

# Ten Point Strategy & Tactics for Infrastructure Delivery

12 June 2023

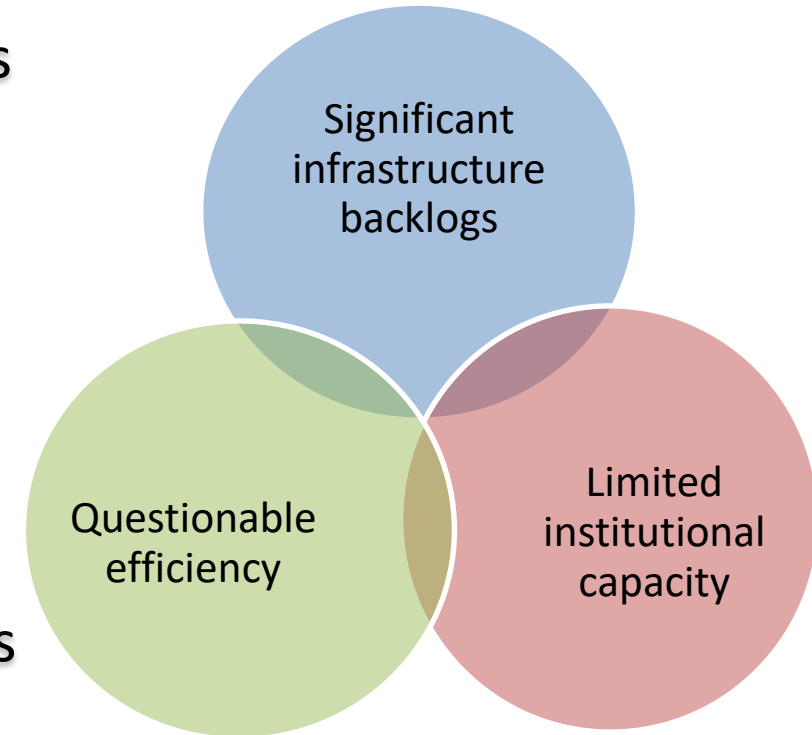


basic educ  
Department:  
Basic Education  
REPUBLIC OF SOU



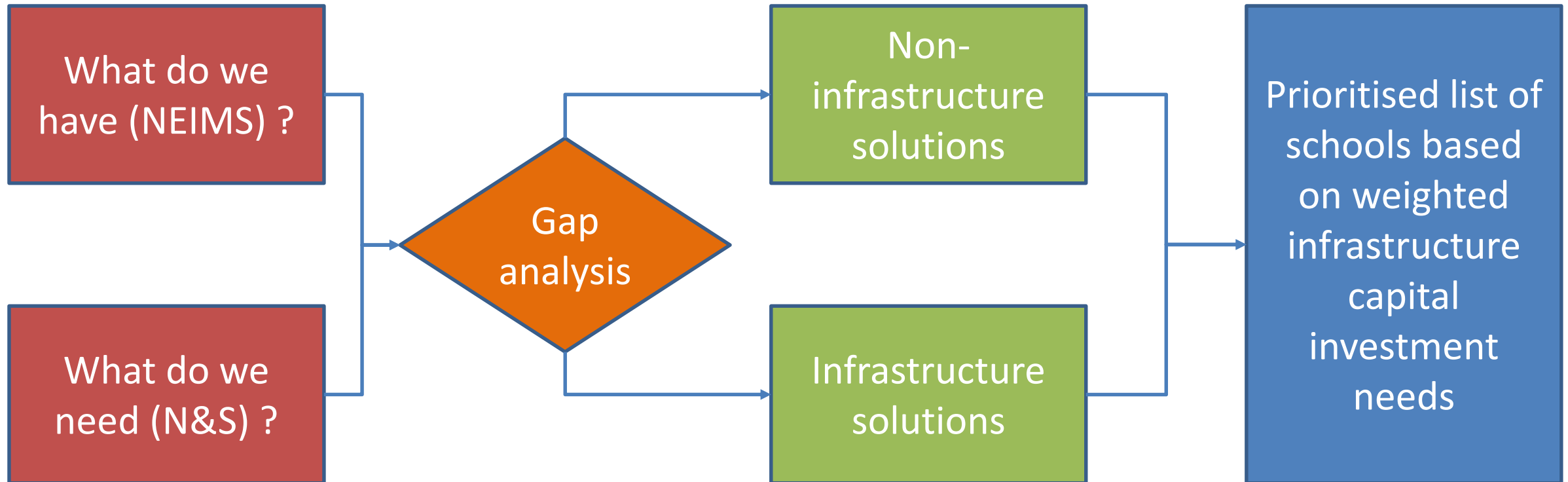
# 1. Problem statement

- a) There are significant backlogs in education infrastructure. Such backlog spans across all provinces and several aspects (e.g. Over-crowding, inappropriate structures, sanitation, water supply, electricity supply & maintenance).
- b) There is limited capacity to address this challenge. Such limitation spans across the national and all provincial departments and several capacity elements (e.g. Policy, strategy, tactic, norms & standards, designs & specifications, processes).
- c) The questionable effectiveness of the historical approaches necessitates a re-look at appropriate implementation modality (e.g. Response time, value for money, regulatory compliance)



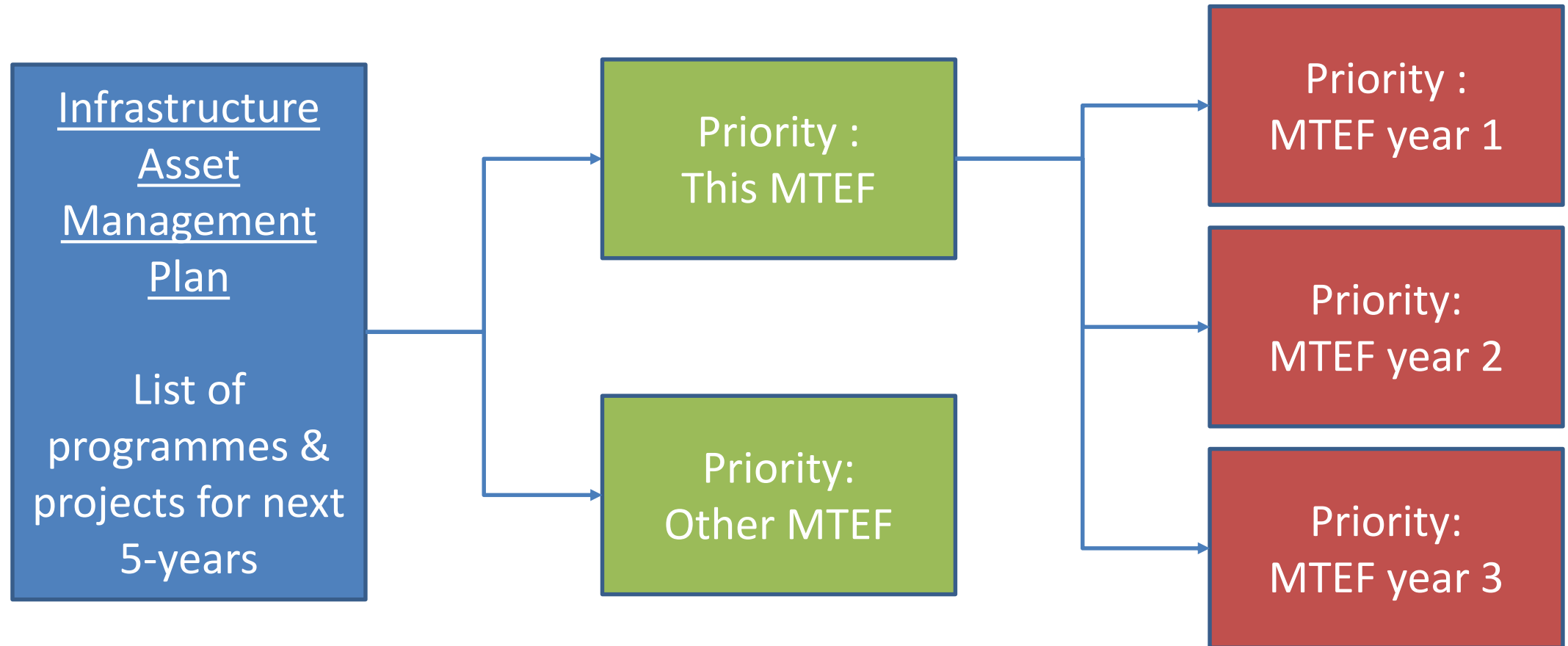
## 2. Ten-point strategy

a) Determine the national prioritised infrastructure backlog:

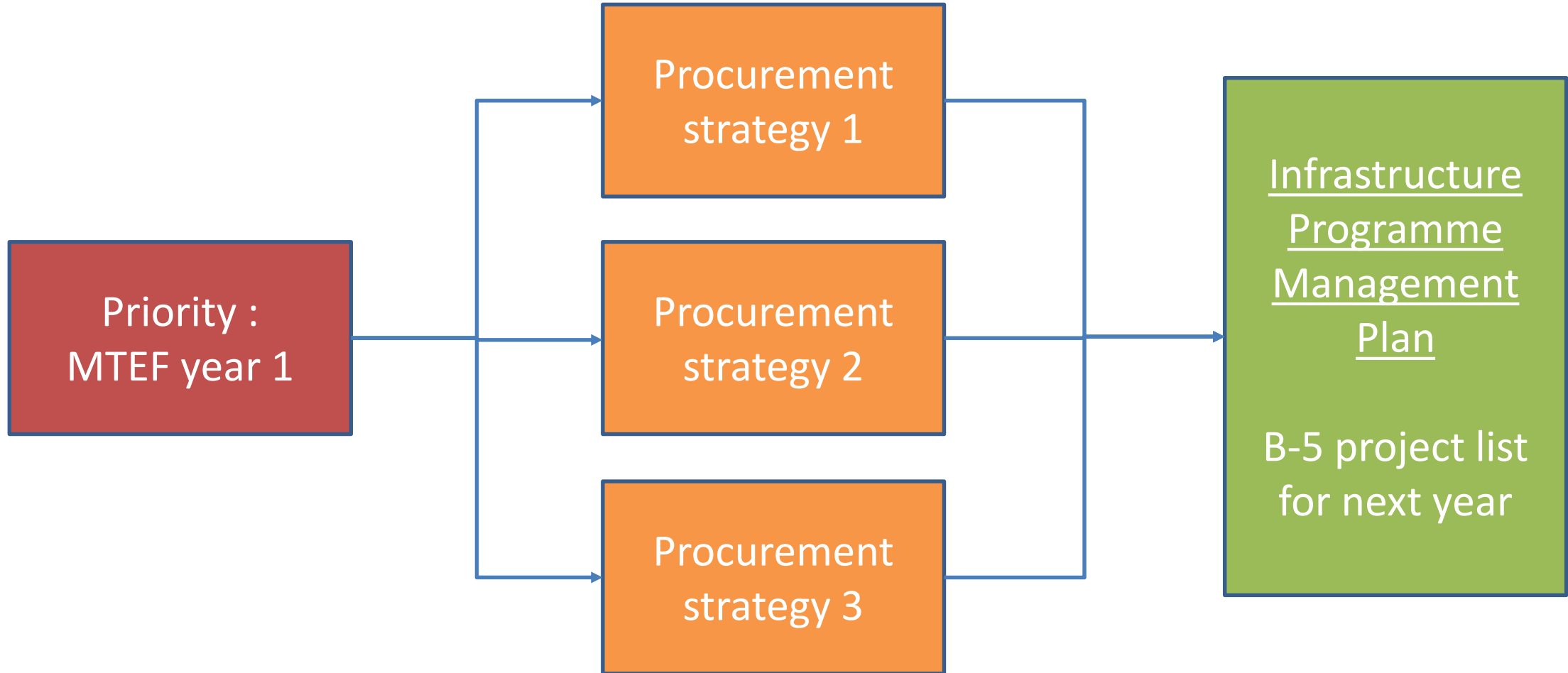


COMPONENT 1 : Updated NEIMS/EFMS data on current infrastructure

## b) Develop multi-year plan



### c) Develop project list



# d) Standardise norms & standards, concept designs & specifications

STAATSKOERANT, 29 NOVEMBER 2013 No. 57081 3

GOVERNMENT NOTICE

DEPARTMENT OF BASIC EDUCATION 29 November 2013

No. R. 920

SOUTH AFRICAN SCHOOLS ACT, 1996 (ACT NO. 84 OF 1996)  
REGULATIONS RELATING TO MINIMUM UNIFORM NORMS AND STANDARDS FOR PUBLIC SCHOOL INFRASTRUCTURE

I, Angelina Matsie Motshhega, Minister of Basic Education, acting under section 5A(1)(a) of the South African Schools Act, 1996, and after consultation with the Minister of Finance and the Council of Education Ministers, hereby prescribe the Minimum Uniform Norms and Standards for Public School Infrastructure Schedule.

ANGELINA MATSIE MOTSHEGA, MP  
MINISTER OF BASIC EDUCATION  
DATE: 26/11/2013

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**SABS 0400-1990**

Please note that SANS 10400-P-1990, SANS 10400-N-1990 and SANS 10400-V-1990 have been superseded by SANS 10400-P-2010 (edition 3.0), SANS 10400-N-2010 (edition 3.0) and SANS 10400-V-2010 (edition 3.0) respectively. All other parts in this publication are still current. For more information, contact [info@sabs.co.za](mailto:info@sabs.co.za) or [sabs.co.za](http://sabs.co.za)

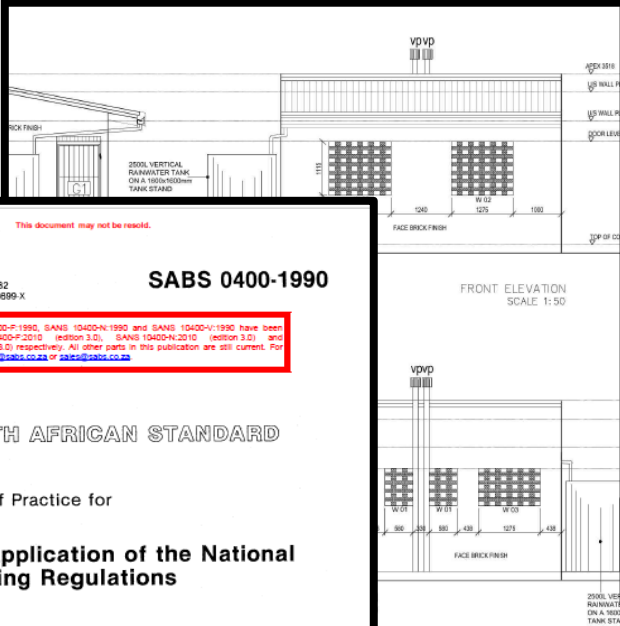
**SOUTH AFRICAN STANDARD**

Code of Practice for

**The application of the National Building Regulations**

The attention of all users of SANS 10400-1990 is drawn to the special note that appears on the inside cover page, as well as to the amendment to the National Building Regulations and Building Standards Act, 1977 (Act 103 of 1977), Notice No. R. 574, as published in Government Gazette No. 31084 of 30 May 2008, which has been inserted after p. 10 of the standard.


First Revision  
Published by  
THE COUNCIL OF THE SOUTH AFRICAN BUREAU OF STANDARDS **Gr 22**



Annexure A

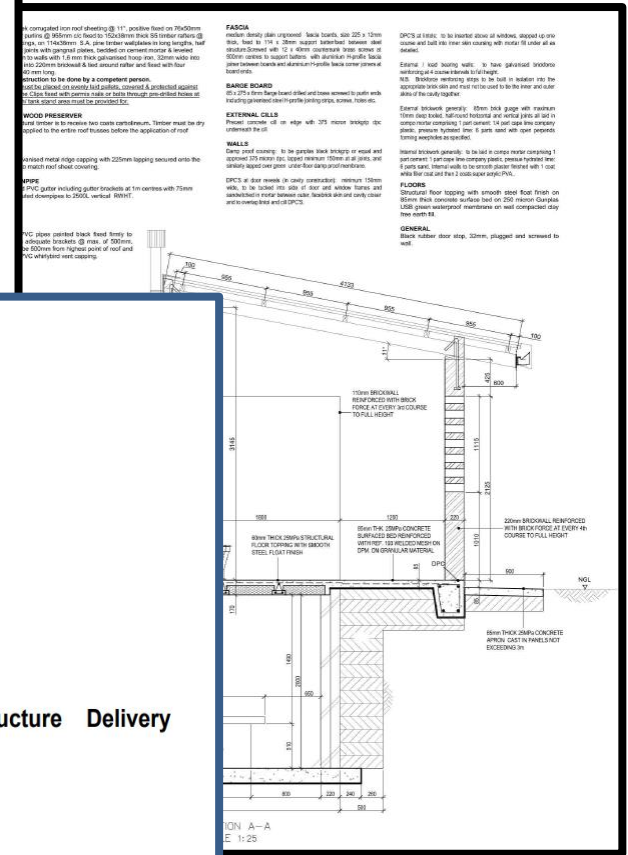
**Framework for Infrastructure Delivery and Procurement Management**

May 2019  
Effective Date: 01 October 2019

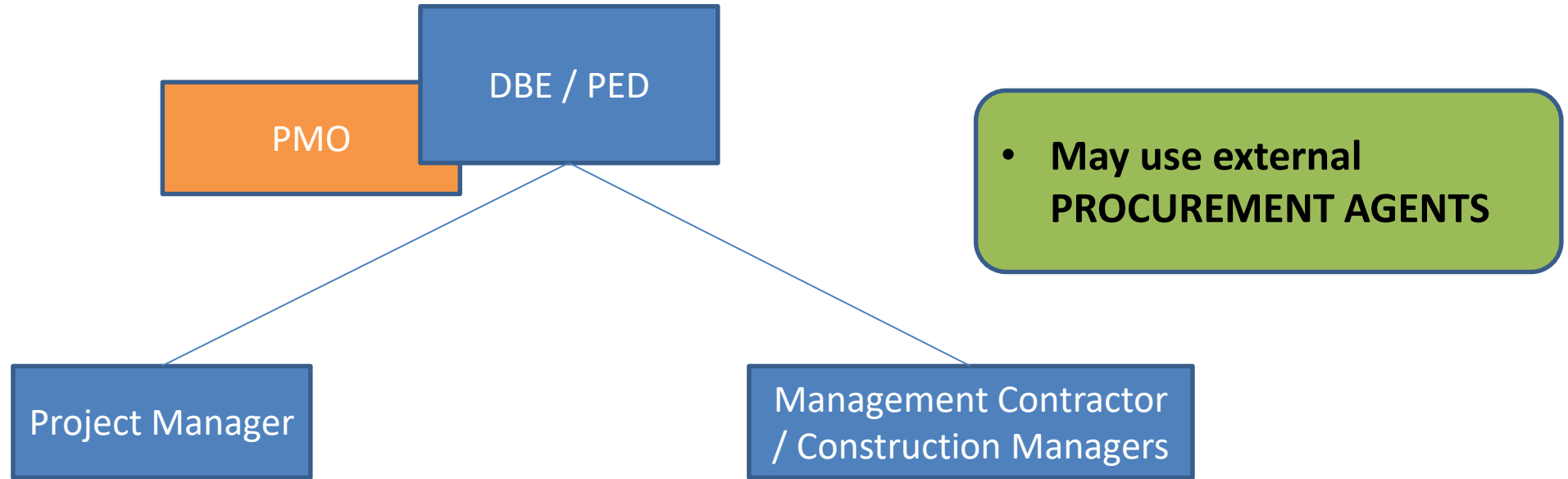
 **national treasury**  
Department:  
National Treasury  
REPUBLIC OF SOUTH AFRICA

**Standard for an Infrastructure Delivery Management System**

30<sup>th</sup> November 2012 (Final Draft)

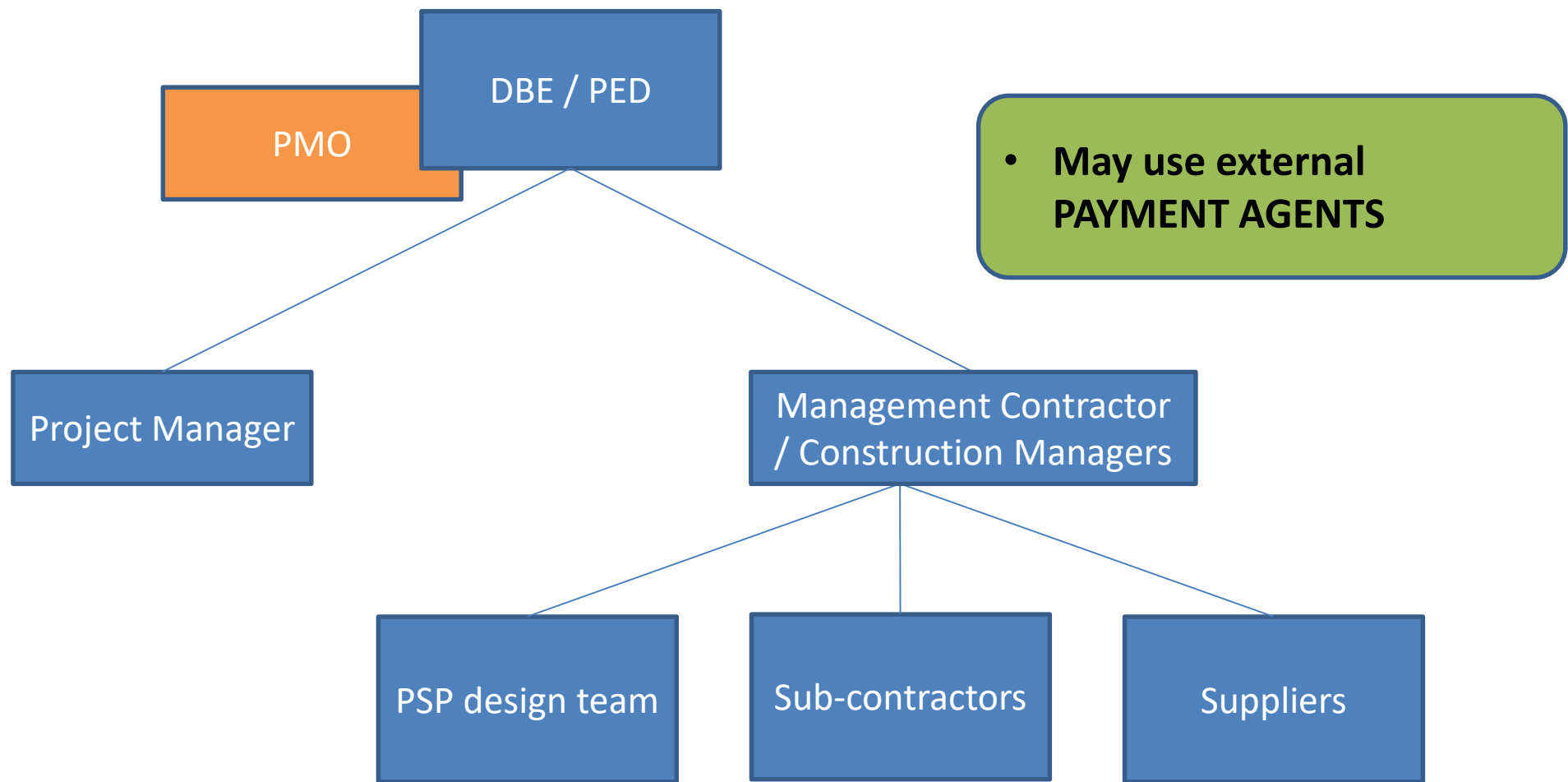


d) Procure Management Contractors / Construction Managers (Develop & Construct) & Project Managers on framework agreements



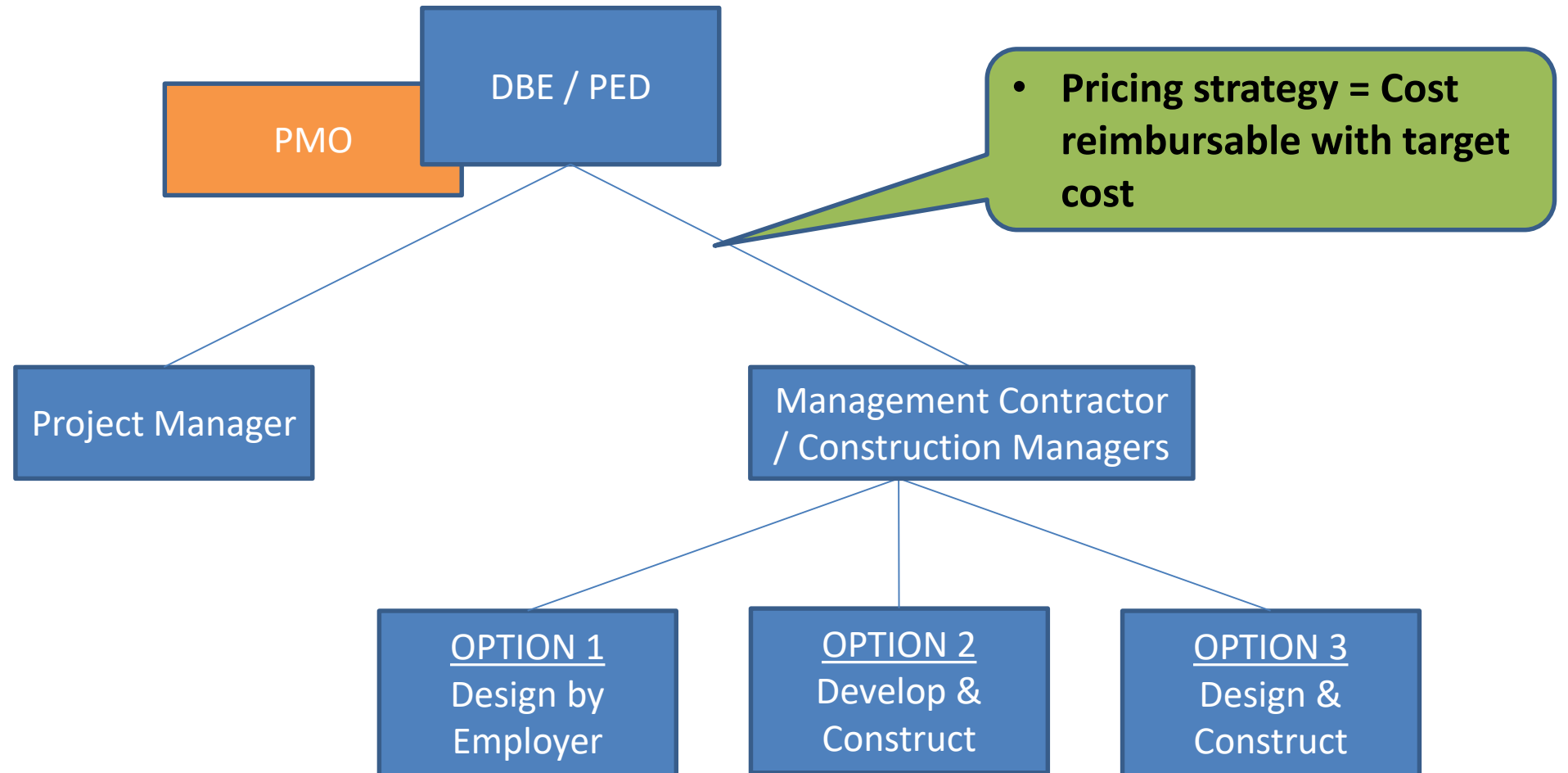
**COMPONENT 5 : Framework contracts (contractors, suppliers, PSPs)**

e) Management Contractor to procure PSP and local sub-contractors & suppliers





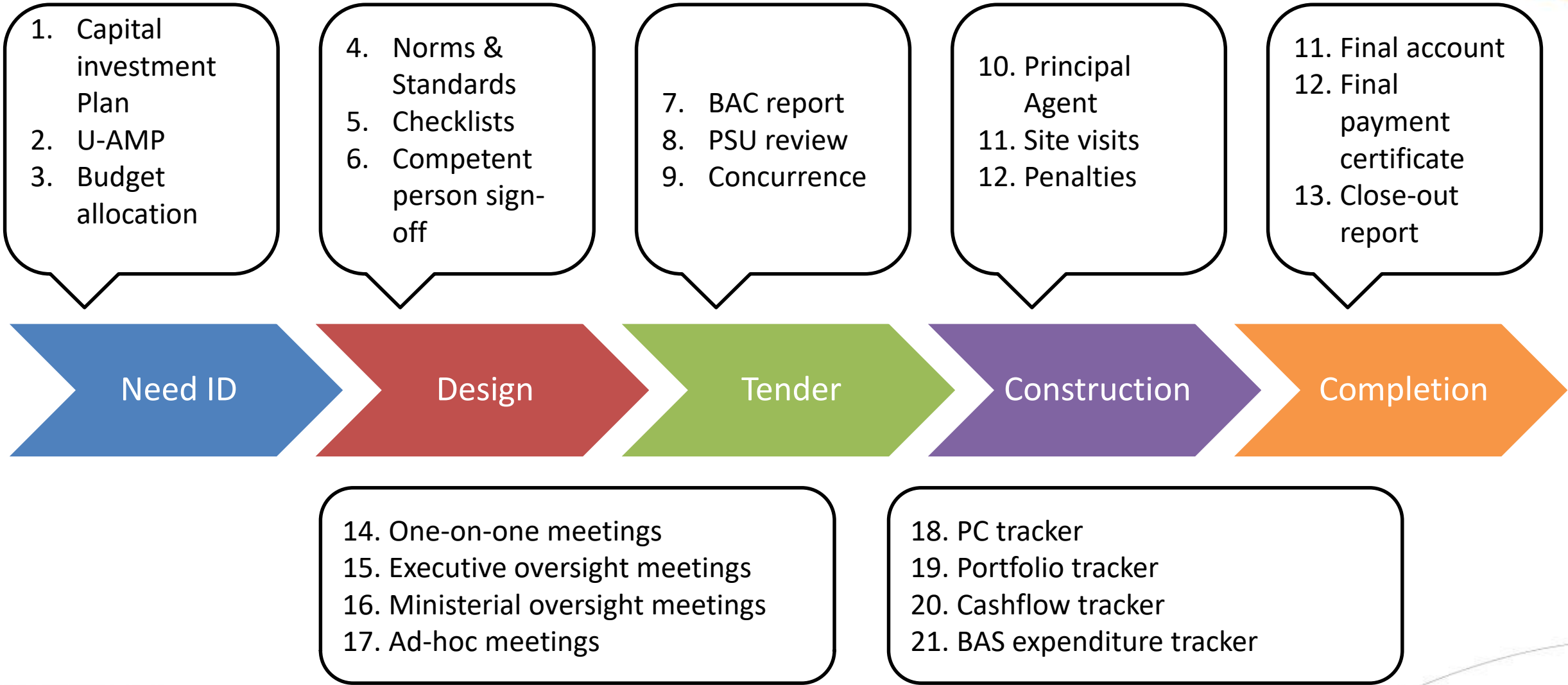
f) Project Managers review all quotes & certifies payment based on cost-reimbursable with target cost




g) PMO manage the IDMS **gateway review process:**

- i. Stage 1 is complete when the Initiation Report or Prefeasibility Report is approved.
- ii. Stage 2 is complete when the Concept Report or the Feasibility Report is approved.
- iii. Stage 3 is complete when the Design Development Report is approved.
- iv. Stage 4 is complete when the Design Documentation Report is approved.
- v. Stage 5 is complete when the Works Completion Report is approved.
- vi. Stage 6 is complete when the Handover/Record Information Report is approved.
- vii. Stage 7 is complete when the Close-out Report is approved.

## h) PMO manage the monitoring model



## d) Consequence management to root out poor performance

|  |  |
|--|--|
|  <p><b>national treasury</b><br/>Department:<br/>National Treasury<br/>REPUBLIC OF SOUTH AFRICA</p> | <p>PFMA SCM INSTRUCTION NO. 03 OF 2021/22<br/><b>PUBLIC FINANCE MANAGEMENT ACT</b><br/>(ACT 1 OF 1999)</p> |
| <p>ENHANCING COMPLIANCE, TRANSPARENCY AND ACCOUNTABILITY IN SUPPLY CHAIN<br/>MANAGEMENT</p>  |  |

### 6. RESTRICTION OF PERSON DOING BUSINESS WITH GOVERNMENT


6.1 The AO/AA must, in writing, notify a person of—

4

- (a) the intention to restrict the person from doing business with the State;
- (b) the grounds for the restriction;
- (c) the intended period of restriction which may not exceeding 10 years; and
- (d) the right to make representations within 14 days as to why the person should not be restricted.

### 3. Implementation tactics for 2023/24

- a) PEDs to submit all Infrastructure data to DBE for loading on NEIMS/EFMS
- EC = data for 1200 of 5000 schools available
  - **FS = data for 200 of 1080 schools available**
  - **GP = data for 2300 of 2300 schools available**
  - KZN = data for 1500 of 6000 schools available
  - LP = data for 1000 of 3700 schools available
  - **MP = data for 0 of 1672 schools available**
  - NC = data for 440 of 556 schools available
  - NW = data for 1300 of 1423 schools available (already on NEIMS/EFMS)
  - **WC = data for 1520 of 1520 schools available**



Ensure reliable  
planning data  
in NEIMS

STEP 1 : All B-5 projects lists based on updated NEIMS

g) Enabling internal environment:

- i. Pursue rationalisation of all small & unviable schools.
- ii. Pursue alignment of schools.
- iii. Avoid fruitless & wasteful expenditure
- iv. Avoid white elephants

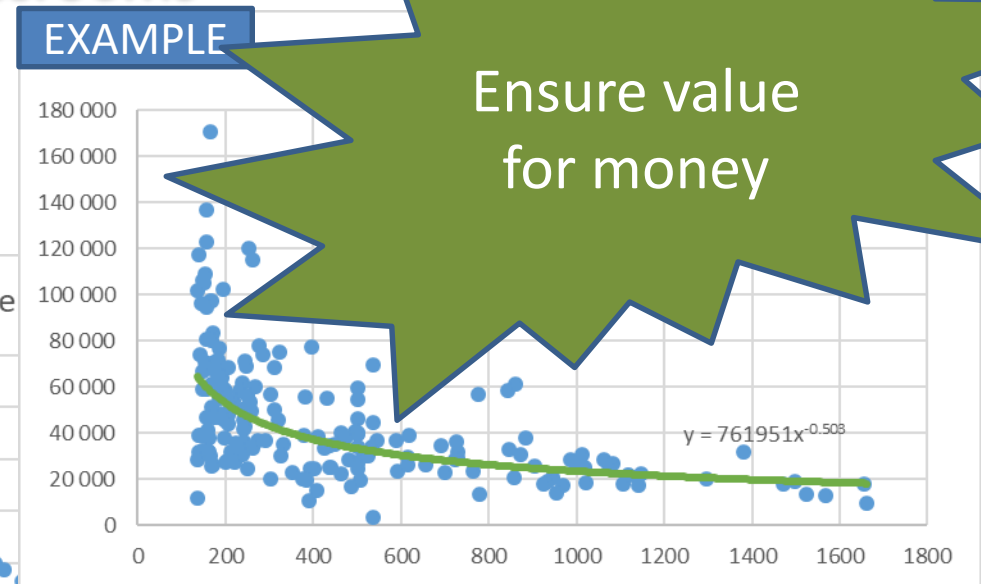
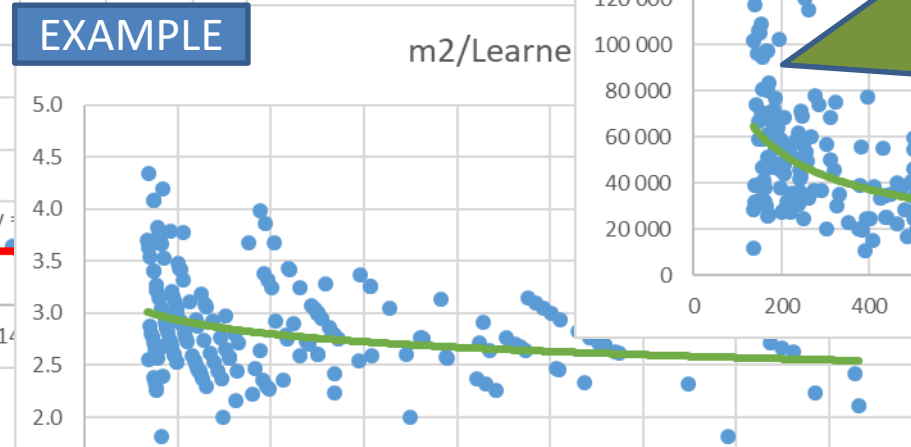
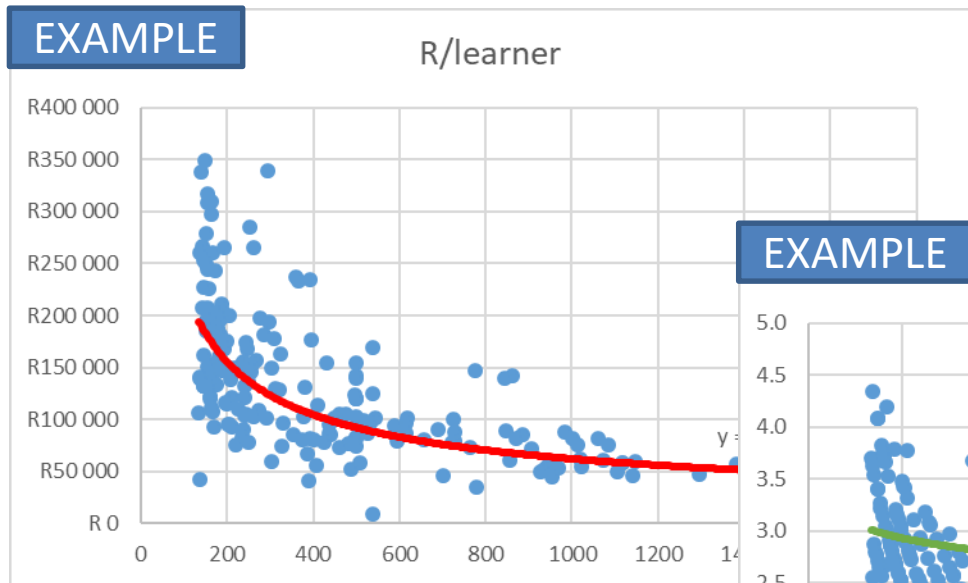


Ensure  
investment in  
long-term  
solutions

STEP 2 : Clean out the list of operational schools

b) Analyse historical cost and establish cost benchmarks:

- New schools
- Brick & mortar classrooms
- Alternative Building Technology (ABT) classrooms
- Brick & Mortar toilets
- Alternative Building Technology (ABT) classrooms



STEP 3 : All B-5 project budgets based on cost benchmarks

### c) Order of magnitude cost estimates:

|                |   | Estimated project cost (incl VAT) | Eradication period | Annual investment | Strategy |                |
|----------------|---|-----------------------------------|--------------------|-------------------|----------|----------------|
| Priority 1     | Schools made entirely of inappropriate materials            | R12 224 033 569                   | 7                  | R1 746 290 510    | 100%     | R1 746 290 510 |
| Priority 2 (a) | Schools with no toilets                                     | R235 448 747                      | 7                  | R33 635 535       | 100%     | R33 635 535    |
| Priority 2 (b) | Schools with no sustainable source of water                 | R10 176 117 056                   | 7                  | R1 453 731 008    | 50%      | R726 865 504   |
| Priority 3 (a) | Schools with some buildings made of inappropriate materials | R4 483 958 600                    | 7                  | R640 565 514      | 50%      | R320 282 757   |
| Priority 3 (b) | Schools that require upgrading of sanitation                | R17 953 386 864                   | 7                  | R2 564 769 552    | 50%      | R1 282 384 776 |
| Priority 3 (c) | Schools that require upgrading of water supply              | R6 674 438 950                    | 7                  | R953 491 279      | 50%      | R476 745 639   |
| Priority 3 (d) | Schools that require additional classrooms                  | R44 498 765 853                   | 7                  | R6 356 966 550    | 50%      | R3 178 483 275 |
| Priority 4 (a) | Schools that require libraries                              | R8 646 000 000                    | 7                  | R1 235 142 857    | 50%      | R617 571 428   |
| Priority 4 (b) | Schools that require computer centres                       | R8 118 500 000                    | 7                  | R1 235 142 857    | 50%      | R617 571 428   |
| Priority 4 (c) | Schools that require nutrition centres                      | R6 107 500 000                    | 7                  | R953 491 279      | 50%      | R476 745 639   |
| Priority 4 (d) | Schools that require laboratories                           | R9 848 500 000                    | 7                  | R1 453 731 008    | 50%      | R726 865 504   |
| Priority 4 (e) | Schools that require upgrading of perimeter fence           | R64 398 000                       | 7                  | R953 491 279      | 50%      | R476 745 639   |
| Totals         |   | R129 031 047 639                  | 7                  | R18 422 006 806   | 42%      | R7 772 887 711 |



| Maintenance requirements |                          | Estimated project cost (incl VAT) | Eradication period | Annual investment | Strategy |                 |
|--------------------------|--------------------------|-----------------------------------|--------------------|-------------------|----------|-----------------|
| Priority 1 (a)           | Preventative maintenance |                                   |                    | R9 849 787 681    | 50%      | R4 924 893 841  |
| Priority 1 (b)           | Reactive maintenance     | R98 497 876 814                   | 7                  | R14 071 125 259   | 50%      | R7 035 562 630  |
| Totals                   |                          | R98 497 876 814                   | 7                  | R23 920 912 940   | 0.5      | R11 960 456 470 |

| SUMMARY : Required investment |  | Estimated project cost (incl VAT) | Eradication period | Annual investment | Annual investment |                |
|-------------------------------|--|-----------------------------------|--------------------|-------------------|-------------------|----------------|
| Capital                       |  | R129 031 047 639                  | 7                  | R18 422 006 806   | 42%               | R7 772 887 711 |

STEP 4 : Adopt a 7-year investment horizon



d) Prioritisation of capital investment:


- i. Additional appropriate classrooms to address over-crowding
- ii. Additional appropriate toilets
- iii. On-site storage for potable water
- iv. On-site treatment for potable water
- v. Demolish inappropriate classrooms
- vi. Demolish inappropriate toilets
- vii. Appropriate fencing
- viii. Appropriate energy / electricity
- ix. Appropriate other buildings
- x. Demolish inappropriate other buildings



40% of EIG  
allocated to  
Capital  
programme

e) Prioritisation of maintenance investment:


- i. Servicing of pit toilets
- ii. Repair of storm damage
- iii. Repair of buildings
- iv. Repair of fittings
- v. Preventative maintenance



60% of EIG  
allocated to  
Maintenance  
programme

f) Capacity development:

- i. Finalise organograms for Infrastructure Units.
- ii. Headhunt suitable candidates.
- iii. Support technical development from candidate to professional registration.
- iv. Support continued professional development & training of officials.
- v. Organise technical clinics for knowledge sharing.
- vi. Establish centre of excellence on infrastructure procurement to prepare tender documents for framework contracts.
- vii. Establish project management office to manage the implementation of projects. It should be a combination of officials and contracted resources.



Headhunt to  
fill critical  
vacancies

STEP 7 : Ensure departmental built environment capacity

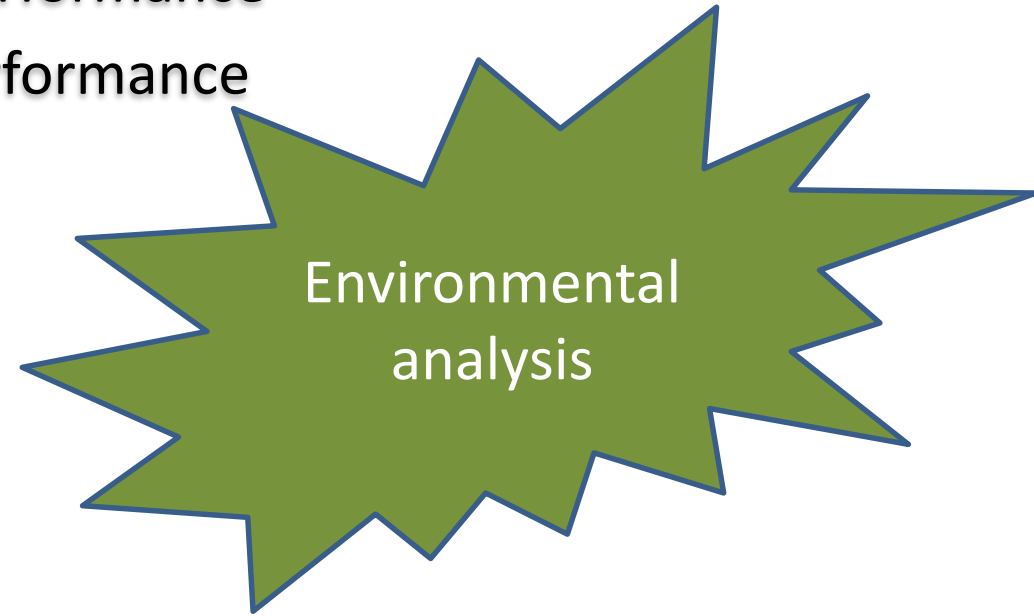
f) Standardise reporting:

- i. Enforce EFMS as sole programme management system.
- ii. Enforce EFMS as sole document management system.
- iii. Standardise monitoring reports.
- iv. Standardise progress reports.



f) Inter-sector liaison:

- i. Report contractor appointments to CIDB
- ii. Liaise with NDoH on implementing agent performance
- iii. Liaise with DPWI on implementing agent performance
- iv. Liaise with PEDs on implementing agent performance



e) Enabling external environment:

- i. Engagement with Departments of Public Works to discuss the responsibility of the custodian.
- ii. Engagement with the relevant Municipalities to discuss the provision of municipal services.
- iii. Engagement with CIDB to discuss the capacity of the Construction sector.
- iv. Engagement with Professional Councils to discuss the capacity of the PSP sector.
- v. Engagement with Law Enforcement Agencies to discuss the role of Business Forums.
- vi. Engagement with SABS, Agreement & WRC on Building Technologies (specifically GREEN buildings).



Stakeholder  
management

# 4. Alignment

1. The identified challenges are all addressed in the 10-point STRATEGY.
2. Specific TACTICS will be applied to ensure alignment.
3. Dedicated conveners were appointed per WORKSTREAM to develop OPERATIONAL PLANS for each focus area.



# EDUCATION INFRASTRUCTURE : 10-POINT STRATEGY

UPDATED

## INPUT

1. Reliable planning information

2. Simplified Asset Management Plan

3. Simplified Infrastructure Programme Management Plan

4.(a) Standardised Designs & Specifications

4.(b) Simplified Processes

## PROCESS

5.(a) Framework agreement: Contractors

5.(b) Framework agreement: Suppliers

5.(c) Framework agreement: Built-Environment Professionals

5.(d) Framework agreement: Project Managers

6. Local Sub-contracting

7.(a) Cost-reimbursable (Target Price)

7.(b) Performance-based professional fees

## OUTPUT

Appropriate & value for money education infrastructure

8. Formal gateway reviews

9. Monitoring over entire project life-cycle

10. Consequence management for defaulting service providers

## QUALITY CONTROL



# Alignment of challenges, strategy & tactics (Part 1)

## CHALLENGES

- 1. Limited reliable planning data
- 2. Over-complicated planning & approval documents & processes
- 7. Capital projects not aligned with national priorities.
- 6. Significant over-crowding, sanitation, water supply & maintenance challenges
- 3. Multiple designs & specifications
- 4. Time-consuming procurement processes
- 9. Over-reliance on Implementing Agents.

## 10-POINT STRATEGY

- 1. Reliable planning information
- 2. Simplified asset management plan
- 3. Simplified infrastructure programme management plan
- 4. Standardised designs, specifications & processes
- 5. Framework agreements (Contractors, Suppliers, Professionals)

## TACTICS

- 1. All B-5 project scope must be based on updated NEIMS data.
- 2. No investment in small & unviable schools.
- 3. All B-5 project budgets must be based on updated NEIMS data.
- 4. All B-5 projects based on a 7-year planning horizon.
- 5. B-5 capital projects must be aligned with National priorities.
- 6. B-5 maintenance projects must be aligned with National priorities.
- 10. Formalise implementation protocol agreements

# Alignment of challenges, strategy & tactics (Part 2)

## CHALLENGES

5. Limited local-economic stimulation

8. Interruption by Business Forums.

10. Poor performing service providers.

## 10-POINT STRATEGY

6. Local sub-contracting

7. Cost-reimbursable & performance-based payments

8. Formal gateway reviews

9. Monitoring over entire project life-cycle

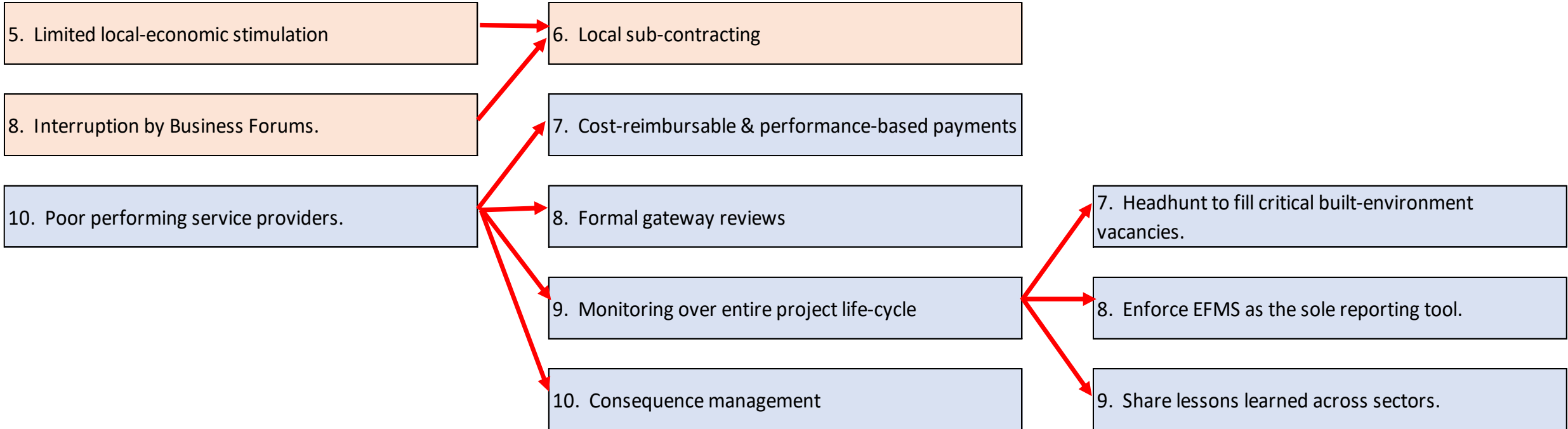
10. Consequence management

## TACTICS

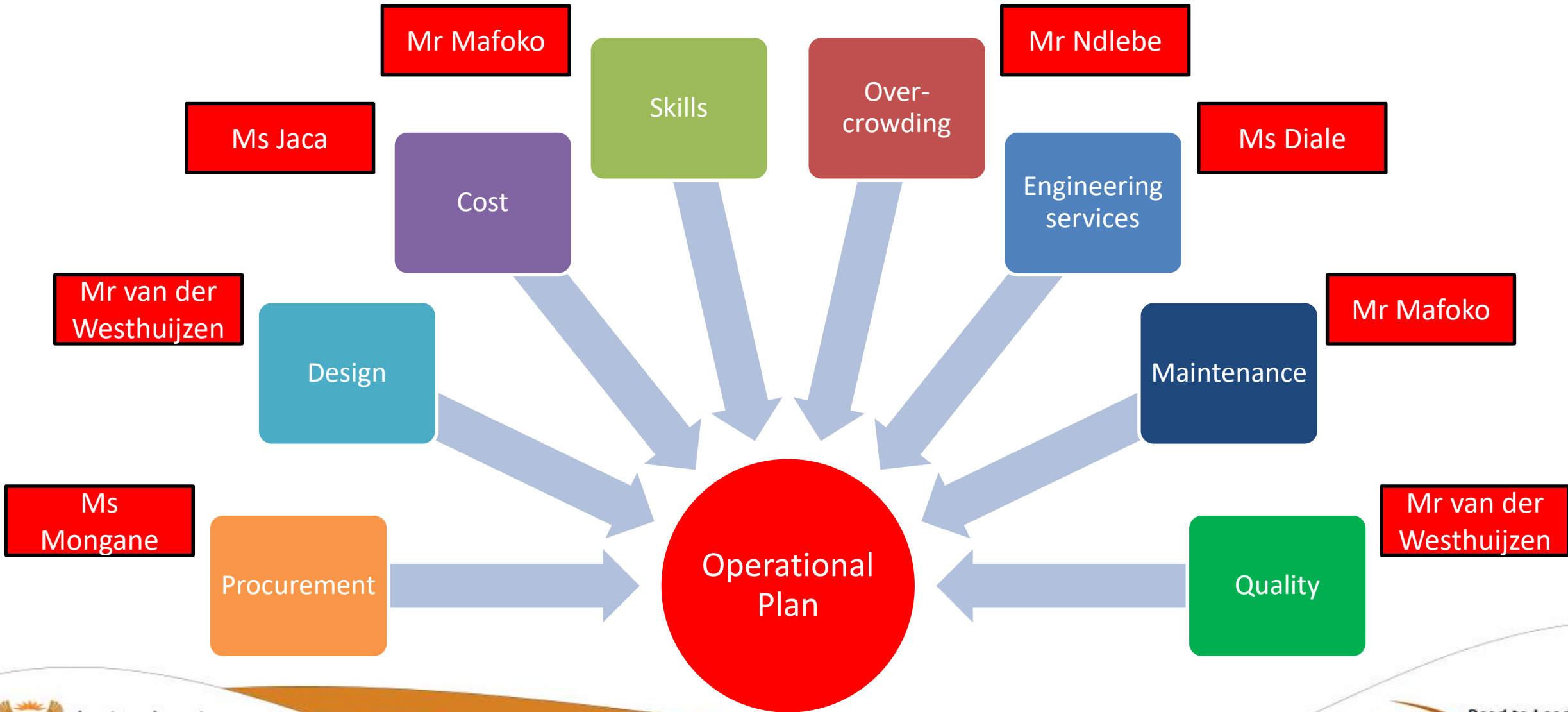
7. Headhunt to fill critical built-environment vacancies.

8. Enforce EFMS as the sole reporting tool.

9. Share lessons learned across sectors.



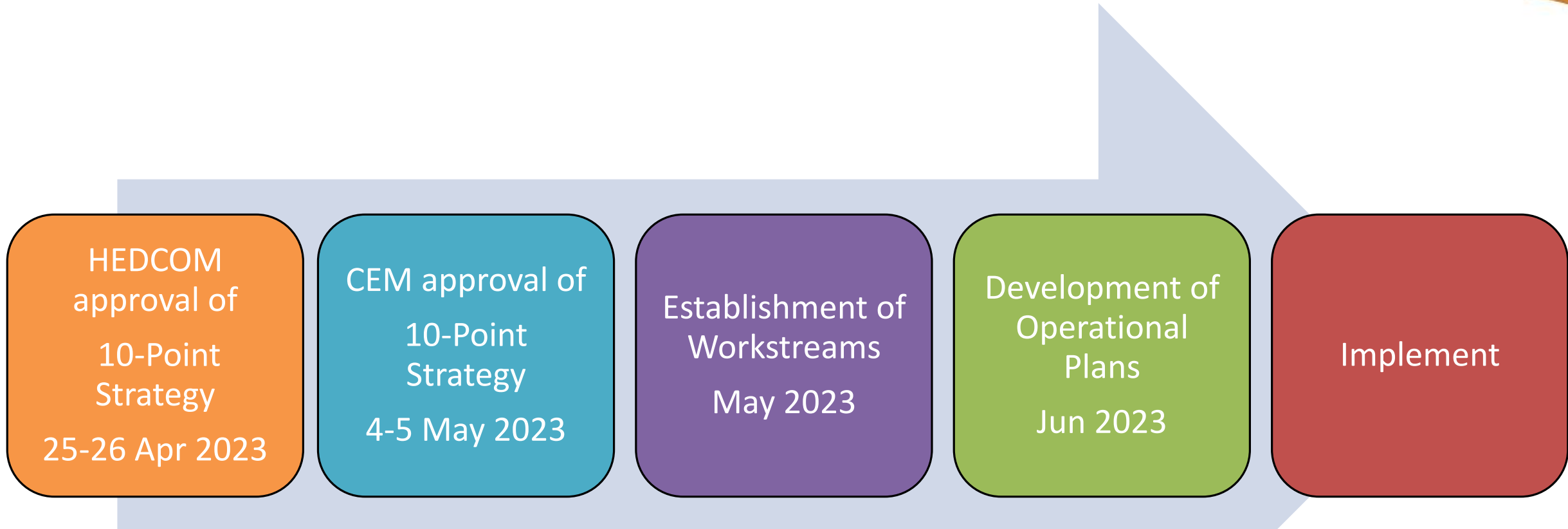
# Workstreams : Proposed convenors



## Workstreams : Terms of Reference

1. Convenor will be appointed through DG submission
2. Convenor may co-opt any official in DBE:
  - a) Many officials offered by PEDs
  - b) Many resources available through PSU
3. Input to the work of team:
  - a) Discussion questions issued to commission at HEDCOM & CEM workshops.
  - b) Feedback presentations made by HEDCOM and CEM commissions.
4. End of June 2023 milestone = Operational plan:
  - a) Who is in your team?
  - b) What will you deliver ?
  - c) When will you deliver ?
5. National steering committee lead by Ms Diale
6. Weekly progress reports
7. Monthly progress meetings

# 10-Point Strategy : Roll-out Roadmap



HEDCOM approval of 10-Point Strategy  
25-26 Apr 2023

CEM approval of 10-Point Strategy  
4-5 May 2023

Establishment of Workstreams  
May 2023

Development of Operational Plans  
Jun 2023

Implement



ional Asset