

Executive Summary

Provinces, in general, follow the Infrastructure Development Management System (IDMS) in the planning and development of their School Infrastructure projects. There is no consistency in the work breakdown structure applied by the 9 Provinces. This results in an inconsistent accounting trail for School Infrastructure. An ideal work breakdown structure will define projects in terms of School Name, School Type, Location and Extent of Work.

The common project tracking system enforced by National Treasury is the Infrastructure Reporting Model (IRM). Similarly, the common accounting system enforced by National Treasury is BAS.

This Expenditure Performance Review on School Infrastructure was based on 4 years of planning and accounting data. The IRM data set contained 4 959 projects while the BAS data set contained 22 000 transactions.

All non-infrastructure transactions, all zero budget/zero expenditure transactions were removed from the BAS data set. The apparently incomplete data for KZN, LP, FS, NW & NC were also removed for the purpose of the expenditure analysis. For example, the BAS records for LP contain only 31 transactions over the entire 4 years of the analysis. The EC data set contained 19 transactions with a total value of R501 million, simply described as "Control Projects".

The BAS data is referenced in terms of a transaction number while the IRM is referenced in terms of a Provincial project number. In the absence of an "intelligent" project number (that can link projects according to geographic location), the only common link between BAS and IRM was the School Name.

Only 10% of BAS transactions could be linked to specific School names.

It is recommended that:

- The Infrastructure Development Management System (IDMS), which is currently being updated, is customised per Province and consistently implemented.
- The approved Projects Lists from the Infrastructure Programme Management Plans contain a clear description of the School Name, location and extent of the project.
- The project lists be loaded into the Infrastructure Reporting Model (IRM), complete with School name, location and extent of the project.
- An intelligent project number be developed and implemented that will link projects to locations.
- All transactions be recorded in BAS
- All BAS transactions be linked to order numbers, contract numbers and intelligent project numbers
- No zero budget / zero expenditure entries be allowed in BAS
- No "Control Project" be allowed in BAS
- No bulk transfers to Implementing Agents be recorded in BAS
- Accounting discrepancies discovered during this review should be referred to the Auditor General for further scrutiny.

- The development and implementation of an intelligent project number be pursued.
- Development managers responsible for the planning and development of School Infrastructure should receive training to ensure consistent and transparent accounting.
- Revision of the formula for the allocation of grants for School Infrastructure should be considered to align the life-cycle financial requirements with the available budgets.