle enquiries, and create awareness on RE.</li> <li>Solar water heating units installed in residential and commercial sectors.</li> </ol>	<ol style="list-style-type: none"> <li>Establish Bio ethanol blending value.</li> <li>Establish Bio fuel break-even price.</li> <li>Publish bio fuel manufacturing Support mechanism.</li> <li>Conduct the 3 studies.</li> <li>Develop a proper data capturing, analysis and reporting system.</li> <li>Develop a template for the RE Annual Report.</li> <li>Wind Energy Awareness Campaign.</li> <li>Develop Awareness materials for other technologies.</li> <li>Solar Water Heating implementation plan.</li> <li>500,027 solar water heating units installed.</li> </ol>	<ol style="list-style-type: none"> <li>Establish Bio ethanol blending value.</li> <li>Conduct the 3 studies.</li> <li>Develop a proper data capturing, analysis and reporting system.</li> <li>Develop a template for the RE Annual Report.</li> <li>Wind Energy Awareness Campaign.</li> <li>Develop Awareness materials for other technologies.</li> <li>Solar Water Heating implementation plan.</li> <li>50 000 solar water heating units installed.</li> </ol>	<ol style="list-style-type: none"> <li>Establish Bio fuel break-even price.</li> <li>Conduct the 3 studies.</li> <li>Develop a proper data capturing, analysis and reporting system.</li> <li>Develop a template for the RE Annual Report.</li> <li>Wind Energy Awareness Campaign.</li> <li>Develop Awareness materials for other technologies.</li> <li>Solar Water Heating implementation plan.</li> <li>60 000 solar water heating units installed.</li> </ol>	<ol style="list-style-type: none"> <li>Draft bio fuel manufacturing Support mechanism.</li> <li>Conduct the 3 studies.</li> <li>Implement a proper data capturing, analysis and reporting system.</li> <li>Implement a template for the RE Annual Report.</li> <li>Wind Energy Awareness Campaign.</li> <li>Develop Awareness materials for other technologies.</li> <li>Solar Water Heating implementation plan.</li> <li>70 000 solar water heating units installed.</li> </ol>	<ol style="list-style-type: none"> <li>Publish bio fuel manufacturing Support mechanism.</li> <li>3 studies conducted.</li> <li>Implement a proper data capturing, analysis and reporting system.</li> <li>Implement a template for the RE Annual Report.</li> <li>Wind Energy Awareness Campaign.</li> <li>Develop Awareness materials for other technologies.</li> <li>Solar Water Heating implementation plan.</li> <li>70 000 solar water heating units installed.</li> </ol>
5.7 & 5.8	Climate Change; and  Green/Low Carbon Economy	<ol style="list-style-type: none"> <li>Contribute towards the reduction of GHG emissions (i.e. Copenhagen Target of 34% and 42% by 2020 and 2025 respectively).</li> <li>Carbon Capture and Storage Regulatory Framework.</li> </ol>	<ol style="list-style-type: none"> <li>Contribute towards the reduction of GHG emissions (i.e. Copenhagen Target of 34% and 42% by 2020 and 2025 respectively).</li> <li>Domestic and International consultation on regulatory framework.</li> </ol>	Stakeholder's consultation on the development of energy sector's climate change adaptation and mitigation strategies.	Draft Energy Sector Climate Change Mitigation Strategy.	Draft Energy Sector's Climate Change Adaptation Strategy.	Finalisation and approval of the energy sector's climate change strategy.

Strategic Objective		Activity Performance Indicator	Annual Target 2012/13	Quarterly Targets			
				1st	2nd	3rd	4th
5.9	Environmental Compliance	<ol style="list-style-type: none"> <li>Approved energy sector's climate change status quo report.</li> <li>Approved annual environmental compliance reports.</li> </ol>	<ol style="list-style-type: none"> <li>Develop and implement energy sector's climate change mitigation and adaptation strategies and plans.</li> <li>Analyse and report risks associated with climate change response measures.</li> <li>Measure and report on energy related-carbon emission reduction.</li> <li>Develop and implement an Environmental Management Plan.</li> <li>Develop and implement an internal Department environmental policy.</li> <li>Compile and submit Annual Compliance and outcome 10 reports.</li> </ol>	<ol style="list-style-type: none"> <li>Scoping for the development of an Environmental Management Plan.</li> <li>Internal Stakeholder's consultation on the development of an Internal Environmental Policy.</li> <li>First Quarterly Report of Outcome 10.</li> </ol>	<ol style="list-style-type: none"> <li>Draft Environmental Management Plan.</li> <li>Draft Internal Environmental Policy.</li> <li>2nd Quarterly Report of Outcome 10.</li> </ol>	<ol style="list-style-type: none"> <li>Finalization and approval of EMP.</li> <li>Finalization and approval of Internal Environmental Policy.</li> <li>3rd Quarterly Report of Outcome 10.</li> </ol>	<ol style="list-style-type: none"> <li>Implementation of the EMP Action Plan.</li> <li>Implementation and Monitoring of Internal Environmental Policy.</li> <li>4th Quarterly Report of Outcome 10.</li> </ol>
5.10 & 5.11	Clean Development Mechanism Interventions; and Designated National Authority	<ol style="list-style-type: none"> <li>Approved CDM projects.</li> <li>More CDM Awareness leading to the increase of projects.</li> <li>Develop promotional Material.</li> <li>Monitor the implementation of CDM projects.</li> </ol>	<ol style="list-style-type: none"> <li>100% of all CDM application processed within the set timeframes (45 working days for PDD's and 30 working days for PIN's).</li> <li>CDM Awareness Campaign.</li> <li>Develop sector booklet.</li> <li>Publish CDM status report.</li> </ol>	<ol style="list-style-type: none"> <li>100% of all CDM application processed within the set timeframes (45 working days for PDD's and 30 working days for PIN's).</li> <li>1 provincial workshop.</li> <li>1 sector booklet.</li> <li>-</li> </ol>	<ol style="list-style-type: none"> <li>100% of all CDM application processed within the set timeframes (45 working days for PDD's and 30 working days for PIN's).</li> <li>1 provincial workshop.</li> <li>1 sector booklet.</li> <li>-</li> </ol>	<ol style="list-style-type: none"> <li>100% of all CDM application processed within the set timeframes (45 working days for PDD's and 30 working days for PIN's).</li> <li>1 provincial workshop.</li> <li>1 sector booklet.</li> <li>-</li> </ol>	<ol style="list-style-type: none"> <li>100% of all CDM application processed within the set timeframes (45 working days for PDD's and 30 working days for PIN's).</li> <li>Annual report.</li> <li>Publish CDM status report.</li> </ol>
5.12	UNFCCC Participation	<ol style="list-style-type: none"> <li>Co-hosting COP 17.</li> <li>SA position paper on issues related to CDM.</li> <li>Participate in UNFCCC events.</li> <li>Implementation of UNFCCC decisions.</li> <li>Reports on the outcomes of the UNFCCC meetings.</li> </ol>	<ol style="list-style-type: none"> <li>Project plan proposal approved covering activities, logistics, roles and responsibilities and funding.</li> <li>Coordination with lead departments and other governments.</li> <li>Inter-departmental workgroup established (2011/12).</li> <li>Updated position paper on CDM.</li> <li>Participate in UNFCCC events.</li> <li>Implementation of UNFCCC decisions.</li> <li>Reports on the outcomes of the UNFCCC meetings.</li> </ol>	<ol style="list-style-type: none"> <li>Compilation and finalization of the COP17/CMP7 Conference report.</li> <li>Inputs to COP 18/CMP 8 Conference's position paper.</li> </ol>	Inputs to COP 18/CMP 8 Conference's position paper	Updated inputs to COP 18/CMP 8 Conference's position paper on CDM	Inputs to COP 18/CMP 8 Conference's position paper.

## 6.PROGRAMME 6: PROGRAMMES AND PROJECTS

### STRATEGIC OBJECTIVE ANNUAL TARGETS 2011/12 – 2015/16

Strategic Objective		Programme Performance indicator	Estimated Performance 2011/12	Medium Term Targets			
				2012/13	2013/14	2014/15	2015/16
6.1.1	Universal Access to Energy	92 % households electrified (150 000 connections annually with an additional 10,000 off grid).	83 % households electrified 150 000 connections annually with an additional 10,000 off grid connections).	86 % households electrified (150 000 connections annually with an additional 10,000 off grid).	89 % households electrified (150 000 connections annually with an additional 10,000 off grid).	92 % households electrified (150 000 connections annually with an additional 10,000 off grid).	Target reached in 2014/15.
6.1.2	Universal Access to Energy	15 Integrated Energy Centres (leC's) established.	2 additional leC's operationalised.	2 additional leC's operationalised.	2 additional leC's operationalised.	2 additional leC's operationalised.	2 additional leC's operationalised.
6.2.1	Community Upliftment	Identify, implement, manage and coordinate programmes/projects aimed at poverty alleviation interventions and rural development through support to entrepreneurs, small businesses and/or co-operatives as well as ensuring optimum exploitation of opportunities for the application of the working for energy concept.	Monitoring of job creation per project and compilation of related energy sector statistics.	Monitoring of job creation per project and compilation of related energy sector statistics.	Monitoring of job creation per project and compilation of related energy sector statistics.	Monitoring of job creation per project and compilation of related energy sector statistics.	Monitoring of job creation per project and compilation of related energy sector statistics.
6.2.2	Community Upliftment	Identify, implement, manage and coordinate programmes/projects aimed at the mainstreaming / upliftment / empowerment of disadvantaged/vulnerable groups (i.e. women, disabled, youth, children, the poor, etc.)	Programmes/projects aimed at the mainstreaming / upliftment / empowerment of disadvantaged/vulnerable groups (i.e. women, disabled, youth, children, the poor, etc.) executed.	Programmes/projects aimed at the mainstreaming / upliftment / empowerment of disadvantaged/vulnerable groups (i.e. women, disabled, youth, children, the poor, etc.) executed.	Programmes/projects aimed at the mainstreaming / upliftment / empowerment of disadvantaged/vulnerable groups (i.e. women, disabled, youth, children, the poor, etc.) executed.	Programmes/projects aimed at the mainstreaming / upliftment / empowerment of disadvantaged/vulnerable groups (i.e. women, disabled, youth, children, the poor, etc.) executed.	Programmes/projects aimed at the mainstreaming / upliftment / empowerment of disadvantaged/vulnerable groups (i.e. women, disabled, youth, children, the poor, etc.) executed.
6.2.3	Community Upliftment	Identify, implement, manage and coordinate programmes/projects to increase public awareness on energy issues such as energy efficiency, safety issues pertaining to the transportation and/or use of energy.	See tables in Part E, paragraph 2, 4 and 5 for specific projects and targets.	See tables in Part E, paragraph 2, 4 and 5 for specific projects and targets.	See tables in Part E, paragraph 2, 4 and 5 for specific projects and targets.	See tables in Part E, paragraph 2, 4 and 5 for specific projects and targets.	See tables in Part E, paragraph 2, 4 and 5 for specific projects and targets.
6.3	Infrastructure/Industry Development	See tables in Part E, paragraph 2, 4 and 5 for specific projects and targets.	See tables in Part E, paragraph 2, 4 and 5 for specific projects and targets.	See tables in Part E, paragraph 2, 4 and 5 for specific projects and targets.	See tables in Part E, paragraph 2, 4 and 5 for specific projects and targets.	See tables in Part E, paragraph 2, 4 and 5 for specific projects and targets.	See tables in Part E, paragraph 2, 4 and 5 for specific projects and targets.
6.4.1	Regional Programmes and Projects	Obtain information relevant to planning, do physical inspections on the execution of Access to Energy projects and liaise between beneficiaries of projects, service providers and the Department.	Obtain information relevant to planning, do physical inspections on the execution of Access to Energy projects and liaise between beneficiaries of projects, service providers and the Department.	Obtain information relevant to planning, do physical inspections on the execution of Access to Energy projects and liaise between beneficiaries of projects, service providers and the Department.	Obtain information relevant to planning, do physical inspections on the execution of Access to Energy projects and liaise between beneficiaries of projects, service providers and the Department.	Obtain information relevant to planning, do physical inspections on the execution of Access to Energy projects and liaise between beneficiaries of projects, service providers and the Department.	Obtain information relevant to planning, do physical inspections on the execution of Access to Energy projects and liaise between beneficiaries of projects, service providers and the Department.

Strategic Objective		Programme Performance indicator	Estimated Performance 2011/12	Medium Term Targets			
				2012/13	2013/14	2014/15	2015/16
6.4.2	Regional Programmes and Projects	Obtain information relevant to the identification, planning and implementation of Community Upliftment projects and, do physical inspections on the execution of projects and liaise between beneficiaries of projects, service providers and the Department.	Obtain information relevant to the identification, planning and implementation of Community Upliftment projects and, do physical inspections on the execution of projects and liaise between beneficiaries of projects, service providers and the Department.	Obtain information relevant to the identification, planning and implementation of Community Upliftment projects and, do physical inspections on the execution of projects and liaise between beneficiaries of projects, service providers and the Department.	Obtain information relevant to the identification, planning and implementation of Community Upliftment projects and, do physical inspections on the execution of projects and liaise between beneficiaries of projects, service providers and the Department.	Obtain information relevant to the identification, planning and implementation of Community Upliftment projects and, do physical inspections on the execution of projects and liaise between beneficiaries of projects, service providers and the Department.	Obtain information relevant to the identification, planning and implementation of Community Upliftment projects and, do physical inspections on the execution of projects and liaise between beneficiaries of projects, service providers and the Department.
6.4.3	Regional Programmes and Projects	Liaise between beneficiaries/potential beneficiaries of Community Upliftment projects, service providers and the Department.	Liaise between beneficiaries/potential beneficiaries of Community Upliftment projects, service providers and the Department.	Liaise between beneficiaries/potential beneficiaries of Community Upliftment projects, service providers and the Department.	Liaise between beneficiaries/potential beneficiaries of Community Upliftment projects, service providers and the Department.	Liaise between beneficiaries/potential beneficiaries of Community Upliftment projects, service providers and the Department.	Liaise between beneficiaries/potential beneficiaries of Community Upliftment projects, service providers and the Department.
6.5.1	Project Management	Provide specialised assistance to the programme/project managers and management in general to apply project management principles such as scheduling, prioritising, risk assessment and management, etc.	Provide specialised assistance to the programme/project managers and management in general to apply project management principles such as scheduling, prioritising, risk assessment and management, etc.	Provide specialised assistance to the programme/project managers and management in general to apply project management principles such as scheduling, prioritising, risk assessment and management, etc.	Provide specialised assistance to the programme/project managers and management in general to apply project management principles such as scheduling, prioritising, risk assessment and management, etc.	Provide specialised assistance to the programme/project managers and management in general to apply project management principles such as scheduling, prioritising, risk assessment and management, etc.	Provide specialised assistance to the programme/project managers and management in general to apply project management principles such as scheduling, prioritising, risk assessment and management, etc.
6.5.2	Project Management	Coordinate project information and report on projects in an unbiased manner, highlighting backlogs and/or non-performance.	Coordinate project information and report on projects in an unbiased manner, highlighting backlogs and/or non-performance.	Coordinate project information and report on projects in an unbiased manner, highlighting backlogs and/or non-performance.	Coordinate project information and report on projects in an unbiased manner, highlighting backlogs and/or non-performance.	Coordinate project information and report on projects in an unbiased manner, highlighting backlogs and/or non-performance.	Coordinate project information and report on projects in an unbiased manner, highlighting backlogs and/or non-performance.

## QUARTERLY TARGETS 2012/13

Strategic Objective		Activity Performance Indicator	Annual Target 2012/13	Quarterly Targets			
				1st	2nd	3rd	4th
6.1.1	Universal Access to Energy	92 % households electrified (150 000 connections annually with an additional 10,000 off grid).	86 % households electrified (150 000 connections annually with an additional 10,000 off grid).	Eskom - 20% of connections are completed.  Municipalities - design for all the projects completed.  Non-grid Programme - 25% of connections completed.	Eskom - 50% of the connections completed.  Municipalities - 30% of the connections completed.  Non-grid Programme - 50% of connections completed.	Eskom - 75% of connections completed.  Municipalities - 50% of connections completed.  Non-grid Programme - 75% of connections completed	Eskom - 100% of the connections completed.  Municipalities - 70% of the connections completed.  Non-grid Programme - 100% of connections completed.
6.1.2	Universal Access to Energy	Number of Integrated Energy Centres (leC's) established by involving more oil companies	2 additional leC's operationalised	Commence with construction of the 2 leC's	Complete the construction of the two leC's	Official launch of the 2 leC's by the Minister	-
6.2.1	Community Upliftment	Identify, implement, manage and coordinate programmes/projects aimed at poverty alleviation interventions and rural development through support to entrepreneurs, small businesses and/or co-operatives as well as ensuring optimum exploitation of opportunities for the application of the working for energy concept.	Monitoring of job creation per project and compilation of related energy sector statistics.	Monitoring of job creation per project and compilation of related energy sector statistics.	Monitoring of job creation per project and compilation of related energy sector statistics.	Monitoring of job creation per project and compilation of related energy sector statistics.	Monitoring of job creation per project and compilation of related energy sector statistics.

Strategic Objective		Activity Performance Indicator	Annual Target 2012/13	Quarterly Targets			
				1st	2nd	3rd	4th
6.2.2	Community Upliftment	Identify, implement, manage and coordinate programmes/projects aimed at the mainstreaming / upliftment / empowerment of disadvantaged/vulnerable groups and rural areas and skills development and empowerment of the vulnerable groups(i.e. women, disabled, youth, children, the poor, etc.)	Programmes/projects aimed at the mainstreaming / upliftment / empowerment of disadvantaged/vulnerable groups (i.e. women, disabled, youth, children, the poor, etc.) excuted.	Programmes/projects aimed at the mainstreaming / upliftment / empowerment of disadvantaged/vulnerable groups (i.e. women, disabled, youth, children, the poor, etc.) excuted.	Programmes/projects aimed at the mainstreaming / upliftment / empowerment of disadvantaged/vulnerable groups (i.e. women, disabled, youth, children, the poor, etc.) excuted.	Programmes/projects aimed at the mainstreaming / upliftment / empowerment of disadvantaged/vulnerable groups (i.e. women, disabled, youth, children, the poor, etc.) excuted.	Programmes/projects aimed at the mainstreaming / upliftment / empowerment of disadvantaged/vulnerable groups (i.e. women, disabled, youth, children, the poor, etc.) excuted.
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# PART F:

## LINKS TO OTHER PLANS

### 1. LINKS TO LONG TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

Project Name	Programme	Project description	Outcomes	Estimated Project Cost	Expenditure to Date	Project Duration
1.	Eskom Electrification	Energy Programme and Projects	To implement the INEP by providing capital subsidies to Eskom to address the electrification backlogs of permanently occupied residential dwellings, the installation of bulk infrastructure and rehabilitation of electrification infrastructure.	R 35 billion	R 8 billion	2001/2 to 2025
	Municipality Electrification	Energy Programme and Projects	To implement the INEP by providing capital subsidies to municipalities to address the electrification backlogs of permanently occupied residential dwellings, the installation of bulk infrastructure and rehabilitation and refurbishment of electricity infrastructure in order to improve quality of electrification infrastructure.			
	Non-grid connections	Energy Programme and Projects	To implement the INEP by providing capital subsidies to non-grid service providers to address the electrification backlogs of permanently occupied rural and remote areas, in order to improve quality of life.			
2.	NMPP	Energy Programme and Projects	To commission the NMPP.	R 25 billion		

### 2. CONDITIONAL GRANTS

<b>Name of grant</b>	Integrated National Electrification Programme
<b>Purpose</b>	To facilitate access to electricity by all
<b>Performance indicator</b>	Universal Access to formal dwellings by 2014
<b>Continuation</b>	Grant Continues
<b>Motivation</b>	Approximately 80% already electrified, need to upgrade from non-grid to grid in some of the rural areas

### 3. PUBLIC ENTITIES

The Minister of Energy is responsible for overseeing five State Owned Entities (SOE's) and their subsidiaries, which are either classified as Schedule 2 or 3A institutions in the Public Finance Management Act. They are: the National Nuclear Regulator (NNR); the CEF Group of companies under CEF (Pty) Ltd; the South African Nuclear Energy Corporation (NECSA); the National Energy Regulator of South Africa (NERSA), and the South African National Energy Development Institute (SANEDI). The enabling legislation requires the Minister to appoint members of the board of all state owned entities reporting to him or her. Boards are ultimately accountable and responsible for the performance of their respective entities. They give strategic direction in line with the department's strategy, within their respective mandates, which is then implemented by management. During the financial year the Department will be finalising the review of the CEF Group of companies.

NAME OF PUBLIC ENTITY	MANDATE	OBJECTIVES	2012/13 BUDGET	DATE OF NEXT EVALUATION
The National Energy Regulator of South Africa (NERSA)	NERSA is the competent regulatory authority established as a juristic person in terms of Section 3 of the National Energy Regulator Act, 2004 (Act No. 40 of 2004). NERSA's mandate is to regulate the Electricity, Piped-Gas and Petroleum Pipeline industries in terms of the Electricity Regulation Act, 2006 (Act No. 4 of 2006), the Gas Act, 2001 (Act No. 48 of 2001) and the Petroleum Pipelines Act, 2003 (Act No. 60 of 2003).	<p>The Energy Regulator adopted the following high level strategic objectives over the next three years:</p> <ol style="list-style-type: none"> <li>1. Regulatory environment facilitates investment in energy infrastructure.</li> <li>2. Energy supply is certain and secure for current and future user needs.</li> <li>3. Fair competition exists within the energy industry.</li> <li>4. Ensure existence of regulatory certainty within the energy industry.</li> <li>5. Energy is accessible and affordable for all citizens.</li> <li>6. NERSA is established and positioned as a credible and reliable regulator</li> </ol>	R 240 315 901	As needed
The National Nuclear Regulator (NNR)	The purpose of the Regulator is to provide for the protection of persons, property and the environment against nuclear damage, through the establishment of safety standards and regulatory practices	<p>The following strategic objectives will be pursued over the NTEF period by the NNR:</p> <ol style="list-style-type: none"> <li>1. Effective Regulatory oversight and framework to assure nuclear safety and security.</li> <li>2. To strengthen stakeholder relations and enhance the corporate image of the NNR.</li> <li>3. To create a high performance culture.</li> <li>4. Ensure financial viability and sustainability of the organisation to ensure that it remains a going concern.</li> <li>5. Develop and maintain sound organizational infrastructure</li> <li>6. Enhance good corporate governance.</li> <li>7. Ensure effective Human Capital Management.</li> </ol>	R 149 304 000	As needed

NAME OF PUBLIC ENTITY	MANDATE	OBJECTIVES	2012/13 BUDGET	DATE OF NEXT EVALUATION
<p>The South African Nuclear Energy Corporation (NECSA)</p>	<p>The South African Nuclear Energy Corporation was established as a public company in terms of the Nuclear Energy Act (Act No. 46 of 1999) and is wholly owned by the State. Its functions are:</p> <ol style="list-style-type: none"> <li>1. To undertake and promote research on nuclear energy and radiation sciences and technology.</li> <li>2. To process source, special nuclear and restricted material including uranium enrichment.</li> <li>3. To collaborate with other entities.</li> </ol> <p>The Nuclear Energy Act (Act No. 46 of 1999) provides for the commercialisation of nuclear and related products and services, and delegates specific responsibilities to the Corporation, including the implementation and execution of national safeguards and other international obligations. The Nuclear Energy Policy of 2008 elaborated on NECSA's mandate relating to R&amp;D and nuclear fuel cycle responsibilities.</p>	<p>NECSA's products and services offerings are delivered through the following three main programme clusters:</p> <ol style="list-style-type: none"> <li>1. Nuclear Power Cluster that undertakes nuclear fuel development and production, as well as projects and services in support of the SA nuclear power programme.</li> <li>2. Radiation Science and Applications Cluster delivers radiation sciences research services and develops products and services for industry, including isotopes for the medical sector.</li> <li>3. NECSA as Host of Nuclear Programmes Cluster refers to NECSA's services to house nuclear programmes due to its unique integrated SHEQ system, licensed nuclear infrastructure and specialised supporting services.</li> </ol> <p>NECSA's key strategic objectives are:</p> <ol style="list-style-type: none"> <li>1. To expand and industrialise NECSA's nuclear fuel and related technologies to, among other things, establish fully-fledged capabilities for uranium conversion, enrichment and fuel fabrication for future nuclear fuel security of supply and make a contribution to the envisaged localisation programme (especially regarding manufacturing of nuclear reactor components and fuel assemblies).</li> <li>2. To grow outputs of new technology, products and services as required by NECSA's long term strategy and growth objectives and in alignment with applicable national priorities and imperatives in science and technology.</li> <li>3. To optimally utilise the SAFARI-1 reactor for isotope production and research purposes and to extend the reactor's operational lifetime.</li> <li>4. To maintain NECSA/NTP's dominant status in the global radioisotope market and further grow its market share.</li> <li>5. To plan for the replacement of SAFARI-1 with a multipurpose research reactor for expanded research, fuel and material testing and radioisotope production.</li> <li>6. To continue with the programme to establish Low Enriched Uranium (LEU) fuel and target plate fabrication capabilities and LEU recovery from various process streams.</li> <li>7. To expand awareness about Necsa and the nuclear industry.</li> </ol>	<p>R 1 256 427 000</p>	<p>As needed</p>
<p>South African National Energy Research and Development Institute (SANEDI)</p>	<p>To direct, monitor and conduct applied energy research and development, demonstration and deployment as well as undertake specific measures to promote energy efficiency throughout the economy.</p> <p>To establish a nationally focused energy research, development and innovation sector and undertake energy efficiency measures with a strong relevance for South Africa, aligned with DoE objectives as stated in the National Energy Act, 2008.</p>	<p>The entity was established to conduct nationally focused energy research and development, while assisting the Department to achieve its strategic objectives through energy research activities as well as energy efficiency programmes as set out in the National Energy Act, 2008 (No. 34 of 2008). The main outputs of SANEDI are to conduct energy research which will:</p> <p>Enable well informed and high confidence energy planning, decision making and support policy development.</p> <p>Accelerated transformation to a less energy and carbon intensity.</p> <p>Foster a culture of energy efficiency and more rationale energy use.</p>	<p>R 28 110 000</p>	<p>As needed</p>

NAME OF PUBLIC ENTITY	MANDATE	OBJECTIVES	2012/13 BUDGET	DATE OF NEXT EVALUATION
CEF (Pty) Ltd	The Central Energy Fund is a private company, governed by the Central Energy Fund Act (1977). The company research, finance, develops and exploits appropriate energy solutions across the spectrum of energy sources to meet South Africa's future energy needs. It is also mandated to manage the Equalisation Fund, which collects levies from the retail sales of petroleum products to eliminate unnecessary fluctuations in the retail price of liquid fuel and to give tariff protection to the synthetic fuel industry.	<p>The high level objectives of the CEF Group for the planned period were identified as follows.</p> <ol style="list-style-type: none"> <li>1. To effectively and efficiently manage the energy business for the benefit of all South Africans.</li> <li>2. CEF will play an active role in the governance and planning of all its subsidiaries and will strategically coordinate the long term future of the group.</li> <li>3. To improve energy security of supply through diversifying sources and by building and managing strategic energy stocks and energy infrastructure.</li> <li>4. Develop and invest in renewable and alternative energy sources and in energy efficiency.</li> <li>5. Develop human capacity and invest in relevant R&amp;D.</li> <li>6. To manage and optimally exploit local strategic energy and related resources.</li> <li>7. To mitigate against environmental impacts and maximise sustainable development.</li> </ol>	R 13 663 071 000	As needed

#### EDI Holdings and the Electricity Distribution Infrastructure Rehabilitation

- After Cabinet's approval for winding up of Electricity Distribution Industry Holding (EDIH), the department was mandated by Cabinet to take over programmes previously executed under the EDIH's mandate. A key program that will be taken over is the Approach to Distribution Asset Management (ADAM) programme, which will focus on addressing the rehabilitation of municipal electricity distribution infrastructure.
- The initial phase of implementing the ADAM programme (2011/2012) will be to develop and in-depth assessment of the actual backlog and developing detailed geographical maps detailing the extent of the problem, firstly at Metro cities and secondly at Secondary metros. Once detailed maps are in place, detailed funding proposal will be put in place in preparation of second phase which involves execution of projects to rehabilitate the infrastructure under stress. Parallel to phase 1 (2011/2012) we intend to immediately put in place measures to rehabilitate those identified infrastructure that needs urgent intervention to ensure that electricity service delivery is not negatively affected in the short to medium term.
- As first priority, immediate critical short term projects will be rolled out. From an ADAM perspective these projects are defined as:
  - a) Falling within the categories of Short-term Strengthening, Refurbishment and Maintenance;
  - b) Can be implemented within 18 months; and
  - c) Can improve the overall entity's infrastructure adequacy in line with planning and operational criteria defined by the entity itself or line within international standards.
- ADAM implementation and project management, monitoring and reporting will be under the direct control of the Department, which will coordinate and consolidate all projects at municipal level.

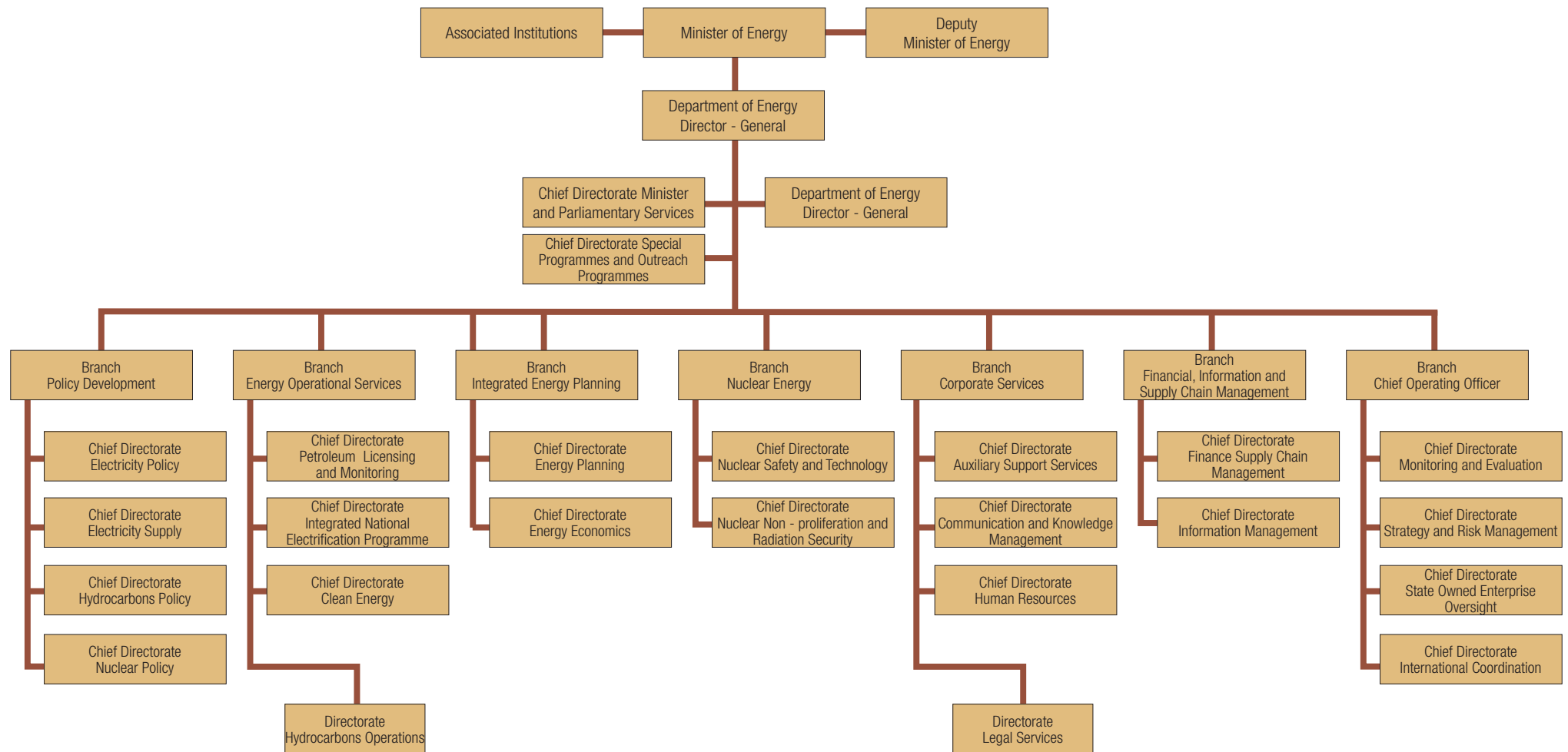
#### 4. PUBLIC-PRIVATE PARTNERSHIPS

No Public-Private partnerships exist between the Department and other Stakeholders.

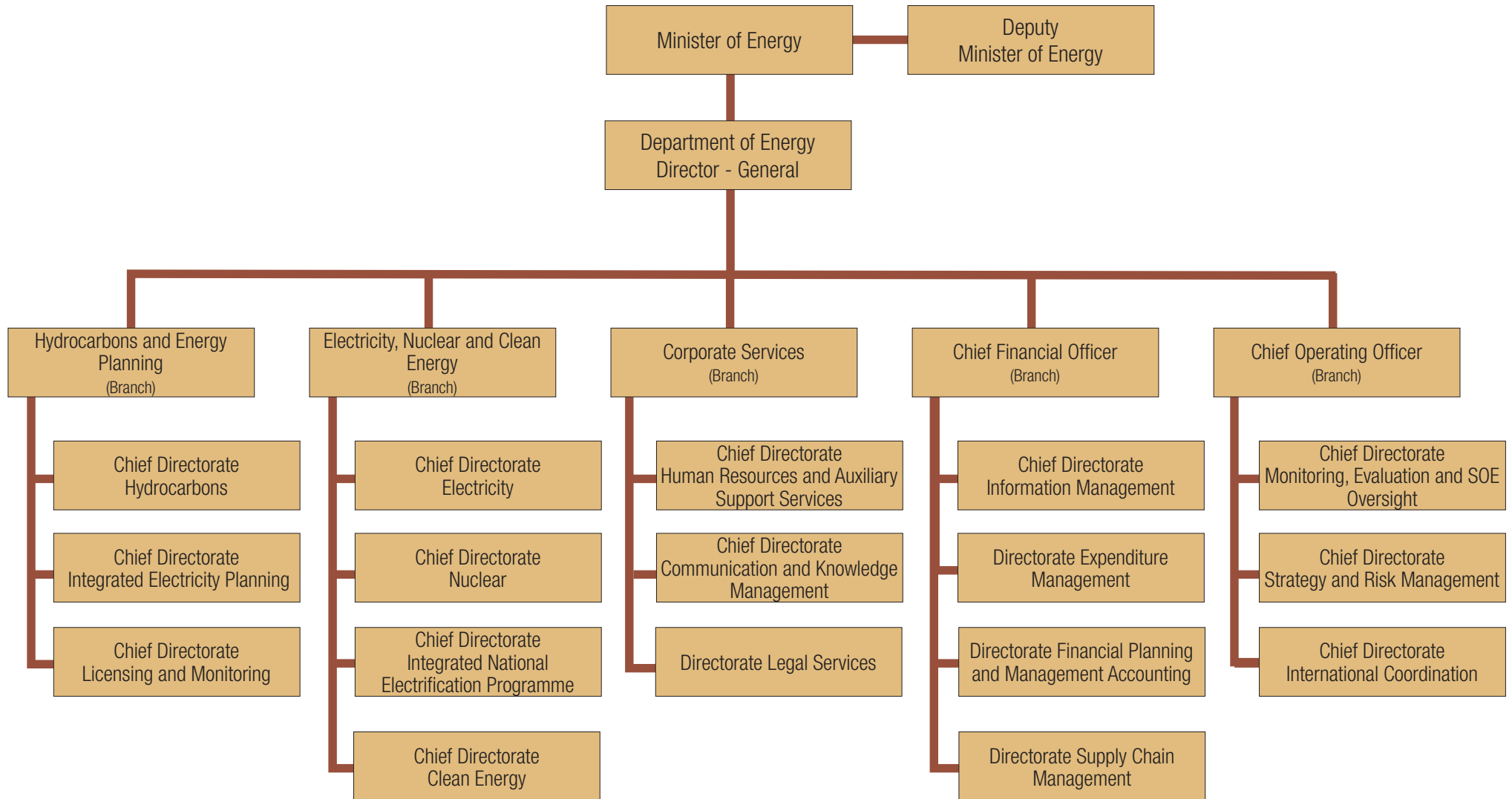
# PART G: ANNEXURES

## A. ORGANISATIONAL STRUCTURES

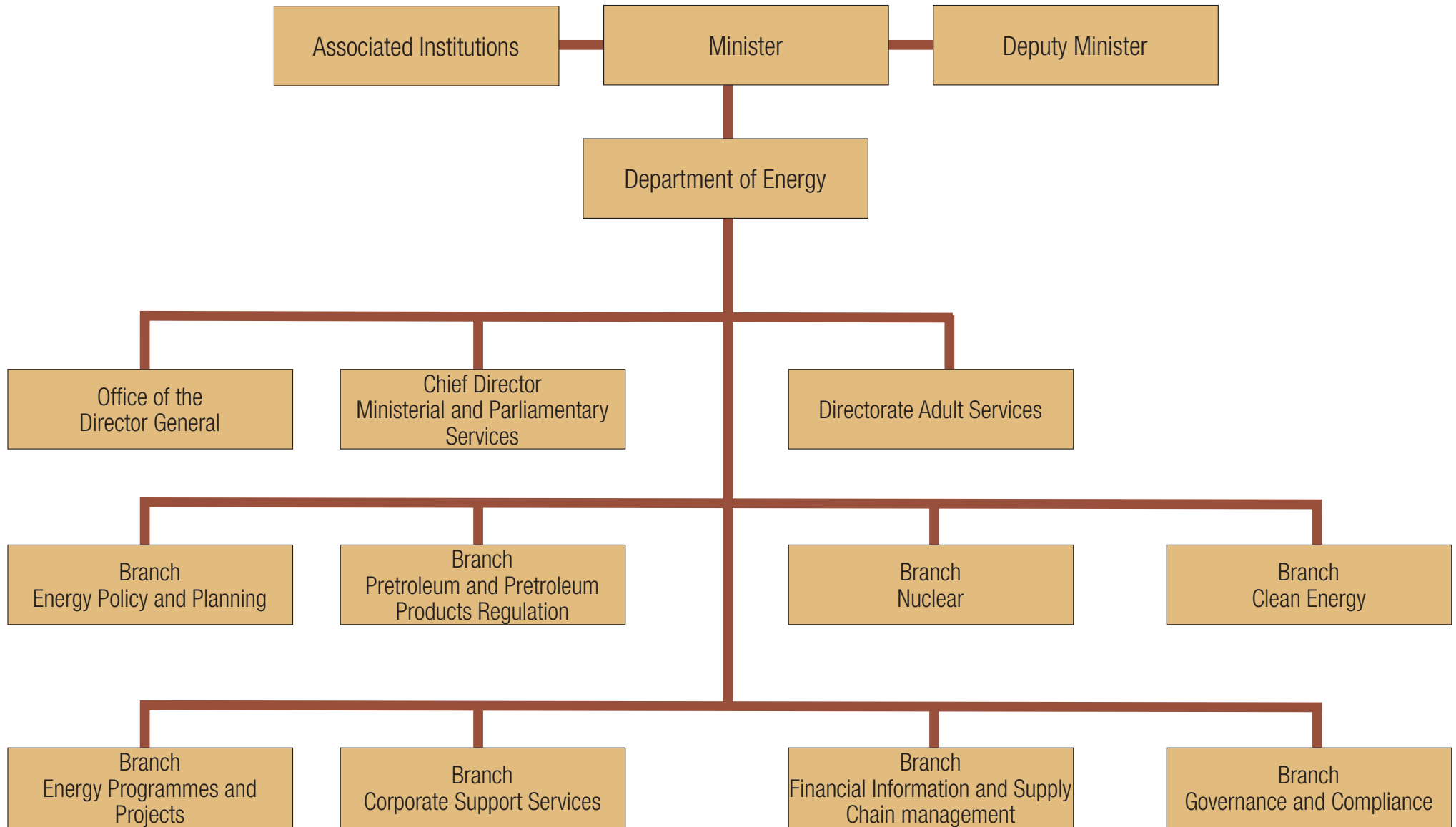
### A.1 APPROVED ORGANISATIONAL STRUCTURE



## A.2 INTERIM OPERATIONAL STRUCTURE



**A. 3 APPROVED MACRO-ORGANISATIONAL STRUCTURE**



## B. GLOSSARY OF TERMS

ADAM	Approach to Distribution Asset Management
CEF	Central Energy Fund
COP17	17 <sup>th</sup> United Nations Conference of Parties
DME	Department of Minerals and Energy
DoE	Department of Energy
EDC	Energy Development Corporation
EDI/EDIH	Electricity Distribution Industry Holdings
ICT	Information and Computer Technology
IEP	Integrated Energy Plan
INEP	Integrated National Electrification Programme
IPP	Independent Power Producer
IRP	Integrated Resource Plan
ISMO	Independent System and Market Operator
LPG	Liquefied Petroleum Gas
MTEF	Medium Term Expenditure Framework
NECSA	South African Nuclear Energy Corporation
NERSA	National Energy Regulator of South Africa
REDS	Regional Electricity Distributors
REFIT	Renewable Energy Feed-in Tariff
SADC	South African Development Community
SANEDI	South African National Energy Development Institute
SETA's	Skills Education and Training Authorities
SOE's	State Owned Entities





